

Office of Police Complaints

www.policecomplaints.dc.gov
Telephone: 202-727-3838

Table FH0-1

Description	FY 2016	FY 2017	FY 2018	FY 2019	% Change
	Actual	Actual	Approved	Proposed	from FY 2018
OPERATING BUDGET	\$2,110,187	\$2,276,146	\$2,600,802	\$2,538,132	-2.4
FTEs	20.5	22.4	24.2	24.2	0.0

The mission of the Office of Police Complaints (OPC) is to increase public confidence in the police and promote positive community-police interactions.

Summary of Services

OPC receives, investigates, adjudicates, and mediates police misconduct complaints filed by the public against the Metropolitan Police Department (MPD) and the D.C. Housing Authority (DCHA) police officers. In addition to these responsibilities, the agency issues policy recommendations to the Mayor, the Council of the District of Columbia, and the Chiefs of Police of MPD and DCHA's Office of Public Safety (OPS) proposing reforms that will promote greater police accountability by reducing the level of police misconduct or improving the citizen complaint process.

The agency's FY 2019 proposed budget is presented in the following tables:

FY 2019 Proposed Gross Funds Operating Budget and FTEs, by Revenue Type

Table FH0-2 contains the proposed FY 2019 budget by revenue type compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data.

Table FH0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands							Full-Time Equivalents						
	Actual		Approved	Proposed	Change		%	Actual		Approved	Proposed	Change		
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2018	Change*		FY 2016	FY 2017	FY 2018	FY 2019	FY 2018	Change	
GENERAL FUND														
Local Funds	2,110	2,276	2,601	2,538	-63	-2.4	20.5	22.4	24.2	24.2	0.0	0.0		
TOTAL FOR GENERAL FUND	2,110	2,276	2,601	2,538	-63	-2.4	20.5	22.4	24.2	24.2	0.0	0.0		
GROSS FUNDS	2,110	2,276	2,601	2,538	-63	-2.4	20.5	22.4	24.2	24.2	0.0	0.0		

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2019 Proposed Operating Budget, by Comptroller Source Group

Table FH0-3 contains the proposed FY 2019 budget at the Comptroller Source Group (object class) level compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual expenditures.

Table FH0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Percentage Change*
11 - Regular Pay - Continuing Full Time	1,156	1,530	1,658	1,719	61	3.7
12 - Regular Pay - Other	403	238	244	260	15	6.3
13 - Additional Gross Pay	14	5	7	7	0	0.0
14 - Fringe Benefits - Current Personnel	322	342	357	417	60	16.8
15 - Overtime Pay	7	3	5	5	0	0.0
SUBTOTAL PERSONAL SERVICES (PS)	1,902	2,118	2,271	2,407	136	6.0
20 - Supplies and Materials	71	20	40	49	9	22.2
31 - Telephone, Telegraph, Telegram, Etc.	4	1	1	1	0	0.0
40 - Other Services and Charges	28	67	48	16	-32	-66.1
41 - Contractual Services - Other	93	65	234	65	-169	-72.3
70 - Equipment and Equipment Rental	12	5	7	0	-7	-100.0
SUBTOTAL NONPERSONAL SERVICES (NPS)	208	158	330	131	-199	-60.3
GROSS FUNDS	2,110	2,276	2,601	2,538	-63	-2.4

*Percent change is based on whole dollars.

FY 2019 Proposed Operating Budget and FTEs, by Division/Program and Activity

Table FH0-4 contains the proposed FY 2019 budget by division/program and activity compared to the FY 2018 approved budget. It also provides FY 2016 and FY 2017 actual data. For a more comprehensive explanation of divisions/programs and activities, please see the Division/Program Description section, which follows the table.

