

MAYOR'S USE OF FORCE ADVISORY COUNCIL

Implementation Update

December 10, 2020



Agenda

- 1 // Reimagining Justice Reform**
- 2 // Use of Force AC Process**
- 3 // Actions Taken To-Date**
- 4 // Path Forward**
- 5 // Appendix**



New City Website

Justicereform.atlantaga.gov

- > Central repository for all justice reform initiatives
- > Continuously updated as new actions occur
- > Informative and easy-to-use
- > Meant to increase transparency





The Team

Advisory Council

Tiffany Roberts, Southern Center for Human Rights (Co-Chair)

Jonathan Rapping, Atlanta's John Marshall Law School;
Gideon's Promise (Co-Chair)

Rafiq Ahmad, NOBLE (Georgia Chapter)

Kenneth Alexander, Antioch Baptist Church

Shar Bates, My Vote is Hip Hop

Maya Beatty, Youth and Resident

Nelson Boyce, Google

J. Cannon Carr, Rotary; CornerCap Institutional

Mawuli Davis, Bozeman Davis Law Firm

Johnathan Davis, Covenant Community

Marissa Dodson, Southern Center for Human Rights

Miguel Dominguez, Criminal Justice PAWG;
Morgan & Morgan

Jauan Durbin, Youth Advocate & Resident

Michelle Falconer, Bailey & Hunter, LLC

Maya Hadley, Youth and Resident

Jestin Johnson, City of Atlanta

Alvin Kendall, Kendall Law Group

Yonasda Lonewolf, Hip Hop 4 Foundation

Bryant Marks, Morehouse College

Toni Michelle Williams, SnapCo

Suzanne Wynn Ockleberry, AT&T

Rashad Richey, Radio Personality

Joyce Sheperd, Atlanta City Council

Brian Spears, G. Brian Spears, P.C.

Lovette Karbo Thompson,
Black Alliance for Just Immigration

Shean Williams, Cochran Firm

Joycelyn Wilson, Georgia Tech

City of Atlanta

Jerome Jordan

Jade Martin

Ryann Pritchett

Maria Rios

Amber Robinson

Maria Russo

Jacob Tzegaegbe

Sheryl Ude

Our Partners

Boston Consulting Group

BrightHouse



Timeline

Mayor Bottoms
Convenes Use of
Force Advisory
Council
JUNE 4

Mayor Bottoms issued two new
Administrative Orders related to
transforming the City of Atlanta
Police Department
JUNE 16

Advisory Council
submits 45-day
recommendations
JULY 24

PSLA Committee
Work Session
AUGUST 27

JUNE 10
Advisory Council
Kick-Off Meeting

JUNE 25
Mayor Bottoms immediately
issued 3 Administrative Orders
upon receipt of the Advisory
Council's 14 Day
Recommendations

AUGUST 5
Mayor Bottoms issued 7
Administrative Orders
addressing 45-day
recommendations

NOVEMBER 18
Mayor Bottoms Announces
Police Reform and
Community Engagement
Consultants



45-Day Recommendations

On July 24, 2020, the Mayor's Use of Force Advisory Council formally submitted their 45-day recommendations to the Mayor.

The final 45-day report includes **33 targeted recommendations** that span 5 focus areas.

Focusing on the desired role of the APD, the Advisory Council aligned on a set of foundation building blocks to frame the recommendations





Administrative Orders

Mayor Bottoms issued **3 Administrative Orders** addressing **recommendations** outlined in the 14-day report.

- 1** **2020-22:** Assist ACRB in proactive review of all use of force incidents – *In Progress*
- 2** **2020-23:** Create repository for public submission of video footage of use of force incidents – *Expected Completion: Late Dec 2020*
- 3** **2020-28:** COO to immediately adopt and implement reforms to improve police compliance with body worn camera SOPs – *Completed*

These actions and others taken by the Administration fall into the following categories:

**Reform,
Transparency,
Partnerships,
Accountability,
and Community
Engagement**



Administrative Orders

Mayor Bottoms issued **7 Administrative Orders** addressing **16 of the 33 recommendations** outlined in the 45-day report.

