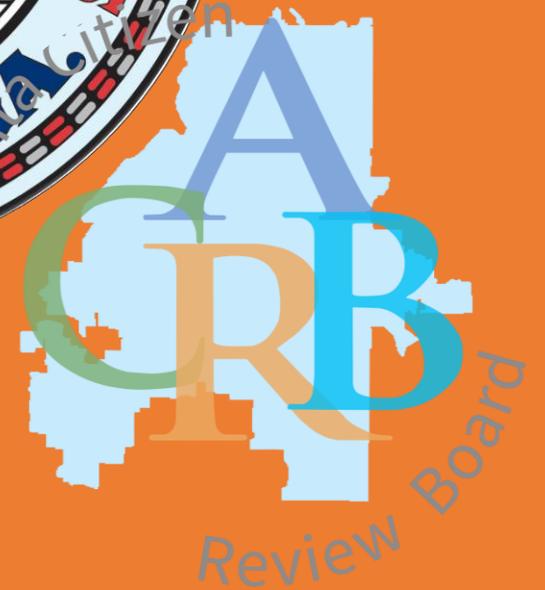


Atlanta Citizen Review Board

Update Report

September 14, 2020





Introduction

Presenters

- Cecilia Houston-Torrence, Chair
- Samuel Lee Reid II, Executive Director
- Sheena Robertson, Investigations Manager

The Reason Why

November 21, 2006

Ms. Kathryn Johnston

92-year-old grandmother, community elder,
killed during an illegal “no-knock” warrant raid.





Board Chair
League of Women
Voters

Cecilia Houston-Torrence



Gate City Bar
Association

Germaine Austin



City Council
President

Trudy Boyce



NPU A-F

James Hardy



Atlanta Bar
Association

Keith Hasson



Atlanta City
Council

Gloria Hawkins-Wynn



NPU S-Z

Michael Hopkins



Georgia
Coalition of
the Peoples
Agenda

Tamara Orange



Vice Chair
Office of the
Mayor

Tracee McDaniel



Atlanta Business
League

Michael Turner



NPU G-L

Sherry Williams



NPU M-R

Dorthey Hurst



Urban
League of
Greater
Atlanta

Leah Pulliam

Mission Statement

Our mission is to provide the citizens of Atlanta credible, fair, and independent investigations and decisions on Atlanta police and corrections officer misconduct complaints and recommendations on departmental policies, training, and practices. Our work provides intentional citizen engagement that promotes inclusion, sharing, learning and citizen education on policing. Through our work we provide opportunities for both departments to correct officer behavior to promote the highest standards of conduct to meet the citizens' expectations of policing.



Vision

- To be known for integrity, competence, and results.
- To be recognized as national experts in improving community/police relationships.
- To provide the best citizen oversight of a local enforcement agency in the nation



Values

Integrity

Credibility

Commitment

Accountability

Fairness

Results driven

Teamwork

Excellence

Service





Agency Legislative History

February 2007	Citizen Power combined with Elected Officials responsive action combined to create the ACRB.
September 2008	ACRB opened its office on the 9 th floor in the City Hall Tower and begin receiving complaints.
May 2010	Ordinance Amendment – ACRB received Subpoena Power; requirement that all city employees must fully cooperate with ACRB requests and appear before the Board for interviews testimony.
March 2016	Ordinance Amendments – expanded allegations, requirement for chiefs’ responses, expanded Board members, etc.
June 2020	Ordinance Amendments – reviewer with binding authority on APD, 2 seats for 18-30 yo, Reconsideration, smaller review panels, 365 days to file a complaint, use of force review with or without a complaint
August 2020	ACRB Added to the City Charter

Strategic Goals

Strategic Goal 1 – Meaningful Results

Provide meaningful results that will change the behavior of officers who receive sustained misconduct complaints, and thereby reduce the costs associated with misconduct.

- Complaint investigations, mediations, and adjudications
- Growth of the agency
- Ordinance enhancements
- Training and policy recommendations
- Seek opportunities for the inclusion of restorative justice principles
- Identify officer compliance issues with APD policies and procedures.

