



Business Plan

2019/20 – 2021/22

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1: Mandate

The Office of the Independent Police Review Director (OIPRD) operates in the justice sector, is an independent civilian oversight agency mandated to receive, manage and oversees all public complaints about the police in Ontario. It provides a system for members of the public to make complaints about the conduct of an officer, the policies of a police service and the services a police service provides. The OIPRD is an arm's-length regulatory agency of the Ontario Ministry of the Attorney General. The agency receives its legislative authority from Part II.1 and Part V of the Police Services Act (PSA).

The OIPRD ensures that public complaints about police are effectively dealt with in a manner that is transparent and fair to both the public and the police by:

- Overseeing public complaints through to their conclusion
- Investigating complaints and overseeing police service complaint investigations
- Encouraging meaningful resolution of complaints
- Conducting systemic reviews
- Delivering education and outreach to the public and police
- Conducting audits of how police services administer the complaints system

All OIPRD decisions are independent of the government, the police and the public.

The OIPRD's **vision** is enhanced confidence in the public complaints system through excellence in the independent and impartial oversight of police.

The agency's **mission** is to provide effective management and oversight of public complaints, promote accountability of police services across Ontario and increase confidence in the public complaints system.

In fulfilling its mandate, the OIPRD is guided by the principles of:

- **Accountability:** improving transparency and accountability of the police complaints system and maintaining accountability for actions to stakeholders.
- **Integrity:** providing professional, objective, timely services to all stakeholders, respecting the privacy and dignity of stakeholders and treating them fairly.
- **Independence:** overseeing investigations by police services in a fair, transparent and effective manner and conduct independent investigations thoroughly and fairly.
- **Accessibility:** delivering a modern, accessible system for the public to lodge complaints about police and building public awareness about the complaints system.
- **Diversity and Inclusion:** being responsive to, and inclusive of diversity in delivering OIPRD services.

The OIPRD's mandate aligns with the government's priority of promoting fairness and access to justice, with the Ministry of the Attorney General's (MAG) vision of an innovative, sustainable and responsive justice system that inspires public confidence and upholds the rule of law. Our mandate also aligns with the Policy, Agency and Tribunal Relations Division's strategic plan priorities, including:

- Modern, accessible, effective and efficient agencies and tribunals that deliver quality client and public services
- Agencies and tribunals are highly collaborative among themselves and across the Ontario Public Service and the Broader Public Service and stakeholders to achieve client-centred public service
- Agencies and tribunals have a consistent, comparable, streamlined, transparent accountability framework
- Decisions are based on data and evidence and outcomes are measured for the continued improvement
- An inclusive, flexible, diverse and healthy work environment

2: Key Achievements in 2018-19

The following key achievements in 2018-19 support the agency's strategic goals and priorities.

- The OIPRD released its systemic review report on the Thunder Bay Police Service, called Broken Trust – Indigenous People and the Thunder Bay Police Service.
- The agency launched a new mobile-friendly website that is easier to navigate and more user-friendly.
- The agency implemented new training initiatives including two-week Investigator training with the Ontario Police College (OPC), and cultural competency training (Bimickaway training), for all staff, with the Indigenous Justice Division.
- The OIPRD increased public awareness by delivering over 175 outreach presentations and training/information sessions to stakeholders such as youth and youth workers, police foundations, criminology and social sciences students, Indigenous groups, legal clinics, mental health organizations and other community support groups, police and police services boards.
- The OIPRD partnered with MAG and the Anti-Racism Directorate (ARD) on a race-based data collection pilot project. As a result of this pilot, the OIPRD complaint form now includes a section for complainants to voluntarily provide their race data.

