

Bottoms Administration

Police Use of Force Advisory Council

July 14, 2020



For today's discussion



Agenda

Progress & Process Update

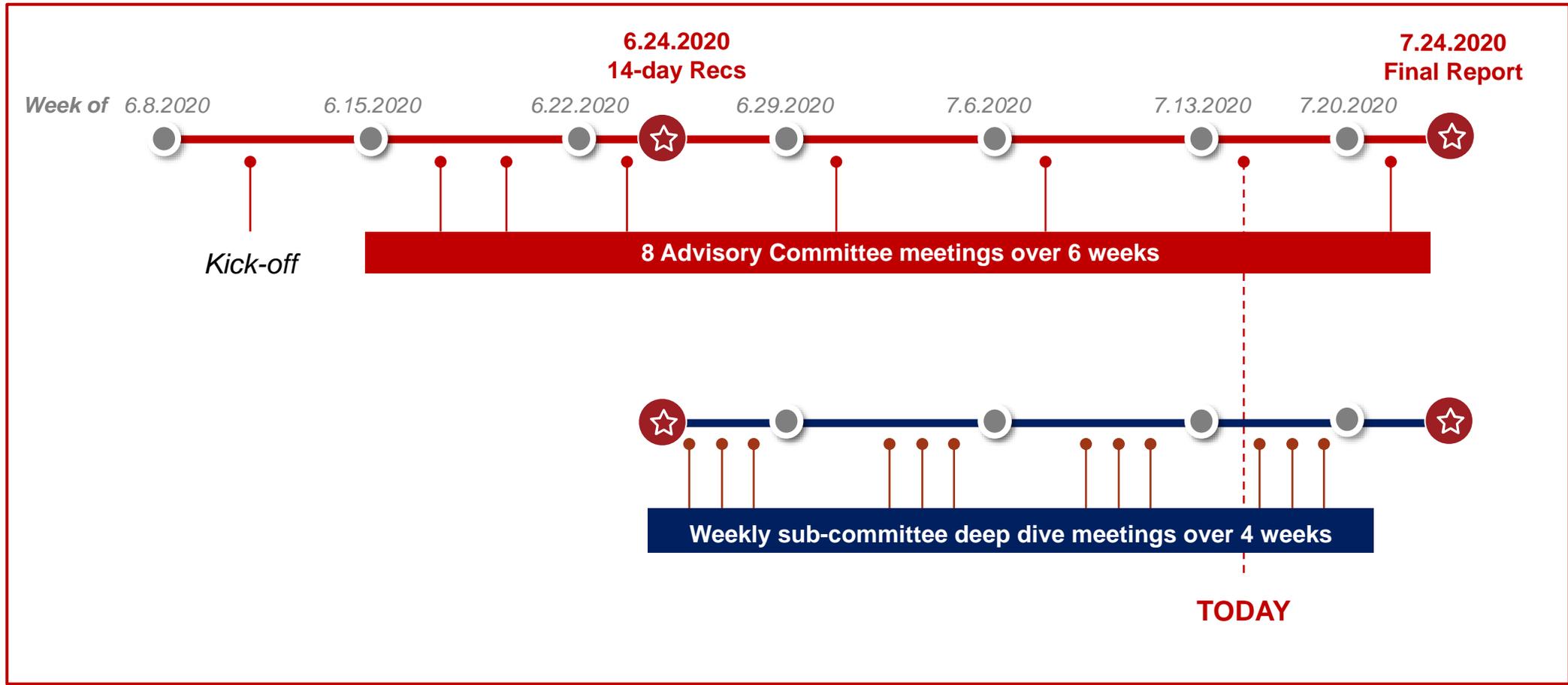
Subgroup Recommendation Recaps

Next Steps: Community Engagement





We are now in final week of subgroup efforts and just over a week remains to our final report





REMINDER: Our goals and meeting norms

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

- As we go through the full group session today, please use the chat box to ask questions and we will take items from there
- Sessions will be set up this week for each focus group to align on recommendation phrasing and incorporate feedback from today's meeting



Focus groups have now been broken out into 5 subgroups working towards set of recommendations

1

Mission, Vision, and Values

- Changes to content and language of APD mandate components
- Additions to training curriculum, shift in training focus

