

Effectively Engaging Minority Communities

Dr. Eduardo I. Diaz

Miami-Dade County Independent Review Panel

Canadian Association for Civilian
Oversight of Law Enforcement (CACOLE)
Conference

October 3, 2006

Vancouver, B.C.

Introduction

- ❑ Executive Director of Miami-Dade's Independent Review Panel (IRP)
- ❑ Peace Psychologist
- ❑ Alternatives to Violence Project (AVP) Facilitator

<http://www.miamidade.gov/irp/>

The Independent Review Panel

140 West Flagler Street, Suite 1101, Miami, FL 33130

Office Hours: 8 a.m. to 5 p.m., Monday - Friday

Phone: (305) 375-4880, **Fax:** (305) 375-4879, **email:** irp@miamidade.gov

- The Independent Review Panel addresses serious complaints against Miami-Dade police officers and other County employees.
- The IRP staff is prepared to help any department prevent complaints by offering training. In addition, any community group that wants to know what to do to take constructive conflict action can avail itself of our services. We are committed to help improve police/community relations.

Independent Review Panel

DO YOU:

- ▶ Have evidence of serious wrongdoing by police or other County employees?
- ▶ Know your options?
- ▶ Know how to protect yourself from retaliation?

CALL IRP:

- ▶ To help improve the County.
- ▶ For open public airing of grievances.
- ▶ To take constructive conflict action.

The I.R.P. is an impartial panel of citizen volunteers who review disputes regarding Miami-Dade employees and departments.

**For Safe Mediated
Dispute Resolution**

<http://www.co.miami-dade.fl.us/irp>



Call (305) 375-4880 • Fax (305) 375-4879 • email us IRP@co.miami-dade.fl.us

Challenge: Policing Ethno-culturally Diverse Communities

- **Requires vigilance for discriminatory or biased policing**
- **Requires attention to impact of legal and illegal immigration**
- **Requires effective outreach to potentially affected communities**
- **Requires cross-cultural communication skills and translation of materials**

Outreach Brochure-English

IRP Services

- Civilian oversight of law enforcement and other county departments
- Training in conflict resolution
- Complaint management consultation
- Public information, education and referrals
- Independent inquiries, research and investigations

What can the IRP do?

- Conduct transparent fact-finding initiatives
- Mediate disputes between the county and citizens
- Make recommendations to help improve county services.

Community Outreach Efforts

The IRP wants the community to know about civilian oversight in Miami-Dade County. Please contact us if you are interested in receiving outreach materials or would like to arrange for a presentation at a school, place of worship or other community meeting or forum.

**Independent
Review
Panel**

Independent Review Panel



Please check our website,
www.miamidade.gov/irp
for recent reports and informative updates.

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Independent Review Panel

"Fact Finding and Dispute Resolution"



Mission

To contribute to the delivery of
excellent public services
through external community
oversight of Miami-Dade
County Departments.



Outreach Brochure-Spanish

Los servicios del IRP

- Vigilancia y supervisión civil del personal de las autoridades del orden público y de otros departamentos del condado
- Entrenamiento en materia de resolución de conflictos
- Asesoramiento para el manejo de quejas
- Información pública, educación y remisiones
- Averiguaciones, indagaciones e investigaciones independientes

¿Qué puede hacer el IRP?

- Realizar iniciativas transparentes para la determinación de hechos
- Mediar en disputas entre el condado y los residentes
- Hacer recomendaciones para contribuir a mejorar los servicios condales

Labores comunitarias

El IRP quiere que la comunidad sepa acerca de la supervisión civil en el Condado de Miami-Dade. Sírvase comunicarse con nosotros si desea recibir material de interés comunitario o desea una presentación en una escuela, centro religioso, una reunión u otro foro comunitario.

**Independent
Review
Panel**

Independent Review Panel



Sírvase acudir a
www.miamidade.gov/irp
nuestro sitio en la web, para obtener datos
recientes y actualizaciones informativas.

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Independent Review Panel

"Determinación de hechos y
resolución de disputas"



Objetivo

Contribuir a la prestación de
servicios públicos excelentes
mediante la supervisión
comunitaria externa de los
departamentos del Condado
de Miami-Dade.



Outreach Brochure-Haitian Kreyol

Sèvis IRP yo

- Sitwayen ki fè swivi sou fasilidè yo ak lòl depatman konfli an
- Fòmasyon nan rezolisyon konfli
- Konsiltasyon Jesyon dolezyans
- Enfòmasyon piblik, edikasyon ak referal yo
- Ransèyman endepandan yo, rechèch ak envestigasyon yo

Kisa IRP kapab fè?

