

City of Key West
CITIZEN REVIEW BOARD

Annual Report



June 30, 2005

Table of Contents

Introduction	2
Chairman's Message	3
About the Citizen Review Board	4
Members of the Citizen Review Board	5 - 7
The Citizen Review Board's Responsibility	8
Second Annual Report	9
The Citizen Review Board's Effectiveness	10
Policy Recommendations	11 - 13
The Complaint Process	14
Complaint Processing Analysis	15
Tracking	16 - 17
Trends & Patterns	18
Outreach	19
Appendix	

**2004-2005 ANNUAL REPORT
of the
CITY OF KEY WEST CITIZEN REVIEW BOARD**

Introduction

This is the second annual report of the City of Key West Citizen Review Board (CRB). This report is intended to give the reader an accurate and thorough understanding of the role the Board plays in enhancing the quality of life for all our residents. It reflects the first full year that the CRB has received complaints since it was created by a majority vote of the citizens of Key West on November 5, 2002.

We will continue to focus on trends and patterns reflected by the types of complaints filed with the CRB and the police department. Our emphasis is on the continuing changes within the department that have had an affect on the CRB as well as the community to include organizational structure, policies and community programs.

The first annual report established a benchmark from which future comparisons can be made. This report will begin a comparative study of complaint types and results.

We hope that this report will enable the reader to understand the role of the Citizen Review Board. If there are any questions, please call Executive Director Vicki Grant at (305) 293-9835 or email us at citizensrvw@bellsouth.net.



Chairman's Message

By Todd German

The CRB has completed three years since the citizens of Key West voted the CRB into existence. The board has worked diligently and continuously toward educating members, thereby enabling board members to make fair and well advised decisions. I am confident that the board is built on a solid foundation equipped to meet future challenges.

Through the CRB, the citizens have a neutral body that will hear their concerns in a comfortable and non-threatening environment. The CRB offers an open door to anyone with a complaint and complainants have the assurance that they will be heard and that the CRB will track their complaint to completion.

The CRB's very existence has influenced the Key West Police Department (KWPD) to do a better job policing itself. Since our existence we have seen a dramatic reduction in the number of pepper spray complaints, an issue the CRB has followed for the past 18 months. The KWPD has also addressed the Response to Resistance policy regarding drawing of weapons as a result of a complaint filed with the CRB.

The following report demonstrates the success of the CRB as well as the challenges. We continue to work well with the KWPD overall yet we still struggle with the timeliness of investigations and records requests.

It has been an honor to serve two terms as the board chairman. I appreciate my fellow board member's trust and support. My three years on the board has been a rewarding challenge that has allowed me to learn and grow while making a contribution to my community. It is significant how well we have worked together considering the extreme diversity of the board and I thank each board member for all of their hard work and dedication.

Todd German, Chair
Citizen Review Board



ABOUT THE CITIZEN REVIEW BOARD

What is the CRB?

Key West voters created the Citizen Review Board (CRB) on November 5, 2002. The City Commission appointed four of the seven board members and three board members were interviewed and selected by the initial four board members. Board members can serve no more than nine consecutive years and terms are staggered so that no more than three board members' terms will expire in any given year.

Mission Statement

The mission of the CRB is to promote public confidence in the professionalism and accountability of the sworn staff (police officers) of the Key West Police Department (KWPD).

Purpose

The purpose of the CRB is to establish guidelines for the receipt and processing of allegations of KWPD police misconduct in compliance with the Charter of the City of Key West Article I, Chapter 1.07.

The CRB independently reviews citizen complaint investigations against KWPD police officers, recommends changes in departmental policy, and when deemed appropriate by the board, conducts an independent investigation of citizen complaints. The CRB forwards findings and/or recommendations to City management, the Chief of Police, State Attorney, other state and federal law enforcement agencies and/or grand juries.



