



Civil Rights

Complaint Investigation Division &
Office of Police Conduct Review

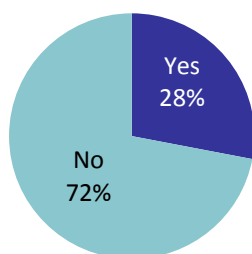
October 10, 2013

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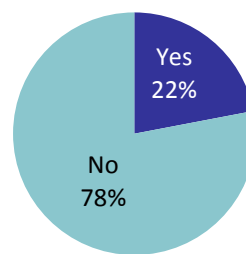
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Are You Aware the MDCR Provides a Free Service to Investigate a Complaint of Discrimination?



Did You Know that the MDCR Offers Multiple Opportunities to Volunteer as a Mediator or to Serve as a Commissioner?



Source: Internal Civil Rights survey conducted June 2013

Why is this measure important?

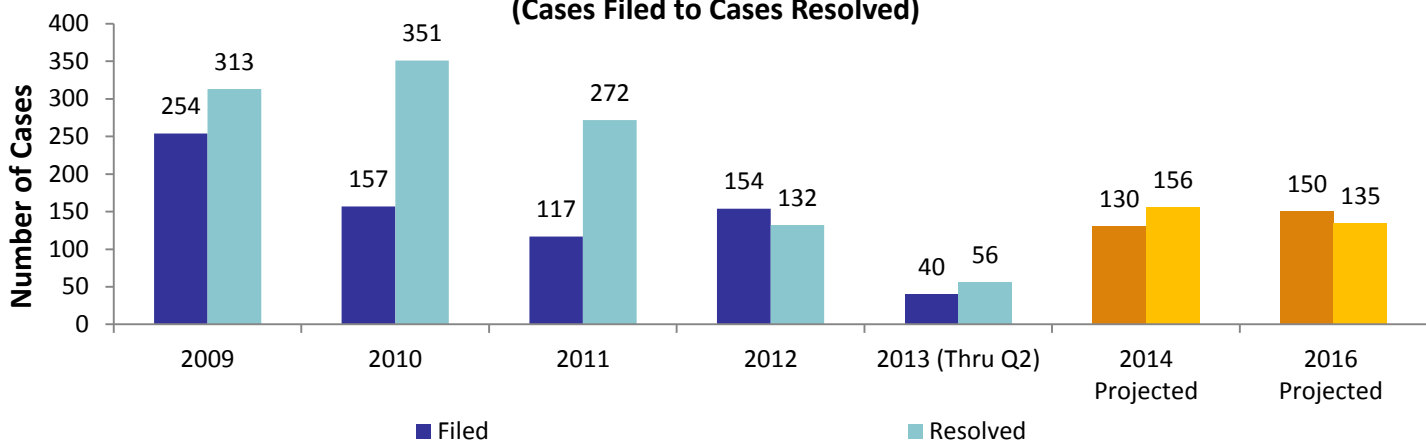
Outreach is important because it educates the Minneapolis community about its rights protected under the Minneapolis Civil Rights Ordinance and provides residents with the tools needed to file a complaint. The Department created a community engagement philosophy based on the principle of democratic governance; the authority of the work we do resides ultimately in the people we endeavor to serve. Therefore, our philosophy is that we will **educate** so that the community gains awareness of relevant issues and knowledge about the work of the Department in order to develop the ability to self-advocate, **inform** so that we are transparent in what our plans are, what our resources are, what we are doing and how well we are doing, and **involve** the community by requesting meaningful participation in the work we do.

In June 2013, the Department attended various community sponsored events. The Department distributed surveys to event participants. The survey questions were designed to serve as an indicator of the number of people who are aware about the work of the Department and to determine the need for targeted outreach. In addition, the survey served as a teaching tool to inform the participants of the services provided by the Department. The survey results reveal that nearly 75 percent of the 1,420 survey participants were unaware that the Division offers a free service to investigate complaints of discrimination. Moreover, the survey results reveal that more than 90 percent of the 1,437 survey participants were unaware of available volunteer opportunities within the Department. During these events, participants thanked the Department for its service and explained that they were simply unaware that the Department even existed. Many participants expressed interest in volunteer opportunities after the staff provided outreach materials explaining how residents can volunteer in the office, join commissions affiliated with the Department or become a mediator with the Department.

What will it take to make progress?

The success of the Department's outreach efforts is contingent upon establishing strong internal and external partnerships with the goal of increasing visibility in the community. The Department will continue to strengthen its relationships with City officials, the Neighborhood and Community Relations Department and community based organizations. The Department will continue to build its outreach program by utilizing the surveys. Based on the survey results, the Department will be able to 1) take a proactive approach to prevent discrimination by: providing educational training to respondent organizations, possibly providing work place audits and educating the public about the free investigative process, 2) measuring its outreach efforts and planning for future outreach events and/or initiatives and 3) tailoring the Department's outreach approach to targeted communities.

**Complaint Investigation Case Inventory
(Cases Filed to Cases Resolved)**



Source: Practice Manager

Why is this measure important?

This measure is important because it aids the Division in managing its case inventory. By managing the case inventory, the Division is able to compile data, accurately tracks case throughout the complaint process and ensure timely case closure. Moreover, managing case inventory allows the Division to balance the proper amount of resources needed to identify Division priorities, ensures that the Division has the requisite number of cases to reach its contractual obligations with the Equal Employment Opportunity Commission (EEOC), and also serves as an indicator of the potential backlog of cases.

The chart on the following page (p. 5) shows a historical breakdown of case resolutions. A determination of “no probable cause” means that the Department has not found sufficient evidence to show that discrimination has occurred. A dismissal indicates that the Department has conducted limited investigation and determined that the investigation should discontinue due to procedural reasons (statute of limitations and/or lack of jurisdiction) or because the case lacks merit. Occasionally, cases are transferred to other agencies, including the Equal Employment Opportunity Commission and the Minnesota State Department of Human Rights.

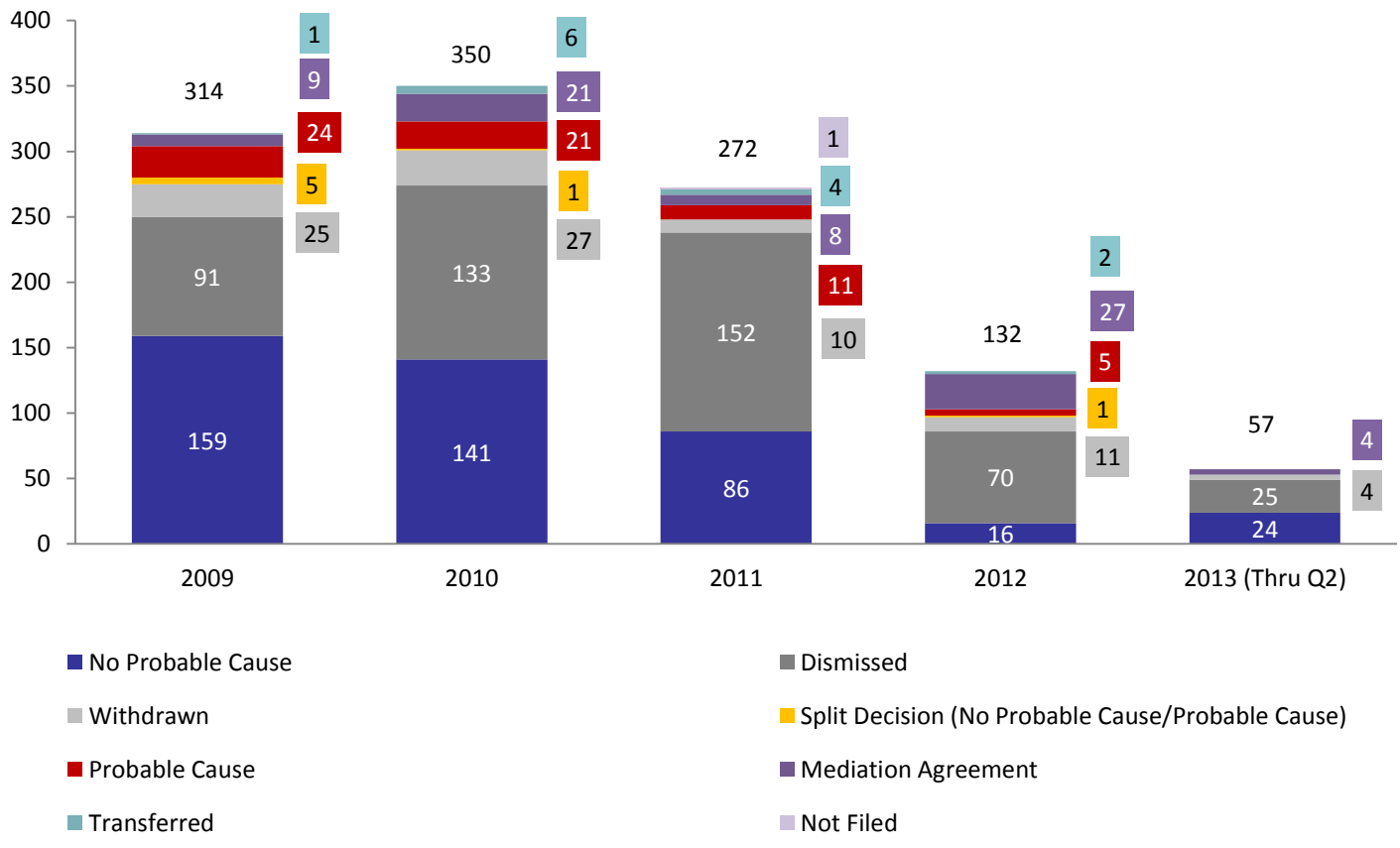
Over the past three years, the Division has focused its efforts on the elimination of its backlog. As of June 30, 2013, the Division was actively investigating 99 cases. The Division’s closed case count is consistent with last year’s reporting period; however, the case inventory results show a reduction in the number of cases filed. As a result, the Division will take a proactive approach and prevent discrimination through outreach and education in the community. The Division is focusing its outreach efforts on advocacy organizations that can serve as ambassadors to the Division by referring potential complainants to the Department.