- Mennen de Inisyativ pou etabli done yo nan transparans
- Sèvi kòm medyalè nan konfli ant Konfè an ak sitwayen yo
- Fè de rekòmandasyon pou ede amelyore sèvis yo ofri pa konfè an.

Efò Konsèltasyon ak Kominote an

IRP vle kominote an okouran de swivi sitwayen yo nan Konfè Miami-Dade. Tanpri kontakte nou si w enterese nan resevwa materyo pou fè konsèltasyon oswa w fè renmen fè aranjman pou yon prezantasyon nan yon lekòl, lyè, kilt yo oswa nenpòt lòt lyè rankont kominote an oswa fowòm.

**Independent
Review
Panel**

Independent Review Panel



Tanpri fèche sitwèb nou an,
www.miamidade.gov/irp
Pou dènye rapò yo ak dènye enfòmasyon yo.

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Email: irp@miamidade.gov

Independent Review Panel

"Etabli Done ak Rezolisyon Konfli"



Misyon

Pou kontribye aske bon jan sèvis piblik. Iwe atravè yon komite sèvi endepandan de Depatman Konfli Miami-Dade yo.



Complaint Form-Spanish

Este documento está sujeto a la Ley de Registros Públicos y está disponible al público para su inspección.

Indígena: 00000000000000000000
 Fingerprint: 00000000000000000000
 Email: 00000000000000000000

INDEPENDENT REVIEW PANEL FORMULARIO PARA REPORTAR UNA QUEJA

Just. IC Register ID:
 Just. ID# 00000000000000000000
 Address: 00000000000000000000

Persona que Plantea

La Queja:

First Name (Last of name): _____ Initial: _____ Apellido: _____
 Dirección: _____ Calle: _____ Ciudad: _____ Estado: _____ Código Postal: _____
 Tel. de casa: _____ Tel. de negocio: _____ Celular: _____
 Email: _____ Skype: _____

Persona Ofendida:

First Name: _____ Apellido: _____ Teléfono: _____
 Dirección: _____ Calle: _____ Ciudad: _____ Estado: _____ Código Postal: _____

El Acusado:

Nombre del Departamento Acusado: _____ Nombre del Empleado Acusado: _____

Testigo:

First Name: _____ Apellido: _____ Teléfono: _____
 Dirección: _____ Calle: _____ Ciudad: _____ Estado: _____ Código Postal: _____

Incidente:

Fecha: _____ ¿Falso Amago? _____ ¿Múltiples Minutas? _____

Se reportó previamente a: _____ Fecha: _____

Descripción: Describa el incidente o incidentes, indicando específicamente las alegaciones de actos de conducta impropia de falta grave en una hoja separada.

Por favor, tome nota de la ley de la Florida que dice: "El que deliberadamente hace una declaración falsa por escrito, con el propósito de engañar a un agente público al respecto sus obligaciones oficiales, será culpable de un delito de tercer grado." Fla. Stat. § 81.05

¿Qué nota para dar a una evaluación inadecuada de un queja? _____

Persona: _____ Fecha: _____

Notas:

Revisado: _____ Taken By: _____ Date: _____
 Revisado Por: _____ Date: _____

Complaint Form-Haitian Kreyol

.Ekrayen ou d'abòndan it JIRBKA e li la pou tout kesyon ou

Membre-epiye Jirbka 20-2010
Poum Jirbka 20-2010
Jewit: Jirbka 20-2010

INDEPENDENT REVIEW PANEL
Fòm Pou ou Pote Plent-ou

Jewit JIRBKA 20-2010
Chwazi JIRBKA
Jewit JIRBKA 20-2010

Plent-ou: Epilasyon Plent Plent Plent

Adres: SA VE SA Post Postal

Trayite: Calag Has-trayite Sekirite

Jewit: _____

Non ou ou reprezante nan plent sa a: Plent Plent

Adres: SA SA Post Postal Telefon

Aktye: Epilasyon Has-trayite Sekirite

Tretye: Plent Plent Telefon

Adres: SA SA Post Postal

Enfòm: Date Jewit Plent ou plent

Adres: Date Jewit

Epilasyon: - Epilasyon anndan an, ou anndan yo, ak desizyon yo byen espesifik de sa ki fèt ou sa ki alpozanm de fèt ou sa ki malonite. Sèl ak yon lot moun papye.

