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	AGENCY NAME & ADDRESS	OFFICE OF CIVIL RIGHTS & WAGE ENFORCEMENT 7 E. Redwood Street, 9 th Floor (410) 396-3141
	SUBJECT	City Council Bill #15-0606 Supplementary General Fund Operating Appropriation \$186,248

CITY of
BALTIMORE
MEMO



TO DATE: January 4, 2016

The Honorable President and Members of the City Council
Attention: Angela Gibson, City Council Liaison

The supplementary funding for the Office of Civil Rights and Wage Enforcement (OCRWE) will temporarily fund four new positions geared towards advancing the mission of the Civilian Review Board. These four positions, which will become permanent in the new fiscal year, present a clear opportunity to enhance the work of the Civilian Review Board. Research has shown that civilian oversight, through a review board, has important benefits including validating complainants' concerns, fostering greater accountability, and as a result, strengthening the police's internal investigations ensuring they are thorough and fair.¹ In order to fulfill its mandate and true potential, a sufficiently funded and properly resourced Civilian Review Board includes well-trained staff, multidimensional partnerships, and cutting edge technology.

The Mayor has committed new resources to the Civilian Review Board through the supplemental budget: two investigators, a public information officer, and a deputy director. This more than triples the staff of the Civilian Review Board.

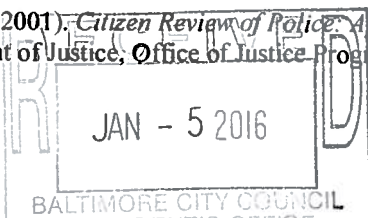
The positions and their respective responsibilities are listed below.

Deputy Director

Drives day-to-day operations of the Office of Civil Rights & Wage Enforcement (OCR/WE) through strategic and systematic alignment, integration, and leveraging of Division's expertise in compliance with city, state and federal law, regulation & policy. Supports, assists and represents Director as necessary and assigned. Apprises Director of Agency priorities, challenges and activities. May represent Agency at Citistat and/or other applicable City meetings and briefings. Prepares directives, weighs in on policy and procedure matters. Facilitates city-wide and/or internal agency meetings.

Assists in redesigning and developing agency infrastructure and effectuating reform through co-steering the development, implementation and management of effective programs, practices, systems and tools embodying contemporary process design, enhancements and/or realignments to build workforce capacity to meet current and future agency needs. Orchestrates, facilitates and managers major change initiatives to assist in

¹ Finn, P. (2001). *Citizen Review of Police: Approaches and Implementation*. Washington, D.C.: U.S. Department of Justice, Office of Justice Programs.



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progressing the OCR/WE mandates.

Steers OCR/WE functions, including the Civilian Review Board, the Community Relations Commission and the Wage Commission, ensuring that operations support each Commission/Board and organizational strategic goals. Regularly evaluates Agency programs and functions, proposing enhancements and realignments, as appropriate, to drive effectiveness.

Leads and supervises direct report Agency personnel. Assigns, reviews and evaluates work product. Confers with, collaborates on, and approves performance plans. Prepares and administers performance evaluations. Provides coaching, counseling and development guidance. Conducts regular meetings to ascertain activities, priorities and challenges. May devise, deliver, and/or otherwise facilitate regular staff training in keeping with industry best practices. Makes decisions regarding hiring, terminations, reduction-in-force, promotions and other applicable staffing decisions in coordination with the Director.

Navigates, manages and resolves conflict surrounding broad-ranging complex, confidential and sensitive agency business which may involve overseeing and/or conducting investigations. May interact with media. Effectively manages and navigates through crisis and critical situations with required immediacy/urgency, decorum, confidentiality and sensitivity. May create and deliver high-level presentations with respect to strategic initiatives and business affairs.

Fiscal Management. May direct and/or manage Agency's fiscal/budgetary needs and requirements; approve and monitor expenditures; develop budget proposals; tracks compliance with budget and against performance measures; determines priorities in collaboration with Agency Director.

Civilian Review Investigators (2)

The Civilian Review Board Investigator will conduct field/on-site investigations to determine the nature and scope of complaints; interview and take statements from complainants, witnesses and law enforcement officials to ascertain the facts and corroborating evidence in the complaint case; and research appropriate records and documents to ascertain the facts and corroborating evidence in the case. The Investigator will prepare detailed and thorough written reports based on case findings and evidence detailing the nature and extent of the complaint, the parties involved and the validity of the complaint. She or he will also update and maintain case management records in order to report on the status of assigned investigations and attend internal and external meetings in relations to the Civilian Review Board.

Public Information Officer

Provides information to the public by telephone, letter and in person concerning agency functions, operations and programs. Writes articles, brochures, speeches, news releases and press statements; writes public service announcements for radio and television. Edits and, with others, prepares articles and art work for agency publications such as formal

reports, monthly bulletins, flyers and quarterly newsletters with stories and highlights; prepares designs and writes text for fliers, brochures and training manuals. Sets-up Press Conferences. Develops and maintain media relationships; address inquiries and MPIA requests. Develops and maintain community relationships, do community outreach, marketing, organize community presentations.

Represents the main online contact/presence for agency's website, Twitter, Facebook and Instagram accounts. Collects and compiles data and statistics on agency programs and activities for developing promotional projects or in response to requests for information; clips newspaper articles of interest to the agency and places in scrapbook; maintains files and records. Represents the agency at various community organization gatherings to promote and inform them of the agency's activities; addresses professional, business, civic, and social organizations on agency activities.

Contacts, establishes and maintains effective relationships with various types of mass informational media such as local radio and television stations and local newspapers to publicize agency events or to inform the public of the availability of services. Displays and staffs exhibits and prepares tours for distinguished City visitors by scheduling activities; prepares materials for and conducts talks and lectures on agency activities.