What will it take to make progress?

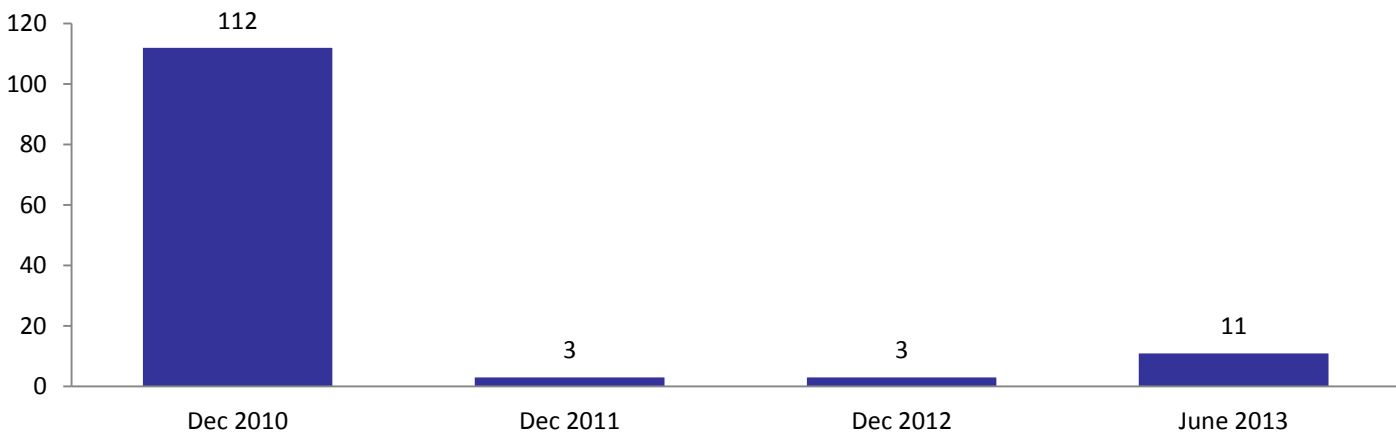
Throughout the past year, the Division has become more visible in the community by conducting and participating in numerous outreach events. The Division will continue these efforts by building external partnerships and hosting community filing days which enable individuals to file a charge of discrimination at the event. Furthermore, the Division’s 2014 goal is to create internal partnerships with City Council members and host ward-specific community events.

Additional data on next page...

Breakdown of Case Resolution



Number of Cases in the Complaint Investigation Division Backlog



Source: Practice Manager

Why is this measure important?

This measure is important because it identifies the number of backlog cases in the inventory. Backlog is considered to be cases that have been in the complaint filing process for more than one year.

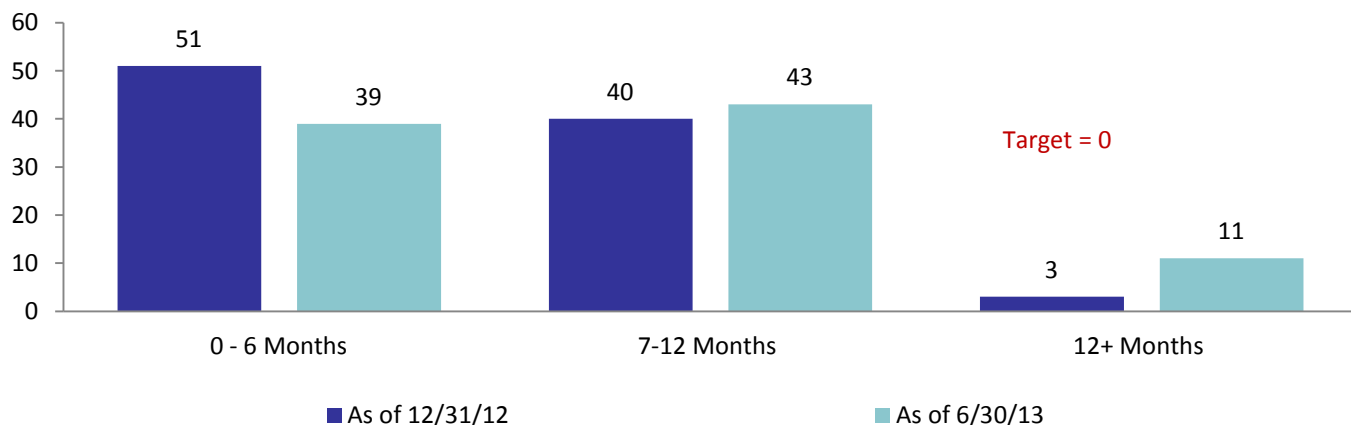
What will it take to achieve the targets?

Over the past three years, the Division has made significant progress in reducing the backlog. During the reporting period, there has been an increase of eight cases that are currently in the backlog. Over the last year, the Division has undergone two workforce transitions: losing a lead investigator and hiring a new investigator. In addition, the Department promoted its lead investigator to the acting manager within the Division. The Division has also increased its efforts towards outreach and engagement. These changes combined with the Division's increased visibility in the community are contributing factors towards the increase of the backlog number.

Despite this increase, the Department is continuing to implement its "To Zero" plan, which entails resolving each case in the backlog as well as resolving those cases that are on the cusp of falling into the backlog. This plan includes revising its case processing system that will improve the Division's efficiency level.

It is important to note that the Division's 2013 case processing goals for 2013 has reduced from 365 days (one year) to 300 days (roughly 10 months).

Complaint Investigation: Age of Case Inventory



Source: Practice Manager

Why is this measure important?

The figure above is a tool investigators use to identify the number of cases that are on the verge of falling into the backlog. Measuring the age of the cases in the inventory emphasizes the importance of resolving cases in a one-year time period. The benchmark for the case inventory measure has changed due to the reduction of the backlog and will continue to evolve as the Division incorporates more efficient means into its process and reduces the amount of time for case resolution.

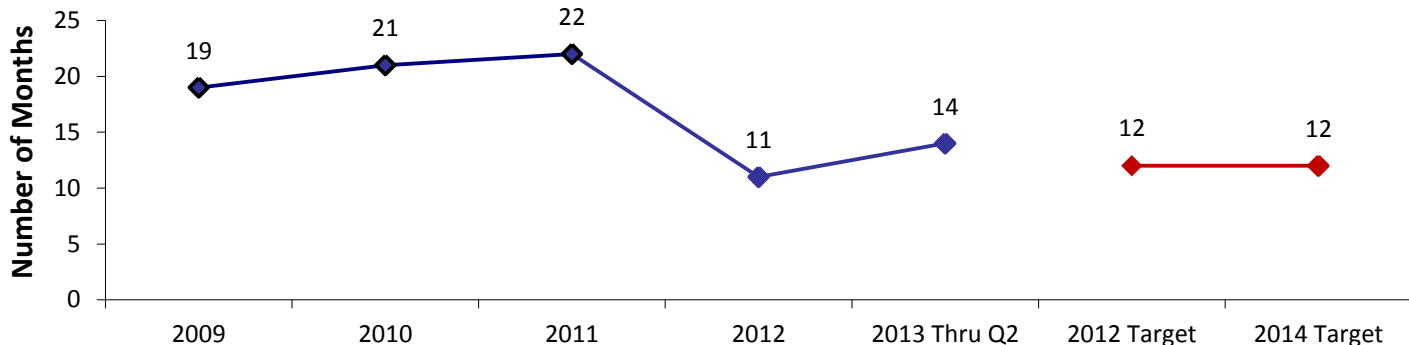
The inventory is defined as all unresolved cases awaiting a final determination from the Department. The backlog is defined as all unresolved cases older than 12 months, absent cases that are in mediation or those which are not in a position to be acted upon by the department.

The figure above illustrates that as of June 30, 2013, there were 39 cases in the 0-6 month category. The case load is nearly balanced, with 43 cases in the 7-12 month category. The age of inventory graph indicates that there were 11 cases in the inventory that are older than twelve months.

What will it take to make progress?

As previously noted, the Division will continue to implement its "To Zero" plan by resolving those cases in the backlog and those close to falling into the backlog. In addition, the Division has reduced the internal timeline of processing complaints of discrimination from 365 days (one year) to 300 days (roughly 10 months). As an extension to the "To Zero" plan, the Division has developed a process to improve the efficiency level of the complaint filing process, thereby improving the speed of case resolutions.

