OFFICE OF POLICE COMPLAINTS

FY 2026 PERFORMANCE PLAN

NOVEMBER 26, 2025

GOVERNMENT OF THE DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

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1 INTRODUCTION

This document is the Fiscal Year 2026 Performance Plan for the Office of Police Complaints.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily when the Mayor's budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

Performance Plan Structure: Performance plans are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency's mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency's overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like "How much did we do?", "How well did we do it?", "How quickly did we do it?", and "Is anyone better off?" as described in the table below.

Measures are printed in the Performance Plan along with the Objective, Administrative Structure, Activity, or Project that they measure.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase "Number of...".	"Number of public art projects completed"
Quality	Quality measures assess how well an agency's work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	"Percent of citations issued that were appealed"
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"

(continued)

Measure Type	Measure Description	Example
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Targets: Agencies set targets for most performance measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report.

Not all measures are associated with a target. Newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Changes in some measures may not indicate better or worse performance. They may be "neutral" measures of demand or input or outside of the agency's direct control. In some cases, the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 OFFICE OF POLICE COMPLAINTS OVERVIEW

Mission: 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.

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. Efficient, Transparent, and Responsive Government

3 OBJECTIVES

3.1 RESOLVE POLICE MISCONDUCT COMPLAINTS IN AN IMPARTIAL, TIMELY, AND PROFESSIONAL MANNER.

Ensure police misconduct complaints are resolved in an impartial, timely, and professional manner in order to increase the community's trust in the District's police forces.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Efficiency	Percent of complaint examiner decisions completed within 120 days	Up is Better	100%	100%	100%	**100%**
Efficiency	Percent of investigations completed within 180 days	Up is Better	90.33%	75%	93.58%	**75%**

3.2 PROMOTE POSITIVE COMMUNITY-POLICE INTERACTIONS THROUGH PUBLIC EDUCATION AND AWARENESS.

Promote positive community-police interactions through the agency's mediation and outreach programs.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Efficiency	Percent of mediations completed within 30 days of referral	Up is Better	79.55%	100%	89.94%	**100%**

3.3 ENHANCE OPCS MISSION TO IMPROVE PUBLIC CONFIDENCE AND COMMUNITY TRUST.

Issue policy recommendations to the Mayor, the Council of the District of Columbia, and the Chiefs of Police of MPD and DCHAPD that address large-scale concerns about District law enforcement policies, training, or supervision and substantive or procedural law enforcement matters, which, if corrected immediately, could greatly improve community trust in the police.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Number of policy recommendation reports published	Up is Better	5	5	3	**5**

3.4 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

Create and maintain a highly efficient, transparent, and responsive District government.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years	Up is Better	100%	100%	100%	**100%**
Outcome	Percent of employees that are District residents	Up is Better	45.83%	40%	56%	**40%**
Outcome	Percent of new hires that are District residents (Peoplesoft)	Up is Better	62.5%	20%	75%	**Target not required**
Outcome	Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia (eRecruit)	Up is Better	0%	20%	0%	**20%**
Outcome	Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Up is Better	No incidents	Target not required	100%	**Target not required**

4 ACTIVITIES

4.1 INVESTIGATORS PARTICIPATING IN CONTINUAL PROFESSIONAL DEVELOPMENT

Each investigator participates in continuous professional development trainings, workshops, outreach opportunities, or mentoring to develop their technical and industry investigating skills as well as best practices.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of investigators attending annual MPD professional development training	Neutral	18	Target not required	18	**Target not required**
Quantity	Number of investigators attending at least 2 external training sessions	Neutral	11	Target not required	7	**Target not required**
Quantity	Number of new investigators attending Reid Training	Neutral	4	Target not required	0	**Target not required**
Quantity	Number of presentations completed	Neutral	6	Target not required	6	**Target not required**

4.2 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.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of cases withdrawn by the complainant	Neutral	25	Target not required	25	**Target not required**
Quantity	Number of complaint examiner decisions processed	Neutral	12	Target not required	9	**Target not required**
Quantity	Number of Policy Training Referrals	Neutral	30	Target not required	37	**Target not required**
Quantity	Number of rapid resolution referrals	Neutral	31	Target not required	22	**Target not required**

4.3 CONDUCT COMPLAINT EXAMINER IN-SERVICE TRAINING

Complaint examiners should be trained each fiscal year on any updates to the program and any new requirements.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Efficiency	Number of complaint examiners attended required training	Up is Better	0	Target not required	7	**Target not required**

4.4 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.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of outreach events held	Neutral	25	Target not required	30	**Target not required**

4.5 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.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of community partnerships created	Neutral	1	Target not required	0	**Target not required**

4.6 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.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of complaints received	Neutral	942	Target not required	1,065	**Target not required**
Quantity	Number of contacts	Neutral	217	Target not required	224	**Target not required**
Quantity	Number of mediations referred	Neutral	62	Target not required	59	**Target not required**
Quantity	Numbers of mediations not held	Neutral	12	Target not required	18	**Target not required**

4.7 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.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of policy recommendations issued	Neutral	8	Target not required	3	**Target not required**

4.8 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.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of meetings held with MPD	Up is Better	0	Target not required	2	**Target not required**

4.9 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.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Efficiency	Number of management meetings held	Up is Better	19	Target not required	19	**Target not required**