Keeping Everyone Safe—Dane County's Collaborative Approach to Ensuring Safety During Community Protests

AN AFTER-ACTION IMPACT REPORT

Following the August 2014 officer-involved fatal shooting of African-American Michael Brown in Ferguson, MO, our nation watched in horror as the community of Ferguson erupted in violence that extended for weeks and turned into waves of violence over a full year. Acts of violence between community members and law enforcement officers resulted in 1 death, 16 injuries, 321 arrests, significant property damage by fire and looting, and the deployment of the Missouri National Guard to Ferguson. A Department of Justice report concluded that there were so many constitutional violations in the Ferguson Police Department (FPD) that it would have to abandon its entire approach to policing. This was not the first officer-involved shooting of an African-American, nor sadly, would it be the last, but both CNN and ABC news say this is the incident that triggered the national debate on race relations as well as the use of force and militarization of police in the U.S.

There were other incidents across the nation that received national attention in short order, in Baltimore, Orlando, New York City, Chicago, Baton Rouge, Milwaukee, Charlotte, and St. Louis. And, like the incident in Ferguson, these were followed by public outrage and outcry, fueled by evidence of racism recorded on ubiquitous smart phones, leading to a national community conversation of "why is this continuing to happen across our nation?"

And then, on March 6, 2015, it happened in Dane County, Wisconsin. Tony Terrell Robinson, an unarmed, 19 year-old, African-American man was fatally shot by a white, male officer of the City of Madison Police Department. The experienced white officer was later found to be appropriate in his use of force. This decision led to public outrage, sending shockwaves through the City of Madison, Wisconsin, with weeks of protests that drew national attention to the city, highlighting the longstanding racial disparities across Dane County.

Unlike every other community that experienced such an incident followed by community protests and demonstrations in recent years, protests across Dane County were successfully monitored and managed by a groundbreaking collaboration between leaders of law enforcement and leaders of communities of color. Naming themselves the 'Law Enforcement and Leaders of Color Collaboration' (LELCC), this first-of-its kind effort, was created in 2014 by The National Association for the Advancement of Colored People (NAACP) - Dane County Branch #36AB and United Way of Dane County.

This paper analyzes the actions, processes, and perspectives of law enforcement and community leaders as they monitored and managed protests actions and decisions made regarding the fatal officer-involved shooting of Tony Robinson, which resulted in:

1. The successful monitoring and management of protests across the City of Madison, due primarily to relationships and lines of communication established during meetings of the Law Enforcement and Leaders of Color Collaboration held prior to the March 2015 fatal shooting of Tony Robinson.

2. The creation of law-enforcement informed tools and protocols that assisted African American leaders in their efforts to support and encourage peaceful protests, as organized by teens or young adult organizers.
3. The quick coordination of people and training to support the deployment of a team of volunteers who served as "Wise Witnesses" to:
    - Ensure protestors were aware of their First Amendment Rights to free speech and the right to peacefully assemble.
    - Minimize or prevent the issuance of citations to teens or young adult protestors, which could lead to arrests and permanent, publicly-available criminal records – with the potential to affect life-long access to employment or other resources.
4. The realization of differences in generational approaches to community organizing, which led to tension and friction between seasoned adults serving as "Wise Witnesses," charged with supporting and encouraging peaceful protests, and the perspectives of teen and young adult organizers, as they exercised their first amendment rights.

Community leaders spoke again in 2018 to provide perspective and identify their learnings for this report. All who participated valued the long-term importance of managing protests to ensure the safety of all members of our community. Madison Police Chief Michael Koval said, "You can have compatibility when people are demonstrating. We didn't have hostilities and we didn't have adversity. There was no 'us vs. them' mindset. Our relationships have been exceptionally productive. We'd follow the same protocol and rely on this group of individuals again that want the best for our community. And this approach gave us confidence should other issues affect or appear in our community."