Complaint Investigation: Average Time to Determination
(in Months)



Source: Practice Manager

Why is this measure important?

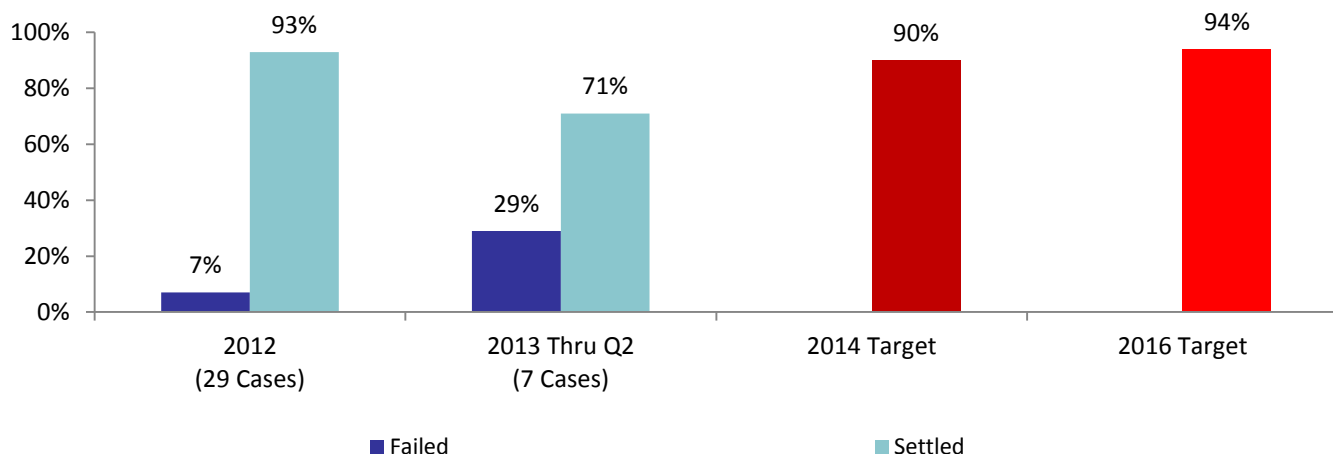
This measure is important because it determines the average amount of time it takes the Division to process a complaint of discrimination. Over the last two years, the Division has made significant progress in reducing the timeframe to issue a determination. During the reporting period, the Division issued a determination on two of its oldest cases that were both filed in 2007. Moving forward, the Division has three cases that were filed in 2008 that the Commission has “remanded” back to the Division to investigate further. Once determinations are issued on these cases, the average time to determination will be free of historical tendencies and reflect the actual average time to reach a determination.

What will it take to make progress?

The Division strives to ensure that a determination is issued as early in the process as possible and is implementing methods that model similar administrative agencies that have a shorter timeline for case resolution. The Department is also taking steps to move from a framework of paper files to an electronic information environment. This initiative will allow potential complainants the capability to file a complaint online and give both parties the opportunity to submit their position statement, rebuttal or any other necessary documentation online 24/7. Parties will continue to have the option to mail, fax, email or deliver their documentation, making the Department more accessible.

Additional data on next page...

Mediation Success Rate



Source: Practice Manager

Why is this measure important?

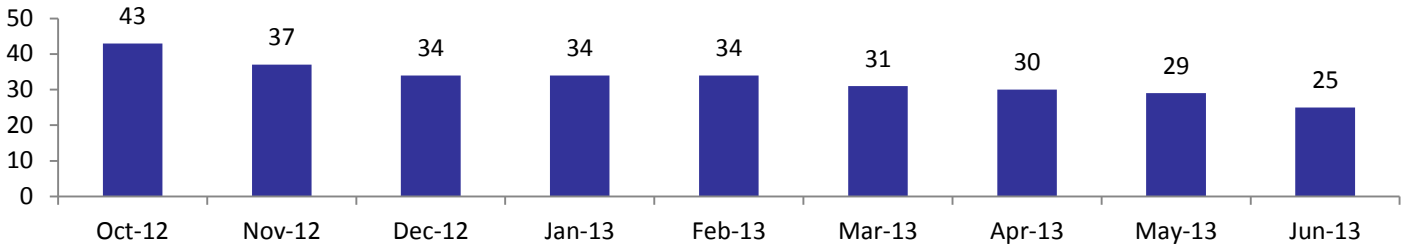
The mediation success rate measure is important because it is used to encourage parties to participate in the Division's voluntary mediation program and serves as a tool to evaluate the mediations being conducted. The mediation program provides parties an informal and confidential way to resolve disputes earlier in the investigative process. The program allows parties an opportunity to control the outcome of their charge of discrimination and is more cost-effective for all parties involved.

For the year of 2012, a total of 29 mediations were conducted and 27 reached a settlement agreement, which equates to a 93 percent success rate. Throughout the reporting period, the Division referred 23 cases to participate in the mediation program; however, only 7 of the parties agreed to participate in the voluntary mediation program. Of the 7 mediations conducted, 5 cases reached a resolution for a success rate totaling 71 percent.

What will it take to achieve the target?

The Division expanded the use of alternative dispute resolution by implementing an early mediation pilot program. The program was designed as a means to help parties resolve their disputes earlier in the complaint investigation process. Early mediation allows the Division to identify and resolve cases in a much shorter timeframe. However, if the mediation fails, it could result in a longer time to reach a determination. The Division will continue to encourage early mediation as a means to resolve cases earlier in the process until the spring of 2014 when the program results will be evaluated. Furthermore, the Department will continue to host Hybrid Mediation Training and Continuing Legal Education courses, which will educate mediators on the Department's preferred style of mediation. It will also provide the mediators with an overview of the Division's process and a review of applicable discrimination cases.

Number of Complaints as of 6/30/2013



Source: Practice Manager

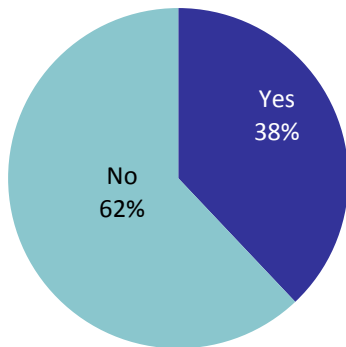
Why is this measure important?

The number of police misconduct complaints and types of allegations filed with the Office of Police Conduct Review (OPCR) demonstrate a portion of reported negative interactions between the Minneapolis Police Department (MPD) and its citizenry. It also signals the workload of the OPCR. Breaking allegations down by precinct allows for a greater understanding of what types of issues occur in different parts of the city. This critical data helps the police department by highlighting problem areas that need improvement. It is important that MPD builds strong relationships with communities that have a high number of complaints.

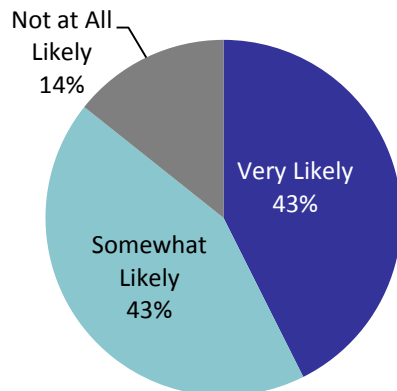
Because complainants must report misconduct to the Office to initiate the OPCR process, community outreach to educate potential complainants regarding the complaint process is essential to the mission. The OPCR developed a survey to help gauge awareness of the OPCR and attended several outreach events to distribute it. In total, the Office received 1,372 responses. Only 38 percent of those surveyed were aware of the services of the OPCR, suggesting that improved outreach is necessary. The survey also functioned as an opportunity to inform community members about the services provided by the OPCR.

To increase awareness, the OPCR participated in the Urban Scholar program, receiving an intern with a background in social work and outreach to underserved and minority communities. She was tasked with the specific responsibility of creating and implementing an outreach plan, specific messaging, and community engagement.

Are You Aware That the Office of Police Conduct Review Investigates Complaints of Minneapolis Police Misconduct?



How Likely Are You to Report an Incident of Discrimination or Police Misconduct?



