

Members of the UNC-CH administration and the UNC-CH Police then engaged in a series of meetings to determine the facts and root causes around the August 20 protest. At one of the internal administrative meetings on Tuesday, August 21 at 8:00 am, Kemp and Chief McCracken were invited to attend. Chancellor Folt asked Kemp directly about his understanding of their barricades conversation. According to witnesses in the room, Kemp said that the Chancellor had expressed her preference not to use the barricades if they were not necessary, but that, it was taken as a directive. However, when asked the follow up question of whether or not he ever felt that he could use the barricades if they became necessary, Kemp responded that he had no problem using them and would not seek permission if they were needed. In other words, despite the Chancellor's preference for not using barricades, Kemp would have felt comfortable countermanding that preference. According to Blouin, Chief McCracken's answer on this was less clear. Since then, Chief McCracken has said that he interpreted Kemp's message from the Chancellor's office as an order, but admitted that he could have made efforts to countermand it if he had felt it was necessary. The Chancellor has always maintained her message was never a directive or an order, but was rather a desire based upon her understanding of the intelligence and her belief that law enforcement ultimately makes the decisions on the ground.

Unsatisfied with the answers provided at the Monday meeting, Blouin and Pruitt were asked to schedule a meeting with Kemp and Chief McCracken to better understand the sequence of events. This meeting took place on Wednesday, August 22, 2018. According to Blouin, Kemp and Chief McCracken answered approximately one and half hours of questions. A second day of interviews occurred where UNC-CH General Counsel Mark Merritt joined Blouin and Pruitt in asking additional questions of Kemp and Chief McCracken. Through these interviews, the administration learned, among other things, that the intelligence leading up to the August 20, 2018 event was inadequate. While a low impact event primarily made up of students and Little's friends was expected, the actual protest was far bigger, more violent, and involved an extremely well organized group intent on pulling the statue down. According to Blouin, Kemp and Chief McCracken relied heavily on social media, but depreciated the crowd size estimates. In hindsight, however, the Facebook estimates were met or exceeded by the actual crowd on August 20. Several officers also suggested that the size of the crowd was difficult to anticipate because the protesters probably used specialized mobile applications like Telegram, an encrypted cloud-based communications application, to secretly communicate with one another.

On or about Thursday, August 23¹⁰, 2018, UNC-CH Police officers met with Chief McCracken to get their own questions answered about the August 20 protest. Many of the officers felt that they had been set up to fail and were placed in a dangerous situation to which they were unprepared to respond. At this meeting, the Chief reported that he had originally requested the use of barricades on the 20th, but that the Chancellor's Office had not taken his recommendation. Officers left this meeting with mixed feelings- some resenting the administration, others feeling disappointment in the Chief.

¹⁰ It is unclear from interviews whether this meeting occurred on Wednesday, August 22 or Thursday August 23. What is most important is that it was a meeting called by Captains Bullock and Twiddy as a result of many officers expressing frustration with the lack of resources leading to the statue being toppled and the Chancellor's second email issued on August 21, which officers interpreted as being critical of UNC-CH police actions taken the evening of August 20.