

**FY 2010 PERFORMANCE PLAN**  
**Office of Police Complaints**

**MISSION**

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 Police Department (DCHAPD) officers. In addition to these responsibilities, the agency issues policy recommendations to the Mayor, the Council of the District of Columbia, and MPD's and DCHAPD's Chiefs of Police proposing reforms that will promote greater police accountability by reducing the level of police misconduct or that will lead to improvements in the citizen complaint process.

**AGENCY WORKLOAD MEASURES**

<b>Measure</b>	<b>FY08 Actual</b>	<b>FY09 YTD</b>
Number of complaints closed	312	N/A
Number of policy recommendations issued	4	N/A

**OBJECTIVE 1: Resolve police misconduct complaints in an impartial, timely and professional manner.**

**INITIATIVE 1.1: Reduce the number and maintain an appropriate level of open complaints.**

OPC's effectiveness is tied in significant measure to its ability to resolve fairly and promptly police misconduct complaints filed with the agency. Achieving this initiative and maintaining it will ensure that OPC's investigators have a reasonable caseload that they can fully investigate in a timely manner. OPC's goal is to have a maximum of approximately 18 open complaints per investigator.

**INITIATIVE 1.2: Increase the percentage of complaints successfully resolved through mediation agreements.**

The aim of the agency's mediation program is to enhance community-police relations. In FY10, OPC will train investigators to assess the potential of complaints to be successfully resolved through mediation. OPC's goal is for successful-mediated complaints to account for 8.5% of the total number of complaints resolved by OPC through conviction, adjudication, dismissal, or successful mediation.

**OBJECTIVE 2: Promote positive community-police interactions through public awareness.**



**INITIATIVE 2.1: Target OPC outreach efforts to specific populations.**

OPC provides a forum, independent of MPD and DCHAPD, for citizens to address police misconduct concerns. Vital to the agency’s mission is increasing the public’s awareness of the agency, the services it provides, and the role it plays in community-police interactions. For FY10, OPC plans to conduct 22 outreach events, of which over half will be targeted to underrepresented groups. Specifically, five events will be coordinated with community-based organizations that serve individuals having limited proficiency in English; five events will be conducted in high schools in the 4<sup>th</sup>, 6<sup>th</sup>, 7<sup>th</sup>, and 8<sup>th</sup> Wards; and three events will be conducted at D.C. Housing Authority residential complexes.

**OBJECTIVE 3: Effect police reform by issuing four policy recommendations to the Mayor, the District Council, MPD and DCHAPD.**

**OBJECTIVE 4: Improve the agency’s customer service.**

**INITIATIVE 4.1: Improve public access to the agency’s complaint process by adding a web-based component.**

In FY10, the agency plans to add a web portal, which will allow citizens to fill out and submit complaint forms accessed through the agency’s internet site. The use of a web-based filing system is crucial to the efficiency and effectiveness of monitoring police activities. Specifically, citizens will have the opportunity to file complaints closer in time to the date of the incident, thereby allowing OPC to start an investigation much earlier.

**INITIATIVE 4.2: Develop and implement a participant feedback survey.**

Confidence in OPC, on the part of both citizens and police officers, is important to OPC’s ability to carry out its mission. In FY10, OPC plans to develop and implement a participant feedback program in which complainants and officers will be invited to fill out survey questions designed to track perceptions regarding the agency’s mission.

**PROPOSED KEY PERFORMANCE INDICATORS**

Measure	FY08 Actual	FY09 Target	FY09 YTD	FY10 Projection	FY11 Projection	FY12 Projection
Percent of investigations completed and reports produced within six months.	65%	65%	N/A	70%	70%	70%
Percent of Complaint Examiner decisions issued within 120 days.	50%	90%	N/A	90%	90%	90%
Total number of cases successfully mediated	29%		N/A	N/A	N/A	N/A
Number of outreach activities attended or sponsored by OPC.	22	20	N/A	N/A	N/A	N/A



## STANDARD CITYWIDE OPERATIONAL MEASURES

Measure	FY09 YTD
<b>Contracts</b>	
<b>KPI:</b> % of sole-source contracts	
<b>KPI:</b> Average time from requisition to purchase order for small (under \$100K) purchases	
<b>KPI:</b> # of ratifications	
<b>KPI:</b> % of invoices processed in 30 days or less	
<b>Customer Service</b>	
<b>KPI:</b> OUC customer service score	
<b>Finance</b>	
<b>KPI:</b> Variance between agency budget estimate and actual spending	
<b>KPI:</b> Overtime as percent of salary pay	
<b>KPI:</b> Travel/Conference spending per employee	
<b>KPI:</b> Operating expenditures "per capita" (adjusted: per client, per resident)	
<b>People</b>	
<b>KPI:</b> Ratio of non-supervisory staff to supervisory staff	
<b>KPI:</b> Vacancy Rate Total for Agency	
<b>KPI:</b> Admin leave and sick leave hours as percent of total hours worked	
<b>KPI:</b> Employee turnover rate	
<b>KPI:</b> % of workforce eligible to retire or will be within 2 years	
<b>KPI:</b> Average evaluation score for staff	
<b>KPI:</b> Operational support employees are percent of total employees	
<b>Property</b>	
<b>KPI:</b> Square feet of office space occupied per employee	
<b>Risk</b>	
<b>KPI:</b> # of worker comp and disability claims per 100 employees	