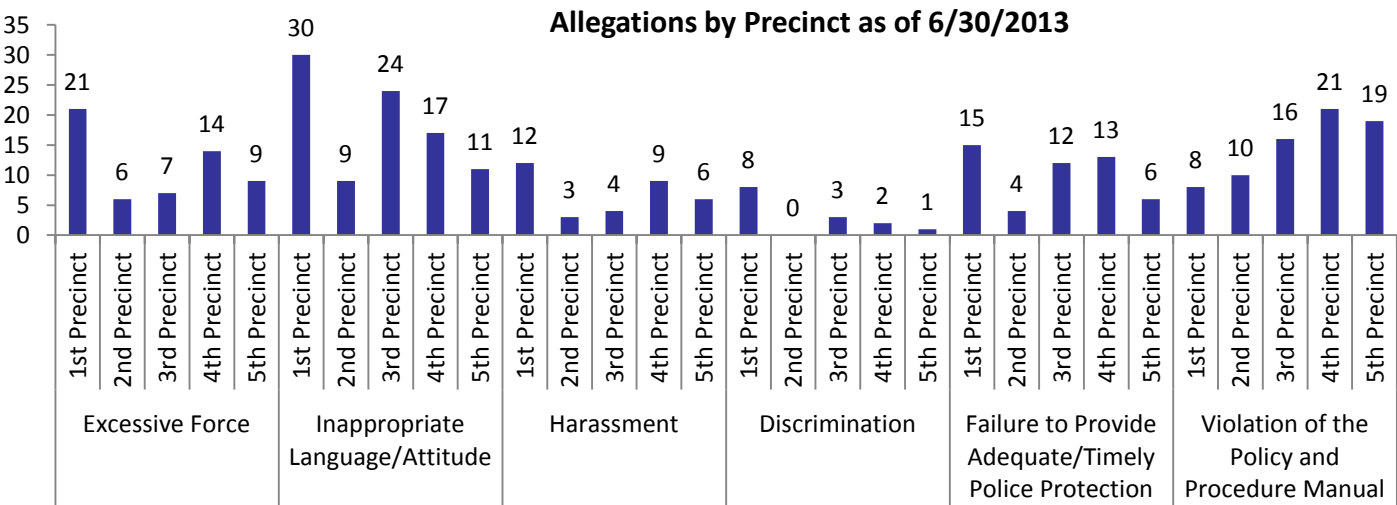
Source: Internal Civil Rights Survey conducted June 2013

What will it take to make progress?

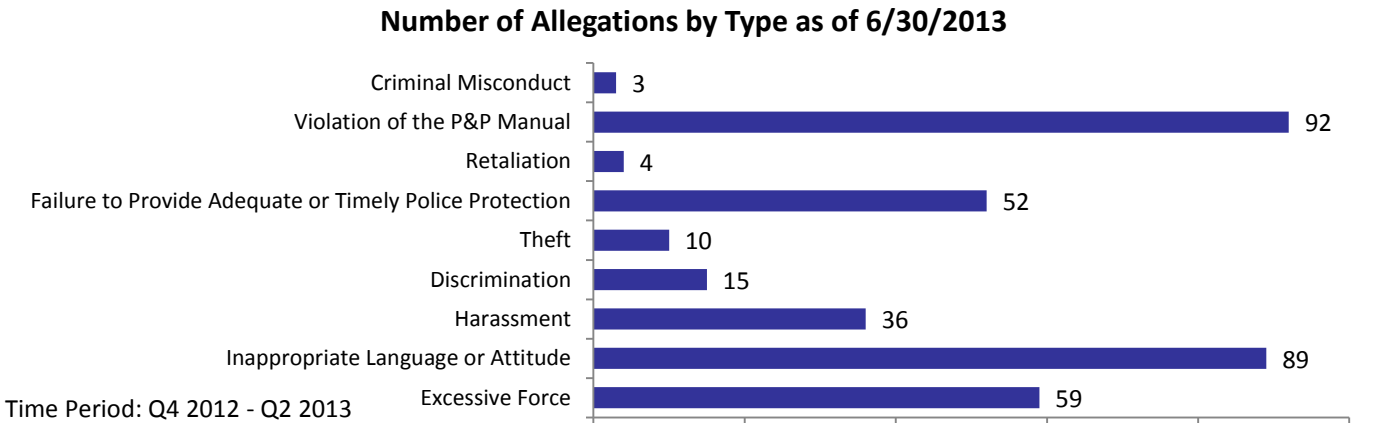
The OPCR recognizes that outreach to educate the community about the services of the Office will allow for a more accurate snapshot of police conduct across the City of Minneapolis. This increases accountability in the police department, provides transparency through accurate tracking of incidents of police misconduct, and offers more opportunities for the OPCR and MPD as a whole to build positive relationships with the community. All potential complainants should be aware of the process and see it as a resource to resolve complaints and restore positive relationships with the police department.

The OPCR must also establish the Police Conduct Oversight Commission, as it is a critical component in the OPCR outreach strategy. The OPCR has received a wide variety of applicants and seeks to have all members appointed by the end of September 2013 and have the Commission staffed and functioning by the end of Q4 2013.

The survey and work of the Urban Scholar assigned to the OPCR has illuminated the need for a new permanent staff member with a primary focus on outreach activities. The individual would continue the work of the Urban Scholar, targeting underserved and minority communities. It is a position that requires a unique skillset, and filling the position with a former Urban Scholar would be ideal.



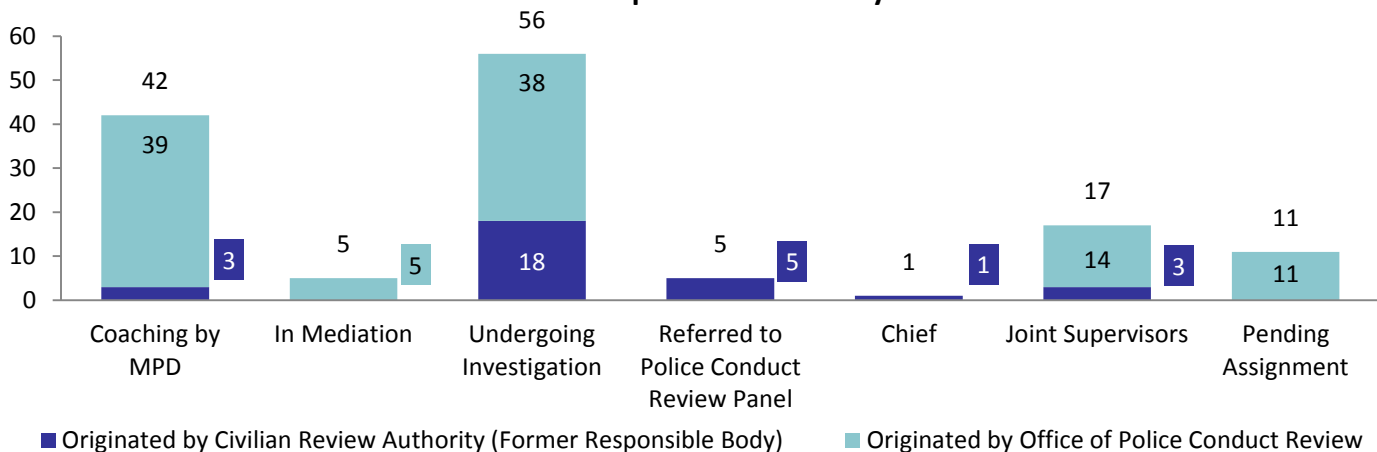
Source: Practice Manager



Time Period: Q4 2012 - Q2 2013

Source: Practice Manager

Open Case Inventory



Note: As of 6/30/2013

Why is this measure important?

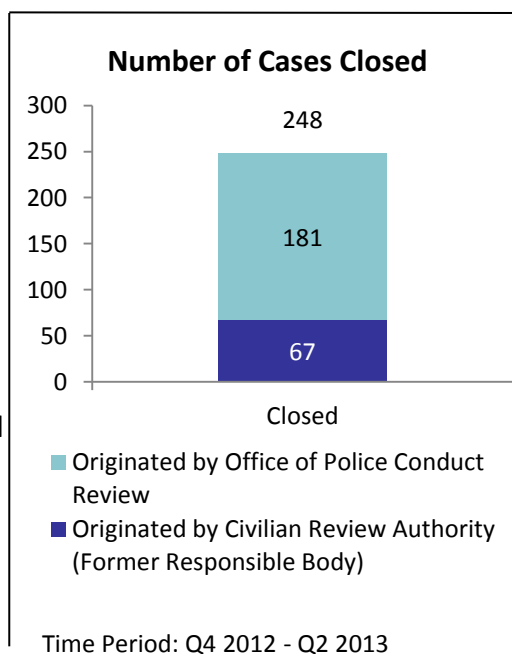
This data indicates how the OPCR manages its caseload. The measures indicates that the OPCR is utilizing all tools available to increase the speed in which complaints are resolved. The civilian director of the Office of Police Conduct Review and the commander of the MPD Internal Affairs Unit work together as joint supervisors. They review complaints throughout the process and determine how complaints should be processed (mediation, coaching, investigation, or dismissal). The OPCR process is not linear and cases can move from one status to another when necessary. For example, a case in mediation could be referred to investigation or coaching. Cases may be labeled with the “Joint Supervisors” status during reassignment. Cases may also be labeled “pending” while the Joint Supervisors determine an initial assignment.