Tretye: - Epilasyon anndan an, ou anndan yo, ak desizyon yo byen espesifik de sa ki fèt ou sa ki alpozanm de fèt ou sa ki malonite. Sèl ak yon lot moun papye.

Enfòm: - Epilasyon anndan an, ou anndan yo, ak desizyon yo byen espesifik de sa ki fèt ou sa ki alpozanm de fèt ou sa ki malonite. Sèl ak yon lot moun papye.

Plent ou plent: Plent Plent Plent Plent

Plent: _____ **Date:** _____

Office **Received** **Taken By** **Class** **Number**

Received To **Date**

(Received by JIRBKA 20-2010)

Must Address Community Issues

- **Racial Profiling**
- **Biased Based Policing**
- **Community Oriented Policing**
- **Tactical Police Units-”Jump Out Squads”**

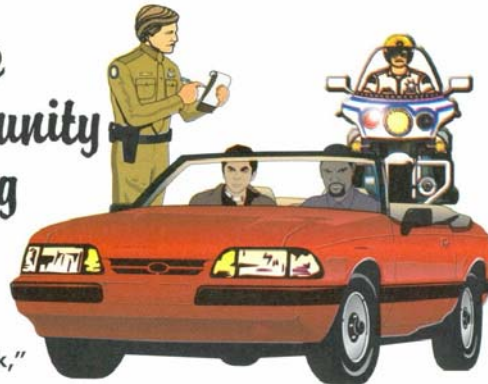
Town Hall Meeting 1999

Driving While Black

*Help Increase
Police/Community
Understanding*

Recent efforts to address "Racial Profiling," and/or "Driving While Black," have identified a large difference in perception as to the extent of the practice. Some community members say it is a big problem. Some public officials do not see it as a problem. You are invited to speak up about whether or not there is a problem in our community. You can help clarify the truth by speaking from your own experience.

Thank You!
Miami-Dade County
Independent Review Panel (IRP)



*Please join,
Congresswoman
Carrie P. Meek,
Commissioner
Dr. Barbara M. Carey-Shuler,
and the Independent Review Panel
at a Public Hearing:*

*Saturday, December 4 th, 1999
10:00 AM to 2:00 PM
Joseph Caleb Center, Room 110
5400 NW 22nd Avenue*

Driving While Black (DWB)

Racial Profiling Is Prohibited

Resolution 1090-00, approved by the County on October 3rd, 2000, says so!

Has it happened to you?

Have you been stopped because of your race or ethnicity?
Contact the Independent Review Panel

Phone:
305-375-4880

Fax: 305-375-4879

**Take constructive
conflict action!**

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www.co.miami-dade.fl.us/irp
email: irp@co.miami-dade.fl.us



Racial Profiling

- Preliminary Staff Reports
- Town Hall Meetings
- MDPD Policy Revisions
- MDPD Racial Profiling Study
- Racial Profiling Advisory Board
- Ongoing Monitoring of Recommendation Implementation

Racial Profiling Advisory Board

Racial Profiling Advisory Board (RPAB) Findings and Recommendations

Dr. Eduardo I. Diaz, RPAB Chairperson
June 21, 2006

At the April 25th, 2006 meeting of the Board of County Commissioners (BCC), the Board did not accept the report entitled Presentation of the Racial Profiling Study Findings by the Alpert Group pending a meeting of a reconstituted Racial Profiling Advisory Board (RPAB), involving representation from the nine entities that contributed membership to the original RPAB established February 13, 2001. A great deal of time has elapsed since completion of the Miami-Dade Police Department (MDPD) Racial Profiling Study in November of 2004, and many questions have been raised about the violation of expected process in the dissemination of results and elicitation of community input. The BCC called for a resolution of process concerns within 90 days, involving input from a newly convened RPAB and from a Community Outreach, Safety and Healthcare Administration Committee (COSHAC) Workshop on the matter.

IRP Website

www.miamidade.gov/irp

- Transparency Tool
- Special Report Section On Racial Profiling
- Citizen Can Monitor Reports And Responses From The Police And County Manager's Office

Biased Policing-Dr. Lorie Fridell



**Racially Biased Policing:
A Principled Response**

www.policeforum.org

Police Community Relations

- Forums
- Workshops
- Collaborations
- Building Community
- Breaking Down “US” vs. “THEM”

Basic Peace Psychology

- Violence Reduction
- Dispute Resolution
- Community Building
- Constructive Conflict Actions

<http://www.apa.org/about/division/div48>

Firm, Fair and Friendly: Police Community Relations Leadership Program

Demonstration Team Facilitated By:

Lt. Rick Holton, Miami Dade Police Department (MDPD)

Amy Carswell, Office of Community Relations (OCR)

Dr. Eduardo I. Diaz, Independent Review Panel (IRP) Miami-Dade County
Florida

10-24-02

What's the problem?

