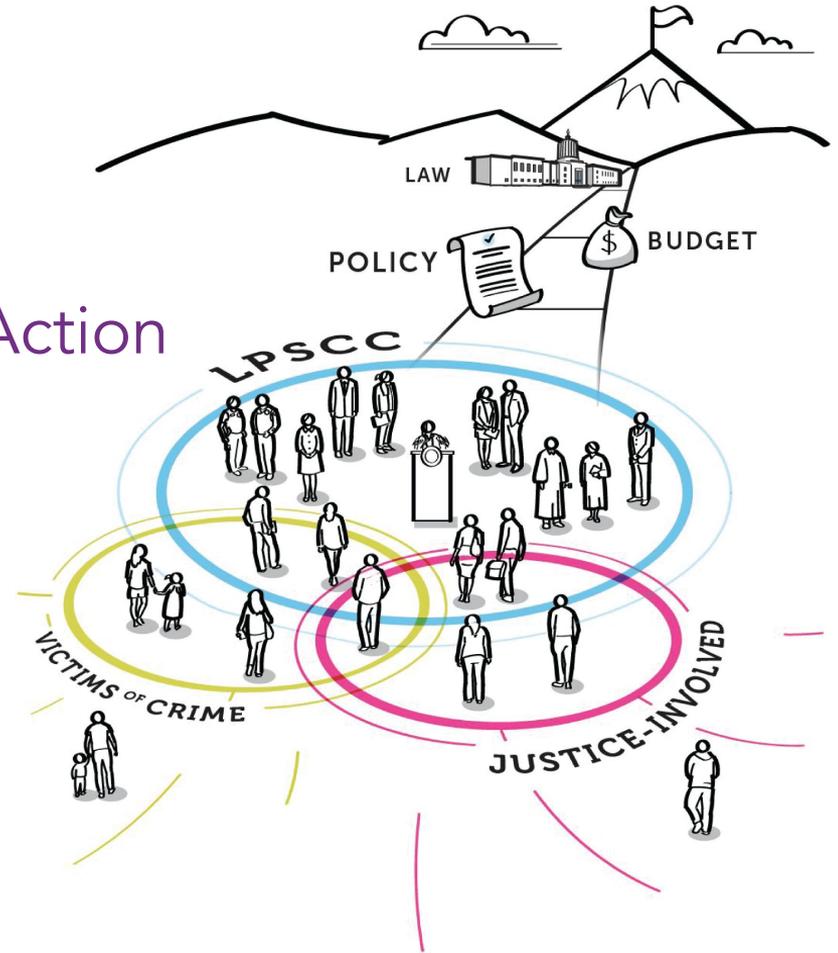# Guidebook for Collaborative Action

June 2023

LPSCC Transforming Justice

Change does not roll in on the wheels of inevitability, but comes through continuous struggle.—Martin Luther King Jr

LPSCC
Local Public Safety Coordinating Council
MULTNOMAH COUNTY, OREGON | territory

Introduction

Exploring the resources and tools in this guidebook will help support your best, most collaborative work.

If you're reading this, you've likely been involved with transforming justice in our community, or wish to participate in transforming the adult criminal legal system in Multnomah County.

This guidebook provides you and your co-collaborators the context and structure to continue this important work. We've included an overview of what's been accomplished to date, and tools and resources to guide and support ongoing efforts being done by various groups (like yours!) focused on transforming justice.

This guidebook predominantly focuses on a strategic planning canvas that groups will complete collaboratively. Finished canvases will be shared publicly.

It also offers a wide range of materials to help inspire your strategy group to convene, innovate, and create clear action plans. You'll learn how to invite others along with you, engage in strategies for accelerating your impact, and cultivate an environment of fresh and human-centered practices.
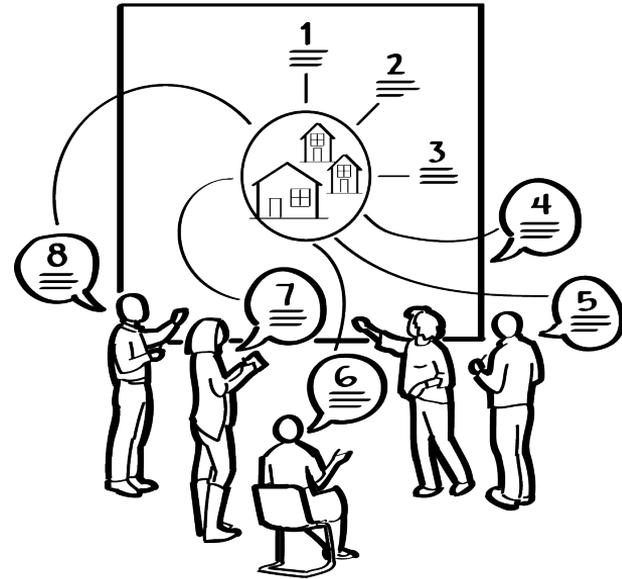
Using this guidebook

STRUCTURE

This guidebook is broken into three main sections.

1. The Overview will help you understand the history of the Transforming Justice project and also show you the vision and core strategies that are central to this work. Start here to get your bearings.
2. The Planning Canvas is the main convening tool for this work, and it is introduced in this section. In addition, in order to understand what this process looks like from end-to-end, make sure to look at the eight Activation Steps that will result in a finished planning canvas. This section is an overview of the steps for quick reading—but each page links to deeper content in the Toolkit for Transformation that will help you do the work together.
3. The Toolkit for Transformation is the largest portion of this guidebook. It is a rich set of instructions and tools, organized around the eight Activation Steps.

Additional Resources are provided, as well.

DOWNLOADING AND USING TOOLS/RESOURCES

Tools and resources throughout this guidebook are housed as view-only files on a Google Drive.

You do not need a Google account to access and use these files, however. Use the files in one of two ways:

1. Once you open a link, select File > Download from the menu and save the file in whatever format you prefer.
2. If you have a Google account, you can select File > Make a Copy to save the file to your Google Drive.

Contents

Overview

The key to a connected, collaborative approach

The [planning canvas](#) is where the goals, action plans, and roles for strategy groups are developed collaboratively and transparently. It is both a planning tool and a tracking tool, supporting each strategy group to dream big and then drill down into the details.

Each step and tool in this guidebook is in service of helping you and your strategy group develop, complete, share, and evolve your planning canvas.

PLANNING CANVAS → PLANNING HUB

The work of all strategy groups comes together in a [planning hub](#), where each group's planning canvas is shared. This collective tracking and reporting tool will help to ensure that transforming justice efforts are connected, coordinated, aligned, transparent, and joinable.

Planning Canvas

Planning Hub

Use this guidebook as a your springboard

COLLABORATE

Meet together to build action plans. The intent of these plans is to support a unique and diverse set of community members and other stakeholders to demonstrably move toward a transformed adult criminal legal system.

EXPLORE

Flip through this guidebook to see what catches your attention. You may wish to learn more about self-organizing, or to try new consensus-building tactics to help shape your contributions. There's a range of tools within this guide, and no correct way to engage with the material—choose what best serves you and your group.

SHARE

Share the results of your strategy group's planning process using the planning canvas and planning hub.

ACTIVATE

Within this guidebook you'll find:

- Onboarding information to introduce you to the project
- Resources to help you build an effective strategy group
- Instructions on how to use the planning canvas and planning hub to share your work
- Supporting tips and tools to help you in your planning process and beyond.

Collaborative Work and Process

Welcome to a collaborative of change-makers

Joining this work means contributing to changing the current adult criminal legal system paradigm to a holistic, therapeutic, and restorative system that does not require repeated short-term fixes. Here is where we'll be able to connect a wide diversity of people, share information and resources efficiently, and align our strategies for maximum collective impact.

THIS COLLABORATIVE IS:

- A gathering place for coordination of ongoing, collective work
- An offering of support, guidance, and tools to help refine your focus and accelerate your impact
- Part of an iterative, co-creative process that builds on foundational materials and invites broad ownership and participation, critique, and improvement
- Adaptable, flexible, realistic, and responsive

THIS COLLABORATIVE IS NOT:

- Intended as a replacement for other initiatives, projects, or programs underway in your community, groups, or organizations
- Designed to address immediate crises
- Directive, hierarchical, or static

Connected by a shared vision of the future

This collaborative is made up of leaders, implementers, and change-makers from across culturally specific providers, local housing systems, street-level service providers, medical systems (behavioral and physical), restorative justice groups, houseless and other lived-experience community members, recovery communities, culturally-specific culture-building and community groups, criminal legal reform organizations, criminal legal system decision-makers, and elected officials.

This work is held together by the shared purpose of working toward the Transforming Justice vision of a transformed adult criminal legal system in Multnomah County.
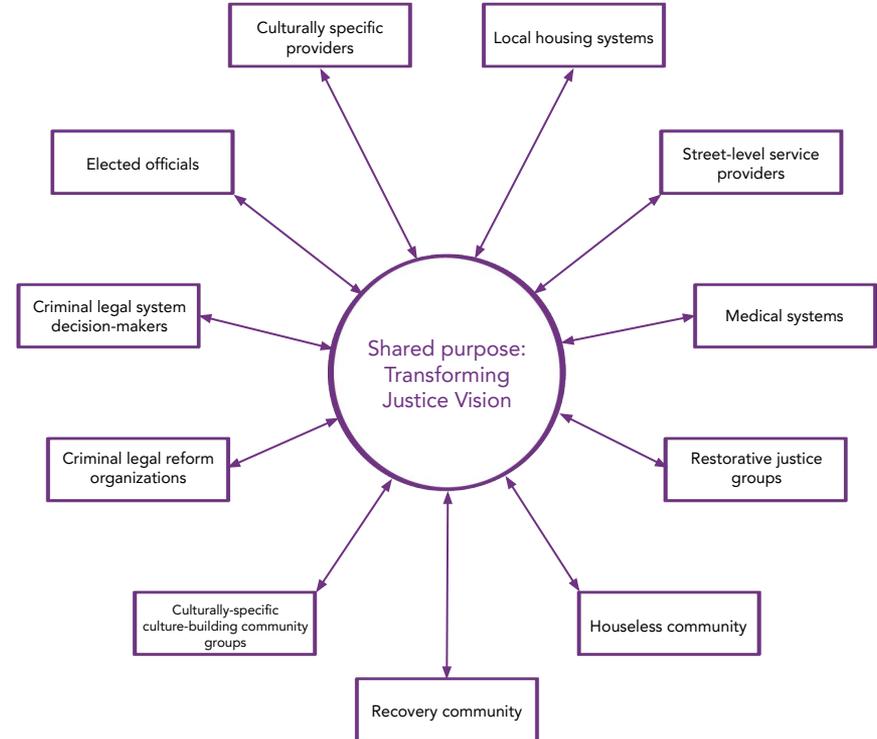
People driving this crucial collaboration
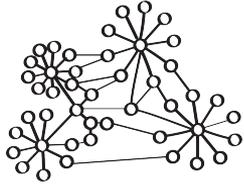
THE COLLABORATIVE

This collaborative includes the organizations and people who participated in the work of creating the transforming justice vision and the subsequent 18 core strategies designed to reform the Multnomah County adult criminal justice system. Anyone working toward the shared vision of this project is part of the collaborative.
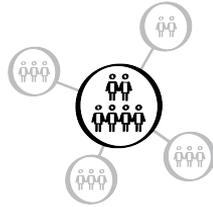
STRATEGY GROUPS

The 18 core strategies were consolidated into nine strategy groups.

The tools and resources within this guidebook support the strategy groups as they develop implementation plans to move their core strategies forward.
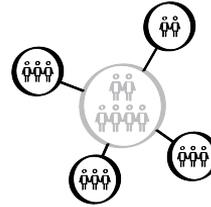
ACTION TEAMS

Action teams are a subset of each of the nine strategy groups.

Each strategy group identifies goals and then breaks them into individual actions. Each action should have a team supporting it (i.e., an action team), with clearly defined roles.

INDIVIDUALS

Individual participants on teams can use the tools and resources in this guide to further support their involvement, enhance accountability, and spark effective communication.

Anyone in the community can utilize this guidebook to support collaborative work.

Follow this journey to accelerate your work

Convene your group

If you haven't already done so, it's important to build your team and define group norms and expectations before you do anything else. This pre-work will help you collaborate more effectively and move to action.

Center the community

Members of communities should identify their own needs, barriers, and solutions to engaging in this strategic planning process for adult criminal legal system reform.

Gather + set your goals

Part 1: Gather goals. Think big, broad, and don't worry about editing yourself. This is a time for your strategy group to brainstorm ALL the goals you could potentially work towards to address your core strategy(s).