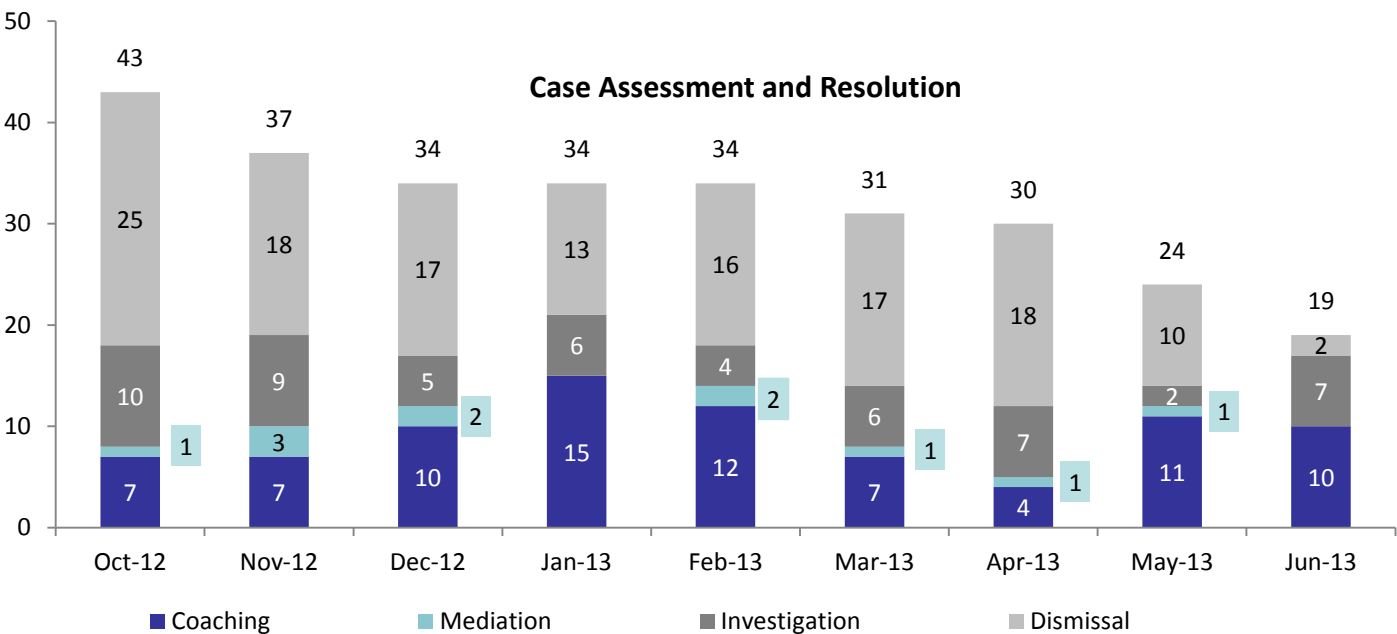
Cases that originated with the Civilian Review Authority (CRA) that are more appropriately addressed through coaching or mediation have been screened out of investigations and handled accordingly. As a result, the duration of investigations continues to decrease. The OPCR was able to close 248 cases between October of 2012 and June of 2013 and has set a goal of completion of cases originally filed with the CRA by the next *Results Minneapolis* conference.

This data should be read in conjunction with that in the OPCR Case Resolution section (p. 13).

What will it take to make progress?

The OPCR closed 248 cases and received 297 complaints between Q4 2012 and Q2 2013. To ensure that no backlog of OPCR cases arises, the number of closed cases to new complaints should be approximately equal. To ensure that this occurs, the OPCR will continue to utilize all methods for resolving complaints. One method is to improve the coaching process which is addressed in detail in the coaching and investigation timelines section. Another is to ensure equitable distribution of cases between the two civilian investigators and seven sworn investigators so that no one investigator is overburdened.





Source: Practice Manager

Why is this measure important?

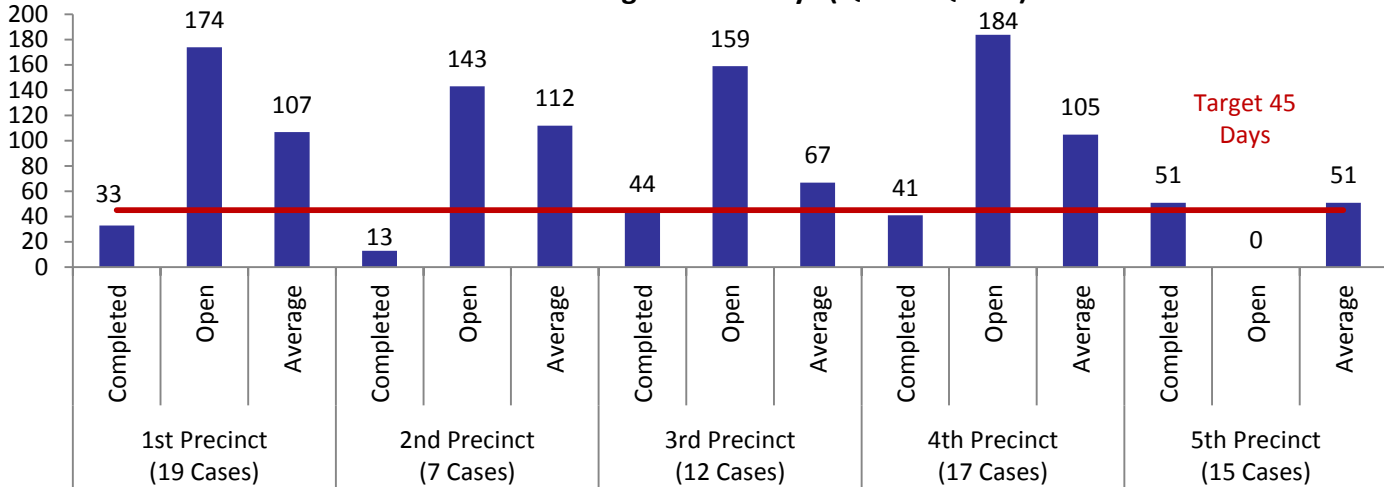
Upon receiving a complaint, the OPCR joint supervisors have four options: (1) dismiss it, (2) send it directly to the focus officer’s supervisor for coaching, (3) mandate mediation between the officer and complainant, (4) send the complaint to a preliminary or full investigation. The joint supervisor assessment is based on the seriousness of the allegations, the likelihood of a successful mediation and evidence available for investigation.

This measure is also a good indicator of how the OPCR joint supervisors are utilizing the new resources available under the ordinance change. The data shows that less than half of OPCR cases are dismissed after the initial filing. Those not dismissed receive attention through coaching, mediation or investigation. Of those cases that were dismissed, on average, 27 percent were dismissed for jurisdictional issues (e.g. complaint is older than 270 days, does not involve MPD), 9 percent as duplicates (two complaints filed about the same incident are consolidated into one complaint), 9 percent for failing to state a claim (even if true, the officer’s actions do not amount to misconduct) and 6 percent for complainants who fail to cooperate. The remaining complaints were dismissed for having no basis to proceed, either because they lacked any actual evidence or direct evidence contradicted the complainant’s allegations (e.g. squad recordings).

What will it take to make progress?

The data indicates that the joint supervisors are utilizing all available methods for resolving complaints. Mediation is a resource that could be maximized. Increasing the number of mediations will remain a priority for the OPCR.

Duration of Coaching Cases in Days (Q4 '12-Q2 '13)



Note: The bar labeled “completed” for each precinct represents the average number of days taken to complete coaching documents, measuring only those that were completed and returned. The bar labeled “open” represents the average number of days between the date opened and June 30, 2013. The bar labeled “average” is the average number of days on all coaching cases, both closed and opened.

Source: Practice Manager

Why is this measure important?

Coaching consists of sending a complaint directly to the focus officer’s precinct to address the allegations contained within. Only A-level (the least severe) complaints are sent to coaching, but the expectation is that supervisors will address inappropriate behavior before it leads to more severe misconduct. Coaching represents an immediate opportunity to repair relationships between community members and officers through supervisor action, as the OPCR has set an expectation that coaching complaints will be completed within 45 days. This was communicated to MPD command staff in February of 2013.

Additionally, the coaching process supports the MPD 2.0 objectives by emphasizing that officers and supervisors act with commitment, integrity and transparency. This “above-the-line accountability” endorsed by Chief Harteau starts with supervisory staff that can provide direct, immediate input into officers’ behavior. The coaching process affords supervisors an opportunity to recognize a problem, take the responsibility to solve it and coach officers to improve performance.

Hence, assessing various aspects of the coaching process is critical; approximately half of all complaints not dismissed are sent to coaching. Between Q4 2012 and Q2 2013 the 1st Precinct assigned 19 coaching documents, the 2nd 7, the 3rd 12, the 4th 17, and the 5th 15. Because the coaching process is an important tool both for the OPCR and MPD, it is critical to measure both the amount of time precincts take to complete a coaching document and the outcome of those complaints. Ensuring that supervisors complete the coaching process within 45 days prevents complainants from becoming disconnected from the process and allows the officer to receive coaching before another complaint arises. Measuring the outcome (coaching and policy violations) provides the OPCR insight on whether supervisors may need additional instruction on the coaching process. It is an objective of the OPCR to influence the culture of accountability and service to the community promoted in MPD 2.0.

While the average amount of time to complete coaching complaints appears fairly consistent across all precincts, the 5th Precinct is the only precinct to complete all coaching documents sent prior to June 30, 2013. Therefore, the 5th Precinct is the only precinct with an “average time to complete” statistic that accurately reflects its coaching culture. Each other precinct currently has coaching documents long outstanding which may significantly increase their average time to complete when they are returned.

