Specific Directives and Reports

- Commission has issued two directives to Enforcement Chief pertaining to case volume
  - Take all appropriate actions within Chief discretion to reduce by 75% the number of open cases existing prior to 1/1/23 as quickly as possible and no later than 12/31/24 (Sec I.A.)
  - Identify and implement such policies and procedures as are necessary to ensure that, for the foreseeable future, the annual number of carryover cases does not exceed 625 (Sec I. B.)
- Enforcement Chief to provide quarterly reports to Commission on achieving goals stated in Section I (Sec I. C.)
Main Goals

- Reduce pre-2023 cases by 75% by end of 2024
- Reduce carryover cases to no more than 625 annually
- Two-Year Case Lifecycle
Specific Directives and Stated Goals

Result?

- Reduced pre-2023 cases by 68% so far
- Reduced carryover cases by 65% so far
- Lowest open case total since 2016
- 66% of cases opened in 2023 closed in 2023
Case Closures Comparison Data

- Case Closure Data Graph
  Comparing case closures over similar period from 2021-2024
  - 2024: 642 Closures
  - 2023: 1,229 Closures
  - 2022: 1,006 Closures
  - 2021: 1,023 Closures
Directive 1: 75% Reduction of Pre-2023 Cases

- Closed through May 31, 2024: 975 Pre-2023 cases for 68% reduction
  - Focus on 2016-2020 cases where roughly 80% reduction achieved
- Closures needed to achieve 75% reduction: 85

<table>
<thead>
<tr>
<th>Year</th>
<th># of Cases as of January 1, 2023</th>
<th># of Cases as of May 31, 2024</th>
<th>Difference in Caseload for 2016-2022 Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>3</td>
<td>0</td>
<td>-3</td>
</tr>
<tr>
<td>2017</td>
<td>5</td>
<td>0</td>
<td>-5</td>
</tr>
<tr>
<td>2018</td>
<td>89</td>
<td>8</td>
<td>-81</td>
</tr>
<tr>
<td>2019</td>
<td>195</td>
<td>22</td>
<td>-173</td>
</tr>
<tr>
<td>2020</td>
<td>301</td>
<td>100</td>
<td>-201</td>
</tr>
<tr>
<td>2021</td>
<td>382</td>
<td>122</td>
<td>-260</td>
</tr>
<tr>
<td>2022</td>
<td>440</td>
<td>188</td>
<td>-252</td>
</tr>
<tr>
<td>Total</td>
<td>1,415</td>
<td>440</td>
<td>-975</td>
</tr>
</tbody>
</table>
Directive 2: Reduction of Carryover Cases to 625

- Baseline: 1,415 carryover cases on December 31, 2022
- May 31, 2024: 917 cases – Reduction of 498 open cases
  - Roughly 65% of directive achieved
  - Lowest open case total since 2016 (885-946)

The road to 625
- Short-term goal: Maintain gains through 2024 General Election
- Long-term goal: 850 active cases by June 2025
- Impediments to long-term goal are election year increased activity and greater incremental difficulty in resolving open cases
  - Significant upward trend in PC proceedings, accusations
  - Upward trend in case resolutions with penalties
Section II Goals: 2-Year Case Lifecycle

- Goal of Enforcement Division shall be to resolve complaints and referrals within two years of receipt
- Establish and maintain system for efficient allocation and completion of workload consistent with policy to resolve cases within two years
- Data insufficient to thoroughly assess progress currently because many cases less than one-year old but important data points include:
  - Roughly 66% of cases opened in 2023 were resolved within 2023 (more than 10% higher than in previous recent years)
  - Unresolved complaints and referrals have been reduced
  - As the Policy Directives acknowledge, it is not possible to resolve every case within two years of receipt, but the trend is that a very high percentage of 2023 cases will be resolved by December 31, 2024
- Continued success on case reduction directives will naturally support the two-year lifecycle going forward
<table>
<thead>
<tr>
<th>Year</th>
<th>Complaints Received</th>
<th>Referrals Received</th>
<th>Cases Opened</th>
<th>Cases Closed</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>1,390</td>
<td>1,518</td>
<td>1,155</td>
<td>1,526</td>
</tr>
<tr>
<td>2021</td>
<td>606</td>
<td>1,751</td>
<td>1,185</td>
<td>1,058</td>
</tr>
<tr>
<td>2022</td>
<td>1,379</td>
<td>1,724</td>
<td>990</td>
<td>1,075</td>
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<tr>
<td>2023</td>
<td>653</td>
<td>1,971</td>
<td>831</td>
<td>1,295</td>
</tr>
<tr>
<td>2024</td>
<td>415</td>
<td>642</td>
<td>601</td>
<td>642</td>
</tr>
</tbody>
</table>

- Increase in complaints during election years, 2020 and 2022
  - Complaints increased during 2024 Primary Election
  - Expect to see significant increase during 2024 General Election
- Increase in referrals in recent years but decreased in the first half of 2024
- Case openings increased in first half of 2024 due to increased efficiency in processing complaints and referrals by the Intake Team
Intake Unit
Restructuring, Expansion and Performance

- Restructure of Intake in February 2023 to include attorneys for more complex complaint analyses
- Addition of SSA positions to more timely and efficiently handle the increased filing officer referrals
- Focus on policies and procedures to efficiently and effectively process complaints, reduce open cases and put those cases in position to be quickly picked up by investigations and prosecutions staff
- Focus on movement of older intake cases to Prosecutions Unit
- Restructuring and Expansion of Intake has led to a changed composition of cases and quicker resolution of cases
Investigations and Prosecutions

- Highly successful reduction of existing caseload seen in both units

- Investigations policy and procedure
  - Increased multi-level team case review
  - Faster identification of cases where investigation has not revealed violation of the Act
  - Commencement of investigations in consultation with unit supervisors, where appropriate, in instances where there has been limited or no attorney involvement
  - Increased closure rate

- Prosecutions policy and procedure
  - Increased multi-level team case review
  - Prioritized review of investigation materials
  - In consultation with Assistant Chiefs, Identification and review of cases that appear ready for closure
  - Streamline evaluations
  - Sharp increased use of advanced prosecution tools
Looking Forward

- Keep doing what we’ve been doing so well!
  - Continued focus on resolving or moving older cases forward
  - Continued efficiency in complaint and referral handling
  - Continued quicker movement to probable cause proceedings

- Election Activities
  - Proactive Pre-election Outreach
  - Prioritizing the processing of General Election related complaints

- Fully Staffed in June by Adding:
  - Special Investigator
  - AGPA (Prosecution support)
  - Attorney (Intake)