

# **Bottoms Administration**

## **Police Use of Force Advisory Council**

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**June 18, 2020**





## Proposed 06/18 AC Agenda

# For today's discussion

## Agenda

Process update

Fact base discussion

14-day early actions shortlist

Focus group discussions

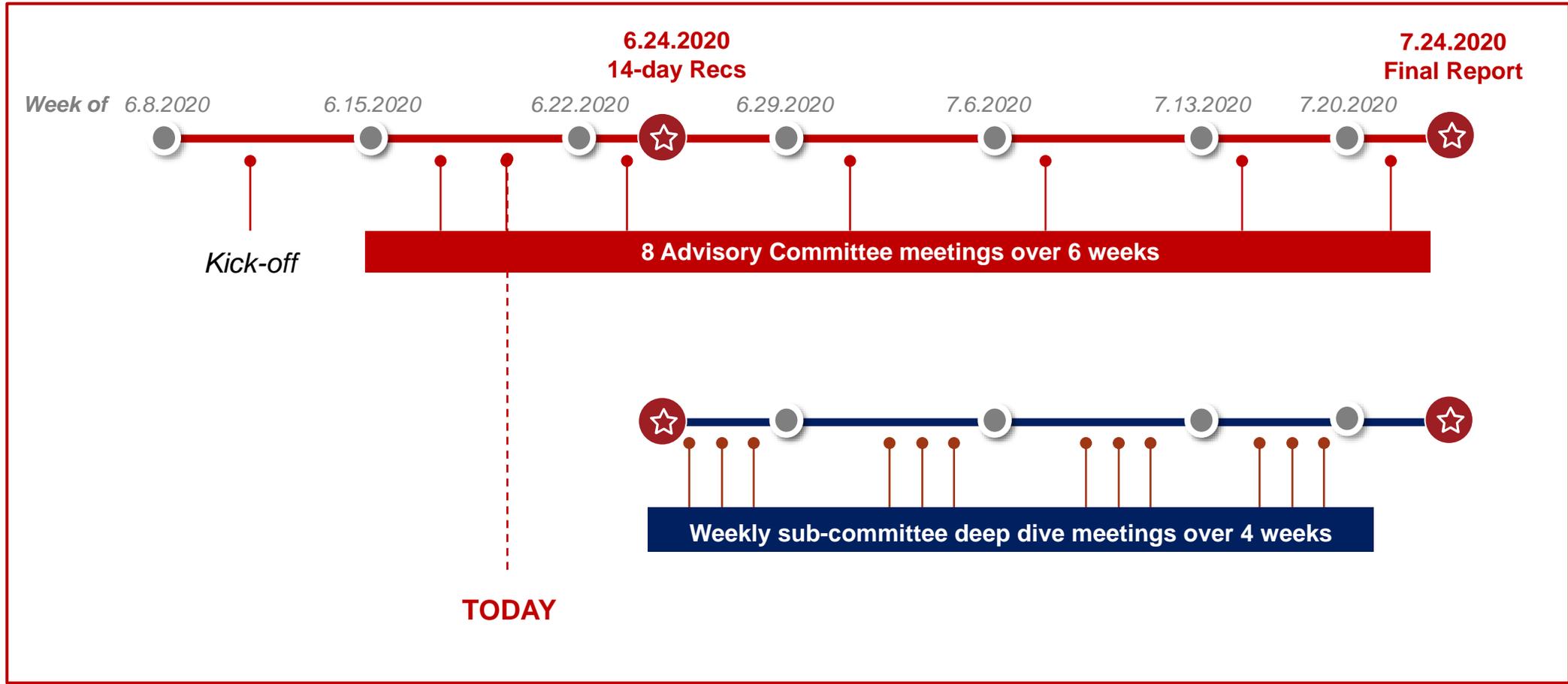
Next steps





## Process update

# We have one additional meeting until submitting our 14-day recommendations to the Mayor





## Process update

# Remembering our goals and process for today

### Advisory Council Goals

- 1 **REVIEW** our police use of force policies
- 2 **ENGAGE** our community as we develop solutions informed by national expertise and appropriate to Atlanta's context
- 3 **REPORT** the findings of our review to our community and seek feedback
- 4 **REFORM** our community's police use of force policies

### Considerations for today's meeting

- We are nearing 14-day recommendations so the team will push hard to prioritize actions in the breakout groups
- As we go through the full group session today, please use the chat box to ask questions and we will take items from there
- After the meeting (at 3:30pm) we will have representatives from APD joining the call for an optional time period to ask questions



## Fact base

# Disclaimer on fact base

**All data shown herein is directly from publicly available sources or the Atlanta Police Department.**

**This analysis does not claim accuracy of data reported and has not manipulated any data beyond the information provided.**

**All analysis is preliminary and for discussion purposes only.**



## Summary of findings

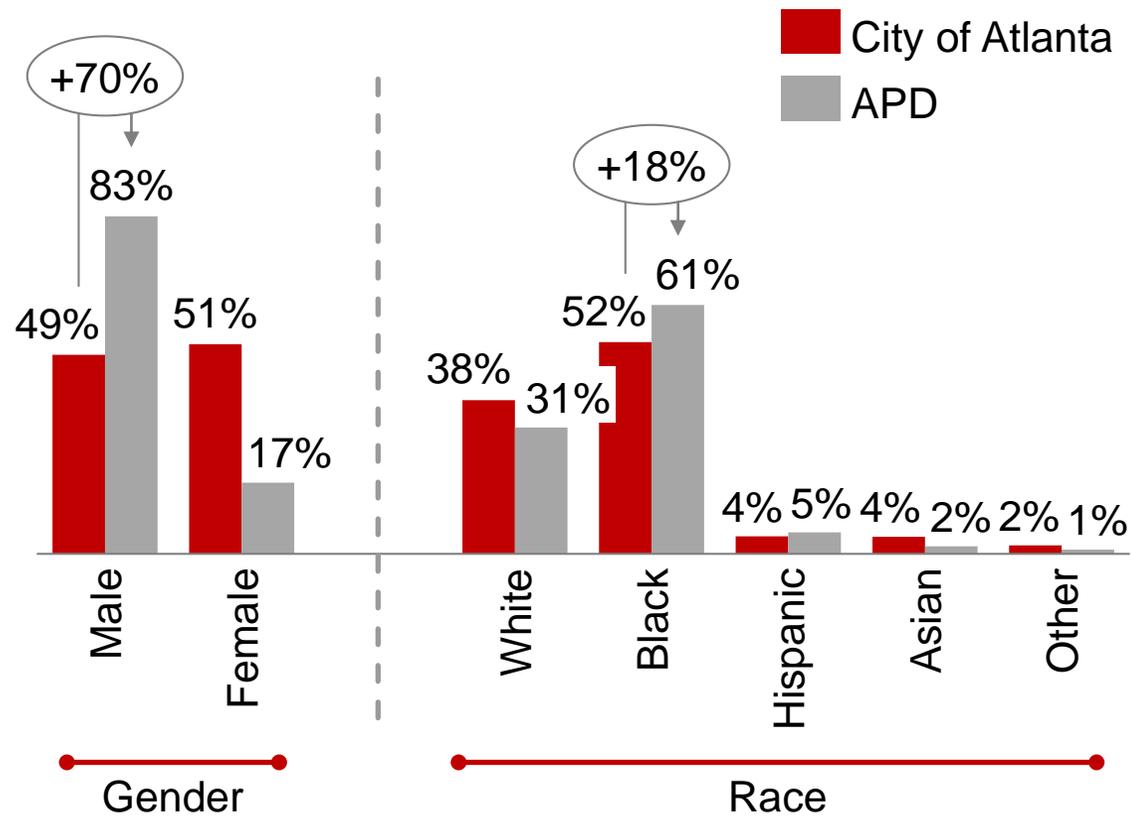
- APDs racial demographic is **largely representative** of the City of Atlanta
- APDs academy requires **70% more training** than the national average and **90% more** than the Georgia average
- Relative to top 50 US cities in population, ATL is **in line with the average** in terms **deaths in custody**
- While **arrests have declined** over the past 7 years, **use of force reports have increased** from more physical use of force cases
- While **use of force by firearm is down** in 2019, all deaths in APD custody were **the result of a firearm**, while other large cities have a wider range of causes of death
- ACRB is reviewing **more use of force complaints over time**, but **alignment between recommendations is improving** over time



