

# Office of Police Complaints

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

Table FH0-1

Description	FY 2018 Actual	FY 2019 Actual	FY 2020 Approved	FY 2021 Approved	% Change from FY 2020
OPERATING BUDGET	\$2,559,340	\$2,461,378	\$2,790,632	\$2,612,656	-6.4
FTEs	23.0	24.3	25.2	24.8	-2.0
CAPITAL BUDGET	\$0	\$0	\$0	\$0	N/A
FTEs	0.0	0.0	0.0	0.0	N/A

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

## Summary of Services

OPC receives, investigates, adjudicates, and mediates police misconduct complaints filed by the community against Metropolitan Police Department (MPD) and D.C. Housing Authority Police Department (DCHAPD) 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 DCHAPD proposing police policy or practice reforms to ensure the District police forces are using the best practices available.

The agency's FY 2021 approved budget is presented in the following tables:

## FY 2021 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table FH0-2 contains the approved FY 2021 budget by revenue type compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual data.

Table FH0-2

(dollars in thousands)

	Dollars in Thousands							Full-Time Equivalents					
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change*	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	% Change	
<b>Appropriated Fund</b>													
<b>GENERAL FUND</b>													
Local Funds	2,559	2,461	2,791	2,613	-178	-6.4	23.0	24.3	25.2	24.8	-0.5	-2.0	
<b>TOTAL FOR GENERAL FUND</b>	<b>2,559</b>	<b>2,461</b>	<b>2,791</b>	<b>2,613</b>	<b>-178</b>	<b>-6.4</b>	<b>23.0</b>	<b>24.3</b>	<b>25.2</b>	<b>24.8</b>	<b>-0.5</b>	<b>-2.0</b>	
<b>GROSS FUNDS</b>	<b>2,559</b>	<b>2,461</b>	<b>2,791</b>	<b>2,613</b>	<b>-178</b>	<b>-6.4</b>	<b>23.0</b>	<b>24.3</b>	<b>25.2</b>	<b>24.8</b>	<b>-0.5</b>	<b>-2.0</b>	

\*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 2021 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## FY 2021 Approved Operating Budget, by Comptroller Source Group

Table FH0-3 contains the approved FY 2021 budget at the Comptroller Source Group (object class) level compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 actual expenditures.

**Table FH0-3**

(dollars in thousands)

Comptroller Source Group	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Percentage Change*
11 - Regular Pay - Continuing Full Time	1,637	1,629	1,765	1,841	76	4.3
12 - Regular Pay - Other	242	253	260	240	-20	-7.8
13 - Additional Gross Pay	3	3	3	5	2	55.5
14 - Fringe Benefits - Current Personnel	389	379	437	434	-3	-0.7
15 - Overtime Pay	1	0	3	0	-3	-100.0
<b>SUBTOTAL PERSONAL SERVICES (PS)</b>	<b>2,272</b>	<b>2,264</b>	<b>2,468</b>	<b>2,519</b>	<b>51</b>	<b>2.1</b>
20 - Supplies and Materials	2	0	0	0	0	N/A
31 - Telecommunications	0	4	1	1	0	0.0
40 - Other Services and Charges	56	105	106	44	-62	-58.3
41 - Contractual Services - Other	228	64	215	48	-167	-77.7
70 - Equipment and Equipment Rental	0	24	0	0	0	N/A
<b>SUBTOTAL NONPERSONAL SERVICES (NPS)</b>	<b>287</b>	<b>197</b>	<b>322</b>	<b>93</b>	<b>-229</b>	<b>-71.1</b>
<b>GROSS FUNDS</b>	<b>2,559</b>	<b>2,461</b>	<b>2,791</b>	<b>2,613</b>	<b>-178</b>	<b>-6.4</b>

\*Percent change is based on whole dollars.

