

ONE ATLANTA: ONE APD

COMMUNITY POLICING ROADMAP

A dark blue silhouette of the Atlanta skyline, featuring various skyscrapers and a Ferris wheel on the left side.

APRIL 2021

MAYOR'S OFFICE IN PARTNERSHIP WITH THE CITY OF ATLANTA POLICE DEPARTMENT

COMMUNITY POLICING ROADMAP

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I. INTRODUCTION

A. Letter from Mayor Bottoms



Keisha Lance Bottoms
Mayor of Atlanta

Over the past year, Atlanta has experienced significant hardships that have tested our city's strength and resilience. Atlanta, along with other cities across the nation, experienced twin pandemics with the COVID-19 global health crisis and months of public outcry for racial equality from people of all ages and cultures. I am committed to ensuring that our city becomes safer and more welcoming and equitable for all its residents.

One of our primary focuses is to continue building a healthy and trusting relationship between law enforcement and the communities they serve. Communities' relationships with local police departments are often at the heart of racial reckoning. Atlanta is no different. Even before the demonstrations this past summer, the Atlanta Police Department (APD) began adopting President Barack Obama's Task Force's recommendations on 21st Century Policing. Still, we realize much more work is to be done.

Our Administration has been working with the Atlanta Police Department, alongside various key stakeholders – including community leaders, local nonprofits and national policing organizations to draft the *One Atlanta: One APD Immediate Action Plan to Address Violent Crime*. This plan will create a cohesive community policing strategy that will help reform policing in our community and protect all Atlantans. Through trust and collaboration, these reforms – which focus on reducing crime by both direct response and interruption as well as upstream engagement and intervention – will help make the Atlanta Police Department's work more effective and impactful for our entire community.

This framework defines actionable items that our city's law enforcement has committed to take to de-escalate situations safely, proactively respond to community needs, better educate themselves and the community and develop meaningful relationships.

The *One Atlanta: One APD Community Policing Roadmap* is part of an ongoing, iterative process focused on bolstering support for the Atlanta Police Department and reforming policing in the city. I am committed to realizing this vision, and by working collaboratively and thoughtfully with stakeholders, I know we can be a model city – a shining example for others to follow. We are stronger together, and together we will realize our Administration's vision of creating One Atlanta, a city that is safe, resilient and equitable for all of its residents.

I. INTRODUCTION

B. Letter from Interim Chief Bryant



Rodney Bryant

Interim Chief of the Atlanta Police
Department

The year 2020 was unlike any year we have ever experienced. As a law enforcement agency, we navigated a historic pandemic, policed through a summer of civil unrest and battled a subsequent increase in violent crime. These events tested our mental, physical and spiritual well-being, and they tested our ability to keep moving forward. Despite the gravity and impact of these events, the men and women of the Atlanta Police Department (APD) never wavered in their duty to respond to those in crisis and never lost sight of our mission of crime reduction, crime investigation, suspect accountability or our commitment to the City of Atlanta and the communities we serve. I could not be prouder of this team than I am today.

In the aftermath of the civil unrest, the APD leadership realized that we needed to do more to ensure we did our part to change the narrative and restore community trust. And, although APD has embraced and operated under the 21st Century Policing Goals since 2015 (long before it became a talking point), we understand the need for training to be broadened and more focused, as well as continually measured and refined to meet the standards expected of an enlightened citizenry and a high-performing public safety agency.

We understand that policing is just one aspect of the criminal justice system and that crime has multiple causes, some of which cannot be “policed” away; however, we also understand the critical importance of our role in the paradigm. The ability of police officers to recognize and defuse potentially violent situations must be continually re-examined, refined and reinforced throughout an officer’s career as must our impact on and positive interaction with the community continue to be a top priority.

We are happy to report that our training updates and refocus efforts are well under way in the academy curriculum, operating procedure updates and in daily conversations with our entire team. The Atlanta Police Department has partnered with the Atlanta Police Foundation, the National Center for Civil and Human Rights and the Auschwitz Institute for the Prevention of Genocide and Mass Atrocities (AIPG) to participate in “Promoting and Protecting Civil and Human Rights” training. The curriculum teaches officers how to detect relevant risk factors for civil and human rights abuses, identify appropriate response tools to promote and protect those rights and recognize best practices for fostering resiliency in targeted communities. We are the first department in the nation to adopt this course, and we will be used as a model for other agencies around the country.

Public safety agencies skilled in meeting the complex demands of a diverse, progressive urban city require comprehensive and continual training. As the Atlanta Police Department continues to operate under the 21st century model of policing, we are making sure our academy training for recruits and annual training of our tenured staff reiterate these changes, mandates and ideals. The result is a police force that is humane, professional, well-trained, cognizant, fair, responsive and community-focused.

APD’s primary responsibility is that of crime fighter and guardian of the city and its citizens. Our goal must also be to see the humanity of those we interact with and to apply the equal application of fairness, appropriate use of force, care and consideration to all persons when carrying out our duties. We are thankful for this opportunity to move our agency and the City of Atlanta forward in the most beneficial and positive light.

I. INTRODUCTION

C. Letter from Atlanta Police Foundation



Dave Wilkinson
Chief Executive Officer of
the Atlanta Police Foundation

It is with great pleasure that the Atlanta Police Foundation commends the City of Atlanta on the implementation of the *One Atlanta: One APD* plan for police reform.

