

# New Era of Public Safety: An Advocacy Toolkit for Fair, Safe, and Effective Community Policing

New Era of Public Safety: An Advocacy Toolkit for Fair, Safe, and Effective Community Policing is an initiative of the Policing Campaign at the Leadership Conference Education Fund, the education and research arm of The Leadership Conference on Civil and Human Rights and was supported by the Google Foundation.

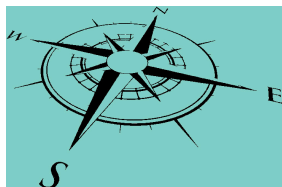
To make this vision a reality, we need a common language so we can work together to promote public safety while protecting civil rights. We need to work at the national, state, and local levels — in our communities — to realize a shared vision of public safety that respects and protects human life and lifts up those most affected by harmful police policies and practices. And we need innovative ideas — from all perspectives in our diverse society — to rethink public safety and renew community trust.

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## Leadership Conference on Civil and Human Rights (LCCHR)

### Description:

The Leadership Conference on Civil and Human Rights is a coalition charged by its diverse membership of more than 200 national organizations to promote and protect the civil and human rights of all persons in the United States. Through advocacy and outreach to targeted constituencies, The Leadership Conference works toward the goal of a more open and just society – an America as good as its ideals. The Leadership Conference is a 501 (c)(4) organization that engages in legislative advocacy. It was founded in 1950 and has coordinated national lobbying efforts on behalf of every major civil rights law since 1957.

### Stakeholder(s):

#### Leadership Education Fund :

*The Leadership Education Fund is a 501 (c)(3) organization that builds public will for laws and policies that promote and protect civil and human rights of every person in the United States. The issues The Education Fund works on have deep roots in its organizational history and across the communities it represents. Access the toolkit online at <https://policing.civilrights.org/toolkit> and the best practices report, *New Era of Public Safety: A Guide to Fair, Safe, and Effective Community Policing*, at <https://policing.civilrights.org/report/>*

#### Police Officers :

*Police officers across the country are involved in our everyday lives. They patrol our streets, our sidewalks, and our public spaces, and they are often first on the scene when crime breaks out and when disaster strikes. They support people in crisis — and they respond to national crises. They are — and have been for nearly two centuries — our nation's first responders. And yet, our country's approach to public safety — and whom it protects and serves whether real or perceived — has undermined community trust. This has long been so — from early slave patrols, to harassment and unlawful surveillance of civil rights activists, to criminalization of people of color. This history is alive today, borne out in disparities in policing practices — from stops and searches to arrests and use of force. From Ferguson, Baltimore, and Sacramento; to Watts, Detroit, and Los Angeles; to Chicago, Newark, and Selma. The places and the times are different, but the impact of the tragedies are the same.*

#### People of Color :

*In recent years, outrage over harassment and deaths of people of color, Black people specifically, at the hands of police officers has ignited the Movement for Black Lives and inspired national debate around systemic racial profiling and police violence. It has prompted collective calls to #SayHerName and to recognize the unique experiences of Black women, transgender people and gender nonconforming people, people with disabilities, people who have experienced sexual violence or misconduct by police, and people who have been killed by police or died in police custody.*

#### Policing Reform Organizations :

*Local, state, and national organizations have long worked to reform policing and strengthen accountability — and are now redoubling their efforts to reimagine public safety and create a stronger, safer country for us all. We support and join this effort. Our entire country — and its many diverse communities, police officers included — will benefit if we succeed.*

#### Communities :

*We can overcome the challenges facing us, and this toolkit shows us how. Individuals and communities have the power to shape policing and change our approach to public safety by organizing, harnessing data, and leveraging determination on all sides to improve our justice system.*

#### Lynda Garcia :

*Lynda Garcia, policing campaign director at The Education Fund, oversaw the development of toolkit.*

#### Gabrielle Gray :

*Gabrielle Gray, policing campaign manager, reviewed, re-searched, and edited the toolkit.*