> We learned how important it is to build trust in times of peace so that coming together in crisis keeps the community safe and builds strength.
>
> --Renee Moe, President and CEO, United Way of Dane County

> If you've formulated good relationships, you'll find ways to communicate.
>
> --Dr. Floyd Rose, Executive Director, 100 Black Men

Executive Director of 100 Black Men of Madison, Inc., Dr. Floyd Rose, provided this perspective, "This experience paves the way for other peaceful protests. We wanted and now have an environment of being civil to one another. We can maintain our dignity. We can be conversant. This was about the process. We already knew each other and didn't have to discover each other."

Background: United Way convenes Law Enforcement Leaders and Leaders of Color

Within days after our nation watched in horror the violence of the Ferguson, MO riots, United Way was asked by four local police chiefs to convene a small meeting of reputational leaders of color. Their goal was to meet leaders of color they didn't know to establish relationships with people they thought would be key if we ever had an incident in Dane County.

The first meeting was extremely successful in its candor, resulting in the desire by all 10 participants to evaluate the racial tenor of our community and share personal stories of contacts with people of color and law enforcement. It was informal with a desire to keep our conversations "in this room." Additional conversations were scheduled to explore our community's racial disparity in confinement, difficulty in hiring officers of color, how officers are trained, implicit bias, and use of force.

Additional members were later invited to the group including the Superintendent of Madison Metropolitan School District and representatives from both the City of Madison Mayor's Office and Dane County Executive's Office. The group met six times and had just decided to create a taskforce to develop recommendations to the 23 law enforcement agencies across Dane County on the Use of Force, when Madison experienced the officer-involved fatal shooting of the unarmed Tony Robinson. Meetings turned into a combination of information sharing on the incident, intelligence on anticipated protests, discussion on the group's desire to keep everyone safe, and a process to do so. They discussed the possibility of student walk-outs, concerns from the UW-Madison Police Department, and FBI intelligence, to prepare for people from outside our community who may incite protests.

"It was the relationships established in the weeks and months prior to the officer-involved fatal shooting in our community that supported our efforts to swiftly organize. This work is unprecedented. Never before have we seen a collaboration made up of leaders of law enforcement, communities of color, nonprofits and government come together to proactively build trust."

Greg Jones, LELCC Co-Chair and President Dane County NAACP

TIMELINES

	Madison shooting and protests	United Way Law Enforcement/Leaders of Color Collaboration
September, 2014		United Way of Dane County invites a small group of law enforcement leaders and leaders of color to discuss the violence in Ferguson, MO. Informal monthly meetings continue with discussions on learnings from Ferguson, late night large youth gatherings in downtown Madison, Wisconsin, previous officer-involved shootings, community education re: interactions with law enforcement, guidelines and training re: "use of force." Through discussion, the group begins to understand the complexities of "use of force" laws, policies, protocols, and training.
March 6, 2015 6:30 p.m. March 6, 2015 10:00 p.m.	Tony Robinson, 19, is fatally shot by a Madison police officer, in the stairwell just outside his apartment building. Protests began later that evening as news of the event spreads, people gathered outside Tony Robinson's apartment building.	

TIMELINES, CONT.

