

Policy Directives Progress Report

January 16, 2025

James M. Lindsay, Chief of Enforcement

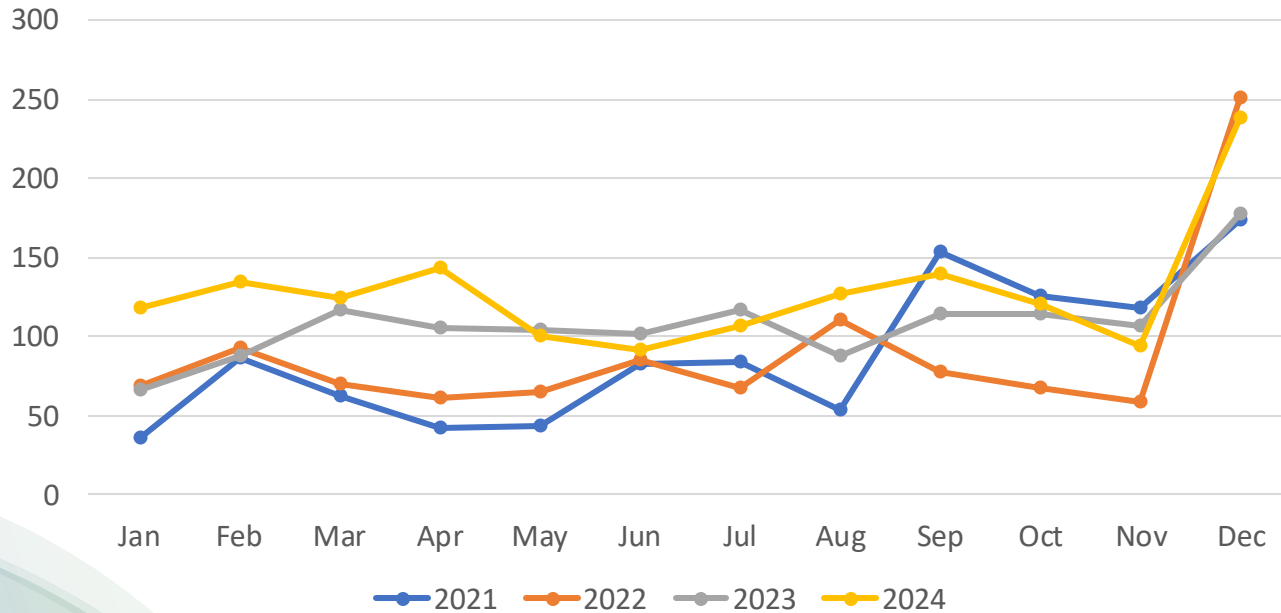


Specific Directives and Reports

- 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.)

Case Closures Comparison Data

Cases Closed by Month, 2021-2024



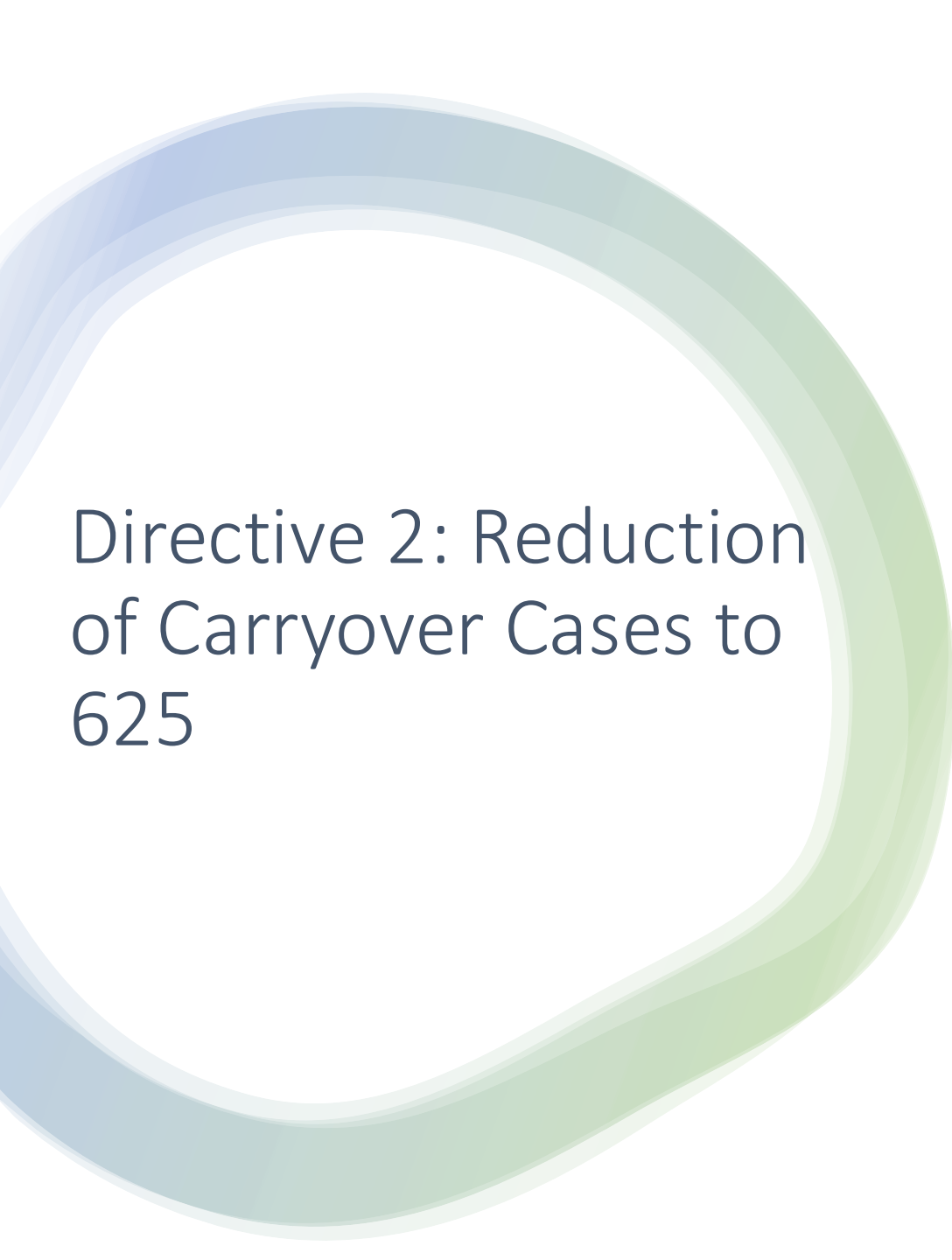
■ Case Closure Data Graph
Comparing case closures over similar period from 2021-2024

