

Rotary

Club of Milwaukee

Rotary Club of Milwaukee, Inc.
750 N. Lincoln Memorial Drive, Suite 320
Milwaukee, Wisconsin 53202

October 22, 2018

Mr. Chris Lee
Zoning, Neighborhoods and Development Committee
Milwaukee City Hall
200 East Wells Street
Milwaukee, Wisconsin 53202

Re: Milwaukee Urban Stables.

Dear Mr. Lee,

The Milwaukee Urban Stables project provides a unique opportunity to achieve three goals at once – a home for the MPD Mounted Patrol, trauma informed equine assisted therapy capacity in the city, and a platform for police / community relations using horses as a city-wide draw. Rotary Club of Milwaukee is a strong supporter of this triple-win project.

The following items, focused on police / community relations programming, are provided for inclusion in the file regarding the Urban Stables project, and for reference by Zoning, Neighborhoods and Development Committee members:

Program Related Summaries

- *Item 1 – Community Programming Plan Summary*
- *Item 2 – Milwaukee Police Department Planned Actions*
- *Item 3 – Community Programming Concept and Framework*
- *Item 4 – Program Goals and Guiding Principles*
- *Item 5 – Strategies for Youth Report and Recommendations Summary*

Program Proposals Under Consideration

- *Item 6 – Strategies for Youth: Policing the Teen Brain*
- *Item 7 – Strategies for Youth: Juvenile Justice Jeopardy*

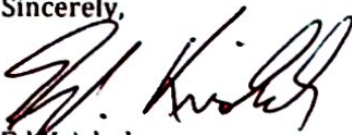
- *Item 8 – Safe & Sound: Police/Community Programming*

Other Items

- *Item 9 – Milwaukee Urban Stables Floor Plan with dedicated Community Programming Space highlighted*
- *Item 10 – Milwaukee Urban Stables Programs Advisory Committee members*

Thank you for your help. Please do not hesitate to contact me with any questions.

Sincerely,



Ed Krishok
President
Rotary Club of Milwaukee

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cc: Ald. Khalif Rainey
Mr. Bruce Block

Milwaukee Urban Stables Community Programming

Item 1

Building Community through Service, Care & Healing

The Challenge

Milwaukee youth do not have sufficient opportunities or community assets to heal from their exposure to chronic trauma in their homes, in their community, and elsewhere. Milwaukee youth currently have limited opportunities to interact in a positive manner with law enforcement officers trained to use developmentally appropriate, trauma-informed equitable approaches.

The Potential

As the home for police horses supporting local police work, and therapy horses supporting curative work for veterans and other community members in need, the Milwaukee Urban Stables offers a unique platform for trauma informed community building and community healing. The Stables will be a focal point for the Milwaukee Police Department's community relations and outreach efforts and a place of positive interactions between police officers and Milwaukee's youth.

The Plan

At the Stables, community members and police will come together to care for the horses, to care for the stable facility, and to care for fellow community members. As a place of service and care, the Stables will also be a safe space for community members and police to gather, learn from each other, and heal from their own trauma.

- ***Relationship building:*** High school students will be paired with MPD officers in an after school service learning program to care for the horses and the stable facility, and to support equine assisted therapy work. Target size for this program is 30 students per semester. The program promotes the development of a personal relationship between the participating students and officers, and contributes to the creation of a caring atmosphere that establishes the Stables as safe place for meeting, learning and dialogue.
- ***Trust building:*** Kindergarten through 8th Grade students will engage in learning sessions at the Stables to gain an understanding of horses, horsemanship, and the role of law enforcement in the community. Each class of students will visit the Stables once per semester during their time at participating schools (grades K-5 for elementary schools, and grades 6-8 for intermediate schools). The Stables can accommodate two classes per weekday during the school year. Sessions will be taught by MPD officers with support from class teachers. The program offers students a field learning experience and provides a positive point of contact with police.
- ***Individual and Community healing:*** Youth and police will participate in learning and dialogue programs that allow them to learn about each other and themselves, and promote healing at different levels of intensity and depth depending on the program. Initial programming is expected to include two offerings from Strategies for Youth: (1) *Juvenile Justice Jeopardy*, a game format program for police officers and teens to explore how to navigate their interactions and de-escalate stress and traumatic responses; (2) *Policing the Teen Brain*, a program for police officers to learn how to adopt developmentally appropriate, trauma-informed, equitable practices for policing youth.