## Where is ATL today?

# Demographic differences between APD and CoA

Demographic comparison of 1,795 APD officers and City of Atlanta general population



### Summary

- At a high level, APD's racial demographics are representative of the city of Atlanta
- APD's gender demographics skew towards over representation of males

The APD is currently working with us to provide additional details

- Further evaluating demographics...
  - ...within each police zone
  - ...among each shift
  - ...among patrol pairings

Source: APD UoF Analysis, 2013-2019; U.S. Census (<https://www.census.gov/quickfacts/atlantacitygeorgia>)



## Where is ATL today?

# Overview of 13 milestones in APD recruiting & hiring process

Illustrative

### Initial screening



1 Pre-application screening

2 Oral interview process utilizing APD long questionnaire

3 Application for employment with APD

4 Testing  
• Cognitive  
• Psychometric  
• POST council examination

5 Criminal history check based on fingerprints

6 Contacting law enforcement agencies from previous residencies

7 Obtaining last seven-year driving record

8 Financial background check

9 Employment history check & Military history checks (if applicable)

10 Character & social references assessment

12 Computer Voice Stress Analyzer (CVSA) exam

11 Background interview

13 Employment offer is made conditional on completing:

- Psychological interview
- Medical and drug screening
- Georgia POST screening



### Background checks

### Confirmation

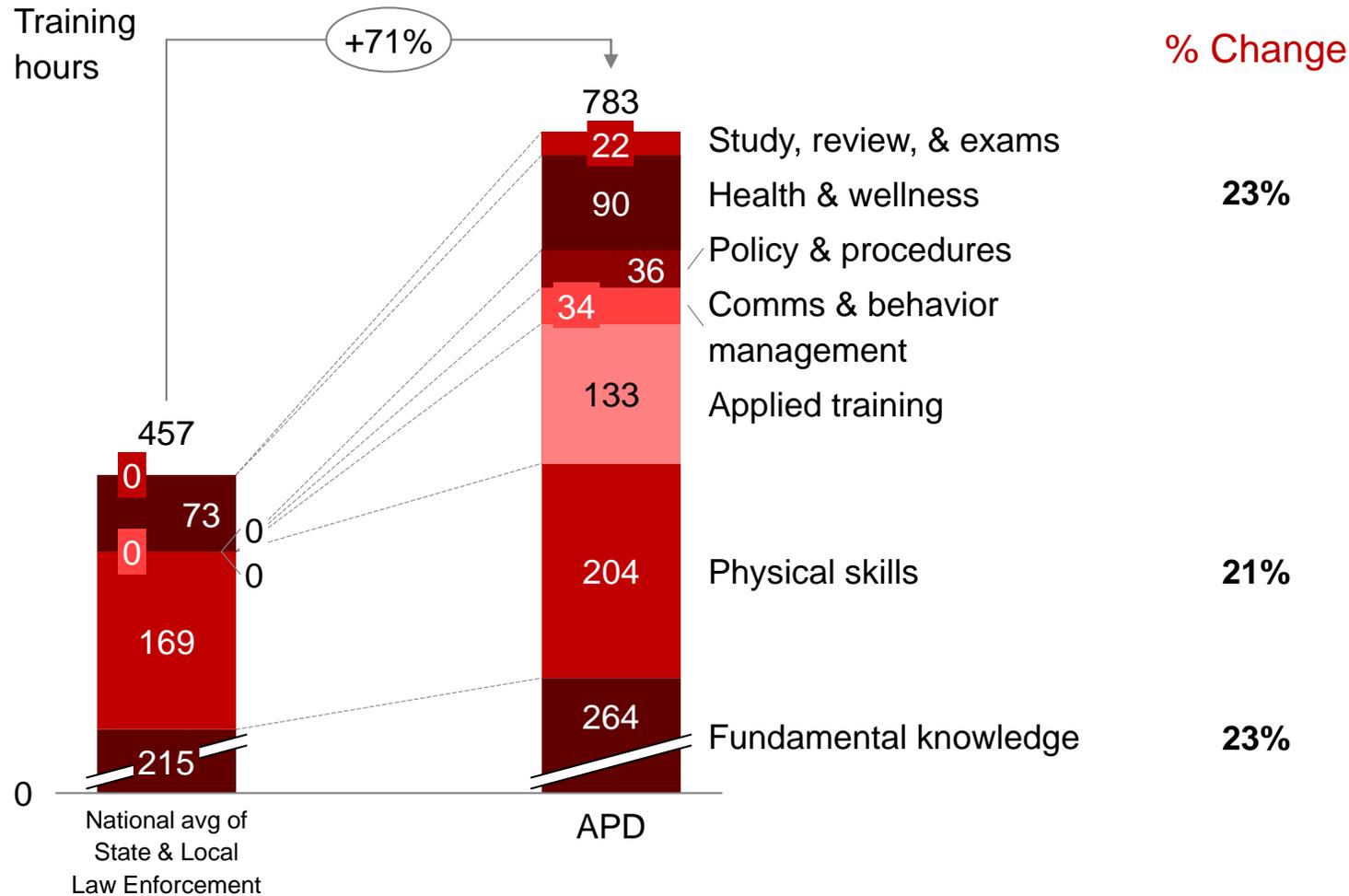
### Potential opportunities

- No Implicit Association Testing (IAT) in hiring process
- No social media sentiment screening as an additional input into hiring process



## Where is ATL today?

# APD's academy requires ~70% more training than the national average



## Summary of key additions to the APD curriculum vs. national avg.

### Fundamental knowledge

- More investigations training that national avg
- Less criminal law than national avg
- Less patrol procedures than national avg

### Physical skills

- More defensive / control tactics hrs
- Less firearm training hrs than national average