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#### Patrick McNeil :

*Patrick McNeil, social media manager, assisted with editing;*

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**Molly Gamborg**

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**Markasa Tucker**

**Changa Higgins**

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**Maab Ibrahim**

**Justin Steele**

**Vision**

A stronger, safer country for us all

**Mission**

To shape policing and change our approach to public safety

**Values**

**Public Safety**

**Fairness**

**Effectiveness**

## Step 1. Problems

*Identify the Problem.*

Change begins with identifying the problem you want to solve. What are you most concerned about? Racial profiling? Use of force? Sexual violence or misconduct by police officers? Use of military equipment?

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## Step 2. Coalitions

### *Build Your Coalition.*

#### Stakeholder(s)

##### Coalitions :

A coalition is a group of individuals or organizations who share an interest in a particular issue and come together to address that issue. A coalition may lead several projects or campaigns, and these may change over time as conditions change. Typically, one or two individuals represent their organization's interests at coalition meetings and events. Who Came Before Us?

- Do any organizations have experience working on this issue?

- Are there elders in the community or informal groups that have important historical information to share?
- Do any other community members have direct experience with the police department?

##### Experts :

Remember to defer to the expertise of those who have been doing this work for a while, even if they have been doing so with little to no funding or visibility. Having these groups and individuals at the table as you plan and launch your campaign can be critical to your success.

Before developing your coalition, identify who is already doing work around the issue(s) you are concerned about. Decide what voices need to be at the table in a coalition.

### 2.1. Communities

#### *Engage Directly with Impacted Communities.*

Key players in any campaign include representatives from communities who are experiencing the brunt of the problem you are trying to solve. For instance, if you are concerned with how police officers interact with people experiencing homelessness in your community, be sure to engage not only agencies that provide services to homeless people but also groups that are led by homeless people. Whether you form a small group or a very large one, decide on your group's structure before launching a campaign together. The group can be a coalition, a new organization, or something else. Considerations for deciding which structure to use depend on: • The number of organizations or individuals involved. • How long you plan to work together. • Whether you want to work on a general issue or toward a specific set of goals. • Whether you can raise money to start and operate a new organization or will trust an organization to hold your collective work as a campaign.

### 2.2. Decision-Making

#### *Establish a decision-making structure.*

Establishing a clear decision-making structure upfront can help the group navigate difficult decisions in the future. Consider existing power dynamics in your group as you determine what makes the most sense for your decision-making structure. Decision-making options include: • Going with the consensus or modified consensus. • Implementing majority rule. • Creating a steering committee or advisory council that makes decisions with input from the larger group or from subcommittees. • Creating committees that make decisions about their particular issue areas and then report to the larger group.

### 2.3. Accountability

#### *Consider how the group will be accountable to the larger community.*

Also, consider how the group will be accountable to the larger community. For example, prioritize the voices and perspectives of people in communities that are directly impacted by the issues you are working to address. And be mindful that some groups are well resourced with funds, staff, and legal and policy expertise, whereas others may have no paid staff or budget to support travel or participation in meetings during work hours. Often members' ability to participate in meetings and do work determines whose ideas take priority and who makes

decisions. You can also:

- Schedule meetings for late afternoons, evenings, or weekends, so people with full-time jobs or young children in school can attend.
- Provide transportation, childcare, and food for attendees.
- Set up structures to equitably share resources to help less-resourced groups participate, such as by holding teach-ins around issues that require specialized knowledge (e.g., search and seizure, accountability mechanisms), so that everyone has the same basic information.
- Create opportunities for members of directly impacted communities to share their expertise on the problem with groups that may not have direct experience.
- Create working groups or committees to make decisions in particular areas or develop proposals to bring back to the larger group for discussion.

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## Step 3. Goals

### *Set Goals.*

Next, decide how you want to make change and set specific, short-term goals: Do you want to change policy? Pass a new law? Change the structure and oversight of a local police department?