Members of the Citizen Review Board

The City of Key West Citizen Review Board is composed of seven residents of the City of Key West. The City Commission appointed four (4) members from nominations from community based civic and social service organizations. The original four (4) members then selected three (3) additional members from applications submitted by the general public. As with other boards and commissions, these are unpaid positions. The term in office for each board member is four years and a board member can serve two consecutive four-year terms.

The Executive Director of the CRB is contracted with the City of Key West and reports to the Chairman of the Board.

The board members who served in 2004-2005 are:

Antonio "Tony" Estenoz, III, 36, is a native of Key West and a local businessman. Estenoz is manager and co-owner of Key Haven Shell Station and Southernmost Shell Station. He holds a Bachelor of Science degree in Hospitality Management from Florida State University. Tony is a founding board member of Keys Family Alliance. He has been a member of Dade Lodge #14 since 2001, volunteer for the Little Conch Baseball League and a board member and active volunteer of Key West Paintball League. The City Commission appointed Tony Estenoz on April 5, 2004 to complete the term of Atavia Lopez. **His term expires in June 2007.**

Todd German, 36, is a 7-year resident of Key West and a branch manager for Keys Federal Credit Union. Before going into banking here in 1997, he owned a construction company in Virginia Beach, Virginia. He was in the U.S. Army for three years, serving with the 82nd Airborne and 7th Special Forces Group. German is an active member of the Government Affairs Committee of the Key West Chamber of Commerce and has been involved in the community through events such as the American Red Cross Relay for Life and Children's Day. The City Commission appointed Todd German to the board effective July 1, 2003. He was then elected to serve as the first Chairman of the Board. He has completed the Civilian Police Academy conducted by the Key West Police Department and the Key West City Ambassador Academy. **His term expires in June 2005.**

Guadalupe "Lou" Hernandez, 61, is a 21-year resident of Key West and is the CEO of Helpline, Inc. He is serving his second term as an elected member of the City of Key West Utility Board. Hernandez holds a bachelors degree in psychology from Texas A & M University. He was a Captain in the U.S. Army, winning a bronze star for his service in Viet Nam. Following his

tenure in the Army he held several government positions in personnel, training and budgeting in Washington, D.C. He is currently chairman of the Southernmost Homeless Assistance League (SHAL) and has served on and chaired numerous boards in Key West to include the Historic Architectural Review Commission (89-93), Monroe County Democratic Party, Old Island Restoration Foundation, Key West Business Guild and Inter-Agency Council. The City Commission appointed Lou Hernandez to the board effective July 1, 2003. He was then elected as the first Vice Chairman of the board. **His term expires June 2006.**

Charles E. Lee, 62, is a 25-year resident of Key West. He has been in the real estate profession for 22 years and is currently broker/owner of Cabana Realty, Inc. He has served on the board of directors of the Key West Board of Realtors and is a former Realtor of the year. Lee holds a bachelor's degree from Georgia Tech and a MBA from University of Florida. He served in the U.S. Air Force including a one- year tour in Vietnam and finished his tour of duty as a captain. He has completed the Civilian Police Academy conducted by the Key West Police Department and the City Ambassador's Program conducted by the City of Key West. Charles Lee was selected to serve by the original appointed board. **His term expires June 2007.**

Atavia Lopez, 28, is a native of Key West. She is the chief medical record analyst at the Lower Keys Medical Center. She is a graduate of Key West High School and has attended Florida Keys Community College and Florida A & M University. Lopez worked as a community outreach worker with the High Intensity Drug Area program, a joint project of the Department of Justice, Monroe County Sheriff's Office and the Key West Police Department. The City Commission appointed Atavia Lopez to the board effective July 1, 2003. **Her term expires June 2007.** Lopez submitted her resignation at the January 2005 board meeting.