Table FH0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(1000) AGENCY MANAGEMENT										
(1015) Training and Employee Development	13	12	12	2	-10	0.0	0.0	0.0	0.0	0.0
(1020) Contracting and Procurement	0	0	0	49	49	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	7	7	14	10	-4	0.0	0.0	0.0	0.0	0.0
(1070) Fleet Management	0	0	1	2	1	0.0	0.0	0.0	0.0	0.0
(1085) Customer Service	62	64	64	55	-9	0.9	0.9	1.0	1.0	0.0
(1090) Performance Management	622	623	764	616	-148	3.5	3.7	4.0	4.0	0.0
No Activity Assigned	2	8	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	705	714	855	734	-122	4.4	4.6	5.0	5.0	0.0

Table FH0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018	Actual FY 2016	Actual FY 2017	Approved FY 2018	Proposed FY 2019	Change from FY 2018
(2000) COMPLAINT RESOLUTION										
(2010) Investigation	1,165	1,216	1,347	1,400	53	13.7	14.3	15.5	15.5	0.0
(2020) Adjudication	28	21	28	15	-13	0.0	0.0	0.0	0.0	0.0
(2030) Mediation	36	21	30	30	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (2000) COMPLAINT RESOLUTION	1,229	1,258	1,405	1,445	40	13.7	14.3	15.5	15.5	0.0
(3000) PUBLIC RELATIONS										
(3010) Outreach	92	95	95	99	4	1.1	1.2	1.2	1.2	0.0
SUBTOTAL (3000) PUBLIC RELATIONS	92	95	95	99	4	1.1	1.2	1.2	1.2	0.0
(4000) POLICY RECOMMENDATION										
(4010) Policy Recommendation	85	210	245	260	15	1.3	2.3	2.5	2.5	0.0
SUBTOTAL (4000) POLICY RECOMMENDATION	85	210	245	260	15	1.3	2.3	2.5	2.5	0.0
(9960) YR END CLOSE										
No Activity Assigned	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	0	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL PROPOSED OPERATING BUDGET	2,110	2,276	2,601	2,538	-63	20.5	22.4	24.2	24.2	0.0

(Change is calculated by whole numbers and numbers may not add up due to rounding)

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2019 Operating Appendices** located on the Office of the Chief Financial Officer's website. "No Activity Assigned" indicates budget or actuals that are recorded at the division/program level.

Program Description

The Office of Police Complaints (OPC) operates through the following 4 programs:

Complaint Resolution – investigates, adjudicates, and mediates misconduct complaints against sworn officers of the Metropolitan Police Department (MPD) and the Office of Public Safety (OPS) in a fair, impartial, and timely manner.

This program includes the following 3 activities:

- **Investigation** – investigates and produces reports related to complaints of misconduct against sworn MPD and OPS officers;
- **Adjudication** – renders final determinations of police misconduct complaints against sworn officers of MPD and OPS; and
- **Mediation** – provides a forum for complainants and subject officers to interact and develop a better awareness and understanding of the incident that led to the filing of a misconduct complaint and, if possible, reach an agreement to resolve the conflict.

Public Relations – informs and educates the public through outreach concerning OPC's mission, authority, and processes to ensure that the agency's services can be fully accessed; and performs liaison functions between the office, other District agencies, and the public.

Policy Recommendation – proposes to the Mayor, Council of the District of Columbia, and Chiefs of Police for MPD and OPS improvements concerning the citizen complaint process and the elements of management of the covered law enforcement agencies that have a bearing on police misconduct, such as recruitment, training, evaluation, discipline, and supervision of police officers.

Agency Management – provides for administrative support and the required tools to achieve operational and programmatic results. This program is standard for all agencies using performance-based budgeting.

Program Structure Change

The Office of Police Complaints has no program structure changes in the FY 2019 proposed budget.

FY 2018 Approved Budget to FY 2019 Proposed Budget, by Revenue Type

Table FH0-5 itemizes the changes by revenue type between the FY 2018 approved budget and the FY 2019 proposed budget. For a more comprehensive explanation of changes, please see the FY 2019 Proposed Budget Changes section, which follows the table.

