



**THE BOARD OF POLICE COMMISSIONERS'
OFFICE OF COMMUNITY COMPLAINTS**

Century Towers, Suite 2102

635 Woodland Avenue

Kansas City, Missouri 64106

816-889-6640

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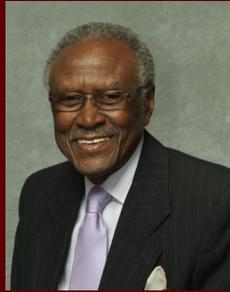
E-MAIL: COMMUNITYCOMPLAINTS@KCPD.ORG

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Secretary/Attorney

2010



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Chief of Police



Dr. Mark Funkhouser
Mayor of Kansas City

Office of Community Complaints



*Front Row, Left to Right:
Deputy Director Merrell R. Bennekin,
Director I. Pearl Fain*

*Back Row, Left to Right:
Analyst Michael Walker
Analyst Johnnie Ann Crawford
Office Supervisor Tammy Jarowitz
Analyst Karen Williams*

To the Office of Community Complaints,
the Kansas City, Missouri Police Department,
and the City of Kansas City, Missouri

Former Commissioner Karl Zobrist

Commissioner Karl Zobrist has been one of the longest-serving members of the Board of Police Commissioners. Appointed by Governor Mel Carnahan in 2000, he was reappointed for a second term and also served several years of a third term, bringing his tenure on the Board to 10 years.

Commissioner Zobrist was an infinite champion for the Kansas City, Missouri Police Department and the Office of Community Complaints, always striving to make both organizations run as efficiently and as effectively as possible. The Office of Community Complaints' Deputy Director, Mr. Merrell Bennekin, noted "Commissioner Zobrist always displayed an unwavering dedication to the effective operation of the Office of Community Complaints. His insistence on the fair and efficient review of community complaints was a huge benefit to both the community and the police department, the results of which are still being realized today."

Director I. Pearl Fain concurred. "Commissioner Zobrist utilized his brilliant legal acumen to create and establish policies and procedures for the Office of Community Complaints and the Department which transformed both entities into more effective and transparent organizations. Because of his great leadership and belief in the mission of the Office of Community Complaints, he worked diligently to ensure that best practices and great customer service were given to each and every complaint reviewed by the Office."

Commissioner Zobrist responded, "During my ten years on the Kansas City Board of Police Commissioners I came to appreciate the vital service that the Office of Community Complaints provides. As an independent body that listens to members of the community who take issue with the conduct of police officers, OCC assures both sides that they will be treated respectfully and fairly. It has been my honor to work with Director Pearl Fain and her dedicated staff."



The Office of Community Complaints wishes to thank Commissioner Zobrist for his ten years of service to the Board of Police Commissioners, the Kansas City, Missouri Police Department, the Office of Community Complaints, and the Kansas City community. Job well done – you will be missed!

Letter from the Director

BOARD OF POLICE COMMISSIONERS OFFICE OF COMMUNITY COMPLAINTS

Century Towers, Suite 2102 – 635 Woodland Avenue

KANSAS CITY, MISSOURI 64106

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DEPUTY DIRECTOR

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OCC ANALYST

KAREN U. WILLIAMS
OCC ANALYST

MICHAEL L. WALKER
OCC ANALYST-MEDIATION COORDINATOR

TAMMY L. JAROWITZ
OCC SUPERVISOR

June 1, 2011

To the Board of Police Commissioners of Kansas City, Missouri and Chief of Police James D. Corwin:

It is with great pleasure that I submit the 2010 Annual Report for the Kansas City, Missouri Board of Police Commissioners' Office of Community Complaints ("O.C.C."). The 2010 Annual Report details O.C.C.'s activities from January 1, 2010 to December 31, 2010, and includes statistics about the complaints received by the agency, as well as information regarding the agency's accomplishments.

O.C.C. received 447 complaints in 2010, a 1.5% decrease from the 454 complaints received in 2009. The complaint rate has been decreasing continuously for the last five years without identifiable and specific causal factors. While some might view the drop of complaints as a negative or indicative of a lack of confidence in the complaint process, O.C.C. on the other hand, is ecstatic about the continual drop in the complaint rate. This and the past reductions have been a testament to the effectiveness of O.C.C.'s ongoing outreach activities and the mediation program which are designed to forge mutual respect and understanding between the citizenry of Kansas City ("community") and the Kansas City, Missouri Police Department ("Department").

I would like to thank the volunteers who serve on the O.C.C. Advisory Council ("Council") for their time, expertise and dedication to O.C.C.'s outreach mission and activities. The Council's discussions regarding how they can participate, enhance, and promote O.C.C.'s outreach goals are often fervent, impassioned, and spirited, reflecting the diverse points of view and high level of commitment that each member brings to the table. O.C.C. is honored that these distinctive members have invested a tremendous amount of time to assist in improving the quality of oversight and policing in Kansas City.



Finally, in 2010, O.C.C. successfully resolved complaints by utilizing best oversight practices, professionalism and integrity towards members of the community and the Department. For forty-one years O.C.C.'s commitment to fairly, promptly and impartially investigating complaints in an unbiased manner has been its credo and a formula which has benefited both the community and the Department.

O.C.C. could not continue to perform its oversight duties effectively without ongoing and lasting support from you, the Board of Police Commissioners, the community and members of the Kansas City, Missouri Police Department. We enjoy serving you and thank you for supporting our efforts.

Should you have any comments, recommendations or suggestions, please feel free to e-mail the undersigned at pearl.fain@kcpd.org.

Respectfully submitted,

I. Pearl Fain

Director

Office of Community Complaints

Mission Statement

Under the authority of the Board of Police Commissioners, the Office of Community Complaints (“Office”) is a non-police, civilian oversight agency. The Office has been charged with the responsibility of protecting the citizen from the possibility of abuse or misconduct on the part of the Kansas City Missouri Police Department. The Office is also entrusted with the duty to protect members of the police department from unjust and unfair accusations. The Office of Community



Complaints is committed to effectively and impartially resolving all complaints involving a citizen’s guaranteed right to fair and efficient police protection.

IN FULFILLMENT OF ITS MISSION, THE OFFICE HAS PLEDGED:

- ◆ To encourage members of the community to file complaints when they feel they have experienced police misconduct.
- ◆ To encourage active participation in the complaint process.
- ◆ To examine carefully each investigative file so as to insure that all efforts have been made to resolve the complaint.
- ◆ To review all complaints with complete objectivity and impartiality.
- ◆ To respect and protect the rights of both the citizen and the subject officer.
- ◆ To engage in community outreach throughout Kansas City, Missouri to educate the general public concerning the agency’s purpose.
- ◆ To report to the Board of Police Commissioners any patterns of misconduct which are uncovered as a result of investigations and complaint review.
- ◆ To report to the Board of Police Commissioners any and all relevant issues and police matters that may arise.
- ◆ To proactively identify trends that may need to be addressed by the Regional Police Academy for officer training.



2010 Members:

Ms. Lynda Callon
Ms. Nguyet Ha-Le
Dr. Marilyn Hutchinson
Dr. Kay McKelvy
Ms. Jeannine Midgett
Ms. Janet Shaffer
Mr. Jim Wanser
Mr. Ronald Wilson
Ms. I. Pearl Fain
Ms. Karen Williams

Westside CAN Center
Vietnamese American Community
Psychologist, Hutchinson and Associates
U.S. Department of Health and Human Services
Truman Medical Centers
Northland Neighborhoods, Inc.
University of Missouri—Kansas City
MSW, Social Worker in private practice
Director, Office of Community Complaints
Coordinator, O.C.C. Advisory Council; O.C.C. Analyst



Front Row: Dr. Kay McKelvy, Dr. Marilyn Hutchinson.
Back Row: Mr. Ronald Wilson, Ms. Lynda Callon, Ms. Jeannine Midgett,
Ms. Janet Shaffer, Mr. Jim Wanser.

Office of Community Complaints Advisory Council

Mission Statement:

The Mission of the Office of Community Complaints Advisory Council is to assist the Office of Community Complaints by providing information on ways to improve the police complaint process, by helping to promote public awareness of a person's right to file a complaint, by providing information to community groups about the Office of Community Complaints, and by providing recommendations to the Board of Police Commissioners pertaining to issues of police accountability.

Purpose and Objectives of the Office of Community Complaints Advisory Council:

The purpose of the Office of Community Complaints Advisory Council is to identify, mobilize, and coordinate resources to assure maximum public, private, agency, and individual commitment to provide effective police oversight.

The objectives are to:

- ◆ Promote the mission of the Office of Community Complaints, and inform the Office of the needs and problems of communities within Kansas City, Missouri.
- ◆ Promote sound functionality and continued improvement of police oversight in Kansas City, Missouri, through the fulfillment of the ten recommendations outlined in the 2005 Audit of the Police Community Complaint Process.
- ◆ Ensure the continued transparency, objectivity, and accountability of the Office of Community Complaints.