As you know, the Atlanta Police Foundation's mission is to make Atlanta the safest big city in the nation. We have worked tirelessly for more than 16 years with the business and philanthropic community, neighborhood and community groups and APD to advance that goal.

In the wake of the pandemic and the social justice protests of the past year, we collaborated with your Administration, Interim Chief Bryant and the APD Command Staff to help develop recommendations on APD policy, operations, training and investment that will ensure that our citizens can have confidence in the protection afforded them by the nation's finest police department.

We're delighted to support *One Atlanta: One APD* and pledge our continued cooperation to put into place these far-reaching programs to transform Atlanta's already strong law enforcement agency into the most effective 21st century police force in the nation.

On behalf of our Board of Trustees, the philanthropic and business community and our individual donors, please accept our congratulations on launching a program that will benefit the public safety of all of Atlanta's citizens for years to come.

II. EXECUTIVE SUMMARY

A. Overview

The *One Atlanta: One APD Community Policing Roadmap* contains specific actions the City of Atlanta has committed to taking to address police reform within the Atlanta Police Department (APD). The strategies outlined in this report focus on building trust between law enforcement and residents – working collaboratively to identify potential issues, solve existing problems and reduce social disorder in neighborhoods.

This roadmap is one of many steps to progress the City of Atlanta forward, lift up the voices of Black and brown community members who have been historically marginalized by discriminatory policing and restore resident trust in our law enforcement. As we continue to build out this strategy, working alongside residents, we welcome any questions, comments or feedback you may have. **Please visit justicereform.atlantaga.gov to contact us or call 404-546-0311.**

B. Focus Areas

The *One Atlanta: One APD Community Policing Roadmap* categorizes actions into six focus areas: accountability, community engagement, partnerships, public safety, reform, and transparency. Grounding the strategy around these themes creates a multilayered approach that will improve community and police relations in a holistic way. This roadmap also includes the seven actions from the *One Atlanta: One APD Immediate Action Plan to Address Violent Crime*, which outlines community-oriented strategies to mitigate the current spike in violent crime.

ACCOUNTABILITY

Establishing a high level of accountability across our law enforcement is an essential component of restoring and rebuilding the relationships within our communities. We will seek to improve our processes and reporting so that all members of the police force take responsibility and are held accountable for their actions in the field.

COMMUNITY ENGAGEMENT

Enhancing interaction with residents in Atlanta will help establish relationships between our officers and our community members. We will seek out opportunities that will help create bonds between both groups to foster understanding and collaboration.

PARTNERSHIPS

Collaborating with community, nonprofit and philanthropic organizations and working alongside residents are vital components of community policing. We will continue to develop robust and meaningful relationships with our partners, working to expand resources and create innovative solutions around justice reform.

PUBLIC SAFETY

Reducing violent crime is critical to fostering a safe and welcoming community. We will continue employing our immediate action plan, which addresses the current spike in certain violent crimes and directs key actions to bolster police presence, training and morale.

REFORM

Improving processes so that they best serve our residents is an imperative part of creating lasting change. We will invest in reform to address police training and education and by providing the Atlanta Police Department with resources that will better serve police and residents.

TRANSPARENCY

Ensuring that our policing processes and protocols are open and transparent to the public is critical to restoring trust in our police force and holding both law enforcement and residents accountable for their actions.

III. ACTION ITEMS

A. Launched Actions

The City of Atlanta is committed to reimagining justice reform for its residents. As part of the *One Atlanta: One APD Community Policing Roadmap*, the City has already undertaken several actions that have helped bolster the relationship between residents and law enforcement. Below is a list of our launched actions, many of which are ongoing, and the corresponding community impact.

REFORM

1. Implement Use of Force Training Plan for Officers

Description: **Administrative Order 2020-30:** Create training plan for officers who witness another officer using excessive force. Additionally, the witnessing officer is required to report this behavior to their supervisor.

Community Benefit: The training plan covers the duty to intervene to stop an act of excessive force as well as a duty to intercede in any act that would be illegal, unethical or diminish the trust of the citizenry.

Launch Date: August 2020

Impact: The purpose of this training plan is to foster accountability and an officer culture that rejects excessive force by requiring officers to intervene in such instances. A comprehensive training initiative has been undertaken to reach all APD ranks and is being implemented in four phases. In August 2020, members of APD's Command Staff received the duty to intervene training. In addition, the recruit training curriculum has been updated to include an 8-hour block of instruction with a practical. Video roll call training has also been distributed to all sworn and civilian professional members of the department and, finally, the annual in-service training that sworn and civilian professionals receive will also include duty-to-intervene training.



REFORM

2. Require PERF ICAT Training

Description: APD officers will be required to go through an Integrating Communications, Assessment, and Tactics (ICAT) Training provided by the Police Executive Research Forum (PERF). ICAT is a training program that provides first responding police officers with the tools, skills and options they need to successfully and safely defuse potentially dangerous situations. The ICAT curriculum is designed to help officers learn to safely and professionally resolve critical incidents involving individuals who may pose a danger to themselves or others, but who are not armed with firearms.

Community Benefit: ICAT training supports de-escalation techniques and enhances effective communication techniques between officers and residents. Since implementation, this training has improved interactions and strengthened the relationships between law enforcement and community members.

Launch Date: October 2020

Impact: In October 2020, APD provided the ICAT train-the-trainer course to 14 Training Academy instructors. All incoming recruit classes will receive an 8-hour training day of ICAT, with two recruit classes having gone through the training thus far. In January 2021, APD conducted an 8-hour ICAT training session with all Tactical Field Operators. ICAT has also been incorporated into a reality-based training scenario in the department's annual sworn in-service training, with most of the department being trained on use of force, de-escalation and ICAT by the end of October 2021.

