

Citizen Complaint Authority

Budget, Finance & Governance Committee
March 18, 2026

Agenda

- Mission Statement and Services
- Budget and FTE History
- FY26 Performance Agreement
- FY26 Performance Measures
- FY27 Proposed Performance Agreement Measures
- FY27 Budget Reduction Impact on Performance
- Other Service Delivery Challenges
- Accomplishments

Mission Statement and Services

The Citizen Complaint Authority improves community-police relationships in Cincinnati and prevents policing complaints by investigating serious police interventions; fairly, impartially, and independently reviewing allegations of misconduct; examining patterns and root causes; engaging the community and police; and resolving conflict through restorative justice measures.

- Communications
- Complaint-Based Investigations
- Data Review and Analysis
- Outreach Engagement Sessions
- Problem-Solving/Mediation
- Review Police Policies and Make Recommendations
- Serious Police-Intervention Investigations

Budget and FTE History

Citizen Complaint Authority General Fund	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Personnel Compensation	864,430	924,390	1,012,860	1,018,250	956,960
Fringe Benefits	293,110	331,270	322,410	342,390	315,350
Non-Personnel Expenses	132,540	41,480	51,520	52,500	53,910
General Fund Total	1,290,080	1,297,140	1,386,790	1,413,140	1,326,220

Citizen Complaint Authority - FTEs	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
	11.00	11.00	11.00	11.00	11.00

FY26 Performance Agreement

City Goal	Service	Performance Goal
Excellent & Equitable Service Delivery	Complaint-Based Investigations	Complete at least 2 investigations per month per FTE
		80% of investigations are closed within 1 year
		95% of investigations are assigned to an investigator within 2 business days
	Review Police Policies and Make Recommendations	6 months after a recommendation is made, CCA will follow up with CPD on if the policy recommendation has been implemented or an action plan has been created
Public Safety & Health	Outreach Engagement Sessions	Attend 1 outreach event per month

FY26 Performance Measures

Complaint-Based Investigations

Q1: July-September

Q2: October-December



95% of investigations are assigned to an investigator within 2 business days

CCA has achieved this metric consistently across quarters.

Majority of investigations are assigned within 1 business day.

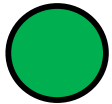
FY26 Performance Measures

Review Police Policies & Make Recommendations

Q1: July-September

3

Recommendations
Made



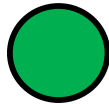
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6 months after a recommendation is made, CCA will follow up with CPD on if the policy recommendation has been implemented or an action plan has been created

Q2: October-December

2

Recommendations
Made



2

CCA has made the choice to publish all the recommendations it has made during 2024 and 2025.

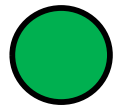
- As a result, CCA has now received responses from CPD on all 2024 recommendations.

CPD is also working diligently to provide responses to all 2025 recommendations and CCA expects to receive them soon.

FY26 Performance Measures

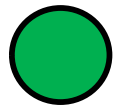
Administration

Q1: July-September



1

Q2: October-December



1

Attend 1 outreach event per month

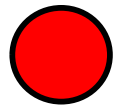
CCA has achieved this measure for Q1 and Q2.
CCA has also consistently reached out to groups to increase its engagement with the community.

FY26 Performance Measures

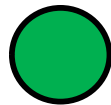
Complaint-Based Investigations

Q1: July-September

Q2: October-December



63%



95%

80% of investigations are closed within 1 year

While CCA did not achieve this measure during Q1, it was achieved for Q2.

CCA was able to increase the percentage of investigations which are closed within one year by **32%** from Q1 to Q2.

FY26 Performance Measures

Complaint-Based Investigations

Q1: July-September

 20 total investigations closed

Q2: October-December

 32 total investigations closed

Complete at least 2 investigations per month per FTE

CCA has not achieved this performance measure for Q1 or Q2.

However, the number of closed investigations has increased significantly.