#### 3.1. Objectives

*Break long-term goals into several shorter-term objectives.*

Consider breaking long-term goals into several shorter-term goals. For example, if your goal is to end profiling in your community, the best way to achieve that goal may be to advocate that your police department adopt policies that address bias-free policing, including racial profiling and police officer interactions with people of color, women, gender nonconforming people, LGBTQ people, youth, undocumented immigrants, people with limited English proficiency (LEP), people with disabilities, religious and ethnic groups, low-income people, and people experiencing homelessness. You may also want to advocate for specific policies regarding stops, searches, and arrests; changes to police training; and establishing or expanding oversight mechanisms for reporting. Each can be its own separate, shorter-term goal.

#### 3.2. SMART

*Use the SMART approach to choose effective goals.*

Use the SMART approach to choose an effective goal, improve your chances of achieving your goals, and build on the momentum of a campaign toward community power. This acronym stands for Specific, Measurable, Achievable, Realistic, and Timed goals. Goals that are too broad, too vague, unrealistic, unmeasurable, or constantly changing will likely result in a campaign that leaves community members confused, hopeless, or unaware of the progress they are making toward building true community power.



## Step 4. Information

### *Gather Information.*

After you have identified the problem, built a coalition, and set goals, gather all available information. Is the department already collecting data that would help make your case? What policies and laws are already in place?

#### 4.1. Policing Data

##### **Stakeholder(s):**

##### **Police Departments :**

*Police departments are increasingly making public information about stops, searches, and arrests. So, a good place to start is the department's website; search for an annual or quarterly report.*

##### **American Civil Liberties Union (ACLU) :**

*Another resource is a local legal organization like the American Civil Liberties Union (ACLU), which analyzes and publishes policing data.*

##### **Police Data Initiative :**

*The Police Data Initiative, which houses data from dozens of police departments, is also a good source of*

*information. If no one in your group has the skills to analyze raw data, consider partnering with researchers at a local university or college.*

##### **Stanford Open Policing Project :**

*The Stanford Open Policing Project, the Federal Bureau of Justice Statistics, and the Mapping Police Violence Project are good sources of national data.*

##### **Federal Bureau of Justice Statistics**

##### **Mapping Police Violence Project**

#### 4.2. Community-Led Research

Community-led research or participatory action research is another important way to gather information and data. This can include surveying community members, conducting a poll, and gathering community members' quotes and experiences through a story bank. This type of qualitative data and research can complement data gathered from official sources or be used in place of official data that have not been collected or made public. It can also be useful if local officials are swayed more by local data than national data or by stories rather than numbers. Online resources can help you refine your methodology and conduct research in a way that is accountable to, empowers, and uplifts directly impacted community members.

##### **Stakeholder(s):**

##### **City Councils :**

*Your research findings may result in a one-pager presented to the city council or a report released to the media or shared at a press conference, protest, or rally.*

##### **Media**

##### **Public Science Project :**

*For information on participatory research, visit the Public Science Project at: <http://publicscienceproject.org/principles-and-values/>*

### 4.3. Public Information

Some information about your police department may already be publicly available.

**Stakeholder(s):**

**Police Departments :**

*Many departments post their policies (standard operating procedures [SOPs] or patrol guides) on their websites. These data may also be available through an organization that has made a Freedom of Infor-*

*mation Act (FOIA) request for them. In some jurisdictions, data are available for purchase. Start with an online search for [X police department] standard operating procedures/patrol guide/policies.*

### 4.4. FOIA Requests

*File FOIA requests.*

If the information you need is not publicly available, you may want to file a FOIA request.