Table FH0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2018 Approved Budget and FTE		2,601	24.2
Removal of One-Time Costs	Agency Management	-150	0.0
LOCAL FUNDS: FY 2019 Recurring Budget		2,451	24.2
COLA: FY 2019 COLA Adjustment	Multiple Programs	70	0.0
Agency Request-Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	67	0.0
Agency Request-Decrease: To align resources with operational spending goals	Multiple Programs	-49	0.0
LOCAL FUNDS: FY 2019 Mayor’s Proposed Budget		2,538	24.2
No Change		0	0.0
LOCAL FUNDS: FY 2019 District’s Proposed Budget		2,538	24.2
GROSS FOR FH0 - OFFICE OF POLICE COMPLAINTS		2,538	24.2

(Change is calculated by whole numbers and numbers may not add up due to rounding)

FY 2019 Proposed Budget Changes

The Office of Police Complaints’ (OPC) proposed FY 2019 gross budget is \$2,538,132, which represents a 2.4 percent decrease from its FY 2018 approved gross budget of \$2,600,802. The budget is comprised entirely of Local funds.

Recurring Budget

The FY 2019 budget for OPC includes a reduction of \$150,000 to account for the removal of one-time funding appropriated in FY 2018 for an independent review of MPD's actions during the 2017 Presidential Inauguration weekend.

Mayor’s Proposed Budget

Cost-of-Living Adjustment: OPC’s budget proposal includes a cost-of-living adjustment (COLA) of \$69,946 in Local funds.

Agency Request - Increase: The Office of Police Complaints' budget proposal reflects an increase of \$66,549, primarily in the Agency Management program, to align the budget with projected personal services cost for activities related to performance management.

Agency Request - Decrease: The Office of Police Complaints' budget proposal reflects a net decrease of \$49,165 in the Agency Management and Complaint Resolution programs. This action was necessary to partially offset increases in personal services, and it reflects savings associated with out-of-town conference attendance.

District's Proposed Budget

No Change: The Office of Police Complaints' budget proposal reflects no change from the Mayor's Proposed Budget to the District's Proposed Budget.

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Agency Performance Plan*

Office of Police Complaints (OPC) has the following strategic objectives for FY 2019:

Strategic Objectives

Strategic Objectives describe what the agency will do, at a high level, to achieve its mission. These are action-based sentences that define what an agency does for its customers, whether the customers are residents or other District agencies, and how that improves the District.

Objectives

1. Resolve police misconduct complaints in an impartial, timely, and professional manner.
2. Promote positive community-police interactions through public education and awareness.
3. Enhance OPC's mission to improve public confidence and community trust.
4. Create and maintain a highly efficient, transparent and responsive District government.**

ACTIVITIES

Activities include the work that happens on a daily basis to help achieve the Strategic Objectives. Activity names come from the budget line items. This is further divided into “daily services” (ex. sanitation disposal), and long-term “key projects” that are high profile, one-time and span several years, (ex. redevelopment of Walter Reed Army Medical Center). Many agencies will mostly have daily services, whereas some agencies that have more of their budget come from capital funding will have several key projects.

1. Resolve police misconduct complaints in an impartial, timely, and professional manner. (4 Activities)

Activity Title	Activity Description	Type of Activity
Conduct management meetings	Investigation managers meet to ensure that the cases are being investigated with the best techniques and best practices and that they are timely.	Daily Service
Manage and monitor complaint examiner compliance	Ensure through continuous review and communication that the complaint examiners are complying with the review and analysis requirements and timeline.	Daily Service
Conduct complaint examiner In-Service Training	Complaint examiners should be trained each fiscal year on any updates to the program and any new requirements.	Key Project
Investigator participating in continual professional development	Each investigator participate in continuous professional development trainings, workshops, outreach opportunities, or mentoring to develop their technical and industry investigating skills as well as best practices.	Key Project