PARTNERSHIPS

III. ACTION ITEMS

PUBLIC SAFETY

3. Disrupt Street Racing and Auto Crimes

Description: **Immediate Action Plan to Address Violent Crime:** Building upon recent successes, APD will continue to focus on disrupting street racing and addressing auto crimes through the deployment of additional resources at key times and through specialty units, disrupting operations and networks through intelligence, targeting organizers and increasing enforcement of violations.

Community Benefit: Street racing and related auto crimes pose significant threats to public safety and create a nuisance for neighborhood residents. The City of Atlanta and APD are committed to disrupting and preventing this dangerous practice.

Launch Date: October 2020

Impact: APD has conducted weekly details, deploying officers in marked and unmarked vehicles, as well as helicopters, to neighborhoods experiencing occurrences of street racing. These efforts have led to a steady reduction of community 911 calls reporting street racing. In addition, these details have resulted in 3,667 traffic stops, 3,651 citations, 185 physical arrests and 159 impounds.



REFORM

4. Improve Body-Worn Camera Compliance

Description: **Administrative Order 2020-28:** Adopt and implement reforms that improve police officer compliance with wearing body-worn cameras (BWCs).

Community Benefit: Build trust and accountability between Atlanta community and APD.

Launch Date: November 2020

Impact: APD has committed to improving officer compliance with existing BWC policies by re-emphasizing key aspects of this policy during video, roll call and in-person training. APD is also providing visual reminders of correct BWC procedures in precincts. In addition, the department's Open Records Unit is currently undergoing BWC redaction training to speed the process of responding to public requests for footage while protecting the privacy of citizens.



ACCOUNTABILITY TRANSPARENCY

III. ACTION ITEMS

REFORM

5. Top to Bottom Review of APD Trainings & Policies

Description: **Administrative Order 2020-36:** Partner with PERF for a top-to-bottom review of policing, including a review of use of force policies and APD training and the creation of a Kitchen Cabinet to advise the Chief of APD. This review consists of four phases:

Phase 1: Information collection through interviews and focus groups of current APD challenges

Phase 2: Creating a Kitchen Cabinet to advise the Interim Chief on issues and challenges affecting APD and also support creation of Atlanta’s crime strategy

Phase 3: Policy review and use of force assessment, including a review of APD’s policies and procedures and documents related to the use of force and response to critical incidents

Phase 4: Review APD training, including use of force and field training

Community Benefit: PERF will provide actionable recommendations to APD and help make their training more focused on de-escalation, community policing and forging bonds with residents.

Launch Date: November 2020

Impact: Make APD’s policies more community-oriented and focused on building relationships, problem-solving and de-escalation.

REFORM

6. Launch Citywide Community Engagement Effort

Description: Partner with APD Urban Planning and Management LLC (Urban), an Atlanta-based organization, to oversee a citywide community engagement effort integrated with PERF’s policy reform 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.

Community Benefit: Residents will be included in this community-led engagement plan; residents can provide their feedback on PERF’s review and recommendations through virtual town halls and community surveys.

Launch Date: November 2020

Impact: Ensure that PERF’s overall review and recommendations incorporate community voices and that residents are engaged throughout the entire process.



III. ACTION ITEMS

ACCOUNTABILITY

PARTNERSHIPS

7. Increase Alignment Between ACRB & APD Recommendations

Description: [Administrative Order 2020-34](#): Develop suggestions for how conflicts between APD and Atlanta Citizen Review Board's (ACRB) disciplinary recommendations can be resolved.

Community Benefit: Increased involvement, prior to rollout, between the ACRB and community in key APD standard operating procedure (SOP) changes, shorter investigative timeline and generally improved effectiveness of ACRB processes.

Launch Date: November 2020

Impact: Efforts to reduce conflict between ACRB and APD disciplinary recommendations will include collaboration between the ACRB and Office of Professional Standards (OPS) to streamline terminology and investigative processes of the two organizations. For instance, the OPS commander will create a process by which ACRB investigators may confer with OPS investigators prior to taking a case to the board for consultation.

Additionally, the ACRB is made immediately aware of changes to all APD standard operating procedures. APD staff are informed of policy changes by alerts through an online platform that provides copies of all policy modifications to personnel. Two members of ACRB staff have been added to the notification system and are alerted to policy changes at the same time as all sworn members of the department. In addition, APD has shared with the ACRB its schedule for policy reviews. This schedule allows ACRB staff to be aware of what policies are up for review and possible modification by APD. The ACRB may submit to APD during this time any recommendations for a policy change to be considered by the Chief of Police. Community awareness of the ACRB's mediation program will also be enhanced through social media postings and placement of posters and flyers in all public lobbies of APD facilities.

ACCOUNTABILITY

PARTNERSHIPS

8. Enhance Collaboration Between APD and ACRB

Description: [Administrative Order 2020-31](#): Develop SOPs between APD and ACRB.

Community Benefit: Increased collaboration and exchange of information between OPS and ACRB will lead to greater efficiency and thoroughness of both investigative efforts.

Launch Date: December 2020

Impact: The standard operating procedure that guides the department's cooperation with the ACRB was amended to: 1) name the commander of OPS, or their designee, as the designated person to provide all data to the ACRB; 2) add documentation of disciplinary action taken to the list of documents to be provided to the ACRB upon request; 3) establish a five-business day turnaround for all document requests. The department has used collateral material, such as flyers and posters, as well as social media to inform community members of these amendments.

