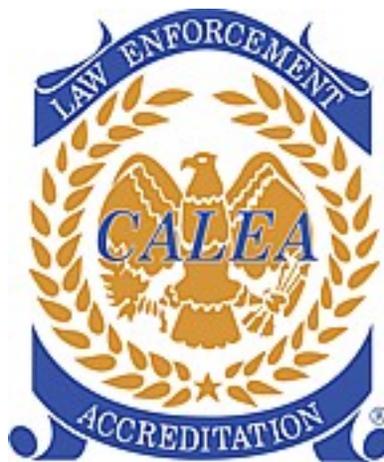




Aventura (FL) Police Department Assessment Report



2017

**Aventura (FL) Police Department
Assessment Report
November 2017**

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A. Agency name, CEO and AM

Aventura Police Department
19200 West Country Club Drive
Aventura, Florida 33180

Brian Pegues, Chief of Police
Major Michael Bentolila, Accreditation Manager

B. Dates of the On-Site Assessment:

November 27-30, 2017

C. Assessment Team:

1. Team Leader: Katherine K. Bryant
Assistant Chief of Police, Retired
Fayetteville Police Department
467 Hay Street
Fayetteville NC, 28301
(910) 584-8240
Katbryant50@hotmail.com

2. Team Member: Pamela Kunz
Commander, Retired
DeKalb County Police Department
4216 Old Wood Drive
Conyers, GA 30094
(404) 216-9660
Plk1177@comcast.net

D. CALEA Program Manager and Type of On-site:

Vince Dauro

Sixth reaccreditation, C size (129 personnel; authorized 91 sworn and 38 non-sworn)

5th edition Law Enforcement Advanced Accreditation Gold Standard Assessment.

The agency uses PowerDMS Software.

E. Community and Agency Profile:

1. Community profile

On November 7, 1995, the citizens of Aventura overwhelmingly voted to approve the City's Charter and officially incorporate as Miami-Dade County's twenty-eighth municipality. Aventura is governed by a commission-manager form of government, combining the political leadership of its elected officials with the executive experience of a City Manager. The City Commission is comprised of seven members, consisting of the Mayor and six Commissioners. The City Manager is appointed by the City Commission and serves as the City's Chief Executive Officer. The City Manager is responsible for the day-to-day administration of the affairs of the City and implementation of the policies established by the City Commission. City Manager Eric Soroka has served as the initial and only City Manager for the City of Aventura until January 2018, when a new City Manager, Susan Grant, undertakes the position.

The City of Aventura is located between the cities of Fort Lauderdale and Miami in Miami-Dade County. Aventura encompasses approximately 3.2 square miles, includes many high rise buildings, and is often described as a vertical city. The Intracoastal Waterway is on the eastern border of the city. The Aventura Mall, one of the largest shopping malls in the country, is located within the city limits and serves as a destination point for people from all over the world. In addition to the sizeable mall, numerous dining establishments and other retail venues, Aventura's daytime and evening populations are impacted by the influx of people traveling to and around the city. The estimated population of Aventura is 37,447 people.

2. Agency profile

In September of 1996, the City hired Thomas E. Ribel to be the first Police Chief for the newly incorporated City. Under his direction, the Command Staff was selected during the following two months of Ribel's inception. Once the Command Staff was in place, other officers were hired to begin conducting backgrounds for additional officers. Within the next few months, forty officers were hired, several nonsworn support personnel were added to the staff, and necessary equipment was identified and purchased. On April 1, 1997, the City of Aventura Police Department accepted all law enforcement duties from the Miami-Dade County Police Department, providing twenty-four hour, seven day a week service to the Aventura community, to include; patrol personnel, detectives, communications and other nonsworn support personnel.

Since its inception, the Aventura Police Department has continued to grow and develop. The Aventura Police Department is comprised of three divisions and includes; Operations, Administration, and Specialized Services. Two of the divisions are supervised by a sworn officer who holds the rank of Major. The Administrative Division is supervised by a nonsworn commander. Sworn personnel serve as patrol officers, detectives and crime suppression officers, with opportunities for specialized assignment for the SWAT Team, Dive Team, K9 officer, Marine Patrol officer, and the Honor Guard.

The agency achieved initial accreditation on March 25, 2000. The Aventura Police Department is well known by surrounding agencies as a very professional police agency that provides quality service to citizens, visitors and neighboring law enforcement agencies. The agency has earned an outstanding reputation within the law enforcement community of Miami-Dade County. Agency employees are committed to truly making Aventura the "City of Excellence" for its citizens and visitors.

3. Demographics

The demographic composition of the service area and agency are represented in the following table:

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	21612	58%	9773	58%	40	49%	6	7%	41	51%	4	5%
African-American	1490	4%	674	4%	12	15%	4	5%	12	15%	4	5%
Hispanic	13414	36%	6066	36%	26	32%	3	4%	26	32%	5	6%
Other	931	2%	337	2%	3	4%			4	5%	0	
Total	37447	100%	16851	100%	81	100%	13	16%	83	100%	13	16%

The table reflects that the ethnic and gender composition in approximate proportion to the available workforce is well represented within the agency. Female sworn officers represent sixteen percent of the agency's workforce.

4. Future issues

Chief Pegues identified some future issues and/or priorities for the agency such as recruitment, employee development and succession planning, and providing adequate staffing for handling the complexity of calls that officers are required to respond to. An initiative in the upcoming budget cycle that is a priority for funding includes hiring bonuses as an incentive for attracting the quality of applicants the Aventura community expects. Employee development is very important to the agency as it relates directly to succession planning and his agency's plan for developing future leaders as senior command staff and officers become eligible for retirement. Career development is an area where the agency will become more invested in over the next few years by working toward compliance with career development related standards and building a solid framework for succession planning within the agency. Chief Pegues recognizes the changing paradigm that law enforcement has experienced over the years related to the complexity of calls that officers are required to respond to. The nature of calls received can be manpower intensive for both preliminary and follow up investigations and ensuring adequate staffing at the patrol, investigative and nonsworn levels will ensure continuity of responsiveness for calls such as; mental health response concerns,

prescription drug fraud abuse and theft, identify theft, and other complex call types that take time to triage and investigate in order to reduce the likelihood of a continuing call cycle.