**Stakeholder(s):**

**Public Agencies :**

*The federal government and all 50 states have laws mandating that information kept by public agencies and officials be made available on request to members of the public. Some exceptions limit what the government is obligated to provide. Exceptions include information protected by privacy concerns, law enforcement privilege, and deliberative process privilege.*

**Courts :**

*If your request for information is denied on any of these bases, you can appeal the decision to the agency and in court.*

## Step 5. Campaigns

### *Build a Campaign.*

Often, reforms are achieved through strategies and tactics that involve a broad-based and diverse group of people working on a campaign together in coalitions or informal partnerships. You may choose to come together with other community members and organizations to launch a grassroots campaign in your community to make changes to your police department. A campaign involves setting clear goals for change and agreeing on a set of strategies and tactics that will operate cohesively to achieve your common goals. A campaign also brings together a group of individuals and organizations around a singular set of goals, strategies, and tactics. Once the goal is achieved, the campaign ends because the group has no other purpose. A campaign can be housed at an organization where it will become a component of the larger body of work or mission, or it can operate through an independent organization created for the sole purpose of implementing the campaign.

### 5.1. Targets & Pressure Points

#### *Choose the Correct Target and Pressure Points.*

It is important to understand your target and pressure points. A target could be an agency, institution, or decision-maker who has the power to give you what you want. A pressure point may be a relationship you leverage or someone/something you use strategically throughout a campaign. There could be multiple pressure points, whereas there is normally only one target. Your pressure point may shift throughout the campaign, but be clear about who or what you are targeting, and limit it to one individual or institution, if possible. If multiple law enforcement agencies operate in your area, identify the specific agency you are targeting for reform. Some larger cities may have state police, city police, county sheriffs, private patrols, or campus police all working within the same area. In addition, federal law enforcement agencies (e.g., Immigration and Customs Enforcement; the Bureau of Alcohol, Tobacco, Firearms, and Explosives; the Federal Bureau of Investigation) may operate in your area. Many constitutionally protected rights are the same when interacting with these agencies, but they all operate under their own policies and are governed differently. When you have determined which agency, institution, or decision-maker you are targeting, educate yourself on the structure of that agency. If it is your local police department, determine: • Who sets the policies for the police department — an elected or appointed position? • Who controls the budget? • Which other stakeholders have influence on public safety, and what is their role?

Sometimes, you can find answers to these questions on city, county, or police department websites. It might also help to draw a map of who controls or governs these important areas.

### 5.2. Power Mapping

#### *Place stakeholders on a chart according to how much control they have over a decision or your goal.*

To determine pressure points and tactics, try a power-mapping exercise. Place stakeholders on a chart according to how much control they have over a decision or your goal. Categorize them as individuals, organized groups, or unorganized groups. Power mapping yields a clearer picture of the players involved in your campaign and the strategies to influence and move them. Consider the following questions: • What moves the target? What motivates them? • Can you move groups or individuals closer to your side and make them allies? • What relationships already exist among the stakeholders? Do any new relationships need to be developed or cultivated? • Can you use relationships with particular groups or individuals to influence your target or pressure points? • Do unorganized groups exist that you can mobilize? • Where do the media fall on your power map? • What additional information do you need? Who can help you access that information? • With which people or groups do you need to meet to learn more about their position or how they can help your campaign?

### 5.3. Strategy & Tactics

*Choose Your Strategy and Tactics.*

Next, discuss your strategy — your detailed plan about how to achieve your goals. Your strategy is, in other words, your plan for winning. When deciding on a strategy, consider your group’s strengths and weaknesses, your allies and opponents, your targets and your tactics. Your strategy should incorporate ways to move your targets and refine your media messaging as well... Identify the tactics you will use to execute your strategy. The tactics you choose depend on your group’s preferences, your capacity and resources, the political climate in your area, and how you motivate your target points to action. The first tactic in a campaign is usually to simply ask for what you want. You can make your request in a meeting with an elected official or the police chief. If a direct approach is ineffective, an escalating tactics chart can help you determine your next tactic. An escalating tactics chart is a visual representation of how the campaign can turn up the pressure on each target point over time, depending on the target’s reaction to that pressure. The chart ensures that the tactics build on one another in a cohesive way. To make a chart, write down all the possible tactics on paper, and then arrange them according to the order in which you should execute them... Tactics should respond to current conditions. Ordinarily, it may not make sense to organize a large, unannounced protest in front of the police department and then request a meeting the next day to discuss policy reforms. But that may be the right choice if a police-involved killing or other high-profile incident has occurred in the community. There are a number of ways to engage with the stakeholders to gain visibility for your campaign, including:

#### 5.3.1. Community Forums

*Spread awareness about your campaign and hold decision-makers accountable for implementing reforms.*

Community forums spread awareness about your campaign and hold decision-makers accountable for implementing reforms. These fora are effective at disseminating information to many people at once, particularly those within a specific community. As with any action or event, it is important to identify your goal before hosting a community forum. Note that if elected or public officials are invited to your forum, the media may cover the event, but it may also be more difficult to get firm answers from decision-makers.

#### 5.3.2. Direct Engagement

*Directly engage the department chief and police leaders.*

Once you have built your campaign with consensus around the policy changes you most want to see, directly engage the department chief and police leaders. Ask for a meeting with the police chief to discuss the policy topics you are most concerned about — and get a seat at the table. Open the dialogue by discussing the issues and then “make asks.” To make your argument for why change is needed, present the information you have gathered, including stories of people who have been impacted. Be sure to ask for data that is not publicly available. Aim to educate the chief and police leaders you meet with. Be attentive during the meeting and be open to their perspectives. They may have insights on different topics that could inform future engagement.

**Stakeholder(s):**

**Law Enforcement Department Chiefs**

**Police Leaders**

#### 5.3.3. Rallies, Protests & Creative Actions

*Share visual information about your campaign.*

Rallies, protests, and creative actions, such as street theater and cultural performances, can effectively share information about your campaign. Actions with a lot of visuals help attract attention from your target, pressure points and the media. Some actions, such as marches, may require significant attendance to be effective; others

can be effective with a small group of people. Whatever you are planning, be sure that your message and goal are clear to your audience and supporters. As you plan, prioritize everyone's safety, and consider appointing legal observers, police liaisons, and a safety team. Also, obtain any permits required for rallies and protests on public property. Tactics can be creative, such as:

- Street theater outside city council chambers to call attention to pending legislation.
- Photo campaigns in which people take pictures with signs describing how they would spend the police department budget to advance public safety.

Post the images on social media and tag decision-makers. Creative tactics engage people in the campaign, make it fun, and attract media attention.

#### **Stakeholder(s):**

**Media**

**Legal Observers**

**Police Liaisons**

**Safety Teams**

### **5.3.4. Litigation**

*File lawsuits.*

Litigation is a go-to tactic when trying to change police department policy or practice. Lawsuits may allege that a particular incident violated the constitution or law or point to a larger systemic issue through a class action lawsuit with multiple plaintiffs. Lawsuits can be part of larger grassroots or organizing strategy — or complements to them. If a lawsuit is being filed by one individual alleging harm against one individual, the goal is usually to get damages or monetary compensation for the person who suffered harm, but remedies may also include training or policy changes.

#### **Stakeholder(s):**

##### **Lawyers :**

*Collaborating across sectors and fields is sometimes challenging, so lawyers, clients, and organizers should meet regularly to develop trusting relationships, learn about the issues important to those involved, and share information about strategies. It is also important to establish to whom each party is accountable; for example, lawyers may be accountable only to their clients, who may have a different goal different than you do.*

##### **Social Justice Lawyers :**

*Social justice lawyers familiar with community organizing strategies might see the benefit of close collab-*

*oration and may be accountable to their client, as well as to the larger community.*

##### **Legislators :**

*Advancing one cohesive strategy in the courts with local legislators, police chiefs, and mayors, and using similar talking points and messages with all audiences, will help achieve meaningful and sustainable reform.*