Roberta Lowe is a 19-year resident of Key West and is the owner/broker of Lowe & Associates real estate brokerage. She was formerly the city's only all-rental broker, as owner/broker of Rent Key West Properties. Lowe earned a bachelor's degree from University of Tennessee with graduate studies at City University of New York. She has served as a volunteer and board member for several Key West civic and professional organizations such as Helpline, Zonta and Key West Association of Realtors. She has completed the Civilian Police Academy. Roberta Lowe was selected to serve by the original appointed board. **Her term expires June 2005.**

Larry Maas, 52, is a 5 - year resident of Key West and is the Broker/Owner of Realty Executives. He holds a bachelor's degree from North Eastern Illinois University, with graduate studies at University of IL. Maas enjoyed an extensive military career retiring as a Colonel from the U.S. Army in

2001. He started as an enlisted man, then as an Engineer Officer, Military Police Officer, Inspector General, Infantry Officer and a Signal Officer. His last assignment was a Brigade Commander responsible for 3200+ soldiers. He also served as an Auxiliary Police Officer while living in Riverside, Illinois. Larry Maas was selected to serve by the original appointed board. **His term expires June 2006.**

Susan O. White, Ph.D., 69, is a 4-year resident of Key West. She retired to Key West from the University of New Hampshire in 1998. During her more than 30 years of teaching in the Department of Political Science, her primary academic interest was on the administration of justice: The Politics of Crime and Justice, Civil Rights and Liberties, and Law and Society. Many of the students in Dr. White's classes were preparing for careers in police work; some are now in senior positions in law enforcement. She also administered an intern program in Justice Studies in which 50-75 students each year interned with probation, prosecution, public defender and victim's advocates offices, as well as with the criminal courts and police agencies. The City Commission appointed Dr. White to the board effective July 1, 2003. **Her term expires June 2006.**



The CRB's Responsibility

The Citizen Review Board (CRB) created by Key West voters on November 5, 2002, has the authority to review and investigate citizen complaints involving Key West Police Department personnel and forward findings and recommendations to City management, the Chief of Police, State Attorney, other state and federal law enforcement agencies and/or grand juries. It is completely independent of the Key West Police Department (KWPD). The seven (7) board members of the CRB all live in Key West and are not employed by the City.

The CRB maintains its independence by insuring that its review of complaints and its policy recommendations are done "in the sunshine" on a fair and impartial basis.

The CRB staff works to ensure that all complaints receive a fair and objective investigation and, when necessary, a hearing. The CRB has retained the services of an attorney and professional investigator and may recommend mediation or conduct independent inquiries, investigations, and hearings.

Who The Citizen Review Board Represents

The CRB is a neutral body designed to be a bridge between the community and the Police Department. It was designed to give the public confidence that accusations of misconduct made against an officer will be fairly and thoroughly investigated.

In addition to being a neutral hearing body, the CRB offers a public forum for citizens who want to express their opinion on police-related issues.

When a complaint is received, the Executive Director reviews it for completeness and writes an executive summary for the board. The board then reviews each allegation in each case and makes a recommended finding. During this review process, the board also critiques the quality of the investigation and investigative process. This review and comment by the board gives City and Police Department management the advantage of having a perspective that is not found in most communities.



Annual Report 2004-2005

On November 5, 2002, the citizens of Key West voted to create the City of Key West Citizen Review Board. During the first year the board was selected, an Executive Director hired, training ensued and policies and procedures were created. Tools were also developed for tracking and measuring the progress of the CRB.

This is the CRB's first complete year in full operation. The CRB now has 18 months of data that establishes the groundwork for tracking trends and patterns. A data base is maintained that includes the date of the complaint, the date of the incident, the officer(s) involved, the charges against the officer(s), the outcome of IA's inquiry or investigation of the charges and the outcome of the CRB's review of IA's report. The CRB also tracks the number of days it takes IA to complete an inquiry or investigation and forward its findings to the CRB.