PARTNERSHIPS

9. Memorialize Partnership with PAD

Description: [Administrative Order 2020-32](#): A memorandum of understanding was signed between the City of Atlanta and the Policing Alternatives & Diversion Initiative (PAD), which formalizes the PAD Law Enforcement Assisted Diversion (LEAD) expansion citywide and the launch of the 311 Community Referral Services Program..

Community Benefit: PAD works to reduce arrest and incarceration of people experiencing extreme poverty, problematic substance use or mental health issues and increase the accessibility of supportive services in Atlanta and Fulton County.

Launch Date: January 2021

Impact: This partnership will provide wraparound supportive services to vulnerable populations and reduce the number of Atlantans facing incarceration.

III. ACTION ITEMS

REFORM

10. Expand PAD and LEAD Citywide

Description: **Administrative Order 2020-35:** Provide pre-arrest diversion training to all officers assigned to field operations. An implementation plan has been created in collaboration with PAD and the Field Operations Division of APD. The plan provides for the following phased training and implementation program: January 2021: Zones 4, 5 and 6; February 2021: Zone 1; April 2021: Zone 3; May 2021: Zone 2. By May 2021, PAD will be available in all police zones citywide upon completion of a training plan for all sworn personnel assigned to the Field Operations Division.

Community Benefit: PAD strives to reduce the arrest and incarceration of people experiencing extreme poverty, problematic substance use or mental health issues and increase the accessibility of supportive services. Since 2017, APD has partnered with PAD to allow police officers in certain zones to offer consent-based and individually tailored social services instead of making an arrest, whereby officers initiate diversions and are met at the scene of the offense by a PAD Care Navigation team who immediately begin working with a diverted participant.

Launch Date: January 2021

Impact: Between January 1 and March 15, 2021, there were 45 law enforcement-assisted diversions from APD to PAD, including five re-referrals. PAD also provided five law enforcement trainings attended by 34 APD officers. Earlier this month, APD posted the PAD law enforcement training online; so far, it has been viewed by over 1,200 APD personnel.



11. Launch PAD 311 Community Referral Services

Description: Residents in certain zones can call 311 regarding nonemergencies related to substance use, mental health and/or poverty. While PAD Harm Reduction Teams are not mobile crisis teams and do not respond to medical or mental health emergencies, they do assist with accessing these resources if the need arises when on site. Examples of nonemergency quality of life concerns that are eligible for Community Referral Services include: disturbances, welfare, mental health and basic needs. As of January 2021, PAD 311 Community Referral Services are available in APD Zones 5 and 6, with additional zones to be added through the end of 2021.

Community Benefit: The goal of 311 Community Referral Services is to address public order issues by directly engaging individuals, offering immediate resources and providing assistance navigating social services in order to address the root cause of the concerns. This partnership advances the City of Atlanta's commitment to public safety by investing in responses that solve quality of life challenges.

Launch Date: January 2021

Impact: Within the first month, 311 has handled more than 190 human service calls, 56 of which were referred to PAD. The other calls were referred to other organizations such as United Way of Greater Atlanta, Georgia Crisis and Access Line and Fulton County Behavioral Health.

"On a daily basis, our small restaurant witnesses at least one community member experience harm from extreme poverty or mental distress—often due to a lack of resources and services to help their survival needs...Thankfully, we can now call PAD to help center our community members by treating them with dignity and respect. We experience the success of their approach within the hour, but more importantly, the effects of helping someone long term..."

- Atlanta restaurant manager

PARTNERSHIPS

III. ACTION ITEMS

PUBLIC SAFETY

12. Support Neighborhood Safety Planning

Description: Immediate Action Plan to Address Violent Crime: To enhance community-based partnerships and resources throughout Atlanta, the City will dedicate resources to partner with local community associations, improvement districts and other entities to establish safety plans that build upon existing resources to address community-specific needs.

Community Benefit: Enhanced community partnerships are critical to reduce crime, increase safety and improve quality of life by ensuring that a community's specific needs are met.

Launch Date: January 2021

Impact: The City of Atlanta has integrated the Police Athletic League (PAL) into the At-Promise Centers in the Pittsburgh and English Avenue neighborhoods, providing youth with programs to prevent juvenile crimes. PAL Centers serve the Dixie Hill and Anderson Park neighborhoods. The Homeless Outreach Proactive Enforcement (HOPE) team also supports homeless residents in Atlanta and has responded to 212 calls for service; connected 182 persons to services; referred 129 persons to services; closed 6 illegal and/or unsanitary encampments while warning all residents and referring them to services prior to closure; and supported 250 persons housed in temporary hotel housing. Additionally, the Path Force officers have engaged in efforts to support communities along the BeltLine as well as enhance the safety of the trail system through bike and foot patrols.

PUBLIC SAFETY

13. Expand Enforcement of Nuisance Properties

Description: Immediate Action Plan to Address Violent Crime: Nuisance properties are a threat to public health, welfare and safety, including those that may contribute to the commission of a violent crime. The City will do the following: direct fire inspectors to pursue the immediate shutdown of properties that violate City code; enforce the shutdown of nightclubs at 3 a.m. and the selling of alcohol in restaurants at 2:30 a.m.; and direct APD and the Atlanta Fire Rescue Department to expand coordination and enforcement of the Governor's executive order on capacity limits.

