

# CITIZEN COMPLAINT OVERSIGHT PANEL - 12

## MISSION AND SERVICES

**Mission** - The Citizen Complaint Oversight Panel provides evaluation and monitoring of police misconduct investigations and community relations services to county residents, citizens and visitors in order to ensure police transparency and accountability.

The agency's mission supports accomplishing the countywide vision by:

- Working for safe communities
- Working for economic vibrancy

The agency is responsible for -

Services	Customers	Impact on Customers
<ul style="list-style-type: none"> <li>▪ Evaluation and monitoring of police misconduct investigations including use of force and intentional/accidental firearms discharge.</li> <li>▪ Community relations liaison during the complaint process and facilitator of educational forums.</li> </ul>	<ul style="list-style-type: none"> <li>▪ County residents</li> <li>▪ County citizens</li> <li>▪ County visitors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure police transparency</li> <li>▪ Ensure police accountability</li> </ul>

## FY 2010 BUDGET SUMMARY

The FY 2010 approved budget for the Citizen Complaint Oversight Panel is \$248,000, a decrease of \$35,500 or 12.5% under the FY 2009 approved budget.

Where the Money Goes –

<b>FY 2009 APPROVED BUDGET</b>	<b>\$283,500</b>
Ten day furlough for all employees (includes fringe benefits)	(\$5,500)
Savings from converting a full time position to part time	(\$10,100)
Reduction of the number of panel members attending conference	(\$3,900)
Reduction of legal services contract	(\$1,700)
Elimination of temporary employee	(\$20,100)
FY 2009 cost of living and merit adjustments (includes fringe benefits)	\$5,800
<b>FY 2010 APPROVED BUDGET</b>	<b>\$248,000</b>

## SERVICE DELIVERY PLAN AND PERFORMANCE

**GOAL 1** - To provide evaluation and monitoring of police misconduct investigations to county residents, citizens and visitors in order to facilitate appropriate resolution of misconduct complaints and promote responsive policy changes.

**Objective 1.1** - Decrease the percent of misconduct investigations completed by the Police Department that score a cumulative rating of below "satisfactory" on measures for completeness, impartiality, thoroughness and appropriateness (the Panel started tracking this indicator during FY 2009; therefore, data and targets are unavailable).

# CITIZEN COMPLAINT OVERSIGHT PANEL –12

# GENERAL FUND

## Performance Measures –

Measure Name	Measure Category	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Number of meetings conducted	Input	48	54	54	60	60
Average number of panel members per meeting	Input	4.5	4.5	5.0	5.5	6.0
Number of police misconduct investigations reviewed	Output	258	225	224	225	225
Average number of police misconduct investigations reviewed each meeting	Efficiency	5.4	4.2	4.1	3.8	3.8
Average number of cases per month sent back to the Chief of Police due to significant issues identified by the Panel	Quality				4	4
Percent of investigations that score below "satisfactory"	Outcome				21%	18%

**Performance Measures Explanations** – The Panel monitors and evaluates the Police Department’s Internal Affairs investigations of police misconduct. In FY 2008, 224 investigations were evaluated. Effective in FY 2009, the Panel expanded its evaluation and recommendation process to include a formal scoring system to evaluate police investigations based on standards of completeness, impartiality, thoroughness and appropriateness. Feedback is provided to the Chief of Police for purposes of training and policy changes that will improve the investigative process. FY 2006, FY 2007 and FY 2008 data is unavailable for some performance measures.

