Miami Police Department
Independent Reviewer
Fourth Report
October 2017 - January 2018

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Introduction

This is the fourth assessment report, covering four months of activity, completed as a component of the Agreement entered into by the Department of Justice and the City of Miami in April of 2016. The Agreement is the result of a request, by the Miami Police Department and others, to have the Department of Justice review a series of police shootings that occurred between the years of 2008 and 2011. Not only were the uses of force examined, the associated investigations and relationships with the community were considered as well. The investigation resulted in the Agreement referenced above that mandates the Miami Police Department to satisfy clear and measurable requirements in a number of delineated areas within the organization and out in the community. While the obligations are clear, the Miami Police Department retained the flexibility to design, develop and implement solutions appropriate for the community they serve. The Miami Police Department took advantage of the time span between investigation and finalization of the agreement to begin implementing a number of changes that would begin to satisfy some of the requirements. The overarching goal of this Agreement is to ensure "that police services continue to be delivered to the people of the City in a manner that fully complies with the Constitution and laws of the United States, effectively ensuring public and officer safety, and promotes public confidence in the MPD".[1]

As the Independent Reviewer, I am tasked with overseeing the successful implementation of the Agreement. As stipulated in the Agreement, compliance with a material requirement mandates that the City has: (a) incorporated the requirement into policy; (b) trained all relevant personnel as necessary to fulfill their responsibilities pursuant to the requirement; (c) verified that the requirement is being carried out in actual practice. In the final analysis, MPD bears the burden of demonstrating compliance with the Agreement.

The Agreement also required the City to assemble a Community Advisory Board, consisting of a cross section of Miami residents, to "provide oversight and feedback on policies and practices pertaining to use of deadly force to the MPD and to the Independent Reviewer".[2] The CAB has expanded their role beyond the use of deadly force, taking an active part in learning about the varied roles and responsibilities of the MPD. This information is in turn communicated with the

[1] City of Miami Legislation; Resolution R-16-0206 Agreement Between DOJ/City of Miami
[2] Agreement United States Department of Justice and City of Miami

public through regularly scheduled and publicized meetings, as well as through their daily interactions with citizens.

As indicated in the last report, the City of Miami experienced the effects of Hurricane Irma in the beginning of September. While being spared a direct hit, there was a great deal of flooding and associated wind damage causing MPD to focus attention and resources on recovery efforts in the weeks and months following the hurricane.

This report contains progress made between October 2017 and January 2018 in the areas of Policy Review and Implementation, Supervision, Specialized Units, Training, and Community Oversight.

Compliance Ratings

As indicated, the Agreement mandates that the Independent Monitor provide a report every four months outlining MPD's compliance with Agreement requirements. The ratings below represent the current assessment of compliance and are included to provide MPD and the citizens of Miami with a clear and accurate summary of the progress to date, as well as areas that remain in need of attention and action.

The definition of each rating is as follows:

- Substantial Compliance – indicates that most or all components of a specific category or requirement have been satisfied.[3]
- Partial Compliance – indicates that compliance has been achieved on some components of the requirements or category, but significant work remains or extended time is needed for audits.
- Compliance Rating Pending – indicates that significant progress has been made, but additional time may be needed for assessment in the specific area.
- Non-Compliance – indicates that most components of a requirement or category have not been met.

[3] The MPD/DOJ Agreement states that the Independent Reviewer shall exclude assessments of the sections that have been determined to be in Substantial Compliance. This does not preclude re-visiting those areas if, after discussion with MPD/DOJ, the Independent Reviewer deems it necessary.