Part 2: Set goals. Now is the time to look through all those goals you brainstormed and decide which you'd like to focus on in the coming year.

Divide into bite-sized chunks

Let's take those goals, and turn them into concrete, measurable steps that will lead you toward action. Some of these may be finished within the quarter; the next time your group gathers, you can revisit and decide on new actions or approaches.

Consider the context

Consider known barriers and what could help you overcome them. Being part of this collaborative means you have support from LPSCC and your group members to assist in overcoming barriers and accessing additional resources to make change.

Define roles + participation expectations

For every action, your team will discover roles for individuals to act upon. Divvying up roles and setting expectations around participation will help each member of your group understand their piece of the work, and positively contribute to individual and team accountability.

Share your plan + move to action

Once you've completed as much planning work as you can, it's time to share your plan with LPSCC.

Next, review your goals, actions, and responsibilities, make sure you understand your role, and move to transformative action.

Evaluate, recalibrate, celebrate, repeat

As you know, transforming the justice system is not a one-and-done project with clear answers or easy wins. The planning canvas described in this guide is a living document that strategy groups will revisit to update regularly and often so folks can share their work and inspire each other along the way.

Why engage each step of the way

Convene your group

Connect with other implementers in order to coordinate your work.

Center the community

Build bridges and relationships between and among people and groups doing the work.

Keep people at the forefront of this work. When we take a human and community-centered approach to this vision-focused work, there will be greater impact and visibility.

Collaborate with other leaders committed to taking collective action that moves us all forward.

Gather + set your goals

Build your team around shared goals to create needed consistency and alignment.

Divide into bite-sized chunks

Align actions for increased impact.

Consider the context

Embrace complexity with a structure that supports action.

Get help by identifying needs gaps and challenges.

Define roles + participation expectations

Guide efforts to increase transparency and accountability to each other and your broader community.

Share your plan + move to action

Partner with LPSCC to assist in unlocking doors or unblocking barriers.

Partner with LPSCC to assist in finding or allocating resources.

Connect with Others doing this work to:
- Build power for affected communities
- Share resources
- Help guide each other's access
- Work against challenges
- Share insights

Evaluate, recalibrate, celebrate, repeat

Maintain alignment within this collaborative to find and harness strength and stamina.

Share learning across collaborative.

Celebrate each other's work and draw attention to the efforts of all strategy groups in action.

Increase adaptability and responsiveness.

Transforming Justice Project Background

A vision to transform justice

Justice as it functions today clearly doesn't work for everyone in the adult criminal legal system. Justice system-involved individuals and victims alike are not set up for success to heal or overcome the many challenges that materialize after a harm has been committed. In many cases, the system causes additional harm and inequity, which makes everyone in our community less safe and healthy.

Since 2020, the need for this critical work in Multnomah County has become more acute with the onset of increased community violence and victimization, disproportionately impacting communities of color. This work requires a departure from traditional legal responses into robust, outcomes-driven solutions that center victims and significantly bolster other social supports—like treatment and housing—needed to transform the adult criminal legal system.

True transformation can occur when we align and advance a shared, reinvented, and implementable vision of justice informed by the community and criminal legal system stakeholders. The first phase of this project focused on building that shared vision.

We invite you to learn more about the following:

- The project's guiding pillars
- Our collective vision for a better future
- Supporting core strategies to achieve that vision
- Strategy groups supporting implementation

Project outcome and pillars

Outcome: A fully realized vision that leads to a strategic plan across our public safety systems, outlasts turnover and election cycles, and:

1   **Pillar 1:** Leads with race and and prioritizes interventions, policies, and budgeting for Black, Indigenous, and other People of Color (BIPOC) communities.
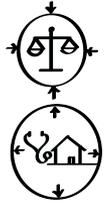
2   **Pillar 2:** Focuses on shrinking the current criminal legal system footprint, and grows health, housing, and treatment responses.

3   **Pillar 3:** Increases restorative approaches that focus on healing, harm reduction, and restoration.
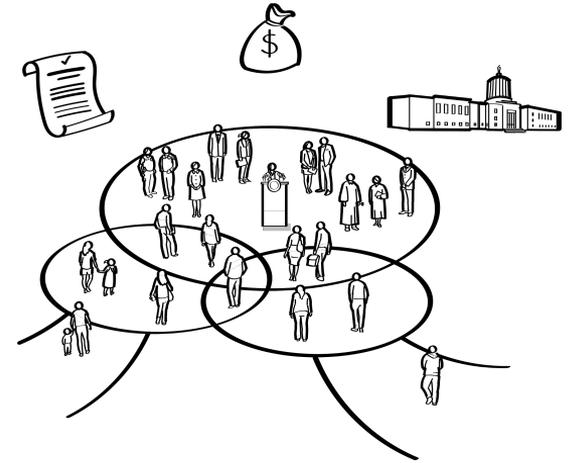
Vision to transform justice

More information about the vision

The criminal legal system is equitable and just—racial and ethnic disparities (and other disparities) are eliminated

Root causes are acknowledged and addressed—but the criminal legal system is not the tool used

Collateral consequences of criminal convictions are non-existent so people can heal and thrive

Communities create their own localized solutions; place-based solutions work the best

The criminal legal system is smaller, focuses on relationships and healing, is trauma-informed, and is used as a last resort

Humans are treated like humans—we recognize and value the human condition—and restorative interventions are the norm

Core strategies

1 Human-centered, Community-led design

2 Partner with the Community

3 Reimagine Behavioral Health
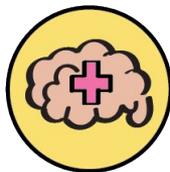
4 Prioritize Treatment

5 Make the Case for Change

6 Change Inequitable Policies + Laws

7 Incentives + Positive Reinforcement

8 Safely Limit Criminal Justice Intervention

9 Incorporate Victim Voices

10 Job Training + Opportunities

11 Build Trust Between Officers + Neighborhoods

12 Center Wellness

13 Meet Basic Needs

14 Hold the System Accountable

15 Diversify Accountability

16 Increase Support for Families

17 Criminal Record Reform

18 Eliminate Collateral Consequences

Strategy groups

These strategy groupings were created during a March 2023 workshop with LPSCC.

GROUP A

2 Partner with the Community

7 Incentives + Positive Reinforcement

10 Job Training + Opportunities

15 Diversify Accountability

GROUP B

8 Safely Limit Criminal Justice Intervention

9 Incorporate Victim Voices

11 Build Trust Between Officers + Neighborhoods

14 Hold the System Accountable

GROUP C

3 Reimagine Behavioral Health

4 Prioritize Treatment

GROUP D

12 Center Wellness

GROUP E

1 Human-centered, Community-led design

GROUP F

5 Make the Case for Change

GROUP G

13 Meet Basic Needs

16 Increase Support for Families

GROUP H

6 Change Inequitable Policies + Laws

GROUP I

17 Criminal Record Reform

18 Eliminate Collateral Consequences

Planning Canvas

# Your planning canvas: Three format options

FORMATS

The planning canvas is your group's tool to collect and track your work toward the shared vision of adult criminal legal system transformation.

The planning canvas is available in three different formats.

GOOGLE SHEET

The Google sheet version of your planning canvas is the final source of truth. The other two formats are optional tools. Be sure to fill out and submit your planning canvas sheet in the planning hub once your planning is complete.

You can work directly in the fillable Google sheet, and/or use the Mural or PDF worksheet options to visualize and collaborate on your work first.
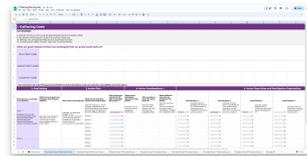
MURAL

MURAL provides intuitive digital boards, enabling teams to easily collaborate in a highly visual and interactive way.

The planning canvas mural template is composed of eight easy-to-use worksheets and is a great option for groups who primarily meet remotely.
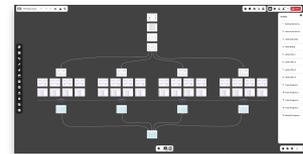
PDFs

If your strategy group prefers to meet in person and collaborate on the canvas by hand, you can find printable PDFs of the eight planning canvas worksheets here.

You could also replicate these worksheets on flip-charts or dry erase boards for in-person meetings.

Recommended planning canvas cadence

CADENCES

Though the schedule of work is ultimately up to your individual group, we suggest the following cadences for using the planning canvas.

YEARLY

CONVENE: Strategy groups convene to set goals and actions. As groups move forward with their work, this annual convening will offer space to reflect on the past year's work, welcome new members, and develop new goals and activities for the coming year.

SHARE: Once your group has filled out its planning canvas, share with LPSCC.
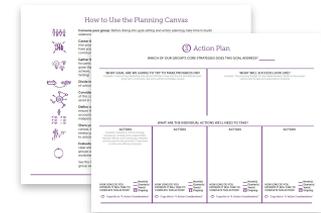
QUARTERLY

CONVENE: Groups convene to update their planning canvas, celebrate progress, recalibrate to add/subtract/rework actions as needed. This is a time to revisit actions, update responsibilities, and strategize parts of the work that might have stalled.

SHARE: If your group makes updates to its planning canvas, share with LPSCC.

MONTHLY

CHECK-IN: After considering roles for each action (see Define roles and participation expectations and the action team responsibilities worksheet), Action Coordinators check in with their teams and provide status updates.

SHARE: Each month, Action Coordinators update action statuses in the track progress column in their group's planning canvas.

When to use the planning canvas

Convene your group

Center the community

Gather + set your goals

Gather goals

Divide into bite-sized chunks

Create action plans

Consider the context

Identify barriers + resources

Define roles + participation expectations

Note team responsibilities

Share your plan + move to action

Share planning canvas in planning hub

Evaluate, recalibrate, celebrate, repeat

Track progress

Set goals

Report monthly progress

Activation Steps

Follow these steps to activation
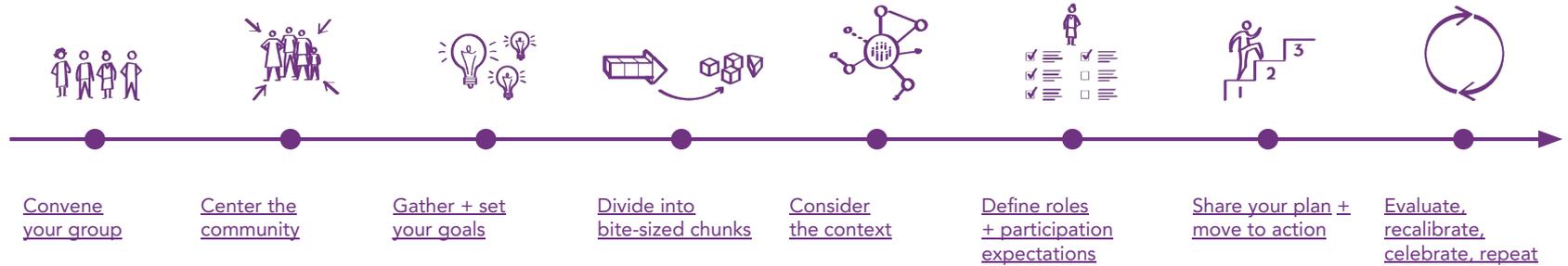
Convene
your group

Center the
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Gather + set
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Divide into
bite-sized chunks

Consider
the context

Define roles
+ participation
expectations

Share your plan +
move to action

Evaluate,
recalibrate,
celebrate, repeat

Convene your group

If you haven't already done so, it's important to build your team and define group norms and expectations before you do anything else. This pre-work will help your group collaborate and move toward realizable action steps that fuel transformation.

Since people are central to all of this work, before you dive into goal setting and action planning, take the time to build relationships with your co-collaborators, learn more about everyone's strengths to help choose roles, and decide on ways of working together that best suit your unique group.

Tools and tips:
- Read these tips on how to set your team's working agreements.
- Check out this sample agenda (and the slides that follow) for ideas on how to structure your first meetings.
- Learn more about running effective meetings.

Center the community

This work is about people every step of the way. Members of impacted communities should help identify their own needs, barriers, and solutions.

Before you begin planning, consider:
- What groups or individuals will be affected by your work?
- How have you asked for their input and listened to them? Are those voices a direct part of your team? Have you met those people where they are rather than making them work more to come to you?
- Could you co-create your strategies with community members whose experience is fundamental to achieving your goals?

Tools and tips:
- Explore these ideas about how to center the community in your work.
- Discover how incorporating different perspectives informs better ideation and decision-making.

