

# CIVILIAN COMPLAINT REVIEW BOARD

Richard Emery, Chair



## WHAT WE DO

The Civilian Complaint Review Board (CCRB) is an independent, non-police agency with the authority to investigate allegations of police misconduct, make findings, and recommend disciplinary action directly to the police commissioner. The Board strives to resolve complaints efficiently through investigation and its mediation program.

## FOCUS ON EQUITY

CCRB focuses on equitable service delivery by resolving civilian complaints impartially and speedily, conducting outreach to the diverse communities of the City, and examining policies and systemic practices that lead to misconduct complaints. Toward that end, CCRB works to increase the percentage of complaints where findings on the merits are reached, to reduce the length of time it takes to complete investigations and, when officers are found to have committed misconduct, to recommend an effective level of discipline. In Fiscal 2015 CCRB continued to extend its outreach to underserved communities. The Board now conducts evening public meetings across the City, focusing on neighborhoods with high levels of complaints. CCRB has also begun partnering with City Council offices and nonprofits to set up satellite intake locations for individuals who cannot travel to Manhattan to meet with investigators. CCRB's Outreach Team has significantly expanded, allowing CCRB to have a more constant presence in every borough to conduct workshops with community groups, tenant organizations and young people. CCRB's website, which contains materials in eight languages, now allows civilians to [file complaints](#), track the [status](#) of their complaints, see information about [administrative trials](#), and see up-to-date [maps](#) with the number of misconduct complaints filed in each police precinct. Starting in Fiscal 2016 CCRB's new policy team will focus on reviewing complaints to identify patterns and make recommendations on improving police-community relations. CCRB will also conduct town hall meetings to hear local concerns about policing practices.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Investigate, prosecute and resolve claims of police misconduct.**

- Goal 1a Improve the quality and timeliness of investigations.
- Goal 1b Increase the use of mediation to resolve complaints.

# HOW WE PERFORMED IN FISCAL 2015

## SERVICE 1 Investigate, prosecute and resolve claims of police misconduct.

**Goal 1a** Improve the quality and timeliness of investigations.

In Fiscal 2015 the public filed 25 percent fewer complaints than in Fiscal 2014. With fewer complaint filings, investigators focused on reducing the size of CCRB's Investigations Division docket, which decreased by 64 percent, from 1,838 active cases under investigation at the end of Fiscal 2014 compared to 666 cases at the end of Fiscal 2015. CCRB reduced the average age of the open docket 21 percent to 106 days in Fiscal 2015. In Fiscal 2015 the Board implemented a comprehensive reform plan, restructuring the Investigations Division into smaller teams, creating new benchmarks and accountability instruments for the investigative process, and introducing weekly CCRBstat meetings.

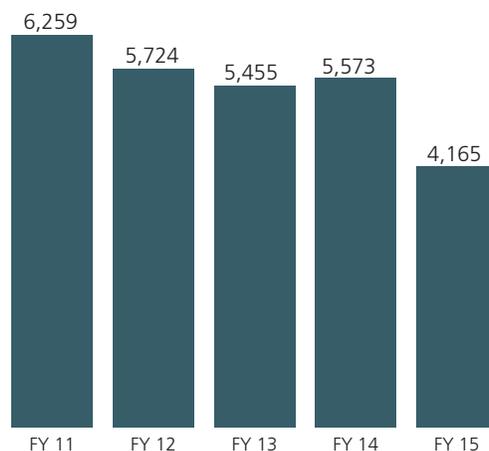
CCRB decreased the average number of days to complete full investigations by 13 percent to 283 days in Fiscal 2015. The time to complete substantiated investigations decreased 16 percent to 329 days. Since cases submitted for Board review during the first half of Calendar 2015 were completed in approximately four months, the Board is setting more ambitious targets for Fiscal 2016: full investigations in 120 days and substantiated investigations in 140 days.

As the time to interview civilians was cut in half and more civilians were interviewed, the number of full investigations increased 16 percent, from 1,848 to 2,135, resulting in a greater percentage of full investigations to total cases closed (39 percent in Fiscal 2015 compared to 32 percent in Fiscal 2014). At the same time, the Board closed eight percent fewer cases, a decrease from 5,810 to 5,347.

In Fiscal 2015 the percentage of allegations with findings on the merits increased by two percentage points to 41 percent of fully investigated cases. In Fiscal 2016 the Board is focusing on continuing to increase this rate to reach the target of 55 percent. Part of this effort will include a plan to address the increase in unsubstantiated allegations, which have increased from 37 percent of fully investigated cases in Fiscal 2011 to 46 percent in Fiscal 2015.

