

Office of Police Complaints

www.policecomplaints.dc.gov

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Table FH0-1

Description	FY 2019	FY 2020	FY 2021	FY 2022	% Change
	Actual	Actual	Approved	Approved	from FY 2021
OPERATING BUDGET	\$2,461,378	\$2,494,993	\$2,612,656	\$2,892,257	10.7
FTEs	24.3	19.0	24.8	26.2	6.1
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). 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 guidance for effective police policy or practices to ensure the District police forces are using the effective police practices that serve the community and the District in order to build trust.

The agency's FY 2022 approved budget is presented in the following tables:

FY 2022 Approved Gross Funds Operating Budget and FTEs, by Revenue Type

Table FH0-2 contains the approved FY 2022 budget by revenue type compared to the FY 2021 approved budget. It also provides FY 2019 and FY 2020 actual data.

Table FH0-2

(dollars in thousands)

Appropriated Fund	Dollars in Thousands						Full-Time Equivalents					
	Actual FY 2019	Actual FY 2020	Approved FY 2021	Approved FY 2022	Change from FY 2021	% Change*	Actual FY 2019	Actual FY 2020	Approved FY 2021	Approved FY 2022	Change from FY 2021	% Change
GENERAL FUND												
Local Funds	2,461	2,495	2,613	2,892	280	10.7	24.3	19.0	24.8	26.2	1.5	6.1
TOTAL FOR GENERAL FUND	2,461	2,495	2,613	2,892	280	10.7	24.3	19.0	24.8	26.2	1.5	6.1
GROSS FUNDS	2,461	2,495	2,613	2,892	280	10.7	24.3	19.0	24.8	26.2	1.5	6.1

*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 2022 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2022 Approved Operating Budget, by Comptroller Source Group

Table FH0-3 contains the approved FY 2022 budget at the Comptroller Source Group (object class) level compared to the FY 2021 approved budget. It also provides FY 2019 and FY 2020 actual expenditures.

Table FH0-3

(dollars in thousands)

Comptroller Source Group	Actual FY 2019	Actual FY 2020	Approved FY 2021	Approved FY 2022	Change from FY 2021	Percentage Change*
11 - Regular Pay - Continuing Full Time	1,629	1,648	1,841	1,880	39	2.1
12 - Regular Pay - Other	253	226	240	294	54	22.6
13 - Additional Gross Pay	3	16	5	4	-1	-21.6
14 - Fringe Benefits - Current Personnel	379	376	434	472	37	8.6
15 - Overtime Pay	0	0	0	0	0	N/A
SUBTOTAL PERSONAL SERVICES (PS)	2,264	2,266	2,519	2,649	130	5.1
31 - Telecommunications	4	0	1	0	-1	-100.0
40 - Other Services and Charges	105	45	44	45	1	2.3
41 - Contractual Services - Other	64	172	48	198	150	312.5
70 - Equipment and Equipment Rental	24	13	0	0	0	N/A
SUBTOTAL NONPERSONAL SERVICES (NPS)	197	229	93	243	150	160.7
GROSS FUNDS	2,461	2,495	2,613	2,892	280	10.7

*Percent change is based on whole dollars.

FY 2022 Approved Operating Budget and FTEs, by Division/Program and Activity

Table FH0-4 contains the approved FY 2022 budget by division/program and activity compared to the FY 2021 approved budget. It also provides FY 2019 and FY 2020 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 2019	Actual FY 2020	Approved FY 2021	Approved FY 2022	Change from FY 2021	Actual FY 2019	Actual FY 2020	Approved FY 2021	Approved FY 2022	Change from FY 2021
(1000) AGENCY MANAGEMENT										
(1015) Training and Employee Development	16	14	0	0	0	0.0	0.0	0.0	0.0	0.0
(1020) Contracting and Procurement	50	28	33	34	1	0.0	0.0	0.0	0.0	0.0
(1040) Information Technology	25	21	9	9	0	0.0	0.0	0.0	0.0	0.0
(1070) Fleet Management	3	1	2	2	0	0.0	0.0	0.0	0.0	0.0
(1085) Customer Service	68	68	59	61	2	1.0	0.8	1.0	1.0	0.0
(1090) Performance Management	662	674	659	785	126	4.0	3.0	4.0	4.0	0.0
No Activity Assigned	-1	0	0	0	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (1000) AGENCY MANAGEMENT	822	807	762	891	129	5.0	3.8	5.0	5.0	0.0

Table FH0-4

(dollars in thousands)