Educating and Informing the Public:

The public outreach and involvement effort has three primary goals:

- To educate the public about policing issues in the Greater Kansas City Metropolitan area,
- To reach out to as many people as possible within time and resource constraints, and
- To engage people in a dialogue and to incorporate their input on a regular and consistent basis.

To accomplish these goals, structures for communication and involvement increased. This includes conducting workshops and meetings, providing communications on a broad scale, and an increased use of internet and social media applications.

While efforts have been successful thus far, the Office is exploring new strategies that will allow it to reach more people, particularly in communities where complaint activity is the highest. Efforts have also been made to expand the outreach to the police department as well. Staff members have held informational sessions during in-service training for veteran members of the Department. The office staff has also facilitated a module for the Citizen's Police Academy that deals with the roles and duties of the Office of Community Complaints. Finally, members regularly conduct informative training sessions with Academy graduates regarding the roles and duties of the Office.

The Office of Community Complaints has begun to look at ways to use various forms of media, both traditional and social (i.e. Facebook, Twitter, etc.), to disseminate information to a larger audience. A comprehensive and content-intensive website that will serve to address any community questions and concerns is under consideration. The website will contain information about the Office and the complaint process, as well as statistical data derived from information gathered during the course of various investigations. Currently, the Office makes information available to the public via the internet through the Kansas City, Missouri Police Department website. The Office is considering the development of a public service announcement to be aired on local radio and cable access channels. Finally, the Office is making a push towards having any and all forms of literature that the office dispenses to the general public made available in several languages. This includes brochures, informational documents, and general correspondence.

During the current reporting period, the Office has maintained and improved existing contacts, and has sought to implement a number of innovations to the overall agency functions. In addition, the Office has laid the foundation for new outreach programs. The staff of the Office of Community Complaints subscribes to the notion that there still is a great deal of work that has yet to be done, but progress has been made. The Office welcomes the challenge to expand its outreach programs productively in the future.

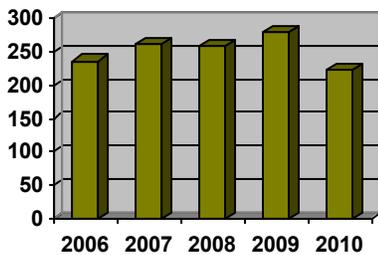
2006-2010

Comparative Statistics

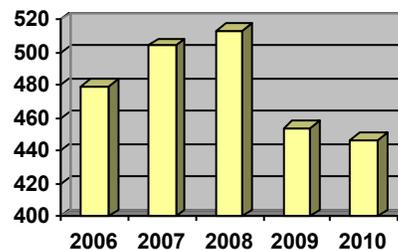
	2006	2007	2008	2009	2010	Average
Complaints Worked	236	262	259	279	224	252
Complaints	479	504	513	454	447	479

Complaints Worked refers to complaints returned to the Office of Community Complaints after having been sent to the Internal Affairs Unit for investigation. These cases can be classified by six different dispositions, which are explained later in this document. Those complaints are not necessarily from the same calendar year (i.e., a complaint taken in December 2010 would not have a recommendation made until sometime in 2011). This number does not include cases which were handled by mediation or conciliation (please refer to the section on Non-Investigated Complaints, Mediations, and Conciliations immediately following this section).

Complaints Received refers to those complaints which were taken at any of the satellite locations, police facilities, or the Office of Community Complaints during the calendar year January 1 – December 31, 2010.



■ Complaints Worked



■ Complaints Received

Non-Investigated Complaints (“NIC’s”)

Non-Investigated Complaints, Mediations and Conciliations

Each year the Office of Community Complaints receives complaints which are not handled through traditional investigative means. These complaints range from those which are outside the jurisdiction of the Office, to those people who do not cooperate with attempts by the Office to contact them, to anonymous complaints. The following types of complaints are generally classified as **Non-Investigated Complaints** (“NIC’s”):

- Third-party complaints without a matching complaint from the aggrieved party
- Complaints against non-Kansas City, Missouri Police Department members
- Complaints which occurred more than 90 days before the filing of the complaint
- Anonymous complaints
- Complaints with an obvious lack of violation of police department policy or procedure
- Complaints solely dealing with the issuance of a traffic ticket
- Complaints already being investigated by the Internal Affairs Unit (shootings, issues dealing with an officer’s personal life, etc.)
- Complaints where legal action is filed by the complainant
- Complaints where the complainant is not cooperative with the Office in obtaining additional information
- Complaints withdrawn by the complainant before an investigation, mediation, or conciliation can be performed

Within the NIC category, however, are those complaints that are mediated or conciliated, and forego a formal investigation by the Internal Affairs Unit. Mediations and Conciliations are classified as NIC’s due to the lack of formal investigation.

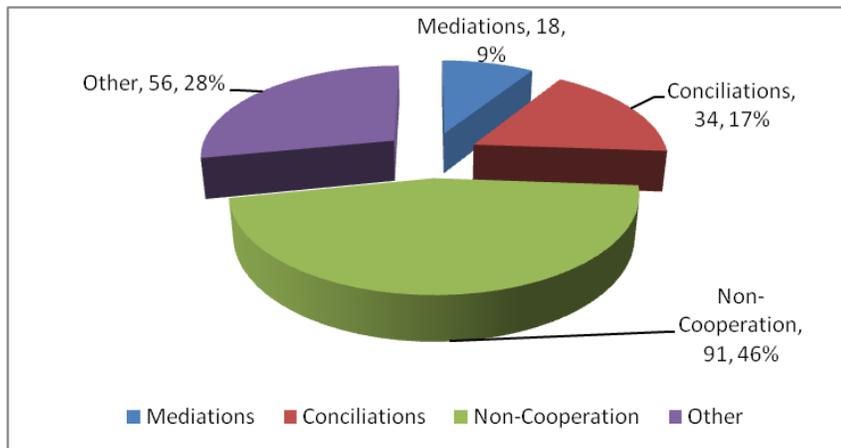
Mediation allows a complainant to sit down face-to-face with the Department member with whom they have a grievance in the presence of an independent, third-party mediator who volunteers his or her time to the Office.

Conciliation is done at the division or unit level, where a supervisor contacts both the complainant and member to obtain a set of facts, and a smaller-scale inquiry into the complaint is done by a supervisor. The complainant is then contacted by the supervisor and receives information regarding how the complaint was handled.

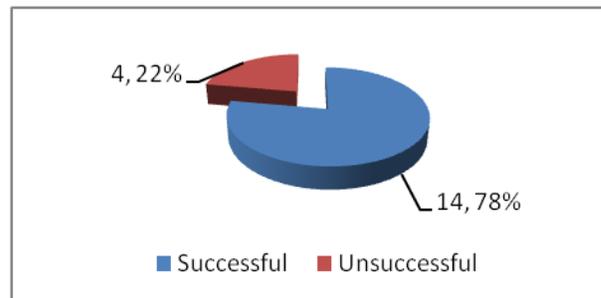
Mediations and Conciliations

In 2010, 201 NIC's were received in the Office, and 201 were analyzed (consisting of those filed in current and previous years. Of the 201 which were analyzed in 2010, 52 were mediations and conciliations, with 87% considered successful. Of the remaining 147 NIC's, 91 were closed for complainants failing to cooperate, and 56 fell into other categories.

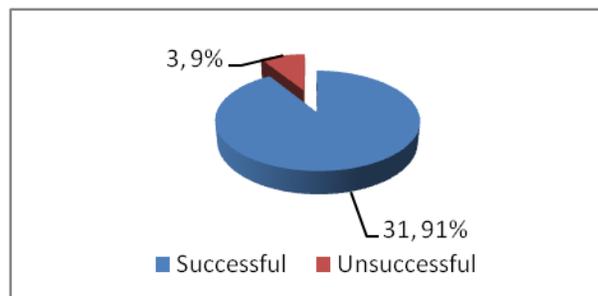
Total Non-Investigative Complaints (201)



Mediations (18)



Conciliations (34)



Demographics of the Kansas City Police Department

Sworn Members by Race and Sex

	MEN	WOMEN	TOTAL
White	957	141	1098
Black	115	32	147
Hispanic	52	5	57
Indian	5	1	6
Asian	9	1	10
Pacific Islander	2	0	2
Other/Unknown	71	13	84
TOTAL	1211	193	1404

Law Enforcement Length of Service (Tenure)

	NUMBER	PERCENTAGE
0-4 YEARS	245	17.4%
5-9 YEARS	316	22.5%
10-14 YEARS	286	20.4%
15-19 YEARS	247	17.6%
20-24 YEARS	210	15.0%
25+ YEARS	100	7.1%
TOTAL	1404	100.0%

ANALYSIS OF COMPLETED FILES

- **Definitions of Findings** •
- **Definitions of Dispositions** •
- **Complaints Worked by Allegation** •
- **Demographics of Complainants and Subject Department Members** •

Complaint Findings and Dispositions

Sustained: The alleged act occurred and was without lawful police justification.

Not Sustained: The evidence fails to prove that an act of misconduct occurred.