Community Benefit: By strengthening the City's policy on nuisance properties, the City has the opportunity to prevent crime before it occurs and provide residents and businesses with a sense of security in their neighborhoods.

Launch Date: January 2021

Impact: Since implementing the enforcement expansion, the APD License and Permits Unit has conducted 25% more inspections than last year. APD has also been able focus on establishments and geographic areas with patterns of crime and calls for service.

"Addressing crime in Atlanta is a top priority for our Administration and requires a holistic approach – one that removes opportunity for crime before it occurs. This Order will streamline our ability to address nuisance properties by ensuring the appropriate stakeholders are engaged and are empowered to act on this issue."

- Mayor Bottoms



III. ACTION ITEMS

PUBLIC SAFETY

14. Focus Additional Resources on Gangs and Gun Violence

Description: *Immediate Action Plan to Address Violent Crime:*

To address gun and gang violence, the City of Atlanta has established new partnerships, set up additional teams and focused resources, including a federal partnership with the Federal Bureau of Investigation (FBI) through Operation Phoenix; targeted enforcement and investigation through the Violent Crime Reduction Team (APEX) and Gun Assault Team; establishment of the Top Ten Most Wanted; and partnership with the Fulton County Sheriff's Office.

Community Benefit: These strategies will reduce violent crime, drive down the number of illegal guns on the street and strengthen crime prevention efforts.

Launch Date: January 2021

Impact: The APD partnership with the FBI has resulted in 17 individuals accepted for federal prosecution for violent crimes committed within Atlanta. Additionally, APD has collaborated with the Georgia Bureau of Investigation and the Fulton County District Attorney's Office to identify 16 suspected gang members for enhanced prosecution. APEX has targeted illegal drug dealing operations and persons illegally possessing guns, which has resulted in 309 total arrests and 82 weapons seized. Last, eight individuals have been apprehended who have been highlighted on the APD Top Ten Most Wanted.

"We are Atlanta and we own our challenges and we own our responsibility to address those challenges. We're going to continue to address crime in our city but we're also going to continue to address those systemic issues that lead to crime in communities."

- Mayor Bottoms

PUBLIC SAFETY

15. Improve Recruitment and Retention

Description: *Immediate Action Plan to Address Violent Crime:* The City of Atlanta, in partnership with the Atlanta Police Foundation (APF), will put in place additional measures to facilitate recruitment and retention of police officers and 911 operators.

Community Benefit: Retain valuable APD police officers and 911 operators while attracting the brightest and best who can protect and serve the community.

Launch Date: January 2021

Impact: APD Background and Recruitment Unit has increased its in-person job fairs by 30%, averaging 10 applicants per event. The APD Recruit Unit has also launched its own Facebook page and creates and posts content regularly, thus increasing its reach. To help with retention, the Personnel Section has digitized the exit interview form and created a two-phase review process for sworn and civilian members resigning and retiring early. Data collected from this process will be used to better understand reasons behind the early departures and used to create effective retention strategies.

REFORM

16. Study Salary and Payment Structure

Description: *Administration Order 2020-51:* The City of Atlanta will conduct a pay and classification study of the salary and payment structure of 911 call center employees.

Community Benefit: The City of Atlanta's commitment to a holistic view of competitive pay and compensation for the City of Atlanta's public safety agency employees and their respective divisions will ensure that residents, the business community and visitors benefit from attracting and maintaining highly qualified candidates and employees who perform the foundational service of answering 911 calls.

Launch Date: February 2021

Impact: Identify recommendations for equitable pay structure for new and existing 911 employees based on data analysis and current market to attract highly qualified and motivated candidates to the City of Atlanta.

III. ACTION ITEMS

B. Upcoming Actions

To ensure transparency and accountability, the City of Atlanta has detailed each upcoming action item, its expected launch date and intended impact. The below actions, which will be used by law enforcement and community members as a rubric for successful implementation, will continue to position the City of Atlanta as a national leader in justice reform.

March 2021 to March 2022

REFORM

1. Conduct NCCHR Human Rights Training

PARTNERSHIPS

Description: Educate all APD ranks through online training with the National Center for Civil and Human Rights (NCCHR). NCCRRH offers online human rights training for law enforcement personnel – one course for officers and one for leaders. This training focuses on how the protection of civil and human rights by law enforcement plays a role in the prevention of human rights abuses.

Community Benefit: NCCHR training will provide law enforcement with an effective framework to prevent human rights abuses against minority and identity-based groups; sensitize officers and leaders to the systemic features of racism in policing structures; and examine factors that put societies at risk for rights violations, providing guidance on detecting and addressing these risk factors.

Expected Launch Date: March 2021

Intended Impact: NCCHR training will help law enforcement better detect community risks and develop proactive solutions to address them. This training will also decrease instances of abuse of power by law enforcement, especially in minority and identity-based communities.



REFORM

2. Develop Use of Force Dashboard

TRANSPARENCY

Description: **Administrative Order 2020-33:** Compile public use of force reports by officers and make them accessible to the public through a Use of Force Dashboard. The dashboard includes metrics related to number of arrests and force reports, type of force used, percentage of use of force incidents with video footage and demographics related to race, gender and age. This dashboard will be updated quarterly with the most recent use of force trends.

Community Benefit: The Use of Force Dashboard will help to improve transparency, increase trust between the public and APD and facilitate fact-based discussions around police performance in the City of Atlanta. This dashboard will be updated quarterly with the most recent use of force trends.