	Madison shooting and protests	United Way Law Enforcement/Leaders of Color Collaboration
March 7, 2015	Protests begin with a march from Downtown Madison to Tony Robinson's apartment building.	
March 8, 2015	Candlelight vigil in front of Tony Robinson's apartment building.	
March 9, 2015	1500 people, mostly students from area high schools, protest the shooting at the Wisconsin State Capitol.	
March 10 2015	100 people protest at the City County Building.	
March 11, 2015	Twin rallies occurred, one on the East side of Madison, in protest of the fatal shooting of Tony Robinson; another at the Wisconsin State Capitol, in support the Madison Police Department.	
March 19, 2015		Meeting held to discuss collaborative processes and protocols to ensure safety during protests.
March 27, 2015		United Way invites NAACP to co-lead meetings and renames this informal group the "Law Enforcement/Leaders of Color Collaboration," (LELCC).
March 14, 2015	Approximately 1,000 people attend funeral services for Tony Robinson, at East High School.	
April 14 3 – 9 p.m., 2015	Largest and longest protest on East Washington Avenue (Hwy. 151) next to East High School as students left for the weekend. 15 arrests and citations issued.	"Wise Witnesses" are coordinated through United Way and Urban League of Greater Madison.
April 24, 2015		Following earlier discussions on the complexity of "Use of Force" the Collaboration creates a Taskforce to examine and issue recommendations regarding police "Use of Force" with a Call to Action to "Improve the safety for all involved in police/citizen interactions."
May 12, 2015	Dane County District Attorney Ismael Ozanne announced his decision that Officer Matt Kenny, the officer who fatally shot and killed Tony Robinson, did not violate criminal law and that although he used deadly force against Robinson, his actions were in self-defense, when he was confronted with an imminent threat of death or great bodily harm.	
May 13 10 a.m. – 2:30 p.m.	Protestors march from Tony Robinson's apartment building on Williamson Street to Downtown Madison in protest of the Dane County District Attorney's decision.	Requests for volunteer "Wise Witnesses" are coordinated through United Way and Urban League of Greater Madison.

	Madison shooting and protests	United Way Law Enforcement/Leaders of Color Collaboration
June 3	City of Madison Chief of Police Michael Koval announced that after an internal review, Matt Kenny, the officer who fatally shot and killed Tony Robinson, would not face departmental discipline and can return to his job as an officer of the City of Madison Police Department.	
November 2015		LELCC accepts "Use of Force" recommendations from the "Special Community/Police Task Force."
February, 2016		Report is shared with the Dane County Chiefs of Police Association (DCCOPA), which includes membership from all 24 law enforcement agencies across Dane County, all city and municipal leaders across Dane County, and to the general public.
2016, 2017, 2018		LELCC continues to meet and work on its agenda of trust building. Published a May 2017 one-year progress update regarding the implementation of the "Use of Force" recommendations, by law enforcement agency, across Dane County.

"We had two goals: To protect people's civil rights and to keep everyone safe. We were especially concerned about avoiding arrest for our young people. We worked in real time with law enforcement and our community leaders to understand what the protesters were doing, what law enforcement was planning and then determine how we could help. Tremendous trust was built. It was humbling and an honor to be a part of it" said Leslie Ann Howard, former President and CEO of United Way of Dane County and Co-Chair of the LELCCC (2014-2015).

ALIGNING OUR GOALS AND INTENTIONS THROUGH LEADERSHIP AND COMMUNITY COLLABORATION

Before the group figured out its process, it quickly aligned around the following understandings and goals:

1. There will be protests and we recognize people's right to protest and speak freely.
2. Protests are about free speech—not violence or the destruction of property.
3. Teens and young adults might have different priorities when weighing the balance between the change they want to see, the release of their justified anger, and an arrest record.
4. Our experienced and reputational leaders of color can be very helpful listening to the protestors and being available as support and "Wise Witnesses." However, because of our place in the community, many may see us from afar, interpreting our comments as commands or efforts to tell them what to do. Because of this, it is important that as leaders, we commit ourselves to listening and offering advice. It is not our job to see the advice carried through, we must respect the protestor's agency as we do our best to offer advice.

Law enforcement realized that quick-tempered violent actions would affect protestors' livelihoods for life. They shared that a citation for behavior need not lead to an arrest if the individual is carrying his/her identification. Both law enforcement and community

> Our common goals were respected and achieved. We didn't want any youth arrested and booked in CCAP or given an FBI number. This was a teachable moment—the difference between a forfeiture (ticket) vs. a misdemeanor (crime). The Leaders of Color were able to take this message deeper.
>
> Chief Michael Koval, Madison Police

leaders urged potential protestors to bring identification to a protest in the event officers would cite—identification would allow for the protestor's release and an avoidance of the booking process.