### Health & wellness

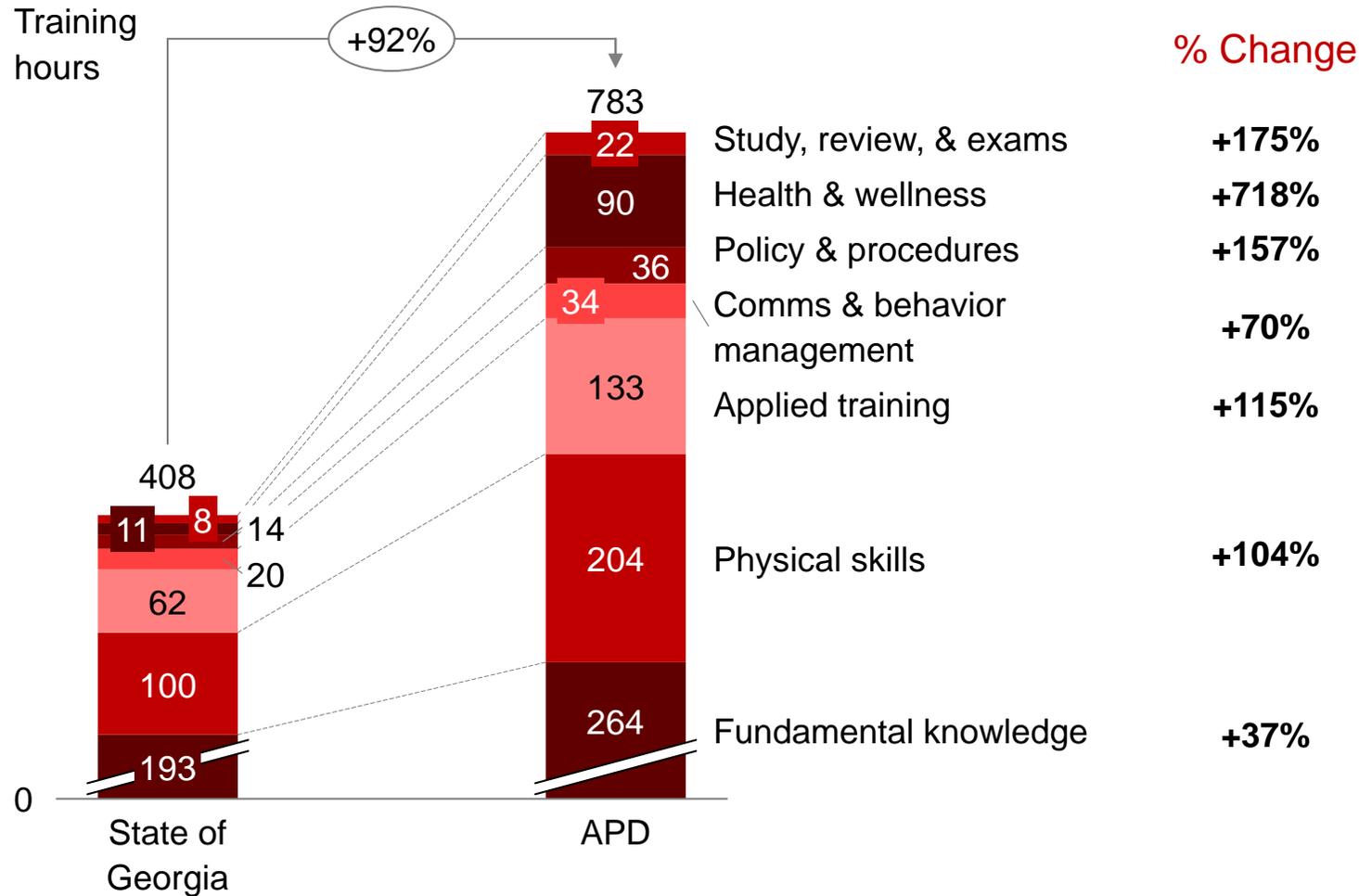
- Less first aid & CPR training than national avg

Source: Atlanta Police Academy Curriculum, Bureau of Justice Statistics, Census of Law Enforcement Training Academies (2013), BCG analysis



## Where is ATL today?

# APD's academy requires ~90% more training than the State



### Summary of key additions to the APD curriculum vs. national avg.

#### Fundamental knowledge

- Georgia conceal carry law
- Professionalism & ethical leadership
- Body worn camera training

#### Physical skills

- Supplemental training in defensive tactic, firearms, & emergency vehicle ops

#### Applied training

- Civil preparedness
- Communications & GCIC
- Active shooter
- Reality-based training scenarios

#### Comms & behavior management

- De-escalation
- LGBT citizen interaction & crisis intervention

Source: Atlanta Police Academy Curriculum, State of Georgia POST curriculum, BCG analysis



## Where is ATL today?

# APD runs four different types of community-oriented programs

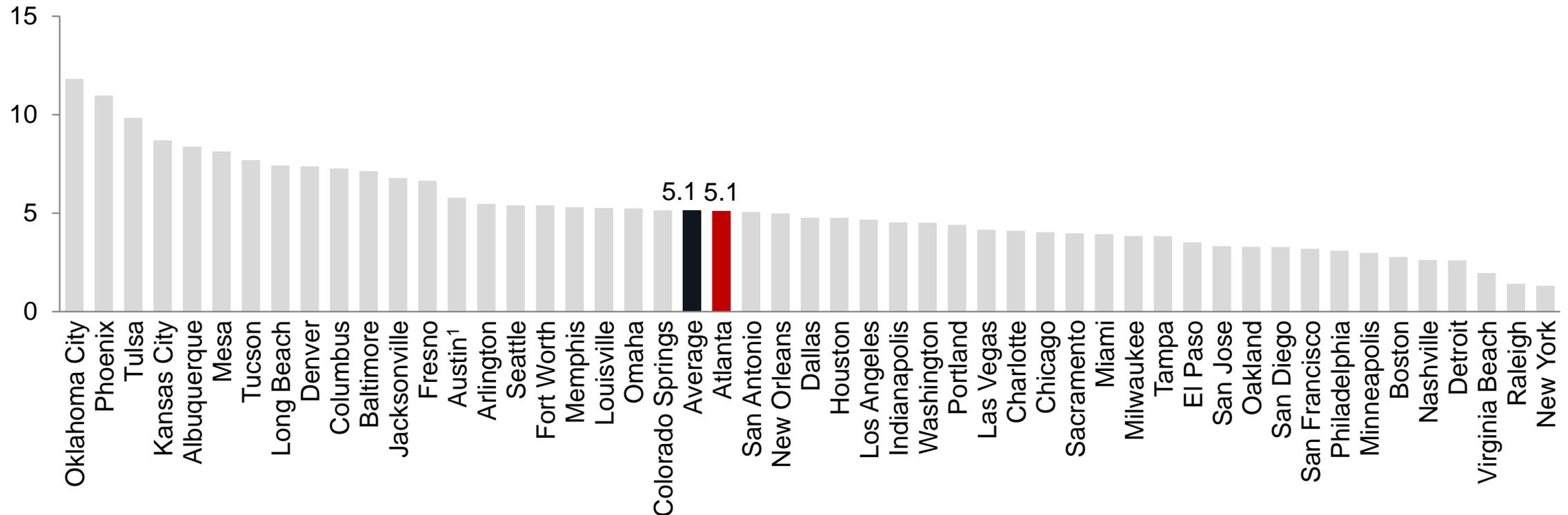
				
 Group	Police Athletic League (PAL)	@Promise Youth Center	Special Projects & Community Liaison	Dept. of Community Engagement & Events
 Description	Non profit which holds athletics and other programs to improve quality of life	Learning and community facility with specialized services for youth	Works with community organizations, advocacy groups, residents to promote partnerships	Coordinating high profile police/community events and community focused initiatives
 # of programs	30	23	14	3
 Example program(s)	Boxing after Dark	Youth engagement conference	Clippers & COPS, Coffee with a cop	Citizens Police Academy