Expected Launch Date: April 2021

Intended Impact: Reduce the number of use of force reports, especially in minority communities, and build trust between APD and community members.

III. ACTION ITEMS

REFORM

3. Submit Video Footage of Use of Force Incidents

Description: **Administrative Order 2020-23:** Public may submit video footage of use of force incidents to be included in the ACRB review process and used as evidence.

Community Benefit: This new public submission portal will be able to supplement existing APD body-worn camera (BWC) footage of use of force incidents to aid in investigations. It will also create a formal channel for community input into use of force investigations.

Expected Launch Date: June 2021

Intended Impact: This action will increase accountability for officers and empower residents to share footage as part of use of force investigations. This will also make it easier for both the ACRB and APD's Office of Professional Standards to hold officers accountable.

REFORM

4. Update Atlanta Citizens Police Academy

Description: Update Atlanta Citizens Police Academy to include virtual instruction and work with Atlanta Police Foundation to aid in community member recruitment. The Citizens Police Academy educates residents on APD operations and practices. The program encourages participants to provide the invaluable feedback necessary to foster enhanced police and community relations.

Community Benefit: The Citizens Police Academy provides residents with a better understanding of APD policies and procedures while also creating opportunities for residents to provide APD with valuable feedback that can help enhance police-community relations.

Expected Launch Date: Summer Launch of Virtual Academy: May - June 2021; October 2021

Intended Impact: The Citizens Police Academy will provide Atlanta residents with insights into APD operations and practices and help enhance relationships and understanding between officers and residents.

"I enjoyed the variety of areas we learned about and the expertise of the presenters. Very thorough and well thought out content. It offered and fostered discussion and questions and gave me confidence in the APD as an organization."

- Atlanta Citizens Police Academy participant

"I liked the exposure to different units and how pleasant and welcoming everybody was. It was great to see that side of APD other than what we hear in the news. It gives perspective that all citizens need."

- Atlanta Citizens Police Academy participant



III. ACTION ITEMS

COMMUNITY
ENGAGEMENT

PARTNERSHIPS

5. Expand At-Promise Programs

Description: Partner with APF and the Department of Parks and Recreation to develop a third location for the At-Promise Youth and Community Center, a learning and community facility that serves as a gathering place for residents and offers group activities and specialized services for youth. APF's third At-Promise Center will be a 15,000-square-foot, state-of-the-art learning and community facility located in Southwest Atlanta on the campus of the existing Andrew & Walter Young Family YMCA.

Community Benefit: Expanding these centers will help improve socioeconomic outcomes for children and community members. These centers are a safe place where families and at-risk youth are able to have positive interactions with officers, while also receiving the resources and support that they need to have better life outcomes. Also, as a direct result of this expansion, residents will have greater access to behavioral health services, GED courses and officer-led programming throughout the city.

Expected Launch Date: December 2021

Intended Impact: To engage more youth, parents and community members in underserved neighborhoods, improve police and community relations and create increased opportunities for Atlanta youth.

"The opportunities I found at the At-Promise Youth Center have made a big difference in my life in a short time. I've got some focus in my life for the first time. My confidence is growing and I've even begun to help others in my neighborhood."

- Former At-Promise participant

COMMUNITY
ENGAGEMENT

6. Implement Officer Residency Program

Description: Provide monthly stipends for APD officers who reside within city limits. This program aims to encourage officers to reside within the community to help build relationships with residents and foster collaboration and understanding. Officers must apply for the program and be selected by a committee. Selected officers must contribute volunteer hours to the community in which they live – with the goal of enhancing community relationships.

Community Benefit: This new approach to community policing will allow all APD officers living in the community to build organic relationships, while encouraging fellow officers to foster community connections. Residents will also feel more comfortable with officers due to the relationships built.

Expected Launch Date: January 2022

Intended Impact: Increase the overall numbers of officers residing within Atlanta's city limits and their involvement in the community and build stronger relationships with Atlantans, thus increasing a sense of unity between officers and residents.

COMMUNITY
ENGAGEMENT

7. Create Mobile Police Tour

Description: Create a mobile tour that travels throughout Atlanta, serving as a fun and engaging educational tool for community members and officers. Through a simulated virtual reality experience, this mobile tour allows residents to experience life as an APD officer. This experience includes reality-based exhibits and activities involving use of force, de-escalation and ICAT techniques.

Community Benefit: Participating residents will gain deep insight into the public safety profession as well as receive information and resources and engage with law enforcement officers.

Expected Launch Date: January 2022

Intended Impact: The mobile police tour will help to raise awareness and bridge the gap between the community and law enforcement.

III. ACTION ITEMS

REFORM

8. Implement Blue Courage Training

Description: This training addresses personal challenges many officers face, such as cynicism, identity, judgment, integrity, leadership and stress management.

Community Benefit: Supporting police officers and giving them the tools to improve their ability to handle personal challenges will help them better interact with residents, thus increasing community support and providing more positive interactions between residents and officers. These positive experiences could also increase recruitment and retention within the the APD.

Expected Launch Date: January 2022

Intended Impact: All current and incoming officers complete Blue Courage Training and are given tools that help them better navigate the challenges of being a police officer.

"As a peer support member at my department, I felt [the instructors] did a phenomenal job of explaining the importance of caring for ourselves. Maintaining a healthy mindset will help our hearts and lives. I believe the topics we reviewed will help me be a better officer/person and give me the strength and courage to share the information with my department and family."