Gather and set your goals

Define your strategy group's goals in two-steps:

Part 1: Gather goals. Think big, broad, and don't worry about editing yourself. This is a time for your strategy group to brainstorm ALL the goals you could potentially work towards to address your core strategies.

Part 2: Set goals. Now is the time to look through all those goals you brainstormed and decide which you'd like to focus on in the coming year.

Planning canvas:
- Use the gathering goals worksheet to brainstorm and sort goals.
- Use the goal setting worksheet to select the goals you will work on.

Tools and tips:
- Think through your potential goals with a simple storyboard.

Divide into bite-sized chunks

Let's take those goals, and turn them into concrete, measurable actions that will lead you towards your ultimate objectives. Each time your group gathers, you can reflect on progress and decide on new actions or approaches.
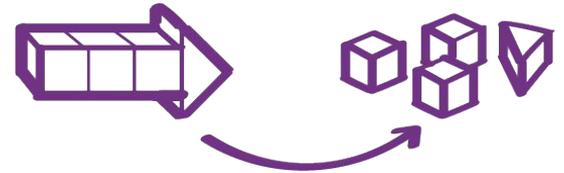
We recommend setting up to four actions per goal per quarter to remain realistic and focused for a sustained period of time.

Planning canvas:
- Use the action plan worksheet to decide which actions you will take for each goal.

Tools and tips:
- Consider the impact and effort of potential actions.
- Choose actions that will hit the sweet spot for your goal.

Consider the context

What's standing in your way?

Consider the known barriers and what could help you overcome them. Being part of this collaboration means that you have support from <mark>LPSCC</mark> and other group participants to assist in overcoming barriers and accessing influencers and resources.

Planning canvas:
- Work with your team to think through barriers and resources in the [action considerations worksheet](#).

Tools and tips:
- Learn more about [power mapping and finding support and allies](#) for your work.
- Think through the [strengths, vulnerabilities, opportunities, and risks](#) of your chosen actions.

Define roles and participation expectations

Shared accountability and transparency about how work is being done is crucial to a collaborative and resilient approach.

For every action, your strategy group will assemble teams to take on designated roles, including selecting an Action Coordinator who will track your progress along the way.

These action teams might include everyone in the strategy group, or they may be a subset of that group along with some external partners who are close to the issue. For example, a community member or organization is given the role of Control for an action.)

Planning canvas:
- Use the action team responsibilities worksheet to define the roles for each action in your canvas.

Share your plan and move to action

Once you've filled out as much as you can in the planning canvas, it's time to share your plan with LPSCC. Then review your goals, actions, and responsibilities, make sure you understand your role, and move to action!
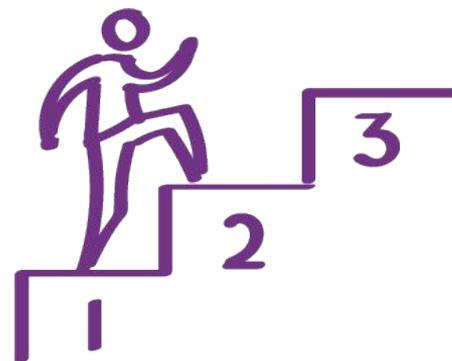
Planning canvas:
- Record your team's planning canvas in the planning hub*. Inform LPSCC that your planning canvas is complete by emailing christina.youssi@multco.us.

Tools and tips:
- This work is hard. Take care of yourself and each other.

* If you cannot access Google sheets, please email christina.youssi@multco.us for a Microsoft Excel version of the planning canvas spreadsheet. Once you complete it, email it back to LPSCC.

Evaluate, recalibrate, celebrate, repeat

Transforming the adult criminal legal system is not a simple, linear project. To remain adaptive and flexible, the planning canvas is a living document for groups to update regularly for effective coordination and collaboration.

Planning canvas:
- Track your action team's progress in the track progress worksheet.
- Action Coordinator: Consolidate all of your actions teams' monthly progress in the monthly progress report worksheet.
- Action Coordinator: Record your monthly progress in your groups planning canvas in the planning hub.

Tools and tips:
- Convene quarterly to celebrate what you've accomplished, overcome stalled actions, identify new actions, and continue to support and collaborate with one another.
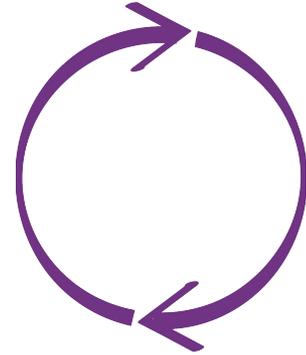
FAQs

Do I need to fill out the planning canvas in both the mural and the Google Sheet?
Your planning canvas in the Google Sheet is the final source of truth for the planning canvas. If you use Mural or PDFs to develop your canvas, be sure to fill out and share in your group's planning canvas in the Google Sheet once your planning is complete.

Who is in charge of sharing progress updates for my strategy group?
The Action Coordinator for each action is responsible for updating progress on a monthly basis.

How do I share the planning canvas with LPSCC/Who is my main contact at LPSCC?
Inform LPSCC that your planning canvas is complete in the planning hub by emailing christina.youssi@multco.us.

What do I do if there is information in my group's planning canvas that I don't want to be publicly viewable?
If you would like any information (a name, an action, etc) to remain private, simply place an asterisk * next to it in your group's planning canvas in the planning hub and LPSCC will not share that information publicly. Note that all information in the planning hub is viewable, however, by the other strategy group members who are contributing their planning canvas information there as well.

Where will the planning hub be publicly viewable?
It will be shared publicly in a format yet to be determined. LPSCC will communicate where and how to view it once a final decision has been made.

How long will the planning process take and what is the time commitment to be involved?
We expect the initial planning process (including developing team agreements and norms) to be 10-14 hours spread out between the first 5-7 meetings; however, the ultimate pace is the decision of your strategy group. You may take more or less time or meetings to complete the planning canvas.

What happens after we share our progress with LPSCC? Do we receive feedback?
As possible, LPSCC will review all of the planning canvasses in the planning hub with an eye towards connecting people, addressing barriers, and fulfilling needs across strategy groups

What if I cannot access Google Sheets?
If you cannot access Google Sheets, email LPSCC for a Microsoft Excel version of the planning canvas spreadsheet. Once you complete it, email it back to christina.youssi@multco.us.
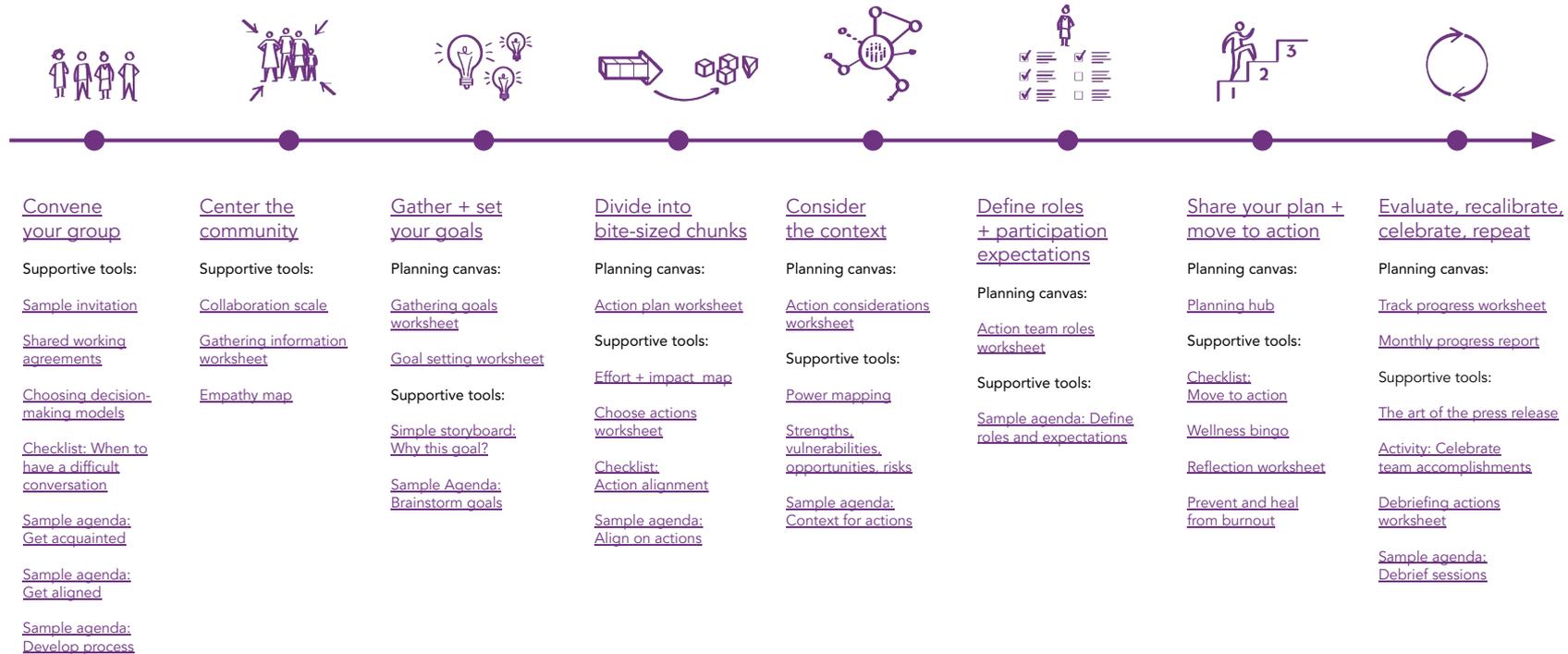
Toolkit for Transformation

Introduction

Your strategy group needs to complete and submit the planning canvas. The tools in this kit help you do this, and will also help contribute to the overall success and well-being of your group.

The toolkit contents follow the activation steps. This toolkit also presents activities, exercises, prompts, sample handouts and worksheets, and links to resources for further exploration to guide your planning canvas work.
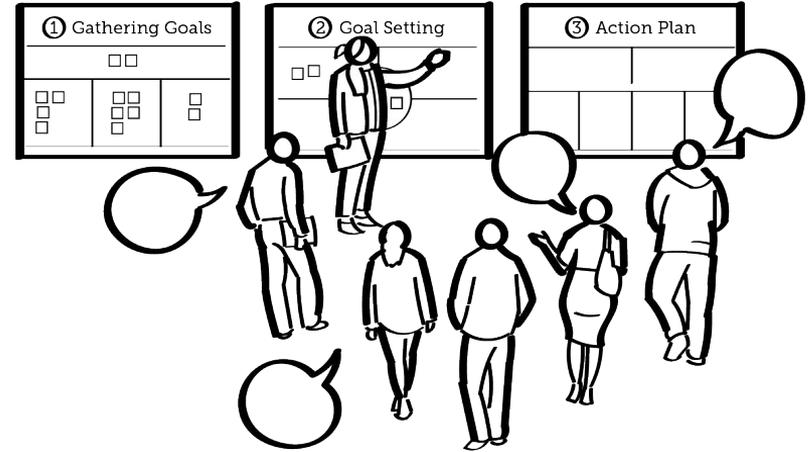
Planning canvas and supportive tools and resources

Convene your group

Supportive tools:

Sample invitation

Shared working agreements

Choosing decision-making models

Checklist: When to have a difficult conversation

Sample agenda: Get acquainted

Sample agenda: Get aligned

Sample agenda: Develop process

Center the community

Supportive tools:

Collaboration scale

Gathering information worksheet

Empathy map

Gather + set your goals

Planning canvas:

Gathering goals worksheet

Goal setting worksheet

Supportive tools:

Simple storyboard: Why this goal?

Sample Agenda: Brainstorm goals

Divide into bite-sized chunks

Planning canvas:

Action plan worksheet

Supportive tools:

Effort + impact_map

Choose actions worksheet

Checklist: Action alignment

Sample agenda: Align on actions

Consider the context

Planning canvas:

Action considerations worksheet

Supportive tools:

Power mapping

Strengths, vulnerabilities, opportunities, risks

Sample agenda: Context for actions

Define roles + participation expectations

Planning canvas:

Action team roles worksheet

Supportive tools:

Sample agenda: Define roles and expectations

Share your plan + move to action

Planning canvas:

Planning hub

Supportive tools:

Checklist: Move to action

Wellness bingo

Reflection worksheet

Prevent and heal from burnout

Evaluate, recalibrate, celebrate, repeat

Planning canvas:

Track progress worksheet

Monthly progress report

Supportive tools:

The art of the press release

Activity: Celebrate team accomplishments

Debriefing actions worksheet

Sample agenda: Debrief sessions

Convene your group

Convene your group

Here you'll find resources and tools to support your work to:

- Invite people to collaborate
- Create shared working agreements/team charter
- Choose a decision-making model
- Work through conflict
- Run effective meetings

Invite people to collaborate

Invite people to collaborate

FINDING THE RIGHT PEOPLE

A clear and open invitation is the first step to ensuring the right people are engaged—diverse, values-aligned folks who fully subscribe to the project vision and goals.