- Critics of police conduct may not understand the police perspective due to lack of constructive engagement
- Police officers may not see a community relations problem due to lack of constructive engagement with citizen critics

Purpose

- To bring together citizens that want to challenge the status quo and police officers who want to improve relations with them
- To seek to understand the point of view of the other (POVO)
- To envision desired future relations
- To create action ideas for constructive transformation of the current state of affairs

Structure

- Half day sessions, once a week for seven weeks
- Twenty participants, 10 citizens and 10 line police officers
- Group exercises, brain storming, role plays and discussions
- Focused on affirmation, cooperation, communication and creative conflict resolution
- Report of findings and recommendations to County decision makers and interested parties

Empirical Question

- **Will structured engagement of citizen critics with experienced police supervisors and field training officers result in constructive changes of opinion by both subgroups when the exercises are focused on understanding POVO**

Action Research Variables

Independent Variable-

The workshop design and structure is the quasi-experimental manipulation

Dependent Variable-

Measured differences in pre and post test opinions

Sample Pre-Post Items

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

1

2

3

4

5

- 1. _____ *Citizens can be trusted to assist the police.*
- 2. _____ *Police officers know how to speak to civilians.*
- 3. _____ *Civilians are qualified to assess police wrongdoing.*
- 4. _____ *There is nothing wrong with current police/community relations.*
- 5. _____ *Fighting crime is more important than protecting rights.*
- 6. _____ *Police tell the truth more frequently than complainants.*
- 7. _____ *Police, on the job, should welcome observation by citizens.*
- 8. _____ *Police relations problems are just a Black community issue.*
- 9. _____ *Police officers generally treat civilians with respect.*
- 10. _____ *Civilians generally treat police officers with respect.*
- 11. _____ *Prejudice is under control in the police department.*
- 12. _____ *There is more racism in the community than in the police department.*
- 13. _____ *The best response to police authority during a traffic stop is to silently accept what happens.*
- 14. _____ *Standing up for your rights is the best response to police authority during a traffic stop.*

Sample Items Continued

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

1

2

3

4

5

- 15. _____ *All arrests have a positive impact on public safety.*
- 16. _____ *Citizens are likely to report serious wrongdoing by family members.*
- 17. _____ *Police officers are likely to report serious wrongdoing by other police officers.*
- 18. _____ *Police officers are more objective than citizens.*
- 19. _____ *Most police officers never abuse power or control.*
- 20. _____ *Police only make traffic stops in the interest of public safety.*
- 21. _____ *An officer should only speak English unless every party to the dispute understands the alternative language.*
- 22. _____ *During incidents involving police and citizens I feel stressed.*
- 23. _____ *During incidents involving police and citizens I feel threatened.*
- 24. _____ *I believe citizens should do more to confront wrongdoing.*
- 25. _____ *The way a civilian talks to an officer determines what happens during a police initiated stop.*

Sample Items Continued

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

1

2

3

4

5

- 26. _____ *An officer of the same race/ethnicity will likely treat a citizen better.*
- 27. _____ *A citizen of the same race/ethnicity will likely treat an officer better.*
- 28. _____ *Gender differences have little impact on encounters involving civilians and police.*
- 29. _____ *The police department provides a complaint friendly environment for civilians.*
- 30. _____ *Police treat citizens fairly, regardless of race, gender or ethnicity differences.*

Implications and Applications

- If successful at modifying opinions towards a more constructive convergence, future differences in opinion that emerge should be subject to similar treatment
- Graduates of this group engagement intervention may serve as a resource network capable of providing trustworthy future consultation
- Periodic workshops would likely provide a better handle on new community and/or officer concerns

Demonstration Session Agenda

- RH 2:00- Opening Talk and Orientation
- ED 2:15- Opinion Assessment
- RH 2:25- Gathering Statement: *My name is _____ and one way to improve police community relations is to _____.*
- AC 2:45- Communication Exercise: *Concentric Circles*
- RH 3:35- Brainstorm Ideas
- ED 4:00- Consensus Actions
- AC 4:20- Critique
- ED 4:30- Closing

GUIDELINES

Adapted from The Alternatives to Violence Project, Inc.