- Blue Courage participant

March 2022 to March 2023

REFORM

9. Create a Telehealth Platform

Description: Develop a telehealth platform that provides on-demand support for APD officers, enabling them to obtain emotional and psychological support in real time. This program will also feature weekly webinars and access to evidence-based programs that provide long-term support for officers. Officers will be required to attend at least one session each month.

Community Benefit: Good mental and psychological health is just as essential as good physical health for law enforcement officers. It ensures officers are effective in keeping our communities safe.

Expected Launch Date: April 2022

Intended Impact: Ensure that officers are able to maintain mental and psychological health; make platform available to all officers and leadership; normalize use of therapy within the police force.

COMMUNITY ENGAGEMENT

10. Expand Atlanta PAL

Description: Partner with APF and Department of Parks and Recreation to identify an additional location for the Atlanta Police Athletic League (PAL) program based on crime statistics and community needs. Atlanta PAL serves youth between 8 and 18 years of age by implementing constructive, carefully planned athletic and academic activities aimed at teaching moral, civic, academic and social principles to at-risk youth in a safe and nurturing environment.

Community Benefit: Youth programs can save lives, improve the quality of life and create a foundation of hope. PAL offers summer camps as well as sports and after-school programs to engage Atlanta youth.

Expected Launch Date: July 2022

Intended Impact: Create another PAL location to allow our PAL Officers to reach more youth and work directly with them, which can help interrupt cycles of violence, build positive relationships and improve educational outcomes.

"A lot of kids see the wrong stuff out here, on the streets, on TV. When they come here, they see police officers, and they see the opposite of what they see on the news."

- Parent of PAL student

III. ACTION ITEMS

REFORM

11. Expand Junior Cadet Program

Description: The Junior Cadet Program is designed to create a pipeline for APD recruitment in addition to strengthening the relationships between youth and police. This program is geared toward high school students and includes a mentorship component, as well as being a fun and interactive learning experience designed to cultivate and create a pipeline of youth that see law enforcement as a career option.

Community Benefit: The program provides stopgap employment following high school graduation and tuition assistance for youth and provides an opportunity for relationship-building between the city's youth and our law enforcement personnel. The initiative will benefit the community by providing employment and other opportunities to young people. Additionally, many of these youth will serve the city they love and call home.

Expected Launch Date: August 2022

Intended Impact: The Junior Cadet Program will improve the relationship between APD and Atlanta's youth, increasing understanding between groups and encouraging youth to pursue a career in law enforcement.



REFORM

12. Build a New Public Safety Training Academy

Description: The Atlanta Public Safety Training Academy will establish a new standard for career-long training for Atlanta public safety and law enforcement professionals. Leveraging existing assets, including 150 acres of long-dormant City-owned land, we will create a state-of-the-art campus to house academic and administration buildings, operational facilities for emergency vehicle training, a mock city to enable "reality-based" police, fire/rescue training, as well as facilities to ensure that Atlanta's public safety agencies have appropriate capabilities to handle emergencies that might occur in major urban cities. Police reform and a focus on community and citizen rights will be embedded in our continual training regimen.

Community Benefit: This investment will enhance the professionalism of our public safety and law enforcement agencies, provide career development, enhance morale, bolster hiring and recruitment and retention and ensure that sworn officers of Atlanta Police Department and Atlanta Fire/Rescue embrace a career-long community focus on the citizens they protect. This campus and its facilities will replace the current police and fire training centers and provide a core platform that can be appropriately upgraded and expanded to meet the City's evolving public safety needs. It will be an anchor for economic development in depressed Opportunity Zones, saving taxpayer investment in what would be costly, yet still inadequate interim facilities.

Expected Launch Date: **Phase 1 Construction:** Fiscal Year (FY) 2022

Intended Impact: This joint police and fire/rescue state-of-the-art facility will leverage taxpayer assets, enhance law enforcement effectiveness, boost morale and officer retention, elevate our training capability to state-of-the-art standards, attract regional collaboration with other law enforcement agencies and provide a revenue stream from outside law enforcement agencies attracted to its first-class training facilities.

III. ACTION ITEMS

PUBLIC SAFETY

13. Expand Operation Shield Camera Network

Description: **Immediate Action Plan to Address Violent Crime:** The City of Atlanta, in partnership with the Atlanta Police Foundation, will expand the camera network in all areas of the City and put in place a long-term integration and maintenance plan that ensures comprehensive awareness of the system status.

Community Benefit: Operation Shield expands and enhances APD's public safety efforts throughout Metro Atlanta by integrating private and City-owned cameras into the Video Integration Center (VIC). This hub of video surveillance allows APD to prevent crimes before they happen and quickly solve them when they do.

Expected Launch Date: FY 2022

Intended Impact: A new physical information management (PSIM) system will greatly expand the number of business/community stakeholder cameras that are connected to the VIC. A comprehensive camera/license plate reader support plan is also being created for the FY 2022 budget to maintain all City-owned devices feeding into the VIC at a 95% operational rate.

TRANSPARENCY

ACCOUNTABILITY

14. Improve Body-Worn Camera Technology

Description: Enhancing the way BWC technology is used is important as we continue to push for transparency. As technology evolves, we will utilize resources to provide camera footage more effectively as a tool for continued training. This includes automatic transmission of footage to commanders and training academia; camera activation auditing; integration of BWC footage with the Clear Vision portal to be shared with ACRB; and integration of camera streams into the Video Integration Center.

