

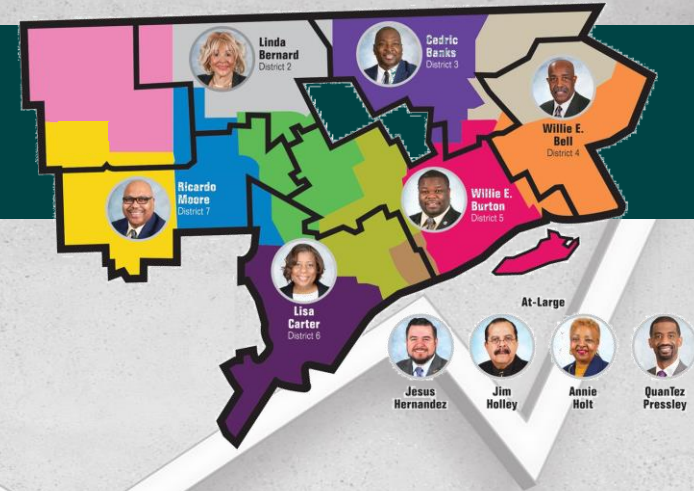


Board of Police Commissioners

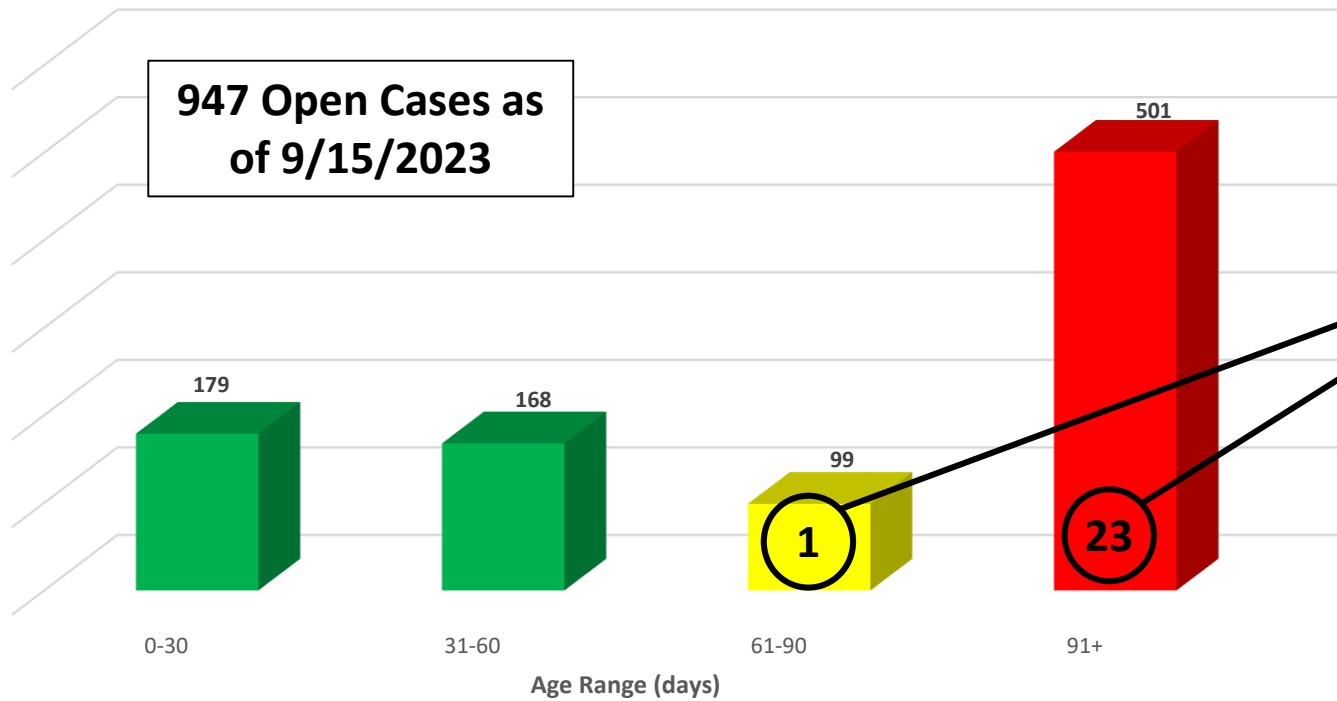
Citizen Complaints Inventory September 21, 2023



