



FY 2012 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.

WORKLOAD MEASURES

Measure	FY 2009	FY 2010	FY 2011 Actual
Number of contacts from the public inquiring about filing a complaint	1,087	1025	1177
Number of complaints received	550	582	547

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

INITIATIVE 1.1: Enhance OPC's in-house continuing education program for investigators. (PUBLIC SAFETY)

OPC's effectiveness is tied in significant measure to its ability to resolve fairly and promptly police misconduct complaints filed with the agency. OPC will continue to provide at least four in-house continuing education sessions that will inform investigators of new issues and trends in the field of police accountability and citizen review and provide updates on legal precedent. In addition, OPC will conduct an advanced skills training for more senior investigators. This training will be conducted by senior management and will focus on advanced investigative techniques and advanced skill development. Together, these sessions and the training will be 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 have the necessary skills to obtain all relevant evidence in order to resolve most citizen complaints within six months of the filing of these complaints.

INITIATIVE 1.2: Improve OPC's staff retention. (FISCAL STABILITY) (PUBLIC SAFETY)

OPC's ability to conduct prompt investigations is largely dependent on OPC's ability to retain its complement of experienced staff members. With only 22 full time staff, 15 of which are in the investigative unit (the largest employee classification at OPC), every vacancy has a significant impact. Vacancies cost the agency the accumulated knowledge, skills, and training of the individual investigator and cause both workload increases and disruptions for the rest of the staff. This, in turn, decreases the efficiency of OPC's investigative process. OPC will convene a committee open to all staff that will meet at least six times in fiscal year 2012 to address

employee concerns and identify and develop methods of improving worklife quality. By considering and implementing retention strategies, and by involving employees in this process, OPC hopes to increase the average longevity of the agency's staff and decrease the incidence of vacancies.

INITIATIVE 1.3: Identify obstacles to OPC obtaining evidence from MPD. (PUBLIC SAFETY)

OPC's ability to promptly resolve investigations relies in part on the timely production by MPD of documents and evidence in its possession. OPC has worked with MPD to develop a system to better track these requests, which has resulted in fewer outstanding requests. OPC will take the next step and collect and report to MPD the time that the Department took to fulfill the requests, identifying particular districts or types of documents that produce the longest delays. OPC will track these data for October 2011- April 2012, and provide a report to MPD with recommendations for improvement by the end of FY2012.

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

INITIATIVE 2.1: Conduct OPC outreach efforts throughout the District. (PUBLIC SAFETY)

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 2012, 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. In addition, OPC plans to conduct at least two outreach events in each of the District's wards.

Initiative 2.2: Establish a social media presence. (PUBLIC SAFETY)

While nearly one-third of District residents are age 24 or younger, those residents account for just over 10% of the complaints filed with OPC. To reach these residents more effectively, OPC will establish a social media presence by launching an agency Facebook page.

OBJECTIVE 3: Enhance OPC's ability to effect police reform by issuing policy recommendations to the Mayor, the District Council, MPD, and DCHA.

Initiative 3.1: Review and analyze OPC subcategory information to better identify patterns and trends warranting policy recommendations. (PUBLIC SAFETY) (FISCAL STABILITY)

While OPC has jurisdiction over six basic kinds of allegations, for the past three years the agency has separated those categories into dozens of subcategories. The goal of doing so is to better identify trends, thereby permitting for more focused targeting of recommendations for police reform. OPC will analyze these data during fiscal year 2012 in order to by to identify specific trends that bear further review and analysis.

Initiative 3.2: Gather additional information from other stakeholders to identify misconduct issues that may result in liability for the District. (PUBLIC SAFETY) (FISCAL STABILITY)

Other District agencies, such as the Office of the Attorney General (OAG) and the Office of the Inspector General (OIG), may receive misconduct complaints that, if unaddressed, could result in broad liability for the District. In FY 2012, OPC will meet with OAG and OIG with the goal of

identifying matters that may warrant developing policy recommendations focusing on MPD-related risk assessment issues

Initiative 3.2 Increase public awareness of and accessibility to the status of implementation of policy recommendations. (PUBLIC SAFETY)

OPC has historically included in its Annual Report updates on the implementation status of its policy recommendations. OPC will add this content to the agency’s website to allow for easier public access to the information. In addition, OPC will work with the agencies that are the subject of the recommendations to submit more regularly updates as these agencies make implement or do not implement OPC’s recommendations.

PROPOSED KEY PERFORMANCE INDICATORS

Measure	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Protection	FY 2013 Protection	FY 2014 Protection
Percent of investigations completed and reports produced by the agency within six months.	74.9%	65.73%	57.14%	75%	75%	TBD
Percent of Complaint Examiner decisions issued within 120 days.	100%	81.82%	42.86%	90%	90%	TBD
Percent of complaints resolved through mediation. ¹	9.9%	9.03%	8.70%	9%	9%	TBD
Number of outreach activities sponsored or attended by OPC.	27	24	24	24	24	TBD

¹ This 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 9.03% of its complaints resolved through mediation in FY10, OPC’s performance places it at or near the top when compared to other mediation programs in the United States.