- In Q1, CCA closed 20 investigations.
- In Q2, CCA closed 32 investigations.
 - This represents a **60%** increase in case closures compared to Q1.

Proposed FY27 Performance Measures

Complaint-Based Investigations

No Change

Why: CCA must assign cases to investigators upon receiving a complaint to promptly begin the investigation.

Measure: CCA will assign at least 95% within 2 days.

Review of CPD Policy and Making Recommendations

New

Why: CCA should regularly make recommendations to CPD when it identifies a problem.

Measure: CCA should make at least 2 recommendations per quarter.

Outreach and Community Engagement

No Change

Why: CCA seeks to engage and educate the community on CCA in an effort to help improve relations between the community and CPD.

Measure: CCA will attend at least one outreach event per month.

Complaint-Based Investigations

No Change

Why: Currently measuring the wrong indicator for this service.

Measure: 80% of investigations will be closed within one year.

Complaint-Based Investigations

New

Why: CCA's closure of investigations is crucial to its ability to address complaints in a timely manner.

Measure: CCA will average 1.5 closed investigations per month per FTE.

Budget Reduction Impact

A 5.1% budget reduction for CCA is equivalent to \$78,915. This will have a performance impact on FY27 service delivery in the following ways:

- **Complaint-Based Investigations (Investigation Closure Rate)**

The budget reduction will negatively affect CCA's ability to complete investigations at a rate of two per FTE per month, as more time will be devoted to office administrative functions.

- **Complaint-Based Investigations (Investigations Closed Within One Year)**

The reduction will slow down the office's ability to close investigations within one year of receiving complaints because the investigation process will increase the amount of time needed to do peer reviews and edits.

- **Outreach Engagement Sessions**

CCA will have a reduced ability to seek out and attend outreach events because there will be a reduction in CCA staff availability for such events as additional time will be necessary to perform the day-to-day functions within the office.

Other Service Delivery Challenges

- **Challenge 1: Closing Investigations at a rate of two per month per FTE**

This has been a performance measure that CCA has struggled with for longer than the last two quarters. There are process issues that have contributed to this deficiency in investigation closures that are in being addressed and remedied. One of the largest contributors to this issue is listed below.
- **Challenge 2: Delay in Receiving Records from CPD**

At the beginning of November 2025, CCA started tracking the number of days between CCA's request for records from CPD and CPD's sending of all the relevant records to CCA. Of the assigned cases that have been closed since then, it has taken an average of 63 days after the request for records is made for the complete records to be received. 78% of the cases assigned to the department between November 2025 and February 2026 have yet to receive all of the necessary records.
- **Challenge 3: Completing Investigations Within 90 Days of Receiving Complaint**

Article 28 of the Cincinnati Administrative Code states CCA should complete investigations within 90 days. One reason the delay in completing investigations is listed in Challenge 2, but another is the backlog of cases. CCA investigators have been working hard to reduce that backlog.

FY26 Accomplishments

- **Accomplishment 1: Expanded Outreach**

Throughout Q1 and Q2, the department connected with diverse community stakeholders to brief them on the department's service offerings. Miami University, All-In Cincinnati in collaboration with the University of Cincinnati, and Summit Behavioral Healthcare highlight some of the stakeholders that the department connected with.

- **Accomplishment 2: Inclusive Engagement Series-Strategic Project**

The department has reached out to Community Councils across the city in an attempt to increase the community's awareness of the services the department offers. Particular attention was paid to Community Councils associated with neighborhoods with consistently disproportionately higher volumes of complaint filings over the years, such as Avondale Community Council and College Hill Community Council.

- **Accomplishment 3: Legal Internship**

Two legal interns from the University of Cincinnati College of Law successfully completed their internships with the department during August 2025. The interns refined their report writing, legal/policy researching, and interviewing skillsets to support the department's completion of investigations. The legal internship had previously been hiatus for several years.

Questions?