



## FY 2013 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

Metrics	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual
Number of contacts from the public inquiring about filing a complaint	1025	1198	1243
Number of complaints received	582	557	574

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

#### INITIATIVE 1.1: Expand OPC's training program for investigators.

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 in-house continuing education sessions that will teach investigators about new issues and trends in the field of police accountability and citizen review and provide updates on current legal precedent. In addition, OPC will provide advanced skills trainings in investigative techniques by identifying external training opportunities, including, but not limited to, sending agency staff to the Reid Technique of Interviewing and Interrogation workshop and having certain agency staff obtain oversight practitioner credentialing by enrolling in training offered by the National Association for Civilian Oversight of Law Enforcement (NACOLE). Together, these sessions and the training will 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 being filed with the agency. This initiative will be accomplished on an ongoing basis, subject to funding approval, and achieved by September 30, 2013.

**INITIATIVE 1.2: Identify solutions to removing obstacles to OPC obtaining evidence from MPD and the Office of Unified Communications (OUC).**

OPC's ability to resolve investigations promptly relies in significant part on the timely production by MPD of documents and evidence in its possession, including records maintained by the Office of Unified Communications (OUC). OPC has worked with MPD to develop a system to track these requests better, and has identified several obstacles that prevent OPC from timely receiving documents. OPC will engage with MPD and OUC to develop more efficient processes for OPC to receive documents that it is entitled by statute to receive. This will be completed by March 31, 2013.

**INITIATIVE 1.3: Research the techniques of non-District oversight agencies.**

Other citizen oversight agencies exist throughout the country. Representatives of OPC will visit the Citizen Complaint Review Board of New York City and San Francisco's Office of Citizen Complaints to learn about investigative and management techniques that could help OPC be even more effective and efficient. Areas of inquiry will include, among others, training strategies, access to police documents, case management and review, data analysis, and use of technology. Pending approval of the necessary travel, these visits will occur in the first two quarters of Fiscal Year 2013, and be completed by March 31, 2012.

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

**INITIATIVE 2.1: Conduct OPC outreach efforts throughout the District.**

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. OPC plans to conduct at least 24 outreach events, with at least one such session in each of the District's eight wards. OPC will focus its efforts on coordinating with community groups, social service providers, and legal advocacy organizations that work with populations that frequently come into contact with the police. These events will occur throughout the year, and all 24 will be completed by September 30, 2013.

**INITIATIVE 2.2: Develop a Community Outreach Resource Manual.**

OPC regularly reaches out to diverse populations of District residents. To maintain these connections, OPC will develop a Community Outreach Resource Manual. The manual, which will be updated annually, will compile and preserve information about all of OPC's community contacts, house the resource materials and instructions for the various presentations OPC conducts, and compile information on additional opportunities for outreach. This will ensure that resources invested in community outreach will continue to benefit the agency's ability to promote positive community-police interactions. This manual will be completed by September 30, 2013.

**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 sustained complaints of police misconduct.**

During Fiscal Year 2012, OPC complaint examiners sustained several complaints of police misconduct. OPC staff will review the findings of all complaints sustained during that year and look for patterns or trends that bear further review and analysis. This review will be completed by August 31, 2013.

**INITIATIVE 3.2: Survey the policy recommendations issued by other independent police review agencies**

Many oversight agencies around the country and the world help to bring about police reform by issuing policy recommendations. OPC staff will conduct a survey of other agencies' reports to identify both national trends and emerging areas related to efforts to reduce police misconduct. OPC will also identify and review reports prepared by advocacy groups and non-profit organizations that work on police accountability issues. This research will allow OPC to propose reforms that will strengthen police accountability in the District while also identifying methods for the city to reduce its exposure to litigation and civil liability. This review will be completed by August 31, 2013.

**INITIATIVE 3.3: Issue two targeted recommendations for police reform**

OPC and the Police Complaints Board (PCB) research issues relating to police misconduct, and make recommendations for targeted reforms. OPC will issue at least two such reports and recommendations by September 30, 2013.

**KEY PERFORMANCE INDICATORS**

	<b>FY 2011 Actual</b>	<b>FY 2012 Target</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Projection</b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>
Percent of investigations completed and reports produced by the agency within six months.	57.1%	75%	60.6%	60%	60%	60%
Percent of Complaint Examiner decisions issued within 120 days.	42.9%	90%	92.9%	80%	80%	80%
Percent of complaints resolved through mediation. <sup>1</sup>	8.7%	9%	7.6%	9%	9%	9%
Number of outreach activities sponsored or attended by OPC.	24	24	27	24	24	24

<sup>1</sup> 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 8.7% of its complaints resolved through mediation in FY11, OPC’s performance places it at or near the top when compared to other mediation programs in the United States.