Milwaukee Urban Stables

Item 2

Strengthening Community through Service, Care & Healing

MPD Actions

The Challenge

Youth in Milwaukee do not have sufficient opportunities or community assets to heal from their exposure to chronic trauma in their homes, in their community, and elsewhere. Milwaukee youth currently have limited opportunities to interact in a positive manner with law enforcement officers trained to use developmentally appropriate, trauma-informed equitable approaches.

The Potential

As the home for police horses supporting local police work, and therapy horses supporting curative work for community members in need, the Milwaukee Urban Stables offers a unique platform for trauma informed community building and community healing. The Stables will be a focal point for the Milwaukee Police Department's community relations and outreach efforts and can be a place of positive interactions between police officers and Milwaukee's youth.

MPD's Planned Actions

- Establish the Milwaukee Urban Stables as a focal point for community relations and outreach efforts.
- Partner with Hamilton High School to engage high school students in an afterschool service learning program with Mounted Patrol officers at the Stables for care of the horses and the facility.
- Build on the community outreach experience of the MPD Mounted Patrol and MPD's Office of Community Outreach to conduct experiential learning sessions for elementary school and intermediate school students at the Stables about horses, horsemanship, and the role of law enforcement in the community.
- Participate in shared learning with Milwaukee teens on how to successfully navigate interactions and de-escalate stress and traumatic responses, using the Strategies for Youth *Juvenile Justice Jeopardy* game format.
- Participate in training about how to adopt developmentally appropriate, trauma-informed, equitable practices for policing youth, using the Strategies for Youth *Policing the Teen Brain* program.

Milwaukee Urban Stables

***Strengthening Community
through
Service, Care & Healing***

Community Programming

Program Concept:

Community programming at the Milwaukee Urban Stables will flow from what makes the Stables a unique community space: The Stables provide a home in the City of Milwaukee for two dozen horses in service to our community – police horses supporting local police work and therapy horses supporting curative work for veterans and other community members in need.

At the Stables, community members and police will come together to care for the horses, to care for the stable facility, to care for fellow community members, and to share that experience. As a place of service and healing, the Stables will also be a safe space for community members and police to learn how to better care for themselves and each other. The Stables will be a focal point for the Milwaukee Police Department's community relations and outreach efforts.

Working from the Stable's distinguishing feature (it will be home to two dozen police and therapy horses) community programs will include: community building through care for the horses, community building through care for the Stables facility, community healing through care for veterans and special needs children, and community healing through meeting, learning and dialogue.

Program Framework:

Community building through shared work. Engage members of the community to work with MPD officers in caring for the horses and the stables facility and grounds. Partner initially with Hamilton High School for student participants. The VA may also help identify some participants initially. Eventually recruit participants from other community groups as well (e.g. Running Rebels). This will be an opportunity for a group of community members to work side-by-side with police to care for a community asset. The effort contributes to the creation of a caring atmosphere that includes police officers, and a safe place for meeting, learning and dialogue.

Community healing through common care for others. Develop equine assisted therapy as a community effort endorsed by the MPD Mounted Patrol. Engage community participants and volunteers from MPD in supporting equine assisted therapy work at the Stable. Partner initially with Hamilton High School for student participants. The VA may also help identify some participants initially. Eventually

recruit participants from other community groups as well (e.g. Running Rebels). This will be an opportunity for a group of community members to work side-by-side with police to share in an act of care for other community members. As is the case with caring for the horses and the facility, the effort contributes to the creation of a caring atmosphere that includes police and a safe space for meeting, learning and dialogue.

Community healing through meeting, learning and dialogue. Offer meeting, learning and dialogue opportunities at the Stable. These can be programs organized by the Stables, or programs organized by other community groups and hosted at the Stables. For example: School field trips to meet MPD Mounted Patrol Officers and learn about the MPD Mounted Patrol, and school science class visits to learn about horses, would be meeting and learning opportunities for the students and police. The Strategies for Youth *Juvenile Jeopardy* program would be a learning opportunity for high school students. Safe & Sound's *Youth/Police Dialogue Sessions* would be a dialogue opportunity for youth and police.

The meeting, learning and dialogue programs will allow participants to learn about each other, and themselves, and promote healing at different levels of intensity and depth depending on the program. Offering these programs at the Stables will also introduce a wider community audience to the Stables and help build a larger group of participants in the shared work and common care elements of the programming.