Total Open Cases by Age



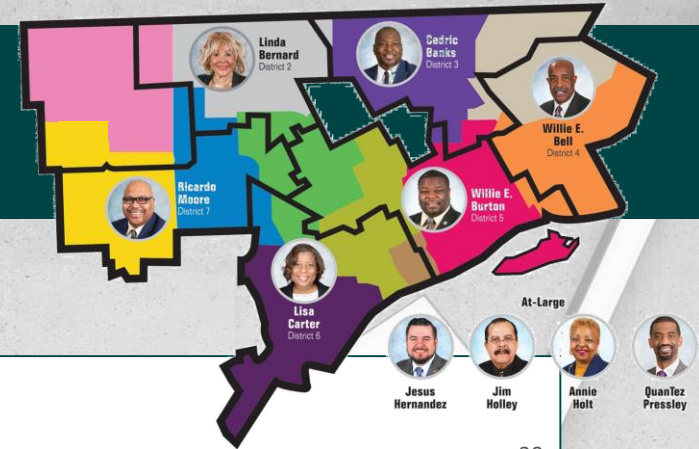
Total Open Cases by Age
(as of 9/15/2023)



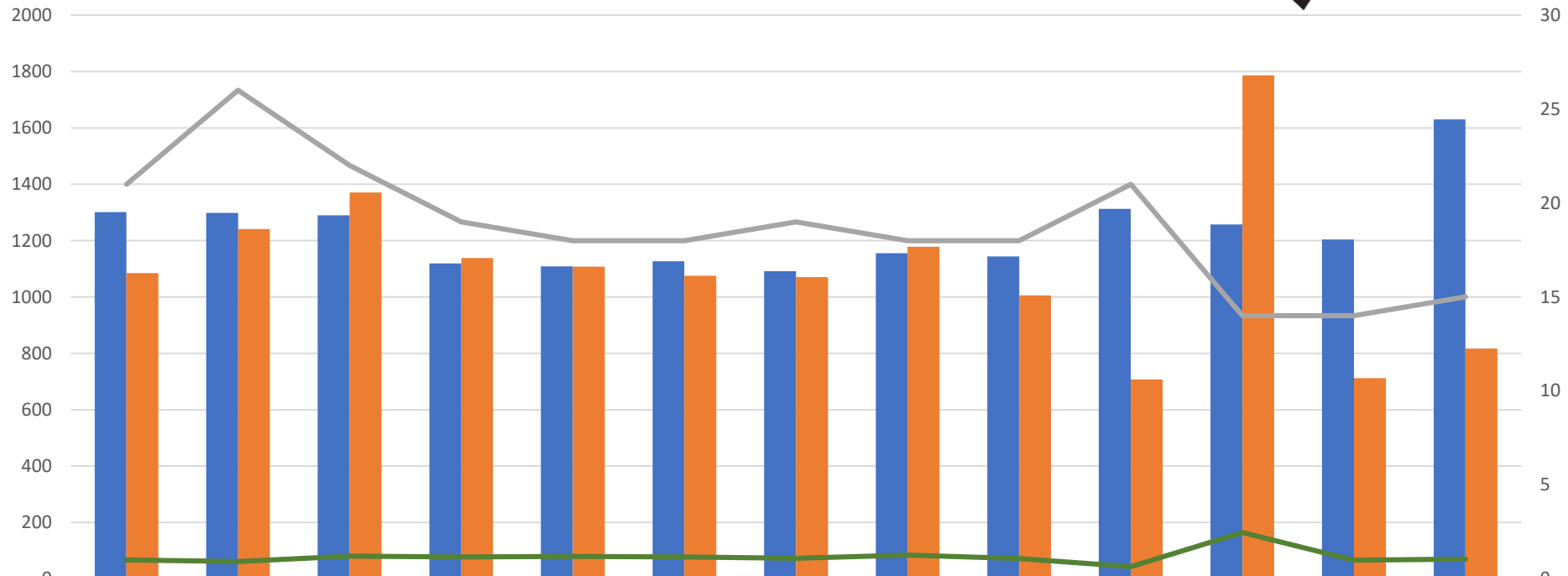
947 Open Cases as of 9/15/2023

24 cases
Incident anniversary dates in Oct – Dec 2023

Annual Receipts vs Closures vs Staffing

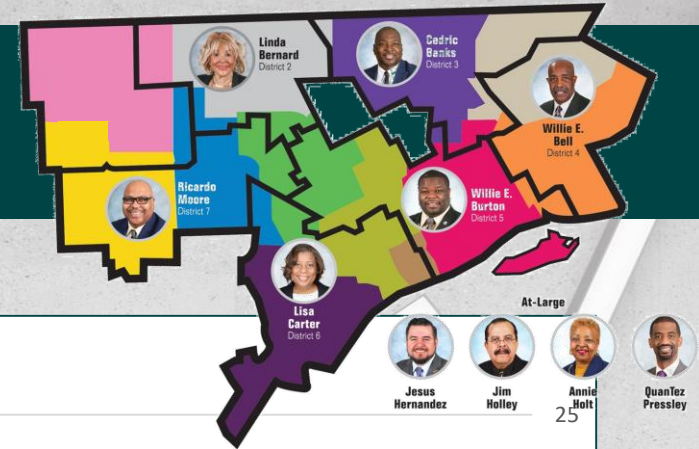


Annual Receipts vs Closures vs Staffing