## FY 2021 Approved Operating Budget and FTEs, by Division/Program and Activity

Table FH0-4 contains the approved FY 2021 budget by division/program and activity compared to the FY 2020 approved budget. It also provides FY 2018 and FY 2019 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 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(1000) AGENCY MANAGEMENT</b>										
(1015) Training and Employee Development	0	16	12	0	-12	0.0	0.0	0.0	0.0	0.0
(1020) Contracting and Procurement	41	50	78	33	-45	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	15	25	9	9	0	0.0	0.0	0.0	0.0	0.0
(1070) Fleet Management	0	3	2	2	0	0.0	0.0	0.0	0.0	0.0
(1085) Customer Service	67	68	57	59	2	1.0	1.0	1.0	1.0	0.0
(1090) Performance Management	751	662	776	659	-116	3.8	4.0	4.0	4.0	0.0
No Activity Assigned	2	-1	0	0	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (1000) AGENCY MANAGEMENT</b>	<b>876</b>	<b>822</b>	<b>934</b>	<b>762</b>	<b>-172</b>	<b>4.8</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>0.0</b>

**Table FH0-4**

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020	Actual FY 2018	Actual FY 2019	Approved FY 2020	Approved FY 2021	Change from FY 2020
<b>(2000) COMPLAINT RESOLUTION</b>										
(2010) Investigation	1,304	1,262	1,454	1,465	11	14.7	15.5	16.8	16.5	-0.2
(2020) Adjudication	22	20	25	25	0	0.0	0.0	0.0	0.0	0.0
(2030) Mediation	21	20	20	20	0	0.0	0.0	0.0	0.0	0.0
<b>SUBTOTAL (2000) COMPLAINT RESOLUTION</b>	<b>1,347</b>	<b>1,301</b>	<b>1,499</b>	<b>1,510</b>	<b>11</b>	<b>14.7</b>	<b>15.5</b>	<b>16.8</b>	<b>16.5</b>	<b>-0.2</b>
<b>(3000) PUBLIC RELATIONS</b>										
(3010) Outreach	90	92	94	96	2	1.2	1.2	1.0	1.0	0.0
<b>SUBTOTAL (3000) PUBLIC RELATIONS</b>	<b>90</b>	<b>92</b>	<b>94</b>	<b>96</b>	<b>2</b>	<b>1.2</b>	<b>1.2</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>
<b>(4000) POLICY RECOMMENDATION</b>										
(4010) Policy Recommendation	246	245	263	245	-19	2.4	2.5	2.5	2.2	-0.2
<b>SUBTOTAL (4000) POLICY RECOMMENDATION</b>	<b>246</b>	<b>245</b>	<b>263</b>	<b>245</b>	<b>-19</b>	<b>2.4</b>	<b>2.5</b>	<b>2.5</b>	<b>2.2</b>	<b>-0.2</b>
<b>TOTAL APPROVED OPERATING BUDGET</b>	<b>2,559</b>	<b>2,461</b>	<b>2,791</b>	<b>2,613</b>	<b>-178</b>	<b>23.0</b>	<b>24.3</b>	<b>25.2</b>	<b>24.8</b>	<b>-0.5</b>

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

**Note:** For more detailed information regarding the approved funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2021 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 police misconduct complaints against sworn officers of MPD and DCHAPD in a fair, impartial, and timely manner.

This program includes the following 3 activities:

- **Investigation** – investigates complaints of misconduct against sworn MPD and DCHAPD officers;
- **Adjudication** – renders final determinations of police misconduct complaints against sworn officers of MPD and DCHAPD; 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 satisfaction that resolves the misunderstanding.

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

**Policy Recommendation** – proposes improvements to the Mayor, Council of the District of Columbia, and Chiefs of Police for MPD and DCHAPD with a special emphasis on constitutional policing methods, and may involve issues of police training, procedures, supervision, or general police operations.

**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 2021 approved budget.

---

## FY 2020 Approved Budget to FY 2021 Approved Budget, by Revenue Type

Table FH0-5 itemizes the changes by revenue type between the FY 2020 approved budget and the FY 2021 approved budget. For a more comprehensive explanation of changes, please see the FY 2021 Approved Budget Changes section, which follows the table.