Strategic Goal 2 – Awareness Building

Build awareness of the ACRB so every citizen will know that the ACRB will fairly, thoroughly, independently, and timely address concerns about misconduct involving APD and ACD officers.

- Monthly public Board meetings and community engagement program with Board meetings located in the community
- Integrity Street Team (IST)/Community Outreach Volunteer Ambassador Program (COVAP)
- Newsletters, social media, mass media, community involvement
- Coalition building

Strategic Goal 3 – Education

Educate citizens and officers about the importance of appropriate community/police relationships and of the rights/responsibilities that citizens and officers owe to society.

- Know Your Rights trainings
- Participation in community engagement activities
- Police Interactive Quiz Series and website education

Strategic Goal 4 – Positive Impact

Positively impact the community/police relationship.

- Art and Essay Contests
- Board member participation in APD Citizen Academy
- APD Ride A-longs
- Annual Surveys that enable the agency to meet citizens' and officers' needs
- Studies, Trends, Patterns and Practices Analyses
- Focus Groups and Listening Sessions



Outreach Update



Outreach

3 Strategic Goals

1. Increase citizen awareness of the agency (the five Ws plus H)
2. Provide community education and empowerment
3. Convert citizen awareness into action – use of services and data





Increase citizen awareness of the agency (the five Ws plus H)

Objective: Increase citizen awareness of the agency and its work to show three years of consecutive annual surveys at an 80% public awareness rate.

Strategy 1 Develop an infrastructure that is efficient, effective, sustainable, responsive, and nimble to meet the needs of the agency and citizens

- **Tactic 1:** Hire Additional Staff and Alignment
- **Tactic 2:** Hire a Seasoned Professional

Strategy 2: Build Community Awareness and Understanding of the Agency

- **Tactic 1:** Utilize Mass Media, Social Media, Direct Contact
- **Tactic 2:** Leverage Citizen Involvement in the Agency
- **Tactic 3:** Build a coalition of community partners to assist with the message distribution and agency support.
- **Tactic 4:** Increase Officer, Departmental, and City's Understanding of the Agency and the Benefits of Collaborative Efforts.
- **Tactic 5:** 3-Point Contact Plan

Provide community education and empowerment

Objective: Increase citizen understanding of their rights and responsibilities related to police interactions and involvement in feedback systems. Increase transparency and use of agency data to improve trust and confidence in the officer accountability system.

Strategy: Develop effective methods and processes to provide pertinent information timely, efficiently to internal and external stakeholders.

- **Tactic 1:** Secure a more Responsive Database/Case Management System that provides Visualization Technology.
- **Tactic 2:** Conduct Pattern and Practice Studies of Officer Interactions with Citizens for Internal and External Proactive Changes. Related to Tactic 1, the ability to analyze data from various silos on a regular basis is important to preventing, correcting and changing officer behavior in the early stages to minimize harm to citizens.
- **Tactic 3:** Increase Policy and Training Reviews and Recommendations
- **Tactic 4:** Develop a program that focuses on Reconciliation and Trauma
- **Tactic 5:** Develop group of education partners.
- **Tactic 6:** Expand Community Feedback Systems and Processes



Convert Citizen Awareness into Action – use of services and data – citizen empowerment

Objective: Intentional focus on converting citizens' awareness of the agency into action. Conversion will require trust-building, accessibility, and responsiveness.



Strategy: Increase citizen use of agency services

- **Tactic 1:** Develop Additional Points of Citizen Access to Agency Services
- **Tactic 2:** Increase Community Presence for Delivery of Services in the most Impacted Communities
- **Tactic 3:** Expand opportunities for citizen involvement
- **Tactic 4:** Measure



So, where are we?