Settlement Agreement Area	Status of Compliance
II. POLICY REVIEW/IMPLEMENTATION	Partial Compliance
a. Revision and Development	Substantial Compliance
b. Action Plan	Substantial Compliance
c. Training	Compliance Rating Pending
III. OFFICER INVOLVED SHOOTINGS	Partial Compliance
a. Firearm Discharge Review	Substantial Compliance
b. Administrative Investigations	Partial Compliance
c. Incident Tracking System	Partial Compliance
d. High Liability Board	Substantial Compliance
IV. SUPERVISION	Partial Compliance
a. Accountability	Compliance Rating Pending
b. Tactical Operations Section	Substantial Compliance
c. Span of Control	Substantial Compliance
V. SPECIALIZED UNITS	Partial Compliance
a. Assignment Criteria	Substantial Compliance
b. Documentation	Substantial Compliance
c. Oversight	Partial Compliance
VI. TRAINING	Substantial Compliance
a. DOJ Training	Substantial Compliance

b. Firearms Training	Substantial Compliance
c. In Service Training	Substantial Compliance
VII. COMMUNITY OVERSIGHT	Partial Compliance
a. Create Community Advisory Board	Substantial Compliance
b. Facilitate Activities and Communication	Partial Compliance

Work Completed During Fourth Reporting Period

October 2017 - January 2018

Work completed by the Independent Reviewer includes the following:

a. Participated in regular monthly conference calls with DOJ and MPD, allowing for regular updates on progress and issues concerning Agreement.
b. Continued to work with Major Richard Perez as the Compliance Coordinator. He has gone above and beyond to provide information, reports, contact with appropriate personnel, meeting access and a myriad of other requests to move this endeavor forward.
c. Completed a series of site visits.
d. Continued to review updated policies and procedures.
e. Met with command staff and others as necessary.
f. Introduced to Chief Ilanes' Executive Advisory Group, who advise on community views and positions.
g. Attended Firearms Review Board.
h. Received updates from TOS – SWAT, K-9 and Traffic.
i. Met with Major Fernandez for briefing on Special Investigative Services.
j. Attended High Liability Board.
k. Continued to attend meetings and speak with members of the Community Advisory Board (CAB). Also met with Cris Beamud the Executive Director of the Civilian Investigative Panel (CIP), who also has oversight responsibility for the CAB.
l. Received update on body worn camera program.
m. Met with Major Ibalmea and received update on Internal Affairs.

The following site visits were completed during this review period;

October 17-18, 2017

January 2-5, 2018

January 8-9, 2018

A great deal of activity has transpired during the current reporting period, most remarkable was the swearing in of Jorge Colina, on January 26,2018, as the Chief of Police for the Miami Police Department. The City of Miami elected a new mayor, Frances Suarez, in November of 2017, who in turn appointed Emilio Gonzalez as the City Manager. Mr. Gonzalez will oversee the police and fire departments as part of his duties. A meeting to brief Mr. Gonzalez on the purpose and progress of the MPD/DOJ Agreement will be scheduled in the near future. Chief Rodolfo Llanes retired at the beginning of 2018, culminating a long and successful career serving the citizens of Miami. I want to publicly thank Chief Llanes for his commitment and cooperation towards the successful implementation of the MPD/DOJ Agreement

The MPD as a whole has remained open and transparent, striving to satisfy all aspects of the Agreement. Major Perez, who heads the Professional Compliance Section (PCS) continues to act as the Compliance Coordinator for the MPD/DOJ Agreement.

The DOJ continues to provide Agreement oversight through monthly conference calls with MPD, as well as frequent communication through email and phone conversations. Patrick Kent remains a consistent member of the DOJ team, with the addition of Cynthia Coe this reporting period. After speaking on the phone and emailing a number of times, I met Ms. Coe in Miami and we spent three days at the Miami Police Department visiting several components, attending a Community Advisory Board meeting, and meeting with Ms. Beamud of the CIP.

Regular communication continued with Major Richard Perez and on occasion with Assistant City Attorney George Wysong. A special thank you to Lt. Herminia "Amy" Salas-Jacobson, Internal Affairs Section (IAS) supervisor, for her extensive effort ensuring that I received all requested documentation and for her time spent walking me through the processes and procedures of the IAS.