Exonerated: The alleged act did occur but the Department member engaged in no misconduct because the actions of the Department member were lawful, justified, and/or proper.

Withdrawn: The complainant did not wish to pursue the complaint.

Non-Cooperation: The complainant failed to cooperate. (Can refer to those complaints classified as “Non-Investigated Complaints” as well as those sent for investigation to the Internal Affairs Unit.)

Closed: The complaint was closed due to the following circumstances: lack of jurisdiction, no violation of policy or procedure, mediation, pending litigation, complainant anonymity, or third-party complaint.

Complaint Category Definitions

Bias-Based Policing: Circumstances where the police actions of a member were substantially based on the race, ethnicity, gender, age, sexual orientation, religious beliefs, disabilities, or national origin of a person, rather than upon lawful and appropriate police procedures.

Discourtesy: Circumstances where the actions or statements of a Department member were in violation of the Code of Ethics or Rules of Conduct of the Department based upon the context of the contact with the complainant. For example, the use of ethnic slurs would be classified as discourtesy.

Excessive Use of Force: Circumstances where a member of the Department used more force than is reasonably necessary to arrest a suspect, take a suspect into custody, stop a suspect for investigation, control a situation, restore order, or maintain discipline.

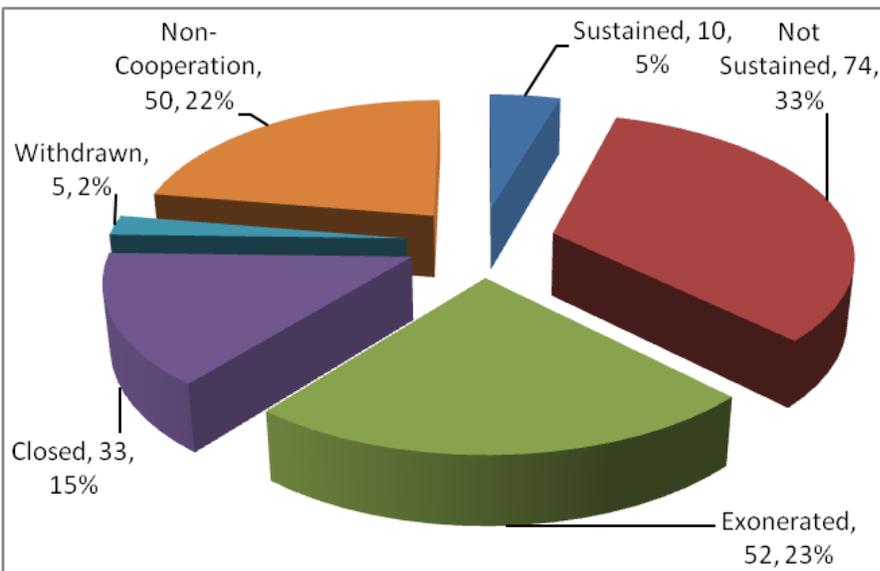
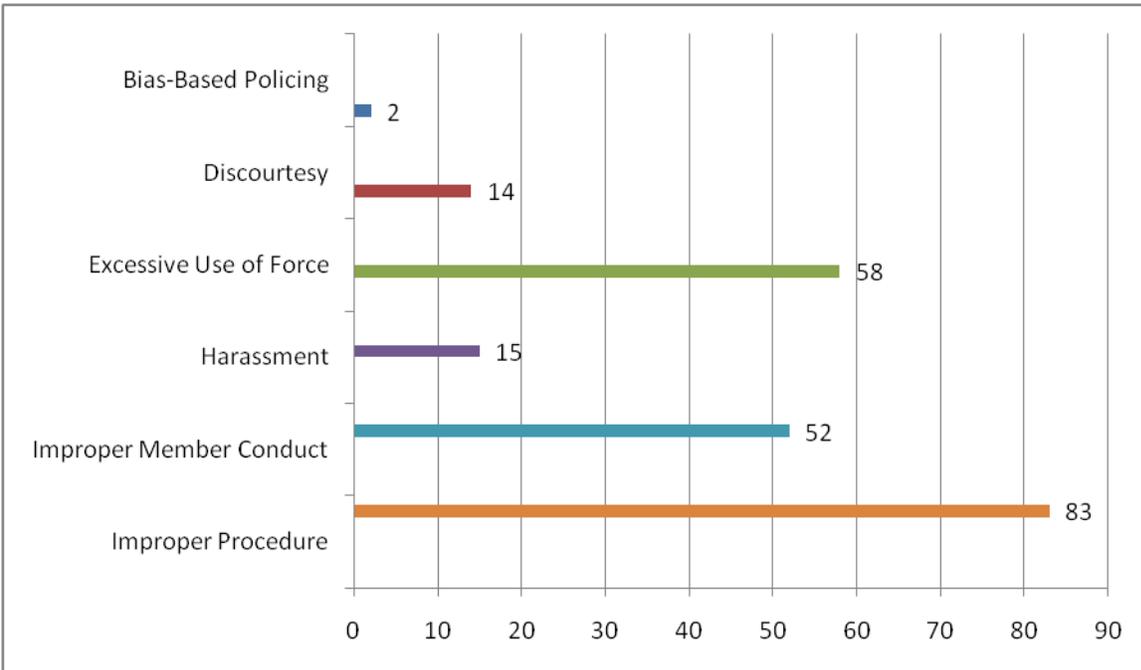
Harassment: Circumstances where a member of the Department has had repeated or continued contact with a person without lawful police justification.

Improper Member Conduct: Circumstances where the behavior of a member was unprofessional, unjustified, beyond the scope of the authority of the member, unauthorized by Department procedures, or constituted an unreasonable lack of police service.

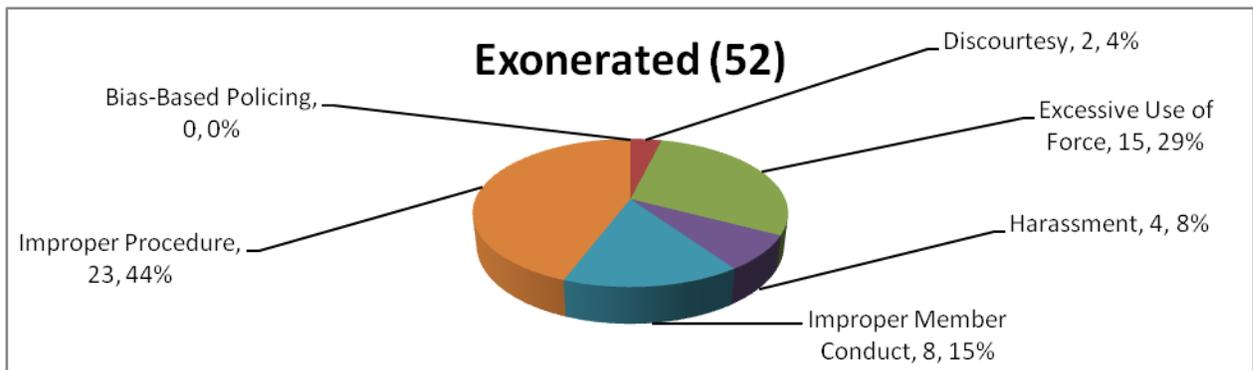
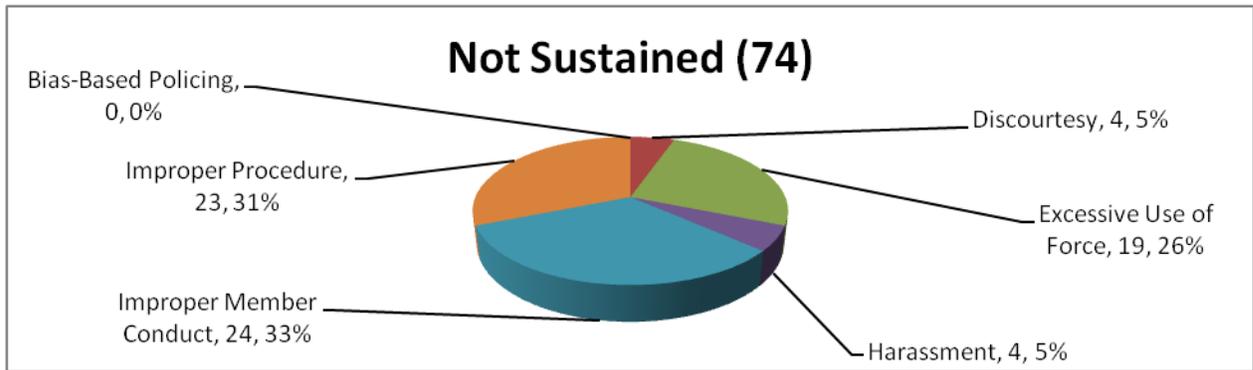
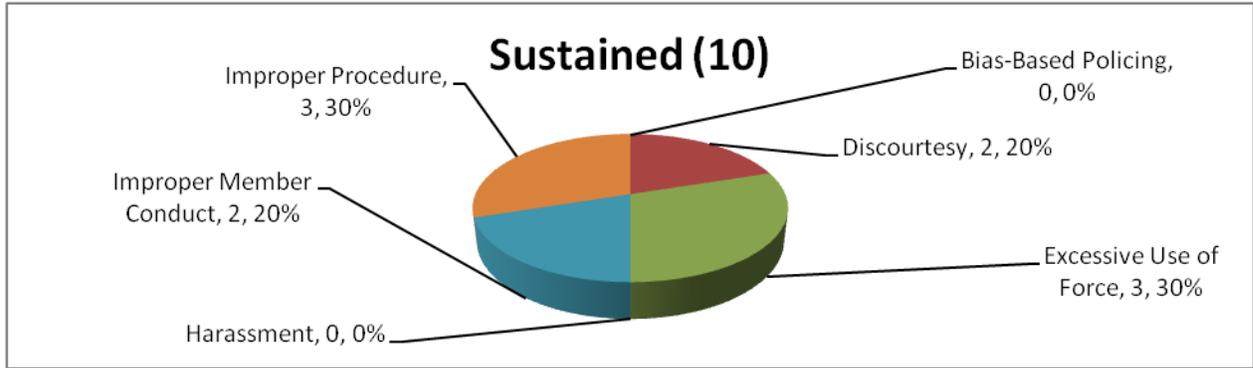
Improper Procedure: Circumstances where an administrative or procedural requirement was not met. This includes, but is not limited to, improper search and seizure, omission of the Miranda Warning where required, etc.