- 2024: 1,536 Closures
- 2023: 1,229 Closures
- 2022: 1,006 Closures
- 2021: 1,023 Closures

Directive 1: 75% Reduction of Pre-2023 Cases

- Closed through December 31, 2024: 1159 Pre-2023 cases for 82% reduction
- As reported in October, directive was achieved in September 2024

Year	# of Cases as of January 1, 2023	# of Cases as of December 31, 2024	Difference in Caseload for 2016-2022 Cases
2016	3	0	-3
2017	5	0	-5
2018	89	5	-84
2019	195	12	-183
2020	301	40	-261
2021	382	68	-314
2022	440	131	-309
Total	1,415	261	-1159



Directive 2: Reduction of Carryover Cases to 625

- Baseline: 1,415 carryover cases on December 31, 2022
- December 31, 2024: 820 cases – Reduction of 595 open cases
 - 75% of directive achieved
 - Lowest open case total since 2015 (carryover 885)
- 2024 Snapshot
 - Beginning carryover total: 954
 - Highest number of complaints received in a year
 - Highest number of cases opened since 2019
 - Roughly 50% increase in case resolutions with monetary penalty from 2023
 - >100% increase in aggregate monetary penalties from 2023
 - Highest number of case closures since 2016
 - Ending carryover total: 820

Carryover Comparison Data

	12/31/2022	12/31/2023	12/31/2024
2016	3	0	0
2017	5	1	0
2018	105	21	5
2019	208	39	12
2020	311	153	40
2021	402	167	68
2022	381	248	131
2023	N/A	323	194
2024	N/A	N/A	370
Total	1415	954	820
Median Age	22 months	19 months	15 months

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 two-years 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)
 - Roughly 71% of cases opened in 2024 were resolved within 2024
 - Roughly 76% of cases opened in 2023 are now resolved
- Future reports will have discrete data sets of two-year closure rates

Directive 3 – Data Comparison

Year	Complaints Received	Referrals Received	Cases Opened	Cases Closed
2020	1,390	1,518	1,155	1,526
2021	606	1,751	1,185	1,058
2022	1,379	1,724	990	1,075
2023	653	1,971	831	1,295
2024	1,452	1,358	1,402	1,536

- Increase in complaints in 2024
 - General trend over past five years is increase in complaints in both election and non-election years
 - Complaints tend to rise with public confidence in agency response
- Decrease in referrals 2024
 - Reduction in Outstanding referrals/PREP success
- Increase in case openings and closures in 2024

Intake Unit Performance metrics in 2024

- 1,452 complaints received in 2024 which is highest number ever in single year
- Continued efficiency in processing complaints and making fully supported decisions on whether to open a case or reject complaint
- 1,402 cases opened in 2024 which is the highest number since 2019
 - Complaint volume
 - Significant reduction in unaddressed referrals
- Significant increase in stipulations from Intake in 2024
- Focus on movement of older Intake cases to Prosecutions Unit

- Despite large new open case volume, highly successful reduction of existing caseload seen in both units in 2024
- 1,536 cases closed in 2024 which is the highest total since 2016
- Early achievement of Policy Directive 1
- Commencement of investigations in consultation with unit supervisors, where appropriate, in instances where there has been limited or no attorney involvement
- Additional net reduction of 134 cases in 2024
- Carryover cases total of 820 is lowest since 2015
 - 149 cases closed with monetary penalty in 2024 which represents a 50% increase from 2023
 - \$802,238 in total fines imposed which more than doubled the total in 2023 and is the highest total since 2020
 - Probable cause proceedings more than quadrupled in 2024

Investigations and Prosecutions Unit Performance Metrics in 2024

Looking Forward

- Keep doing what we've been doing so well!
 - Continued focus on resolving or moving older cases forward
 - Continued improvements moving newer cases and reducing median case age
 - Continued improvements reducing case lifecycle
 - Continued efficiency in complaint and referral handling including reduction in referral handling time
 - Continued quicker movement to probable cause proceedings
 - Continued focus on efficient investigation and handling of cases involving significant violations with stipulation or administrative hearing
- Enforcement currently fully staffed
 - PRC joined Intake this week
 - Attorney I joined Prosecutions this week
- Further reduction of carryover cases in 2025