Program Realization:

Partnerships. The launch of programming at the Stables will be facilitated by key partnerships. **MPD** is committed to house its Mounted Patrol Unit at the Stables and to use the Stables as a focal point for police/community relations and outreach. **The VA** is interested in using equine assisted therapy capacity at the Stables for veterans in its care, and is also interested in connecting veterans with volunteer opportunities at the Stables. **Hamilton High School** is interested in the *Juvenile Jeopardy* program for its students and using equine assisted therapy capacity for its special needs students. Hamilton High is also interested in service learning opportunities at the Stables for its JROTC and Advanced Placement students.

Community Guidance. Community members with experience in police/community relations and with experience with horses and equine assisted therapy will help ensure the relevance, and gauge the effectiveness of programming at the Stables. An advisory committee with representation from MPD, Safe & Sound, Running Rebels, the VA, Hamilton High School, and the equestrian and equine assisted therapy community is meeting regularly to develop recommendations regarding program definition, planning, budgeting and implementation for consideration by the Stables Steering Committee.

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MKE Urban Stables

"Connecting people and horses to build community through service, care and healing."

Program Goals

- Improve police / community relations
 - *Establish a human connection between police officers and community members*
 - *Provide an opportunity for officers to be viewed in a more positive / realistic light*
- Maintain a certified, equine assisted therapy program
- Build a culture of service and appreciation of service
- Run programs, and provide equine experiences, that keep kids and veterans coming to MKE Urban Stables
- Establish MKE Urban Stables as a multi-cultural gathering place reflective of our city
- Help veterans re-connect with the broader community

Guiding Principles

- Relationship building is a key to community building.
- Experiential opportunities are most valuable and horses make experiences at MKE Urban Stables unique.
- Consider all programming through the lens of trauma-informed care. Look for the potential for post-traumatic growth.
- Take time to consider how programs will be viewed from different viewpoints.
- Strive to develop real partnerships that will endure over time, including partnerships between police and community members.
- Do what is realistically possible. Do not over extend. Plan ahead for sustainability.
- Provide quality care for our stable of horses.
- Keep the excitement.
- Service is cool.

Lincoln Avenue Stable
Report and Recommendations
from
Strategies for Youth

Item 5

Strategies for Youth is a national, non-profit training and advocacy organization dedicated to improving police/youth interactions and reducing disproportionate minority contact. Strategies for Youth was asked by the organizers of the Lincoln Avenue Stable project to help identify how they might leverage care of the horses housed at the Stable with the offering of trauma-informed services and programs for Milwaukee youth and veterans in a safe and welcoming space.

Lisa Thureau from Strategies for Youth met with different stakeholders in the Stable project and convened two meetings with Milwaukee area youth and veterans serving organizations regarding the project. She assessed the viability of the Stable as a site to house a variety of services and programs for youth and veterans, and recommended programs and staff needed to ensure the successful offering of trauma-informed services to Milwaukee youth and veterans at the Stable.

Lisa confirms that there is a need in Milwaukee to improve police/youth relations and concludes (i) youth and veterans in Milwaukee need trauma-informed services that could be provided at the Stable, and (ii) there is real promise in creating a unique space within the city that uses horses as the focal point for such healing efforts.

Lisa urges that the goal to improve relations between city youth and the MPD remain central to all activities and programming. She recommends that:

- Programming efforts initially focus on developing strong partnerships with specific groups of youth and veterans and in particular with Hamilton High School and the PTSD and addiction recovery program at the Zablocki VA Medical Center.
- All Stables staff, including MPD officers on site, be trained in trauma-informed, developmentally appropriate approaches to working with youth and veterans.
- The governing body of the Stables include representatives of youth and veterans organizations affected by the programming.

To further the goal of improving relations between city youth and the MPD, Lisa proposes a police youth engagement curriculum that includes experiential learning, structured dialogue and game playing, including an adapted version of Strategy for Youth's *Juvenile Justice Jeopardy* game. She also proposes a 2-day program for police officers working at the Stable location - *Policing the Teen Brain* - that teaches how to adopt developmentally appropriate, trauma informed, equitable practices for policing youth.

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***Policing the Teen Brain Training
Proposal for
Milwaukee Stables***

SFY's signature program for training law enforcement—***Policing the Teen Brain™***—(*PTB*) teaches officers how to adopt developmentally appropriate, trauma-informed, equitable practices for policing youth. The *PTB* offers an inter-disciplinary approach to promoting developmental competence and best practices for working with youth.

The *PTB* training is 2-days long. Day 1 focuses on what's going on in the teen brain. Day 2 focuses on external factors affecting teens. SFY will work with MPD to further customize the training to integrate how to use examples of horses and the context of the stables.