Complaints Worked by Allegation and Disposition

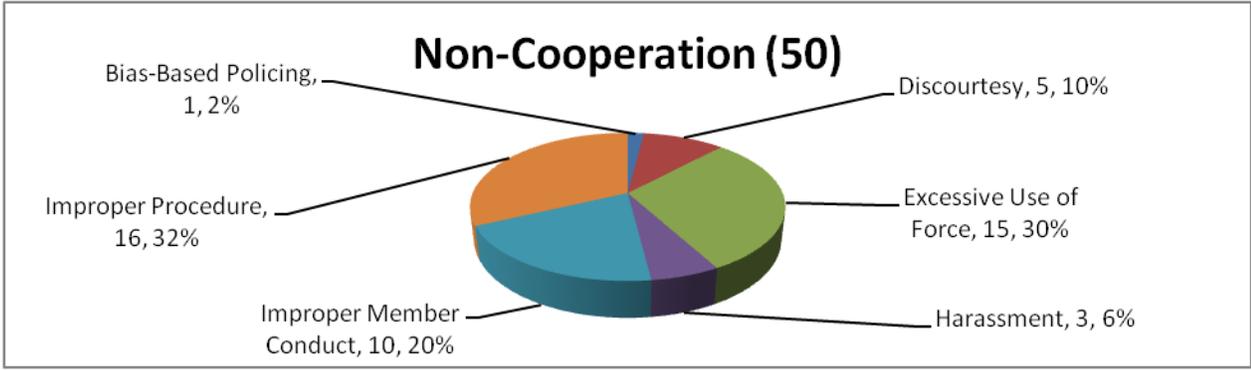
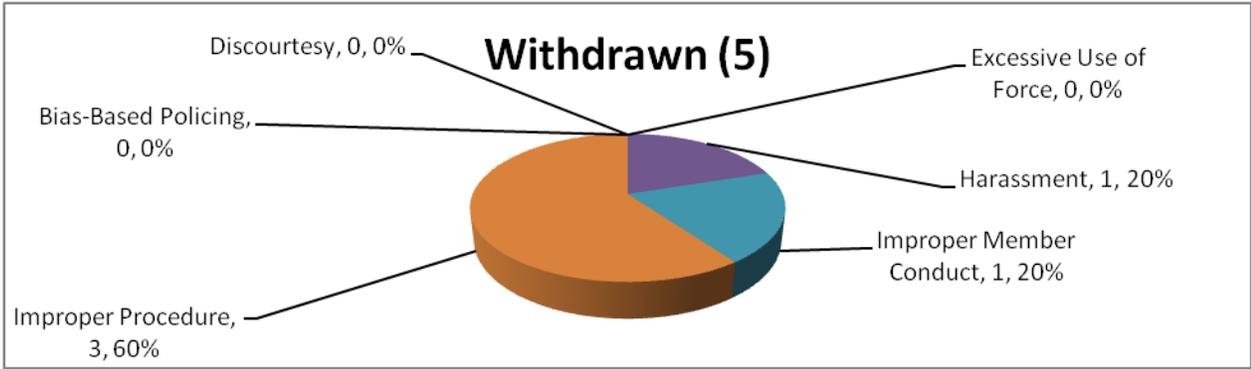
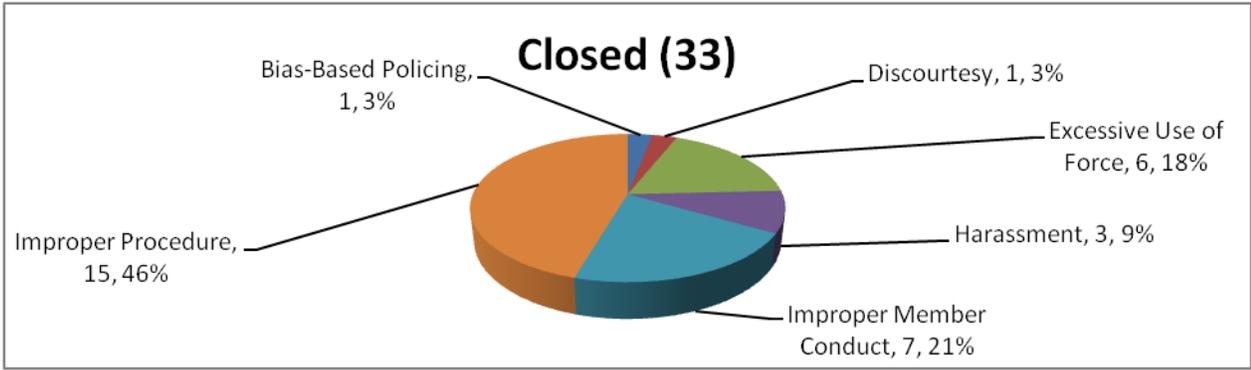
224 Complaints