2

APD Standard Operating Procedures

- Revisions and additions to APD SOP – specifically pertaining to use of force

3

Use of Force Reporting

- Transparency of APD activity and crime statistics for the city of Atlanta
- Consolidated data dashboards available to the public

4

Empowering the ACRB

- Formalizing tenets of ACRB collaboration with APD through legislation
- Implementing more oversight and influence for the ACRB

5

Non-LEO/Least Harm Alternatives

- Investment in LEO alternative orgs and community response teams
- Partnership with / in-lieu of APD presence in community

Topics in scope

Lead

Jon Rapping

Shean Williams
Mawuli Davis

Johnathan Davis

Suzy Ockleberry

Tiffany Williams
Roberts

Recommendation summary

> **Vision, Mission, Values**
Standard Operating Procedure
Reporting & Transparency
ACRB
Non-LEO Response

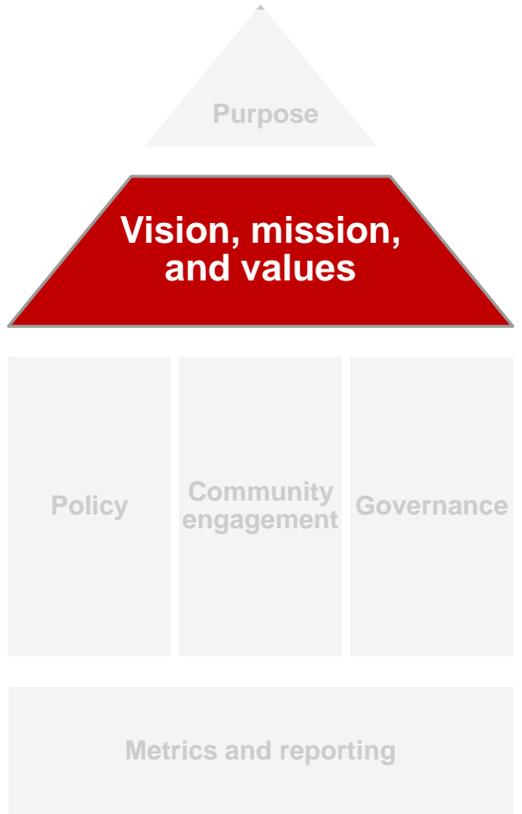


- 1 Convene a working group that will be responsible for the reimagining of the vision, mission and core values of the APD
- 2 Require the working group to prioritize seven guiding ideals during the development of the newly reimagined vision, mission, and values
- 3 Create a forum to hold community reconciliation 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 value



Approach for our recommendations

We recognize that re-imaging the culture of an organization cannot be accomplished immediately nor can culture to be properly embedded within an organization without intimately involving leadership with the organization in the process. as such, we have identified the vision, mission, and values of APD as a focal point where cultural & mindset shift can be effectively actioned. our recommendations highlight key considerations to can be included during the development of the vision, mission, and values.



Vision

WHERE we are going—our ambitions for the future



Mission

WHAT we do—a statement of our core competency and function



Values

HOW we behave—often stated as character traits (e.g., promoting a guardian mindset, building community trust)

Sections impacted by recommended actions



Recommendation summary

> Vision, Mission, Values
Standard Operating Procedure
Reporting & Transparency
ACRB
Non-LEO Response

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



Approach for our recommendations

There is no standardized format or approach used for Use of Force SOPs across America's police departments – to ensure our recommendations can be actioned quickly, we looked at the primary structure and provisions of APD's existing Use of Force policy to identify where and how our specific changes can be incorporated

1. Purpose	Statement that this policy governs use of force for APD
2. Policy	Values / principles guiding SOP policies
3. Responsibilities	Chain of command and department responsibilities for ensuring compliance, maintaining records, providing training, and conducting investigations
4. Action	<p>Specific conduct guidelines organized by topic:</p> <ul style="list-style-type: none"> • Use of Force Generally (includes weapons authorization, bans on warning shots & chokeholds) • Deadly force • Medical attention • Lethal and less lethal weapons • Reporting requirements • Chain of command review • Maintenance of Use of Force reports • Analysis of Use of Force reports
5. Definitions	Definitions for key terms used in the SOP



Sections impacted by recommended actions



Summary of our recommendations

If all of our recommendations are adopted and implemented into APD's current SOP, here is a potential overview of the updated Use of Force SOP:

1. Purpose	Statement that this policy governs use of force for APD
2. Policy	<p>(Updated) Core values guiding SOP policies (Added) Constitutional principle as the "floor" for APD conduct</p>
3. Responsibilities	Chain of command and department responsibilities for ensuring compliance, maintaining records, providing training, and conducting investigations
4. Action	<p>Specific conduct guidelines organized by topic:</p> <ul style="list-style-type: none"> • Use of Force Generally (includes weapons authorization, bans on warning shots & chokeholds) • (Added) De-escalation • (Added) Proportionality / Use of Force continuum • (Updated) Deadly force • (Added) Duty to intervene • (Added) Non-retaliation • Medical attention • Lethal and less lethal weapons • (Updated) Reporting requirements • (Updated) Chain of command review • Maintenance of Use of Force reports • Analysis of Use of Force reports
5. Definitions	(Updated) Definitions for key terms used in the SOP



Recommendation summary

Mission, Vision, Values
 Standard Operating Procedure
 > **Reporting & Transparency**
 ACRB
 Non-LEO Response

- 1 Digitize and structure current and recent records so that they can be analyzed and reported
- 2 Revise data collection process to ensure completeness of data and encourage compliance with data collection policies
- 3 Implement structural and process changes to integrate data across departments while preserving privacy and integrity of APD operations
- 4 Invest in deeper analytics to implement data driven decision making
- 5 Ensure public accessibility to current and future data disclosures
- 6 Build and implement an interactive use of force data dashboard after the Mark43 implementation is operational
- 7 Ensure data accuracy and completeness by validating with 3rd parties

 Strategic Initiative

Approach to our recommendations

In order to increase transparency through reporting, it is important to evaluate each step of the process from data collection through reporting. In addition to these sequential process steps, a set of maintenance and audit and audit practices should be in place to ensure data integrity. In order to frame the recommendations, we have provided some descriptions and key questions to be answered about each of the process elements.

	Description	Key questions
Collection	Capturing a record within each respective data system of all relevant information associated with an incident	<ul style="list-style-type: none"> Do the data collected capture the information needed to adequately inform the public?
Integration	Combining data from different data systems into a unified dataset	<ul style="list-style-type: none"> Are data aggregated in a way to facilitate further analysis and visualization? Are data stored such that necessary stakeholders have access?
Analysis	Transforming and modeling raw data to glean useful insights	<ul style="list-style-type: none"> Which policy reforms, training curriculum designs, preventative interventions, etc. should be guided by data analysis?
Reporting	Communicating models and insights to relevant stakeholders	<ul style="list-style-type: none"> Do data visualizations and reports adequately inform the public? Are data detailed and reliable enough to hold APD accountable?
Maintenance & Audit	Storing data and ensuring data integrity	<ul style="list-style-type: none"> Are the data complete and trustworthy? Is there a single, centrally managed, source of truth?

Recommendation summary (I)

Mission, Vision, Values
Standard Operating Procedure
Reporting & Transparency

> **ACRB**

Non-LEO Response



- 1 **Improve ACRB oversight, APD accountability, and efficiency of processes**
 - Increase accountability for APD and ACRB to conduct investigations and provide responses in a timely manner
 - For APD non-compliance with the 30-day response to sustained charge letters, develop a fine system that transfers funds from APD to ACRB
 - Begin communicating preliminary findings of ACRB on cases prior to the response letter to better align investigation times
 - Require all Priority 1 investigations be completed by ACRB & APD within 180 days of when the first file is opened, failure to complete in that timeline resulting in concession of findings to the other organization
 - Mandate third party audit to settle ACRB/APD disagreements on complaints
 - Create a memorandum of understanding between OPS and ACRB for disciplinary action reporting and investigatory data exchange
 - Increase period-in-office of OPS leadership to a minimum of two years
 - Mandate ACRB review of changes to APD SOPs which affect citizens, at least 30 days in advance; establish a third party recourse for disagreements
- ☆ Increase ACRB funding by \$0.4-1.3M to enable improvement in efficiency/effectiveness of processes

☆ Strategic Initiative

Recommendation summary (II)

- 2 Expand ACRB community awareness and outreach
 - Improve community awareness through direct information dissemination and awareness campaigns
 - Extend ACRB mediation program to OPS for lower level complaints