5. CEO biography

Chief Bryan Pegues has worked in law enforcement for over twenty-one years and began serving the citizens of Aventura in 1997. During his career in law enforcement he has served in numerous positions including; Canine Officer, Operations Division Supervisor, SWAT Team Commander, Internal Affairs Investigator, Specialized Services Division Supervisor, and Administrative Division Supervisor. Having risen through the ranks from police officer to Sergeant, Lieutenant, Captain, and Major, he was selected for the position of Police Chief for the Aventura Police Department in 2017. Chief Pegues earned a Bachelor of Science degree in Criminal Justice from the University of South Florida. He is a graduate the FBI National Academy Session #243 and the Southern Police Institute Command Officers Development Course. Chief Pegues is a member of the International Association of Chiefs of Police (IACP), Florida Police Chiefs Association, Miami-Dade Police Chiefs Association, FBI National Academy Association, and the Southern Police Institute Alumni Association.

F. Public Information Activities:

Public notice and input are corner stones of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

a. Public Information Session

The Public Information Session was held on Tuesday, November 28, 2017 at 6:30 p.m. in the Commission Chambers of the City of Aventura, Florida. There was one speaker in attendance from a neighboring law enforcement agency that came to speak in support of the agency. Chief Ed Hudak of the Coral Gables (FL) PD said the agency lives up to the city's motto of "City of Excellence." Coral Gables has learned much about the accreditation process from Aventura and he believes they lead the way for policy among agencies in South Florida. Chief Hudak strongly supports Aventura and said they "got it right from the very beginning, building their agency from the ground up."

b. Telephone Contacts

On Tuesday, November 28, 2017, the public was provided with an opportunity through a dedicated public access telephone line to speak with the assessors. Six phone calls were received in support of the agency from law enforcement agency representatives and community supporters. One caller, Ms. Gittlin, said she has been a volunteer with the agency for sixteen years and began her volunteer service at the age of twelve. She credits her time with the agency for keeping her on the right track in life, leading her to a career where she currently serves as an Assistant State's Attorney and she holds agency personnel in the highest esteem.

c. Correspondence

The agency received five letters from surrounding law enforcement agencies in support of their efforts for reaccreditation. The agencies described the Aventura Police department as exemplary and they are fortunate to have Aventura as a neighboring Department; Aventura police diligently serve the community in a professional manner and are upheld to the highest standard; Aventura is cooperative and provide a professional partnership where they consistently display efficiency and commitment to the entire law enforcement community.

d. Media Interest

There was no media interest before or during the onsite.

e. Public Information Material

The public notice and media release were disseminated on Wednesday, November 1, 2017 to local media contacts, displayed on the city's cable channel and websites, and copies were made available in the lobby of the Police Department, City Government Center, Aventura Hospital, various retail stores, restaurants, and condominiums in the city.

f. Community Outreach Contacts

Numerous interviews were scheduled with both internal and external stakeholders of the Aventura community and police department as part of the Gold Standard Assessment Process. During ride-alongs and while out in the community, assessors spoke with community members such as; Allen Pinado, the AC Marriott Front Desk Office Manager who had no concerns or issues but was glad to speak with Officer Huffman who is his assigned community engagement liaison. Francisisco of the Avila Bistro was very friendly and appreciated Officer Huffman stopping in. Alia Wigdor, of Eyewear and Eyecare was also very familiar with Officer Huffman and it was readily observed that a very good rapport has been established between Officer Huffman and his assigned area of responsibility.

G. Essential Services

Law Enforcement Role, Responsibilities, and Relationships and Organization, Management, and Administration.

Bias Based Profiling

The Aventura Police Department prohibits biased based profiling in traffic contacts, field contacts, enforcement programs, and in forfeiture efforts. Agency directives are clear providing guidelines for sworn personnel to enforce the law in a fair and impartial manner, recognizing both the statutory and judicial limitations of police authority, while protecting the rights of all persons. To this end, enforcement action, including, but not

limited to vehicle stops, stop and frisk of an individual, arrests, searches and seizures, the application of force, and initiation of forfeiture proceedings must be based solely on law, Departmental policy, and articulable facts.

Agency personnel are directed to focus on an individual's conduct or other specific suspicious activity or information rather than the person's race, ethnic background, gender, sexual orientation, religion, economic status, age, cultural group, or other identifiable group. They must have reasonable suspicion supported by specific articulable facts that the person contacted regarding their identification, activity, or location has been, is, or about to commit a crime/violation and/or is currently presenting a threat to the safety of themselves or others. The agency provides annual training to all sworn personnel on the topics of human diversity and professional traffic stops.

Bias Based Profiling Complaints

Complaints from:	2014	2015	2016
Traffic contacts	0	2	0
Field contacts	0	0	0
Asset Forfeiture	0	0	0

**Traffic Warnings and Citations
 (2014, 2015, 2016)**

Race/Sex	Warnings	Citations	Total
Caucasian/Male		26,309	26,309
Caucasian/Female		17,490	17,490
African-American/Male		5,942	5,942
African-American/Female		3,731	3,731
Hispanic/Male		1,194	1,194
Hispanic/Female		576	576
Asian/Male		179	179
Asian/Female		160	160
OTHER		89	89
TOTAL	0	55,670	55,670

Any supervisor receiving a complaint that alleges bias based profiling on the part of a member of the Aventura Police Department is required to fully document the complaint, including the specific reasons why that person(s) filing the complaint believes they were subjected to bias based profiling or enforcement practices. The supervisor is required to process the complaint in accordance with the agency's directives for investigating citizen complaints.

The Specialized Services Division Commander is responsible for conducting an annual review and summary of all bias based profiling complaints including whether they were sustained, not sustained, unfounded or exonerated. This review includes a review of agency practices and citizen concerns. The agency conducted annual reviews for each year as required. Only two biased policing complaints were received in 2015 while

none were received for 2014 and 2016. For each review the agency identified that no changes were needed to agency directives.

Use of Force

All sworn and nonsworn personnel authorized to carry lethal and/or less-than-lethal weapons are required to be instructed in the agency's use of force policy at least annually. Authorized less lethal weapons approved for use by the agency include; OC Spray, ASP Expandable Baton, Electronic Control Devices, and 40mm Impact Munitions. At least annually, all agency personnel authorized to carry firearms, 40 mm and electronic control devices are required to demonstrate proficiency with all approved firearms, 40 mm and electronic control devices that the employee is authorized to carry. In-service training for ASP, OC Spray and weaponless control techniques is provided biennially. As part of the course of instruction, the instructor is required to specifically provide training on Florida State law and Department policy addressing deadly and non-deadly force and the use of firearms and less-than-lethal weapons, and Florida State law addressing the storage of firearms from juveniles, and procedures for the safe handling of firearms and less-than-lethal weapons. All training and proficiency is required to be documented by memorandum by the Training Unit after each class and includes: the name of the instructor and assistants, name and identification number of employees attending, course description and course number, date, time and location of course, employees who passed or failed the course, and policies addressing use of force and lethal and less-than-lethal weapons were reviewed.