1. Day 1: Presented by an SFY psychologist who covers the topics of adolescent development, prevalent mental health issues among adolescents and how to respond to them, and the impacts of trauma on developing brains.
2. Day 2: Presented by SFY staff who covers the topics of demographic and cultural factors that influence the teen brain, developing ways of translating officers' experiences of horses to understanding trauma, introducing and showcasing youth-serving community-based organizations who should be contacted in lieu of using law enforcement responses, and skits/dialogues with youth.

Methods of instruction include interactive exercises and discussions with psychologists, their peers and youth; introduction to youth-serving community based organizations that can assist officers in getting to the root of problematic youth behavior; and multiple sources of written information to support and deepen officers' understanding of key issues affecting youth in the 21st century.

Wisconsin offers law enforcement officers little training on how to interact with youth and even less on how to adopt de-escalation strategies that reduce conflict and tension with youth. Officers are not trained to recognize or de-escalate traumatized responses. In view of the fact that many youth, especially youth of color, enter into interactions with officers in a traumatized frame of mind, the need to expose officers to how trauma affects youth is key to ensuring successful outcomes for youth and reducing officers' use of force.

SFY proposes to conduct a single training for all officers who will work at the Stables.

Juvenile Justice Jeopardy **Proposal for** **Milwaukee Stables**

SFY's signature program for youth-- *Juvenile Justice Jeopardy*™ (*JJJ*)--uses interactive technology in a game format to teach youth strategies for navigating interactions with peers and police, understanding the legal consequences of their conduct, and warning them of the short and long-term consequences of arrest and court involvement on their future opportunities. Two key goals of the game are to promote strategies for youth safely interact with police and consider how to desist from involvement in peer pressured-activities.

SFY developed this game because of the tragic and violent consequences that result from miscommunication between police and youth and from youth failing to recognize the serious legal consequences of their behaviors with peers. Modeled after the Jeopardy!™ television show, *JJJ* uses play and game theory, role plays, and scenario-based questions to challenge youth's assumptions and help them rethink their strategies when interacting with peers and authority figures. It gives youth an opportunity to explore the difference between what they know and what they *think* they know about the law, the juvenile justice system, and the short and long-term consequences of arrest and court-involvement.

The interaction produced by this game leads to the kind of engagement the Stables seeks to promote. *JJJ* is an excellent way for law enforcement officers who are skilled at interacting with youth, to engage them in difficult topics and negotiate critical conversations. The game format avoids lecturing and promotes dialogue and conversation between the game leader and youth. *JJJ* game leaders help youth think through strategies for desisting from risk-taking and unhealthy reward-seeking. Officers are often outstanding storytellers who can describe the officers' perspective on interactions. Youth meanwhile can teach officers how they perceive officers' treatment and how that influences their responses to officers' conduct.

JJJ is typically taught in after-school programs, community centers, and youth detention centers, by police officers, defense attorneys, probation officers, school administrators, teachers, youth workers and others. We use a train-the-trainer model so that *JJJ* can continue to be offered in jurisdictions in perpetuity. The interaction produced by this game leads to the kind of engagement the Stables seeks to promote. *JJJ* is an excellent way for law enforcement officers who are skilled at interacting with youth to play this game. The game format avoids lecturing and promotes dialogue and conversation between the game leader and youth. *JJJ* game leaders help youth think through strategies for desisting from risk-taking and unhealthy reward-seeking. Officers are often outstanding story tellers who can describe the officers' perspective on interactions. Youth meanwhile can teach officers why they respond to officers' actions.

JJJ is typically taught in after-school programs, community centers, youth detention centers, by police officers, defense attorneys, probation officers, school administrators, teachers, youth workers and others. We use a train-the-trainer model so that *JJJ* can continue to be offered in jurisdictions in perpetuity. SFY proposes the following:

Develop 2 Street Versions of *JJJ*

- Version 1: for ages 14-18
- Version 2: for ages 12-14
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The street version of the game includes 4 categories:

- Juvenile Justice (5 questions): who is a juvenile, when transfer to adult court occurs, and DMC
- Police/Youth interactions (5 questions): how to navigate interactions with police
- Offenses (10 questions): focusing on top reasons youth are arrested in Milwaukee
- Records (5 questions): when do you get a record? Who can see your record?