Community Benefit: Increasing transparency and timely response between internal and external stakeholders to improve processes and ensure open communication between APD and Atlanta residents. The technology will be used to improve public safety and ensure officers are held to the highest standards.

Expected Launch Date: January 2023

Intended Impact: Increase use of BWC technology to ensure transparency across all police and public interactions, making footage available to the public in a timely manner in accordance with the Open Records Act. Enable data-driven insights to inform decision making, increased information sharing and transparency with the community, and increase proactive policing. Enable early intervention capability for potential adverse behaviors.

IV. RESOURCES

A. Atlanta Citizens Police Academy

The Atlanta Citizens Police Academy provides residents with the opportunity to learn more about the Atlanta Police Department. Class topics may include: department overview, crime lab procedures, 911 operations, airport, narcotics, internal affairs, identity theft, use of force, active shooter, SWAT visit, homicide investigations and more. The Atlanta Citizens Police Academy includes 24 hours of skilled and professional instruction delivered in 3-hour sessions. To apply, you must be at least 21 years old, a resident or employee who works in Metropolitan Atlanta and be able to pass a background check.

WEBSITE: www.atlantapd.org/community/citizen-police-academy

EMAIL: enespy@atlantaga.gov

PHONE: 404-546-2531



B. Atlanta Citizen Review Board

The Atlanta Citizen Review Board (ACRB) was established by City Ordinance in 2007 (Amended May 2010). The purpose of the legislation is to ensure that city departments directly responsible for public safety, particularly the Police Department and the Department of Corrections, have the proper support of the government and its various agencies.

It is designed to provide citizen oversight of misconduct accusations against sworn members of the police and corrections departments in the City of Atlanta. It provides a credible, independent forum where complaints and accusations can be assessed. It is also designed to help prevent future incidents of police or corrections misconduct and abuses of civil rights and to reduce the amount of money needed to satisfy judgments and settlements based upon allegations of police or corrections misconduct.

WEBSITE: www.acrbgov.org

EMAIL: contact@acrbgov.org

PHONE: 404-865-8622

C. Atlanta PAL

Atlanta PAL is a nonprofit charitable 501(c)(3) organization established in 1983 as a community partnership between APD, Neighborhood Planning Units (NPU), community investors and business associations. We serve youths 8-18 years of age by implementing constructive, carefully planned athletic and academic activities aimed at teaching moral, civic, academic and social principles to at-risk youths in a safe and nurturing environment. We support over 2,800 children annually through programs such as youth summer camp, youth athletic leagues and an after-school program with tutoring at our two separate facilities in the inner city of Atlanta.

WEBSITE: www.atlantapal.com

EMAIL: jflinders@atlantaga.gov

PHONE: 404-799-2341

IV. RESOURCES

D. At-Promise Youth and Community Center

The At-Promise Youth and Community Center is a state-of-the-art learning and community facility offering specialized services for youth and a gathering place for residents, group activities and other purposes. The first At-Promise Center, located in historic English Avenue, gives individuals an opportunity to participate in the revitalization efforts of this community. This center is the cornerstone of the Atlanta Police Foundation's youth crime reduction initiative. This initiative enrolled 347 youth in its first year, providing specialized programming for youth and young adults ages 12 to 24 who reside on Atlanta's Westside. A second At-Promise Center has opened in the Pittsburgh community; a third location is currently under construction in the Campbellton Road neighborhood.

WEBSITE: www.atlantapolicefoundation.org/programs/community-engagement/at-promise/

EMAIL: info@AtPromiseCenter.org

PHONE: 470-346-2693

E. Policing Alternatives & Diversion Initiative

The Policing Alternatives & Diversion Initiative (PAD) works to reduce arrest and incarceration of people experiencing extreme poverty, problematic substance use or mental health issues. The Initiative increases the accessibility of supportive services in Atlanta and Fulton County.

PAD fosters a new approach to community safety and wellness by providing an alternative to punishing people for what they do to survive. Instead, we connect with people as people, address their basic needs, and work with them to reduce harm to themselves and their neighbors. We believe communities are safer and healthier when people have what they need to not only survive, but to thrive.

WEBSITE: www.atlantapad.org

EMAIL: info@atlantapad.org

PHONE: 470-819-4853

F. Junior Cadet Program

The Junior Cadet program prepares high school seniors for careers within the police department. In partnership with the City's Workforce Development Agency, the program provides an in-depth overview of policing and professionalism.

WEBSITE: www.atlantapd.org/i-want-to/youth-programs

EMAIL: apdwebmaster@atlantaga.gov

PHONE: 404-614-6544

G. PAD 311 Community Referral Services

The City of Atlanta and PAD have partnered to launch 311 Community Referral Services. The goal of 311 Community Referral Services is to address public order issues by directly engaging individuals, offering immediate resources and providing assistance navigating social services in order to address the root cause of the concerns. This partnership advances the City of Atlanta's commitment to public safety by investing in responses that solve quality of life challenges.

ATL311 will take constituent calls Monday through Friday, 7 a.m. to 7 p.m., and will dispatch PAD Harm Reduction teams or identify other appropriate social service resources in eligible APD zones. When PAD's Harm Reduction team arrives, they will offer individuals immediate resources, transportation, and coordination of services including short-term case management and housing if needed.

WEBSITE: www.atlantapad.org/311-community-referrals

EMAIL: info@atlantapad.org

PHONE: 470-819-4853 for more information; 311 to make referrals