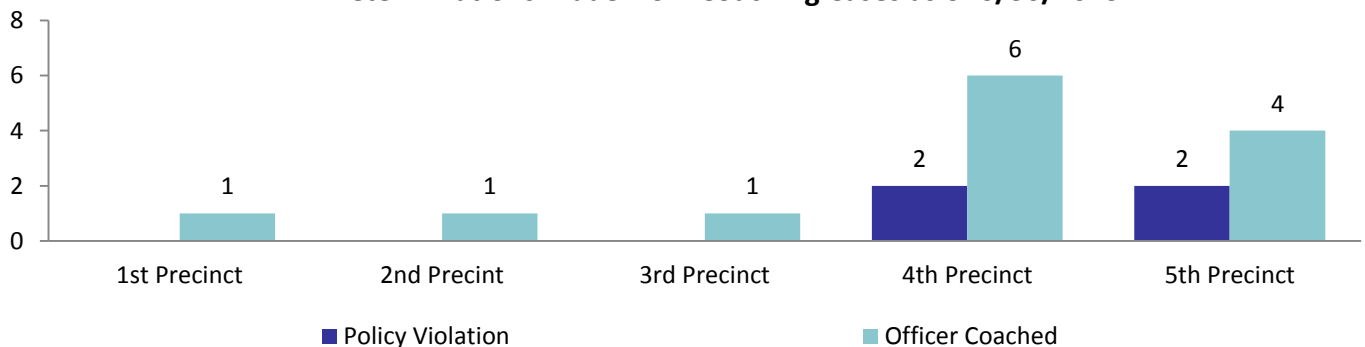
Coaching complaints may result in a supervisor finding of a policy violation. A finding that a policy violation occurred remains with the officer for one year. Multiple policy violations in one year may cause an A-level complaint to be treated as a more significant violation. Precinct supervisors may also coach the officer on how to improve performance and improve customer service regardless of whether a policy violation occurred.

What will it take to make progress?

In February of 2013, OPCR joint supervisors addressed MPD command staff to explain the expectations for coaching sessions. In June of 2013, the OPCR joint supervisors began precinct visits to meet with Inspectors and detail the coaching process. As a result of these meetings, the amount of time to complete coaching sessions has significantly decreased. Two precincts now have established monthly check-ins with the OPCR Legal Analyst to determine which complaints need to be addressed, and OPCR staff is working with other precincts to improve performance. To continue to make progress, the precinct visits must be completed and ongoing communication between OPCR staff and precinct supervisors must occur. From precinct visits, the Inspectors stated that some of the older outstanding cases were delayed during precinct leadership transitions which added to the “average” age of coaching cases.

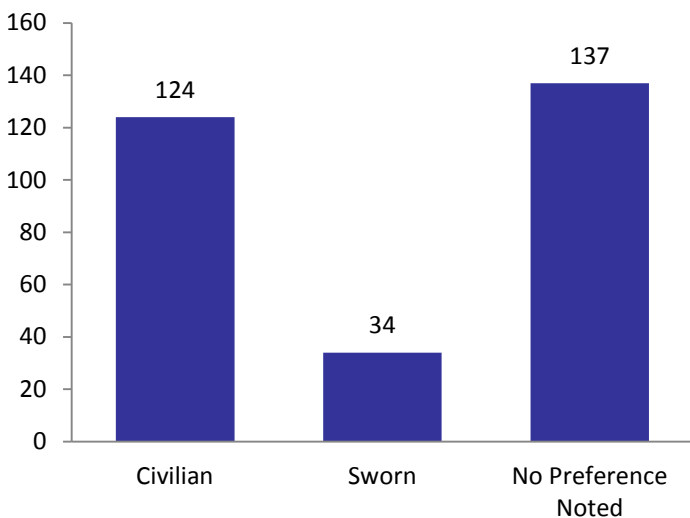
The OPCR has received completed coaching documents that are expertly conducted, while other supervisors appear to need additional instruction on the coaching process. A coached complaint is an opportunity for growth, accountability, and officer development. It is the OPCR’s goal to increase the understanding that coaching will improve an officer’s performance. Thus, it will be necessary to conduct additional training sessions with non-command staff supervisors to ensure that all coaching documents meet the OPCR and MPD 2.0 standards.

Determinations Made from Coaching Cases as of 6/30/2013

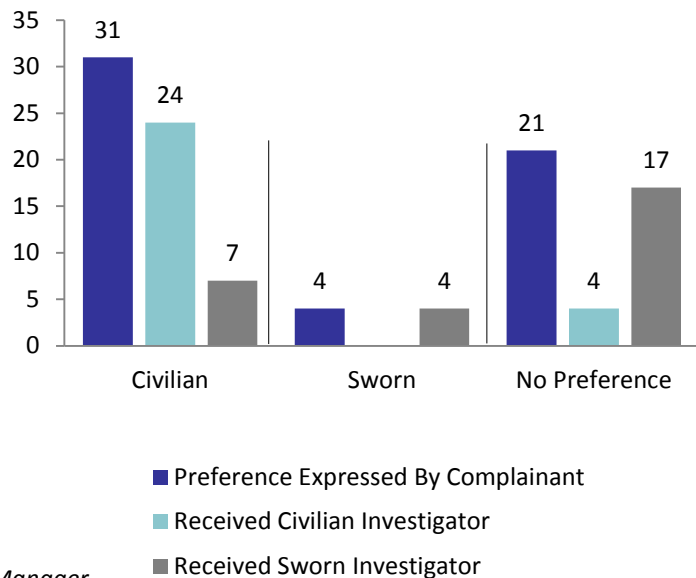


Source: Practice Manager

Investigator Preference in All Complaints



Investigator Preference and Assignment in Cases that Result in Investigation



Source: Practice Manager

Why is this measure important?

The Police Conduct Oversight Ordinance mandates that complainants may express a preference for a civilian or sworn investigator if their complaints proceed to a formal investigation. While the OPCR makes the final investigator assignment, the Office seeks to accommodate complainants’ preferences. Some complaints may only be handled by sworn investigators, namely those that allege criminal misconduct, and some complaints are best addressed by civilians.

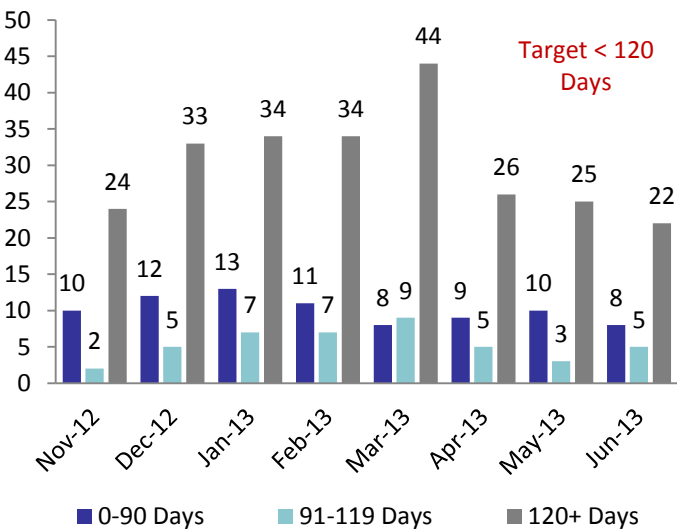
In cases that proceeded to investigation, 56 percent of complainants requested civilian investigators. While there are two civilian investigators and six sworn investigators, the OPCR was able to meet complainant preferences in 80 percent of investigations with each unit receiving exactly 50 percent of cases for investigation. Sworn investigators handle the bulk of investigations where the complainant does not express a preference and all of those where the complainant requests a sworn investigator.

What will it take to make progress?

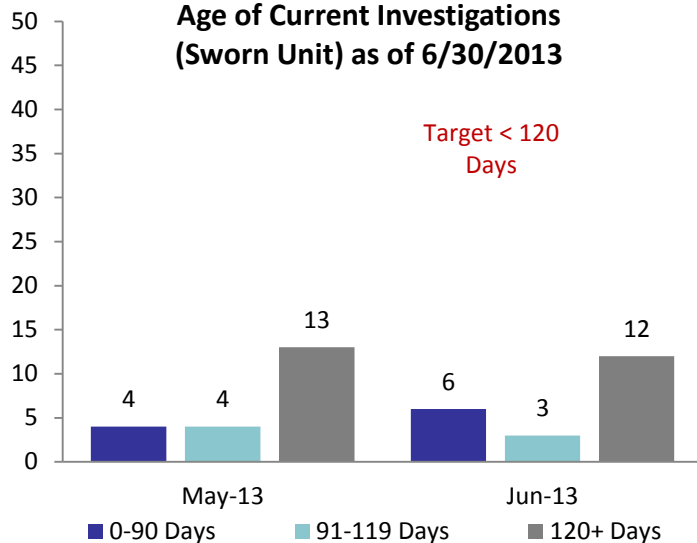
The OPCR must work towards increasing confidence in the process so that more complainants will express no preference when filing a complaint. If complainants feel that they will receive equally fair treatment from both sworn and civilian investigators, the Office will be able to accommodate complainants and assign cases proportionally to each unit. Certainly some complainants will feel more comfortable with a civilian or sworn investigator, and the office should be able to accommodate those preferences.

One method for achieving this result is involving civilian and sworn investigators in joint or all OPCR outreach activities. While the MPD conducts a number of outreach and engagement activities, a show of solidarity between the sworn and civilian units under one consolidated brand—the Office of Police Conduct Review—will help the community accept and understand the OPCR as one investigative unit.