- The agency executed a robust training plan and met or exceeded many of the performance targets across the training areas. Staff received training on topics such as, cultural competency, anti-racism and discrimination and unconscious bias.
- The agency completed an internal compliance audit with regards to various government directives and policies.
- The agency developed and implemented a new investigations triage system for the Investigation unit. This resulted in the categorization of cases based on complexity and helped determine resource requirements and defined timelines for each case.
- The OIPRD launched a new feedback form, allowing people submitting complaints online to provide suggestions on how to improve the complaints process.
- The OIPRD expanded its office space to accommodate increased staff for 2018/19 onward.
- The agency expanded the capabilities of the Intelligence Call Exchange (ICE) phone system for the Case Management Unit, allowing the Case Coordinators and the public to utilize the system more efficiently and effectively and bringing the system up to meet the standards set by the OPS Common Service Standards.
- The OIPRD held several staff-led Diversity and Inclusion activities to celebrate diversity, support employee engagement and raise money for charity.

3: Overview of Programs and Activities

The OIPRD manages approximately 3,000 complaints annually, received through its website, by mail or fax and from police services. Administering the public complaint system involves:

- Receiving public complaints and determining, through a screening process, whether they should proceed to investigation and whether the matters should be referred to a police service or retained by the OIPRD for investigation.
- Providing opportunities for complainants and responding officers to voluntarily resolve complaints before they are formally screened through the Customer Service Resolution (CSR) Program
- Corresponding and liaising with complainants and police services and tracking the progress of complaints through to completion

- Promoting Informal Resolution to resolve less serious allegations of misconduct during the investigation of a complaint
- Providing mediation services to allow complaints to be resolved through mediation between the complainant and the responding officer. The Enhanced Mediation Program provided for a more systematic process to move complaints into Informal Resolution
- Overseeing public complaints referred to police services to ensure that all police investigations are fair, complete and meet a reasonable standard to provide consistency of investigations throughout the province through the Investigation Report Review (IRR) process
- Conducting impartial and independent investigations and preparing investigative reports for the Director to determine whether reasonable grounds exist to find that misconduct has occurred
- Conducting comprehensive investigation file reviews of investigations conducted by police services where complainants have submitted a Request for Review (R4R) under the PSA
- Conducting systemic reviews and audits as prescribed in the PSA
- Responding to legal proceedings such as applications for judicial review, applications for production of OIPRD records, appeals before the Ontario Civilian Police Commission, and applications before the Human Rights Tribunal of Ontario (HRTO)
- Ensuring the OIPRD is in compliance with all federal and provincial legislation such as the Youth Criminal Justice Act (YCJA), Human Rights Code and the Freedom of Information and Protection of Privacy Act
- Advocating for legislative change to the PSA to improve the public complaints system
- Developing and implementing stakeholder engagement strategies to raise awareness of the OIPRD and provide information and education to members of the public and the police
- Providing education and information about OIPRD processes, programs and activities through the OIPRD website and printed material including annual reports

4: Environmental Scan and Risks

The OIPRD oversees 51 police services across Ontario, including municipal and regional police services and the 180+ detachments of the Ontario Provincial Police. This represents about 26,000 sworn police officers.

External

Independent Police Oversight Review

In April 2016, following public demonstrations of dissatisfaction with policing and police oversight, the government appointed the Honourable Michael H. Tulloch, a judge of the Ontario Court of Appeal, to lead an independent review of the three agencies that oversee police conduct in the province: The Special Investigations Unit, the Office of the Independent Police Review Director and the Ontario Civilian Police Commission. Justice Tulloch was asked to provide the government with recommendations on ways to enhance the transparency and accountability of the oversight bodies, while ensuring that they carry out their work as effectively as possible, with clear mandates.

In March 2017, Justice Tulloch released the Independent Police Oversight Review, with 129 recommendations to improve the accountability, transparency and effectiveness of the oversight bodies.

Perceptions of the Public toward Policing

The vast majority of Ontarians believe that police perform an important function in society. They also say they feel safe in their communities.