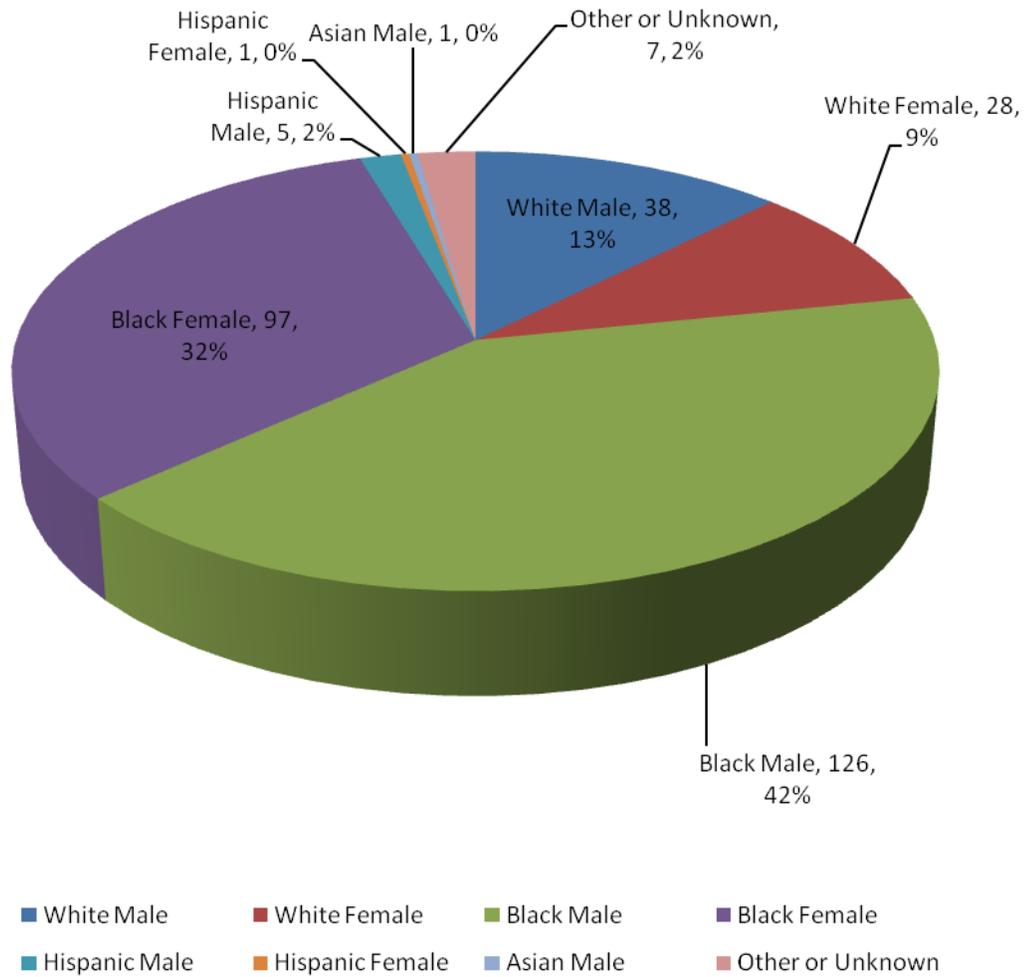
Disposition of Complaints by Finding



Disposition of Complaints by Finding



Race and Sex of Complainants

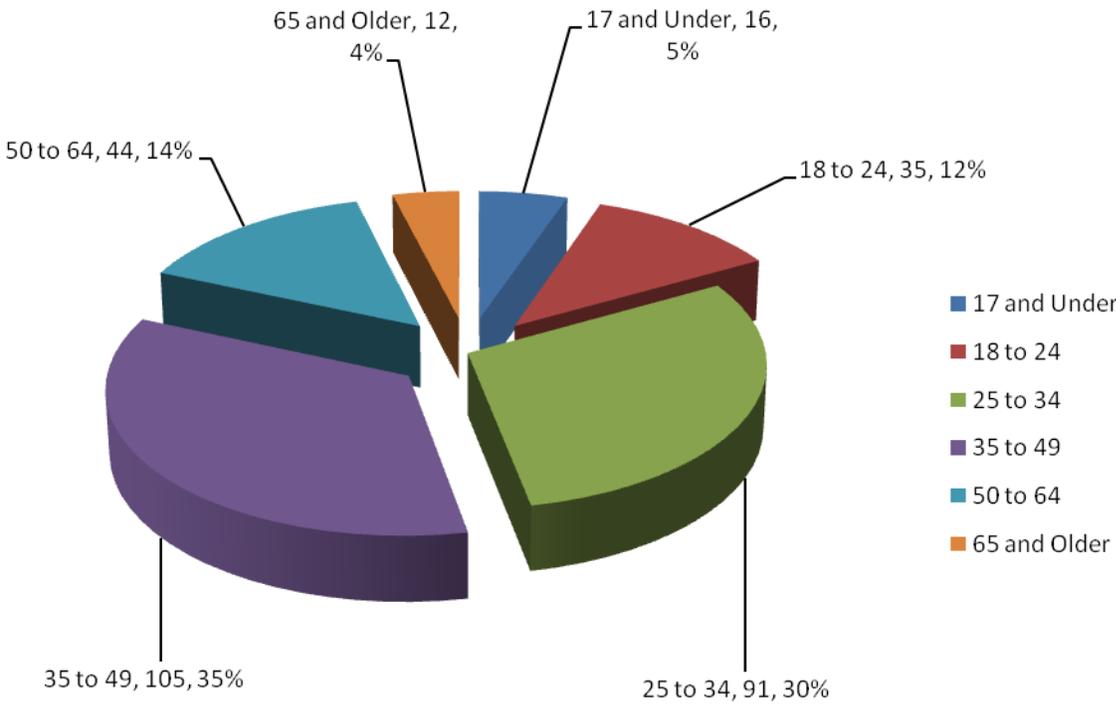


By Disposition of Complaint

	W/M	W/F	B/M	B/F	H/M	H/F	A/M	A/F	Other
Sustained	3	1	8	2	1				
Not Sustained	13	9	45	34	3				3
Exonerated	13	7	25	18	1	1			1
Closed	3	2	17	22					
Withdrawn	1	1	3	1					
Non-Cooperation	5	8	28	20			1		3
TOTAL	38	28	126	97	5	1	1	0	7

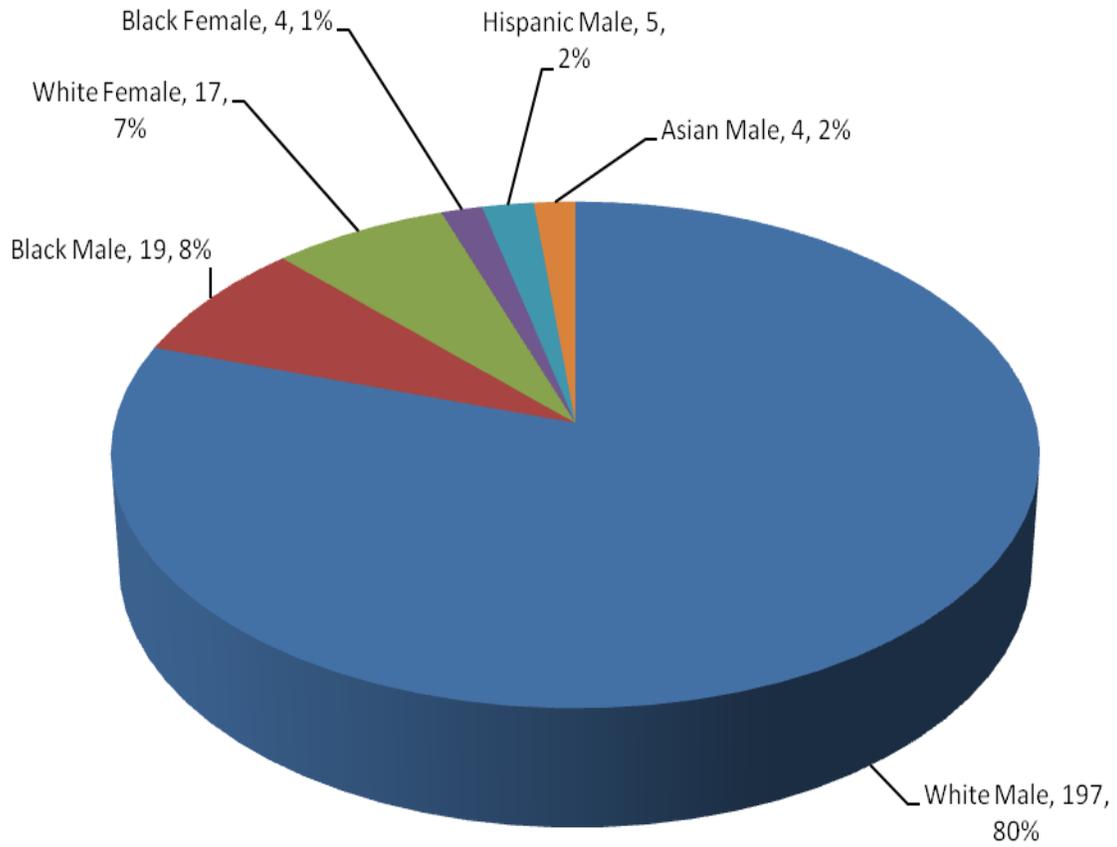
Complainants by Age

AGE GROUP	NUMBER	PERCENTAGE
17 and Under	16	5.2%
18 to 24	35	11.6%
25 to 34	91	30.0%
35 to 49	105	34.7%
50 to 64	44	14.5%
65 and Older	12	4.0%
TOTAL	303	100.0%



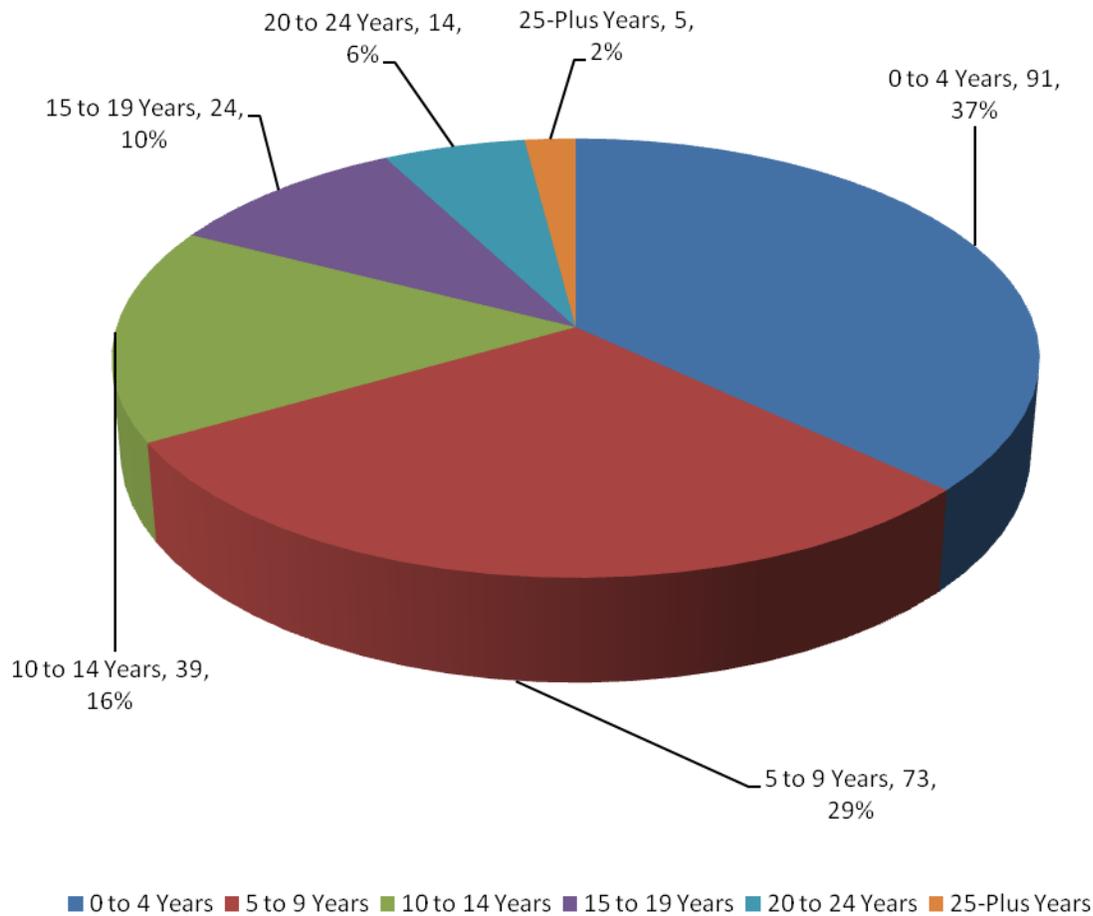
Race and Sex of Officers Complained Against

