2.1.1 Organizational Capacity and Expertise

We know from experience that vision sessions have immense potential. They have the potential to help diverse sets of people make significant progress against a goal. They have the potential to promote interaction, discussion, and the exchange of ideas among colleagues, even when they initially have different agendas. They also open the door to building capabilities among participants, which they can apply long after the workshop session is over. Territory believes all human-centered design unlocks this potential.

Of course, everyone will say this. But our response to this RFP will demonstrate that we walk the talk. Our proven experience; collaborative, co-creative, visual approach; and innovative ways of working consistently deliver more successful results, introduce new ways of seeing and addressing vexing issues, enable greater efficiencies, and create ideas that inspire actionable hope. The outcome is powerful and can have a potentially dramatic impact in an environment that addresses policies and the value of equity and justice.

And while we emphasize our process of discovering, exploring, and delivering effective solutions, we're also happy to point out that we represent some of the world's most talented and committed consultants and designers. We will deliver a dedicated team of master facilitators, visual and informational designers, subject matter experts in public services, management consultants with knowledge and experience with systems-at-scale, technologists, equity champions and trainers, and a diversity of other experts to look at challenges in new ways and provide fresh ideas and insights. These rare-breed professionals devote themselves to bringing your objectives to life, in any environment and through whichever medium delivers the greatest impact.

Territory is trusted by dozens of the world's largest and most respected organizations and is uniquely qualified to meet LPSCC's needs.

We welcome this unique opportunity to partner with Multnomah County LPSCC. We will collaborate with LPSCC to help create clear pathways for leaders and their teams, make data-informed decisions, and improve our local public safety system's cost-effectiveness and responsiveness to our communities' needs.

Methodology and Approach

As paraphrased from the opening remarks of LPSCC executive director, Abbey Stamp, at the What Works Conference,

> *"We're in a storm of crisis. We need a north star. We need to avoid being continually reactive … and find ways to more effectively help folks, whether through health, justice, or otherwise.*
> *The human condition is that we all harm, and we are all harmed. Let's find how to reduce harm and improve or increase healing."*

We agree — this is truly the power and value of human-centered design thinking and visual thinking. This approach is the means to get outcomes that are tangible, practical, and real—not just blue sky platitudes.

Territory creates and delivers meaningful and effective experiences. We help guide teams using listening, sense-making, acumen, and frameworks, inspiring them to do their best work together. Participants see the power of an inspiring vision and build the confidence to tackle whatever challenges lie ahead.

territory

Here are some of the key questions to be explored in our visioning engagement (not intended to be final or exhaustive):

- How can we build a north star vision for public safety that outlasts elections and retirement?
- What can we do to change the perception of victim vs. offender thinking?
- How do we strike a balance in our engagement between blue-sky thinking and grassroots action?
- What type of alternative consequences should we consider?
- Which funding streams should be considered and explored?
- What innovative policies and laws can address mass incarceration problems related to racial inequality and poverty?
- How do we inclusively lead with race?
- How might we strategically prioritize race, using historical qualitative and quantitative data to inform our decisions?
- How can we systematically shift resourcing policy, treat mental health as a real problem?
- Can we examine and reform our role in perpetuating a racially unjust system, and focus on family and community ties?
- What new measurements can be applied so that all communities feel heard and valued?
- What is the cultural lens we can apply to the CJS?
- How do we develop and employ a solution framework that robustly accounts for cultural, historical, social, and structural context?
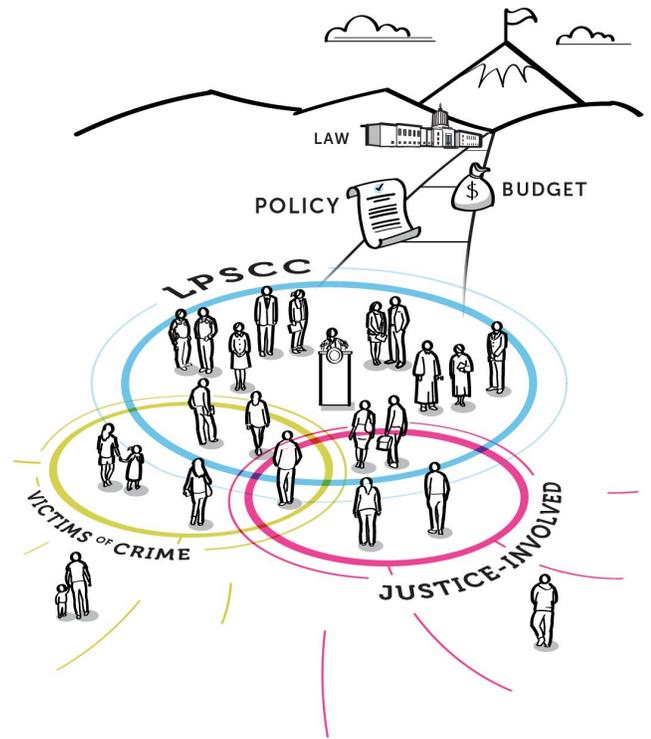
With the subject-matter expertise of LPSCC's community of stakeholders and Territory's creative, human-centered design talent, we know that we can explore these questions, develop practical and meaningful short- and long-term visions, and identify key areas of focus. We believe that this partnership can achieve something extraordinary.