### Strategies to Accomplish the Objective -

- **Strategy 1.11** – Upgrade system for scoring investigations
- **Strategy 1.12** – Provide detailed feedback to the Chief of Police for investigations that score below “satisfactory”

### Objective 1.2 -

Statement and Targets	Objective’s Long Term Target Compared with Performance																		
<p>Increase the percent of Panel recommendations for changes to policy, training and investigative findings implemented by the Chief of Police from 36% in FY 2008.</p> <ul style="list-style-type: none"> <li>▪ <b>Short term:</b> By FY 2010 – 37%</li> <li>▪ <b>Intermediate term:</b> By FY 2013 – 39%</li> <li>▪ <b>Long term:</b> By FY 2016 – 40%</li> </ul>	<p>Long Term Objective Target: 40%</p> <table border="1"> <caption>Objective 1.2 Performance Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Performance (%)</th> <th>Type</th> </tr> </thead> <tbody> <tr> <td>FY 2006</td> <td>25%</td> <td>Actual</td> </tr> <tr> <td>FY 2007</td> <td>27%</td> <td>Actual</td> </tr> <tr> <td>FY 2008</td> <td>36%</td> <td>Actual</td> </tr> <tr> <td>FY 2009</td> <td>36%</td> <td>Estimated</td> </tr> <tr> <td>FY 2010</td> <td>37%</td> <td>Projected</td> </tr> </tbody> </table>	Fiscal Year	Performance (%)	Type	FY 2006	25%	Actual	FY 2007	27%	Actual	FY 2008	36%	Actual	FY 2009	36%	Estimated	FY 2010	37%	Projected
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# CITIZEN COMPLAINT OVERSIGHT PANEL - 12

# GENERAL FUND

## Performance Measures –

Measure Name	Measure Category	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Number of panel and staff members	Input	9	9	9	9	8
Number of meetings	Input	48	54	54	60	60
Number of training sessions	Output	4	4	6	8	8
Number of panel and staff attending four or more training sessions	Output	6	6	7	7	8
Number of investigations reviewed	Output	258	225	224	225	225
Number of allegations reviewed	Output	617	741	650	710	730
Average number of investigations reviewed each meeting	Efficiency	5.4	4.2	4.1	3.8	3.8
Average number of allegations reviewed each meeting	Efficiency	12.9	13.7	12.0	11.8	12.2
Percent of cases reviewed in 40 days	Quality	91%	81%	85%	90%	92%
Percent of Panel recommendations scored by the Chief of Police at least a score of 4 out of 5	Quality				85%	90%
Percent of recommendations implemented by the Chief of Police	Outcome	25%	27%	36%	36%	37%

**Performance Measures Explanation** – The Chief’s acceptance rate for all recommendations by the panel is consistently above 90%; this objective, however, refers to a specific subset of recommendations for contested or controversial policy, training and investigative issues. An acceptance rate by the Chief of 35% - 45% for this type of recommendation is considered optimal by the panel. The number of meetings conducted varies and is contingent upon three factors which are: 1) number of investigations received; 2) number and complexity of charges and 3) the number of vacant panel positions. In FY 2008, 650 allegations and 224 investigations were evaluated. Of note, State and County legislated timeframes govern the Panel’s and the Chief of Police’s final disposition for misconduct investigations. Percent of panel recommendations scored by the chief at least a score of 4 out of 5 does not have actual data available.

### Strategies to Accomplish the Objective -

- **Strategy 1.21** – Reduce time required to review investigations
- **Strategy 1.22** – Solicit and utilize feedback from the Police Department on the panel’s review process and recommendations
- **Strategy 1.23** – Train panel members
- **Strategy 1.24** - Conduct policy and training reviews prior to making recommendations
- **Strategy 1.25** – Meet quarterly with the Chief to review and discuss data and concerns

