



**FY 2011 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 Metropolitan Police Department (MPD) and 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 proposing reforms that will promote greater police accountability by reducing the level of police misconduct or improving the citizen complaint process.

AGENCY WORKLOAD MEASURES

Measure	FY2008	FY09	FY10 YTD
Number of contacts from the public inquiring about filing a complaint	1,316	1,087	826
Number of complaints received	600	550	411

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

INITIATIVE 1.1: Initiate an in-house continuing education program for the investigators.

OPC’s effectiveness is tied in significant measure to its ability to resolve fairly and promptly police misconduct complaints filed with the agency. By September 2011, OPC plans to conduct at least four in-house continuing education sessions that will inform investigators of new issues and trends in the world of police accountability and provide updates on legal precedent. These sessions are designed to ensure that investigators are aware of and understand emerging issues so that they may promptly identify material matters, quickly determine the proper course of an investigation, and obtain all relevant evidence in order to resolve citizen complaints within six months of the filing of these complaints.

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

INITIATIVE 2.1: Target OPC outreach efforts to specific populations.

OPC provides a forum, independent of MPD and DCHA, 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. By September 2011, OPC plans to conduct at least 24 outreach events, several of which will be coordinated with community-based organizations that serve individuals having limited proficiency in English and at least three will be held at DCHA tenant meetings. In FY11, OPC also plans to strengthen its relationship with the District’s African population by holding at least three outreach events in that community.

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

OBJECTIVE 4: Improve the agency’s customer service.

PROPOSED KEY PERFORMANCE INDICATORS

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD Actual	FY2011 Projection	FY2012 Projection	FY 2013 Projection
Percent of investigations completed and reports produced by the agency within six months.	74.9	70	77.2	75	75	75
Percent of Complaint Examiner decisions issued within 120 days.	100	90	71.4	90	90	90
Percent of complaints resolved through mediation. ¹	9.9	9	8.3	9	9	9
Number of outreach activities sponsored or attended by OPC.	27	24	16	24	24	24
Actual number of policy recommendations issued.	5	4	0	4	4	4

¹This Key Performance Indicator is also an industry measure. In assessing the effectiveness of mediation programs used by different police oversight agencies, experts in the field consider the percentage of all complaints that were successfully mediated by an oversight agency. See Samuel Walker, Carol Archbold, and Leigh Herbst, *Mediating Citizen Complaints Against Police Officers: A Guide for Police and Community Leaders*, U.S. Department of Justice, Office of Community Oriented Policing Services at 40 (2002). With 9.9% of its complaints resolved through mediation in FY09, OPC’s performance places it at or near the top when compared to other mediation programs in the United States.