Why Territory?

We blend visual collaboration with design thinking methodologies to make confusing concepts and complex information clear, concise, and concrete. That clarity means that decisions can be quickly understood and implemented. At its core, our method is an imaginative, empathetic, human-centered, and visual problem-solving approach that can be applied to help LPSCC see potential paths and scenarios and develop a clear vision.
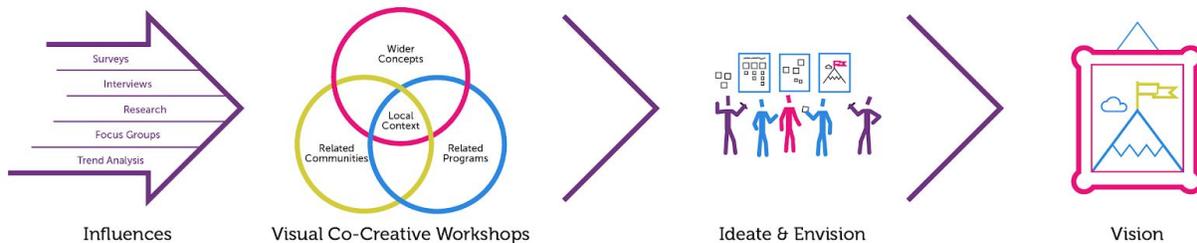
Our approach to designing and delivering workshops

Today's professionals prefer to problem-solve collaboratively, rather than to take direction. And recent research has shown that a human-centered systems-based approach is best for solving complex social problems. We believe it's better to show and see our co-creative approach versus tell and talk about it. To illustrate our experience in designing, documenting, and creating visualizations for vision workshops, we have provided a gallery of case studies, workshop documentation/capture report examples, and visualization output examples.

Similar Work Project Case Studies

Below is a small sample from the dozens of vision or strategy workshops Territory has performed. Each has a short description of the purpose of the workshop and a link to the case study.

UNESCO Strategic Plan

UNESCO's Knowledge Management & Information and Communication Technology (KM & ICT) strategy needed renewal. The former strategy had a strong focus on improving efficiencies and basic infrastructure. However, the new strategy needed to focus on Digital Transformation to enable optimal use of KM & ICT technological developments.

OECD Digital Transformation Initiative

OECD sought to cultivate a widespread understanding of the importance of its digital transformation, design a plan to achieve it, and gain endorsement from member country stakeholders and key internal and external teams.

Columbia Bank

The largest regional bank in the Pacific Northwest needed to develop a new strategy to meet changing market conditions and rapidly evolving customer needs. They also needed to communicate the strategy to the bank's leadership, employees, and board members.

Daimler Trucks

The global truck manufacturer announced a reorganization of its Entire Vehicle & Vocational Engineering (EVE) unit. The group's leader sought to infuse a continuous improvement mindset, create and align on a strategic vision, and model a set of initiatives required to meet its plan.

Work Forward Summit

Territory and MURAL conceived the Work Forward Summit because we recognized today's world of work is in a state of constant change. We believe there is a better way of working, based on human-centered principles and respect. So we decided to assemble a group of leaders to develop a vision of how the business of work can be better. The objective of the Work Forward Summit was to explore the environment, people, equipment systems, and culture needed to enable increased productivity, greater satisfaction, and better business outcomes.