Use of Force

	2014	2015	2016
Firearm	0	3	0
ECW	5	10	10
Baton	0	1	0
OC	0	0	0
Weaponless	16	14	9
Other (K9, 40mm, Weapon of Opportunity)	3	2	1
Total Uses of Force	24	30	20
Total Use of Force Arrests	19	22	14
Complaints	1	1	0
Total Agency Custodial Arrests	1776	1670	1380

*ECW - Electronic Control Weapon, OC- Oleoresin Capsicum/Chemical spray

The Internal Affairs Supervisor is responsible for reviewing all "Response to Resistance" reports that are completed whenever force is used, to determine if there are any issues that need to be addressed regarding policy, training, weapons, equipment, or discipline. The Internal Affairs Supervisor is also responsible for conducting an annual analysis of all "Response to Resistance" reports and forwarding the analysis to the Chief of Police for review. The annual analysis seeks to identify if a pattern exists or is developing that

could indicate a need for additional training, policy modifications, or equipment failure and includes the comments and recommendations based on the respective review.

In 2015, the agency had two incidents involving deadly force, one involved one officer while the other incident involved two officers. Of the two firearm discharges, one firearm discharge was deemed "justified" and within policy and the other is still pending a "Close Out" memo from the Miami-Dade State Attorney's Office. There were no deadly force incidents in 2014 or 2016. Weaponless or physical force is the primary type of force used by agency personnel during the three years reviewed. The agency has experienced a decrease in the use of ECW's having eighteen in 2013, five in 2014, and then a slight increase of ten per year in each year of 2015 and 2016. For each of the three years depicted in the table above, agency personnel have used force during a custodial arrest incident less than two percent of the time each year.

The agency requires goals and objectives for each Division to be prepared and submitted annually by the respective Division Commander to the Chief of Police, or his designee, on or before April 1st, to coincide with the start of the City's budgetary process. The Chief reviews each Division's goals and objectives and prepares the Agency's annual goals and objectives for submission to the City Manager's Office. Goals and objectives are reviewed and prioritized, and a joint agreement established between the City Manager and the Chief. The Chief communicates the finalized Goals and Objectives for the upcoming fiscal year, which begins October 1st and ends September 30th, to the Police Department's command staff. Division Commanders then meet with each organizational component under their command and discuss the goals and objectives of the agency as well as those of their area of operation. Division Commander's submit an annual written progress report to the Chief to include quantitative updates and a brief summary of the progress made toward the attainment for the Division and identify any challenges that may have prevented or delayed the accomplishment of the Unit's goals.

Written directive requires an annual documented review of each specialized assignment for the purpose of considering whether it should be continued as required by the standard and is to be conducted by the Administrative Services Division Commander. The agency performed the required review for specialized assignments and those assignments include: Media Relations, Crimes Suppression Unit, SWAT Team, Dive Team and Marine Patrol.

The Chief of Police is vested by the City Manager with having overall fiscal management and responsibility for the agency's operating and capital budgets. The Chief has final authority to approve, or disapprove, a request for purchase and the expenditure of agency funds. Once documents and/or requests have been completed and signed by the Chief, they are forwarded to the Director of Finance who forwards to the City Manager for final approval. At a minimum, a quarterly accounting of Departmental cash funds is required to be performed and documented by the respective division commander or authorized fund designee. The agency has an administrative

petty cash fund, records unit cash fund and a crime suppression unit investigative fund. The agency completed the required quarterly audits for these cash funds.

Personnel Structure and Personnel Process

Grievances

Annually, the Specialized Services Division Commander or their designee is responsible for conducting an analysis of "Employee Concerns" filed during the previous twelve months and for making any recommendations, in writing, to the Chief of Police that may be identified as a result of the analysis. There were no grievances filed during this assessment cycle however the agency did conduct the annual analysis of grievance. Their analysis indicates that a practice of the City Manager to meet with employees prior to issuing any discipline has possibly served to mitigate grievances being filed by employees who receive discipline. The agency also credits their ability to resolve issues informally through discussions with representatives of the PBA and the City.

Disciplinary

Personnel Actions

	2015	2016	2017
Suspension	4	0	0
Demotion	0	0	0
Resign In Lieu of Termination	2	1	0
Termination	1	0	0
Other	27	3	8
Total	34	4	8
Commendations	318	430	322

*Other disciplinary action includes counseling, and written reprimand.

The philosophy of the agency is to utilize counseling techniques whenever possible to train or guide employees. Imposition of discipline becomes necessary when such counseling fails to correct improper action, or the employee is deemed to have committed a pronounced deviation of the rules and regulations, policies, procedures, or any applicable State Statutes. While the agency advocates for consistency in administering discipline it is recognized that other factors must be considered when determining an appropriate level of disciplinary action to impose.

Recruitment and Selection

Recruitment and Selection, and Succession Planning were identified as two Gold Standard Focus Areas. Succession planning begins with recruitment and because these two areas cross paths on several standards related reports and analyses they are being addressed together in this section of the report.

The 2014/2015 annual analysis of the recruitment plan indicated the agency was fully staffed. The 2015/2016 analysis identified one vacancy, while the 2016/2017 analysis identified three vacant positions. The agency has been very fortunate to experience a very low turnover in sworn positions and they credit this in part to their salary and benefits package. Each recruitment analysis has included a review of the recruitment objectives with recommendations for achieving recruitment objectives. During interviews with the Chief and recruitment personnel it was identified that the agency performs more recruitment efforts than what is identified in the plan. In essence, they are not capturing all of their efforts in the plan such that they can evaluate and identify what worked and what didn't. This may be largely due to the fact that over the years they have experienced such a low turnover with very few positions to fill, eleven in the last three years.