It has been a challenging year for the CRB. CRB board member Atavia Lopez gave birth to her first child. Her resignation shortly followed. IA experienced significant turnover causing delay in the completion of several complaints. New IA staff underwent additional training making them unavailable to complete inquiries and investigations in a timely manner. The new bureau commander gave birth to her second baby girl and four hurricanes threatened the island, taxing an already understaffed police department.

In April 2005, William Mauldin was appointed Chief to replace the retiring Chief, Thomas W. Fortune. William Mauldin was awarded the position of Chief of the Key West Police Department during the first Change of the Guard ceremony in the history of Key West. Prior to being appointed Chief, Mr. Mauldin also sought to serve on the Key West Citizen Review Board. Soon after his appointment, Chief Mauldin attended a CRB meeting where he addressed the board stating his support and cooperation.

Also in April 2005, the City Commission selected local business owner Antonio Estenoz to replace Ms. Lopez. The CRB hired Robert Cintron, Jr. as the attorney to represent and advise the board and private investigator Tom D'Aiuto was also retained as the CRB's investigator on an as-needed basis.

The board is well prepared to accept the challenges of the coming year.

The CRB's Effectiveness & Accomplishments

Testing the strength of the CRB's authority, the CRB requested the issuance of a subpoena to the Police Department for the file of an Internal Affairs investigation into police misconduct. The investigation included the arrest of a minor. The CRB attorney, Robert Cintron, submitted an application for issuance of subpoena to the circuit court. The application was approved and the subpoena was served in November 2004. The Police Department immediately complied. To protect the minor involved, and comply with the law, the board also agreed not to voluntarily distribute the file revealing the minor's name or to mention the minor's name during discussion of the case in a public forum.

Following the CRB's review of the subpoenaed file, the board concluded that there was evidence that members of the Key West Police Department violated the civil rights of the citizens involved in the incident. The board voted to refer that aspect of the investigation to the U.S. Department of Justice for its review. The board also was concerned that the Officers involved in the incident filed reports that were inconsistent with what actually occurred. The board voted to refer this aspect of the investigation to the State Attorney for investigation. The board disagreed with a majority of the findings based on the substantial evidence gathered in the investigation and requested an explanation from the Chief as to how the findings were determined.

This is a landmark case for the CRB that raises issues of impropriety that the CRB believes should be addressed at a higher level. Chief Fortune responded that he stands by his findings in this case. The U. S. Department of Justice determined that in order to effectively evaluate the alleged violations, the victims must file a complaint providing the Department of Justice the details of their incident. This information was forwarded to the victims. The State Attorney has not yet responded.

During 2004 the CRB received nine complaints of excessive use of pepper spray. The CRB discussed the KWPD's policy regarding the use of pepper spray at several board meetings. The board also invited the FDLE to speak to the board on this issue. Although the CRB did not make a recommendation to the KWPD on the policy, complaints have fallen dramatically from the nine in six months to only one during this past fiscal year.



Policy Recommendations

Background and Recommendation: The CRB reviewed a complaint in November 2004 of alleged “rudeness” and “use of force”, Case No. 04-018. In this case the use of force alleged by the complainant involved several officers pointing guns at his chest. The CRB determined that the “use of force” issue was not adequately addressed and a “Response to Resistance” report was not filed. The CRB returned the file to Internal Affairs for further investigation.

Police Department Response: Chief Fortune directed his staff to review KWPD policy for a solution that will incorporate the State’s definition. The department found that the officers involved responded appropriately under the circumstances however, upon review of the department’s policy on Response to Resistance and the definition of “low ready” when a weapon is drawn, the department discovered that the policy’s intent conflicts with updated Federal Department of Law Enforcement’s definition. Officers and supervisors were then trained accordingly.