The role of police is not only to prevent crime, but also to serve and protect the citizens in their communities by responding to a range of challenging social issues that includes intervening in mental health crisis situations, and in circumstances that may require the use of force. The role of police in society must be built on public trust, cooperation and respect.

In order for the public to have full confidence in police, they need to feel that police are accountable for their actions and are held accountable for wrongdoing and misconduct.

When the public loses confidence in police, the mistrust they feel toward police often extends to police oversight bodies.

Public Perceptions About Police Oversight

Civilian oversight of police has become an issue of public interest to Ontarians, especially those in urban areas.

There is now a much greater public expectation for accountability and transparency from civilian agencies that oversee police. The OIPRD is experiencing greater public scrutiny of its decisions and processes. While the OIPRD works hard to maintain accountable and transparent practices regarding the public complaints system, it also seeks to preserve confidentiality regarding individual police complaints as mandated by the legislation.

The OIPRD is accountable to individual complainants for communication throughout the complaints process and by providing comprehensive written investigative reports to the complainant, for every complaint that the OIPRD investigates. The agency also oversees police services to provide an investigative report to complaints where matters are referred to them for investigation.

Internal

Legal Issues and Challenges

Legal matters involving the OIPRD have increased. Legal counsel has responded to numerous applications for judicial review, applications before HRTO, appeals before OCPC and applications seeking access to OIPRD records. The OIPRD has also been involved in matters where the applicants have sought leave to appeal to the Court of Appeal and expects that these kinds of applications will continue in the future.

Additionally, the legal unit drafts the Director's reasons for decisions on Requests for Reviews. This increased pressure on the legal unit has the potential to affect the timelines of the OIPRD processes and investigations and as a result impact stakeholder satisfaction.

5: Strategic Directions and Implementation Plan

The OIPRD has four clear priorities that will shape the agency's activities over the next three years.

These priorities align with the ministry key priorities to modernize and streamline processes and support technology while maintaining core functions, develop and retain a skilled workforce and promote accountability and value for money.

Build confidence in the complaints system

- Ensure efficient intake and case management of complaints with clear communications to complainants and police
- Develop accessible and effective dispute resolution processes for informed resolution of complaints
- Ensure public complaints are managed and investigated in a timely and impartial manner through to completion

- Demonstrate transparency through posting anonymized complaint investigation summaries on the website
- Engage the public and targeted stakeholders through strategic stakeholder relations, outreach and comprehensive online information

Achieve Excellence in police oversight

- Continue the implementation of the complaint case triage process for incoming complaints and complaints designated for investigation
- Improve the quality and timeliness of OIPRD investigations through the continued implementation of the new investigation model
- Improve police service investigations through timely and high-quality review processes
- Implement an investigations training program to roll out on a regular basis
- Increase the number of cases informally resolved through Customer Service resolution and mediation
- Implement transformative information technology and business processes to support case management and investigations, research and analytics
- Promote accountability of police services

Influence change in police policies and practices

- Conduct responsive and timely systemic reviews on policing issues of concern
- Publicly report on emerging legal issues and cases involving complaints about police
- Lead and promote innovations and best practices in police oversight
- Improve policing practices through audits. Conduct performance audits of police services administration of complaints

Professional, committed and engaged employees

- Build a flexible and responsive workforce that rapidly adjusts to changing business environment
- Create a knowledge management framework to support the implementation of an ongoing comprehensive training program to enhance staff skills
- Develop a human capital plan to include strategies for succession planning and future operational needs
- Implement an employee engagement strategic plan to increase employee engagement while fostering an inclusive work environment that respects and embraces diversity

These strategic priorities rest on having appropriate resources and funding for the agency along with legislation, regulations and policies that support the agency mandate. The agency continues to meet the challenges of ongoing fiscal constraints and manages resources efficiently and effectively to meet the agency's operational and strategic goals.