- 1 2020-30:** COO to coordinate with COP to develop training plan for reporting excessive force – *Completed*
- 2 2020-31:** COO to coordinate with COP to develop SOP for APD to interact with Atlanta Citizen Review Board – *Completed*
- 3 2020-32:** City Attorney to prepare agreement for partnership with Atlanta/Fulton County Pre-Arrest Diversion Initiative, Inc. (PAD) – *Expected Completion: Dec 2020*
- 4 2020-33:** COO to coordinate with COP to develop web platform for public use of force reports – *Expected Completion: Dec 2020*
- 5 2020-34:** COO to coordinate with COP to engage Atlanta Citizen Review Board to develop recommendations – *Completed*
- 6 2020-35:** Development of implementation plan to provide pre-arrest diversion training to all officers – *Completed*
- 7 2020-36:** Comprehensive set of recommendations for how policing should be done from top to bottom – *In Progress*

These actions and others taken by the Administration fall into the following categories:

**Reform,
Transparency,
Partnerships,
Accountability,
and Community
Engagement**



Reform



8 Can't Wait

The Atlanta Police Department (APD) currently has all “8 Can't Wait” policies reflected in their standard operating procedures.



APD SOPs*

APD has amended their SOPs to cover body worn camera (BWC) protocols, govern their procedures with the ACRB, and ensure all “8 Can't Wait” policies are addressed.



Training*

APD has developed training plans to address the peer duty to intervene and associated non-retaliation policy, provide pre-arrest diversion training to all field officers, and reinforce compliance with BWC policies.



Top to Bottom Review*

The City of Atlanta has engaged the Police Executive Research Forum (PERF) for a “top to bottom review” of policing, which includes a review of use of force policies + APD training and the creation of a Kitchen Cabinet to advise the Chief of APD.

** Covered in one of ten AOs*

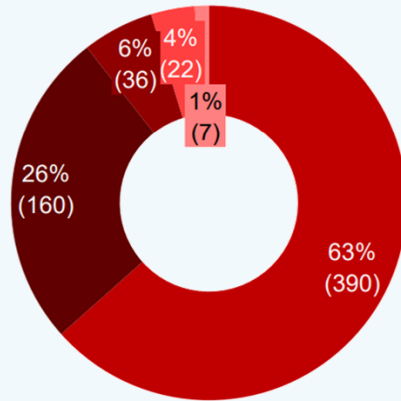


Transparency

Use of Force Dashboard*

Public facing dashboard that will display use of force trends including:

- > UoF by Type
- > UoF by Location
- > Subject Demographics
- > Officer Demographics
- > % of UoF Captured by Video
- > Total UoF incidents



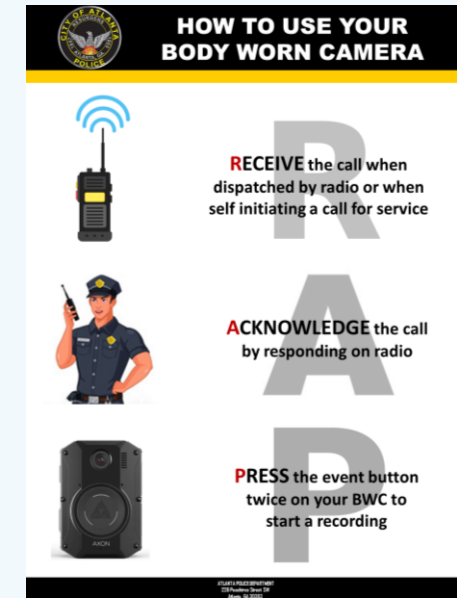
Total Use of Force reports: 615

BWC Improvements*

APD has committed to improve officer compliance with existing BWC policies by:

- > Re-emphasizing key aspects of SOP via video, in-person, and roll-call training
- > Providing visual reminders of BWC procedures in precincts
- > Reoccurring supervisor training to enhance weekly audits

* Covered in one of ten AOs





Partnerships



Provide all APD Officers with Pre-Arrest Diversion Training*

- > An implementation plan has been created in collaboration with the Atlanta-Fulton County Pre-Arrest Diversion Initiative and the Field Operations Division of APD.
- > The plan provides for a phased training and implementation program:

Jan 2021: Zones 4, 5 and 6

Feb 2021: Zone 1

Apr 2021: Zone 3

May 2021: Zone 2

** Covered in one of ten AOs*

Community Referrals Expansion with ATL311

- > PAD is working to develop a community referral program to address issues raised by community members related to substance abuse, mental health, and/or poverty.
- > The City is partnering with PAD to operationalize how ATL311, the City's call center, can serve as the non-emergency line for these calls.