A Firearms Review Board was held on October 17, 2016, which I attended. This review covered a police involved shooting that occurred on April 1, 2016. The shooting followed a pursuit of an Attempted Homicide suspect. Two officers discharged their duty pistols two times each. The suspect was not struck and was captured a short distance from the shooting. A thorough review

took place and several officers were disciplined for a variety of policy violations. This incident will be discussed in greater detail in the Officer Involved Shooting section of this report. There were two additional FRB's held which I did not attend. They will be discussed further in this report based on a review of the associated power points.

Two High Liability Reviews were attended this reporting period, one on November 2, 2017, covering a pursuit and associated use of an Electronic Control Devise, and the second on January 4, 2018 related to an extra duty officer's response to a bar fight in the Brickell neighborhood. Both incidents will be discussed in detail further in the report. The other two HLB presentations were not attended.

After many months of preparation, MPD underwent a grueling Commission on Accreditation for Law Enforcement Agencies (CALEA) assessment and, as a result, will be recommended for re-accreditation – in essence being successfully re-accredited. The accreditation process offered MPD an opportunity to voluntarily demonstrate its ability to comply with an established set of professional standards. These standards are designed to improve the delivery of law enforcement services through self-regulation.

Prior to the on-site assessment, more than a hundred files were submitted to the assessors for an off-site review. The on-site visit consisted of a review of written policies and procedures, submitted proofs, interviews and interactions with agency personnel, 'ride alongs' with officers, a public hearing that allowed citizens to comment on MPD's service provision, and an exit interview with the Chief of Police.

An update was received on the Body Worn Camera program implementation from Project Manager Orlando Aguilera. The original 90 trial cameras have been assigned for an extended period, with an additional 216 cameras to be assigned by February 2018. An additional 216 cameras will be assigned in June 2018, with the final batch of cameras dispensed by October 2018, for a total of 600 officers being assigned body worn cameras. The plan is to assign two cameras to each officer, allowing one to be used while the other is charging, in addition to allowing for malfunction and breakage. Policy calls for supervisors to review one video per officer each month for quality control purposes. There are still instances of officers failing to appropriately activate body worn cameras. MPD has taken the position of disciplining officers in these cases. After a lengthy grace period officers are receiving Reprimands for failing to activate their body worn cameras, which is a significant level of discipline in law enforcement.

Time was spent in Internal Affairs Section where I met with the recently assigned Major Ibalmea. We received a review of responsibilities, assignments and functionality of the section, in addition to anticipated changes the major intended to make moving forward. Some modifications included additional personnel assigned to the section, a more robust involvement in the 'service related'

complaints that have previously been assigned to the employee's direct supervisor, and possible adjustments to the Internal Tracking System which is still a work in progress.

The Miami Police Department continues to do an exceptional job with the Miami Agreement Training (MAT) and the Miami Agreement Supervisor Training (MAST). Major Ramos has taken over command of department training and, to date, his performance has been stellar.

As has been the case in the recent past, there continues to be a large number of retirements and associated promotions to fill the voids. These departures and promotions have touched the agency from the entry level to the chief of police and all positions in between. This is a time of marked transition for the agency and the city at large. Observations indicate that the members of MPD have handled these changes well; from the recruitment and hiring of new officers, training of new and seasoned officers, as well as supervisors, and solid succession planning at a number of levels.

Remaining issues include supervisory compliance (as patrol was focused on recovery from the hurricane for a good portion of this evaluation period), policy implementation and training to ensure comprehension and application within patrol, and the completion of an independent assessment of the Internal Affairs Section. Policy discussion will continue as well.

Agreement Progress to Date

In this section the progression, setbacks and observations will be discussed for six of the areas covered in the agreement:

II. POLICY REVIEW AND IMPLEMENTATION:

MPD has endeavored to develop and implement policies on constitutional policing principles and best practices. Most, if not all, of the MPD polices have been updated through revision, creation or deletion over the past year. As indicated, MPD successfully completed their Commission on Accreditation of Law Enforcement Agencies (CALEA) review and associated re-accreditation. This process is codified at the annual CALEA conference, but there is little doubt the agency will be re-accredited. This is a monumental accomplishment for a law enforcement agency.