Include people who have lived experience and are ready to share along with those ready to work together on game-changing solutions. This requires balancing radical inclusion with intentional exclusion. Meet these people where they are in the work, and in our community.

SHARED COMMITMENT

At any juncture in the planning process, accepting an invitation to join this work means committing to the pillars of the project, agreeing with and aligning existing work to the vision, and holding the core belief that collaboration will move us toward that vision faster than working alone.

WHY JOIN

In return for these commitments, members of this collaborative benefit from the resiliency that comes with co-creation, increased leverage of coordinated action, and stronger representation with influential decision-makers.

People make the difference at every stage of the process.

See more about the benefits of this work here.

HOW TO PARTICIPATE

Accepting this invitation can take several forms, such as:
- Joining one or a few strategy group meetings to be informed or offer brief input.
- Contributing actively to the planning process and helping to share your progress with LPSCC.
- Leading a strategy group or action team toward activation.

Sample invitation to join this collaborative work

PREPARATIONS

Define criteria for selecting folks to invite. Consider others' viewpoints, how this invitation could benefit their life and work, and how the work might help our community thrive.

Customize your invitation to address particular challenges or barriers joining this work may address.

Deliver in the medium—email, text, phone call, over coffee—most impactful for recipients to feel valued, and understand the invitation clearly.

Source: Territory

LINK: Click on the image below to go to the online version

Dear [insert name],

I have admired your work with [insert name of organization or impact area] for some time now and recently heard about [insert milestone achieved or challenge faced]. [insert congratulations or condolences for how hard this work is].

I have been working with the Transforming Justice network here in Multnomah County and wonder if you would benefit from joining our group of collaborators.

Who we are: We are a varied network of implementers in the justice sector, broadly defined. There are folks spanning the local housing systems, criminal legal reform organizations, survivors of crime, justice-involved, elected officials, and many many more critical contributors.

Why we come together: We are all joined by our commitment to the pillars of the Transforming Justice project, agreeing with and aligning our existing work to the vision, and holding the core belief that collaboration will move us toward that vision faster than working alone. In return for these commitments, we

Create shared working agreements/team charter

Create shared working agreements

WHAT

Shared agreements, working agreements, or team charters are tools that help you collectively establish and document clear expectations that define how you'll operate as a group.

Together, define goals, priorities, and ways of working so your group can begin to develop a sense of ownership and commitment to the project, to each other, and to the group.

WHY | WHEN

When all team members have a voice in shaping these agreements, they'll feel valued and are more likely to trust one another.

Share agreements can support your group to:

- be more productive and harmonious
- experience enhanced decision-making
- resolve conflict more easily
- create a warm culture of accountability.

CONSIDER

Use this shared working agreements tool as a platform for open dialogue, active listening, and sharing perspectives and ideas within your group right at the start.

It might be helpful to start each meeting with acknowledgement of your agreements to set the expectations and tone of your work sessions.

TRY

At your first gathering, discuss how you each envision communicating, what values you share, and what conditions help you feel heard and seen.

Create your rules of engagement or team charter document to use in all gatherings. It will likely evolve, and it should!

Documenting these agreements helps you stay rooted in a shared sense of responsibility towards achieving your collective objectives.

Shared working agreements

PREPARATIONS

Collaborate effectively as a team right from the start, putting your individual accountability and consensus-building skills to work.

You can collectively create guidelines to determine how you will work best together using these principles. Look at some exercises and work agreement samples for inspiration for this pre-work.

Source: Atlassian, The Team Canvas, Plays-In-Business, Team charter canvas

LINK: Click on the image below to go to the online version

Choose a decision-making model

Choose a decision-making model

WHAT

Intentionally choosing a decision-making model leads to better, faster, more inclusive decisions.

The model your group uses to determine its goals will help clarify power structures and signal how folks can best contribute to the conversation.

WHY | WHEN

When making decisions, most groups default to one of two extremes: Consensus, where everyone has to agree before moving forward, or individual action, where one person holds all the power.

Consensus is slow, arduous, and easily derailed; individual action consolidates power with someone who may or may not be best equipped to make a quality choice on behalf of the whole group.

CONSIDER

It is crucial that all voices are heard when making significant decisions that impact multiple stakeholders, especially those with lived experience.

Exploring models as a team will help foster a sense of ownership and commitment to your decision-making process. As you continue to work together, you'll be able to identify where you are in the process, and what model might be most useful to move the work forward.

TRY

As a group, explore options to maximize your collective power to meet objectives.

Look at a few different decision-making models to find benefits of each: consensus-building, fist of five, consent-based, advice.

Learn more about how consensus was used early on in the first phases of this work.

Choosing decision-making models

PREPARATIONS

The Transforming Justice Vision and Core Strategies were developed and approved using a consensus-based decision-making model. Being aligned on how your strategy group and action teams will make decisions together can support clarity and transparency in your collaboration and can make it easier to work through future conflict and disagreement. Here are some resources to help choose a decision-making model or models that work for you.

- *Why the Transforming Justice project has used consensus*
- *Transforming Justice Project Steering Committee Consensus Process Flow*
- *Fist to Five consensus model*
- *Consent-based decision making*
- *How to pick the right decision making model*
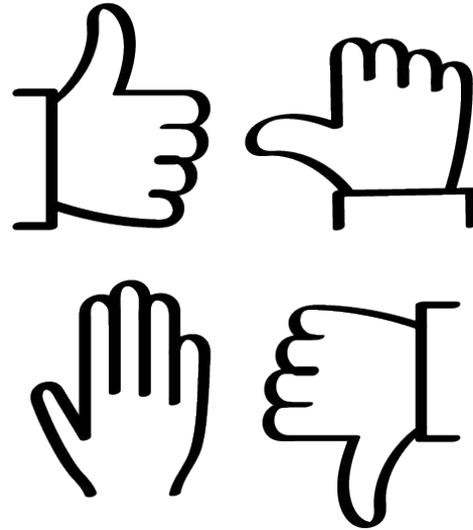
Work through conflict

Avoiding conflict can limit possibilities

WHAT

People and groups avoid difficult conversations because of perceived discomfort, out of fear of rupturing relationships, or concern of derailing progress.

When building something new and consequential there will likely be disagreements. Having difficult conversations can help groups to build understanding, create a culture of candidness, and co-create creative and sustainable solutions.

WHY | WHEN

Don't shy away from having difficult conversations when progress has stalled, you're experiencing a disagreement, or communication has broken down.

Be prepared for the conversation, and remember your shared goals. When you refer back to your group's agreements, you'll more likely keep your shared values and intended outcomes in mind while working towards solutions.

CONSIDER

Carefully understand your true intentions in having the conversation in the first place.

Remember that emotions are information.

Seek to understand.
Communicate clearly.
Co-create solutions.

Checklist: When to have a difficult conversation

PREPARATIONS

While conflict can be uncomfortable, it can also be the impetus for positive change, growth, and deepened relationships.

When in conflict, remember to: separate people from the problem; focus on interests rather than positions; and create new options for mutual gain.

Checking in with yourself with these questions can help you prepare for difficult conversations.

Source: Territory

Before moving to action, ask yourself:

☐ Will having this conversation help us to move forward?

☐ Am I the right person to have this conversation?

☐ Do I feel safe having this conversation?

☐ Can I have this conversation in an empathetic way with an open-mind?

☐ Can I accept if the solution we come to isn't the one I had in mind?

Conflict is inevitable: learn, flex, and move forward

WHAT

Conflict is inevitable. Every group, organization, and relationship will experience conflict, particularly in complex, consequential, and unprecedented work like this.

Conflict *should* occur—we're only human. Good conflict generates good outcomes.

Challenges rooted in authentic inquiry and shared values help groups—and better solutions—evolve.

WHY | WHEN

Often in collaboration (with no singular path forward) participants will reach impasses due to their different backgrounds, experiences, and perspectives.

At an impasse, folks likely feel conflict, and often sense that their ability to reach a goal is in opposition.

When you are experiencing conflict, identify your own role, others' roles, environmental contributors, and possible opportunities and strategies for change. Then your team can figure out the best way forward.

CONSIDER

While conflict is uncomfortable, it can also be the fuel for positive change, growth, and deepened relationships.

When in conflict, remember to: separate people from the problem, focus on interests rather than positions, and create new options for mutual gain.

Keeping your eye on shared objectives really helps!

TRY

Learn more about shifting difficult conversations to learning conversations.

When in conflict, consider:

What is happening for you in this situation? What needs aren't being met? What is your role in the conflict?

What is going on for the other parties? What are their interests? What environmental impacts are having an effect on the conflict?

What possible strategies could you employ to impact the course of the conflict? What can all parties agree to do or not do moving forward? Who will be accountable?

Conflict resolution vs mediation

If all else fails…

CONFLICT RESOLUTION

- Practice

- Focus on managing conflict

- Can occur at any scale

- Steps in general conflict resolution process:
  - Identify source(s) of conflict
  - Hold dialog to share perspectives and experiences
  - Identify shared interests
  - Develop creative solutions and seek agreement

MEDIATION

- Process

- Uses third-party neutral facilitator

- Steps in typical mediation process:
  - Identify parties, mediator and agree to mediate
  - Set ground rules
  - Each party has the opportunity to share
  - Mediator guides parties through agreement-seeking process
  - Parties create shared agreement

Example: Resolutions Northwest

VS

Run effective meetings

Run effective meetings

When your team gathers:

- Focus on active listening and engagement
- Encourage diverse perspectives
- Ensure equal opportunity to share ideas
- Appreciate and value contributions
- Facilitate collaboration and constructive dialog
- Synthesize and integrate different ideas
- Reach consensus/make decision
- Engage in feedback session

Source: Purposeful Hustle blog
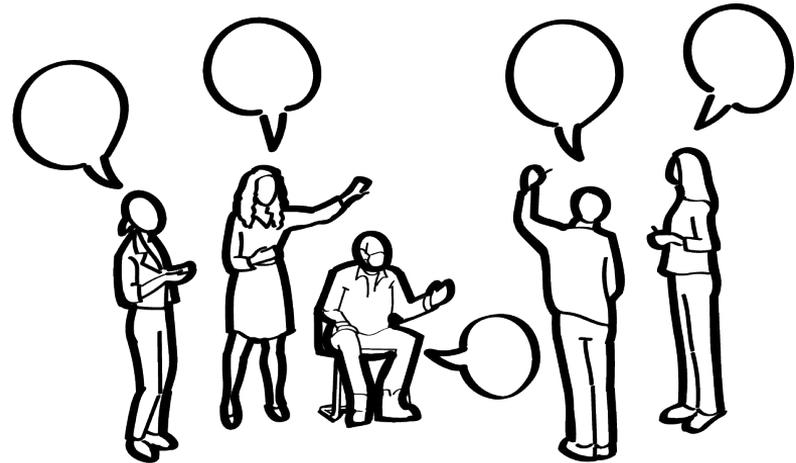
Sample agenda: Get acquainted

Objective: Transform justice in Multnomah County thru (X core strategies)
Meeting goal: Get to know one another; build familiarity with core strategies
Length: 1.5 hrs

TIME	ACTIVITY	OUTCOME(S) AND INSTRUCTIONS	RESOURCES
25 mins	OPEN	**Get to know one another** ● 5 mins: Brief introduction to transforming justice project & role of strategy teams. ● 20 mins: Each person briefly introduces themselves: ○ As a group: Give first name & pronouns (organization & role if applicable). ○ In pairs: Each person spends 5 mins talking about their relationship to the justice system and why they're involved in this project. ○ As a group: Invite people to share a couple things they learned in small groups.	Transforming Justice website
45 mins	EXPLORE	**Core Strategies** ● As a group: Review group's core strategies focus. ● Discuss: What part of the strategies are people most interested in? Which elements are ready for change now? Which elements will need long-term approach?	Transforming Justice Core Strategies Leading effective discussions
20 mins	CLOSE	● Discuss: Will sample agendas be used? ● Discuss: Any pre-work needed before next meeting? (fill out Shared working agreements) ● Decide: How will meetings be scheduled?	