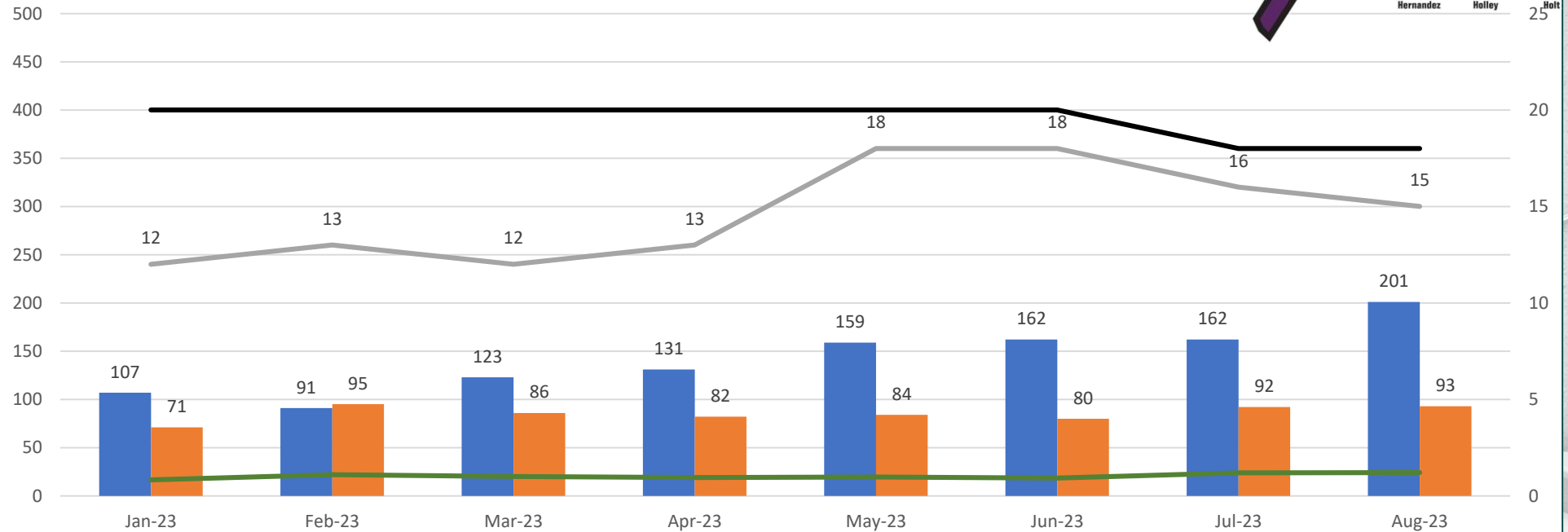


Received	1301	1298	1290	1119	1109	1127	1091	1155	1144	1313	1257	1204	1630
Closed	1085	1241	1371	1138	1108	1075	1070	1178	1006	707	1786	712	817
Investigators On Staff	21	26	22	19	18	18	19	18	18	21	14	14	15
Weekly Closure Rate per Investigator	1.0	0.9	1.2	1.2	1.2	1.2	1.1	1.3	1.1	0.7	2.5	1.0	1.1