MPD has done an excellent job of updating departmental policies and procedures, as well as training all department personnel on those changes. The only component needed to classify this area as 'Substantial Compliance' is to complete audits that indicate these updated policies and procedures are being put into practice by officers out in the community.

The following policies were revised or authored;

Professional Compliance Section, Body Worn Camera, Annual Substance Abuse Program, Annual Physical Examinations, Sworn Personnel Promotions, Recruitment and Selection, Criminal Investigative Procedure, Search and Arrest Warrants, Crime Scene Procedures, Confidential Informants, Assault Unit, Eyewitness Identification, Photograph Viewing System, Civil Disorder, Fire, Police Building Evacuation, Disturbances at Confinement Facilities, Juvenile Procedures, Under 21 Impaired Driving Enforcement, Impaired Driver Arrest and Processing.

Special Projects Coordinator Orlando Aguilera provided an in-depth review and walk through of the progress made on the Body Worn Camera project. MPD has installed the needed electrical, routing, switch, and band-width upgrades required for the additional camera deployments discussed earlier. The goal is to have 600 body worn cameras deployed in patrol by October of 2018. Currently there are 90 cameras assigned to officers in a pilot program. The Body Worn Camera policy has been updated and includes a video auditing process which requires supervisors to review one video per month, per officer under their command.

This section remains as Partial Compliance based on the Independent Reviewers need to ensure that the MAT/MAST provided to date has filtered down into practice in the community. Audits will be completed during future site visits, with the expectation that this section will reach substantial compliance.

III. OFFICER INVOLVED SHOOTINGS:

Firearm Review Boards are attended by MPD staff members who review officer involved shooting incidents for violations, officer safety issues, equipment or training needs, investigative breakdowns and supervisory oversight. In addition, personnel from training attend to observe for any future training needs, and breakdowns between past training and officer practice.

As has historically been the case, the Professional Compliance Section compiled a thorough review of an officer involved shooting, although it was delayed by the investigative process. On March 26, 2016, an individual beat and stabbed his girlfriend in Lauderhill, Florida. A warrant was issued for the suspects arrest and he was tracked to the Overtown area of Miami on April 1, 2016, where MPD officers attempted a traffic stop. The suspect fled from the officers, eventually crashing into an affixed sidewalk trash can and a police cruiser. As multiple MPD officers struggled to pull him from the car, he broke free and re-entered his car. At this point two MPD officers discharged their firearms twice each. One officer shot twice at the right front tire of the

suspect's car, while the other shot two times, once through the right rear window towards the driver and the other bullet grazed off of the roof of the car. Neither officer hit the suspect and he fled the scene in his car only to be captured a short distance away following a second crash.

This review included segments of the involved officer's interviews, officer witness interviews, civilian witness interview, and video from officer's body cameras, a civilian in an apartment above the scene and from a commercial building camera.

There were a number of findings, including violations of the department Vehicle Pursuit policy and the Use of Force policy, in addition to officer actions that were contrary to training and accepted officer safety practices. A number of officers will receive discipline in reference to their actions in this incident once the Firearms Review Board completes their process and it was used as a training exercise for other officers. As a point of reference, all MPD officers have received training, as a part of the Agreement (MAT and MAST), that educated them on the appropriate way to conduct a high- risk felony traffic stop. I have observed this training on more than one occasion and can attest that officer's actions in this instance were contrary to the training they have all received.

The High Liability Board is also a function of the Policy Compliance Unit (PCU) and is tasked with reviewing, investigating and addressing potential department deficiencies in a number of areas using real facts and circumstances. A random incident is reviewed each month for potential training, tactics, policy or procedural implications and concerns. Issues identified during the HLB are addressed through the appropriate avenue (training, equipment, policy, tactics, etc). HLB members consist of commanders from the Professional Compliance Unit, Training and Personnel Development Section, the Legal Advisor and a rotational supervisor. Personnel associated with the incident are also in attendance, most often with the exception of the actual officers involved. Available newer officers also attend these reviews so that they understand the significance of policies and procedures and the importance of compliance. These reviews also underscore the importance of officer safety and attention to detail for these new officers, as well as the other employees involved.