Leaders of color embraced the roles of "Wise Witnesses" by actively listening to protestors, offering advice, and by providing a protective adult presence. Several leaders also noted that the volunteer opportunity allowed them to witness, first-hand, law enforcement protocols to ensure safety during protests.

Rose said, "I watched this at many venues. On one evening protestors went into a very busy mall. There were many people shopping and in the food court and there was a very angry fast-food manager and other store managers. This could have been close combat and a recipe for disaster. Chief Koval stewarded the protest as well as anyone could, including calming the fast-food manager. He provided a balance of public safety and good common sense. He did not want officers to fan the flames or further extend the anger."

ORGANIZING FOR PEACE

We knew we had to increase the communication between us right away, said Ruben Anthony, President and CEO of the Urban League of Greater Madison. "We invited the police to attend and be a part of our prayer vigils and days of discussion. We had strategic press conferences with the Mayor of Madison. Several of us participated together in the early morning TV show platform."

> "This was the first time we'd enlisted the assistance of community leaders in the field during an actual event in this way. We had in place an ongoing relationship and established trust. This was enhanced through some earlier training and discussion."
>
> - Chief Kristen Roman, UW-Madison Police Department

Chief of UW-Madison Police Department Kristen Roman (who at the time of the protest was the Captain of Community Outreach for the City of Madison Police Department) recalls successful protests were due to "prework, planning, and collaborative communication in the field. MPD provided real-time updates to the Mayor, city alders and the community leaders which were useful in re-allocating resources." UW-Madison Police Department provided laminated neon lanyards to community leaders and members of community groups who had been trained. "The lanyards were very helpful to identify the go-to people on-scene. We knew we could send in a community leader if a police officer might be a flash point."

> Everyone mobilized in support and did not get in students' way. The adults provided positive time and space for students to express their feelings.
>
> --Superintendent Jennifer Cheatham, Madison Metropolitan School District

The Madison Metropolitan School District was particularly concerned that students would not only walk out of school, but that there would not be enough adults available to monitor those students since teachers and staff were still teaching in school. There was uncertainty regarding the high schools that would be affected and the number of students that would participate in the protest. MMSD Superintendent Jen Cheatham expressed gratitude that key leaders stepped up when asked. "We wanted adults to be a supportive presence, and they responded extraordinarily well." Their Coordinator of Security called United Way and the City of Madison Police Department. United Way had set up an email/phone/text tree and then contacted those members of the community who had volunteered and had been trained and would lead others, so they could be deployed quickly in the needed places at the right levels of help. Many were deployed from Urban League through the Black Leadership Council. A total of almost 100 community leaders and members of African American organizations participated as volunteer "Wise Witnesses."

Cheatham further explained some of MMSD's communication protocols. "During this time, I was in communication with parents a lot, as a partner with parents. Our communication wasn't encouraging the protests, but we wanted parents to have a plan to keep their students safe if they chose to participate and to talk to their children about what was happening in the community. We also had conference calls with principals, communication with teachers and staff giving guidance on talking about controversial subjects and we created peace circle protocols for their use. This was important for parents, and we received and continue to receive positive feedback about those communications."

The African American Council of Churches and local ministers organized a series of prayer vigils. Local law enforcement and leaders were always invited and attended.
Messages of peace permeated the vigils.

> I also talked with the children to talk about the purpose of the protest. Tony was their friend. He was a very nice young man. We didn't want to diminish this young man's purpose in life.
>
> --Theresa Sanders, Community Leader, 10 Black Mothers

Members of the Collaboration and the Urban League organized and coordinated members of several organizations to take shifts at the protests. They had widely recruited leaders of African American groups and their members to participate as "Wise Witnesses." Theresa Sanders of 10 Black Mothers said, "I was trying to get the community involved. The groups were eager to help. They came to the Urban League and organized themselves for their shifts." Theresa created her own script to provide consistency in the message, and she distributed her phone number on index cards to everyone. They were trained in expectations of the Collaboration and of the Madison Police Department. They were deployed from the Urban League to the protest scene wearing the bright gold United Way/NAACP laminated lanyard that clearly identified who they were. Once on the scene, they checked in with members of the Madison Police Department.