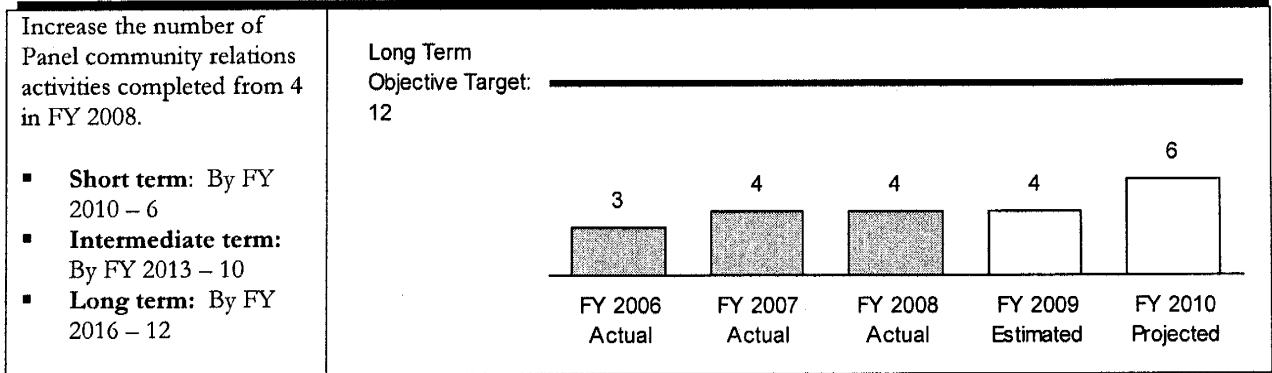
**GOAL 2:** - To provide community relations services to county residents, citizens and visitors in order to promote confidence in the County’s police accountability process.

### Objective 2.1 –

Statement and Targets	Objective’s Long Term Target Compared with Performance
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# CITIZEN COMPLAINT OVERSIGHT PANEL –12

## GENERAL FUND



### Performance Measures –

Measure Name	Measure Category	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Average number of staff and panel available for community relations activities	Input	4	4	4	5	5
Number of community relations opportunities identified	Output	6	6	8	8	8
Average numbers of community relations activities identified per staff and panel member	Efficiency	1.5	1.5	2.0	1.6	1.6
Number of requests for community participation	Quality				4	4
Percent of participants rating community relations activity as "useful"	Quality				95%	95%
Number of panel community relations activities completed	Outcome	3	4	4	5	6

**Performance Measures Explanation –** Each year the Panel conducts or receives requests to participate in several community relations activities, including sessions with community, human and civil rights groups such as the American Civil Liberties Union (ACLU), Casa de Maryland, NAACP and local schools. The intent of these sessions is to provide information on police accountability and strengthen relations between the police and the public. Actual data for some performance measures is unavailable.

### Strategies to Accomplish the Objective –

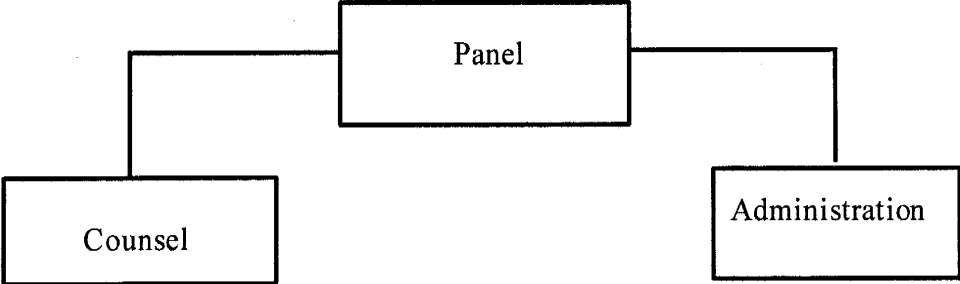
- **Strategy 2.11** – Upgrade community relations and outreach materials
- **Strategy 2.12** – Develop a quarterly calendar for community relations activities
- **Strategy 2.13** – Utilize web-based options for the Panel's participation in community relations activities

## FY 2009 KEY ACCOMPLISHMENTS

- Conducted meetings and information sessions with local middle and high school students, the University of Maryland's Black Male Initiative, Casa de Maryland, the Maryland ACLU, Community Television (CTV), the NAACP, the Police Department's Internal Affairs Division (IAD) and the Department of Justice (DOJ).
- Conducted strategic planning sessions to: (1) develop more objective guidelines and instruments for evaluating investigations and (2) to review and revise Citizen Complaint Oversight Panel's standard operating procedures.
- Recognized by the National Association for the Oversight of Law Enforcement (NACOLE) for the efforts of the Panel's Chair.
- Published Citizen Complaint Oversight Panel's first online mid-year summary and a student guide for interacting with police.