The CALEA Agency Status report completed in 2017 identifies a future challenge for the agency and stated, "Recruiting qualified candidates has become an issue, with no easy end in sight. We have fewer qualified candidates making it through the hiring process, yet our need for new officers will continue to increase as we will be expecting large groups of retirements in the near future." The agency has the opportunity to better target their recruitment activities through the development of a more detailed plan followed by a more thorough analysis. Recruitment efforts involve many initiatives that are not identified in the recruitment plan which in turn, are not reviewed as part of the analysis of recruitment activities. The agency is forward thinking with their efforts such as having the ability to over fill through recruitment for an anticipated vacancy, hiring prior to the employee attending a recruit academy, lateral entry with salary commensurate for years of service, and timeliness of their process to ensure they don't lose qualified applicants to other agencies during the hiring process. These initiatives, if captured in a recruitment plan could provide quantitative information that could be evaluated as part of the annual analysis of the plan. In capturing more quantifiable objectives in the plan, results of the analysis could then be used to modify the recruitment plan each year to better direct available recruitment resources, and identify what steps in the process are working, and what may need to be changed.

During an interview with Chief Pegues he said they are moving toward conducting recruitment activities targeting those academies in the State of Florida that have successfully vetted the candidates prior to acceptance to the academy. The agency has identified that a significant number of applicants and candidates fall short during the selection process even when they have attended an academy and have been certified. They anticipate that by hiring recruits from state academies that have been vetted they will more likely be able to pass their selection process. This is an area that could be identified as an objective in a recruitment plan where later analysis can be used to determine the efficacy of this approach.

In anticipation of future retirements in the upcoming years the agency has the opportunity to develop a recruitment plan using retirement eligibility data to determine annually the number of employees who may be eligible to retire. The agency anticipates a significant increase in retirements due to a recently negotiated DROP plan,

but employees will not be eligible to enter the plan until October 2018 with early retirement at 22.5 years prior to entering a five year drop. The agency has the opportunity for long range planning to factor in the attrition rate and identify potential costs to support over hire positions to ensure an officer can be selected and receive basic training to fill the vacancy as a full trained officer. This data could also be used for long range planning to identify supervisory and command staff positions that may need to be filled in future years in support of succession planning.

The agency conducts a very thorough workload assessment evaluating all areas of the department and analyzing raw data to develop recommendations for additional sworn and nonsworn positions. The Multi Year Plan completed by the agency includes anticipated challenges for the agency summarized in general statements for the sections of the plan that address anticipated workload and population trends, and anticipated personnel levels. The agency could capitalize on their workload assessment data for being more intentional in the Multi Year Plan, being very specific with identifying the anticipated workload and staffing needs and stating these in the plan. As part of the annual budget process these assessments and plans identify and provide very relevant information for requesting additional positions for ensuring that the agency can continue to meet the service level expectations of the community they serve.

Hiring qualified personnel, putting the right people in the right positions, performance evaluations, career development, specialized assignments, temporary or rotating assignments, and education incentives are all standards-related areas of compliance that strongly support and advocate for succession planning. Using these standards together can assist with increasing the promotional potential of employees by assisting agency employees with goal setting and identifying steps they can take to meet their goals.

Chief Pegues stated succession planning is extremely important to him and for the agency as they anticipate significant leadership changes in the next few years due to retirements of eligible personnel. One area he is committed to working on is coming into compliance with conducting career development activities. The agency does not have a formal career development program, but supervisors provide career counseling to employees as part of their performance evaluation process. The agency provides training to employees to increase their skills in various areas to include leadership. By formalizing this program, the agency has the opportunity to identify the unique needs of each employee, their strengths and weaknesses, recommend and provide training and leadership opportunities, and better direct employees toward a purposeful career path that not only strengthens the employee but provides supervisors and command staff with better information for identifying employees with promotional potential and encouraging them to move forward on their career paths.

The agency has a written directive in place for allowing temporary or rotating assignments of sworn personnel. During this assessment the agency did not have any personnel assigned to a temporary assignment. This is an area that presents a

challenge due to staffing for many agencies but is an opportunity for personnel to gain experience in areas of the agency where they have not had much exposure providing insight into future career opportunities for the employee as well as providing the agency an opportunity to observe personnel working outside of their regularly assigned duties.

The agency requires an Associate Degree or three years of military experience for entry level sworn personnel. For the position of Police Sergeant an Associate Degree is preferred and for the positions of Police Captain and Police Major a Bachelor Degree is preferred. The City of Aventura recognizes the State of Florida, Florida Department of Law Enforcement salary incentive program, which provides incentive monies to law enforcement officers to encourage continuing education. A maximum allotment of \$130 per month is budgeted for those employees who meet the college degree and training criteria in place. The City also has a Voluntary Educational Reimbursement Program (VERP) established to provide educational assistance to full-time employees voluntarily participating in training or educational programs designed to strengthen their abilities which in turn directly benefits the City. For career development and succession planning purposes, the agency has the opportunity to promote these programs and encourage employees to take advantage of these outstanding benefits.

Sworn Officer Selection Activity in the Past Three Years

Race/Sex	Applications received	Applicants hired	Percent hired	Percent of workforce population
Caucasian/Male	281	6	2.14%	58%
Caucasian/Female	32	1	3.13%	
African-American/Male	324	2	.62%	4%
African-American/Female	90	0	0%	
Hispanic/Male	552	1	.18%	36%
Hispanic/Female	75	0	0%	
Other	95	1	1.05%	2%
Total	1449	11	.96%	100%

Training

Sworn and civilian employees are required to abide by a Code of Ethics as well as comply with agency directives addressing standards of professional conduct. The Aventura Police Department does not operate its own training facility and sends recruits to Florida Department of Law Enforcement certified academies. Recruits are required to conform to the rules and regulations of the City of Aventura and the Aventura Police Department. Agency representatives from the Personnel and Training Unit are required to periodically check for any discrepancies that are noted in a recruit's attendance, behavior, dress, or equipment as well as monitor the progress of agency personnel, and serve as liaisons between the academy and the Field Training Program. Recruits are required to complete a recruit training program and pass the Florida State exam prior to assignment in any capacity in which the recruit is allowed to carry a weapon or is in a position to make an arrest.

Promotions

The agency did not have a promotion process in 2015 and had one process in 2016 for the position of Police Sergeant. In 2017 the agency had promotion processes for the positions of Police Sergeant and Police Captain.