6: Human Capital Plan (HCP)

The OIPRD has four main goals related to the growth and development of our staff/employees, these are:

Be an employer of choice:

- Foster an inclusive work environment that respects and embraces diversity
- Increase employee engagement through the implementation of an employee engagement strategic plan and implementing changes as a result of the OPS Employee Experience Survey
- Continue to accept students to provide training and mentoring in police oversight processes. In 2018–19, the OIPRD had coop students from Humber College, a summer experience student from Ryerson University, two summer law students, a law articling student, a student from the LAWS program and a law student from the Ryerson University Law Practice Program

Develop leadership, management and professional skills:

- Implement strategies for succession planning in preparation for future operational needs in all units
- Support continuous training and development for all units through the agency's training plan
- Conduct specialized OIPRD investigations training programs

Increase workforce flexibility and mobility:

- Continue to support a job shadowing program internally (within OIPRD) and externally (other agencies, boards commissions and/or ministries)
- Continue to use opportunities for telework and flexible work hours where operationally feasible

Human resources initiatives that align with strategic goals and priorities:

- Assess the enhanced mediation program impacts
- Evaluate operational and human resources needs and adjust the Human Capital Plan requirements to support changes in the organization.
- Create a three-year outlook for succession planning throughout the agency. Given the relatively young age of the OIPRD workforce, it is not anticipated that staff turnover would have any negative impacts

Training Plan

The Training Plan for the next three years reflect five priorities:



7: Information Technology (IT)/Electronic Service Delivery (ESD) Plan

The I&IT strategic plan supports the OIPRD's strategic priority of ensuring excellence in police oversight through innovative and transformative information technology and business processes. This plan identifies three I&IT priority areas that will guide the agency over the next three years.

Public and User-friendly Technology – This means ensuring our website and online complaint process is accessible, easy to read and navigate, and other internal and external technology projects fit the needs of users. Monitoring the newly implemented mobile website to ensure ease of use.

Innovative I&IT Solutions – The OIPRD is continuing to develop innovative ideas and long-term remedies, such as storage solutions, piloting electronic tablets (smaller laptops), exploring options for a new case management system and integrating technology such as the Legal File Software (LFS) web portal into agency business processes.

A number of enhancements have already been made specifically for the Investigations Unit and the Case Management Unit, and these include:

- formulating an automated task report,
- developing an Investigative Timeline Tracking Window,
- Investigative Calendar, and
- developing a means to track tasks related to the screening of cases.

Build Capacity in Data Analytics – The agency is implementing strong data governance to ensure the availability, usability, integrity and security of data that can inform evidence-based decision and policy making.

The OIPRD has made huge progress over the past few years in ensuring the continuity of IT solutions through virtualization of the servers. However, there is still much to be done. The next phase of this strategy will focus on I&IT innovation and programs to set the groundwork for future initiatives that will contribute to business decisions based on evidence and data analytics.

8: Initiatives Involving Third Parties

Mediation

In 2013 the OIPRD launched two resolution programs for complaints – Customer Service Resolution (CSR) and Informal Resolution via Mediation – with the support of police services and associations.

In early 2017, the OIPRD launched an Enhanced Mediation Program (EMP) pilot to encourage Informal Resolution through Mediation after a complaint has been screened-in but before the start of the investigation.

In order to accommodate a large quantity of mediations across the province the OIPRD has been working with a number of service providers: The Community Justice Alternatives of Durham Region, Community Justice Initiatives of Waterloo Region, MED-ARB Solutions Ltd. and St. Stephens Community House to coordinate and perform these mediations.

The OIPRD requires its vendors to provide a report on each mediation to ensure accountability.

The OIPRD may add service providers to new vendor of record agreements over the next few years should the program expand provincewide.

Systemic Reviews

The power of the OIPRD to conduct systemic reviews fulfills an important public interest function and is one of the primary ways the agency can influence change in police policies and practices.

Systemic reviews are complex. The OIPRD engages specialized private sector lawyers to assist in the discovery of issues and to ensure that all recommendations have a solid foundation in law.