Koval explained that when MPD was about to change direction or send out new orders to their own officers. The lead officer also texted the community leaders on the scene to give them a heads up on a new order ahead of time. In one example, MPD allowed the protestors to close East Washington Avenue for a period of time. But when they determined they would reopen East Washington to traffic, MPD provided notification to the community leaders on scene about 10 minutes in advance of this change. "We crafted what was a reasonable time frame to be in a major intersection given their opticals. We had common goals that were respected and achieved. MPD was explicit on the timing available and it was reinforced by the community leaders. We worked seamlessly with the crowd," he said.

The community leaders found themselves talking with students and young adults and marched or sat with them as the protests evolved. Sanders said, "Having a lot of male leaders made a very big difference. They interacted with the young people. High school students listened to them and their advice. This was an opportunity to educate children on the purpose of protest, and to support and empower them to protest, it is their right.

Black Leadership Council

(Members of these groups participated as "Wise Witnesses" during the protests)

- Urban League of Greater Madison
- NAACP Dane County Branch #36AB
- 100 Black Men
- 10 Black Mothers
- African American Council of Churches
- Black Greek Organizations
- Neighborhood Centers
- Parents of African-American Youth
- Lifelong members of Dane County's Black community

In an effort to ensure that the voices and perspectives of leaders representing the African-American community were collected and used to shape and inform decision making, Anthony invited those leaders to convene at the Urban League of Greater Madison. In response to this invite, African-American leaders from various segments of our community came together to discuss their concerns regarding the officer-involved fatal shooting of Tony Robinson. These discussions served as the impetus to the formation of the Black Leadership Council (BLC), a group determined to examine and address the many factors that led to the death of Tony Robinson, and the many issues that presented themselves following his death. During its formation, the BLC accepted a collective responsibility to address the social problems that plague our community and to create better lives for all. In response to this charge, it was determined that the BLC would be comprised of voices that speak the same message and operate under the same collective purpose. In pursuit of this goal, the BLC took on the responsibility of coordinating and mobilizing volunteers who served as "Wise Witnesses" during the protests. The Black Leadership Council remains a group that can be called together to support efforts to engage, mobilize, and organize groups and individuals.

Throughout the time spent organizing, both the City of Madison Mayor's Office and the Office of the Dane County Executives were in communication with liaisons of their respective offices that served as official members of the Law Enforcement and Leaders of Color Collaboration (LELCC). Through their liaisons, both offices of the Mayor and the County Executive remained informed and were actively engaged in our efforts. Mayor Paul Soglin was also in direct communication with leaders of other cities across the United States, through the National League of Cities and the United States Conference of Mayors. Through these lines of communication, we were made aware of ways that other cities were responding to protests in response to their own local officer-involved shootings. From other members of these leadership networks, we confirmed that by engaging with youth and black leaders to inform the strategies implemented to ensure safety and protect the first amendment rights of members of our community, our efforts aligned with best practices.

Acknowledging a generational divide--There's still work to be done

> Members of this generation didn't understand that we're keeping the kids from getting into the system.
>
> --Ruben Anthony, Ph.D., President and CEO, Urban League of Greater Madison

African American leaders of the Collaboration called out what was and continues to be recognized as a generational divide in efforts to effectively engage, communicate with, and share information. During the protests, in meetings to debrief the protests, and in after-action review meetings with community leaders and protestors, it was realized that efforts made by some community leaders were perceived by some of the millennial protest organizers as paternalistic. "Some millennials painted the picture, and we're still taking criticism today, that we helped police, that we were stepping in and taking away their 'moment'." Some thought we were serving as mouth pieces for the police, that we didn't have any interest in Tony. One individual blasted us and called us names," Sanders said. Despite these challenges, adult volunteers realized the importance of supporting the protest organizers. "My niece was a senior in high school. I wanted to protect her. I made sure I informed her and her friends of the consequences of their actions," Sanders added. After learning that the protestors hadn't had anything to eat at one of the protests, she purchased pizzas and water to support them.