MOU with Atlanta/Fulton County Pre-Arrest Diversion Initiative*

- > Legislation was approved to enter into an MOU with PAD that is specific to the City of Atlanta in order to memorialize this partnership.



Accountability



Improve Awareness of ACRB*

APD has identified collaborative efforts to improve the community's awareness of the functions and responsibilities of the ACRB, including the availability of information on ACRB in APD facilities.



SOPs on ACRB/OPS Process*

APD has amended their SOP to add documentation of disciplinary action to the list of documents to be provided to the ACRB and establish a 5-business day turn around for all document requests.



Resolving ACRB/APD Conflicts*

Efforts to reduce conflict between ACRB and APD disciplinary recommendations will be guided through a collaboration between the ACRB and OPS to streamline terminology and investigative processes of the two organizations.



Notify ACRB of Policy Changes*

The ACRB is made immediately aware of changes to all APD SOPs through staff access to APD's PowerDMS platform. Additionally, APD has shared with the ACRB its schedule for policy reviews to allow ACRB staff to be aware of and comment on policies up for review and possible modification by APD.

* Covered in one of ten AOs



Engagement with APD



1

Internal APD Taskforce

2

PERF Engagement
of APD Officers



Administrative Orders

The table below provides an overview of the Administrative Orders as they relate to the UoF AC's recommendations:

Category	UoF AC Recommendation	Related Administrative Order
REFORM	Add peer duty to intervene and complementary non-retaliation and reporting requirements (45-day report; Rec 9)	2020-30: COO to coordinate with COP to develop training plan for reporting excessive force
REFORM	<p>Create de-escalation requirements, outlining specific examples/tactics and creating a requirement to consider vulnerable populations when deciding to use force (45-day report; Rec 6)</p> <p>Further restrict use of deadly force/firearms, including designation of deadly force as a “last resort” and outlining requirements before use, including de-escalation (45-day report; Rec 8)</p> <p>Commit to eliminating performance evaluation systems and disciplinary actions that incentivize officers to make unnecessary arrests (45-day report; Rec 20)</p> <p>Create a working group with key stakeholders to implement target alternative response continuum (45-day report; Rec 23)</p>	<p>2020-18: COO implements reforms and SOPs for APD use of force</p> <p>2020-36: Comprehensive set of recommendations for how policing should be done from top to bottom</p>
TRANSPARENCY	Create a centralized repository for witness footage of use of force by officers (14-day report; Rec 4)	2020-23: Create repository for public submission of video footage of use of force incidents



Administrative Orders (cont.)

Category	UoF AC Recommendation	Related Administrative Order
<p>TRANSPARENCY</p>	<p>Commit to identifying policies to improve officer compliance and public transparency of captured body worn camera footage (14-day report; Rec 3)</p>	<p>2020-28: COO to immediately adopt and implement reforms to improve police compliance with body worn camera SOPs</p>
<p>TRANSPARENCY</p>	<p>Digitize and structure current and recent records so that they can be analyzed and reported (45-day report; Rec 27)</p> <p>Ensure public accessibility to current and future data disclosures (45-day report; Rec 31)</p>	<p>2020-33: COO to coordinate with COP to develop web platform for public use of force reports</p>
<p>PARTNERSHIPS</p>	<p>Ensure continued support and expansion of prevention, diversion, and intervention programs e.g., Pre-Arrest Diversion, @Promise youth center and similar community-focused programs (45-day report; Rec 24)</p>	<p>2020-32: City Attorney to prepare agreement for partnership with Atlanta/Fulton County Pre-Arrest Diversion Initiative, Inc.</p>
<p>PARTNERSHIPS</p>	<p>Mandate alternative response training e.g., pre-arrest diversion for all officers in all zones (45-day report; Rec 22)</p>	<p>2020-35: Development of implementation plan to provide pre-arrest diversion training to all officers</p>



Administrative Orders (cont.)