---

### Table FH0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2020 Approved Budget and FTE</b>		<b>2,791</b>	<b>25.2</b>
Removal of One-Time Costs	Agency Management	-150	0.0
<b>LOCAL FUNDS: FY 2021 Recurring Budget</b>		<b>2,641</b>	<b>25.2</b>
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	97	0.0
Increase: To align resources with operational spending goals	Multiple Programs	3	0.0
Reduce: To realize programmatic cost savings	Multiple Programs	-128	-0.5
<b>LOCAL FUNDS: FY 2021 Mayor's Proposed Budget</b>		<b>2,613</b>	<b>24.8</b>
No Change		0	0.0
<b>LOCAL FUNDS: FY 2021 District's Approved Budget</b>		<b>2,613</b>	<b>24.8</b>
<b>GROSS FOR FH0 - OFFICE OF POLICE COMPLAINTS</b>		<b>2,613</b>	<b>24.8</b>

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

## FY 2021 Approved Budget Changes

The Office of Police Complaints' (OPC) approved FY 2021 gross budget is \$2,612,656, which represents a 6.4 percent decrease from its FY 2020 approved gross budget of \$2,790,632. The budget is comprised entirely of Local funds.

### Recurring Budget

The FY 2021 budget for the Office of Police Complaints includes a reduction of \$150,000 to account for the removal of one-time funding appropriated in FY 2020 to support MPD's Narcotics and Special Investigations division policing practices.

### Mayor's Proposed Budget

**Increase:** OPC's proposed budget reflects an increase of \$97,183 across multiple programs to align salaries and Fringe Benefits with projected costs, and an increase of \$3,084 in nonpersonal services across multiple programs to align resources with operational spending goals.

**Reduce:** The proposed budget includes a reduction of \$128,243 and 0.5 Full-Time Equivalent across multiple programs to account for programmatic cost savings in personal and nonpersonal services.

### District's Approved Budget

**No Change:** The Office of Police Complaints' budget reflects no change from the Mayor's proposed budget to the District's approved budget.

## Agency Performance Plan\*

Office of Police Complaints (OPC) has the following strategic objectives for FY 2021:

### 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 OPCs 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 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of complaint examiner decisions completed within 120 days	No	100%	90%	100%	90%	100%
Percent of investigations completed within 180 days	No	90.3%	65%	85%	70%	75%

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

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 Target
Percent of complaints resolved through mediation program	No	9.8%	10%	7.9%	8%	9%

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

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Target	FY 2019 Actual	FY 2020 Target	FY 2021 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. Manage and monitor complaint examiner compliance

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of cases withdrawn by the complainant	No	New in 2019	New in 2019	33
Number of complaint examiner decisions processed	No	14	21	23
Number of Policy Training Referrals	No	New in 2019	New in 2019	30
Number of rapid resolution referrals	No	New in 2019	New in 2019	17

---

### 2. Conduct complaint examiner In-Service Training

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of complaint examiners attended required training	No	6	9	8

---

### 3. Investigator participating in continual professional development

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of investigators attending annual MPD professional development training	No	100	14	15
Number of investigators attending at least 2 external training sessions	No	16	7	8
Number of new investigators attending Reid Training	No	4	0	4
Number of presentations completed	No	40	12	7

---

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

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of outreach events held	No	50	28	51

---

### 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 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of community partnerships created	No	17	5	1

---

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

Measure	New Measure/ Benchmark Year	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of complaints received	No	791	780	879
Number of contacts	No	1522	1596	1748

---

**7. Research policing best practices**

---

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of policy recommendations issued	No	18	22	12

---

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

---

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of meetings held with MPD	No	3	3	5

---

**9. Conduct management meetings**

---

<b>Measure</b>	<b>New Measure/ Benchmark Year</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>
Number of management meetings held	No	31	26	28

**Performance Plan End Notes:**

\*For more information about the structure and components of FY 2021 draft performance plans, please see the FY 2021 Approved Budget and Financial Plan, Volume 1, Appendix E.

\*\*Key performance indicators that are new may not have historical data and may only have FY 2021 targets.

\*\*\*For the final versions of agency FY 2021 performance plans when they become available in December 2020, see the OCA website at <https://oca.dc.gov>