##### **Police Chiefs**

##### **Mayors**

### **5.3.5. Interventions**

*Seek Department of Justice interventions.*

#### **Stakeholder(s):**

##### **Department of Justice**

##### **DOJ Civil Rights Division :**

*The DOJ Civil Rights Division is responsible for upholding the civil and constitutional rights of all people and enforcing federal statutes that prohibit discrimination. Within the Civil Rights Division are two sections that focus on policing issues: The Special Litigation Section and the Criminal Section.*

##### **Special Litigation Section :**

*The Special Litigation Section investigates law enforcement agencies to determine whether patterns or practices of constitutional violations exist.*

##### **Criminal Section :**

*The Criminal Section brings federal criminal charges against individual officers for violating constitutional rights during incidents of police violence. The difference between these two types of investigation is important. Because a criminal investigation typically focuses on an incident and the individuals involved,*

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*Stakeholders (continued)*

*the result of a successful prosecution is prison time for the responsible officers. In a pattern or practice investigation, the DOJ will publish the findings of its investigation and usually enter into a court-ordered settlement, or “consent decree,” with the local police department. Rather than going to trial, the parties will agree to a set of remedies, such as policy reforms, community advisory boards, new training, and making other changes to the police department.*

**Communities :**

*The Civil Rights Division offers opportunity for community involvement. Community members can inform*

*the investigation, propose language for consent decrees, and meet regularly with representatives from the DOJ to update them on the progress of reforms. In addition, even if the Civil Rights Division does not launch a full investigation and pursue a consent decree, the COPS Office may enter a collaborative process with local agencies to support reform efforts, issue recommendations, and offer technical assistance. Community members can file complaints or alert issues in the community to the DOJ online at <https://www.justice.gov/>.*

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## Step 6. Engagement & Meetings

*Engage Your Target and Pressure Points and Meet with Other Stakeholders.*

### Stakeholder(s)

#### Police Chief :

*Organizing a meeting with the police chief, a community liaison, or a representative from the police department is a critical strategy when the campaign goal is policy reform in the police department. Because the police chief is the decision-maker for police department policy, that person tends to be your campaign's target pressure point.*

#### Communities :

*Many campaigns begin with a direct request for what your community wants. This initial request can set the tone for the campaign, give you important information that informs your strategy and tactics, gauge how long it may take for you to win your campaign, and identify obstacles you may encounter along the way. Other times, you may meet with the police*

*chief or others in the police department when drafting policies, designing training on policies, or providing updates from the community about policy implementation.*

#### Decision-Makers :

*Meeting with decision-makers such as elected officials and representatives is important for getting legislation, ordinances, or resolutions passed at any level of government.*

#### Legislators :

*Even if legislators do not have direct power to make the change you want, they can have relationships with those who do. They are also generally willing to meet with the people they represent, directly or indirectly.*

### 6.1. Goals

*Set goals.*

Regardless of the reason for your meeting or whom you are meeting, set a clear goal for the meeting. Before scheduling your meeting, be sure that you are prepared. You will likely have limited time with the representative, so setting a clear goal (why you want to meet) before you step into the room is essential. Your goal may be: • To get a commitment from an elected official to introduce legislation or vote a certain way. • To educate an official on an important issue to prime them for future action or to support your efforts to move a different pressure point. • To gather information about where the official stands on an issue or any reforms the official is contemplating.

Knowing your goal beforehand helps ensure that you and your group know whether the meeting was successful — which is especially important if members of your group have never met with an elected official before. Be prepared for the official to be in a rush, ask difficult questions as they attempt to understand the issue from all sides, or already have a firm position on the issue. A clear goal also helps set the tone for your meeting. If you asked for the meeting, then the official will likely expect you to take the lead and set the agenda, especially if you do not have a prior relationship with the official. The meeting's attendees and your talking points help set the meeting's tone as well.