As mentioned previously, MPD held a High Liability Board review on November 2, 2017 covering an incident that occurred on September 17, 2017 involving a Miami Beach Police Department pursuit of an Armed Carjacking suspect into the city of Miami, where MPD officers became involved in the incident. The suspect and other occupants eventually fled from the car on foot. As one subject ran towards an MPD Sergeant, he was warned to halt. When he refused commands, the sergeant discharged his ECD, which was ineffective. The subjects were apprehended a short time later. There was a minor policy violation when the Vehicle Pursuit form was not immediately initiated by the Communications Supervisor, otherwise this incident was

handled very well by all parties involved.

The second HLB attended was held on January 4, 2018 and reviewed an incident that took place on August 26, 2017 at 0309 hours. A sergeant was working off duty at a parking lot when he was notified of a fight inside a bar across the street. As the officer made his way inside the bar a female blocked his path and began striking the officer. As he tried to take her into custody, two males blocked the officers access to the female. The officer left the bar and requested additional units to respond. The officers entered the bar and were met with physical resistance once more. As the officers escorted the group outside members of the group began punching the officers, at which point they were sprayed with OC and arrested. Three males and a female were placed under arrest. Issues discussed in the HLB included the fact that the off-duty sergeant went into the bar alone, and without advising radio, in an effort to address a fight after 0300 hours. The officer safety implications of this action are clear and were discussed in detail. The actions taken violated common sense and basic tenants of officer safety, in addition to placing the officer in a dangerous situation. These scenarios are reviewed with departmental personnel to underscore the importance of practicing sound officer safety techniques. In addition, there was a delay in the report being referred to IAS and it took 81 days to finalize the Response to Resistance Report, as it passed back and forth for edits. Policy requires this process to be completed in 30 days. A review of applicable procedures was conducted with affected positions and personnel in an attempt to avoid future incidents of this nature.

The Firearm Review Boards and High Liability Reviews are excellent quality control tools, teaching moments and a consistent reminder to all personnel of the importance of procedural adherence and attention to detail.

While the process developed between the Miami Police Department, Florida Department of Law Enforcement and the State Attorney's Office to have officer involved shootings independently investigated is working very well, the area of Administrative Investigations remains in partial compliance as there are still open officer involved shooting cases that are, in some cases, years old. In addition, work remains to be done on the Incident Tracking System, so it remains in partial compliance.

IV. SUPERVISION:

MPD provided timely Span of Control reports for the Tactical Operations Section (TOS) and the Field Operations Division (FOD), indicating that supervisors have no more than eight officers under their command. Under the TOS; SWAT has a lieutenant, sergeant and seven officers, Felony Apprehension Team has a sergeant and five officers, and the Tactical Robbery Team has

a sergeant and six officers. In FOD, the twelve Patrol Districts are overseen by three majors, one manages five districts, another four and the last three. Most of the twelve districts have a commander, two lieutenants who oversee three squads each, and six sergeants who supervise between six and eight officers. Coral Way, Coconut Grove, Wynwood, Flagami and Brickell/Roads districts are the exception, as they each have one lieutenant, opposed to the other seven areas that have two lieutenants. This inconsistency can be attributed to call volume, reported crime and the level of violent crime which would all add to the need for additional supervision.

As indicated in the previous report, supervisory responsibilities are spelled out in general and specific terms throughout written orders and policies. These documents have been reviewed and initial background work has been accomplished, however the majority of effort to ensure this requirement is successfully accomplished lies ahead in observation of first line and supervisory functionality. It was expected that a great deal of time and effort would be expended in patrol during this evaluation period examining supervision requirements laid out in the agreement, however the hurricane response in September and the following months derailed those plans. These tasks will be undertaken during the next assessment period.

