

CITIZEN COMPLAINT OVERSIGHT PANEL

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 Panel's mission supports accomplishing the countywide vision by:

- Working for safe communities

Core Services –

- Evaluation and monitoring of all police misconduct investigations including use of force as well as intentional and accidental firearms discharge.
- Community relations liaison during the complaint process and facilitator of educational forums.

SERVICE DELIVERY PLAN AND PERFORMANCE

GOAL 1 - To provide evaluation and monitoring of the Police Department's misconduct investigations for county residents, citizens and visitors in order to ensure the investigations of misconduct complaints are thorough, impartial and resolved appropriately.

Objective 1.1 - Increase the percent of Police Department misconduct investigations completed that satisfactorily meet the Panel's standards for impartiality, thoroughness and appropriateness from 77% in FY 2008.

Targets	Long Term Target Compared with Performance																		
<ul style="list-style-type: none"> ▪ Short term: By FY 2010 – 80% ▪ Intermediate term: By FY 2013 –82% ▪ Long term: By FY 2016 – 84% 	<p>Long term target: 84%</p> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <thead> <tr> <th>Fiscal Year</th> <th>Performance (%)</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>FY 2007</td> <td>77%</td> <td>Actual</td> </tr> <tr> <td>FY 2008</td> <td>78%</td> <td>Actual</td> </tr> <tr> <td>FY 2009</td> <td>80%</td> <td>Actual</td> </tr> <tr> <td>FY 2010</td> <td>82%</td> <td>Estimated</td> </tr> <tr> <td>FY 2011</td> <td>82%</td> <td>Projected</td> </tr> </tbody> </table>	Fiscal Year	Performance (%)	Status	FY 2007	77%	Actual	FY 2008	78%	Actual	FY 2009	80%	Actual	FY 2010	82%	Estimated	FY 2011	82%	Projected
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Performance Measures –

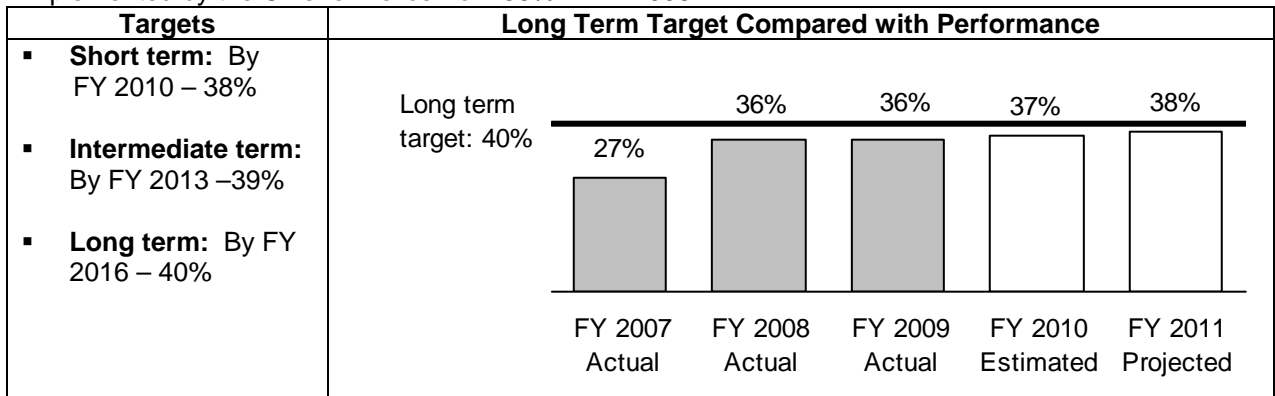
Measure Name	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Resources (input)					
Number of Panel members	7	7	7	7	7
Workload, Demand and Production (output)					
Number of Panel meetings	54	54	58	60	54
Number of investigations received to be reviewed	225	238	232	235	238
Number of allegations reviewed	741	650	745	780	780
Number of police misconduct investigations reviewed	225	224	221	220	220
Efficiency and Quality					
Average number of police misconduct investigations reviewed each meeting	4.2	4.1	3.8	3.7	4.1
Percent of cases reviewed in 40 days	81%	85%	90%	92%	92%
Impact (outcome)					
Percent of Police Department misconduct investigations completed that satisfactorily meets the Panel's standards for impartiality, thoroughness and appropriateness		77%	78%	80%	82%

Performance Measures Explanations – The Panel monitors and evaluates the police's officer misconduct investigations. 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. The number of meetings conducted varies based on the capacity of the case. Some data was not available for FY 2007 – FY 2009.