2013-2019 peer benchmarking: use of deadly force

# Atlanta Police Department is ranked 22<sup>nd</sup> among peers in per capita deaths in police custody

Annual rate of deaths in custody (Per 1M people) in 50 largest U.S. cities by population



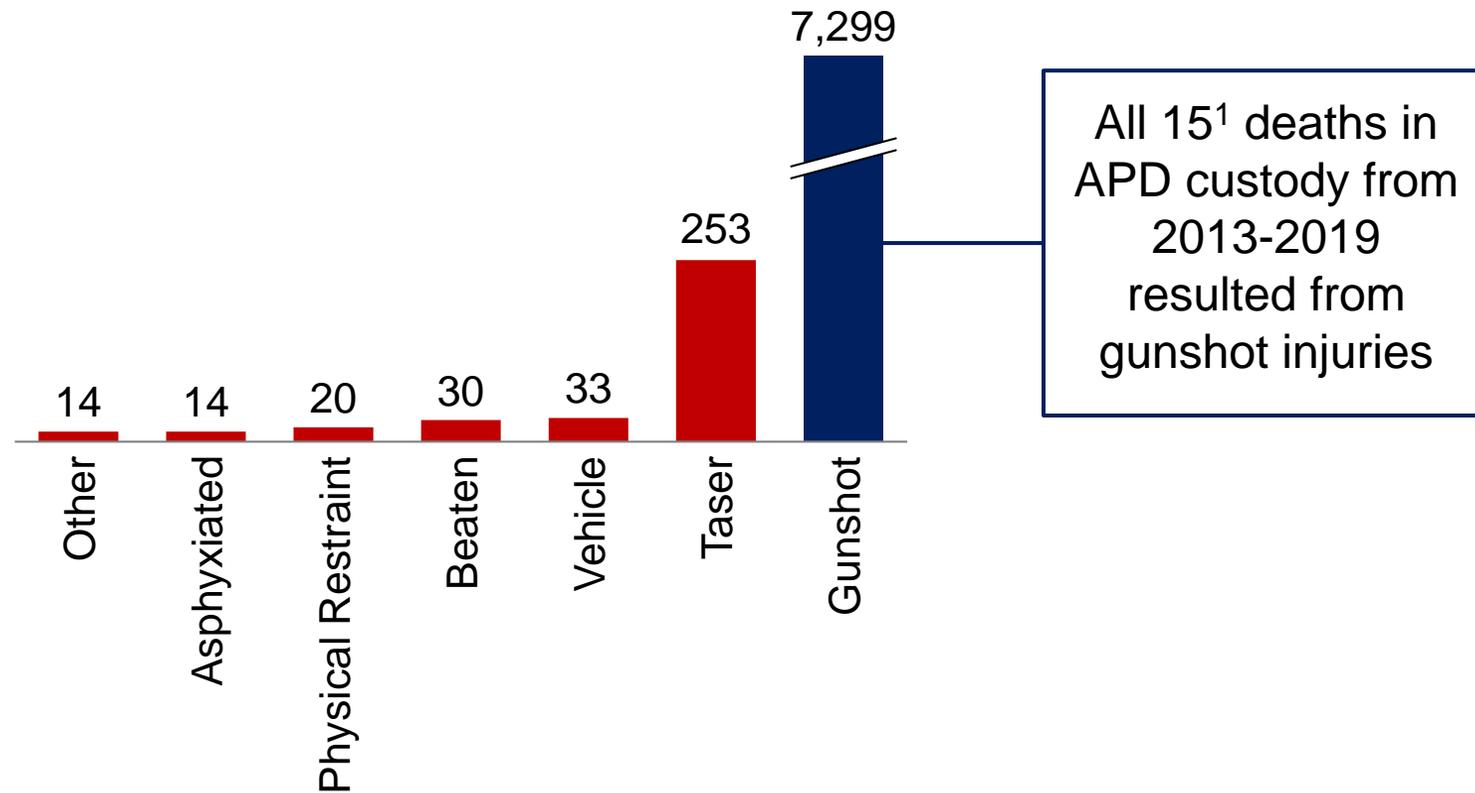
Note: Peer set comprised of 50 top most populated cities in the U.S.. Atlanta ranks as the 37<sup>th</sup> most populated city  
 Source: Mapping Police Violence data, U.S. census



## Atlanta Use of Force Context

# Deep dive: U.S. and APD deaths in police custody

Causes of death in police custody across U.S. police departments from 2013-2019



Threat level and alleged weapon of deaths in APD custody

Allegedly armed: 7

- Gun: 6
- Axe: 1

Not allegedly armed: 8

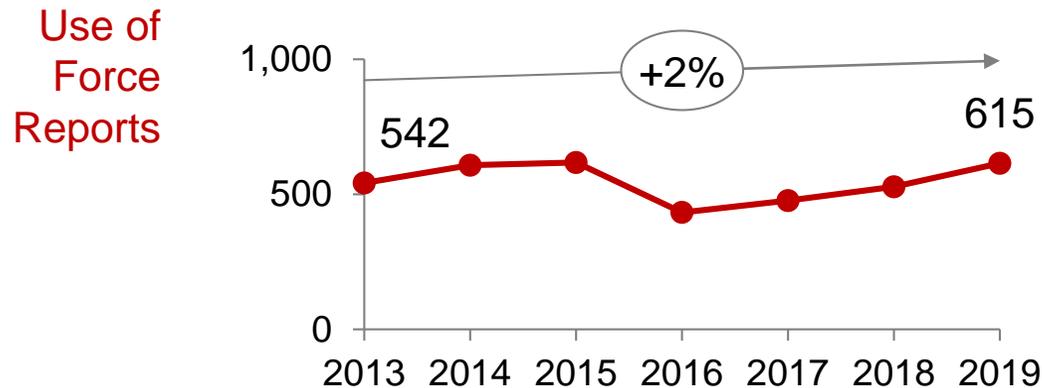
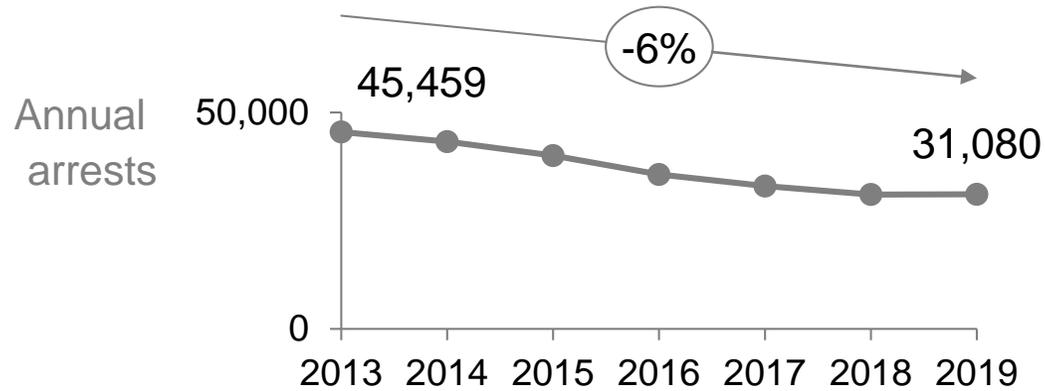
1. 14 deaths occurred in Atlanta city limits, 1 occurred in Hapeville  
Source: Mapping Police Violence data