As a point of reference, MPD has continued prohibition on any patrol officers in plain clothes assignments.

As indicated, time to observe the level and quality of supervision in the patrol districts is what separates the Miami Police Department and a rating of substantial compliance in the area of Oversight, which in turn will result in substantial compliance in the area of Supervision.

V. SPECIALIZED UNITS

Cynthia Coe from DOJ participated in the January 2-5 site visit to the Miami Police Department. During that time, we received unit overviews and updates from the Tactical Operation Section units.

Major Frank Fernandez provided an overview and tour of the Special Investigative Services. His section is slotted 67 positions, but only 45 were currently filled. This is indicative of a department that continues to focus on patrol when they have departmental vacancies. SIS leadership consisted of a major, a captain, three lieutenants and five sergeants – three in narcotics and two in intelligence. The section was broken down into two functions, Narcotics and Intelligence & Terrorism. Narcotics authored majority of warrants executed by SWAT, in addition they handled money laundering and HIDTA (High Intensity Drug Trafficking Area) which is a multi-agency

narcotics taskforce. The Intelligence group covered dignitary protection, sensitive investigation and organized crime, while the Terrorism unit participated in the Joint Terrorism Task Force (JTTF) run by the FBI.

During this evaluation period after-action reports, open slot notices, rosters and monthly reports were reviewed for units within the TOS. These reviews, coupled with past audits, merit ratings of substantial compliance in the areas of Assignment Criteria and Documentation.

Absent any unforeseen issues, it is expected that the area of Specialized Units will receive a rating of substantial compliance in the coming months.

VI. TRAINING:

As indicated, Major Ramos took over command of the Training and Personnel Development Section upon Major Ferro's retirement. Major Ferro did an outstanding job of organizing the unit and providing relevant and necessary training during the period of my observations. The significance of a well-organized training unit that has insightful, motivated and capable trainers is critical to a major law enforcement agency. In addition, the training must be applicable, timely and well presented. The Miami Police Department's Training and Personnel Development Section fulfills all of these requirements.

Upon taking the helm of the Training and Personnel Development Section, Major Ramos made a few personnel changes and seems to be building upon what has been accomplished to date in an effort to make the section even better. He appears to be a great fit for this important assignment.

The current Miami Agreement Supervisor Training consists of 40 hours of education provided over a five-day period. The training offered includes; Review of Deadly Force Policy, Leadership training, Care and Custody of Video, Evaluation and Career Development, Response to Critical Incidents/Case Studies (2 days), Managing Critical Firearms Incidents, and Communication and De-escalation. The Miami Agreement Training (MAT) is provided over three 10 hour days and consists of; Autism & Special Needs Awareness, Excited Delirium & LEO Response, ADA Issues, Defensive Tactics Review, Combat Trauma, MEGGIT System, CPR, Firearms Qualification, Shoot/Don't Shoot Course, De-escalation, Use of Force/Deadly Force Review, and Reality Based Scenarios; Contaminated Thought EDP, Narcotic Induced EDP, Suicidal Person w/Weapon, Willful Defiance/Deadly Force, In Progress Property Crime, and High Risk Felony Stops. These reality scenarios are held in a closed park and are intended to put officers into critical real-life situations that they may encounter on the street. The goal is to engage the officers in high stress and potentially dangerous situations in a teaching environment, where they are expected to

utilize their training, experience and skill to determine the best course of action. As stated in the past, I have observed a great deal of MAST and MAT, both classroom and practical, and each segment has been excellent.

As mentioned in previous reports, MPD runs their own academy. This is beneficial on a number of levels; they control the training and go far beyond what is required by the state, it affords MPD the ability to work with new officers from the very beginning of their careers, they are able to train more officers to fill vacancies, and the officers develop a spirit de corps from working and studying together throughout the academy. Most agencies in Florida rely on community colleges to provide basic recruit training. Once an individual successfully completes the state course and a certification test they can apply to a law enforcement agency. In house training academies are a significant expense, but a well-run one is an invaluable asset to an agency.