Sample agenda: Get aligned

Objective: Transform justice in Multnomah County thru (X core strategies) Meeting goal: Develop shared agreements/team charter Length: 2 hrs			
TIME	ACTIVITY	OUTCOME(S) AND INSTRUCTIONS	RESOURCES
30 mins	OPEN	**Learn more about each other** ● 15 mins: Each person introduces themselves: 　○ First name & pronouns (organization & role if applicable). 　○ What gives you hope for the future of the justice system in Multnomah County?	
50 mins	EXPLORE	**Develop shared working agreements/team charter** ● Review shared working agreements section in guidebook. ● Brainstorm options for shared agreements.	Shared working agreements
25 mins	DECIDE	**Craft shared working agreements/team charter** ● Refine & finalize shared working agreements/charter documentation. Make sure everyone has access!	Additional activities for effective meetings
15 mins	CLOSE	● Summarize: Decisions from meeting. ● Discuss: Any pre-work needed before next meeting? ● Confirm: Next meeting date/time. ● [......]	

Sample agenda: Develop process

Objective: Transform justice in Multnomah County thru (X core strategies) Meeting goal: Develop & select decision-making model Length: 2 hrs			
TIME	**ACTIVITY**	**OUTCOME(S) AND INSTRUCTIONS**	**RESOURCES**

25 mins	OPEN	**Deepen connections**
		● Each person introduces themselves:
		   ○ First name & pronouns (organization & role if applicable)
		   ○ "If I had the ear of _____..." Each person shares who/what organization they wish they could partner with in their justice work.	

20 mins	REVIEW	**Review shared working agreements/charter** ● Everyone review team agreements/charter document developed in last meeting	Shared working agreements
40 mins	EXPLORE	**Learn about decision-making models** ● Everyone review decision-making models in guidebook. ● Discuss options.	Choose a decision-making model
30 mins	DECIDE	**Select decision-making models** ● Decide together on which models your team will rely on to move forward.	
5 mins	CLOSE	● Review: Decisions made during meeting ● Explore: Any pre-work needed before next meeting? ● Expand: Free-time to follow up from share-out	

Center the community

Center the community

Here you'll find resources and tools to support your work to:

- Focus on community-centered design
- Adopt new mindsets
- Collaborate to co-produce
- Gather more information to move forward
- Navigate tension with an empathy lens

Design-thinking tools help center the community

WHAT

Human-centered design is a problem-solving approach that centers the community's expertise. Used in social change, business, and government, there are many existing frameworks, tools, and techniques to learn about and apply human-centered design.

WHY | WHEN

Transformation requires a different approach to problem solving than the conventional model which has gotten us into our current conditions.

Any time you are trying to solve a problem, innovate on an existing solution, or find a new path forward, those closest to the problem are the ones who hold the solution.

CONSIDER

There are probably many people with direct experience of the problem you're trying to solve on your team. Maybe you're the one with experience and knowledge on one problem, and maybe it's someone else for a different problem.

If those with direct experience are not on your team, seek out their expertise with careful attention to providing value to them in the exchange.

TRY

Identify where you may already be engaging community expertise and where you need to fill gaps using this assessment tool.

Learn how to deeply understand and connect with other people's realities using an empathy map.

Relationships are the focus of community-centered design

COMMUNITY-CENTERED DESIGN

- Amplifies voices of those closest to the problem—those with lived experience alongside those with the power to impact the solutions.

- Defines expertise as proximity to the problem.

- Those with lived experience collaborate to revise the system and design solutions for their benefit.

- Focuses on needs, motivations, concerns so systems can be reimagined in ways not previously considered.

- Builds relationships and heightens connections through the process.

- Diverges from past failures of top-down approach.

VS

TRADITIONAL PROBLEM SOLVING

- Decisions made *for* instead of *with* those with lived experience.

- Values external experts reporting what to do, without gaining buy-in from stakeholders and communities in the system.

- A top-down approach with solutions presented without an inclusive process to achieve them.

- Volume of quantitative data is valued over qualitative insights.

Collaboration scale: Are you building <u>with</u> affected communities?

PREPARATIONS

As you begin to set your goals and think through your actions, consider how you are (or are not) involving affected people and communities.

Some helpful questions include:

Where do your efforts fall on this scale? Are you working with or for the community? Are you including voices from those with lived experience and proximity to the systemic problem?

Inspired by source: Trauma-Informed Oregon, What do you mean by community engagement?

Co-producing	**Doing with**
Co-designing	Working with, in an equal and reciprocal partnership
Engaging	
Consulting	**Doing for**
	Engaging and involving people
Informing	
Educating	**Doing to**
Coercing	Trying to fix people who are passive recipients of service

Gathering Information: What do you already know?

PREPARATIONS

While working on entrenched, complicated problems it can sometimes feel like we've hit a wall or challenge we can't get around.

Sometimes going back to the beginning and exploring what we know and what we need to know can help illuminate a (different, better!) path forward.

Source: Territory

DOWNLOAD: Click on the image below for a printable version

Empathy map: Better understand personal realities

PREPARATIONS

Find people close to and/or affected by the systemic problem. Ask them questions to understand the problem better, and access more empathy in your problem-solving approach.

While filling out this worksheet, consider:

Where might you experience frustration in this process? What's working really well for you as you navigate this issue? What information or perspective is missing?

Source: Territory, DesignKit interviews (video)

DOWNLOAD: Click on the image below for a printable version

PERSON or ROLE:
_____

Empathy Map

Instructions

1) Choose a specific person or role to map. Ask that person if you can have a conversation so you can better understand their experience, either as an individual or in a role they engage in regularly.

2) Give this person a context to picture themselves in: e.g. their day to day life or work; experiencing a known and repeated issue; experiencing part of a system.

3) Ask them questions that will help you fill out each area in the empathy map. In that context or moment: What are they seeing? Saying? Hearing? Feeling? Thinking? Draw facial features to reflect their emotions.

THINKING

HEARING

FEELING

SEEING

SAYING

Gather and set your goals

Gather and set your goals

Here you'll find resources and tools to support your work to:

- Brainstorm and identify goals and purpose
- Gather and set approach to goals achievement
- Become familiar with some planning canvas worksheets
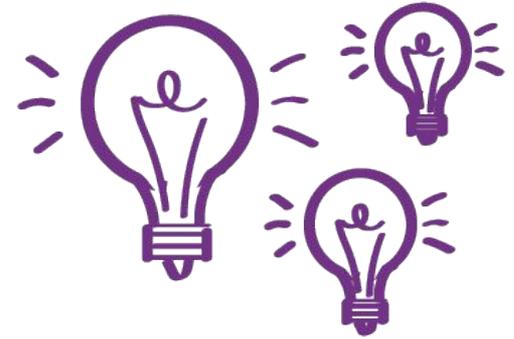
Planning Canvas Worksheet 1: Gathering goals

PREPARATIONS

Short-, medium-, or long-term goals? Your strategy group gets to define the timeframe for the work you're doing.

Short: Something you can start working on NOW and finish in the near future.

Medium: A goal that can be accomplished in the foreseeable future, but you know it's going to take a while.

Long: A BIG goal, one that there's not a clear roadmap for reaching other than to just start.

DOWNLOAD: Click on the image below for a printable version

① Gathering Goals

WHICH CORE STRATEGIES ARE WE FOCUSED ON?
Example: Core Strategy 2: Allocate funds to the community to create place-based solutions to public safety

WHICH GOALS RELATED TO CORE STRATEGIES COULD OUR GROUP WORK ON?

SHORT-TERM GOALS	MEDIUM-TERM GOALS	LONG- TERM GOALS
Short-term = _____	Medium-term = _____	Long-term = _____
		Example: Convince key leadership and elected officials to buy into the full extended process (long-term community-led work without immediate results)

Planning Canvas Worksheet 2: Goal setting

PREPARATIONS

After brainstorming your short-, medium-, and long-term goals, focus on what you'll approach in the coming year. You could choose a couple of short-term goals that you think you can accomplish over the course of a year (or less!) and choose to tackle part of a medium- or long-term goal. It is entirely up to your strategy group to decide which goals to focus on together.

We recommend no more than four goals per year. *Why?* This work is a marathon, not a sprint. Setting realistic goals for the amount of work that can reasonably be accomplished will help prevent burnout.

DOWNLOAD: Click on the image below for a printable version
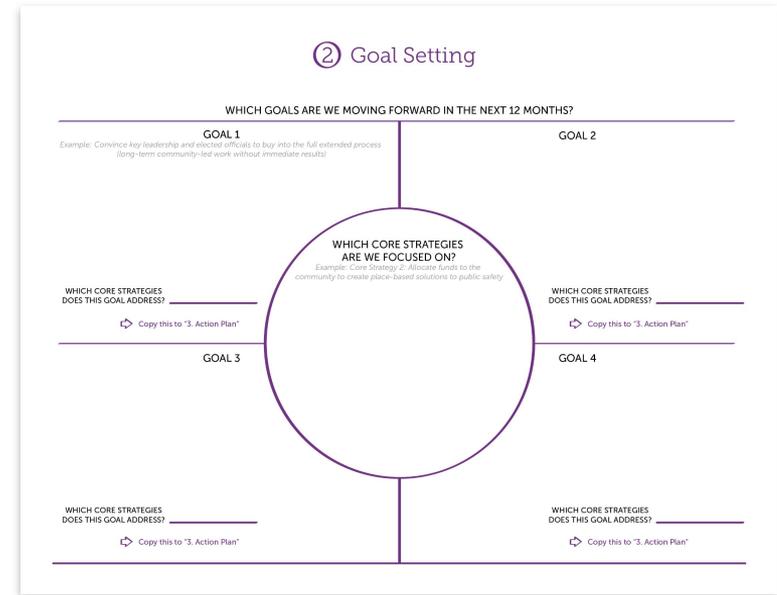
Simple storyboard: Why this goal?

PREPARATIONS

Consider: How will things be different when our groups and the project achieves its goals?

As you begin to brainstorm potential goals to work on, convene your group to think through the current situation, how you might improve it, and what some effects of those improvements might be on those closest to the experience or solution.

Source: Territory

DOWNLOAD: Click on the image below for a printable version

Simple Storyboard

Instructions

To help you think through the impact of potential goals, draw and describe:
1) a person experiencing the problem you are trying to solve
2) your goal's proposed solution
3) and how the future will be better for that person after that goal is achieved

CURRENT PAIN   SOLUTION   FUTURE GAIN

Sample agenda: Brainstorm goals

Objective: Transform justice in Multnomah County thru (X core strategies)
Meeting goal: Select 3 actions & begin work on planning canvas
Length: 2 hrs

TIME	ACTIVITY	OUTCOME(S) AND INSTRUCTIONS	RESOURCES
20 mins	OPEN	**Learn more about one another** ● Each person introduces themselves: ○ First name & pronouns. ○ Fun fact or a hobby from your personal life.	
30 mins	EXPLORE	**Review prior work** ● Everyone review group's core strategies & prior brainstormed ideas. ● Discussion: Any new insights to share since the first time we saw these? Which ideas stand out to the group? What approaches have we NOT talked about that are important to explore?	Strategy Group Work To Date
30 mins	DECIDE	**Select 3 goals** ● What has your group determined is your decision making process? Use it here!	
15 mins	EXPLORE	**Get comfortable with the planning canvas** ● Everyone review the planning canvas worksheets. ● Discussion: Any questions or changes we as a group want to make the the process?	Planning Canvas
20 mins	DECIDE	Fill out planning canvas ● Fill out worksheet 1 & 2 based on the conversations earlier in the meeting.	
5 mins	CLOSE	● Review: Decisions made during meeting. ● Explore: Any pre-work needed before next meeting? ● [......]	

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Divide into bite-sized chunks

Divide into bite-sized chunks

Here you'll find resources and tools to support your work to:

- Develop and decide on actions
- Prioritize tactics
- Align and launch actions
- Track goals and progress with a planning canvas worksheet and sample agenda
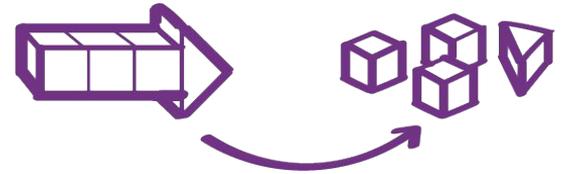
Planning Canvas Worksheet 3: Action plan

For each goal your strategy group sets, use this worksheet to outline the individual actions you'll take towards your goal. Some actions may be large chunks of work that span multiple months, quarters, or even years; others may be smaller tasks that could be completed fairly quickly and easier.