Category	UoF AC Recommendation	Related Administrative Order
<p>ACCOUNTABILITY</p>	<p>Extend powers and community awareness of Atlanta Citizen Review Board (ACRB), including:</p> <ul style="list-style-type: none"> • Increased funding to improve ACRB outreach, awareness, and program effectiveness (14-day report; Rec 9) • Mandated 3rd party audit of misaligned recommendations in use of force incidents 	<p>2020-22: Assist ACRB in proactive review of all use of force incidents</p>
<p>ACCOUNTABILITY</p>	<p>Create a memorandum of understanding between Office of Professional Standards (OPS) and ACRB for disciplinary action reporting and investigatory data exchange (45-day report; Rec 12)</p> <p>Improve community awareness of ACRB through direct information dissemination and awareness campaigns (45-day report; Rec 16)</p>	<p>2020-31: COO to coordinate with COP to develop SOP for APD to interact with Atlanta Citizen Review Board</p>
<p>ACCOUNTABILITY</p>	<p>Mandate 3rd party independent review for recommended actions on ACRB/APD disagreements on complaints (45-day report; Rec 11)</p> <p>Mandate ACRB review of changes to APD Standard Operating Procedures which affect citizens, at least 30 days in advance; establish a 3rd party recourse for disagreements (45-day report; Rec 14)</p> <p>Extend ACRB mediation program to OPS for lower-level complaints (45-day report; Rec 17)</p>	<p>2020-34: COO to coordinate with COP to engage Atlanta Citizen Review Board to develop recommendations</p>

Path Forward

In addition to the actions taken to-date on police reform, the Bottoms Administration is committed to identifying and implementing initiatives that position the City of Atlanta as a national leader in justice reform.

PATH FORWARD

	Initiative	Administrative Order	Expected Completion
Accountability	Develop SOP to govern APD's interaction with ACRB	AO 2020-31	Nov 2020
	Evaluate ways to increase awareness of ACRB	AO 2020-31	Nov 2020
	Identify ways to resolve conflicts between APD/ACRB	AO 2020-34	Nov 2020
Partnerships	Memorialize agreement with Atlanta/Fulton County Pre-Arrest Diversion Initiative (PAD)	AO 2020-32	Dec 2020
	Develop plan to provide PAD training to all officers	AO 2020-35	Nov 2020
Transparency	Provide public with access to use of force reports	AO 2020-33	Nov 2020
	Develop public dashboard to display use of force trends	AO 2020-33	Dec 2020
Reform	Engage a professional organization to conduct a top-to-bottom review on policing reform, including solicitation of community input on the development of an alternate response continuum	AO 2020-36	Ongoing
Community Engagement	Launch a city-wide community engagement effort to examine policing in Atlanta	AO 2020-27	Ongoing



Community Engagement

The City of Atlanta has engaged the services of an Atlanta-based organization – **APD Urban Planning and Management LLC (Urban)** – to oversee a city-wide community engagement effort integrated with PERF’s policy reform work.

The team at Urban has over thirty years of national expertise on urban planning, equitable community development and affordability policies. They are guided by a strong commitment to public participation and maintaining a transparent, capacity building relationships with community stakeholders throughout their work.

Urban’s initial 6-month engagement will include:

- > Developing a community-led engagement plan that respects the diverse community and individual needs across all of Atlanta as it pertains to community support and law enforcement;
- > Gathering data and input from APD, residents, business leaders, and stakeholders using various innovative and transparent tools and methods; and
- > Facilitating community engagement processes that flexibly accommodate changing conditions due to COVID-19 realities.



Remaining Recommendations

The “top to bottom” review of policing conducted by PERF will be crucial to:

1

Address and provide recommendations on the remaining Use of Force Advisory Council’s recommendations

2

Identify additional policy, operational, and training reforms for APD

Questions?

Appendix

> All UoF AC Recommendations

14-Day recommendations summary

Law & Policy



- 1 Commit to revising the Use of Force continuum in Standard Operating Procedures (SOP) to increase specificity and align with best practices
- 2 Ensure that changes taken under the Mayor's Administrative Orders 2020-18 align with best practice policy changes from other cities and continue measures for accountability
- 3 Commit to identifying policies to improve officer compliance and public transparency of captured body worn camera footage
- 4 Create a centralized repository for witness footage of use of force by officers
- 5 Mandate immediate drug testing for officers when a use of force incident resulting in serious injury or death occurs

Culture & Mindset Shift



- 6 Commit to re-evaluating and revising mission, vision, core values, and oath of the Atlanta Police Department
- 7 Conduct additional screenings - including mental health and implicit bias assessments - for all applicants during the recruiting process, and on an ongoing basis for all officers
- 8 Require more exhaustive background checks with attention to record of complaints from other agencies, previous applications to police departments, and social media sentiment