Sworn Officer Promotions

	2015	2016	2017
GENDER / RACE TESTED			
Caucasian/Male	0	1	2
Caucasian/Female	0	1	2
African-American/Male	0	2	2
African-American/Female	0	0	1
Hispanic/Male	0	5	4
Hispanic/Female	0	1	0
GENDER/ RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	0	1	2
Caucasian/Female	0	1	2
African-American/Male	0	2	1
African-American/Female	0	0	0
Hispanic/Male	0	5	3
Hispanic/Female	0	1	0
GENDER/ RACE PROMOTED			
Caucasian/Male	0	0	2
Caucasian/Female	0	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	1	0
Hispanic/Female	0	1	0

Law Enforcement Operations and Operations Support

Crime Statistics and Calls for Service

The duties of the agency's Crime Analyst include collecting, coordinating, analyzing, and disseminating crime analysis information. The Crime Analyst is responsible for analyzing methods of operations of individual criminals, crime patterns and data from field interrogation cards and arrest records, performing analysis to make future projections of criminal activity, and assisting with planning efforts related to agency resources and manpower allocations. Monthly briefings and reports to the Chief concerning Crime Analysis activities are conducted as well as periodic briefings to inform the Chief of criminal activity or crime patterns which are of an unusual or serious

nature. Crime analysis information is disseminated to all Sergeants who are responsible for distributing the information during Roll Call Training.

Year End Crime Stats

	2014	2015	2016
Murder	2	0	0
Forcible Rape	5	2	0
Robbery	33	29	34
Aggravated Assault	36	37	30
Burglary	79	110	99
Larceny-Theft	1852	1966	1789
Motor Vehicle Theft	48	28	41
Arson	0	2	1

Calls for Service

2014	2015	2016
25,727	28,467	27,217

The Aventura community experiences a relatively low level of violent crime. The most significant Part I crime is larceny-theft, with the agency experiencing a large call volume for theft and financial crimes. The Aventura Mall is the second largest shopping mall in the United States, with over three hundred retail shops, restaurants and entertainment venues. In an interview with Mr. Oscar Pacheco, General Manager, and Mr. Mark Cartotto, Regional Director of Security for the Aventura Mall, they stated the agency is supportive and very responsive working closely with mall management and security to provide a safe environment for the many shoppers and employees. Mr. Cartotto said the agency and mall security work well together maintaining good lines of communications through a Joint Security Operations Center (JSOC). JSOC personnel monitor an extensive camera system, call boxes and operations, maintaining communication with both members of mall security and Aventura police officers. Fifteen officers are contracted for full time law enforcement service exclusively with the Mall. Additional off-duty officers hired during busy shopping times augment staffing as needed. Aventura police officers are responsible for patrolling almost three million square feet of retail space and over nine thousand parking spaces on foot, bicycle, segway and patrol vehicles.

Vehicle Pursuits

The agency recognizes and acknowledges their fundamental duty is the protection and safety of its citizens and that the danger presented by a vehicle pursuit can exceed the public safety value of immediate apprehension. Under such circumstances it is established that public safety is paramount and primary. The agency has a restrictive and prudent pursuit policy limiting officers involvement in vehicle pursuits to those where a subject has committed, or is about to commit a forcible felony that could have resulted in serious bodily injury and/or death or when a subject has committed, or was

about to commit, a forcible felony resulting in serious bodily injury or death, and allowing the subject to remain at large would, or could, result in harm to others.

Pursuits for traffic violations, misdemeanors or persons who have committed property crimes are prohibited. Constant evaluation is required by both the initiating officer and supervisory personnel. Guidelines and responsibilities are clearly established for involved officers and supervisors and officers are required to document the pursuit in an incident report. Supervisors are responsible for preparing a summary and critique/review of each incident that is forwarded through the chain of command for review. The Specialized Services Division Commander completes the annual pursuit analysis. While no major trends or deficiencies were noted during the assessment cycle, it was found that the majority of the pursuits begin with information obtained from the license plate recognition devices at the Aventura Mall. This led to discussions within the agency of tactics for responding to these types of incidents to maintain control. Written directives prohibit roadblocks and forcible stopping.

Vehicle Pursuits

PURSUIITS	2014	2015	2016
Total Pursuits	4	4	2
Terminated by agency	2	2	1
Policy Compliant	2	2	1
Policy Non-compliant	0	2	1
Accidents	2	4	1
Injuries: Officer	0	1	0
: Suspects	2	0	0
: Third Party	0	1	0
Reason Initiated:			
Traffic offense	2	2	1
Felony	2	2	1
Misdemeanor	0	0	0

A comprehensive policy aids all personnel in recognizing and dealing with the mentally ill. The agency actively works with local mental health advocates and hospitals where resources for the mentally ill are provided. Officers who have received specialized training in Crisis Intervention Training are available to assist with the de-escalation of events. The agency recently completed training for all officers on dealing with persons within the autism spectrum.

In-car audio/video is available and activated for all traffic stops, pursuits, field sobriety exercises, and other significant events. Videos are retained consistent with the State of Florida Retention Schedule. Supervisors randomly select videos for review on a monthly basis with maintenance and training completed as needed. Appropriate guidelines are in place for vehicles equipped with License Plate Recognition (LPR) systems. Only trained officers may operate the systems and data is stored on a secure server for at least ninety days prior to deletion. The agency partners with the Aventura Mall for the deployment of LPR readers installed at all mall entrances. These have

proven to be a great asset for gathering investigative information regarding serial financial crime suspects who victimize the mall retailers.

During a ride along with Officer Giordano, who has been with the agency since its inception, the concern for his community was obvious and it was observed that he is very knowledgeable and enthusiastic, as well as compassionate toward others as seen during a domestic custody call while interacting with a distraught father attempting to obtain custody rights. During an extensive tour of the city he displayed an in depth understanding of the various issues faced by residents and business members of the community. Like many officers assigned to the patrol function, Officer Giordano is a community engagement officer with an assigned residential community, and it was apparent the residents were very familiar with him by the number of waves and smiles directed toward him.

The Detective Bureau handles general investigations with all detectives cross trained to investigate many different types of complex crimes. The Economic Crimes Unit was formed in response to the high volume of financial crimes in the area and these detectives have developed an expertise in identity theft crimes and participate in the Miami FIFCA / South Florida Financial Crimes Strike Force Financial Crimes Task Force for investigating these types of crimes with the Internal Revenue Service.

The Crime Suppression Unit (CSU) is responsible for the collection, processing, and sharing of suspicious incidents and criminal intelligence. Intelligence files are classified as restricted, and appropriate procedures are in place to safeguard, secure and store the information. Written directives ensure that intelligence information collected is limited to criminal misconduct, meets legal and privacy requirements and is properly purged. The agency participates in the Southeast Florida Fusion Center, and the Miami Dade Multi Agency Gang Task Force. An annual review of procedures and processes is conducted by the CSU supervisor.