Age of Current Investigations (Civilian Unit) as of 6/30/2013



Age of Current Investigations (Sworn Unit) as of 6/30/2013



Source: Practice Manager

Why is this measure important?

Data regarding the duration of investigations is a key performance measure. The OPCR set a performance standard of 120 days to complete investigations.

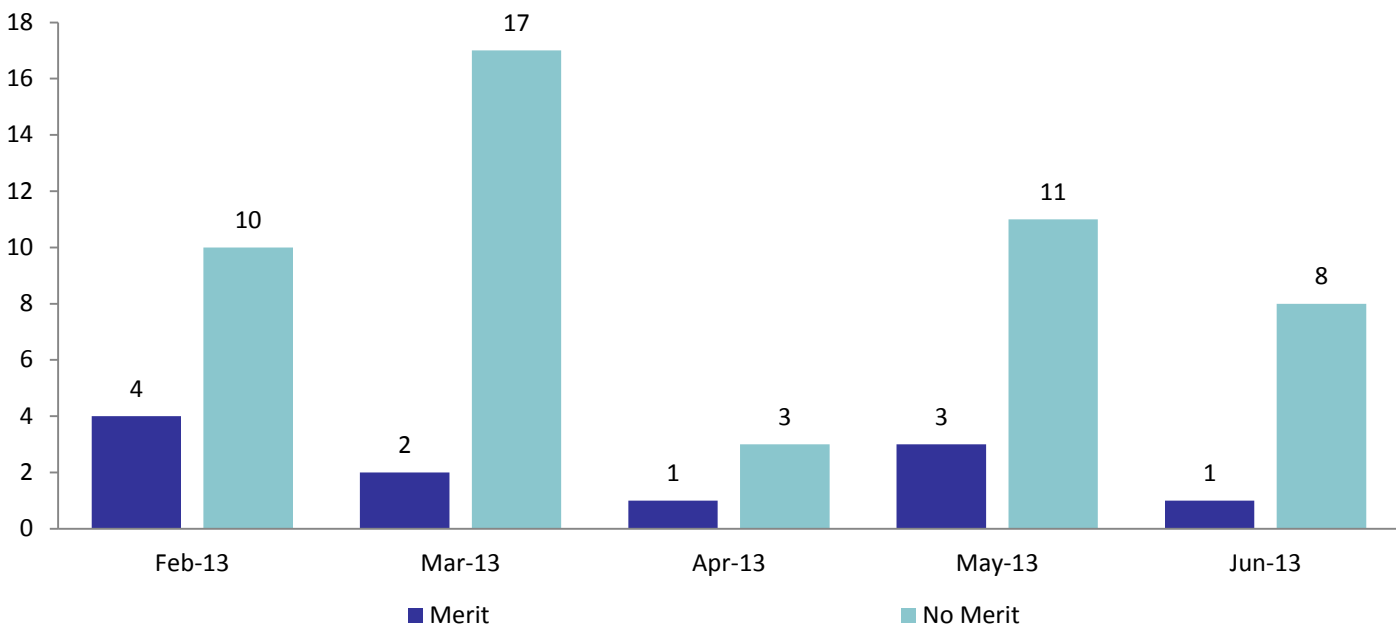
The OPCR incorporated the case management system Practice Manager between Q4 2012-and Q2 2013, with full implementation occurring April 2013. Practice Manager homogenized the civilian and sworn units' investigation and complaint information, allowing for a single pool of data shared by both OPCR units. Hence, uniform tracking of both civilian and sworn cases began April 2013. This is the reason for the large gap in data for the sworn unit; due to the lack of a status history for cases, the data could not be accessed with the prior database to allow for monthly reporting. This will no longer be an issue. Practice Manager also allows for faster information sharing between units, increasing the speed in which complaints can be resolved. This is evident in the data as complaints over the 120 day performance standard began declining in April and continue to do so.

What will it take to make progress?

Completion of outstanding cases originating with the CRA will significantly reduce the backlog of investigations. All pending CRA cases still reside with civilian investigators, and their completion will allow civilian investigators to investigate new OPCR complaints. Hence, their completion will allow the OPCR to accommodate the expressed preferences of complainants. Additionally, managing the distribution of cases between civilian and sworn investigators will prevent civilian investigators from becoming overburdened and complaints entering the backlog.

The Office undertook great effort to prepare cases that originated with the CRA for the Police Conduct Review Panel to review. Because the format of investigator recommendations changed after the adoption of the Police Conduct Oversight Ordinance, all former CRA cases required additional screening and redirection.

Review Panel Recommendations on Allegations as of 6/30/2013



Source: Practice Manager

Why is this measure important?

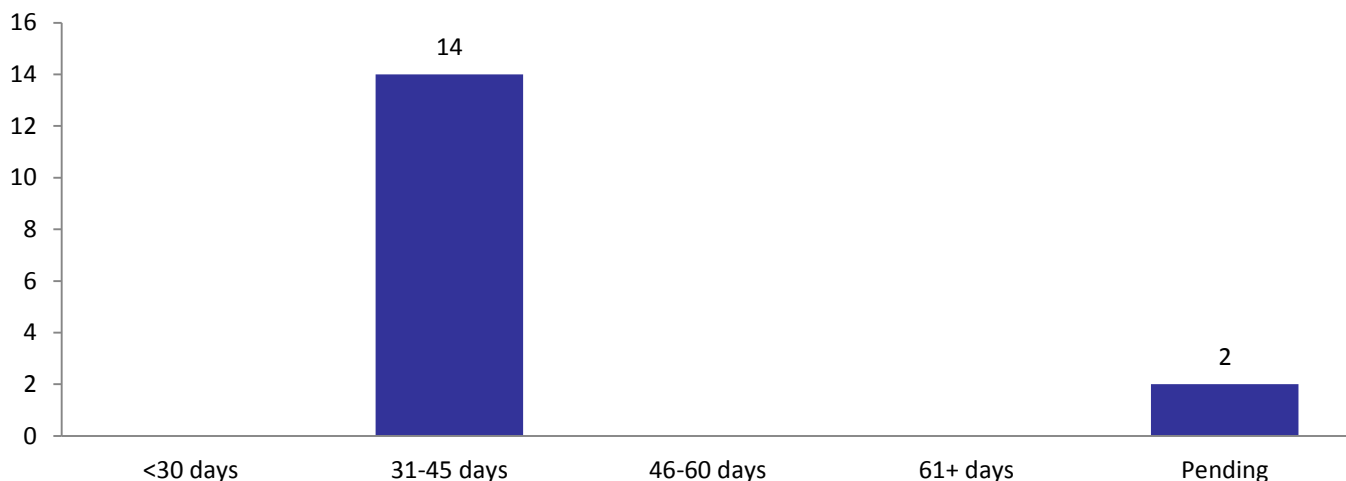
Following an investigation, the Police Conduct Review Panel issues recommendations to the MPD Chief regarding the merits of complaints. Measuring the output of the panel by complaint recommendations is less accurate than measuring output by allegation recommendations, as some complaints contain multiple allegations. In total, sixty allegations received Panel recommendations between February and June of 2013.

It is important to note that the Review Panel issued no split decisions. All decisions on cases have been unanimous with civilian and sworn panelists in agreement on all allegations.

What will it take to make progress?

The Police Conduct Review Panel is intended to be staffed by seven civilians and a pool of sworn panelists to review cases. Currently, only three civilian panelists have been appointed. When the Panel is fully staffed, it will have the capacity to review more cases and issue more recommendations. This will insure that all cases make it to the Chief within a timely manner. Ensuring that the Review Panel does not develop a backlog is a top priority for the OPCR.

Amount of Time to Issue a Determination as of 6/30/2013



Source: Practice Manager

Why is this measure important?

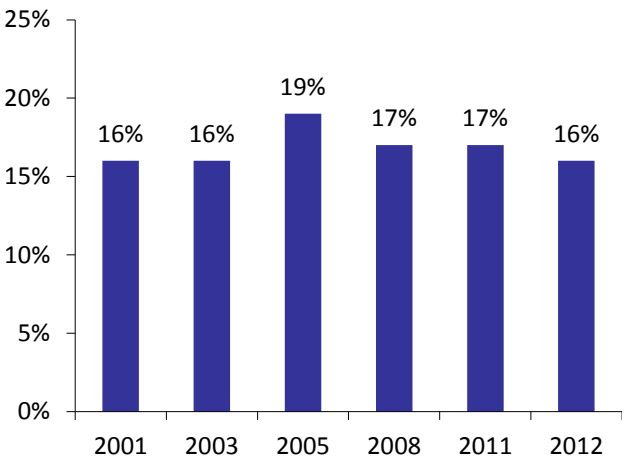
State law mandates that the MPD Chief has final fact-finding and disciplinary authority in all complaints of police misconduct. The Chief receives all recommendations issued by the Review Panel, regardless of whether merit was found. The Chief has the power to overturn recommendations by the Review Panel. Thus, the disciplinary decisions of the Chief are critical as the final step in the OPCR process.

The Chief received sixteen recommendations from the Police Conduct Review Panel since February 2013. While the Chief did not disagree with the merit recommendations issued by the Review Panel, all merit recommendations were on allegations where the reckoning period expired, except those contained in the pending case. Hence, the Chief was unable to issue discipline on the allegations. The one pending case with the Chief has not expired due to the reckoning period. Due to the novelty of the new process, it has taken some effort to determine the final procedures for a merit case. Future merit cases will follow the precedence this case established.