Division/Program and Activity	Dollars in Thousands					Full-Time Equivalents				
	Actual FY 2019	Actual FY 2020	Approved FY 2021	Approved FY 2022	Change from FY 2021	Actual FY 2019	Actual FY 2020	Approved FY 2021	Approved FY 2022	Change from FY 2021
(2000) COMPLAINT RESOLUTION										
(2010) Investigation	1,262	1,337	1,465	1,600	135	15.5	12.6	16.5	18.0	1.5
(2020) Adjudication	20	14	25	25	0	0.0	0.0	0.0	0.0	0.0
(2030) Mediation	20	16	20	20	0	0.0	0.0	0.0	0.0	0.0
SUBTOTAL (2000) COMPLAINT RESOLUTION	1,301	1,367	1,510	1,645	135	15.5	12.6	16.5	18.0	1.5
(3000) PUBLIC RELATIONS										
(3010) Outreach	92	98	96	97	1	1.2	0.8	1.0	1.0	0.0
SUBTOTAL (3000) PUBLIC RELATIONS	92	98	96	97	1	1.2	0.8	1.0	1.0	0.0
(4000) POLICY RECOMMENDATION										
(4010) Policy Recommendation	245	222	245	260	15	2.5	1.9	2.2	2.2	0.0
SUBTOTAL (4000) POLICY RECOMMENDATION	245	222	245	260	15	2.5	1.9	2.2	2.2	0.0
TOTAL APPROVED OPERATING BUDGET	2,461	2,495	2,613	2,892	280	24.3	19.0	24.8	26.2	1.5

(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 2022 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 2022 approved budget.

FY 2021 Approved Budget to FY 2022 Approved Budget, by Revenue Type

Table FH0-5 itemizes the changes by revenue type between the FY 2021 approved budget and the FY 2022 approved budget. For a more comprehensive explanation of changes, please see the FY 2022 Approved Budget Changes section, which follows the table.

Table FH0-5

(dollars in thousands)

DESCRIPTION	DIVISION/PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2021 Approved Budget and FTE		2,613	24.8
No Change		0	0.0
LOCAL FUNDS: FY 2022 Recurring Budget		2,613	24.8
Increase: To align personal services and Fringe Benefits with projected costs	Multiple Programs	24	0.0
LOCAL FUNDS: FY 2022 Mayor's Proposed Budget		2,637	24.8
Enhance: To support a study on bias in threat assessments (one- time)	Agency Management	150	0.0
Enhance: To support additional FTE(s)	Complaint Resolution	105	1.5
LOCAL FUNDS: FY 2022 District's Approved Budget		2,892	26.2
GROSS FOR FH0 - OFFICE OF POLICE COMPLAINTS		2,892	26.2

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

FY 2022 Approved Operating Budget Changes

Table FH0-6 contains the approved FY 2022 budget by fund compared to the FY 2021 approved budget.

Table FH0-6

Appropriated Fund	FY 2021 Approved	FY 2022 Approved	% Change from FY 2021
Local Funds	\$2,612,656	\$2,892,257	10.7
GROSS FUNDS	\$2,612,656	\$2,892,257	10.7

Recurring Budget

The Office of Police Complaints' budget reflects no change from the FY 2021 approved budget to the FY 2022 recurring budget.

Mayor's Proposed Budget

Increase: OPC's proposed budget reflects a net increase of \$24,475 to align personal services with projected costs.

District's Approved Budget

Enhance: OPC's approved budget includes a one-time increase of \$150,000 in the Agency Management program to support a study to determine whether threat assessments conducted by the Metropolitan Police Department were influenced by bias. In addition, the budget reflects an increase of \$105,126 and 1.5 FTEs to support the hiring of an investigator and part-time interns to support the agency's operations.

Agency Performance Plan*

Office of Police Complaints (OPC) has the following strategic objectives for FY 2022:

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 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Percent of complaint examiner decisions completed within 120 days	No	100%	90%	100%	100%	100%
Percent of investigations completed within 180 days	No	85%	70%	86.3%	75%	75%

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

Measure	New Measure/ Benchmark Year	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 Target
Percent of mediations completed within 30 days of referral	No	New in 2021	New in 2021	New in 2021	New in 2021	100%

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

Measure	New Measure/ Benchmark Year	FY 2019 Actual	FY 2020 Target	FY 2020 Actual	FY 2021 Target	FY 2022 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 2018 Actual	FY 2019 Actual	FY 2020 Actual
Number of cases withdrawn by the complainant	No	New in 2019	33	18
Number of complaint examiner decisions processed	No	21	23	18
Number of Policy Training Referrals	No	New in 2019	30	33
Number of rapid resolution referrals	No	New in 2019	17	98

2. Conduct complaint examiner In-Service Training

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Number of complaint examiners attended required training	No	9	8	8

3. Investigator participating in continual professional development

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Number of investigators attending annual MPD professional development training	No	14	15	11
Number of investigators attending at least 2 external training sessions	No	7	8	8
Number of new investigators attending Reid Training	No	0	4	0
Number of presentations completed	No	12	7	7

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

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Number of outreach events held	No	28	51	42

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 2018 Actual	FY 2019 Actual	FY 2020 Actual
Number of community partnerships created	No	5	1	1

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

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Number of complaints received	No	780	879	841
Number of contacts	No	1596	1748	1746
Number of mediations referred	No	New in 2021	New in 2021	New in 2021
Numbers of mediations not held	No	New in 2021	New in 2021	New in 2021

7. Research policing best practices

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Number of policy recommendations issued	No	22	12	8

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

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Number of meetings held with MPD	No	3	5	4

9. Conduct management meetings

Measure	New Measure/ Benchmark Year	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Number of management meetings held	No	26	28	31

Performance Plan Endnotes:

*For more information about the structure and components of FY 2022 draft performance plans, please see the FY 2022 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 2022 targets.

***To view the final versions of agency FY 2022 performance plans when they become available in December 2021, see the OCA website at <https://oca.dc.gov/>.