Sustained, Not Sustained, and Exonerated Complaints Only



Tenure of Officers Complained Against

Sustained, Not Sustained, and Exonerated Complaints Only



A review of the data indicates that the likelihood of a member receiving a complaint is drastically reduced after ten years of experience.

	0 to 4 Years	5 to 9 Years	10 to 14 Years	15 to 19 Years	20 to 24 Years	25-Plus Years
Sustained	7	3	0	0	0	0
Not Sustained	48	39	21	13	7	1
Exonerated	36	31	18	11	7	4

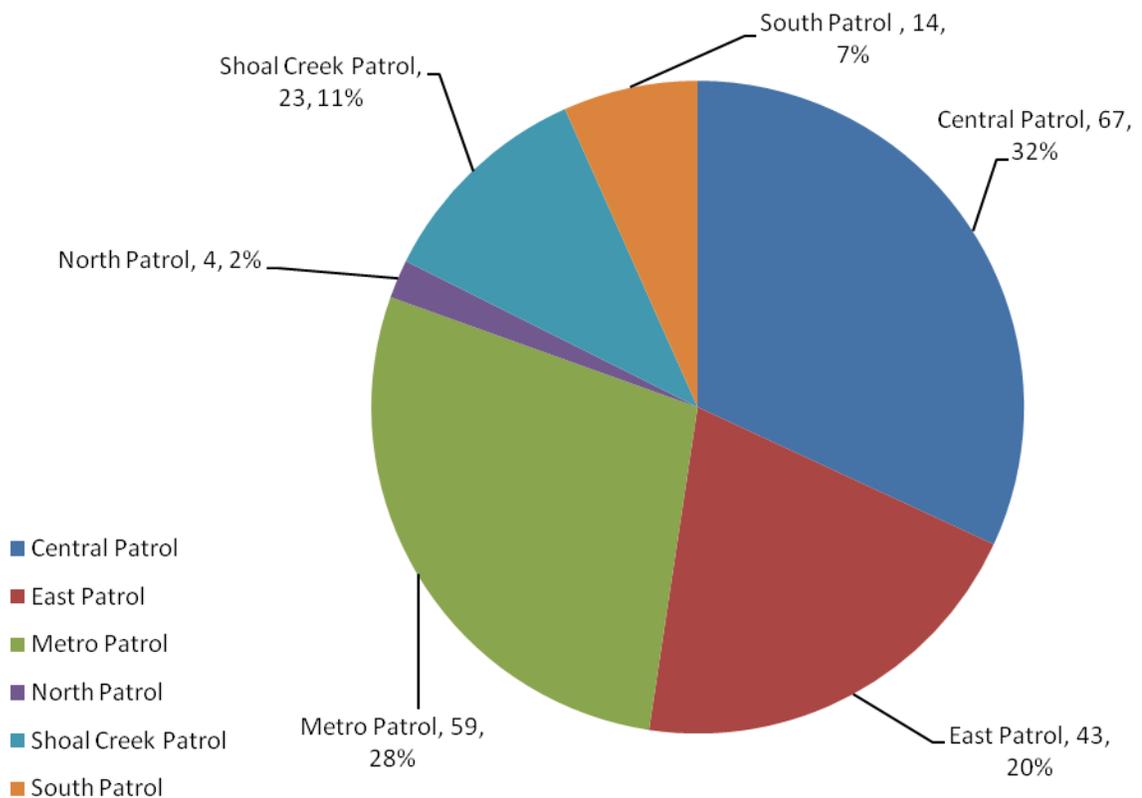
Assignment of Officers Complained Against

Sustained, Not Sustained, and Exonerated Complaints Only

By Type of Unit

Patrol	210	85.4%
Traffic and Parking Control	7	2.8%
Detention	4	1.6%
Street Narcotics/Drug Enforcement	2	0.8%
Investigative Elements	14	5.7%
Other	9	3.7%
TOTAL	246	100%