9: Communication Plan

The OIPRD is mandated to educate stakeholders and the general public about the public complaints system. The Police Services Act requires the agency to provide accessible information about the public complaints system and help people make a complaint.

Key communications and outreach initiatives include:

- Strengthening relationships with key stakeholders such as community groups, indigenous communities, legal clinics, youth, police associations and services to raise awareness of the public complaint system
- Building networks that may help citizens make a complaint
- Delivering presentations, workshops and informal meetings to audiences across Ontario
- Ensuring the OIPRD's website is accessible, informative, easy to read and navigate.

- Engaging more people in more communities by expanding the agency's presence on social media channels like Facebook, Twitter and LinkedIn.
- Posting the annual report online
- Communicating systemic review reports to the media and public
- Seeking feedback from stakeholders on the effectiveness of the public complaints system

10: Diversity and Inclusion Plan

The OIPRD endeavours to be responsive to and inclusive of the diversity of the public it serves and the workforce it employs. Building on the strategic plans of the OPS and MAG, the OIPRD Diversity and Inclusion Strategic Plan adopts these values and combines them with our own unique workplace culture and vision.

The OIPRD strategy focuses on four priorities that will guide us through the next three years. This plan will help ensure that the values of diversity and inclusion remain embedded in all aspects of the organization. The four strategic priorities and related goals of the OIPRD Diversity and Inclusion Strategic Plan for 2017–20 are:

- 1. Focus on the promotion of diversity and inclusion led through the encouragement and employment practices of executive and senior management**
 - a. The OIPRD hiring practices are fair and transparent, and any systemic barriers to employments are addressed
 - b. Executive and senior management are inclusive leaders who practice inclusion day to day and provide tools and support for staff
 - c. The make-up of the organization reflects the demographic diversity of the public we serve
- 2. Make inclusion and fairness the foundational principal behind all processes and practices of the organization**
 - a. The policies and practices at the OIPRD are barrier-free and promotes fairness and equitable access for employees and the public.
 - b. Decision making for the OIPRD cultural community reflects the demographic diversity and broad perspectives of all staff
 - c. All employees understand and contribute to a healthy and safe workplace free from harassment and discrimination
- 3. Strengthen the organization's ability to provide services that are inclusive, fair and responsive to the public**
 - a. The services provided by the OIPRD accommodate the diversity of values, norms and challenges of the communities and stakeholders to whom they are provided
 - b. All public and internal documents are produced in clear, plain and inclusive language

- c. Feedback mechanisms for receiving and responding to public input on its services are accessible to all

4. Focus on a results-driven, evidence-based approach to inform decision making and ensure accessibility and inclusion

- a. Results from the annual OPS employee engagement survey are used to identify systemic employment issues
- b. Feedback from staff training session is analyzed and used to inform future training initiatives
- c. Demographic data of the public accessing our services is collected and used to inform decision making

Since the agency opened in 2009, diversity and inclusion has been a core component of the OIPRD community, and we continue to maintain an ongoing commitment to employee engagement through various activities and programs dedicated to recognizing the individuality, diversity and culture of our employees.

The OIPRD initiated a Diversity, Inclusion and Employee Engagement (DIEE) Committee in 2010, and annually seeks to recruit new members who represent various diverse backgrounds and bring their own unique perspectives to the table. Each year, the DIEE Committee plans activities aimed at educating, sharing and celebrating the cultural diversity of our staff and of the community. These activities give employees the opportunity to participate and engage in various cultural events and activities; this fiscal year, the DIEE Committee has many different initiatives planned, including:

- Pink Shirt Day
- Pride Breakfast
- Sports Event – Jays or Argos Game
- Halloween Social
- Adopt-A-Family Initiative
- Citizenship Ceremony

11: Multi-Year Accessibility Plan

The OIPRD's new Multi-Year Accessibility Plan (MYAP), first developed in 2013, reaffirms the OIPRD's commitment to accessibility across the organization for 2018-2022.