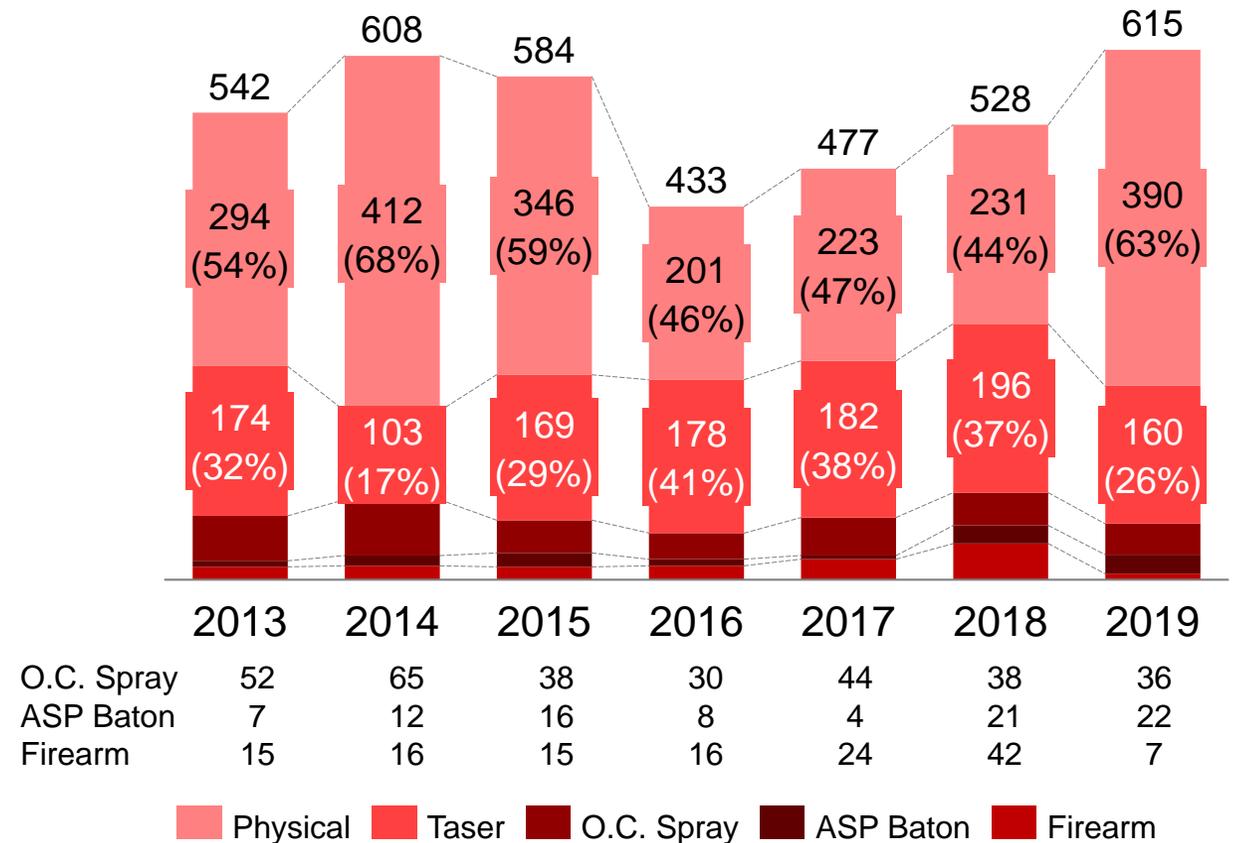
## Atlanta Use of Force Context

# Overview: Use of Force over time in Atlanta

Arrests generally decreasing over time, but reported Use of Force incidents increasing over past 4 years



Majority of reported Use of Force incidents involve physical force or taser



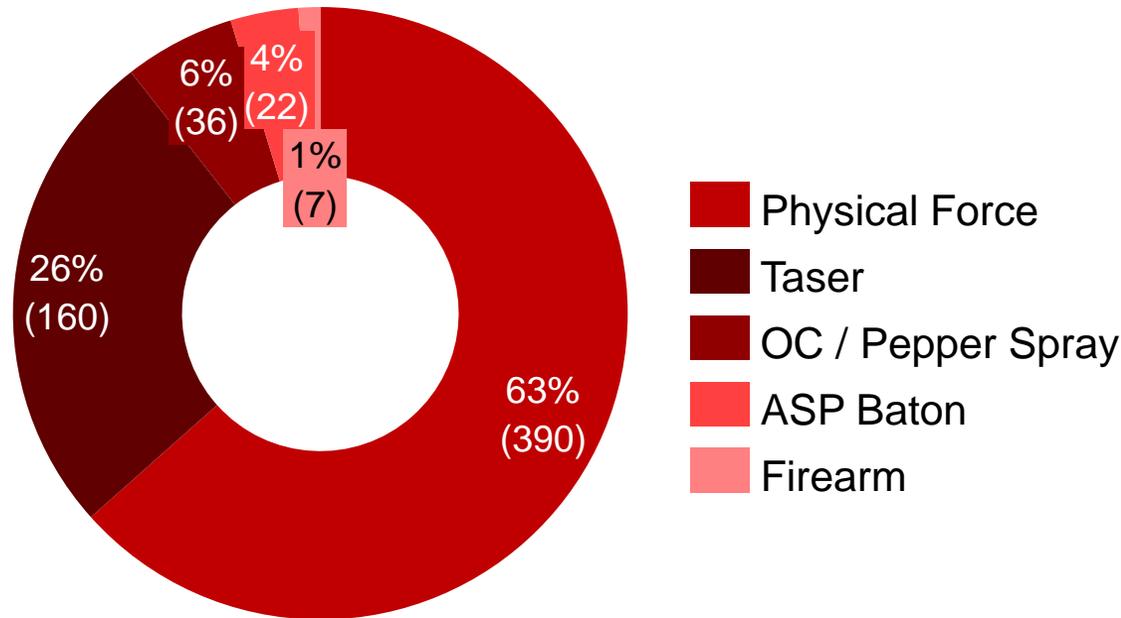
Note: Some reports missing from 2018 due to lost/corrupted data  
 Source: APD UoF Analysis, 2013-2019



## Atlanta Use of Force Context

# Overview of APD Use of Force in 2019

### Use of Force reports by type of force



Total Use of Force reports: 615

### Summary of key UoF statistics

- **12 officers received remedial training** for excessive Use of Force (7 for Taser, 2 Firearm, 1 Baton, 1 OC, 1 Physical)
- **11 officers were involved in a weapon discharge** (3 incidents not directed at people, property, or animals)
- Office of Professional Standards (OPS) handled **14 cases of potential unreasonable or necessary force and 3 citizen complaints**
- **Video footage was captured for 94% of incidents** – uncaptured cases were directed to OPS for further review / investigation

