

Office of Police Complaints

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Table FH0-1

Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Approved	FY 2020 Approved	% Change from FY 2019
OPERATING BUDGET	\$2,276,146	\$2,559,340	\$2,538,132	\$2,790,632	9.9
FTEs	22.4	23.0	24.2	25.2	4.1

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 2020 approved budget is presented in the following tables:

FY 2020 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table FH0-2 contains the approved FY 2020 budget by revenue type compared to the FY 2019 approved budget. It also provides FY 2017 and FY 2018 actual data.

Table FH0-2

(dollars in thousands)

	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2017	Actual FY 2018	Approved FY 2019	Approved FY 2020	Change from FY 2019	% Change*	Actual FY 2017	Actual FY 2018	Approved FY 2019	Approved FY 2020	Change from FY 2019	% Change
Appropriated Fund												
GENERAL FUND												
Local Funds	2,276	2,559	2,538	2,791	252	9.9	22.4	23.0	24.2	25.2	1.0	4.1
TOTAL FOR												
GENERAL FUND	2,276	2,559	2,538	2,791	252	9.9	22.4	23.0	24.2	25.2	1.0	4.1
GROSS FUNDS	2,276	2,559	2,538	2,791	252	9.9	22.4	23.0	24.2	25.2	1.0	4.1

*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 2020 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2020 Approved Operating Budget, by Comptroller Source Group

Table FH0-3 contains the approved FY 2020 budget at the Comptroller Source Group (object class) level compared to the FY 2019 approved budget. It also provides FY 2017 and FY 2018 actual expenditures.

Table FH0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2017	Actual FY 2018	Approved FY 2019	Approved FY 2020	Change from FY 2019	Percentage Change*
11 - Regular Pay - Continuing Full Time	1,530	1,637	1,719	1,765	46	2.7
12 - Regular Pay - Other	238	242	260	260	0	0.2
13 - Additional Gross Pay	5	3	7	3	-4	-59.3
14 - Fringe Benefits - Current Personnel	342	389	417	437	21	5.0
15 - Overtime Pay	3	1	5	3	-2	-40.0
SUBTOTAL PERSONAL SERVICES (PS)	2,118	2,272	2,407	2,468	61	2.5
20 - Supplies and Materials	20	2	49	0	-49	-100.0
31 - Telecommunications	1	0	1	1	0	0.0
40 - Other Services and Charges	67	56	16	106	90	550.6
41 - Contractual Services - Other	65	228	65	215	150	232.6
70 - Equipment and Equipment Rental	5	0	0	0	0	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	158	287	131	322	191	146.3
GROSS FUNDS	2,276	2,559	2,538	2,791	252	9.9

*Percent change is based on whole dollars.

FY 2020 Approved Operating Budget and FTEs, by Division/Program and Activity

Table FH0-4 contains the approved FY 2020 budget by division/program and activity compared to the FY 2019 approved budget. It also provides FY 2017 and FY 2018 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 2017	Actual FY 2018	Approved FY 2019	Approved FY 2020	Change from FY 2019	Actual FY 2017	Actual FY 2018	Approved FY 2019	Approved FY 2020	Change from FY 2019
(1000) AGENCY MANAGEMENT										
(1015) Training and Employee Development	12	0	2	12	10	0.0	0.0	0.0	0.0	0.0
(1020) Contracting and Procurement	0	41	49	78	29	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	7	15	10	9	-1	0.0	0.0	0.0	0.0	0.0
(1070) Fleet Management	0	0	2	2	0	0.0	0.0	0.0	0.0	0.0
(1085) Customer Service	64	67	55	57	2	0.9	1.0	1.0	1.0	0.0
(1090) Performance Management	623	751	616	776	159	3.7	3.8	4.0	4.0	0.0
No Activity Assigned	8	2	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	714	876	734	934	200	4.6	4.8	5.0	5.0	0.0

Table FH0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2017	Actual FY 2018	Approved FY 2019	Approved FY 2020	Change from FY 2019	Actual FY 2017	Actual FY 2018	Approved FY 2019	Approved FY 2020	Change from FY 2019
(2000) COMPLAINT RESOLUTION										
(2010) Investigation	1,216	1,304	1,400	1,454	55	14.3	14.7	15.5	16.8	1.2
(2020) Adjudication	21	22	15	25	10	0.0	0.0	0.0	0.0	0.0
(2030) Mediation	21	21	30	20	-10	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (2000) COMPLAINT RESOLUTION	1,258	1,347	1,445	1,499	54	14.3	14.7	15.5	16.8	1.2
(3000) PUBLIC RELATIONS										
(3010) Outreach	95	90	99	94	-6	1.2	1.2	1.2	1.0	-0.2
SUBTOTAL (3000) PUBLIC RELATIONS	95	90	99	94	-6	1.2	1.2	1.2	1.0	-0.2
(4000) POLICY RECOMMENDATION										
(4010) Policy Recommendation	210	246	260	263	3	2.3	2.4	2.5	2.5	0.0
SUBTOTAL (4000) POLICY RECOMMENDATION	210	246	260	263	3	2.3	2.4	2.5	2.5	0.0
(9960) YR END CLOSE										
	-1	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (9960) YR END CLOSE	-1	0	0	0	0	0.0	0.0	0.0	0.0	0.0
TOTAL APPROVED OPERATING BUDGET	2,276	2,559	2,538	2,791	252	22.4	23.0	24.2	25.2	1.0

(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 2020 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 2020 approved budget.

