

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue
Interim City Administrator



Office of Police Complaints FY2020

Agency Office of Police Complaints

Agency Code FHO

Fiscal Year 2020

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.

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
No accomplishments found		

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
1 - Resolve police misconduct complaints in an impartial, timely, and professional manner. (2 Measures)												
Percent of investigations completed within 180 days	Quarterly	84.3%	90.3%	85%	70%	85%	96%	83%	81%	86.3%	Met	
Percent of complaint examiner decisions completed within 120 days	Quarterly	100%	100%	100%	90%	100%	100%	100%	100%	100%	Met	
2 - Promote positive community-police interactions through public education and awareness. (1 Measure)												
Percent of complaints resolved through mediation program	Quarterly	11.4%	9.8%	7.9%	8%	7.3%	1%	5%	8.5%	5.5%	Unmet	Mediations were converted to Webex but OPC cannot mandate officer to appear for mediations. Therefore, we were not able to hold as many mediations as we wished and thus, the resolutions were lower.
3 - Enhance OPCs mission to improve public confidence and community trust. (1 Measure)												
Percent of policy recommendation reports published	Quarterly	100%	100%	100%	100%	0%	40%	60%	300%	100%	Met	

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020
1 - Conduct complaint examiner In-Service Training (1 Measure)							
Number of complaint examiners attended required training	9	8	0	0	6	2	8
1 - Conduct management meetings (1 Measure)							
Number of management meetings held	26	28	8	8	7	8	31
1 - Investigator participating in continual professional development (4 Measures)							
Number of investigators attending annual MPD professional development training	14	15	0	0	0	11	11
Number of investigators attending at least 2 external training sessions	7	8	2	0	4	2	8
Number of new investigators attending Reid Training	0	4	0	0	0	0	0
Number of presentations completed	12	7	1	2	3	1	7
1 - Manage and monitor complaint examiner compliance (4 Measures)							
Number of complaint examiner decisions processed	21	23	5	4	7	2	18
Number of rapid resolution referrals	New in 2019	17	16	17	22	43	98

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020
Number of cases withdrawn by the complainant	New in 2019	33	7	7	3	1	18
Number of Policy Training Referrals	New in 2019	30	14	7	8	4	33
2 - Communicate with a wide range of organizations, government agencies, social service providers, neighborhood associations, and advocacy groups to create partnerships (1 Measure)							
Number of community partnerships created	5	1	1	0	0	0	1
2 - Communicate with civic groups, government organizations, schools, advisory boards, etc. to schedule outreach events (1 Measure)							
Number of outreach events held	28	51	7	8	13	14	42
3 - Conduct regular meetings with MPD leadership to discuss policy change recommendations (1 Measure)							
Number of meetings held with MPD	3	5	1	1	1	1	4
3 - Research policing best practices (1 Measure)							
Number of policy recommendations issued	22	12	0	2	2	4	8
3 - Review all OPC complaints received to determine trends and/or patterns (2 Measures)							
Number of complaints received	780	879	Annual Measure	Annual Measure	Annual Measure	Annual Measure	841
Number of contacts	1596	1748	454	490	574	228	1746

2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Resolve police misconduct complaints in an impartial, timely, and professional manner. (4 Activities)			
INVESTIGATION	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.	Daily Service
TRAINING AND EMPLOYEE DEVELOPMENT	Conduct complaint examiner In-Service Training	Complaint examiners should be trained each fiscal year on any updates to the program and any new requirements.	Key Project
TRAINING AND EMPLOYEE DEVELOPMENT	Investigator participating in continual professional development	Each investigator participate in continuous professional development trainings, workshops, outreach opportunities, or mentoring to develop their technical and industry investigating skills as well as best practices.	Key Project
INVESTIGATION	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.	Daily Service
2 - Promote positive community-police interactions through public education and awareness. (2 Activities)			
OUTREACH	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.	Daily Service
OUTREACH	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.	Daily Service
3 - Enhance OPCs mission to improve public confidence and community trust. (3 Activities)			
POLICY RECOMMENDATION	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.	Daily Service
POLICY RECOMMENDATION	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.	Daily Service
POLICY RECOMMENDATION	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.	Daily Service

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
No strategic initiatives found				