Community Involvement

Community involvement was identified as a Gold Standard Focus Area. Community outreach is extremely important part of policing for Chief Pegues and consistent with his mission and vision for the agency, he saw great opportunity for developing and expanding personal relationships with members of the community they serve. One partnership that he is particularly proud of is the agency's Community Engagement Program. The Patrol Commander had identified the agency didn't have as good of a working knowledge of the challenges and concerns that the residential community experienced, due in large part to the unique high rise residential community they served. Most of these complexes are gated and have private security and the residents passed on to their security personnel any concerns they may have had. Historically, officers responded to calls for service but not much interaction occurred with the security personnel or residents following the conclusion of the call. Following a narcotic investigation and several other complaints, it became apparent that a dialogue was really needed between the officers, security personnel and the residents.

The Community Engagement Project began small with a few officers on the day shift assigned as liaison for specific residential community associations to meet the property manager, maintenance personnel, security personnel, valets, and establish relationships with residents in the community. Initially officers inquired about problems or concerns, offered to conduct security surveys and provide CPTED evaluations. Officers began attending property association meetings and property managers for other residential associations began to inquire if they could have an officer assigned to their area. According to Gary Pyott, Chairman of the Board for the Marketing Council/Chamber of Commerce, there are over one hundred property owner associations or property manager associations in the City of Aventura. Mr. Pyott said that for all of its 3.2 square miles, ninety-five percent of the residential areas in the City of Aventura are part of a residential association community.

Officers were requested to go to their assigned residential community several times a week to interact with both the residents and the people who worked there, attend meetings or events, and to establish and maintain direct lines of communication for addressing issues and concerns. The program was an immediate success and the officers and the agency began receiving emails and calls regarding concerns and crime problems at these locations and could quickly resolve problems for various issues from hoarder situations to reported narcotic activity. In an effort to expand on this initiative, the community engagement officers were tasked with collecting emails from all of the property managers where updates and information from the agency could be disseminated weekly or during a critical event such as a recent hurricane, the agency was able to communicate with the residential communities on a more frequent basis.

In the past the agency had a community policing unit but over time have transitioned to having community policing officers who are assigned to the patrol function who have had specialized training to handle more complex situations such as the working with the elderly, hoarding, truancy, and homelessness issues. Currently, a police sergeant and four to five officers have received the additional training and while assigned to their patrol shift are available as resources for officers in patrol who respond to these situations.

One of the topics that came up frequently with members of the community was questions surrounding homeless people who are observed in and around the city. The agency identified that officers did not have the training, nor did they understand the resources that were available to address the complexities involving homelessness. The agency developed the homeless outreach initiative and implemented the program in April of 2017. Two community policing officers were provided the necessary training to serve as resources for officers in the field who encounter homelessness issues. The homeless project officers seek to identify homeless individuals, obtain a record of information to include a photograph for agency records, conduct resource referrals for those who want assistance, reconnect homeless individuals with their families, and are available to respond to situations and complaints where homeless individuals may be loitering, panhandling or establishing campsites.

Ms. Elaine Adler, President, and Mr. Gary Pyott, Chairman, of the Aventura Marketing Council/Chamber of Commerce (AMC) described a very productive working relationship with Chief Bryan Pegues and his leadership team. They discussed multiple initiatives involving the agency such as an Officer of the Month Award where an officer or team from the agency is selected by the Chief and command staff for recognition. This meeting is usually attended by approximately 150-170 local business leaders and elected officials. Chief Pegues has worked closely with the AMC to bring back the Officer of the Year Dinner, an event where the AMC works with the agency to identify sponsors for supporting the event.

The AMC assisted with the creation of a Condominium and Homeowners Association Board Members Committee to provide education and resources for Board Members of local condos and HOA associations. In advance of this initiative, Mr. Pyott met with Chief Pegues to introduce him to many of the regional property managers who could carry the message about the agency's community outreach program for the assignment of an officer liaison for each property and association. The AMC holds an annual breakfast meeting for the Chiefs of Police from twenty-six police departments in the Miami-Dade County area and their leadership teams who are invited to be recognized. Additional initiatives include monthly breakfast meetings, an annual holiday party and an event known as the Young Stars Showcase, which is the signature event of this committee, where amazing young singers from throughout South Florida are featured to support this program that benefits the AMC Education Foundation. The AMC is the foundation of the Aventura community and the partnership with the City of Aventura Police Department is second to none.

The agency has a dedicated Crime Prevention Specialist responsible for the citizen volunteers and the interns. This Unit works closely with community involvement programs and is responsible for providing many programs and services such as the CPTED planning process and evaluation, both pre and post design and construction, events involving children, library events, business events involving children such as back to school events, National Night Out events, providing crime prevention information for the citizen police academy, women's self-defense classes, child fingerprinting, crime prevention classes to both business and residential communities. The unit provides training to loss prevention in the retail sector for distraction theft, shoplifting, credit card fraud, and counterfeit money.

The agency has an impressive internship program where interns are trained and utilized to perform crime prevention activities and reports. Jessica Garcia is a college intern assigned to the Crime Prevention Unit and has learned how to take notes on CPTED assessments, take photographs for review and presentations, and has learned how to navigate the CPTED process because of the level of training she has received during her internship. Mr. Long guides interns on how to complete the surveys and prepare power points for presentation to property managers and businesses. Interns are trained to conduct lighting assessments and to provide training on the topic of employee theft. Mr. Long explained that he requires all interns to maintain a binder and Ms. Garcia

shared her binder full of documents of information and work products that she has compiled during her internship for use for preparing her final report for school but will also serve to demonstrate real hands on job experience that translates into a position in the workforce.

Rabbi Jonathon Berkun, Aventura Turnberry Jewish Center Beth Jacob, was very complimentary of the agency and values the partnership that his Center and the agency have. The agency is very responsive to security needs, conducting sweeps, and providing personnel in an off-duty employment capacity when the Center needs heightened security or during high holidays when the presence of sworn personnel is needed in addition to the private security company that the Center contracts with on a 24/7 basis. Approximately two years ago, a terrorist threat to the Center was identified and investigated, with the suspect apprehended prior to an actual explosive incident occurring. While Rabbi Johnson and other Center personnel were unaware of the investigation that was unfolding, they appreciate the safe conclusion that occurred and the manner in which the agency and their federal partners handled things.