By Patrol Division

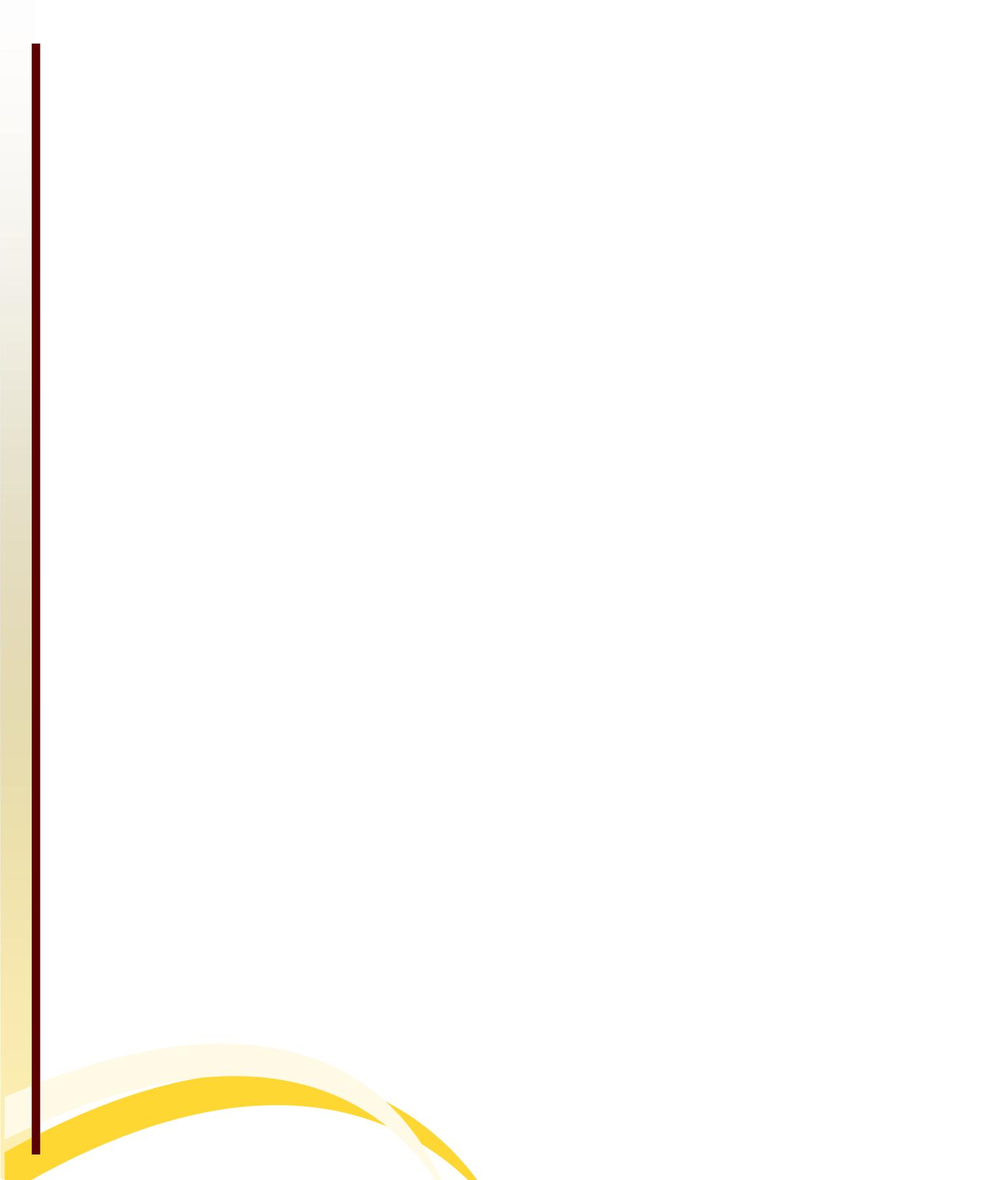


APPENDICES

**Appendix A:
Disposition of Complaints
2006-2010**

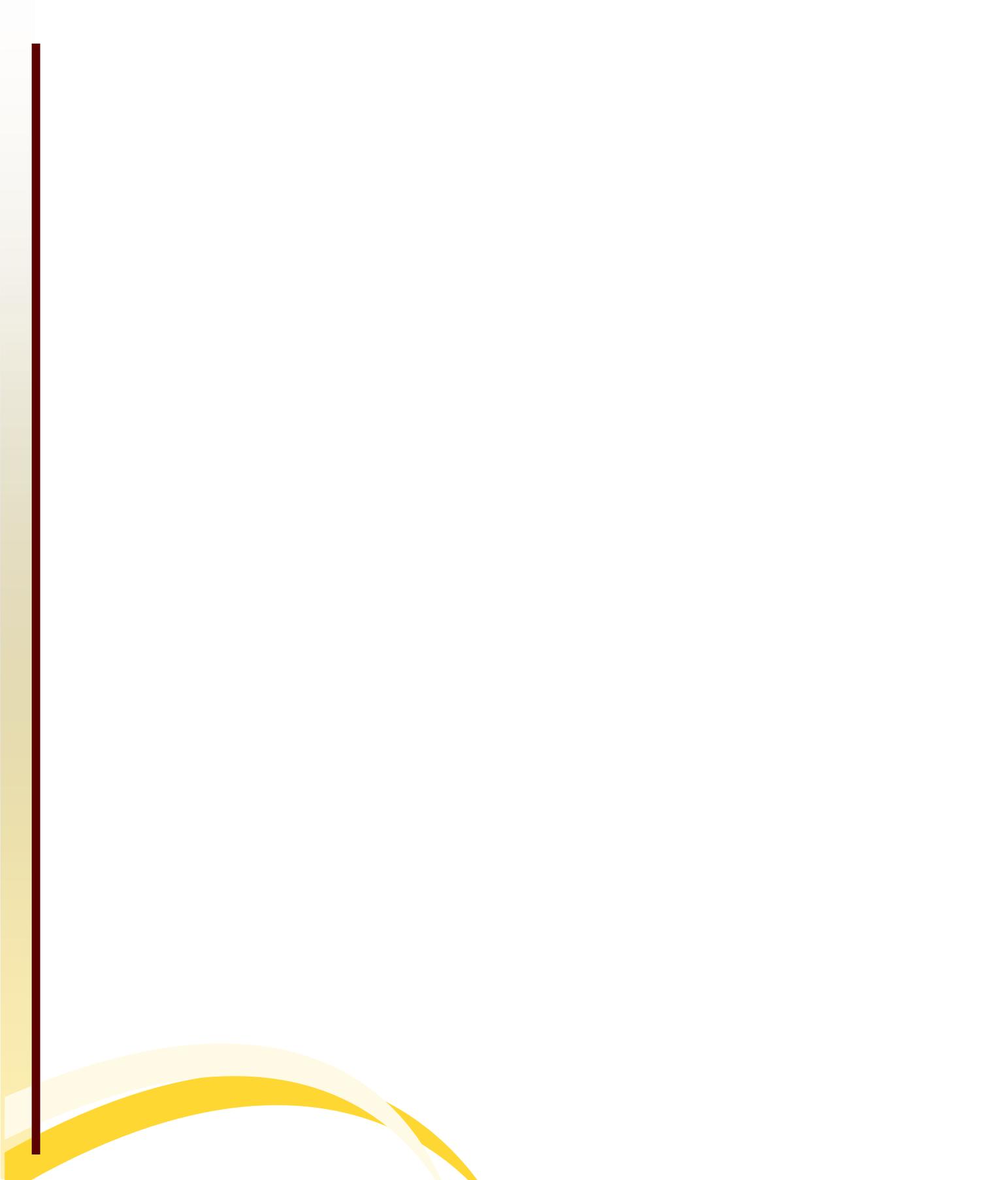
**Appendix B:
Where to File a Complaint**

**Appendix C:
Steps in the Complaint Process**



APPENDIX A

Disposition of Complaints 2006-2010



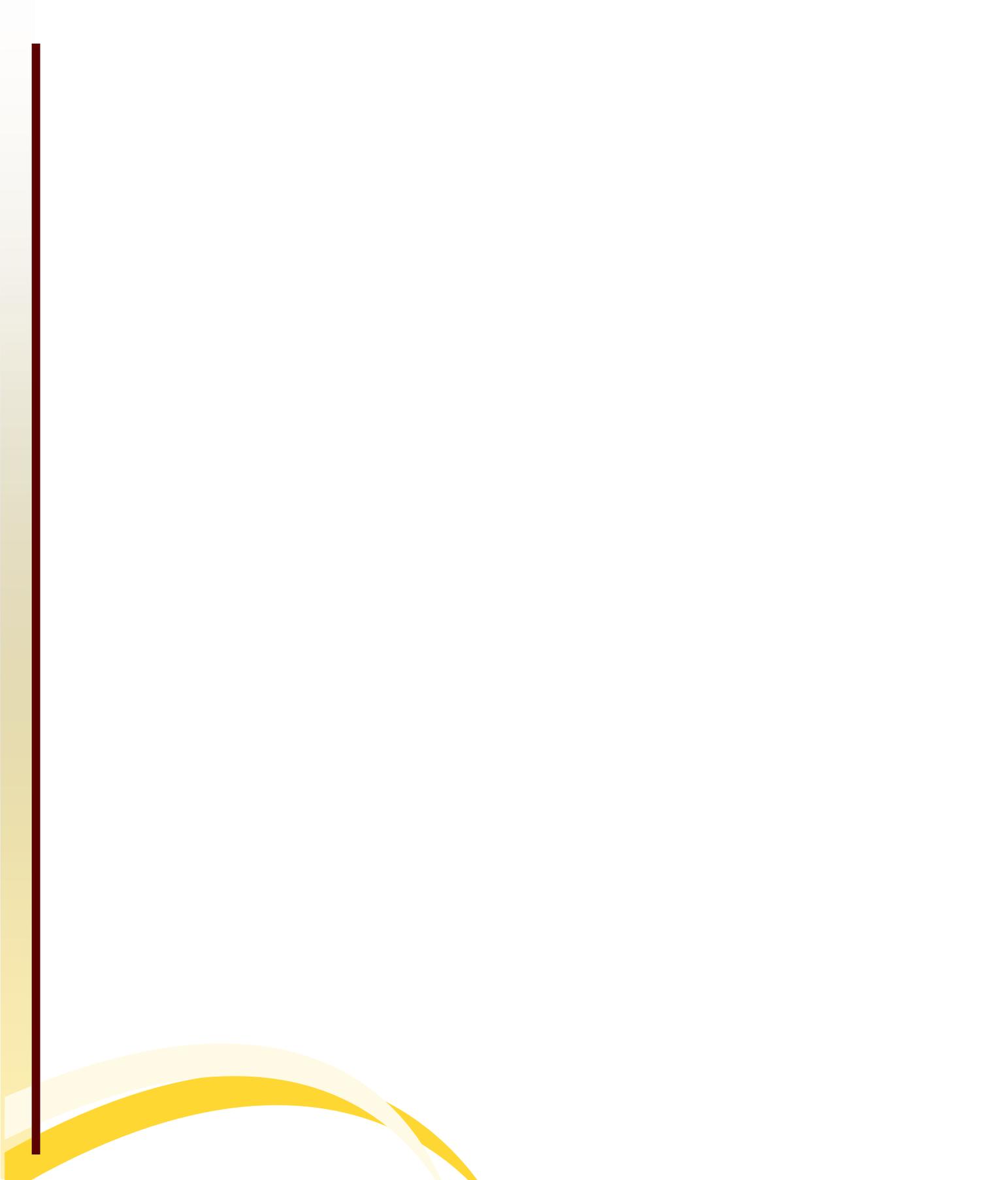
	2006	2007	2008	2009	2010
Sustained	9	17	20	24	10
Not Sustained	90	107	113	66	74
Exonerated	39	52	27	37	52
Closed	31	31	36	35	33
Withdrawn	11	11	13	13	5
Non-Cooperation	56	44	50	104	50
COMPLAINTS	236	262	259	279	224

The number of complaints reviewed in recent years has fluctuated due to the number of complaints received in the Office of Community Complaints (see page XX). However, the breakdown of complaints in regard to their disposition stays proportionate each year, with the percentage of sustained files averaging five (5) percent each year. The following chart shows the five-year average for each of the complaint dispositions.

Five Year Average by Disposition

<u>Disposition</u>	<u>Five-Year Average</u>
Sustained	6.5%
Not Sustained	36.8%
Exonerated	14.8%
Closed	12.7%
Withdrawn	4.4%
Non-Cooperation	24.8%

Sustained complaints, as a percentage of all complaints reviewed in 2010, were 4.7% of the complaints reviewed. However, when evaluated as a percentage of complaints Sustained, Not Sustained, and Exonerated, the Sustained percentage rises to 7.3%.