Mission, Vision, Values
Standard Operating Procedure
Reporting & Transparency



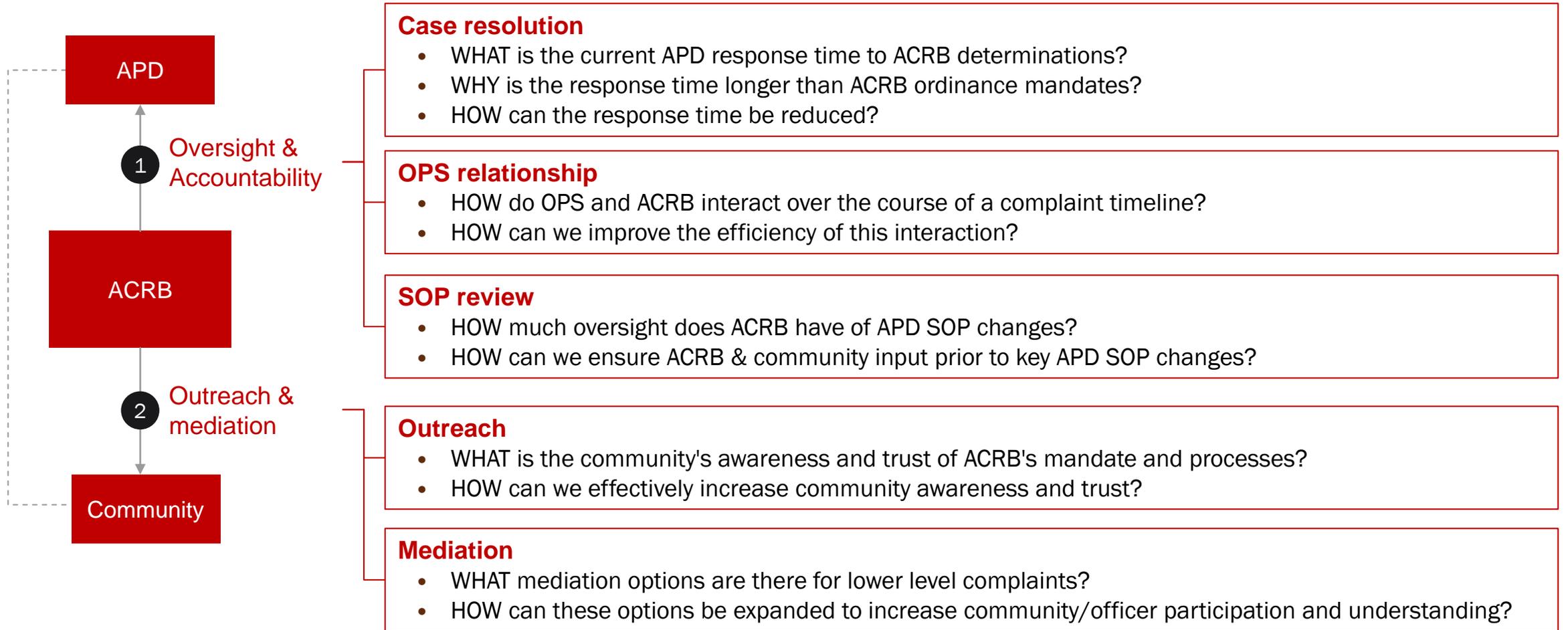
ACRB

Non-LEO Response



Approach for our recommendations

Recommendations were tailored to address relationships and interactions between ACRB, APD, and the community and were grouped in two: improving ACRB oversight and APD accountability, and expanding ACRB community awareness and outreach. In each group, sub-focus areas were addressed by answering key questions outlined below.



Recommendation summary (I)

Mission, Vision, Values
Standard Operating Procedure
Reporting & Transparency
ACRB

> **Non-LEO Response**



1 Define a continuum of least harm response

- ☆ Augment current 911 dispatcher process to identify situations eligible for alternate response
 - Review call codes to identify situation types most relevant for non-LEO response alternatives
 - Update operator questions to appropriately determine whether a non-LEO resource in support/in lieu of APD patrol should be dispatched as a primary responder
- ☆ Develop a plan to enable alternative first responders for situations where other expertise is beneficial and/or police presence is not critical, specifically:
 - For 911 calls, establishing direct lines of communication between 911 responders and community organizations to facilitate dispatch
 - For situations with officers on site, facilitating connection to/dispatch of community resources in support of officers on site
 - Creating and ensuring continued community awareness of these broader changes in call responses
- ☆ Commit to revising officer evaluation systems to incentivize eligible diversions and de-incentivize certain arrests
 - Mandate pre-arrest diversion training for all officers in all zones in line with PAD expansion