**ORGANIZATIONAL CHART**

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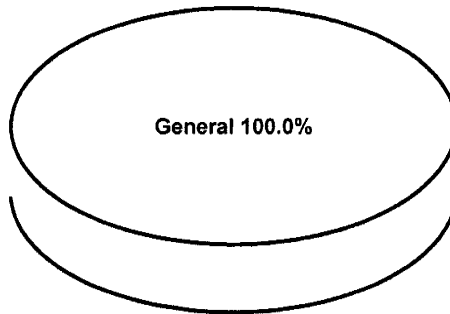
**CITIZEN COMPLAINT OVERSIGHT PANEL - 12**

**FUNDS SUMMARY**

	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATED	FY2010 APPROVED	CHANGE FY09-FY10
<b>TOTAL EXPENDITURES</b>	\$ 274,274	\$ 283,500	\$ 269,200	\$ 248,000	-12.5%
<b>EXPENDITURE DETAIL</b>					
Citizen Complaint Oversight Panel	274,274	283,500	269,200	248,000	-12.5%
Recoveries	0	0	0	0	0%
<b>TOTAL</b>	\$ 274,274	\$ 283,500	\$ 269,200	\$ 248,000	-12.5%
<b>SOURCES OF FUNDS</b>					
General Fund	\$ 274,274	\$ 283,500	\$ 269,200	\$ 248,000	-12.5%
Other County Operating Funds:					
<b>TOTAL</b>	\$ 274,274	\$ 283,500	\$ 269,200	\$ 248,000	-12.5%

**FY2010 SOURCES OF FUNDS**

This agency's funding is derived solely from the County's General Fund.