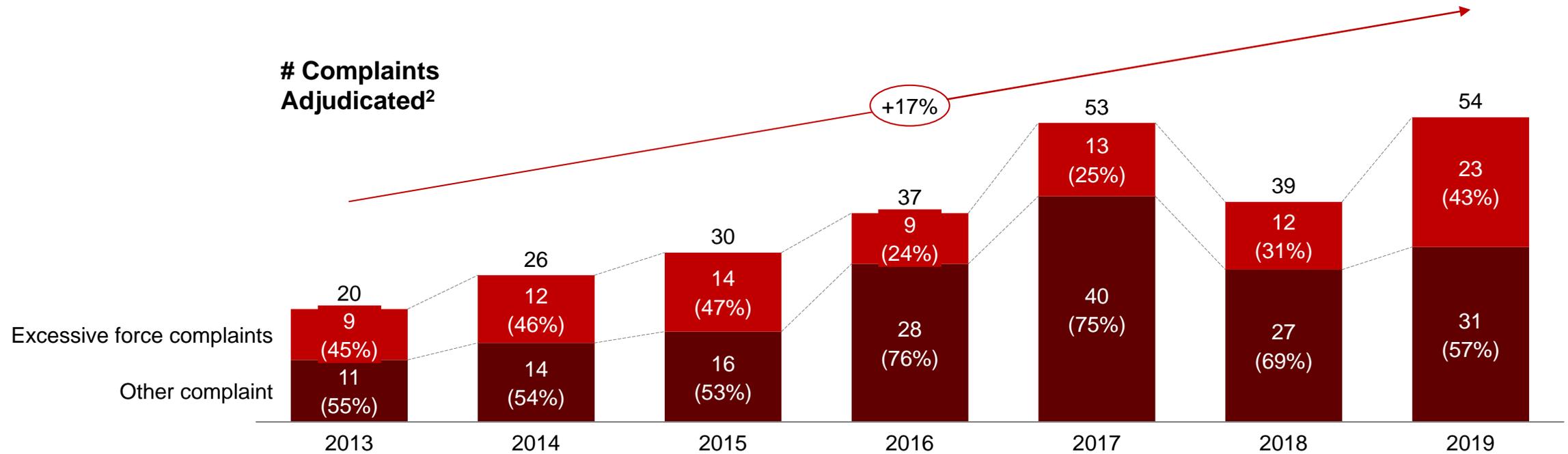


**Fact base**

**Where is ATL today?**

**Atlanta Citizen Review Board**

Excessive force complaints have increased ~17% YoY since 2013



**Excessive UoF complaints with differing ACRB / APD opinions<sup>1</sup>**

2013	2014	2015	2016	2017	2018	2019
4 (44%)	3 (25%)	10 (71%)	4 (44%)	4 (31%)	2 (17%)	6 (26%)

1. Percentages as fractions of total excessive force complaints. 2. Based on case code, not officer count. Source: ACRB excessive force complaint data



## Shortlist

# Today's conversation will focus on the 15 early action recommendations that have received the most traction to date





# Emerging recommended early actions (I/II)

15 prioritized based on Advisory Council sessions and survey results



## Law & Policy

Theme	Recommended action
	Strengthen commitment to de-escalation in language pertaining to peer duty to intervene
<b>Conduct guidelines</b>	<p>Revisit Use of Force continuum (exhaust all alternatives before shooting, require verbal warning before shooting)</p> <p>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</p>
	Improved public access to officer body camera footage
<b>Reporting &amp; transparency</b>	<p>Creation of centralized repository for witness footage of Use of Force by officers</p> <p>Requiring drug testing for officers following incidents resulting in serious injuries/fatalities of those in custody</p>



# Emerging recommended early actions (II/II)

15 prioritized based on Advisory Council sessions and survey results

Theme	Recommended action
 <p data-bbox="550 468 912 511"><b>Recruitment</b></p>	<p data-bbox="912 328 2484 421">Screening for mental health issues during hiring; on-going evaluations for mental/health/fitness</p> <p data-bbox="912 442 2484 535">Require more exhaustive background checks w/ attention to record of complaints from other agencies, previous applications to police departments, social media sentiment, etc.</p> <p data-bbox="912 585 2484 628">Incorporate Implicit Association Testing (IAT) into recruitment process</p>
<p data-bbox="147 642 458 742"><b>Cultural &amp; Mindset Shift</b></p>	<p data-bbox="550 735 912 821"><b>Training &amp; Curriculum</b></p> <p data-bbox="912 678 2484 763">Provide officers with mandatory Use of Force training and semi-annual recertification requirement (at minimum)</p> <p data-bbox="912 821 2484 863">Provide officers with mandatory procedural justice training annually</p>
 <p data-bbox="147 1106 458 1206"><b>Community &amp; Partnerships</b></p>	<p data-bbox="550 906 912 999"><b>Community Collaboration</b></p> <p data-bbox="912 913 2484 999">Increase funding and influence of the ACRB (e.g. audit powers, collaboration response deadlines, incorporation of ACRB collected evidence into investigations)</p> <p data-bbox="912 1028 2484 1113">Deploy appropriate professionals as team leads in response to non-criminal activities (e.g., mental health)</p>
	<p data-bbox="550 1142 912 1235"><b>Community Integration</b></p> <p data-bbox="912 1149 2484 1235">Adopt “least harm” resolution policies, such as diversion programs or warnings and citations in lieu of arrest for minor infractions</p> <p data-bbox="912 1263 2484 1349">Evaluate officers on their efforts to engage members of the community and the partnerships they build (e.g. peer reviews, local surveys)</p>



# Key discussion topics to explore in breakout sessions

## Buy-in on actions

- Do we recommend including these actions as part of the 14-day announcement
- ...
- ...

## Short-term feasibility

- Do we feel comfortable requesting immediate action on these items? Is further investigation in either the current situation or potential options warranted?

## Capturing exhaustive commentary

- What aspects of the proposed recommended actions should be further refined? Why?
- Are there any additional recommended actions that should be included on the shortlist?