Oracle Global Marketing Vision

The marketing team sought to create the vision and roadmap for the EMEA & APAC organization's journey to create a new strategy and approach for the group and ultimately supporting the organization's transformation to the Cloud.

We have also uploaded a supplement named **TRTRY LPSCC 2.1.1 - Case Study Supplement.pdf** containing expanded case studies for you, which include sample outcomes.

About Territory

Based in Portland, Oregon, Territory is an agile and flexible global design consultancy with extensive experience facilitating large strategy and visioning workshops. The firm has been in operation since 2018, however, the founding partners and most of our talent have worked together for 5-12 years.

We leverage an experienced network of proven experts, trained associates, and full-time personnel. We craft our project teams to deliver deep expertise in the requirements of each engagement, bringing keen knowledge of how to co-create, collaborate, and design meaningful, actionable solutions.

Your Territory Team

Territory employs a team-based engagement model, which means we bring a diversity of thought and talent to bear for the LPSCC's benefit in meeting its objectives. Your core team will include the following personnel, with work effort determined as a result of our co-created work plan developed in Task 1:

- Program Director
- Senior Strategist & Facilitator
- Senior Visual Designer
- Project Manager

- Graphical Capture Artists
- Illustrators and Production Artists
- Subject Matter Experts in Social Justice, Meeting Design, Research, Information Design, and Data Analysis

We believe in this engagement, and we recognize how important it is to our community. The three founding partners of Territory will co-lead the engagement, with managing partner Parker Lee serving as the Program Director. Matt Morasky and Matt Adams will share Senior Strategist & Facilitator roles, with Matt Adams also leading all design efforts. As members of this community, we have valuable first-hand experience of the public health crisis that is playing out daily on the streets of Multnomah County.

Jeremy Lucas, with his expertise as an attorney and work in violence prevention and community-building, will work heavily in Tasks 2 and 3. Natalie Born, with a background in innovation and organizational design, will be actively involved in Tasks 2 & 4. Annie Pomeranz will serve as Program Manager through all tasks, ensuring we stay on time and on budget.

Strategic partners will bring expertise to the engagement in Tasks 1 – 3, assisting in environmental research and benchmarking, meeting and decision-making design, and trend analysis. Additional talent will be integrated into the engagement based on the work plan developed in Task 1, including team members fluent in design, graphical capture, information design, data analysis, and visualization.

→ We have attached a supplemental file named **TRTRY LPSCC 2.1.1 - Team Supplement.pdf** containing further team background information.

→ For details on forecasted time delivered by specific roles on the project, see our budget supplemental file named **TRTRY LPSCC 2.3.1 - Cost Proposal Supplement.pdf**

2.1.2 Strategic Partners

Territory has a number of global strategic partnerships in innovation, visual thinking, design, strategic planning, remote facilitation, change management, training, and UI/UX development. Without creating an exhaustive list of possibilities, we have instead highlighted two partners who will likely be called upon to contribute to delivering our services for LPSCC.

Lucid Meetings, based in Portland, shares the same passion for addressing new ways of working and helping organizations become adaptive and resilient, starting with the use of new processes in conducting meeting and communication operations. We believe Lucid will be active in Task 2 and/or 3 and instrumental in identifying optimal ideation and decision-making structures for our visioning workshops.

WhatBox Innovation Partners has a proven record of helping organizational leaders apply the power of creativity in building team productivity, practicing problem-solving, and unlocking vexing problems to increase flexibility and create adaptability and resilience. We expect WhatBox to participate in Task 2 and/or 3 and contribute to designing how stakeholder leaders can design problem-solving approaches in addressing solution frameworks and cultural lenses..

Lucid Meetings

Organizations worldwide turn to Lucid as the definitive resource for the science-backed insights, systems, and capabilities development they need to ensure their teams communicate effectively and their meetings are reliably productive and engaging.

Lucid Meetings helps newly forming teams and established teams design an optimized way of working. Key projects in 2019 include meeting performance diagnostics for a 120k employee international retailer, team formation for a 50-person environmental advocacy organization, and a meetings overhaul for the Alaska government's Port of Valdez Harbor management group. In addition to client work, Lucid Meetings research and insights are regularly featured in industry publications, university lectures, and industry events. Lucid Meetings also hosts the industry-leading meeting management software platform, used by businesses to drive meeting results and accountability.