Background and Recommendation: The CRB has struggled to determine how much information is enough and what is appropriate when IA conducts an inquiry as opposed to an investigation. Department policy 02.22.07.03 (B) defines an inquiry “As it relates to a complaint of alleged misconduct, an Inquiry is designed to first assess the merit and substance of the complaint. Additionally, the Inquiry will provide information as to whether any further action is warranted, and if so, the most appropriate course of action, (i.e. disposition at that level or an investigation).” Policy also provides the “option” to tape record interviews. The CRB recommended a policy change to article 02.22.07.03 (A) to reflect that, “the investigator will secure a sworn tape-recorded or written statement if not already provided.” Also, the board recommended a policy change to article 02.22.07.03 (B) to reflect that, “Witness statements will be taken under oath in a tape-recorded interview or written statement.”

Police Department Response: Chief Mauldin informed the board that state law prohibits changing the policy. However, he directed his staff that when they are interviewing complainants, witnesses, and officers, the person conducting the interview will begin the recording and immediately ask for consent to record. If the consent is denied, it will be documented and recording will discontinue. The interviewer may continue the interview without the recording. Mauldin forwarded a policy change to article 02.22.03(B) to the Accreditation Manager to read, “The investigator will attempt to identify and speak with all civilian and police witnesses (to the extent practical). Although not required of witnesses in an Inquiry, the

investigator will request statement and interviews under oath, whether verbal or written.”

Background and Recommendation: During the November 2004 meeting the board reviewed a complaint that was filed directly through Internal Affairs in December 2003, Case No. 04-022. The primary reason the board requested the file was the lack of timeliness of the inquiry or investigation. The file revealed that the complaint was not addressed in a timely manner and the complainants received an unfriendly letter following the review. The board recommended to the City Manager that a friendly public relations letter should be addressed to the complainant.

Police Department Response: Chief Fortune responded by sending the complainant a letter of apology for both the Officer’s actions assuring corrective action and for the police department’s untimely handling of the complaint.

Comment: State Statute requires the completion of complaints against police officers within 45 days unless a request for an extension is requested. The Citizen Review Board noted that several complaints filed in 2004 were delinquent. The complaint above was used as an example to point out this deficiency to the department.

Background and Recommendation: The CRB reviewed a complaint against an Internal Affairs investigator who also works street detail, Case No. 05-011. It is the board’s belief that when that officer has a complaint filed against him, an appearance of conflict arises when IA is placed in the position of investigating the complaint.

Police Department Response: Chief Mauldin responded that in an effort to ensure any person assigned to that position [Internal Affairs] has the regular opportunity to supplement their income, the Internal Affairs Investigator will be allowed to work extra duty and special event details that the Department and Mauldin authorize. Special consideration will be made in only assigning that person to duties that are operationally limited, however the member is still required to perform their duty as a law enforcement officer in the course of any special assignment and/or in any extra duty capacity.

Background and Recommendation: After reviewing the types of complaints that were delinquent, the CRB noted that most were of a less serious nature such as rudeness or a misunderstanding. The CRB determined that a mediation program would better serve the complainant and the officer involved. The CRB recommended that the police department consider implementing a mediation program.

Police Department's Response: The Police Benevolent Association (PBA) and Chief Fortune did not support the type of program suggested by the CRB. However, Chief Fortune informed the CRB that his department does have a similar type of procedure in place that allows mediation through the officer's supervisor or the Chief.

Comment: The CRB has not been able to determine if the current procedure is effective. The CRB will continue discussions with Chief Mauldin regarding a mediation program that will include the CRB's ability to monitor the progress and results of the complaint process.



The Complaint Process

The complaint process is activated when a complaint is filed against a police officer of the Key West Police Department. While the Internal Affairs Department or designee investigates all complaints, the CRB is currently reviewing only those complaints that are filed directly with the CRB against a sworn officer.

If a complainant has filed directly with the Key West Police Department and the complainant is not satisfied with the finding, he can request a review by the CRB. Complainants may also request mediation.

Typically, CRB review of an allegation of misconduct is initiated by the filing of a written complaint. The complainant may contact the CRB office or obtain a complaint form and instructions from the Key West City website.