What we heard from you

# Emerging Law & Policy early actions

6 prioritized based on Advisory Council sessions and survey results



## Law and Policy

Theme	Recommended action
<b>Conduct guidelines</b>	Strengthen commitment to de-escalation in language pertaining to peer duty to intervene
	Revisit Use of Force continuum (exhaust all alternatives before shooting, necessary use of force - not reasonable)
	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
<b>Reporting &amp; transparency</b>	Improved public access to officer body camera footage
	Creation of centralized repository for witness footage of Use of Force by officers
	Requiring drug testing (specifically called out for serious injuries/fatalities) for officers



## What we heard from you

# Emerging Cultural & Mindset Shift early actions

5 prioritized based on Advisory Council sessions and survey results



Theme	Recommended action
Recruitment	Screening for mental health issues during hiring; on-going evaluations for mental/health/fitness
	Require more exhaustive background checks w/ attention to record of complaints from other agencies, previous applications to police departments, social media sentiment, etc.
Training & Curriculum	Incorporate Implicit Association Testing (IAT) into recruitment process
	Provide officers with mandatory Use of Force training and semi-annual recertification requirement (at minimum)
	Provide officers with mandatory procedural justice training annually



What we heard from you

# Emerging Community & Partnerships early actions

4 prioritized based on Advisory Council sessions and survey results



## Community and Partnerships

Theme	Recommended action
<b>Community Collaboration</b>	Increase powers of ACRB (subpoena, annual review/report mandate, response deadlines, escalation of sustained misalignment with ACRB recommendations)
<b>Community Integration</b>	Adopt “least harm” resolution policies, such as diversion programs or warnings and citations in lieu of arrest for minor infractions
	Deploy appropriate professionals as team leads in response to non-criminal activities (e.g., mental health)
	Evaluate officers on their efforts to engage members of the community and the partnerships they build (e.g. peer reviews, local surveys)



# Next steps



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# Appendix



What we heard from you

# Emerging focal points for Law & Policy



## Conduct guidelines

Increase restrictions impacting Use of Force to minimize injury



## Reporting & transparency

Improve stringency of and public access to Use of Force reporting



What we heard from you

# Emerging Law & Policy recommended actions (I)

Theme	Recommended action	Where is ATL today?	Impact
Conduct guidelines	Ban chokeholds & strangleholds	● Chokeholds / strangleholds not permitted or taught	N/A
	! Require de-escalation	● 6/16 Administrative Order (AO) requires updates to de-escalation policy	High
	☆ Require warning before shooting	● Not currently addressed	High
	☆ Exhaust all alternatives before shooting	● SOP outlines when to use lethal force, but does not explicitly mandate "exhausting all non-lethal options" before using lethal force	High
	! Duty to intervene	● Supervisor obligated to intervene "when the conduct of any employee is contrary to the public interest or the good reputation or proper operation of the Department"; 6/16 AO requires more specific language on Use of Force	Medium
	! Ban shooting at moving vehicles	● Officers prohibited from firing firearms at fleeing vehicles; 6/16 AO requires additional restrictions on deadly force	Medium
	! Establish Use of Force continuum	● Guidelines in place, but potential to revisit policies on specific weapons (e.g., firearms) and further restrict use of deadly force; 6/16 AO requires revisiting guidelines on use of deadly force	Medium
	Ban no-knock warrants	● No-knock warrants only approvable by Major or higher rank; review underway to determine if current policy allows obtaining warrants with no-knock clauses	Medium
	Adopt Use of Force guidelines for vulnerable populations	● Policies in place for interacting with vulnerable groups, but not specific for Use of Force	Medium

☆ Potential early actions
! Addressed in 6/16 Administrative Order
● Fully addressed
● Partially addressed
● Unaddressed



What we heard from you

# Emerging Law & Policy recommended actions (II)

Theme	Recommended action	Where is ATL today?	Impact
<b>Conduct guidelines</b> (cont.)	Ban warning shots	● Already in place	N/A
	Ban use of transportation vehicles as a weapon	● "Striking of the suspect vehicle with a police vehicle" prohibited	Medium
	Maintain ban on vehicle pursuits	● Already in place	N/A
	Restrict police use of restraints to when subject is physically violent to self/others	● Current SOP restricts force / restraints to when they "ensure safety"; not explicitly to avoid "physical violence"	Low
<b>Reporting &amp; transparency</b>	Require body cameras at all times	● 94% of UoF incidents in 2019 captured by body camera ● Incidents not captured on camera directed to Office of Professional Standards (OPS) for review	N/A
	Improve public access/release of body camera footage	● Body camera footage excluded from GA Open Records ● Act where there is a "reasonable expectation of privacy from disclosure"	Medium
	Require all force be reported	● Reports required when force is used, whenever firearm is discharged; no current requirement when force is threatened / firearm is pointed	Medium
	Mandate CVSA (Computer Voice Stress Analyzer) exam be given to officers in UoF investigations	● TBD	TBD
	Require immediate (e.g., within an hour) drug testing for officers whenever there is UoF incident requiring a report	● Not currently in place	TBD
	! Improve public access to Use of Force reports and analysis (i.e., available to public without open records request)	● 6/16 Administrative Order: "reporting for all uses of deadly force by a police officer must be reported to the Citizens Review Board"	Medium

! Addressed in 6/16 Administrative Order

● Fully addressed ● Partially addressed ● Unaddressed



## What we heard from you

# Emerging focal points for Cultural & Mindset Shift



### Culture building

Changing the tone and culture of APD to one focused on being a guardian to the community rather than a warrior



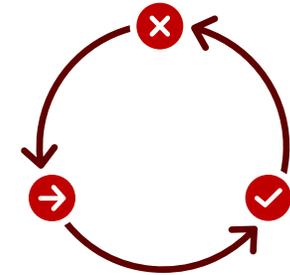
### Recruitment

Evaluating the criteria and certifications required for acceptance into Atlanta law enforcement



### Training & curriculum

Reviewing the training and the curriculum from which the training is deployed to make changes that will emphasize community policing standards



### Career development cycle

Revising the review methodology and emphasis of critical skills that are highlighted as positive for the community



# What we heard from you

## Emerging Cultural & Mindset Shift recommended actions (I)

Theme	Recommended action	Where is ATL today?	Impact
Culture building	Revise mission, vision, core values and oath	<ul style="list-style-type: none"> <li>● Current oath of office does not mention this responsibility until the third paragraph leaving room to re-emphasis code of ethics &amp; service to community</li> </ul>	High
	Mandate that officers have an ongoing obligation to review Department directives and trainings on Use of Force	<ul style="list-style-type: none"> <li>● Not currently addressed; no such language exists in the Use of Force SOP</li> </ul>	Medium
	Creation of an high APD award for excellence in community positive police work	<ul style="list-style-type: none"> <li>● Judge Arthur Kaplan Community Service Award &amp; Beyond the Badge Award are closest awards offered w/ opportunity for specific community policing award</li> </ul>	Medium
	Provide mental health resources for officer	<ul style="list-style-type: none"> <li>● Appears to be assigned as a result of some disciplinary or non-disciplinary actions</li> </ul>	Medium
	Remove any restrictions that include nondisclosure agreements in civil settlements of Use of Force cases	<ul style="list-style-type: none"> <li>● Not currently addressed</li> </ul>	Low
	Create program to educate kids & build ties to community and rotate all officers through the programming (e.g., experience one day as a police officer)	<ul style="list-style-type: none"> <li>● APD explorer program in place give 15 – 21 year olds exposure to law enforcement; however, missing programming for younger age groups</li> </ul>	Medium
Recruit-ment	<ul style="list-style-type: none"> <li>★ <b>Require more exhaustive background checks w/ attention to record of complaints from other agencies, social media sentiment, etc.</b></li> </ul>	<ul style="list-style-type: none"> <li>● Screen for history of contact with criminal justice system, but not complaints on-file from other agencies</li> </ul>	High
	Evaluate the mental health, fitness, and implicit of police recruits during hiring and onboarding process	<ul style="list-style-type: none"> <li>● Psychological interview performed after conditional offer; however, no Implicit Association Test (IAT) given</li> </ul>	Medium
	Require re-evaluations every year of the mental health and fitness of law enforcement officers	<ul style="list-style-type: none"> <li>● Not currently addressed</li> </ul>	Medium