Another challenge that surfaced both during protests and in our after-action review discussions was the fact that "some of the African-American Millennial protest organizers were critical of the adult volunteers identified as 'community leaders,' questioning both the individual and collective authority of adults given leadership titles, by

asking “Who are Madison’s black leaders?” Anthony shared. “Leadership comes from multiple areas, with multiple voices in the community and multiple voices in the movement, all are invited to actively participate,” Anthony added.

In retrospect, community leaders agreed that we could have done a stronger job with our efforts to reach out and share information with the protest organizers about our ultimate goal of being present to be watchful and ensure that the police would not abuse the kids,” said Anthony.

PERSPECTIVES

Dr. Jennifer Cheatham | Superintendent, Madison Metropolitan School District

“Through connections with other superintendents I’ve seen poor choices in other cities in how to support youth in trying times. We are extremely fortunate to be in a community, to be able to give youth a place to talk, a safe space, and not just the marches, but the opportunity to talk and heal, to help youth feel heard and supported.”

Honorable Everett Mitchell | Judge, Dane County Circuit Court

“The extensive conversations between the communities of color and law enforcement allowed for a line of communication to be established that provided a way for safe and effective use of civil protest following the tragedy of Tony Robinson. I am convinced that the collaborative ensured that voices of hurt, pain, disgust and rage could be heard in the streets and those individuals remained safe in the process. I learned so much about policing practices, the need for all voices to be included and the importance of being candid about black and brown concerns over policing relationships. By forging and nurturing the collaborative relationship, Dane County will continue to serve as a model for other cities and counties to follow so they to can increase the good will between communities of color and law enforcement.”

Michael Koval | Chief, City of Madison Police Department

“We learned we could cut a swath of latitude. You can have compatibility when people can demonstrate and not become spectacles…. There was no “us vs. them” mindset.”

Renee Moe | President and CEO, United Way of Dane County

“All components of our community have assets to be utilized and complimented for greater results. One entity or sector (faith, law enforcement, nonprofits, schools, and, activists) can’t do it alone,” Moe added. “We developed a collaboration that ensured the safety of members of our community, while other communities in the country experienced riots, violence and increased polarization. We can now build on these relationships for future work.”

Kristen Roman | Chief, UW-Madison Police Department

Chief Roman summarized learnings from law enforcement, “we learned that it can be done. These were highly emotional situations, and yet we included the opportunity for dissension. The police and the community can create a space for this.” She recalled, “The national media had descended into Madison expecting violence and riots as had occurred in other cities. They had even hired helicopters to cover this story. But they left within 24-48 hours. We didn’t give them the visual they wanted. A peaceful protest was no news. We’ve had other tests since then, and we can work through difficult times and draw on relationships with the community.”

Charles A. Tubbs Sr. | Director, Dane County Emergency Management (Retired, Wisconsin State Capitol Police)

"The Leaders of Color, Dane County Law Enforcement and the United Way initiated proactive leadership as they joined to address the sensitive and important issue of the right to protest within our community. Based on my past professional experiences and observations, my ultimate goals during protests continue; faith, nonviolence, voluntary compliance, the value of human life, the constitution, and public trust, with my goal of zero arrests, no injuries, no property damage, government and businesses continue to function effectively, while citizens safely exercise their constitutional rights. The dedication of this combined group to remain committed to improving the quality of life for all people is commendable."

EPILOGUE—THE CONTINUING VALUE OF PEACEFUL PROTESTS TO OUR COMMUNITY

Community leaders have hailed the value of our collaboration. In retrospect, identified successes associated with these efforts include peaceful demonstrations of protests, opportunities for voices to be heard, and opportunities for members of our community to come together to grieve the loss of a life. The LELCC also acknowledges their contribution to eliminating opportunities for national media and outsiders to tell a false narrative of our collective efforts.