## 6.2. Attendees

*Decide who should attend.*

When you know why you want a meeting, decide who should attend... Many people in positions of power, whether elected or appointed, meet with their constituents or other concerned advocates regularly, but it can be more difficult to get a meeting in a large jurisdiction or during a busy legislative session. If you do not receive a response to your meeting request, it may be time to escalate or use a different tactic, such as a letter-writing or call-in campaign, or a creative action like a sing-a-thon outside the official's office.

### **Stakeholder(s):**

#### **Officials :**

*An official may be more likely to share information — especially sensitive information — and answer your questions in a smaller meeting.*

#### **Large Groups :**

*In contrast, if you prefer a larger meeting without much back and forth or want to draw attention to the support your cause has garnered, opt for a community forum. If you decide to bring a larger group to the meeting, be sure that everyone is clear on and unified in the message and goals of the meeting. You should also notify the official's office beforehand, so that staff can book a conference room to accommodate everyone. If your meeting is in a government building, check beforehand whether identification is required, and advise the people who will be attending accordingly.*

#### **Police Department Leaders :**

*When meeting with police department leaders, keep in mind that they frequently bring additional people to meetings with the community. It is unlikely that you will be alone in the room with the police chief or other*

*leaders within the department unless it is a small or rural jurisdiction.*

#### **Elected Officials :**

*Similarly, elected officials and police leaders will sometimes have you meet with someone else in their office or use a stand-in at a meeting. If this happens, do not be discouraged.*

#### **Policymakers :**

*True, it is best to get a face-to-face meeting, but policymakers have busy schedules; they rely on their staff to be their "eyes and ears" and often defer to their proposals and recommendations.*

#### **Surrogates :**

*Never underestimate the power of the person you are meeting with, even if they are an intern. Treat the surrogate with as much respect as you would the person they are representing.*



### 6.3. Talking Points

*Develop clear talking points.*

Whether you have a few or many attendees in your meeting, clear talking points are critical to your success. If you are still trying to determine who will attend your meeting, your talking points can help drive this strategic decision. Consider whether some points will be better received if they come from a particular member of your group based on that person's direct experience with the issue or level of expertise... Practicing your talking points and even conducting role-plays of the meeting beforehand can help prepare your group, particularly if group members have never met with a person in power before or are nervous. It is also important to consider what your bottom line is if you are requesting something from the person with whom you are meeting. Ask yourself: • What concessions will your group make and under what circumstances? • What will you not decide on or agree to until you have a chance to talk about it again as a group?

Make sure everyone attending the meeting is clear on and committed to upholding these bottom lines. When developing your talking points, be sure to consider what moves or motivates the person you are targeting: • Are they concerned with fiscal responsibility and how reforms may affect the budgets? • Are they motivated by the possibility of becoming a national leader in police reform? • Are they vying for a seat in an upcoming election?

#### Stakeholder(s):

##### Elected Officials :

*If you are meeting with an elected official, consider whether the meeting's attendees live or vote in their district.*

*should be prepared to speak if asked or to fill in if someone forgets an important talking point.*

##### Spokespersons :

*Your group may choose one spokesperson or divide the meeting into portions, each with a clear speaking role for a participant to discuss one talking point. Not everyone in your group needs to speak, but everyone*

##### Interpreters :

*If language interpretation is needed, be sure that your group has a designated interpreter.*

### 6.4. Concerns

*Speak directly about community concerns.*

Regardless of the pressure point's motivations and interests, be sure to speak to concerns of the public officials you are meeting with, showing how your solutions will have a positive impact on the issues the official cares about most. Bring data and personal stories to grab their attention. Similarly, focus on solutions and what the official can do to affect change. Positioning your group as an expert may mean that that official is more likely to turn to your group for its perspective during critical moments, such as drafting legislation, developing counterarguments to an opponent's position, or seeking feedback on policy language. Bring your talking points with you to the meeting; in this way, no matter what the official says, your group will not be derailed and will hit your most important points.