2023 Receipts vs Closures vs Staffing

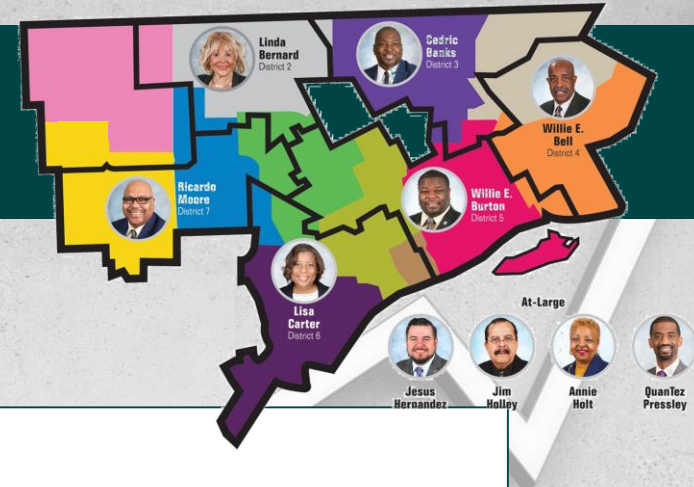


2023 Receipts vs Closures vs Staffing



	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23
Received	107	91	123	131	159	162	162	201
Closed	71	95	86	82	84	80	92	93
Investigators On Staff	12	13	12	13	18	18	16	15
Budgeted Staff	20	20	20	20	20	20	18	18
Weekly Closure Rate per Investigator	0.8	1.1	1.0	1.0	1.0	0.9	1.2	1.2

Staffing Requirements – Current State

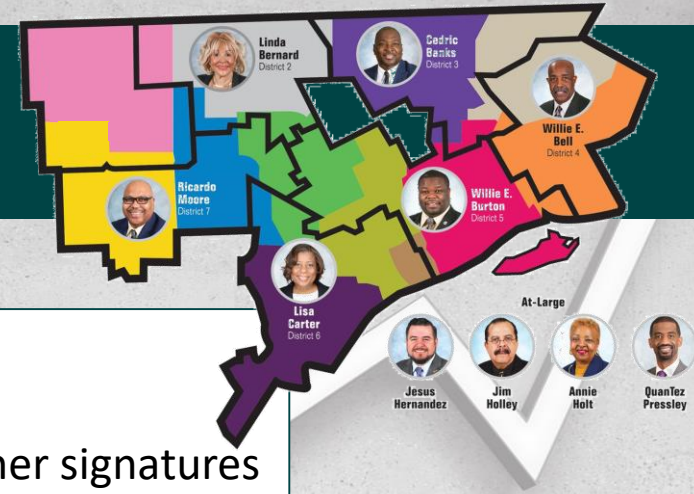


Assumptions

- Investigators are proficient and close 2 cases per week on average
- Average incoming volume is 135 per month
- Target to close existing inventory (~950) within 6 months of being fully staffed
- On a rotation, Sr. Investigators are pulled to quality check cases, and do not process inventory at that time

	Closures/Month	Investigators + Srs	Supervisors	Admins
Incoming Inventory	135	16	3	2
Existing Inventory	160	19	3	2
Total	295	35	6	4