★ Potential early actions

● Fully addressed ● Partially addressed ● Unaddressed



## What we heard from you

# Emerging Cultural & Mindset Shift recommended actions (II)

Theme	Recommended action	Where is ATL today?	Impact
Training & curriculum	☆ Provide officers with mandatory Use of Force training and recertification semi-annually at minimum	● Currently, Use of Force training is only conducted once a year	High
	☆ Provide officers with mandatory procedural justice training annually	● Procedural justice currently included as part of annual POST training as an elective course	High
	Provide officer with specialized Use of Force training regarding applying Use of Force to particular marginalized group	● Not currently addressed	High
	Provide implicit bias (E.g., training on safe interactions with LGBTQ individuals) & cultural competency training on an ongoing basis; at minimum semi-annually	● Cultural Awareness currently included as part of annual POST training as an elective course	Medium
	Provide communication & de-escalation training on an ongoing basis; at minimum quarterly	● Only 1 hr of training on "De-escalation options for gaining compliance"	High
	Officers should be specifically trained in how to interact with people with mental and physical disabilities who may be in crisis; at minimum semi-annually	● Not currently addressed	High
	Officers should be trained on safe interactions with members of the public who desire to film them	● Not currently addressed	Medium
	! Create ongoing weekly roll call de-escalation training; training should be scenario based nature	● 6/16 Administrative Order requires updates to training on de-escalation techniques	Medium
Career development cycle	☆ Use Department of Human Resources to audit APD hiring and promotional exams	● Not currently addressed	High
	Officer performance reviews should include de-escalation rating and put a greater weight towards de-escalation	● Not currently addressed, current annual performance review makes no mention of de-escalation	Medium
	Implement a robust Early Warning System that identifies officers with 2 or more Use of Force incidences	● Early Intervention and Early Warning System implemented in 2016	N/A

☆ Potential early actions    ! Addressed in 6/16 Administrative Order    ● Fully addressed    ● Partially addressed    ● Unaddressed



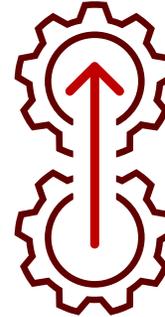
What we heard from you

# Emerging focal points for Community Engagement & Partnerships



## Community collaboration

Work with neighborhood residents, leaders to increase public safety & transparency



## Community integration

Increase empathy & understanding, in-community residency/representation; explore "least harm" alternatives



# What we heard from you

## Emerging Community & Partnerships recommended actions (I/II)

Theme	Recommended action	Where is ATL today?	Impact
Community collaboration	Establish formal community/citizen advisory committees to assist in developing crime prevention strategies, provide input on policing issues	<ul style="list-style-type: none"> <li>● Atlanta Citizen Review Board (ACRB), established 2007 N/A</li> </ul>	
	<ul style="list-style-type: none"> <li>★ Strengthen investigatory powers of citizen review board e.g. subpoena</li> <li>! </li> </ul>	<ul style="list-style-type: none"> <li>● ACRB has investigatory powers to subpoena; however, update policy language to <u>mandate</u> annual review/report on Use of Force, strict deadlines for Chief's response, escalation of misalignment on ACRB recommendations, APD policy reviews</li> <li>● 6/16 Administrative Order: "reporting for all uses of deadly force" by officers must be reported to ACRB</li> </ul>	High
	Schedule regular town halls where all community members can interact with police and help influence programs and policy	<ul style="list-style-type: none"> <li>● Currently holds community town halls, but opportunity to hold events specific to policing</li> </ul>	Medium
	Create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders e.g. shift patrolling time to strategic posts in community	<ul style="list-style-type: none"> <li>● Foot &amp; mounted patrol, town halls, mini-precincts provide police presence in specific areas w/ opportunity to increase patrolling time, hold interactive events e.g. expos, community volunteering</li> </ul>	Low
	Invest in survey tools to regularly monitor community sentiment and publish results for the general public	<ul style="list-style-type: none"> <li>● Periodic surveys conducted further opportunity TBD (increased frequency, survey-based action)</li> </ul>	Medium
	Engage youth and communities in joint training with law enforcement via citizen academies, ride-alongs, problem solving teams, community action teams	<ul style="list-style-type: none"> <li>● APD citizen's police academy</li> </ul>	N/A

★ Potential early actions    
 ! Addressed in 6/16 Administrative Order
● Fully addressed
● Partially addressed
● Unaddressed



# What we heard from you

## Emerging Community & Partnerships recommended actions (II/II)

Theme	Recommended action	Where is ATL today?	Impact
Community integration	<span style="color: red;">★</span> Adopt “least harm” resolution policies, such as diversion programs or warnings and citations in lieu of arrest for minor infractions	<ul style="list-style-type: none"> <li>● Pre-arrest diversion program in Midtown, @Promise youth center. Opportunity to incentivize &amp; expand diversion program to all neighborhoods, restrict police response to violent and/or criminal events</li> </ul>	High
	<span style="color: red;">★</span> Deploy appropriate professionals as team leads in response to crisis situations e.g. mental health, crisis counselors	<ul style="list-style-type: none"> <li>● Homeless Outreach Proactive Enforcement Team includes crisis intervention-trained officers. Opportunity to expand involvement of appropriate professionals to all mental health related crisis responses</li> </ul>	High
	Ensure consistent community presence; officers visible within the community for relationship building	<ul style="list-style-type: none"> <li>● APD mounted &amp; foot patrol w/ opportunity to create resident officer programs</li> </ul>	Medium
	Mandate a strict residency program for patrolling officers: racial representation parity among patrolling officers in each community	<ul style="list-style-type: none"> <li>● Not currently addressed</li> </ul>	High
	Evaluate officers on their efforts to engage members of the community and the partnerships they build e.g. peer reviews, local surveys	<ul style="list-style-type: none"> <li>● Not currently addressed</li> </ul>	High
	Revise patrol deployment practices to allow sufficient time for patrol officers to participate in problem solving and community engagement activities	<ul style="list-style-type: none"> <li>● Foot patrol units present in specific areas Oppty: Allocate beats over longer lengths of time, e.g. 3 years</li> </ul>	Low
	Evaluate the efficacy of crisis intervention team approaches and hold agency leaders accountable for outcomes e.g. unnecessary escalation	<ul style="list-style-type: none"> <li>● Not currently addressed</li> </ul>	Medium

★ Potential early actions

● Fully addressed 
 ● Partially addressed 
 ● Unaddressed  
 OFFICE OF MAYOR KEISHA LANCE BOTTOMS | 33



# Deep Dive: Four 14-day rec opportunities to rejuvenate the ACRB

## Derived from stakeholder interview and AC input

- 1 Acknowledge collaboration within a shorter timeframe (<30 days); provide an update on state of investigation at fixed deadline
- 2 Mandate formal audit of cases where ACRB/APD were misaligned
- 3 Formally incorporate all materials provided to the ACRB into APD investigations
- 4 Formally incorporate ACRB into the review of any APD SOP changes that impact citizens