Citations and Physical Arrests during April 14, 2015 protest on East Washington Avenue: 10 Citations (2 juveniles, 8 adults), 3 Physical Arrests (3 adults).

Citations and Physical Arrests during May 13, 2015 protest in downtown Madison: 27 Citations (5 juveniles, 22 adults), 1 Physical Arrest (1 adult).

Members of our Collaboration cited even more enduring results. While the Collaboration had already begun to examine "Use of Force" by law enforcement, the discussion intensified. The Collaboration created a task force which included interested members from the community to sort through law, policy, and protocol, and re-examine and make recommendations for Dane County's own "Use of Force," which was released in February 2016.

Leadership from African American organizations came together under the umbrella of the Black Leadership Council (BLC), which has been utilized in other racially charged situations when the community has needed help. This larger body of Black Leaders has been most helpful in responding quickly through their extensive networks. In March 2016, University of Wisconsin Chancellor Rebecca Blank reached out to this group following several hate crimes including racist graffiti for their help in dealing with the incident and calming the community.

In mid-2017 the Collaboration published a one-year progress update regarding how policies and protocols within the 23 law enforcement agencies across Dane County aligned with the "Use of Force" recommendations issued in 2016. It was important to note that in several instances, law enforcement agencies reported having initiated changes prior to the launch of the "Use of Force" recommendations.

In 2017, the Collaboration also created a taskforce to address issues of immigration and potential changes in DACA (Deferred Action for Childhood Arrivals) and implications involving Dane County families. Their report and recommendations are expected in spring 2018.

We've created a checklist to prevent future violent protests and keep our community safe, building on what we've learned. See Appendix for a Checklist: Keeping Community Protests Peaceful.

MEMBERS OF THE LAW ENFORCEMENT AND LEADERS OF COLOR COLLABORATION

Renee Moe, Co-Chair President & CEO, United Way of Dane County	**Greg Jones, Co-Chair** President, NAACP Dane County Branch #36AB
Ruben Anthony, Ph.D. President & CEO, Urban League of Greater Madison	Leslie Orrantia Community Relations Director, UW-Madison
Joe Balles Coordinator of School Safety & Security, MMSD	Harold Rayford Pastor, The Faith Place
Jennifer Cheatham Superintendent, MMSD	Gloria Reyes Deputy Mayor, City of Madison
Chuck Foulke Chief, City of Middleton Police Department	Kristen Roman Chief, UW-Madison Police Department
Peng Her Assistant Director, Center for Resilient Cities	Floyd Rose, Ph.D. President, 100 Black Men of Madison, Inc.
Jeff Hook Chief Deputy, Dane County Sheriff's Office	Theresa Sanders Chair, Black Mothers Group
Michael Johnson President & CEO, Boys and Girls Club of Dane County	Wesley Sparkman Director, Dane County - Tamara Grigsby Office for Equity and Inclusion
Michael Koval Chief, City of Madison Police Department	Charles Tubbs Director, Dane County Emergency Management
David Mahoney Sheriff, Dane County Sheriff's Office	Captain Jim Wheeler Captain, City of Madison Police Department
Karen Menéndez Coller, Ph.D. Executive Director, Centro Hispano	United Way Staff Liaison: Keetra Burnette Senior Director of Stakeholder Engagement
Everett Mitchell Judge, Dane County Circuit Court	

2015 – 2016 Members (Retired)

Leslie Ann Howard President & CEO, United Way of Dane County	Luis Yudice Coordinator of School Safety & Security, MMSD
Craig Sherven Chief, City of McFarland Police Department	Sue Riseling Executive Director, International Association of Campus Law Enforcement Administrators
	Deedra Atkinson Senior Vice President, United Way of Dane County