An accessible OIPRD means...

- Persons with disabilities receive quality services in a timely manner.
- Information and communications are available in accessible formats to all OIPRD employees and members of the public.
- Persons with disabilities are able to participate fully and meaningfully as OIPRD employees.

- There is greater accessibility in OIPRD facilities.
- OIPRD employees are able to continually identify barriers to accessibility and actively seek solutions to prevent or remove them.

The 2018–2022 OIPRD MYAP is organized around the following standards and general requirements of the AODA.

The four standards are:

- Customer Service
- Information and Communications
- Employment
- Design of Physical Spaces

The general requirements are:

- Procurement
- Training

Our 2018–2022 priorities and commitments

The new five-year accessibility plan includes new and continuing priorities and commitments that will help the OIPRD’s goal towards identifying, removing and preventing barriers to accessibility.

Customer service at the forefront

The Accessible Customer Service Standard under the Integrated Accessibility Standard Regulation requires the OIPRD to provide accessible public services for people with disabilities and to ensure that policies and procedures are in place to support this requirement.

2018–2022 Commitments:

Policies and Practices

- Review the OIPRD Accommodation Policy and identify opportunities to reinforce and promote requirements that enhance accessible customer service.
- Examine and address potential physical barriers at the OIPRD.
- Ensure that in the case of planned or unplanned service disruptions, notice is provided explaining the reason for the disruption, estimated duration, and any alternative services available.
- The OIPRD’s work will align with the OPS digital government mandate, which will move more services online. Digital services will be accessible and result in an improved customer experience.

Training

- Ensure that all employees continue to complete mandatory training, such as the “ADO-OPS-Access Forward” course, and other foundational training in a variety of formats, including in-class, events, and e-learning, on Integrated Accessibility Standard Regulation requirements and disability-related obligations under the Ontario Human Rights Code.
- Continue to promote training to support OIPRD excellence in accessible customer service.

Clear and accessible communications

The Information and Communications Standard under the Integrated Accessibility Standard Regulation requires the OIPRD to communicate and provide information in ways that are accessible to people with disabilities.

2018–2022 Commitments:

Website

- OIPRD’s new fully accessible, mobile-friendly website, launched in 2018, meets WCAG 2.0 AA standards, is easier to use, navigate, file complaints online and find information quickly.

Digital Services

- Ensure all digital services are designed to be accessible for all users to have equal access to information.

Forms

- Ensure all forms are available in accessible formats.

Accessible Employment

The Employment Standard under the Integrated Accessibility Standard Regulation sets out accessibility requirements that the OIPRD must follow to support the recruitment and accommodation of employees. This includes preparing individualized emergency response information for persons with disabilities and making employment practices and workplaces more accessible for new and existing employees with disabilities.

2018–2022 Commitments:

Policies

- Continue to regularly review our human resources policies to prevent or remove systemic employment barriers, ensure they are compliant with legislation and reflect best practices.

Learning and Development

- Employees will have access to training that helps them understand how hidden biases impact workplace interactions and how to prevent biases from negatively impacting others, including people with disabilities.
- Promote principles and practices of respectful workplaces through training and resources that help:
 - Improve managers' ability to intervene in workplace conflict, including potential harassment and discrimination
 - Promote employee responsibilities for contributing to respect in the workplace
 - Support employees to address low intensity rude or disrespectful behaviours that erode productivity, engagement, teamwork, diversity and service

Enhancing Accessibility of our Physical Spaces

The OIPRD complies with the Ontario Building Code's requirements for accessibility in the built environment.

Result:

- Greater accessibility in out and around OIPRD facilities and public spaces. This includes incorporating accessibility retrofits where possible during renovations

2018–2022 Commitments:

Standards

- When constructing or renovating OIPRD facilities, all features, such as elevators, doors, washrooms, parking, and furnishings, will be fully accessible.