2. Promote positive community-police interactions through public education and awareness. (2 Activities)

Activity Title	Activity Description	Type of Activity
Communicate with civic groups, government organizations, schools, advisory boards, etc. to schedule outreach events	Employ outreach activities to ensure that the community knows about the Office of Police Complaints and its services.	Daily Service
Communicate with a wide range of organizations, government agencies, social service providers, neighborhood associations, and advocacy groups to create partnerships	Employ effective communication strategies through social media, contacts, and media relations to build community partnerships.	Daily Service

3. Enhance OPC's mission to improve public confidence and community trust. (3 Activities)

Activity Title	Activity Description	Type of Activity
Review all OPC complaints received to determine trends and/or patterns	Continuously review the trends and patterns that our complaint data reveals to ensure we are reporting any policy recommendations that could improve MPD or DCHAPD practices and procedures in an effort to best serve the community.	Daily Service
Research policing best practices	Research policing best practices to remain up-to-date on national civilian police oversight of law enforcement trends, police practices, updated legal impacts to better serve the community in ensuring the District police forces are operating with the best practices and procedures.	Daily Service
Conduct regular meetings with MPD leadership to discuss policy change recommendations	With the cooperation of MPD, conduct regular meetings with MPD leadership to discuss the implementation status of OPC's policy recommendations.	Daily Service

KEY PERFORMANCE INDICATORS

Key Performance Indicators measure how well an agency is achieving its Strategic Objectives. They are outcome-oriented and should be used to answer the question, "What does the agency need to measure to determine success?"

1. Resolve police misconduct complaints in an impartial, timely, and professional manner. (2 Measures)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of complaint examiner decisions completed within 120 days	No	100%	80%	100%	80%	80%
Percent of investigations completed within 180 days	No	69.5%	60%	84.3%	60%	60%

2. Promote positive community-police interactions through public education and awareness. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of complaints resolved through mediation program	No	12.9%	9%	11.4%	10%	10%

3. Enhance OPC's mission to improve public confidence and community trust. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2019 Target
Percent of policy recommendation reports published	No	100%	100%	100%	100%	100%

WORKLOAD MEASURES

Workload Measures, also called inputs or outputs, quantify an activity, effort or process that is necessary to make progress towards the Strategic Objectives. They help answer the question; “How much are we doing?”

1. Conduct management meetings

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of management meetings held	No	Not Available	Not Available	31

2. Manage and monitor complaint examiner compliance

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of complaint examiner decisions processed	No	Not Available	30	14

3. Conduct complaint examiner In-Service Training

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of complaint examiners attended required training	No	Not Available	10	6

4. Investigator participating in continual professional development

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of investigators attending annual MPD professional development training	No	Not Available	Not Available	100
Number of investigators attending at least 2 external training sessions	No	Not Available	10	16
Number of new investigators attending Reid Training	No	Not Available	2	4
Number of presentations completed	No	Not Available	Not Available	40

5. Communicate with civic groups, government organizations, schools, advisory boards, etc. to schedule outreach events

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of outreach events held	No	Not Available	32	50

6. Communicate with a wide range of organizations, government agencies, social service providers, neighborhood associations, and advocacy groups to create partnerships

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of community partnerships created	No	Not Available	15	17

7. Review all OPC complaints received to determine trends and/or patterns

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of complaints received	No	Not Available	438	791
Number of contacts	No	Not Available	1448	1522

8. Research policing best practices

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of policy recommendations issued	No	Not Available	1	18

9. Conduct regular meetings with MPD leadership to discuss policy change recommendations

Measure	New Measure/ Benchmark Year	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Number of meetings held with MPD	No	Not Available	Not Available	3

Performance Plan Endnotes:

*For more information about the structure and components of FY 2019 draft performance plans, please see the FY 2019 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government". New measures will be tracked in FY 2018 and FY 2019 and published starting in the FY 2019 Performance Plan.

***Key Performance Indicators that are new may not have historical data and may only have FY 2019 targets.