APPENDIX B

Where to File a Complaint

Where to File a Complaint

Police Facilities (Open 24 Hours a Day)



Central Patrol Division
1200 E. Linwood Blvd.



East Patrol Division
5301 E. 27th Street



Metro Patrol Division
7601 Prospect Ave.



North Patrol Division
1001 N.W. Barry Road



Police Headquarters
1125 Locust



Shoal Creek Division
6801 N.E. Pleasant Valley Rd.



South Patrol Division
11109 Hickman Mills Drive

The Office of Community Complaints

Century Towers, Suite 2102
635 Woodland Ave.
Kansas City, Missouri 64106
816-889-6640
Monday thru Friday, 8:00 a.m. to 4:30 p.m.



Satellite Locations



The Ad-Hoc Group Against Crime

3116 Prospect Ave.
Kansas City, Missouri 64128
816.861.5500
9:00 a.m.—5:00 p.m. Monday-Friday



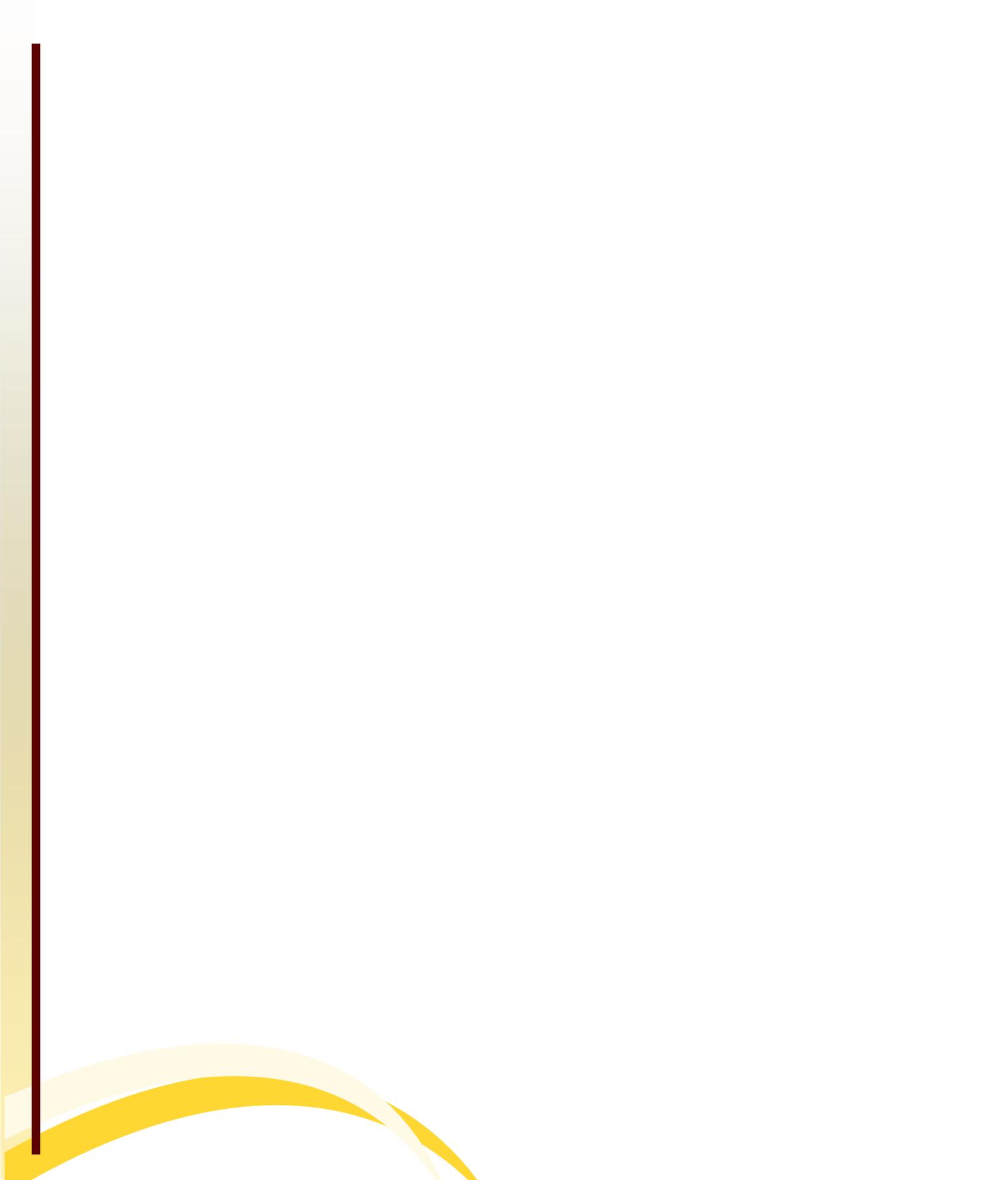
Northland Neighborhoods, Inc.

3015 N.E. Vivion Road
Kansas City, Missouri 64119
816.454.2000
9:00 a.m.—5:00 p.m. Monday-Friday



The Westside CAN Center

2130B Jefferson Street
Kansas City, Missouri 64108
816.842.1298
6:00 a.m.—6:00 p.m. Monday-Saturday
Se Habla Español



APPENDIX C

Steps in the Complaint Process

Steps in the Complaint Process

Under the authority of the Board of Police Commissioners, the Office of Community Complaints is responsible for protecting the citizen from the possibility of abuse or misconduct on the part of the Kansas City, Missouri Police Department. We are also charged with protecting the members of the police department from unjust and unfair accusations. The Office of Community Complaints is committed to effectively and impartially resolving all complaints involving a citizen's guaranteed right to fair and efficient police protection.

- 1) Complaints may be filed at the Office of Community Complaints, Northland Neighborhoods, the Westside CAN Center, the Ad-Hoc Group Against Crime, or the nearest Kansas City, Missouri police station.
 - Complaints must be filed within 90 days of the date of occurrence.
 - Complainants must be at least 17 years of age. Complainants under the age of 17 must be accompanied by a parent or legal guardian who will also be listed as the co-complainant.
- 2) The complaint will be reviewed by the Office of Community Complaints.
 - Complaints will be reviewed by the Director to determine if the complaint is appropriate for investigation.
 - Those complaints that are deemed appropriate for investigation will be forwarded to the Internal Affairs Unit of the Kansas City, Missouri Police Department.
 - Once a complaint has been filed, the complainant must fully cooperate with the Office of Community Complaints during the initial review process to avoid closure of his or her complaint.
- 3) The complainant will be contacted by the Internal Affairs Unit.
 - The complainant will be required to give a formal, verbal statement regarding the allegations listed in the complaint.
 - **It is imperative that the citizen cooperates with the detective by providing a formal statement to ensure that the complaint is thoroughly investigated.**
 - **If a complainant does not provide a formal statement, the complaint file will be closed without further investigation.**
- 4) The Internal Affairs Unit will investigate the complaint. This involves:
 - Taking formal statements from the complainant(s), officer(s) and witness(es)
 - Retrieval of any documentation of the incident
 - Retrieval of dispatch records, departmental videotapes (police vehicles and/or detention centers), and officer logs
 - Retrieval of any information that will enable the Office to arrive at an appropriate recommendation

- 5) Once the investigation is completed, the findings will be submitted to an O.C.C. Analyst for a detailed review and analysis.
- 6) After the file is reviewed by the Office, the O.C.C. Director will forward the final analysis and recommendation to the Board of Police Commissioners and/or the Chief of Police for review and final approval.
- 7) Following the final approval of the recommendation, the O.C.C. Director will then notify the complainant by letter to inform them of the final disposition of the complaint.

Things to Remember:

- Mediation of the situation is always an option! Be sure to notify the Office if you are interested in mediating the dispute.
- **Under Missouri law it is unlawful to make a false report to the police, hinder or interfere with an investigation, or provide false information to the police.**
- If you have a charge pending before any Court, filing a complaint will not result in the charge being dismissed. The complaint process has no bearing on the court system. The matter must be resolved in court.
- Filing a complaint will not prevent police from conducting legitimate law enforcement-related activities involving you or the area in which you live, work, frequent, or in the location in which the event complained of occurred.

The Office of Community Complaints is eager to assist you in any way possible. If you have any questions concerning the complaint process, please do not hesitate to call the office at (816) 889-6640, or contact one of the below listed analysts for assistance.

If your last name begins with the letter:

A-H	please contact	Deputy Director Merrell Bennekin	(816) 889-6643
I-P	please contact	Analyst Karen Williams	(816) 889-6644
Q-Z	please contact	Analyst Johnnie Ann Crawford	(816) 889-6645

If you are interested in mediation, please contact:

Analyst Michael Walker (816) 889-6646





Special Thanks:

The 2010 Office of Community Complaints Annual Report was designed by Ms. Cathy Williams, Public Relations Specialist, Kansas City, Missouri Police Department.

Written by Analyst Karen Williams, Office of Community Complaints

Statistics by Analyst Michael Walker, Office of Community Complaints



**OFFICE OF
COMMUNITY
COMPLAINTS**



**2010
Annual Report**

Office of Community Complaints

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