Rabbi Mendel Rosenfeld, Lubavitch Aventura South Synagogue, is a resident of Aventura and the spiritual leader of a large synagogue and active community center. He stated that his congregation is blessed to be served by the officers, described the officers as caring, professional and efficient, and said the leadership of the agency is outstanding. He described an excellent relationship with Chief Pegues and values the open lines of communication are in place. In particular he cited the flow of communication when Chief Pegues notified him of a terrorist threat at a nearby synagogue in a timely manner which enabled his synagogue to take extra precautions to ensure the safety of the congregation.

Consul General Hyatt, Consul General for the State of Israel, and his Chief of Security of Consulate Roy Assraf were interviewed as part of the Community Involvement Focus Area. Consul General Hyatt was assigned to the Consulate located in downtown Miami. Aventura has a large Jewish population with four places of worship located in the city limits. While Consul General Hyatt commutes to work in Miami his family lives and attends school in Aventura. Consul General Hyatt said the Consulate depends on law enforcement in Miami Dade area to coordinate closely with his security team for security needs during high holidays and other special events involving his community. He said within the first week of moving to the area the agency had taken his safety and security concerns very seriously and continues to work very well with him and his team.

Mr. Lee Chaykin, Chief Executive Officer, Ms. Alisa Bert, Chief Financial Officer, and Ms. Luanne Alsado, Chief Operating Officer, and Mr. Clyde Curtis, Director of Security for Adventura Hospital and Medical Center, described a close working relationship with the agency. All were consistent with describing an agency that goes above and beyond to be forward thinking in anticipation of events that not only affect the City of Aventura but how events affect hospital operations. The agency's critical incident response to medical operations due to the loss of power during the hurricane and conducting immediate assessment of needs for the hospital was critical to the hospital's continuity

of operations. Active threat exercises and training for employees has been well received by all hospital personnel who had the opportunity to be involved. An offhand comment in a meeting about a handicapped parking concern was pushed forward as something that needed to be looked into further. Mr. Curtis, who works most closely with the officers who work in the Trauma Center, described the agency as immediately responsive to calls for assistance having the ability to triage and deescalate challenging situations in a very thoughtful and professional manner. While he encounters officers from other law enforcement agencies he describes the Aventura Police Department as being “a cut above” and he is most appreciative of the working relationship that they experience.

Ms. Charlene Walker, RN, MSN, Senior Vice President and Mr. Terry Glanville, Director of Security for Mount Sinai Medical Center Emergency Room at Aventura characterized the officers as amazing and outstanding with a quick response to any call for assistance. Officers exhibit compassion and concern when presenting patients in need of involuntary mental health care under the state’s Baker Act. Both Ms. Walker and Mr. Glanville are pleased that there is a dedicated liaison officer assigned to the facility to increase communication.

Ms. Renee D. Garvin, Executive Director of Vi at Aventura, a luxury continuing care retirement community having residents ranging from independent living to assisted living, described officers as responsive, professional and compassionate on calls for service. She said disaster plans for the community have been reviewed by the agency and agency personnel are providing community training on active threats and senior scams for the residents. She was particularly impressed with the responsiveness of the agency during Hurricane Irma. Although there was a mandatory evacuation ordered, an elderly resident refused to leave her condominium. While the community was evacuated officers checked on this resident as conditions allowed.

Chief Pegues identifies the employees of his agency as the primary strength describing them as having significant potential and is proud of the level of responsiveness to the community for handling calls for service and service levels provided by all areas of the agency. He is very motivated toward providing leadership continuity for the future of the agency. The level of community involvement and engagement that is occurring presents a significant strength for the agency as well as an opportunity to continue building on the good work that is being accomplished.

Critical Incidents, Special Operations and Homeland Security

The agency utilizes their Critical Incident Response Plan Policy for active threat guidance to personnel. All officers have received training specific to active threat situations, and the agency trains annually with both classroom and scenario exercises. The agency does a very good job involving critical community stakeholders in active threat training scenarios and has conducted training with the Aventura Mall in the movie theater and the Aventura Hospital, a level one trauma center. These scenarios involved staff from the facilities, along with Miami Dade Fire Rescue. After action reports from

these exercises revealed positive experiences that enhanced the ability of the organizations to work together and has led to increased communication and cooperation with these partners. The Critical Incident Response Plan is reviewed annually for modification and training needs. In addition to operating their own Emergency Operations Center during critical incidents, the agency also participates in a divisional EOC and Miami-Dade County EOC for major events.

Internal Affairs and Complaints against employees

The Internal Affairs Unit is authorized by the Chief of Police to initiate all necessary investigations and provide information and investigative assistance for all areas of the agency. Written directives clearly state the agency will investigate all allegations of misconduct made against the agency or its employees, regardless of the source of the complaint. While anonymous complaints are more challenging to investigate, the agency is committed to assessing and reviewing each complaint to determine the appropriate investigative course of action. Investigations must be completed within forty-five days. The Chief may grant extensions, if extenuating circumstances exist. Complainants are required to be notified in writing of the receipt of their complaint with periodic status updates provided to the complainant. A conclusion of fact is provided to the complainant when the investigation is completed. Final dispositions defined by the agency include sustained, not sustained, exonerated, unfounded, and policy failure. Personnel are informed in writing of the allegations made against them, and their rights and responsibilities during the investigation.

Complaints and Internal Affairs Investigations

External	2014	2015	2016
Citizen Complaint	20	19	16
Sustained	2	1	2
Not Sustained	4	3	0
Unfounded	10	10	14
Exonerated	4	5	0
Internal			
Directed complaint	17	7	6
Sustained	3	5	2
Not Sustained	11	0	2
Unfounded	0	2	1
Exonerated	3	0	1

A review of the data indicates a slight decrease in citizen complaints and a more significant decrease in directed complaints that are initiated internally within the agency. The agency uses IAPro software to manage their personnel early warning system for assisting in the identification of employees who may require intervention efforts. Criteria for predetermined thresholds include citizen complaints, internal affairs investigations, vehicle pursuits, and use of force investigations. The employee's supervisor is responsible for conducting a review and analysis of the respective employee's personnel history to identify if any patterns or trends exist that may indicate training

needs and/or policy modifications. The Internal Affairs commander conducts an annual evaluation of the system for any trends or actions that might be overlooked during the year.

Communications, Records, and Property and Evidence

Communications

The Communications function was identified as a Gold Standard Focus Area for this onsite. The Aventura Police Department began managing and operating their Communications Center in 2001 after separating from dispatch services under the Miami Dade County 911 Center. The Center has undergone multiple renovations and technology changes since its inception and currently operates with up to date technology to support all facets of the Communications function. The Communications Center is located at police headquarters and has multiple layers of security for restricting access. An in-depth tour of the facilities provided assessors with insight into the administration and operation of the Center.