All complaints received by the CRB office are forwarded directly to the KWPD Internal Affairs (IA) Bureau and the Chief of Police within two days of receiving the complaint. IA has 45 days to complete an investigation or inquiry and forward findings to the Chief of Police, the CRB and the complainant. The CRB Executive Director contacts the complainant to find out if the complainant is satisfied with the results of IA's investigation. A confirmation letter affirming the complainant's position is mailed to the complainant.

The CRB reviews IA's findings and the complainant's response to IA's findings. The CRB determines if there is need for further investigation, inquiry and finally, a hearing. If the board determines the need for further investigation, a letter will be sent to the Chief of Police requesting that the department take no further action until the CRB investigation is complete. The CRB has the option to recommend that the Chief of Police conduct further investigation. At the conclusion of each review or investigation, the CRB renders a finding based on the preponderance of the evidence.

At the conclusion of the review or investigation, the CRB forwards its written findings and conclusions to the Chief of Police and to affected officers and, to the extent permitted by law, to the complainant. The Chief of Police must respond within 30 days. **The Police Chief and the City Manager have the sole responsibility for discipline.**



Complaint Processing Analysis

Figures 1 and 2 compare the number of complaints filed this fiscal year beginning July 1, 2004 through June 30, 2005 to 2003-2004. Note that 2003-2004 includes only six months due to operations beginning in January 2004 and ending June 30, 2004.

Figure 1
July 2004-June 2005

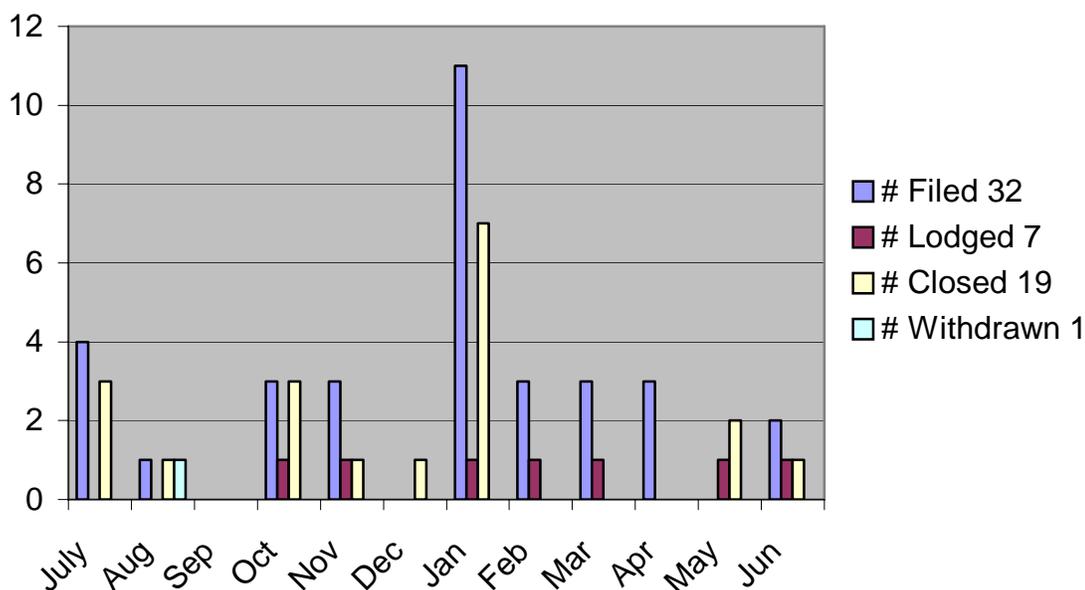
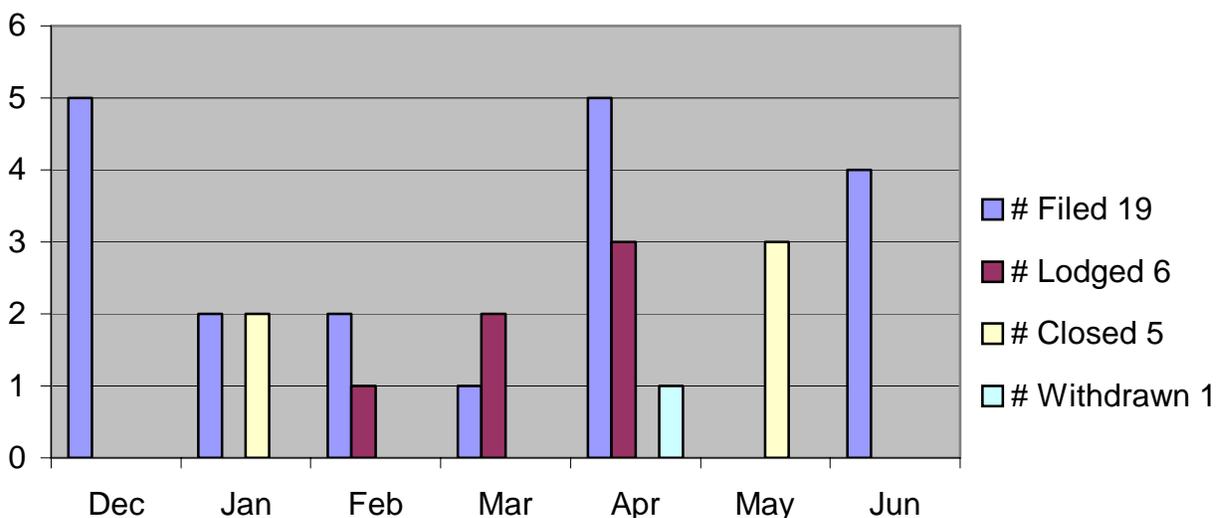