☆ Strategic

Recommendation summary (II)

Mission, Vision, Values
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> **Non-LEO Response**



2

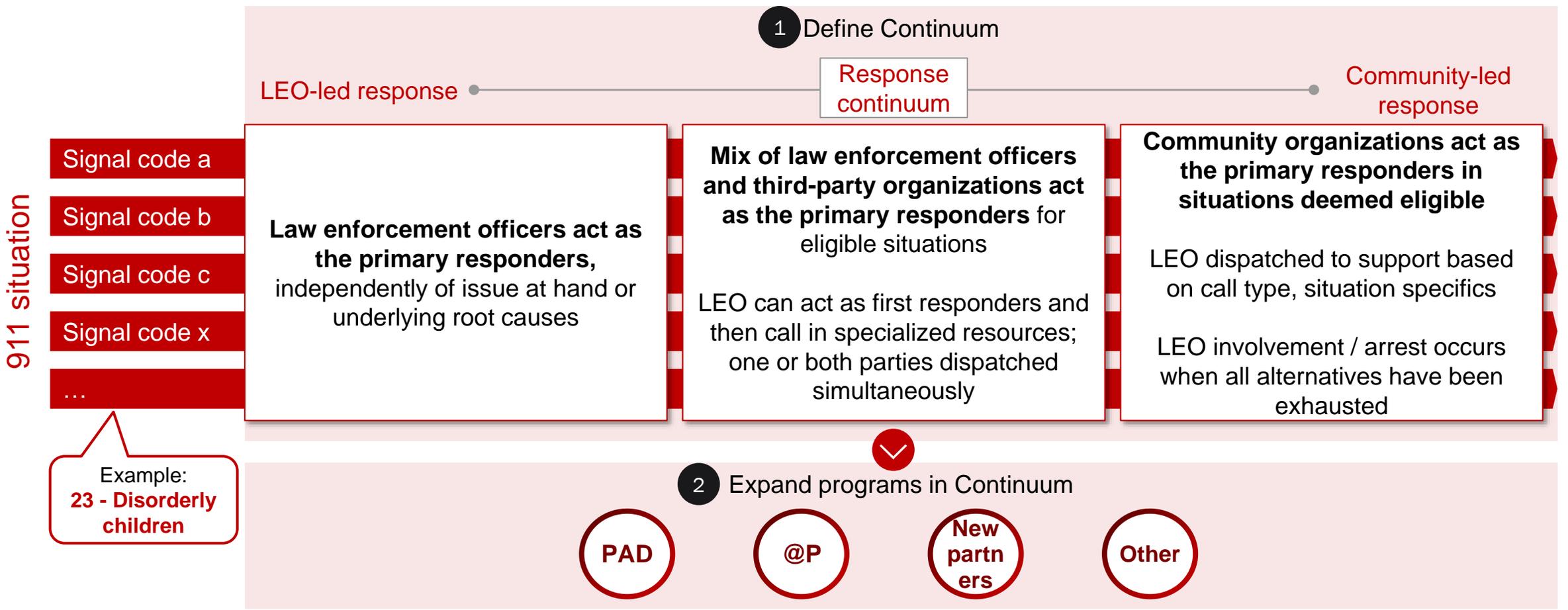
Invest in growing organizations in continuum

- ☆ Create a working group with APD, City of Atlanta, alternative response organizations, and other key stakeholders to implement target alternative response continuum
 - Ensure continued and expanded funding for Pre-Arrest Diversion @Promise youth programs
- ☆ Create a fund and central database for non-profits supporting non-LEO response to formally connect with APD and apply for funding
- ☆ Commit to planning out the creation of a central crisis response center in partnership with other local jurisdictions



Approach for our recommendations

Recommendations were centered around two broad goals: defining and empowering a continuum of least harm response and expanding current programs within that continuum. The continuum was defined by identifying situations with potential eligibility for alternative response. Deep dives on programs like the Pre-Arrest Diversion initiative and @Promise Youth Center provided further context to guide the second set of recommendations.



Next steps





Appendix