Tele-communicators are primarily assigned to one of three shifts and all operators are required to obtain Florida certification within one year of employment. This training is provided by the agency with their in-house training program. Offsite equipment is secure on the rooftop of a thirty floor residential building, the Coronado Towers where access is limited having multiple levels of security in place to prevent unauthorized access. Generators are maintained on site at the Towers and are properly tested by the building authority.

All calls for service are entered into the Superior Computer Aided Dispatch (CAD) system. Calls received for Fire/Rescue service are entered directly into the Miami Dade Fire Rescue system for dispatch by the appropriate agency. Tele-Communicators are certified to assist on medical calls utilizing ProQA Emergency Medical Dispatch protocols. Information such as tactical dispatching plans, contact numbers and external resources are available in the CAD system. The agency provides clearly marked reference manuals for availability in the event of a CAD failure.

Within the Communications Center, the agency is responsible for monitoring several camera systems, including the headquarters building surveillance cameras and the traffic cameras that are maintained by the City. Panic alarms in areas such as the holding cells are monitored by Communications Center personnel. The system cameras are designed to automatically show the area where the officer needs assistance for immediate dispatch capabilities. Recordings of calls and radio transmissions are kept for a minimum of ninety days, with most being stored for one year, based on server space. System checks are conducted weekly to ensure proper operations and multiple backup systems are in place in the event of catastrophic failure.

Records

The Records Unit is dedicated to the secure retention of all reports and records generated in all divisions. Personnel are tasked with assisting the public while also ensuring that correct information is available for use for law enforcement purposes. The agency recognized the need for having a dedicated Public Records Specialist who is responsible for all requests involving video records. This specialized nonsworn position has the time intensive task of ensuring that protected information is appropriately redacted from all video and audio records prior to release to the public. The workload for this one position has become very demanding and with planned onboarding of body cameras the agency anticipates the need for a second full time nonsworn position to support this function to ensure timeliness of fulfilling public information requests.

Computer data is backed up on a nightly basis, with a master back up performed weekly. Nightly backup tapes are stored in fireproof safes in a secure location at the city's Information Technology Department. Weekly backup tapes are stored at a secure, off-site location. Access is limited by dedicated login and password rights that are assigned to all authorized personnel with a requirement for passwords to be changed every ninety days.

Property and Evidence

Three nonsworn employees are responsible for Property and Evidence and the Crime Scene Processing functions. This dual role ensures that all evidentiary items are maintained and handled with fewer individuals involved in the chain of custody. A comprehensive and very impressive tour of the Property Room provided an in depth understanding of the agency's efficient, clean and extremely organized processes and facilities. All required inspections, inventories and audits were completed in a timely manner. All items were accounted for with corrections made to minor recording errors. The property custodians ensure that records accurately reflect the status of all property held by the agency, and they are very diligent with their approach for returning and releasing authorized property upon final disposition. Detailed procedures are in place for the secure handling of controlled substances and weapons for training or investigative purposes with great care taken to maintain the security and integrity of the items until returned to the Property Room.

In June 2017, a full audit of the Property Room was conducted following Chief Pegues selection as Police Chief for the agency, with the error rate being within accepted guidelines. While CALEA standards only require a full audit of agency property and evidence whenever a property and evidence custodian is assigned to and/or transferred from the position, the agency's forwarding thinking approach for conducting this audit due to the change in the agency's Chief Executive Officer, is an outstanding example of a best practice that could be beneficial for other agencies to consider.

H. Standards Issues Discussion:

No items were identified requiring discussion for this section.

I. 20 Percent Standards:

The agency was in compliance with 88% of applicable other-than mandatory (O) standards.

J. Future Performance / Review Issues

No future performance or review issues were identified.

K. Table: Standards Summary:

	<u>TOTAL</u>
Mandatory (M) Compliance	<u>319</u>
Other-Than-Mandatory Compliance	<u>66</u>
Standards Issues	<u>0</u>
Waiver	<u>0</u>
(O) Elect 20%	<u>9</u>
Not Applicable	<u>90</u>
TOTAL	<u>484</u>

L. Summary:

The assessment team reviewed all files offsite relative to a Gold Standard onsite. Review also included those files identified by the agency through changes made to policy or practice that impacted CALEA standards as well as any additional standards the agency came into compliance with during the self-assessment cycle. All time sensitive activities were completed according to agency directives and CALEA standards. The agency's files were very well organized within PowerDMS with good highlighting and linking of directives and proofs to the standards providing a seamless review experience for the assessors. The offsite files were very well documented and additional file review was not required during the onsite. The agency had no Standards Issues during the onsite compared to two Standards Issues during the previous onsite. The team found the agency to be in compliance with all applicable standards.

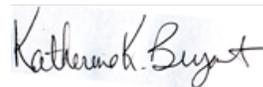
The agency utilizes their Critical Incident Response Plan written directive to provide guidance to officers in the field for responding to active threats. While the required bullets are addressed in the directive they are embedded in such a manner that it could lead to ambiguity during a response or for pre planning a response in the field. The agency does an excellent job training officers on active threat response. It was

suggested as an opportunity to strengthen their written directive, that they consider developing a separate written directive for response to active threats to provide definitive guidance on these types of incidents for all agency personnel.

Bonnie Gittlin is a citizen volunteer who was interviewed during the onsite. She is responsible for the citizen surveys conducted by the agency and facilitates good survey response by calling all crime victims and motorists who receive traffic tickets and completes the survey via telephone or can mail a survey card to the resident if preferred. The summary of the 2015-2017 Citizen Survey reflected six thousand four hundred and thirty-two respondents. Responses to all survey questions were in the ninety-fifth percentile for being favorable toward the agency. Using a citizen volunteer for coordinating this task is a very good use of a nonsworn volunteer and the methodology used not only captures feedback from residents but from many who travel to the area.

The Aventura Police Department has a very progressive and unique community with a level of involvement that is to be admired. In turn, agency personnel are very progressive with their commitment to community engagement and involvement and everyone encountered serves with pride and professionalism. Community policing is a top down philosophy and it is clear that agency personnel enjoy and value the relationships they have within their agency and their community.

SIGNATURE BLOCK

A handwritten signature in black ink that reads "Katherine Bryant". The signature is written in a cursive style and is contained within a light blue rectangular box.

Katherine Bryant
Team Leader

1/4/2018