Figure 2
December 2003 – June 2004



Filed = a formal complaint received in writing. **Lodged** = a verbal complaint leading to a request for a complaint form but the complainant did not follow through.

Tracking

The CRB also tracks complaints based on the type of complaint e.g. Rudeness, Use of Force, and the officer the complaint is filed against to determine if there is a need to recommend further training, discipline or a policy recommendation.

Figure 3 demonstrates the allegations and findings for 2004-2005 based on complaints filed directly through the CRB only.

Figure 3
2004-2005 Allegations and Findings

	Investigate	Unfounded	Exonerated	Not Sustained	Sustained	Will Not Investigate	Policy Deficiency	CRB - Have Not Reviewed	Returned to IA - +45 days**	Court Issue	Totals
Use of Force	9		2	1		1	2	11	7		33
Rudeness		3	2	1		2	1	4	1		14
Pepper Spray						1					1
Deficient Service		2	2			3		3	3		13
Profanity											
False Arrest	6			3	2	1		2		4	18
Truthfulness/False Reporting	3		2	3	2			3	1	1	15
Relating to Driving/tickets											
Illegal Search											
Traffic Violation								1	1		2
Tampering with Evidence										2	2
Total Misconduct Allegations											98
Total Findings	18	5	8	8	4	8	3	24	13	7	98

Others = 15

The Citizen Review Board received 32 complaints from 27 citizens from July 2004 through June 2005. One complaint can include several allegations against more than one officer and more than one incident. This accounts for the 98 allegations.

**Four files reflecting 13 allegations were returned to Internal Affairs for further investigation. Of the four, the CRB exonerated the officer on one complaint of rudeness and concurred with IA's finding in another complaint not to investigate based on the preponderance of the evidence provided in

the inquiry but with an exception that if new evidence is provided to re-open the file. Two files are still under investigation or delinquent.

The CRB has not yet reviewed 7 files reflecting 24 allegations of police misconduct. Two files were completed by IA and returned to the CRB following the June board meeting and will be reviewed in July. Five files are delinquent. The CRB has the option to request the contents of delinquent files, but prefers a completed file before reviewing. This decision is always flexible and subject to change.