Infrastructure Planning and Projects

- Ensure that accessibility is addressed in the negotiation of new OIPRD leases and lease renewals.

Demonstrating Accessible Procurement

Under the Integrated Accessibility Standard Regulation, the OIPRD is required to incorporate accessibility design, criteria and features when procuring or acquiring goods, services or facilities, except where it is not practicable to do so.

2018–2022 Commitments:

Training

- OPS will provide a variety of training methods for new and existing employees, as appropriate to their job duties, to educate them on a common understanding of obligations under the AODA.
- OIPRD will continue to ensure accessibility criteria are incorporated in procurement processes and platforms. Training and additional resources, such as templates, sample accessibility language and guidelines provided by the OPS, will also be available to help OIPRD staff understand accessibility requirements and how to embed accessibility at all stages of procurement.

As the OIPRD continues to prevent, identify and remove accessibility barriers, it is important for the agency to monitor and report on the progress and results in meeting commitments in the five-year accessibility plan.

12: Three-year Financial Plan

Over the next few years the OIPRD will be working within its allocation to ensure that the organization accomplishes its mandate and implements and future legislative amendments.

In 2018/19 there are forecasted a pressure for the OIPRD. This pressure is resulting from preparations from previous initiatives resulting in additional staffing in the agency in the 2018/19 fiscal year. The OIPRD is forecasting savings in ODOE spending resulting from the expenditure freeze implemented in June 2018.

Multi-Year Operating Budget

Expense Category	2018-19 Budget	2018-19 YE Forecast	Explanation of Variance	2019-20 Budget	2020-21 Budget	2021-22 Budget
Salary, Wages and Benefits						
Salaries and Wages (S&W)	5.8553	6.3203	Approved hiring for previous initiatives.	4.9556	4.9556	4.9556
Benefits	0.6415	0.7723		0.5425	0.5425	0.5425
TOTAL Salary, Wages and Benefits	6.4968	7.0926		5.4981	5.4981	5.4981
ODOE						
Transportation and Communications (T&C)	0.2953	0.1717	Savings due to reduced travel.	0.2953	0.2953	0.2953
Services	1.1065	1.0641	Savings due to expenditure freeze.	0.8408	0.7379	0.7379
Supplies and Equipment (S&E)	0.1013	0.0785	Savings due to expenditure freeze.	0.1000	0.1000	0.1000
TOTAL Operating	7.9999	8.4069		6.7342	6.6313	6.6313
Capital	0.0000	0.0000		0.0000	0.0000	0.0000
Revenue	0.0000	0.0000		0.0000	0.0000	0.0000

13: Performance Measures & Targets

Comparative Performance Measures Achieved

Performance Measures	Actual Percent Achieved		
	2016-17	2017-18	2018-19 (April 1 – Dec 21, 2018)
60-day report for policy/service complaints	53%	61%	61%
120-day investigation referred and completed	52%	47%	41%
120-day investigation report - retained	5%	9%	2%
30-day screening	90%	87%	75%
Seven-day local resolution	84%	100%	88%
47-day request for reviews	58%	38%	29%
Two-day intake	88%	74%	71%
45-day CSR	59%	72%	47%

Three-Year Performance Targets

Performance Measures	Performance Target		
	2019-20	2020-21	2021-22
60-day report for policy/service complaints	60%	60%	60%
120-day investigation referred and completed*	65%	65%	65%
120-day investigation report – retained*	50%	50%	50%
30-day screening	85%	85%	85%
Seven-day local resolution	75%	65%	65%
Two-day intake	85%	85%	85%
47-day request for reviews	75%	75%	75%
Outcome Measures; % of complaints sent to EMP successfully resolved**	80%	80%	80%

*Investigations ought to be completed in 6 months (180 days); we have defined our internal measures to complete investigations in 4 months (120 days).

**EMP- Enhanced Mediation Program