We recommend setting up to four actions per goal per quarter to remain realistic and focused for a sustained period of time.

DOWNLOAD: Click on the image below for a printable version

These time estimates are here to help you and your team plan and prioritize your work.

Effort + impact map: Brainstorm actions

PREPARATIONS

Brainstorm potential actions your strategy group can take to support each goal.

Work with your strategy group to start prioritizing actions by examining the effort they will take in relation to the impact they will provide those closest to the experience or problem.

Source: Territory

DOWNLOAD: Click on the image below for a printable version

Choose actions worksheet

PREPARATIONS

Consider: How will an action support your goal? How will it develop and strengthen relationships in the process? How will it build power for affected communities?

Use the **sweet spot** as an additional tool to help you choose which actions will have the greatest positive impact on those closest to the experience.

Inspired by source: Leading Change Network, Organizing: People, Power, Change
pg 36

DOWNLOAD: Click on the image below for a printable version

The "Sweet Spot"

CONSIDER:
How will an action support your goal?
How will it develop and strengthen relationships in the process?
How will it build power for affected communities?

SUPPORT THE GOAL

STRENGTHEN RELATIONSHIPS

SWEET SPOT

BUILD POWER FOR AFFECTED COMMUNITIES
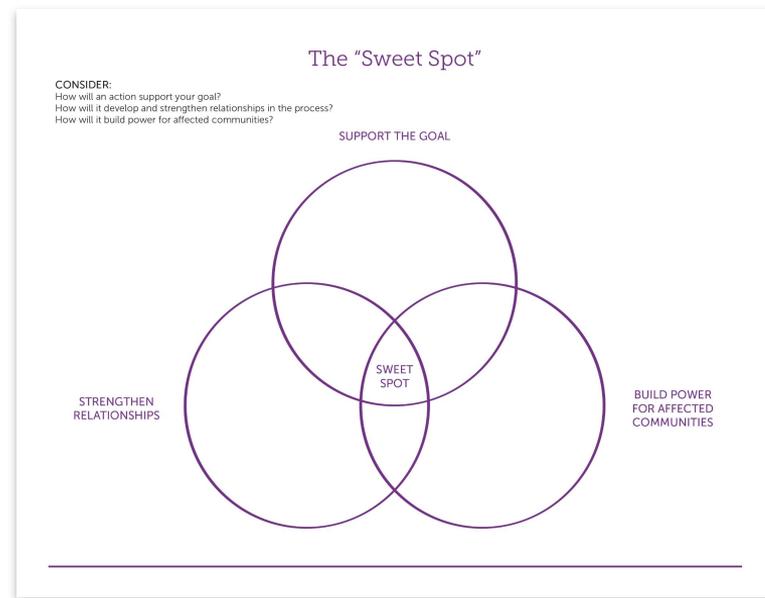
Checklist: Action alignment

PREPARATIONS

Using a checklist at the beginning of a project or action can ensure team alignment, and help define what success will look like.

Try out this one in your group work to see where you align, where you differ, and where you might find surprising commonalities.

Source: Bridgespan

Before moving to action, ask yourself:

☐ Do we agree on the impact we are holding ourselves accountable for? Are there specific populations/ disparities we want to adress?

☐ Have we articulated how we will achieve that impact?

☐ Do we know which specific priorities and work we will focus on?

☐ How we listed what resources (financial, human, organizational) we will need to pursue this work?

☐ Do we have a measurable way to know we're making progress?

Sample agenda: Align on actions

Objective: Transform justice in Multnomah County thru (X core strategies) Meeting goal: Fill out the Planning Canvas Length: 2 hrs			
TIME	**ACTIVITY**	**OUTCOME(S) AND INSTRUCTIONS**	**RESOURCES**
15 mins	OPEN	**Check-in** • 2 sentence share-out explaining something justice-related you're working on, would like to collaborate on, or are interested in exploring. Ask folks to raise their hand if they can help or support that work.	Rapid Coordination
45 mins	EXPLORE	**Brainstorm potential actions** • Review goals selected at prior meeting. • Discussion: Work through goals one at a time & brainstorm potential actions. (This may take more than one meeting).	Strategy Group Work To Date
45 mins	DECIDE	**Fill out planning canvas** • Using your group's decision making process, select actions & fill out worksheet #3 in the planning canvas.	Planning Canvas
15 mins	CLOSE	• Ask: Any pre-work needed before next meeting? • Explore: Free-time to follow-up from the share-out. • Follow-up: Folks who need partners for their work from opening conversation. • [......]	

Consider the context

Consider the context

Here you'll find resources and tools to support your work to:

- Consider barriers and obstacles to your success
- Map resources further to uncover allies in/for your work
- Look at the strengths and vulnerabilities you possess and the opportunities and risks from outside your team
- Use a template agenda for ongoing meetings and related worksheets in the planning canvas
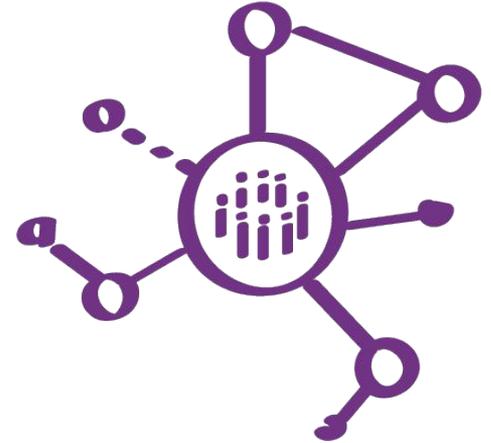
Planning Canvas Worksheet 4: Action considerations

What's standing in your way? What additional support do you need to realize your actions?

Use this worksheet to think through anticipated obstacles, support needed, and resources that would be helpful. Then, with an understanding of barriers and resources needed, identify who from your strategy group would be the best people to work as a team on this action.

DOWNLOAD: Click on the image below for a printable version

Power mapping

PREPARATIONS

Use this simple power mapping tool to identify who and what may be barriers or resources.

Consider: Where could you find support and where will you find opposition as you work towards your goals? Once you outline this information, your group can begin to strategically plan future connections and actions.

Inspired by source: [Commons Library](#)

DOWNLOAD: Click on the image below for a printable version

Power Mapping

CONSIDER:
Where could you find support and where will you find opposition as you work towards your goals? Once you outline this information, your group can begin to strategically plan future connections and actions.

MOST POWER

WITH US   AGAINST US

LEAST POWER
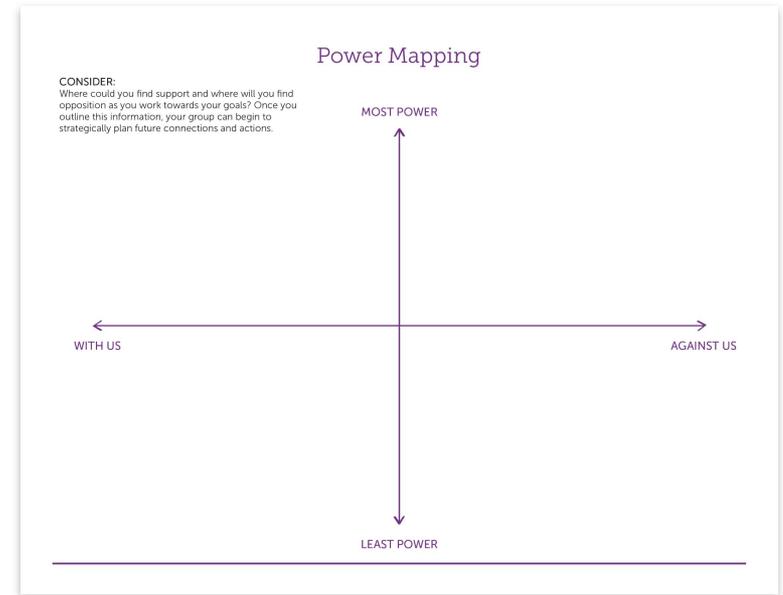
Strengths, vulnerabilities, opportunities, risks

PREPARATIONS

A SVOR analysis is a tool to help you evaluate and understand key factors affecting your project's or action's environment (and chance for success).

This tool can help your group develop effective strategies and actions by leveraging strengths and opportunities, while addressing vulnerabilities and mitigating risks.

Source: Territory

DOWNLOAD: Click on the image below for a printable version

SVOR Analysis

	HELPFUL to achieving the objective	HARMFUL to achieving the objective
INTERNAL ORIGIN (attributes of the organization)	S STRENGTHS	V VULNERABILITIES
EXTERNAL ORIGIN (attributes of the environment)	O OPPORTUNITIES	R RISKS
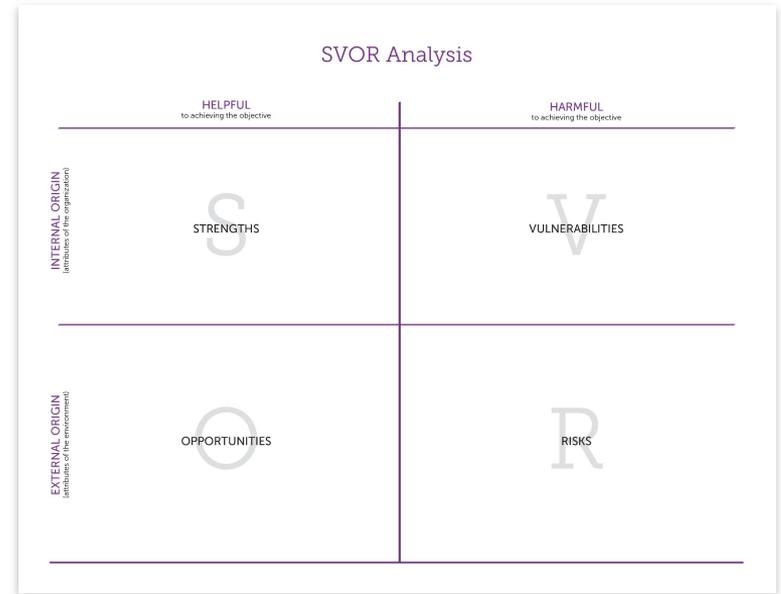
Sample agenda: Context for actions

Objective: Transform justice in Multnomah County thru (X core strategies) Meeting goal: Fill out the Planning Canvas Length: 2 hrs			
TIME	ACTIVITY	OUTCOME(S) AND INSTRUCTIONS	RESOURCES
15 mins	OPEN	**Check-in** • In 4 sentences or fewer, each person tells group about an approach to justice or a public safety program that gives them inspiration.	
45 mins	EXPLORE	**Brainstorm context for potential actions** • Review actions selected at the prior meeting. • Discussion: Work through actions one at a time & brainstorm potential resources, challenges, partners, & action team members. (This may take more than one meeting.)	Strategy Group Work To Date
45 mins	DECIDE	**Fill out planning canvas** • Using your group's decision making process, select actions & ill out worksheet #4 in your planning canvas.	Planning Canvas
15 mins	CLOSE	• Ask: Any pre-work needed before next meeting? • [......]	

Define roles and participation expectations

Define roles and participation expectations

Here you'll find resources and tools specific to roles in the planning canvas:

- Explore, discuss, and choose roles and participation within your action team
- Document roles and responsibilities within the planning canvas

Action team roles

PERFORM

The person or group carrying out the work defined in activity. There can be multiple Perform roles for a given activity.

COORDINATE

The person or group overseeing the activity. They are responsible for giving tasks to others, checking how things are going, and communicating progress. There should only be one Coordinator role per activity.

CHECK

The person or group offering advice and input based on the most recognized experience. The performer and/or accountable parties seek their input and advice on all actions; they have veto power in deciding on the course of action. There can be multiple Check roles for a given activity.

SUGGEST

The person or group offering advice and input based on recognized experience. While their opinions are always considered, they do not have veto power. There can be multiple Suggest roles for a given activity.

INFORM

The person or group kept in the loop about all activities and progress towards a key action. They are aware of all work being done, though not actively engaged in it. There can be multiple Inform roles for a given activity.

Planning Canvas Worksheet 5: Action team roles and participation expectations

PREPARATIONS

For each action, identify the team members, select which role they will fill, and provide a brief description of what they are responsible for doing.

NOTE: Every action should have someone to coordinate, as they are responsible for tracking progress, and someone to perform, as they are the one carrying out the work.