Community & Partnerships



- 9 Extend powers and community awareness of Atlanta Citizen Review Board (ACRB), including:
 - Mandated 3rd party audit of misaligned recommendations in use of force incidents
 - Increased funding to improve ACRB outreach, awareness, and program effectiveness
- 10 Begin to evaluate policies, procedures, and partner organizations for least harm approach to reduce the likelihood of use of force long-term, including:
 - Evaluate partnership model, resourcing, and legal framework for non-law enforcement officials to respond to community
 - Expand and incentivize adoption of Pre-Arrest Diversion program across additional zones

33 Total Recommendations

45-Day recommendations summary

Vision, Mission, and Values

- 1 Convene a working group that will be responsible for the reimagining of the vision, mission, and core values of the APD
- 2 Require the working group to prioritize seven guiding ideals during the development of the newly reimagined vision, mission, and values
- 3 Create a forum to hold community reconciliation meetings between APD and the Atlanta community
- 4 Perform an annual culture audit that will highlight where APD stands regarding progress in achieving newly reimagined vision, mission, and values

Standard Operating Procedures

- 5 Lead Use of Force SOP with principles/values to set tone for Use of Force policies, incorporating additional principles consistent with APD's emerging vision, mission, and values
- 6 Create de-escalation requirements, outlining specific examples/tactics and creating a requirement to consider vulnerable populations when deciding to use force
- 7 Strengthen Use of Force continuum with clearer definitions for levels of subject resistance and force to ensure proportionality
- 8 Further restrict use of deadly force/firearms, including designation of deadly force as a "last resort" and outlining requirements before use, including de-escalation
- 9 Add peer duty to intervene and complementary non-retaliation and reporting requirements

- Addressed in Mayor Bottoms August 5, 2020 Administrative Orders (7 Orders)



45-Day recommendations summary

Governance

- 10 Increase accountability for APD and Atlanta Citizen Review Board (ACRB) to conduct investigations and provide responses in a timely manner
- 11 Mandate 3rd party independent review for recommended actions on ACRB/APD disagreements on complaints
- 12 Create a memorandum of understanding between Office of Professional Standards (OPS) and ACRB for disciplinary action reporting and investigatory data exchange
- 13 Increase period-in-office of OPS leadership to a minimum of two years
- 14 Mandate ACRB review of changes to APD Standard Operating Procedures which affect citizens, at least 30 days in advance; establish a 3rd party recourse for disagreements
- 15 Increase ACRB funding by \$0.4-1.3M to enable improvement in effectiveness of processes
- 16 Improve community awareness through direct information dissemination and awareness campaigns
- 17 Extend ACRB mediation program to OPS for lower level complaints

Community Partnership

- 18 Evaluate and augment current 911 dispatcher process to identify situations eligible for alternate response
- 19 Develop a plan to enable alternative first responders for situations where other expertise is beneficial and/or police presence is not critical
- 20 Commit to eliminating performance evaluation systems and disciplinary actions that incentivize officers to make unnecessary arrests
- 21 Commit to incentivizing diversion and de-incentivizing certain categories of arrest
- 22 Mandate alternative response training e.g., pre-arrest diversion for all officers in all zones
- 23 Create a working group with key stakeholders to implement target alternative response continuum
- 24 Ensure continued support and expansion of prevention, diversion, and intervention programs e.g., Pre-Arrest Diversion, @Promise youth center and similar community-focused programs
- 25 Create a fund and central database for organizations supporting non-LEO response to formally connect with APD and apply for funding from the City
- 26 Commit to planning out the creation of a central crisis response center in partnership with other local jurisdictions

Reporting and Transparency

- 27 Digitize and structure current and recent records so that they can be analyzed and reported
 - 28 Revise data collection process to ensure completeness of data and encourage compliance with data collection policies
 - 29 Implement structural and process changes to integrate data across departments while preserving privacy and integrity of APD operations
 - 30 Invest in deeper analytics to implement data driven decision making
 - 31 Ensure public accessibility to current and future data disclosures
 - 32 Build and implement an interactive use of force data dashboard after the Mark43 implementation is operational
 - 33 Ensure data are true and complete through 3rd party data audits
- Addressed in Mayor Bottoms August 5, 2020 Administrative Orders (7 Orders)