MPD hosts 'family night' for their recruit academy classes. I was able to attend one and found it to be a very positive and informative event. The recruits invite their family and friends, who are given a tour of the academy and a walk through of the training recruits receive. The group is also provided an overview of what an officer experiences on the job and how that may affect their relationships – basically what it is like to live with an officer. Considering the potential physical, emotional and psychological toll law enforcement can have on an individual, it is an excellent idea to bring family and friends into the fold early on, possibly heading off issues down the road. The evening culminates with a dinner shared by all.

I would consider MPD's family night to be a best practice in the area of Officer Safety and Wellness. Other agencies would be wise to employ some sort of similar event for their new officers, if possible.

The recruits that I have engaged with are mostly young, very diverse and motivated to serve their community. Discussions with officers attending the MAT/MAST (Miami Agreement Training and Miami Agreement Supervisor Training) continue to agree that training courses are relevant, informative and delivered in a way that is very engaging.

The Miami Police Department puts a great deal of time and effort into training all of their personnel and they should be looked to by other agencies for best practices.

VII. COMMUNITY OVERSIGHT:

As required by the Agreement, MPD created a Community Advisory Board (CAB) which consists of thirteen citizen members from throughout the community. Their monthly meetings are held on the first Thursday of the month in easily accessed locations in alternating districts throughout the

city and are well publicized to encourage attendance.

The CAB continues to be chaired by Justin Pinn, who is thoughtful and balanced in this position. He does an excellent job of ensuring that the CAB is focused on their purpose and that the meetings are informative, flow well and stay on track. The board is broken down into four committees, with a member of the board heading each; Training, Policy, and Procedures - Chair Maithe Gonzalez, Community Policing - Chair Lorena Ramos, Community Outreach - Chair Agatha Caraballo, Compliance and Implementation - Chair Barbara Ibarra. Committee meetings are held separately and each committee has access to a police representative with expertise in that area. Rodney Jacobs J.D. continues to do an exceptional job as the City Liaison to the CAB.

The CAB has a page on the City of Miami's website which describes the make-up and purpose of the board.[4] In addition, they have a Facebook page, City of Miami Community Advisory Board, that provides details on members and meetings, as well as significant events and photos.

DOJ's Cynthia Coe and I attended the Community Advisory Board held at the Little Haiti Soccer Park on January 4, 2017. MPD Chief Lianes was also present. The meeting was well attended and featured a presentation from Assistant State Attorney Jose Arrojo who discussed police misconduct investigations. The discussion was lively with many questions from the board and the audience. Mr. Arrojo indicated how his office handles these investigations and how issues such as the Police Officer's Bill of Rights come into play. The Independent Reviewer's Third Report was also reviewed and discussed.

The fact that the CAB was still having difficulty obtaining requested documents was also discussed. It was decided that future requests would be copied to the Independent Reviewer for oversight. In addition, the CAB has requested to be allowed to observe some of the training that MPD officers receive.

The delay in fulfilling the CAB requests for reports and information, as well as communication issues are what has kept the Miami Police Department from a rating of Substantial Compliance in this area.

Conclusion

[4] http://miamifl.iqm2.com/Citizens/Board/1083-Community-Advisory-Board

MPD continues to be open, transparent and accommodating, fully understanding the significance and obligations of the Agreement. All staff members that I have encountered are committed to improvements that will allow them to better serve their community. In addition, the MPD appears fully engaged and committed to the successful implementation of the Agreement.

Next steps in the assessment process will include a continued focus on supervision to include; span of control, oversight in patrol, effectiveness of MAST, and audits to ensure compliance in the future. I anticipate most of my time will be spent out in the various districts and divisions examining a range of functions and interviewing personnel. In addition, if approved, I will monitor the assessment of the Internal Affairs Section.