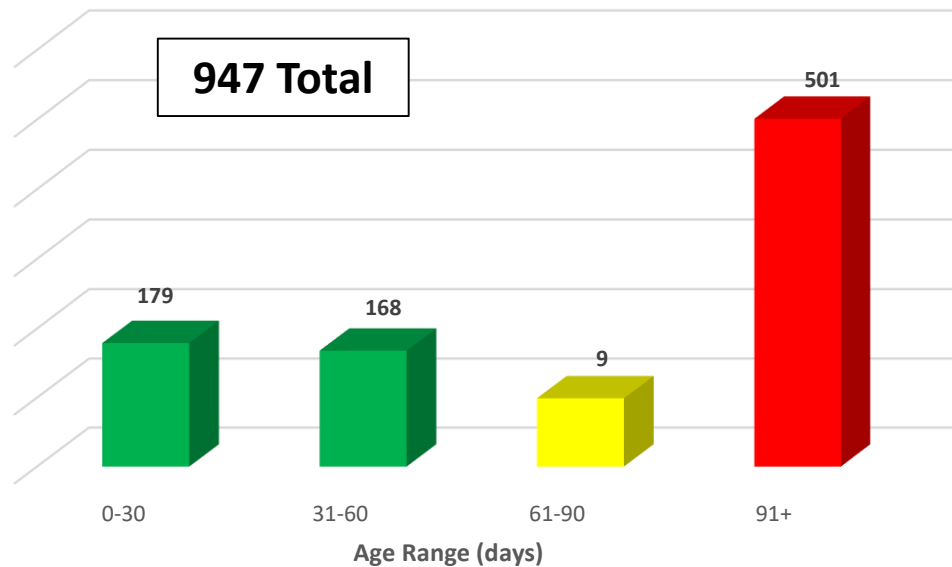
Consider Re-Opening of Cases



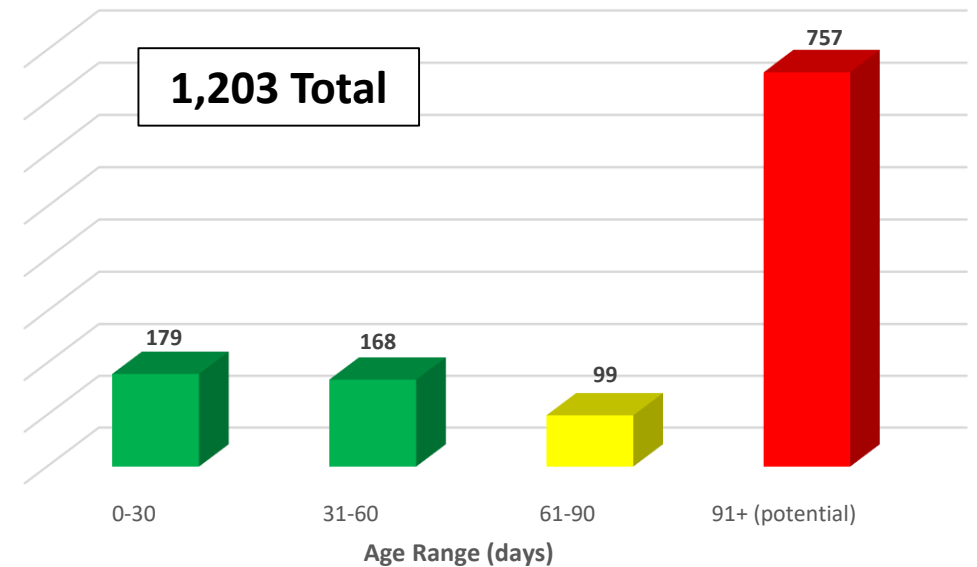
Decision Point

- 256 closed cases are under consideration to re-open
- Investigations not completed, findings not determined, no Commissioner signatures
- Most closed in 2022, 1 closed in 2023

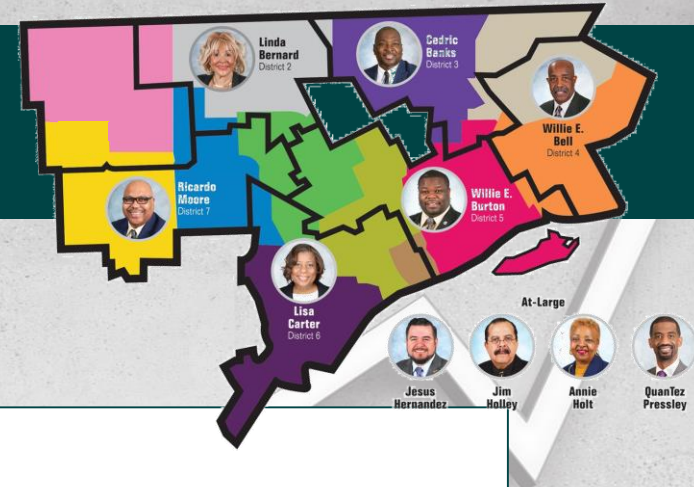
Total Open Cases by Age
(actual as of 9/15/2023)