Strategies to Accomplish the Objective -

- **Strategy 1.1.1** – Ensure all Panel members have the knowledge, skills and abilities to review and evaluate at least three specific categories of investigations
- **Strategy 1.1.2** – Assign cases to Panel members based on complexity, type and nature of allegations
- **Strategy 1.1.3** – Provide Panel members training and information on conducting evaluation and scoring of misconduct investigations
- **Strategy 1.1.4** – Utilize a standard evaluation procedure to ensure consistency
- **Strategy 1.1.5** – Provide feedback to the Chief of Police for each investigation rated below satisfactory
- **Strategy 1.1.6** – Meet at least twice a year with the Chief of Police to review issues found in investigations

Objective 1.2 - Increase the percent of Panel recommendations to mitigate police misconduct that are implemented by the Chief of Police from 36% in FY 2008.



Performance Measures –

Measure Name	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
<i>Workload, Demand and Production (output)</i>					
Number of meetings conducted with the Police Chief or designee	4	3	2	2	2
Number of reviewed investigations requiring follow-up for policy, training and investigative concerns	225	238	214	220	245
Number of responses received from Chief of Police				8	8
<i>Efficiency and Quality</i>					
Average number of allegations reviewed each meeting	13.7	12.0	13.8	14.4	14.4
<i>Impact (outcome)</i>					
Percent of Panel recommendations to mitigate police misconduct that are implemented by the Chief of Police	27%	36%	36%	37%	38%

Performance Measures Explanation – This objective focuses on a subset of the Panel’s recommendations made on certain issues. The Panel considers an acceptance rate by the Chief of 35% - 45% for this type of recommendation optimal. Some data was not available for FY 2007 – F Y 2009.

Strategies to Accomplish the Objective -

- **Strategy 1.2.1** – Ensure that an average of five investigations is reviewed each Panel meeting
- **Strategy 1.2.2** – Assign cases to Panel members based on complexity and type of allegations
- **Strategy 1.2.3** – Ensure Panel members receive at least two training sessions per year
- **Strategy 1.2.4** – Conduct research into police policy and training issues utilizing online and Police Department materials to assist with the Panel’s review of misconduct investigation cases
- **Strategy 1.2.5** – Provide Panel members with feedback from the Police Department on the Panel’s recommendations and review process
- **Strategy 1.2.6** – Meet at least twice per year with the Chief to review and discuss the status of recommendations approved by the Police Department and discuss those not approved
- **Strategy 1.2.7** – Provide policy, training, investigative findings to the Police Department to mitigate misconduct

GOAL 2 - To provide community relations services to county residents, citizens and visitors in order to promote awareness of the County's police accountability and transparency process.

Objective 2.1 – Increase the number of Panel community relations activities completed from 4 in FY 2008.

Targets -

- **Short term:** By FY 2010 – 6
- **Intermediate term:** By FY 2013 – 8
- **Long term:** By FY 2016 – 10

Performance Measures –

Measure Name	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Resources (input)					
Number of Panel members and staff available to participate in community relations activities	4	4	4	5	6
Workload, Demand and Production (output)					
Number of requests received for community outreach			10	10	12
Efficiency and Quality					
Percent of participants rating community relations events as "useful"			95%	95%	95%
Impact (outcome)					
Number of Panel community relations activities completed	4	4	6	6	8

Performance Measures Explanation –Through outreach events the Panel provides information on police accountability which strengthens the relationship between the police and the public. The Panel either 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. Some data was not available for FY 2007 – FY 2009.

Strategies to Accomplish the Objective –

- **Strategy 2.1.1** – Ensure Panel members participate in at least two outreach activities per year
- **Strategy 2.1.2** – Ensure staff and Panel members have sufficient outreach materials and surveys for mailing and distribution
- **Strategy 2.1.3** – Use the County's website to provide information about the Panel's operations, community relations activities and resources regarding police oversight and accountability
- **Strategy 2.1.4** – Conduct or attend 8-10 community outreach activities per year
- **Strategy 2.1.5** – Partner with county, education, media and community organizations to develop and expand outreach activities