DOWNLOAD: Click on the image below for a printable version

⑤ Action Team Roles and Participation Expectations

ACTION _____

WHO IS ON THE TEAM?	WHAT IS THEIR ROLE?	WHAT ARE THEY COMMITTING TO DO?
	☐ Perform ☐ Suggest ☐ Coordinate ☐ Inform ☐ Check	
	☐ Perform ☐ Suggest ☐ Coordinate ☐ Inform ☐ Check	
	☐ Perform ☐ Suggest ☐ Coordinate ☐ Inform ☐ Check	
	☐ Perform ☐ Suggest ☐ Coordinate ☐ Inform ☐ Check	
	☐ Perform ☐ Suggest ☐ Coordinate ☐ Inform ☐ Check	
	☐ Perform ☐ Suggest ☐ Coordinate ☐ Inform ☐ Check	

Sample agenda: Define roles and expectations

Objective: Transform justice in Multnomah County thru (X core strategies)
Meeting goal: Fill out the Planning Canvas
Length: 2 hrs

TIME	ACTIVITY	OUTCOME(S) AND INSTRUCTIONS	RESOURCES
15 mins	OPEN	**Check-in** ● Take turns giving 3 adjectives describing how you're feeling this week.	
45 mins	EXPLORE	**Align on action team roles & expectations** ● Review actions & action teams selected at the prior meeting. ● Discussion: Align on the roles & participation expectations each action team member will have for each action. (This may take more than one meeting.) ● Agree on who will be your strategy group's Action Coordinator, who will be in charge of filling out your group's spreadsheet in the planning hub & updating your progress monthly.	Strategy Group Work To Date
45 mins	DECIDE	**Fill out planning canvas** ● Using your group's decision making process, select actions & ill out worksheet #4 in your planning canvas.	Planning Canvas
15 mins	CLOSE	● Ask: Any pre-work needed before next meeting? ● [......]	

Share your plan and move to action

Share your plan and move to action

Here you'll find resources and tools to support your work to:

- Share your group's planning canvas in the [planning hub](#)
- Move into action with a checklist to stay focused
- Make time for self and team care activities

Note about planning canvas:

Remember, the Mural and PDFs worksheets are tools for filling out your planning canvas, but the Google sheet is the final source of truth. Share your planning canvas with LPSCC and other strategy groups by inputting it into your group's tab in the [planning hub](#).
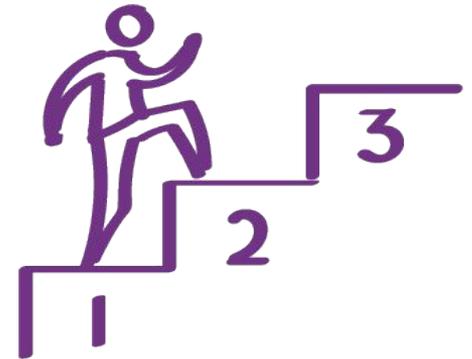
Share your work in the planning hub

PREPARATIONS

In the planning hub, there is a tab with a planning canvas for each strategy group. Go to the tabs at the bottom of the sheet, scroll to the right until you find the canvas for your group. Fill in your tab with the information from your group's planning process.

If you cannot access Google Slides, email LPSCC for a Microsoft Excel version of the planning canvas spreadsheet. One you complete it, email it back to christina.youssi@multco.us.

LINK: Click on the image below to go to the online version

Move to action checklist

PREPARATIONS

As an individual or together with your action group, review your planning canvas from beginning to end using this checklist.

If the answer to any of these questions is "No", identify next steps to change them to "Yes" before moving into action.

Source: Territory

Before moving to action, ask yourself:

- Do you understand the goal(s) you're working towards?

- Have you consulted the community and all related constituents/ stakeholders?

- Do you have a plan for how you'll work with your teammates on your action(s)?

- Has your team shared your planning canvas with LPSCC?

Self and team care

WHAT

Self care is an important part of this intense work. Being part of an action-oriented collaborative can be both energizing and draining—sometimes both at the same time.

WHY | WHEN

Our work is filled with highs and lows. Shared purpose, celebrating successes, regular check-ins, and understanding how our work fits into the larger movement are all ways the we can take care of ourselves, our team and build resilience.

CONSIDER

Celebrate early and often. The first "win" sets the stage for all the come after it. Take a moment to savor it individually and as a team.

TRY

The following worksheets can be helpful for individual care and team celebration including team reflection questions, wellness bingo, and guided meditation.

Take time to reflect and breathe and have a bit of fun so you can continue your good work after a pause.

Wellness bingo

PREPARATIONS

Visual reminders to pause and take care of ourselves can help us reduce stress. Wellness bingo is one example. Feel free to use this, or make one of your own!

Put a copy of the bingo card somewhere you will see it, digitally or printed out. Mark boxes of the things you've done in a week. When you get five in a row, celebrate!

Source: The Commons

DOWNLOAD: Click on the image below for a printable version

Reflection worksheet

PREPARATIONS

Reflection check-in/check-out questions can help us pause and think about our work and its impact. You can use them as meeting openers with your team, meeting closers, as a monthly check-in for yourself, or anything in between.

Inspired by source: Random Check-in Generator

DOWNLOAD: Click on the image below for a printable version

Reflection

1. WHAT'S A SUCCESS OUR GROUP HAS HAD THAT STANDS OUT TO YOU?
   What's important to you about this story?
   What factors were present that made this accomplishment possible?

2. IF YOU HAD ONE WISH FOR THE FUTURE WORK, WHAT WOULD IT BE?

3. WHAT ASPECT OF THIS WORK BRINGS YOU THE MOST SATISFACTION?

4. IS THERE A SENSE OF PLAY IN OUR WORK?

5. WHAT ARE YOU GRATEFUL FOR?

Prevent and heal from burnout

Burnout is common in social justice work. Physical and psychological stress can cause serious health risks in the long term. It's important to be aware of signs of burnout and to take preventative measures to protect yourself and your team in order to make the work sustainable.

If you are already experiencing signs of burnout, take a break. Seek out therapy. Find people who share your experiences and values to talk with and share support. Eat, rest, and exercise in ways that make you feel better. Don't set a time limit for your break, instead set ways to measure if you are ready to come back to the work, and give yourself grace if it takes multiple starts and stops to return in earnest. It's never convenient to take a break, but to do this work long-term, team members need to take care of themselves and each other.

Here are some resources to help you and your team prevent and heal from burnout:

- *Find joy in social activism* with Andee Tagle and Mansee Khurana
- An *introduction to pleasure activism* with adrienne maree brown
- *Guided somatics practice* with Prentis Hemphill of the *Embodiment Institute*
- A collection of *simple somatics practices* for moments of stress

Evaluate, recalibrate, celebrate, repeat

Evaluate, recalibrate, celebrate, repeat

Here you'll find resources and tools to support your work to:

- Track and report your progress
- Share stories and celebrate the wins (big and small!)
- Provide feedback and listen empathically
- Debrief to gather more information for improvements in next actions and iterations
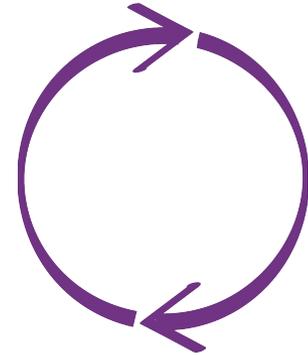
Evaluate, track, and report your progress

An important piece of this work is coordination and communication between groups and individuals who are addressing the core strategies. To this end, monthly progress updates from the strategy groups viewable between groups in the planning hub, which displays the work across all teams.

WHY

Sharing every group's planning canvases in a central hub celebrates progress and attempts, encourages shared accountability, and promotes transparency and coordination.

HOW

Your group can use the following worksheets to track progress in Mural or on PDF printouts. However, please make sure to also update progress in your groups planning canvas in the planning hub* so that it is visible across all groups.

*If you cannot access Google slides, please email LPSCC for a Microsoft Excel version of the planning canvas spreadsheet. Once complete, email it back to christina.youssi@multco.us.

NOTE ON PRIVACY

We understand that sometimes your involvement may be best kept private. By default all information provided in the planning canvases will be public; however, if you would like items (names, goals, actions, barriers … anything) to remain private, simply place an asterisk * next to it in your planning canvas in the planning hub and LPSCC will not include that information in any public-facing materials.

Planning Canvas Worksheet 6: Track progress

PREPARATIONS

At the beginning of each month, the coordinator of each action team will update the status for their specific action.

This worksheet is internal, for strategy groups only. It's helpful if you want a visual of your monthly action progress.

And, this is optional: You'll find it in the Mural and as a printable PDF, but not in your group's planning canvas in the planning hub.

DOWNLOAD: Click on the image below for a printable version

Planning Canvas Worksheet 7: Monthly progress report

PREPARATIONS

After completing your group's track progress worksheet (#6 in the canvas), each Action Coordinator should update the status for their action in this report progress worksheet (#7 in the canvas).

This worksheet will be shared with LPSCC staff each month so that work progress and status across all strategy groups can be shared in the planning hub.

DOWNLOAD: Click on the image below for a printable version

Share stories and celebrate progress

The stories we tell ourselves and others drape our world in meaning. It doesn't matter if a tree falls in the woods, if no one tells the story of how it fell. The story of how it fell gives the action meaning.

Depending on how the story is told, you can motivate key stakeholders, encourage more citizens towards action, and positively impact funding. And, you can offer hope to those closest to the experience.

Leaders and stakeholders want to hear your stories, celebrate your achievements, and understand your challenges. They also want to share your success stories with elected officials and the public. Telling a good story makes this easier.
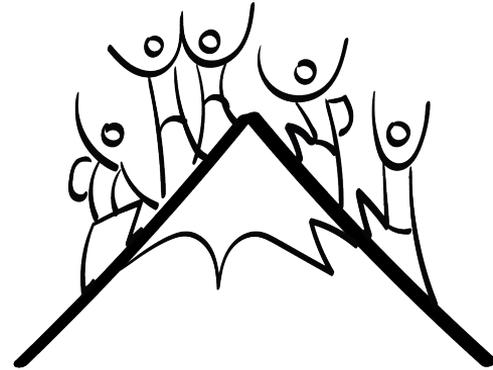
Use the press release to share what your team is working on or celebrating. Use the Public Narrative storytelling tool to communicate why your work or action is important.

The art of the press release checklist

PREPARATIONS

To share and celebrate your team's successes with <mark>LPSCC</mark> and the community, consider storytelling devices like press releases.

Hold a group brainstorming session to begin to tell your most compelling stories. Gather language that makes your stories come alive!

Source: Activists Handbook, causevox, Territory

Press Releases that Stand Out

Write the template

☐ Lead with a good hook. Write a 1-3 sentence condensed version of your story that includes all essential information: catchiness is key.

☐ Make it newsworthy. Spotlight one very specific piece of newsworthy information that is timely and relevant, and that will interest the media and their audiences.

☐ Keep it short, to the point, & tell a story. A press release should be no more than one page, and it should get straight to the point showing how you are making a difference to real people. Not just bullet points of "who, what, when, where, why, how, and how many."

☐ Use the "inverted pyramid" technique. The body of your press release should lead with the most important information. Continue in descending order, leaving the least noteworthy details for last.

☐ Include quotes. Quotes from people involved in the action, or from experts on the issue, can make your press release more newsworthy and persuasive.

☐ Include a photo. A photo can make your press release more visually appealing and help it stand out from the crowd.

Get attention

☐ Share with LPSCC. The county wants to celebrate your successes! This helps build-engagement and buy-in across staff & elected officials.

☐ Identify your goals and target audience. What are you trying to achieve and who do you want to reach?

Activity: Celebrate team accomplishments

PREPARATIONS

1. As a team, write/draw your team's successes on a whiteboard or flipchart for approximately 5 minutes.
2. Make large projects or accomplishments bigger than smaller ones. Draw a circle around each success.
3. Step back and take at least one minute to savor the successes you've achieved. Feel free to add more if they come to you.
4. In a different color marker, have each person write down how their personal and team's abilities contributed to the successes on the board. Circle each and draw a line from their contribution to the success.
5. Once again, take at least one minute to reflect on how personal and team efforts contributed to your accomplishments
6. Optional: Take a picture –it will last longer! Share it with your team members. 5.If you have time remaining, invite team members to share stories about their success
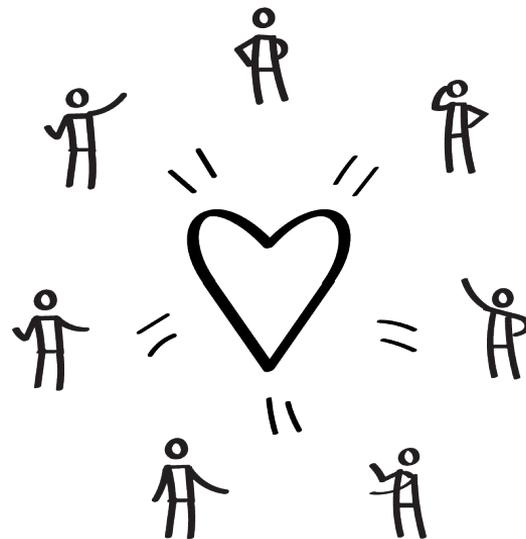
Source: [BJC Learn](#)

Feedback and listening

WHAT

Regular, constructive feedback is what groups need most—and engage in the least. It is kind, and leads to improvement, development, awareness, and perspective.