### 6.5. Take Aways

*Give them information to take away.*

Finally, get something in the pressure point's hands that they can look at later. This may be a one-pager that reiterates your talking points or draft legislation you want the official to consider. Include your group's contact information on the document so that the official's staff members can contact you with any follow-up questions or updates.

## 6.6. Special Considerations - Police Departments

*Take into account special considerations when meeting with police departments.*

### Stakeholder(s):

#### Police Departments

##### Police Leaders :

*Meeting with police leaders can be difficult for people who have had negative experiences with police officers.*

##### Community Members :

*If planned appropriately and with care for the people who have had direct experience with policing, the meeting can be an empowering or even a potentially*

*healing experience for community members. If not done properly, the meeting can result in further emotional and psychological harm.*

##### Wanted Persons :

*Also consider whether anyone in your group has open warrants, is an undocumented immigrant, or may otherwise face risks by meeting with police leaders.*

##### Undocumented Immigrants

## 6.7. Special Considerations - Elected Officials

*Take into account special considerations when meeting with elected officials.*

When choosing whom to meet with, be sure you understand the official's role in the government and their ability to impact change on the issue at hand. You may be requesting a meeting with your campaign's targeted pressure point or those who can influence your target... Alternatively, your group can talk to other organizations with which the official has a relationship. Power mapping will help ensure that you meet with the appropriate official and give you a visual understanding of where they stand politically relative to your cause.

### Stakeholder(s):

#### Elected Officials :

*Learn as much as you can about the official and their position on the issue prior to the meeting. What motivates the official and what is their relationship to other decision-makers? Questions your research should answer include:*

- *To which organizations does the official belong to?*
- *On which committees does the official sit?*
- *What kinds of legislation has the official introduced or championed?*

- *What policy changes has the official spoken in favor of?*

*Officials typically provide much of this information on their official or campaign websites and social media accounts.*

#### Nonprofit Organizations :

*Remember, if your group is a registered nonprofit organization, you can still meet with public and elected officials.*

## 6.8. Follow-Up

*Send email or letters to thank the officials afterward and clarify next steps.*

No matter whom you meet with, it is important to send an email or letter to thank them afterward and clarify any next steps that you discussed. This contact can also serve as a way to document in writing any commitments made.

## Step 7. Evaluation

*Evaluate the Impact of Your Campaign.*

Once a change has been made, monitor how it is being implemented. For instance, are all officers being trained on a new policy? Is the department evaluating its understanding and compliance with the new policy? Are community members seeing improvements? Are new or different problems arising?

### 7.1. Understanding & Accountability

*Understand what changes have been made and hold police officers and departments accountable to them.*

For policing reforms to be sustainable over the long term, the community at large must understand what changes have been made and hold police officers and departments accountable to them. Ways to do this include continuing to document encounters with the police department so that the campaign can report on the progress of reforms, encouraging people to file complaints against the police department when it is safe and necessary to do so, continuing to engage with decision-makers and stakeholders by attending city council meetings and other public forums, and participating in a civilian oversight board.

**Stakeholder(s):**

**Police Officers**

**Police Departments**

#### 7.1.1. Documentation

*Continue to document encounters with the police department.*

#### 7.1.2. Complaints

*Encourage people to file complaints against the police department.*

#### 7.1.3. Meetings & Forums

*Continue to engage with decision-makers and stakeholders by attending city council meetings and other public forums.*

**Stakeholder(s):**

**Decision-Makers**

#### 7.1.4. Oversight Boards

*Participate in civilian oversight boards.*

**Stakeholder(s):**

**Policing Oversight Boards**

## 7.2. Victories & Improvements

*Celebrate victories and improvements.*

Change is a long-term undertaking. It is important to celebrate victories and improvements along the way and to recognize that it is a continuing process in which new problems will be identified and the cycle will be repeated until we can overhaul policing systems for true systemic change that guarantees fair, safe, and effective policing.

## 7.3. New Problems

*Identify new problems and repeat the cycle until the policing system is overhauled for true systemic change.*

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