What will it take to make progress?

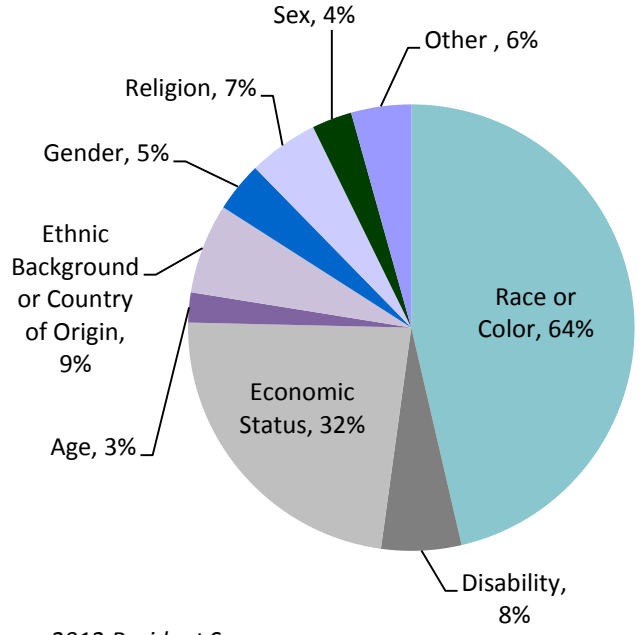
Reducing the duration of investigations will ensure future recommendations will not contain allegations that are past the reckoning period. This will allow the Chief to evaluate cases based on the recommendation, not the amount of time elapsed since the incident. Additionally, the OPCR established a streamlined process for presenting cases to the Chief. The process was delayed in late Q2 2013, and future Panel recommendations will not suffer from this delay.

Residents Who Reported Experiencing Discrimination in Minneapolis in the Past 12 Months



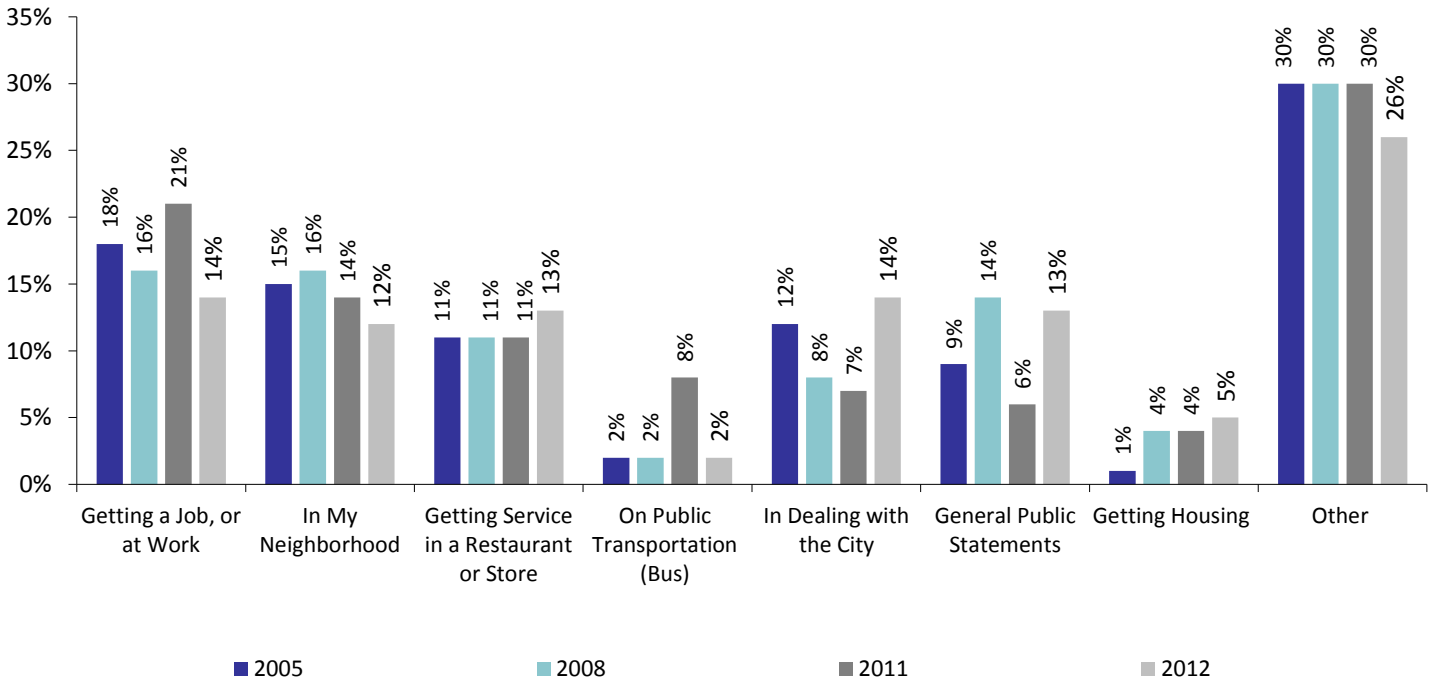
Source: 2001-2012 Resident Surveys

For What Reason or Reasons Do You Feel You Were Discriminated Against?



Source: 2012 Resident Survey

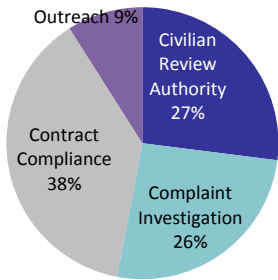
In What Type of Situation Did You Experience the Discrimination?



Source: 2005-2012 Resident Surveys

Management Dashboard: Civil Rights

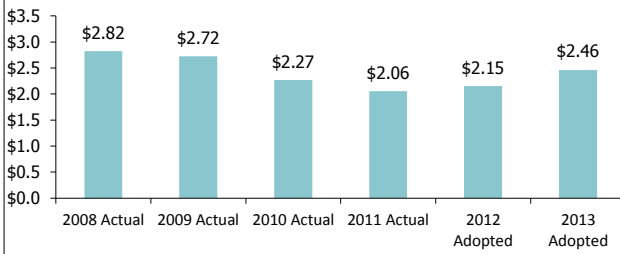
2013 Expenditures by Division: \$2.46 million



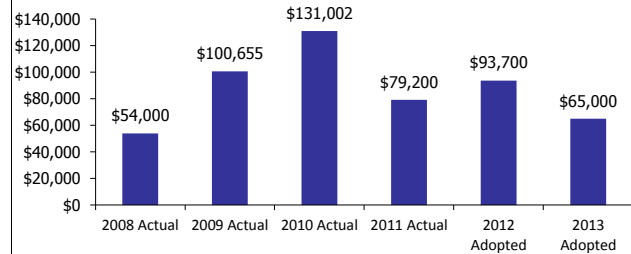
2013 Positions by Division (21 total)



Expenditure 2008-2013 (in Millions)



Revenue 2008-2013 (in Thousands)



Loss Prevention Data

Year	2008	2009	2010	2011	2012
Workers Comp	\$0	\$2,492	\$2,964	\$9,994	\$7,152
Liability Claims	\$0	\$0	\$0	\$0	\$0

Average Sick Days Taken per Employee

Year	2008	2009	2010	2011	2012
Days	6.8	8.0	8.0	6.5	7.5

Workforce Demographics

Year	12/31/2003	12/31/2011	12/31/2012
% Female	71%	71%	75%
% Employee of Color	50%	71%	62%
# of Employees	24	17	16

Overtime Costs

Year	2008	2009	2010	2011	2012
Hours	-	8.0	28.8	6.0	-
Cost	\$0	\$298	\$1,057	\$229	\$0

Employee Turnover

Year end	2008	2009	2010	2011	2012
Turnover	36.0%	47.8%	39.0%	17.7%	36.40%

Positions Vacancies

Year end	2008	2009	2010	2011	2012
% of Total	7%	17%	15%	15%	20%

Performance Reviews Past Due in HRIS

As of 10/7/2012	55%
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Retirement Projections

Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Number	0	0	0	1	0	0	0	0	1	2	1	0

Notes:

Average Sick Days taken per Employee

- A) Based on the payroll calendar year not the calendar year.
- B) Does not include employees who were in a suspended ("S") Pay Status at the end of a given payroll year.
- C) Includes employees who are in a paid ("P") Leave of Absence status and an unpaid Leave of Absence status ("L").

Overtime Costs

- A) OT amount - Fiscol. Reconciled with CRS and Data ware house queries.
- B) Hours - based on HRIS management reports with payroll data

Workforce Demographics

- A) Includes employee counts at year's end for 2003 and 2007. Finance received a number of positions from MCDA/CPED, the Development Finance group, explaining in part the jump in employees from 2003 to 2007.
- B) Only includes active FT regular employees.

Employee Turnover and Savings

Position Vacancies

- A) Includes only budgeted positions

Retirement Projections

- A) The projected time an employee is eligible to retire is based on service time in HRIS. For employees who received pension service credit in other organizations, the actual year of retirement eligibility may be sooner than the projections show.