Active listening also is overlooked as most of us are just waiting for our turns to talk, rather than truly being present by concentrating on what others are saying.

WHY | WHEN

Provide intentional feedback when: You've been given a task and it doesn't feel clear enough; you notice a process that could be more efficient; if someone doesn't follow an agreed-upon process.

Learn more about brain-friendly feedback, what it is, and how to effectively provide it for better conversations and decision-making.

CONSIDER

Intention is everything!

Listen with an open, uncluttered mind.

Ask questions of clarification.

Seek to understand.

Use "I" statements.

See these tips for more on active, empathic listening.

TRY

Use these tips for providing feedback in your next group discussion:

Check your intention. Who benefits?

Get permission. Always ask if feedback is welcome.

Be specific.

Offer impact.

Check that it landed well, and keep talking if it didn't.

Use this feedback template to help guide you.

Debriefing actions worksheet

PREPARATIONS

Trying new approaches requires courage. Sometimes they work, often they don't and failure is an important step along the way of making change and solving problems. Integrating a feedback or a debrief process into your group's work can provide moments of celebration as well as learning.

At the end of an action or project, fill this worksheet out as a group to prompt an honest discussion.

Inspired by source: Video: Embracing failure and rejection
Adapted from: SmartSheet Post-Mortem Template & SmartSheet Team Discussion

DOWNLOAD: Click on the image below for a printable version

Debriefing Actions

ACTION OR PROJECT _____ DATE _____

		Yes	Sort of	No
1	WAS THE ACTION OR PROJECT WELL DEFINED AT THE START?	☐	☐	☐
2	WERE THE INITIAL ACTION OR PROJECT GOALS CLEAR?	☐	☐	☐
3	WERE ENOUGH RESOURCES (TIME, FUNDING, POLITICAL BUY-IN…ETC) AVAILABLE TO ACHIEVE THE GOALS?	☐	☐	☐
4	DID THE ACTION OR PROJECT TEAM WORK WELL TOGETHER?	☐	☐	☐
5	DID WE GET THE RESULTS WE WANTED?	☐	☐	☐

Why or why not?

6 WHAT WENT WELL?

7 WHAT ASPECT OF THIS ACTION OR PROJECT WAS THE MOST FRUSTRATING?

8 WHAT WAS THE MOST SATISFYING?

9 WHAT MIGHT WE DO DIFFERENTLY NEXT TIME?

10 CHANGES WE CAN MAKE NOW:

Sample agenda: Debrief sessions

Objective: Transform justice in Multnomah County thru (X core strategies)
Meeting goal: Review progress and course correct
Length: 2 hrs

TIME	ACTIVITY	OUTCOME(S) AND INSTRUCTIONS	RESOURCES
20 mins	OPEN	**Check-in** • Each person answers the question: ○ Personally, what was the most enjoyable part of this action/event/project for you?	
80 mins	EXPLORE	**Debrief** • Briefly walk group through events timeline from start to finish. • Brainstorm & celebrate what went well. • Brainstorm what didn't go well or as expected. • Discuss what to change if the group tried something similar in the future.	Debriefing actions Press release
20 mins	CLOSE	• Can the outcome of the meeting be shared with LPSCC or other strategy groups to expand the learnings impact? • Discuss: Any pre-work needed before next meeting? • [......]	

Additional Resources

Commonly-used terms

Action teams: The people focused on developing collaborative initiatives that have direct outputs for transforming justice in Multnomah County.

Core strategies: Eighteen themes stemming from collective vision to reform the Multnomah County criminal justice system.

Design thinking: Process/flow of understand, explore, and materialize when problem-solving and action-planning.

Human-centered design: Specific application of design thinking focused on centering the experience of people closest to the problem as the experts in creating their own solutions.

LPSCC: Multnomah County's Local Public Safety Coordinating Council.

Mural: Shared digital canvas tool used in teams for ideating and creating.

Pillars: Three foundational ideas of this transformative work: lead with race; shrink criminal justice system; focus on restorative practices.

Planning canvas: Group tool to track work for a shared, reinvented, and implementable vision of justice transformation.

Planning hub: Tool to showcase the work being done across all 9 strategy groups.

Strategy groups: Nine main groups of collaborators focused on doing transforming justice work.

Transforming Justice project: A project led by LPSCC to align and advance a shared, reinvented and implementable vision of public safety that is informed by both the community and criminal legal system stakeholders.

Vision: Six themes centered on implementable public safety—developed by the community and criminal legal system stakeholders.

Why the Transforming Justice project has used consensus

Transformative Governance ➡ Transformative Outcomes
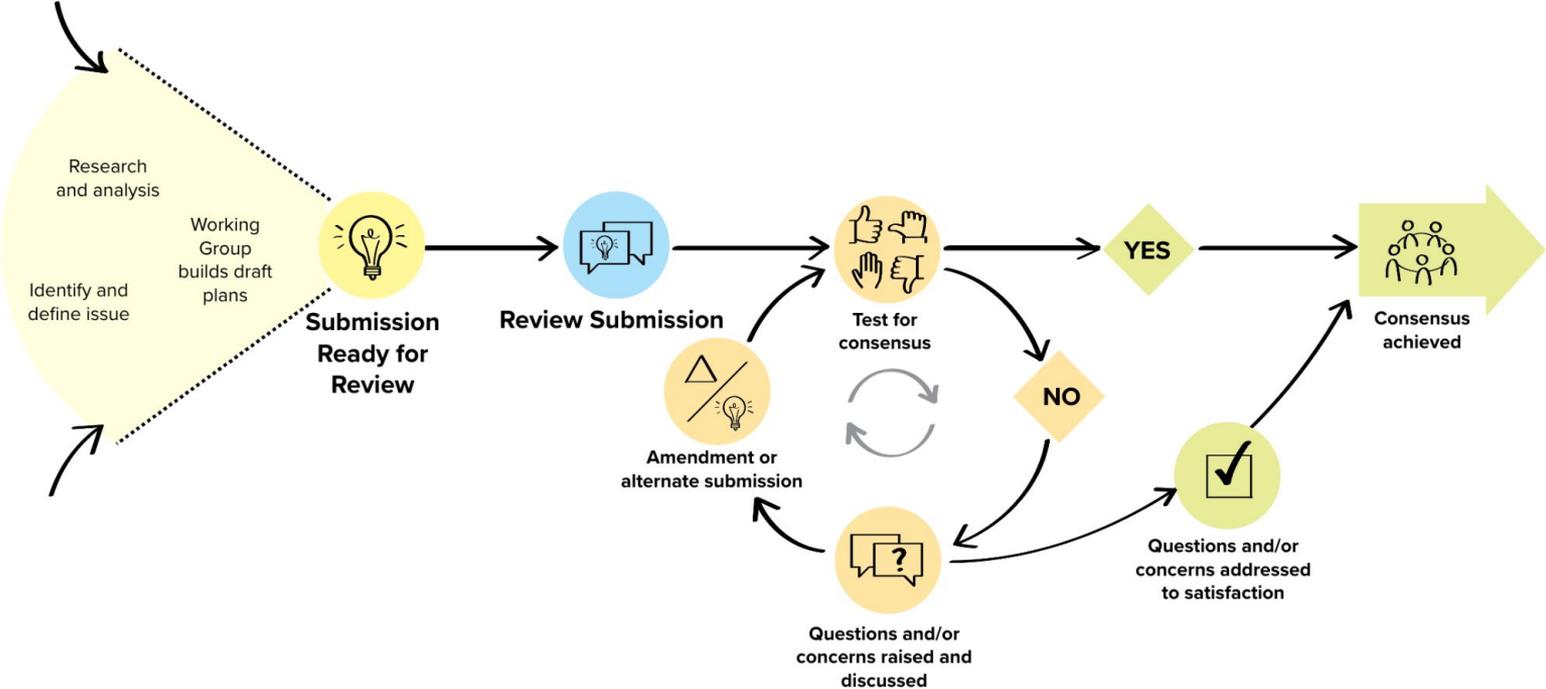
Challenges:

- Time-intensive
- Complex
- Messy
- Potentially new

Benefits:

- Each member empowered, valued, and heard
- Full, complete buy-in, and ownership
- Strong decisions account for all concerns
- Addressing underlying issues fully will make implementation easier
- Critical relationships built and strengthened

Steering Committee Consensus Process Flow

Community-centered justice projects for inspiration and learning

Transformative Justice Document and the Bay Area Transformative Justice Collective (TJ/CA) "provides opportunities for liberatory responses to violence that actively cultivate healing, safety, accountability, connection, transformation and shared humanity and dignity."

Some of the work from various collective projects looks like: "accountability circles, safety plans leveraging community resources, study groups of individuals, creating community safety for youth, collective resiliency, accessible healing, conflict mediation practices, non-violent language and full-on community interventions in violent situations."

Oakland Youth Commission partners with Restorative Justice for Oakland Youth on leading healing circles and training commissioners to become certified Restorative Justice Circle Keepers, and other activities focused on adopting more restorative justice practices for a healthier, safer community.

The Detroit Justice Center's work is grounded in the belief that building healthy cities means reducing and remedying the impacts of mass incarceration.

The collaborative mission focuses on innovative community lawyering, and is "rooted in defensive and offensive fights for racial justice and economic equity … that build up our poorest residents through direct services and novel approaches to land use, housing, and employment." Equipped with a three-pronged approach— "defense, offense, and dreaming—projects serve individual clients, build power, and catalyze systemic solutions."

Hayward CA /Russell City Reparative Justice Project

The City of Hayward connects to and with "former Russell City residents and their descendants to explore appropriate reparative responses to the forced relocation of Russell City residents from their homes and businesses" in the early 1960s.

The project includes a range of community stakeholders working together to "determine appropriate restitution" for the City's involvement in inequitable treatment and forced relocation of former residents.

Additional activities for effective meetings

ACTIVITY	OUTCOME(S) AND INSTRUCTIONS	RESOURCES
OPEN	**Deepen connections** ● At the beginning of the meeting ask folks to each spend 30sec sharing something they are working on, are looking to collaborate, or interested in. This is a share-out, not discussion time. Reserve 15 mins at the end of meeting for folks to follow up with one another on topics shared during the share-out. **Team health check** ● This activity requires trust. If that exists in the group, then give everyone time to read through the table. Discuss what came up for folks & which areas the group is excelling at & which areas have room for improvement. Develop an action plan based on the discussion. You can also walk the group through this more directed activity using a presentation guide.	Rapid Coordination Jimmy Janlén
EXPLORE	**Brainstorm potential actions** ● Give each person a sharpie and post-it note pad. Meeting participants write down ideas, or answer a specific question. After 5 mins (or more, depending on the topic), have everyone put their post-it notes on a wall next to an idea similar to their own. **6-8-5** ● Each person brainstorms 6-8 solutions/answers to a question & then shares them out with the group. **Nonviolent communication training** ● Develop your team's ability to engage with conflict in a positive way that is clear & compassionate.	6-8-5 Your Complete Nonviolent Communication Guide
DECIDE	**Affinity mapping** ● After brainstorming is complete and many, many ideas are represented, talk about similarities. Do any categories emerge? Can the post-it notes or ideas be narrowed to a smaller number? **Dot voting** ● Each person is given the same number of stickers (or you can use check marks). They have 5 mins to look at all the ideas/post-it notes & vote for those most important to the problem the group is solving	Affinity Mapping Dot Voting
CLOSE	**Determining next steps** ● Make 3 columns on a dry-erase board or piece of paper. At the top of one column write WHO, the next column WHAT, & the last column WHEN. Start by writing each person's name in the 1st column. Ask each participant what they are committing to do by when. **Evaluating a process** ● Make 3 columns on a dry-erase board or piece of paper. At the top of one column write START, the next column STOP, & the last column CONTINUE. Consider an action, or process as a group and ask, "What should we START doing, What should we STOP doing, and what should we CONTINUE doing?"	Who, What, When Start-Stop-Continue

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