CCRB achieved a notable decrease in the age of substantiated cases aged one year and older in Fiscal 2015, decreasing 18 percentage points to 49 percent of all substantiated cases. Significantly, the percentage of substantiated cases ages 15 months and older when substantiated decreased from 43 percent to 20 percent. As a result, the percentage of substantiated cases in which the statute of limitations expired decreased from three percent to one percent.

**Total Civilian Complaints**



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
Total civilian complaints against uniformed members of the New York City Police Department	6,259	5,724	5,455	5,573	4,165	*	*	Neutral	Down
Average age of open docket (days)	NA	NA	147	135	106	*	*	Down	NA
★Average time to complete a full investigation (days)	282	293	386	324	283	280	120	Down	Neutral
★Full investigations as a percentage of total cases closed (%)	30%	31%	32%	32%	39%	40%	40%	Up	Up
Cases closed	6,149	5,637	5,506	5,810	5,347	*	*	Neutral	Neutral
★Closed allegations with findings on the merits (%)	49%	46%	42%	39%	41%	55%	55%	Up	Down
★Average time to complete a substantiated investigation (days)	NA	384	438	394	329	300	140	Down	NA
★Substantiated cases in which the statute of limitations expired (%)	0%	1%	10%	3%	1%	0%	0%	Down	Up
★Officers disciplined (excluding pending and filed cases) (%)	74%	83%	62%	60%	87%	*	*	Neutral	Neutral

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

**Goal 1b** Increase the use of mediation to resolve complaints.

With the overall decrease in the number of complaints filed, the number of cases referred to mediation decreased by 15 percent, from 522 in Fiscal 2014 to 444 in Fiscal 2015. The number of cases in which both parties agreed to mediation decreased by 12 percent to 394 cases in Fiscal 2015. The percentage of officers who accepted mediation increased slightly from 83 percent to 84 percent, while the percentage of civilians who accepted mediation decreased from 51 percent to 48 percent. However, the number of successfully mediated cases increased by two percent to 183 completed cases and the average number of days to complete a mediation decreased by 24 percent to 170 days in Fiscal 2015. As in Fiscal 2014, all open cases in the mediation program were 11 months or younger from the date of referral to mediation. The mediation satisfaction rate remained unchanged at 90 percent in Fiscal 2015.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
Cases with mutual agreement to mediate	417	315	244	446	394	*	*	Up	Neutral
Officers who accepted mediation (%)	NA	NA	79%	83%	84%	*	*	Up	NA
Civilians who accepted mediation (%)	NA	NA	57%	51%	48%	*	*	Up	NA
Cases successfully mediated	147	112	61	179	183	*	*	Up	Up
★Average mediation case completion time (days)	179	181	284	225	170	150	120	Down	Neutral
★Mediation satisfaction rate (%)	NA	NA	97%	90%	90%	94%	94%	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
Customer Experience									
Completed requests for interpretation	474	843	525	613	591	*	*	Neutral	Neutral
Letters responded to in 14 days (%)	89%	76%	70%	73%	84%	*	*	Up	Neutral
E-mails responded to in 14 days (%)	98%	93%	79%	94%	98%	*	*	Up	Neutral
CORE facility rating	81	69	81	100	98	*	*	Up	Up

## AGENCY RESOURCES

Resource Indicators	Actual					Plan <sup>1</sup>		5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	
Expenditures (\$000,000) <sup>2</sup>	\$9.6	\$8.7	\$10.6	\$11.2	\$13.6	\$13.6	\$15.1	Up
Personnel	135	124	162	157	146	187	189	Up
Overtime paid (\$000)	\$157	\$168	\$418	\$320	\$398	\$0	\$0	Up

<sup>1</sup>Authorized Budget Level "NA" - Not Available in this report <sup>2</sup>Expenditures include all funds.

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

None.

## ADDITIONAL RESOURCES

For additional information go to:

- File complaints online:  
<https://www.nyc.gov/html/ccrb/html/complaint/online.shtml>
- Status of complaints:  
<http://www1.nyc.gov/apps/ccrb-status-lookup>
- Administrative trials:  
<http://www.nyc.gov/html/ccrb/html/police/police.shtml>
- Maps of complaints in each precinct:  
<http://www.nyc.gov/html/ccrb/html/news/complaint-maps.shtml>

For more information on the agency, please visit: [www.nyc.gov/ccrb](http://www.nyc.gov/ccrb).