Total Open Cases by Age
(if 256 cases are re-opened)



Staffing Requirements – If Cases Re-Opened

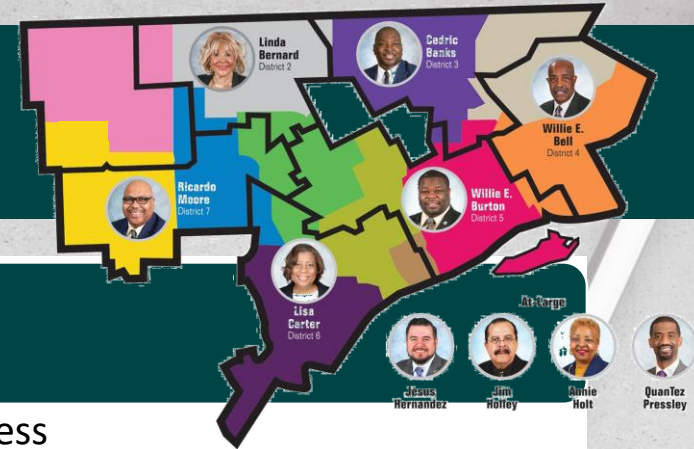


Assumptions

- Investigators are proficient and close 2 cases per week on average
- Average incoming volume is 135 per month
- Target to close existing inventory (~1200) within 6 months of being fully staffed
- On a rotation, Sr. Investigators are pulled to quality check cases, and do not process inventory at that time

	Closures/Month	Investigators + Srs	Supervisors	Admins
Incoming Inventory	135	16	3	2
Existing Inventory	200	19	4	2
Total	335	40	7	4

Action Plan – Short Term



Production Rate

- Implement “do-now” process efficiencies as identified through Continuous Improvement process
- Effective August 21st – 2 closures per Investigator per week
- Performance Improvement Plans starting on anyone not meeting expectations

Maximize Budgeted Staffing

- Fill remaining 3 Investigator positions
- Expedite backfills – i.e. request approval to post Investigator positions upon retirement paperwork submission

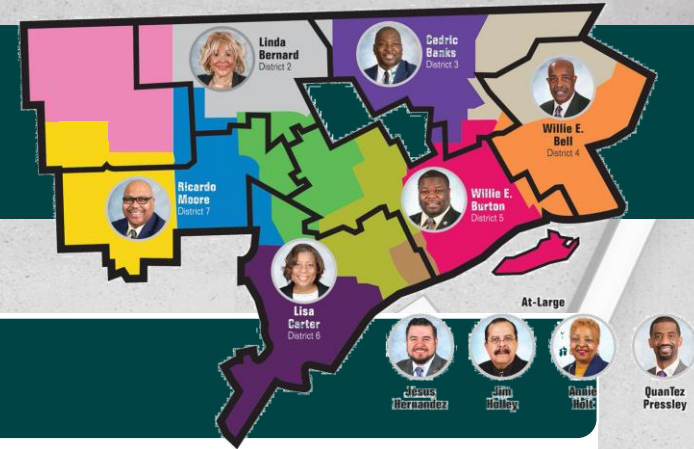
Budget Amendment

- Include the staffing of TASS Investigators, TASS Administrative Assistants, Interim Sr. Investigators, and Interim Supervising Investigators required to catch up the inventory by mid-2024
- Include cost of new case management system

Maximize Public Value

- Prioritize investigations nearing the 1 year mark (from incident date)
- DPD takes action on all sustained allegations, even those over 1 year (Informal Counseling); Reports each action back to BOPC

Action Plan – Long Term



Process Efficiencies (started)

- Continuous Improvement (Six Sigma Green Belt) project to improve efficiencies and quality of investigative processes
- Case Management system selection and implementation
- Establish production rates and quality program

2024-2025 Budget

- Submit/Amend 2024-2025 budget to reflect staffing needs based on new processes and volume forecast