Figure 4 demonstrates the allegations and findings from December 2003 through June 2004. It is significant to note that there are 7 complaints of excessive use of pepper spray. This past year there was only one complaint received alleging excessive use of pepper spray.

Figure 4
2003-2004 Allegations and Findings

	Investigate*	Unfounded	Exonerated	Not Sustained	Sustained***	Will Not Investigate	Policy Deficiency	Court Issue	Withdrew	Totals
Use of Force	6	4	4			6			1	21
Rudeness		2							1	3
Pepper Spray			6			1				7
Deficient Service						1				1
Profanity		1				2				3
False Arrest		15	2							17
Truthfulness/False Reporting		5	3			1			1	10
Relating to Driving/tickets										
Illegal Search										
Tampering with Evidence								2		2
Total Misconduct Allegations										64
Total Findings	6	27	15	0	0	11	0	2	3	64

Others = 7

Trends & Patterns

There are many variables that must be considered before the CRB can determine if there is a problem with a particular policy or with a particular officer. Although there may appear that there is a trend if an officer's name is mentioned in several complaints, the board must take into consideration the following: 1) when the incident occurred; 2) the geographic area each incident occurred; 3) is the officer the arresting officer or was the officer responding to a back-up call; 4) is the officer named in the complaint. It is important to understand that the Key West Police Department includes all officers names who responded to an incident, whether they are mentioned in the complaint or not. The CRB only evaluates the charges filed against the officer named in the complaint. To date, the CRB has not received a consistent number of complaints against any one or more officers within a concentrated time frame to establish any trends or patterns.

As a result of the CRB's review of certain complaints, the CRB has developed policy recommendations that have been submitted to the Police Department. Those recommendations were developed from review of standard police procedures and practices, as well as standards established by FDLE. For example, the CRB has reviewed the procedure an officer follows when responding to a call that a crime is underway and the alleged defendant may have a weapon. The questions the board considers include how much information the dispatcher is able to retrieve from the caller; what type of weapon; at what level did the officer point their gun at the alleged defendant and at what point did the officer gain control of the situation and withdraw his weapon. The arrest report should also include a response to resistance report whenever an officer draws a weapon.

The most significant trend the CRB has been able to document is the response time it takes Internal Affairs to complete an investigation or inquiry and to present a file, completed or not. Florida law allows IA 45 days to complete an investigation with the ability to request an extension should the investigation prove to be ongoing. The documented response time for IA to complete an investigation and present the file to the CRB ranges from 5 days to 195 days.

The CRB anticipates that its tracking of trends and patterns will become more meaningful and useful to the CRB, the Police Department and the citizens of Key West as time passes and the census of complaints become statistically more meaningful.



Outreach

The CRB's outreach initiative consists of board members going into the community, telling the board's story, and informing the public of the independent complaint process. The board offers a public forum where citizens can voice support for or concerns about the Police Department.

- Board Chairman Todd German addressed the Key West Chamber of Commerce, the single largest membership organization of the island, to educate the business community about the Citizen Review Board.
- Board members Charles Lee and Roberta Lowe and Executive Director Vicki Grant completed the Citizens Police Academy in 2004.
- Board members Charles Lee and Tony Estenoz enrolled in the Citizens Police Academy that began in June 2005.
- Board member Charles Lee and Vicki Grant completed the City Ambassadors Program.
- Vicki Grant addressed the members of the local chapter of the American Civil Liberties Union (ACLU).
- Vicki Grant participated in a Community Policing workshop presented by the Key West Police Department entitled, "Community Engagement: Mobilizing Our Community Against Crime". The workshop helped launch the Community Policing program in Bahama Village initiated by the KWPD and Commissioner Carmen Turner.
- Vice-Chairperson Lou Hernandez and Vicki Grant were invited to address the new police recruits in May 2005.