CHECKLIST: KEEPING COMMUNITY PROTESTS PEACEFUL

A list of potential protocols to review for Dane County, or any community to insure our protests are peaceful….	***Yes***	***No***	***Discussed? How to handle?***
Establishing a foundation of trust 1. Is there a group of community leaders regularly meeting to monitor the temperature of local and national political change and unrest that might, at some point, cause protest or unrest in our community? a. Do we have the right leaders/organizations represented? All of them? b. Do all members understand the preventative nature of these meetings and agree to meet, even when a crisis is not imminent? c. Do our meeting agendas give us the necessary breadth we need for an appropriate environmental scan? d. Do our meeting agendas give us the necessary time to share insights, experiences, and get to know one another? e. Our meetings convened by experienced 3rd party facilitators who understand this work and create meaningful conversations? 2. Do we all feel that we have created a foundation of mutual trust with one another? What work yet needs to be done? 3. **Critical question**: Do we all agree that it is in our community's best interest to keep protests peaceful? Why? What is our purpose? How will law enforcement and community leaders work together? Does law enforcement leadership commit to engaging community leaders? Write out and confirm your agreement. *(If you can't figure this out, the rest of this won't work.)*			
In case of emergency … 4. Do all members have a list of phone numbers, texts, or emails that can be used in case of emergency? 5. Is a phone tree established, or could it be quickly established if additional or more complex information needs to be coordinated?			

A list of potential protocols to review for Dane County, or any community to insure our protests are peaceful….	*Yes*	*No*	*Discussed? How to handle?*
Planning for protests 6. Do all members agree they will be involved in planning meetings in anticipation of violent protests? a. Determine who will convene? b. What will be our role? c. Who else might we involve? Leaders? Groups? Reputational leaders? Do they feel as we do about non-violence? How and who will meet with them? d. Will these people be invited to come to the protests? How many people will be need at the protests? Will they be trained ahead of time? By whom? What will they need to know? How will they be identified? E.g. lanyards? e. What are the communication protocols when they are called to the protests? When they arrive? Protocols to let them know police are changing direction? Protocols to let them know they must leave? What are the rules we will all live by? How will they communicate with law enforcement? f. Are there any agreements about bringing food to protestors? 7. To what level will community leaders/members be involved in messaging to the community e.g. Press conferences, press releases, available for interviews with the press? Review where media may contact first because of established relationships or press liaisons. 8. What are the key messages that we've all agreed on that are so important they should be scripted for everyone in leadership roles to ensure we have consistent messaging? Who will do this? 9. For community leaders, are there others with whom you should be communicating regularly, without sacrificing confidentiality to your partners? Text or email group? 10. What is our message(s) to young people, especially those under the age of 18? How will we teach them the role and importance of protest and democracy? Civil rights and accountability? Voice vs. violence? Citation vs. felony?			

A list of potential protocols to review for Dane County, or any community to insure our protests are peaceful….	*Yes*	*No*	*Discussed? How to handle?*
11. How do we coordinate with our schools? How do we coordinate with our parents? Faith communities? What other organizations need to be considered and enjoined?			
In ongoing emotional, fluid situations … 12. Are members of this group meeting regularly and giving updates to one another? 13. Are confidential updates kept confidential? 14. Are members of this ongoing leadership group willing to share and provide feedback to each other about the way community decisions and messages are being handled? Is feedback being received respectfully? Confidentially? 15. Are members of this leadership team sharing information with one another that may prevent violence? 16. What are the protocols to quickly share important information?			
Scanning the community … 17. Are there places or events where the community will have a place to be heard? Can community members respectfully, meaningfully and appropriately speak? Safely grieve? 18. What other organizations can provide these opportunities? 19. How can your leadership group ensure their safety?			
Bringing closure and understanding … 20. Scan the community. Is the community ready for perspective and closure? 21. Figure out how to acknowledge the triggering event and the ensuing peaceful protests, and their meaning (or our learnings or results) to the community. 22. Prepare an After-Action Report. Make it publicly available.			