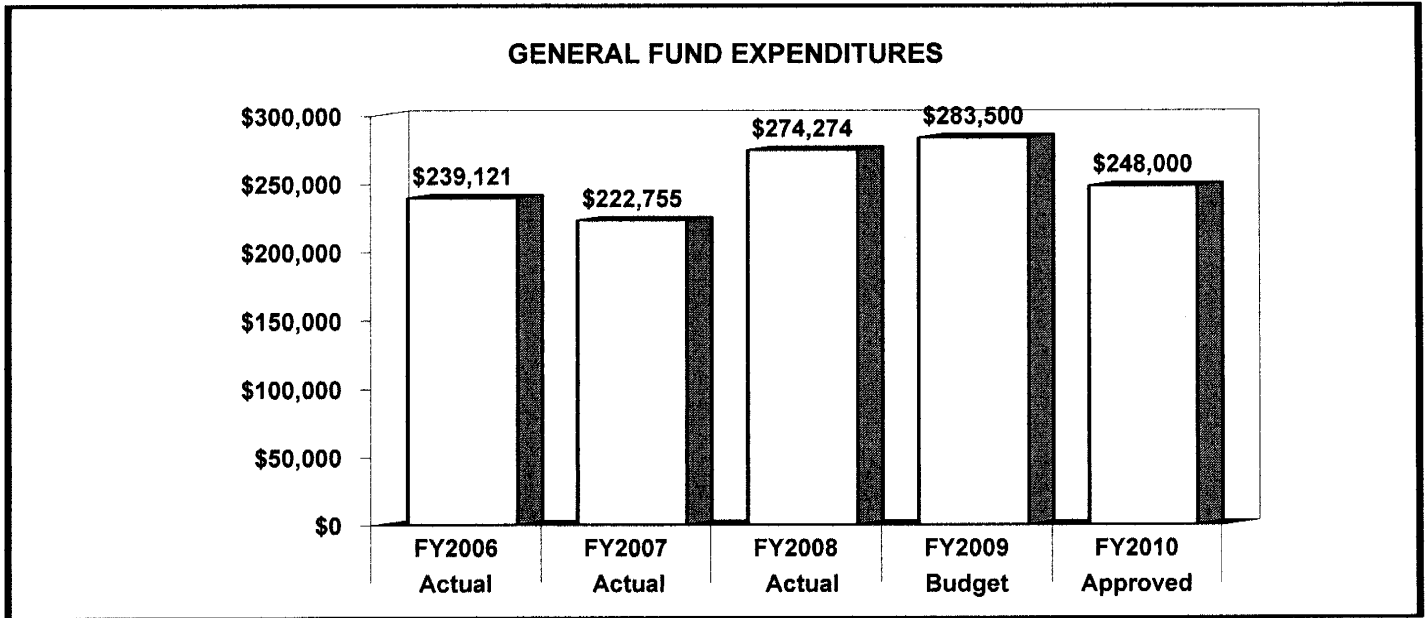


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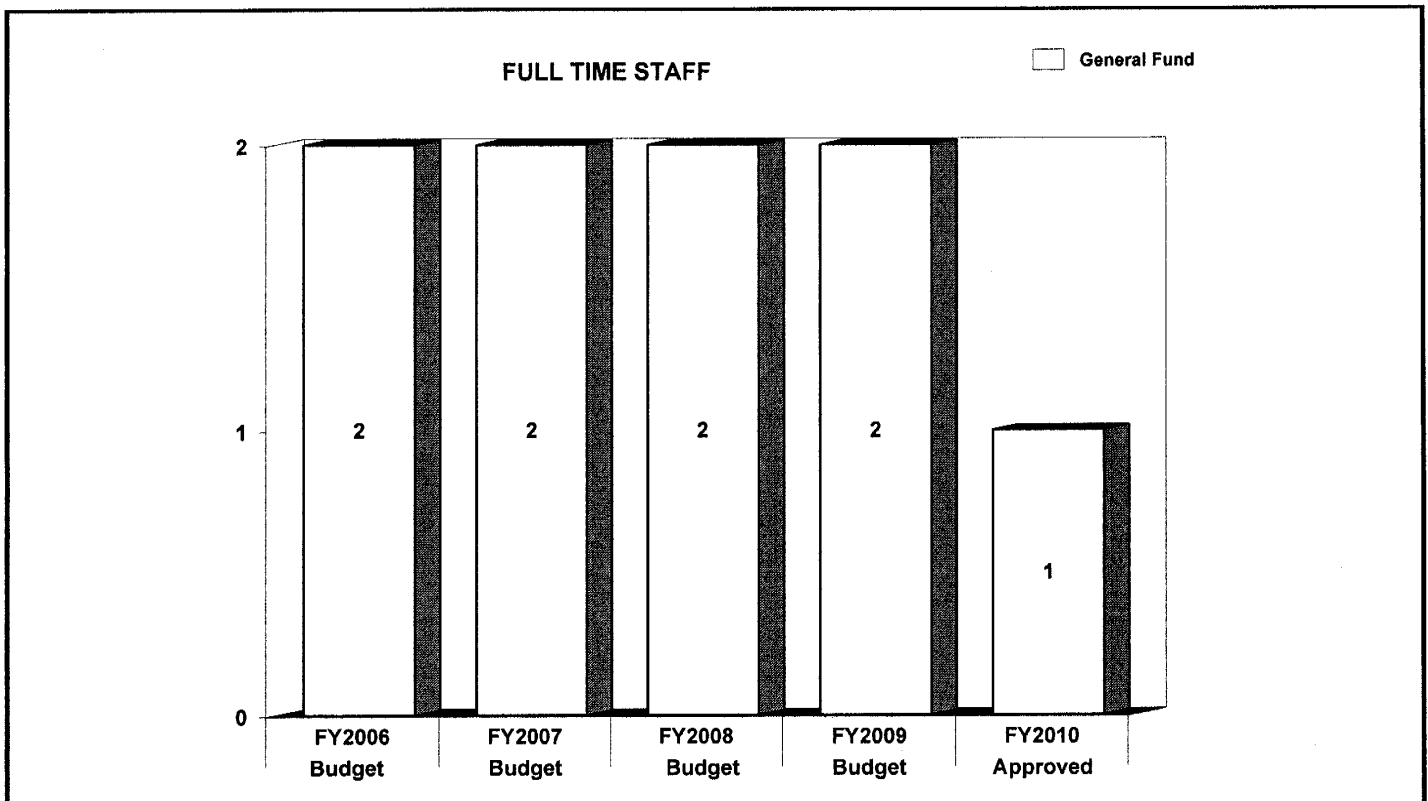
## STAFF SUMMARY