- 1. LOOK FOR AND AFFIRM ONE ANOTHER'S GOOD POINTS
- 2. REFRAIN FROM PUTDOWNS
- 3. LISTEN AND DO NOT INTERRUPT
- 4. VOLUNTEER ONLY YOURSELF
- 5. KEEP CONFIDENTIALITY
- 6. EVERYONE HAS THE RIGHT TO PASS
- 7. DO NOT SPEAK TOO OFTEN OR TOO LONG

Transformation Aid

Adapted from The Alternatives to Violence Project, Inc.



Communication Exercise: Concentric Circles Items

1. From what I have seen, the toughest part of a police officer's job is _____ because _____.
2. The best way MDPD can encourage citizens to assume greater responsibility to assist with public safety is to _____.
3. The community member I feel best models how to help improve police community relations is _____ because _____.
4. One skill or talent that I can use to better understand your point of view is that I can _____ and I plan to _____.
5. If I were a witness to non-criminal misconduct by a civilian I would _____ and if by a law enforcement officer I would _____.

Day 1-Building Community

- Introduction of facilitators and others
- Agenda review
- Opinion Pre-test
- Gathering ice breaker
- Affirmation memory exercise
- Humor and laughter session
- Break
- Communication exercise
- Brainstorm-Envision desired relations
- Evaluation

Day 2- Basic Human Relations

- Agenda preview and gathering statement
- Basic Brain Stuff- Perception, stress and reflex reactions
- Humor and Laughter Session
- Break
- Cooperation Exercise
- Brainstorm-Assessing current state of relations
- Evaluation

Day 3- Basic Peace Psychology

- Agenda preview and gathering statement
- Barriers to communication
- Conflict Resolution exercise
- Humor and Laughter session
- Break
- Direct violence, Structural violence and perceived injustice
- Introduction to Role Plays and team building/planning
- Evaluation

Day 4 – Creative Conflict Resolution Role Plays

- **Agenda preview and gathering statement**
- **Role Play 1 process and discussion**
- **Break**
- **Role Play 2 process and discussion**
- **Humor and Laughter Session**
- **Evaluation**

Sample Role Play Scenarios

- Domestic Violence Situation
- Traffic Stop Situation
- Racial Profiling Allegation
- Victim Assistance Situation
- Police Shooting Situation
- Crowd Control Situation

Day 5 – More Creative Conflict Resolution Role Plays

- Agenda preview and gathering statement
- Role Play 3 process and discussion
- Break
- Role Play 4 process and discussion
- Humor and Laughter Session
- Evaluation

Day 6 – Shoot, Don't Shoot Situations

- **Field trip to training site**
- **Hands on experience**
- **What happens after a shooting**
- **Group exercise and discussion**

Day 7 – Consensus Findings and Recommendations

- Agenda preview and gathering statement
- Group consensus process discussion
- Prioritizing
- Break
- Unanswered Questions
- Where to go from here
- Written Evaluation
- Opinion Post-test
- Graduation and closing

Nature of Violence

- Violence – The exertion of physical (or *psychological*) force that harms.
- Direct Violence – That committed by identifiable people on particular victims.
- Structural Violence – Harm that comes from subtle, gradual, systematized, normally accepted actions of particular social institutions where responsibility is blurred. (Determines who gets heard, who gets devalued and who gets resources.)
- Direct and Structural Violence manifest differently but are interdependent

Examples of Direct Violence

- Hate crimes
- Ethnic cleansing
- Rape
- Murder
- War
- Police brutality

Examples of Structural Violence

- **Poverty**
- **Unemployment**
- **Discrimination (Racism, sexism, etc.)**
- **Poor health care, schools or housing**
- **Racial profiling**
- **Corrupt political system**
- **Poor accountability for misuse of power**

Basis of Social Injustice

- **Distorted Perceptions**
- **Distorted Thoughts**
- **Distorted Moral Decisions**
- **In-group Rationalizations**
- **Self-serving Justifications**
- **Social, Psychological, Economic, and Political Conditions That Privilege Some But Exclude Others**

Moral Exclusion

- **Morals-** Norms, rights, entitlements, obligations, responsibilities and duties that shape our sense of justice and guide our behavior with others.
- **Moral Community-** Those we value inside our “scope of justice”, family, friends, compatriots and coreligionists. “US”
- **Morally Excludable-** Strangers outside our scope of justice and enemies. “THEM”

Psychological Bases for Moral Exclusion

Tendency to exclude is fostered by normal perceptual tendencies:

- 1. Social categorization**
- 2. Evaluative judgments**
- 3. Fundamental attribution error**
- 4. Self-serving biases**
- 5. Zero-sum thinking**
- 6. Attributive projection**
- 7. Just world thinking**

Dimensions of Moral Exclusion

- **Intensity**

- Subtle (nearly invisible)
- Blatant (clearly observable)

- **Engagement**

- Active (participating)
- Passive (ignoring what is happening)

- **Extent**

- Narrow (focused on a particular few)
- Wide (involving masses of people)

Psychological Orientation of Those Who Exclude “THEM”

- Views the excluded as distant psychologically
- Lacks constructive moral obligations or responsibility toward the excluded
- Views “THEM” as nonentities, expendable and undeserving of fairness, resources or sacrifices to foster well-being
- Approves of procedures and outcomes for “THEM” that would be unacceptable for the ones inside their scope of justice

It Is Difficult To Detect Social Injustice Because:

- 1. Social injustice does not surface as a moral issue.**
- 2. Social injustice is hard to see up close.**
- 3. Indecision and inaction abets social injustice.**
- 4. Combating social injustice consumes resources.**

To Foster Social Justice:

1. **Welcome open dialogue and critiques.**
2. **Establish procedures that keep communication channels open during increased conflict.**
3. **Value pluralism and measured acceptance of the different.**
4. **Be alert to symptoms of moral exclusion.**
5. **Challenge injustice constructively.**

Alternatives to Violence Project (AVP)

<http://www.avpusa.org>

- Communication
- Cooperation
- Affirmation
- Creative Conflict Resolution
- Building community in prisons, “free world” settings and schools

A Culture of Peace

(Barry University hosted AVP breakfast forum 10-30-1996)

1. No silent acceptance of exclusion
2. Safe to challenge
3. Accept people where they are then encourage growth
4. Share power, give everyone time to be heard
5. Discuss discomfort openly
6. Commit to civility, pluralism, human rights and non-violence
7. Respect others' cultural perspectives and customs
8. No overemphasis of competition
9. Heart to heart, "real", communication occurs
10. Atmosphere is affirming, empowering and validating

Expectation Awareness

- Suffering Skills
- Windows of opportunity
- Truth Telling Skills

Who am I?

- Where do I resist Peace?
- Who do I prejudge?
- Am I open to change?
- Do I forgive?
- Do I confront injustice constructively?

Taller Sobre “Ciudadanía y Policía” República Dominicana

Dr. Eduardo I. Díaz

SECSTATE WASHDC

SUBJECT: Evaluation of FY-02 Speaker

Eduardo Diaz – March 10-15, Tracker No. 15109

Summary: March 10-15, 2002, Dr. Eduardo Diaz, Executive Director of the Independent Review Panel of the Miami-Dade County, (IRP) spoke on police and community in a four-day speaker program arranged by the Public Affairs Office in Santo Domingo in collaboration with three leading Dominican institutions.

The U.S. Embassy programmed Dr. Diaz to support MPP objectives on human rights.

Result/impact: Excellent.



Impact

- Dr. Diaz's lectures resulted in a historical and unprecedented occurrence: more than 400 Dominican barrio and NGO leaders, public ministry officers and business leaders shaking hands with members of the DR national police and making pledges to work together to combat violence and to encourage community policing programs.
- Dr. Diaz appeared in two highly rated TV programs and was interviewed by a leading investigative reporter at the second highest circulation morning daily. FINJUS, the Foundation for Institutionalism and Justice and one of the program four co sponsors, is planning to do a feasibility study on establishing a review panel in the Dominican Republic.

Evaluation Comment

A conservative estimate is that Dr. Diaz's message reached more than 50,000 Dominicans.

Dr. Diaz speaks Spanish flawlessly and he was very flexible. He was prepared at all times with plenty of very helpful materials and his professionalism and sensitivity captivated his audiences. When questioned by Dominican journalists about his opinion on alleged human rights abuse practices in the DR, Dr. Diaz was a true diplomat. He was always clear and concise when responding to the audience questions.

Recommended Reading

Christie, D.J., Wagner, R.V. and Winter, D.D. (Eds.), 2001. *Peace, Conflict, and Violence: Peace Psychology for the 21st Century*. Upper Saddle River, NJ: Prentice Hall.

Deutsch, M. and Coleman, P.T. (Eds.), 2000. *The Handbook of Conflict Resolution: Theory and Practice*. San Francisco, CA: Jossey-Bass.

Contact Information

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