Trauma Version:

The purpose of the games is to help youth recognize their own traumatized reactions and move towards self-regulation when triggered. Exposure to trauma—through observing domestic violence, exposure to community violence, or victimization—is generally understood to be the primary predictor of involvement in the juvenile justice system.

This is a 2-part game that would ideally be led by game leaders with social work background and awareness of trauma in conjunction with a law enforcement officer who could give examples of how trauma is experienced by horses. These are shorter games that would require two sessions to complete.

Game 1: Understanding Trauma

- Physiology of Trauma (5 questions): how it affects the brain and body
- Psychology of Trauma (5 questions): examples of types of psychological impacts
- Causes of Trauma (5 questions): understanding sources of trauma

Game 2: Recognizing Trauma & Self-Soothing Techniques

- What's a trigger? (5 questions): how sounds, smells, feelings lead to dis-regulated responses
- Calming down after being triggered (5 questions): this focuses on accepted strategies for children and youth to destress
- Helping a Traumatized Person (5 questions): scenarios of traumatized responses and how to use de-escalation techniques with them.

Milwaukee Urban Stables Police/Community Programming

Safe & Sound proposes an inclusive approach to developing curriculum for the MKE Urban Stable's new police/community dialogue programming. Our organization will connect with community youth leaders, Hamilton High School Junior ROTC participants and law enforcement partners to create the Police/Community Curriculum Committee. This group of individuals will work collaboratively with Safe & Sound to develop a curriculum that can be utilized by MKE Urban Stables.

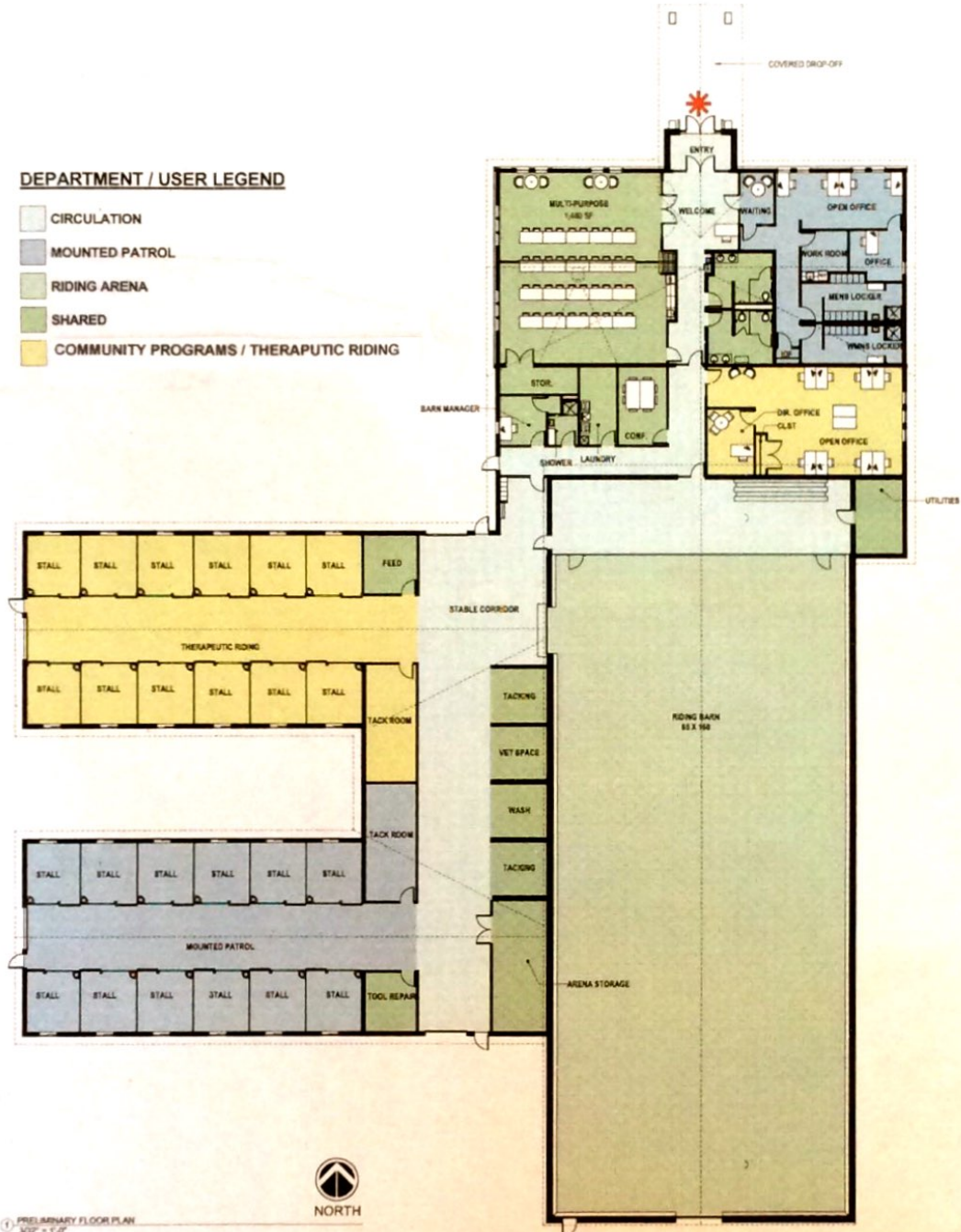
Goal: The Police/Community Curriculum Committee, composed of Milwaukee youth and police officers will develop a unique, relevant, two-way learning curriculum for use at the Milwaukee Urban Stables.