	FY2008 BUDGET	FY2009 BUDGET	FY2010 APPROVED	CHANGE FY09-FY10
<b>GENERAL FUND STAFF</b>				
Full Time - Civilian	2	2	1	(1)
Full Time - Sworn	0	0	0	0
Part Time	0	0	1	1
Limited Term	0	0	0	0
<b>OTHER STAFF</b>				
Full Time - Civilian				
Full Time - Sworn				
Part Time				
Limited Term Grant Funded				
<b>TOTAL</b>				
Full Time - Civilian	2	2	1	(1)
Full Time - Sworn	0	0	0	0
Part Time	0	0	1	1
Limited Term	0	0	0	0

POSITIONS BY CATEGORY	FULL TIME	PART TIME	LIMITED TERM
Administrative Assistant	1	0	0
Administrative Support	0	1	0
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>0</b>



The agency's expenditures increased 14.7% from FY 2006 to FY 2008. This increase is primarily driven by cost of living and merit adjustments. The FY 2010 approved budget is 12.5% less than FY 2009 approved budget.



The agency's staffing complement remained the same from FY 2006 to FY 2009. The FY 2010 staffing totals reflect the conversion of one full time position to part time.

# CITIZEN COMPLAINT OVERSIGHT PANEL - 12

## GENERAL FUND

	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATED	FY2010 APPROVED	CHANGE FY09-FY10
<b>EXPENDITURE SUMMARY</b>					
Compensation	\$ 136,998	\$ 140,200	\$ 131,600	\$ 115,400	-17.7%
Fringe Benefits	27,786	29,400	27,600	24,300	-17.3%
Operating Expenses	109,490	113,900	110,000	108,300	-4.9%
Capital Outlay	0	0	0	0	0%
	<b>\$ 274,274</b>	<b>\$ 283,500</b>	<b>\$ 269,200</b>	<b>\$ 248,000</b>	<b>-12.5%</b>
Recoveries	0	0	0	0	0%
<b>TOTAL</b>	<b>\$ 274,274</b>	<b>\$ 283,500</b>	<b>\$ 269,200</b>	<b>\$ 248,000</b>	<b>-12.5%</b>
<b>STAFF</b>					
Full Time - Civilian	-	2	-	1	-50%
Full Time - Sworn	-	0	-	0	0%
Part Time	-	0	-	1	100%
Limited Term	-	0	-	0	0%

In FY 2010, compensation decreases 17.7% below the FY 2009 approved budget primarily due to the conversion of a full time position to part time and the elimination of a temporary employee position.

The Citizen Complaint Oversight Panel is a seven member panel whose operating expenditures are comprised largely of legal counsel costs. Operating expenditures decrease by 4.9% from the FY 2009 approved budget primarily due to a reduction in the legal services contract.

MAJOR OPERATING EXPENDITURES FY2010	
General and Administrative	\$ 92,100
Contracts	
Office Automation	\$ 9,600
Operating and Office Supplies	\$ 1,800
Printing and Reproduction	\$ 1,700
Training	\$ 1,500