- Developed job descriptions for FY21 new positions that will soon be posted
- Renewed discussions with APD and the Mayor's Administration about the development of a joint mediation program – ongoing
- Assessing the feasibility of Altovista Technology's' data/case management system for business process improvement – ongoing
- Despite the restrictions due to COVID-19, the agency continues to adjust how we do our community awareness-building
- Secured TV contracts for advertisement (BET, ESPN, TV One, TV 46 and more to come. Recognized figures and community members have committed to lending their voices and images to for the advertisements – WNBA Star, Renee Montgomery; Dr. Jamal Harrison; Covenant House Youth; Recording Artist Sirena Grace) – ongoing

<https://youtu.be/z1-fkIH2eN4>

Where are we?

- Completing Invitation to Bid for Communications Marketing Professional Consultant
- Increased social media presence and engagement
- Developed Social Media Coordinator Position (Contractor) to be posted – ongoing
- Finalizing Launch of ACRB Mobile Website
- Educational Material added to website
- Participated in over 40 interviews, community discussions, public events, etc.
- Created Content Writers Club to provide citizens' engagement opportunities during COVID-19



Board Work



Board Work

Selection

- Board members are appointed by entities included in the ACRB ordinance. We finally have 13 board seats filled and anticipate the inclusion of two additional board seats within the next couple of months.
- Board members serve three-year terms
- Board members receive a stipend to cover expenses of \$50 per official Board meeting and training.

Training

Citizens come to the Board with various degrees of knowledge and experiences, which adds to the diversity of the Board. However, much training is required for a Board members to be effective and comfortable with the duties and responsibilities that this position requires. No other Board has the type of impact that this Board has on citizens and officers.

It takes at least a year for a Board member to become acclimated to serving on the ACRB.



Board Training

Board Orientation	Use of Force
Training on the Jurisdictional Allegations	the Fourth Amendment criminal procedure
Compliant Reviews	Discipline and Disciplinary Matrix
Open Meetings Law	Police Department and Department of Corrections Standard Operating Procedures (SOPs)
Ethics	Conflicts of Interest
APD Ride-Along	APD Citizens' Academy

*** Additional Training on New ACRB Processes – Review Panels, Reconsideration, and Resolution Reviewer Processes – under development**

*** Additional Training on New Use of Force Reviews – under development**

*** Recently secured online training technology for substantive training areas and tracking – Vector Solutions**

*** Attendance to National Association of Civilian Oversight of Law Enforcement (NACOLE)**

Board Member Time Commitment

Expectations of Board Members

Without knowing, one may think ACRB Board members only contribute a couple of hours a month during a monthly Board meeting as their service to the city and the residents of Atlanta.

- Time commitment for Board members is 10 to 14 hours per month, unless there are special call meetings. *These hours do not include outreach or Board members requirements to provide reports to their appointing entities.*
- Every complaint investigation review requires Board members to read a very detailed and comprehensive report and review the investigative file, which includes all evidence obtained during the investigation, such as, statements, Body Worn Camera footage and other recordings as needed, medical records, radio transmissions, etc. citizen, witness and police in-depth interviews.
- Depending on the complexity of a single case, it may take the member 2 to 3 hrs. to evaluate, take notes, follow-up with the investigator, watch footage and make a determination to sustain, or not sustain, exonerate or assign a finding of unfounded regarding the complaint alleged against the officer.
- Not like reading a novel. Review example copy.



Challenge

More Work on the Horizon

We ask a lot of those who serve on the Board and are grateful for their service. In the next few months, Board members will be called upon to do more as we work toward eliminating the backlog of cases and shortening the review period for complaint investigation preparation and reviews and implement the new agency requirements.

This month Board members will be expected to commit nearly 20 hours because we will have two special call meetings and for at least the next three to four months to make up for the backlog of cases due to the five months that the Board was unable to meet.

Balancing trainings, meetings, complaint reviews is a challenge for the agency because Board members are volunteers. Nevertheless, because of the importance of the work, we must require the time commitment.

Additionally, Board members are required to participate in at least three community outreach activities annually and make monthly reports to their appointing entities. As we go forward, Board members will begin additional training, review panels, committee meetings.



Questions