Proposed Project Framework
<p>Recruit youth and police officers for the curriculum committee. The committee will meet and work together through facilitated sessions led by members of the Safe & Sound staff. In between meetings Safe & Sound will remain in contact with participants and ensure the project timeline is moving as scheduled. Safe & Sound will also find/create and prepare all materials and activities necessary to facilitate the committee meetings and support the development of the curriculum.</p>
<p>1st Meeting: Committee members participate in Safe & Sound's Face-to-Face program, getting to know each other better and identifying important themes for the MKE Urban Stables curriculum. The committee members will begin to build a relationship that allows open and honest discussion about the challenging dynamic that can exist between youth and law enforcement.</p>
<p>2nd & 3rd Meetings: Committee members will build on the identified themes and challenges associated with strengthening relationships between youth and police in the community.</p> <p>The group will brainstorm activities and exercises that can cultivate two-way learning between young people and police officers. The committee will be asked to focus on their direct experiences in the community and customize the activities to address the issues they are seeing and experiencing in Milwaukee.</p>
<p>4th Meeting: Committee members will review proposed curriculum developed by Safe & Sound based on the first three committee meetings. Committee members will discuss the recruitment and execution of a pilot MKE Urban Stables Police/Community Curriculum session. Committee members will recruit their colleagues and friends to participate and provide feedback.</p>
<p>Pilot Session(s): Committee members will work with Safe & Sound to run a pilot version of the developed curriculum. Participants will be asked to provide feedback and suggestions.</p>
<p>5th Meeting: Committee members will review feedback and debrief after the pilot session(s). Any necessary changes to the curriculum will be suggested and agreed upon. Safe & Sound will gather ideas from the committee about how to measure the impact of the curriculum over time. Committee group will have a wrap-up event, like a softball game and potluck.</p>
<p>Project Evaluation Development & Implementation: Safe & Sound will develop a proposed evaluation structure for the curriculum and work with the MKE Urban Stables network to build a sustainable implementation plan to ensure high quality police/community programming can be offered at the stables.</p>

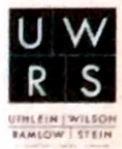
Bree Spencer * Technical Assistance Director
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DEPARTMENT / USER LEGEND

- CIRCULATION
- MOUNTED PATROL
- RIDING ARENA
- SHARED
- COMMUNITY PROGRAMS / THERAPUTIC RIDING



1. PRELIMINARY FLOOR PLAN
3/32" = 1'-0"



Milwaukee Urban Stables

PRELIMINARY FLOOR PLAN
JULY 28, 2018
3/32" = 1'-0"

**Milwaukee Urban Stables
Programs Advisory Committee**

Mahleah Calderon	MSW, LCSW, SAC-IT, EGALA certified therapist
Marianne Canter	Rotary Club of Milwaukee
Shep Crumrine	Zablocki Veterans Administration Hospital
Kathy Emery	Rotary Club of Milwaukee
Col. Wm. Henderson	Hamilton High School, JROTC
Sgt. Logan Jeffery	Milwaukee Police Department Mounted Patrol
Ed Krishok	Rotary Club of Milwaukee
Kent Lovern	Milwaukee District Attorney's Office
Mary McCormick	Rotary Club of Milwaukee
Rose Martin	Hamilton High School, Principal
Capt. Diana Rowe	Milwaukee Police Department
Jill Pelisek	Rotary Club of Milwaukee
John Rakowski	Running Rebels
Bree Spencer	Safe & Sound