FY 2019 Approved Budget to FY 2020 Approved Budget, by Revenue Type

Table FH0-5 itemizes the changes by revenue type between the FY 2019 approved budget and the FY 2020 approved budget. For a more comprehensive explanation of changes, please see the FY 2020 Approved Budget Changes section, which follows the table.

Table FH0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2019 Approved Budget and FTE		2,538	24.2
No Change		0	0.0
LOCAL FUNDS: FY 2020 Recurring Budget		2,538	24.2
Increase: To align resources with operational spending goals	Multiple Programs	41	0.0
Decrease: To align personal services and Fringe Benefits with projected costs	Multiple Programs	-5	0.0
LOCAL FUNDS: FY 2020 Mayor's Proposed Budget		2,575	24.2
Enhance: To support review of the policing practices of MPD's Narcotics and Special Investigations division (one-time)	Agency Management	150	0.0
Enhance: To support additional FTE	Complaint Resolution	66	1.0
LOCAL FUNDS: FY 2020 District's Approved Budget		2,791	25.2
GROSS FOR FH0 - OFFICE OF POLICE COMPLAINTS		2,791	25.2

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

FY 2020 Approved Budget Changes

The Office of Police Complaints' (OPC) approved FY 2020 gross budget is \$2,790,632, which represents a 9.9 percent increase over its FY 2019 approved gross budget of \$2,538,132. The budget is comprised entirely of Local funds.

Recurring Budget

No Change: OPC's budget proposal reflects no change from the FY 2019 approved budget to the FY 2020 recurring budget.

Mayor's Proposed Budget

Increase: OPC's budget proposal reflects a net increase of \$41,500, primarily in the Agency Management program, to align the budget with projected contracting and procurement costs related to the agencywide Purchasing Card program.

Decrease: OPC's budget proposal reflects a net decrease of \$5,059, primarily in the Complaint Resolution program, to reflect projected personal services costs.

District's Approved Budget

Enhance: The Office of Police Complaints' approved budget reflects a one-time increase of \$150,000 in the Agency Management division. These funds will be used to support the review of MPD's Narcotics and Special Investigations division policing practices. Additionally, the Local funds budget reflects an increase of \$66,059 and 1.0 FTE in the Complaint Resolution division to support an additional Investigator position.

Agency Performance Plan*

Office of Police Complaints (OPC) has the following strategic objectives for FY 2020:

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
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
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

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 OPCs 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 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target	FY 2020 Target
Percent of complaint examiner decisions completed within 120 days	No	100%	80%	100%	90%	90%
Percent of investigations completed within 180 days	No	84.3%	60%	90.3%	65%	68%

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

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target	FY 2020 Target
Percent of complaints resolved through mediation program	No	11.4%	10%	9.8%	10%	10%

3. Enhance OPCs mission to improve public confidence and community trust. (1 Measure)

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target	FY 2020 Target
Percent of policy recommendation reports published	No	100%	100%	100%	100%	100%

4. Create and maintain a highly efficient, transparent, and responsive District government. (4 Measures)

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target	FY 2020 Target
Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent	No	173%	100%	Data Forthcoming	100%	100%

**4. Create and maintain a highly efficient, transparent, and responsive District government.
(4 Measures)**

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Target	FY 2018 Actual	FY 2019 Target	FY 2020 Target
Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft	No	100%	100%	100%	100%	100%
Human Resource Management - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft	No	100%	100%	100%	100%	100%
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension	No	0%	0%	Data Forthcoming	0%	0%

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. Manage and monitor complaint examiner compliance

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual
Number of cases withdrawn by the complainant	No	Not Available	Not Available	New in 2019
Number of complaint examiner decisions processed	No	30	14	21
Number of Policy Training Referrals	No	Not Available	Not Available	New in 2019
Number of rapid resolution referrals	No	Not Available	Not Available	New in 2019

2. Conduct complaint examiner In-Service Training

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual
Number of complaint examiners attended required training	No	10	6	9

3. Investigator participating in continual professional development

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual
Number of investigators attending annual MPD professional development training	No	Not Available	100	14
Number of investigators attending at least 2 external training sessions	No	10	16	7
Number of new investigators attending Reid Training	No	2	4	0
Number of presentations completed	No	Not Available	40	12

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

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual
Number of outreach events held	No	32	50	28

5. 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 2016 Actual	FY 2017 Actual	FY 2018 Actual
Number of community partnerships created	No	15	17	5

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

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual
Number of complaints received	No	438	791	780
Number of contacts	No	1448	1522	1596

7. Research policing best practices

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual
Number of policy recommendations issued	No	1	18	22

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

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual
Number of meetings held with MPD	No	Not Available	3	3

9. Conduct management meetings

Measure	New Measure/ Benchmark Year	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual
Number of management meetings held	No	Not Available	31	26

Performance Plan End Notes:

*For more information about the structure and components of FY 2020 draft performance plans, please see the FY 2020 Proposed Budget and Financial Plan, Volume 1, Appendix E.

**Key Performance Indicators that are new may not have historical data and may only have FY 2020 targets.

*** District wide measures for the objective "Create and maintain a highly efficient, transparent and responsive District government" have been introduced as part of FY 2019 and FY 2020 Performance Plans and will be reported by the Office of the City Administrator (OCA). FY 2019 and FY 2020 are pilot years for this initiative, therefore not all data are available.