Lucid Meetings helps teams run successful meetings every day.

http://lucidmeetings.com

WhatBox Innovation Partners

WhatBox works with organizations to build the mindsets and skills to thrive in a modern world. WhatBox solutions are for individuals seeking to strengthen their skills, teams or entire organizations, of any size or industry, who want to transform their value in a radically shifting world in order to:.
- Unlock complexity
- Deliver on innovation
- Lead adaptive, self-powered teams
- Fuel creative movements

Even in the world's chaos, an organization's vision can be crisp and clear, your people inspired, and your teams geared to realize new possibilities.

https://www.whatboxpartners.com

2.2.1 Proposed Approach and Timeline

Overview

The Multnomah County Local Public Safety Coordinating Council (LPSCC) seeks to develop a long-term vision to drive a strategic planning process. The goals for the engagement are to create the Council's vision for what the future will look like in 5, 10, and 20 years, with a specific focus on how public health and safety systems can better respond, intervene, and serve those in acute behavioral health distress without habitually requiring criminal justice involvement. The vision we co-create with LPSCC will be the guiding force behind policy development and subsequent strategic planning that will guide the County and its LPSCC partners for years to come.

To ensure LPSCC succeeds in achieving its objectives, Territory will work in close collaboration with the LPSCC community to achieve our stakeholder's desired outcomes. The process will follow the structure of tasks laid out in the RFP Sourcing Event Description. To ensure success, we will employ the use of digital best practices, visual thinking, and a design approach that employs agility and inclusiveness to help develop and achieve a clear picture of the LSPCC's vision and future focus areas.

Key Considerations

We recommend an approach that leverages the active participation from the LPSCC's constituency of external partners and related communities (crime victims, people involved in justice systems) and employees. To guide development, we will work with the LPSCC to plan, research, design, and develop the long-term vision. Using direct input, collaboration, co-creation, and visualization, we will create, refine, and adjust the vision for optimal results and reflect the needs and desires of the LPSCC, its stakeholders, and impacted communities. This approach guarantees greater buy-in from all involved.

Why This Engagement Matters - Topics to Address

Working collaboratively with Territory, LPSCC has the opportunity to address key focus areas to build a north star vision for public safety that outlasts elections and retirement. Further, we recognize the LPSCC is under tremendous pressure due to COVID-19. We believe this crisis increases the importance of this engagement. Fortunately, Territory has been working remotely with a distributed workforce for decades. We are practiced at facilitating remote planning sessions to create new organizational visions, enable scenario-planning, establish new systems and processes for managing the rapidly changing environment, and developing response initiatives to accomplish short-term goals while creating long-term scalability.

→ We have attached a supplemental document named **TRTRY LPSCC 2.2.1 - Approach Supplement.pdf** outlining known focal areas for our approach.

Work plan - Four Tasks in Vision and Focus Area Development

We will apply a phased approach to co-create and deliver the LPSCC's long-term vision. Territory's human-centered approach enables clear identification of the strategies necessary to achieve LPSCC's goals. The process will force stakeholders to examine the LPSCC, its partners, and the lived experience of its constituents closely. The process will include consideration of structures, systems, and varied approaches to public health and safety.

Using agile, innovative methods, and focusing on the factors that will truly "move the needle," the vision Territory will co-create with the LPSCC executives, victims of crime, and justice-involved individuals will enable elected officials, government personnel, and residents of Multnomah to chart a course for the future and build a strategic plan that ensures the achievement of the goals outlined in the LPSCC vision.

If selected, we can leverage our remote facilitation expertise to accomplish Task 1 Planning in the first month of the engagement. Then we can use the summer months for Task 2 - Environmental Research and Benchmarking and then be prepared for Task 3 - Facilitate Workshop either in-person or remote.

Optionally, we can also include special scenario and visioning workshop sessions so that LPSCC is better able to plan and pivot, given different fiscal, systems, and environmental scenarios.

Below is a draft visual timeline, with icons for the expected deliverables. We will detail this timeline with the Multnomah County LPSCC team during Task 1.

TASK 1: Prepare & Plan

Objectives and Purpose

- Align on desired outcomes and vision development approach
- Reaffirm engagement plan
- Establish and confirm working structures, roles, and governance
- Identify initial stakeholder and resident engagement process
- Confirm the engagement plan timeline

Timing

September 2020 (TBD)

Key Activities

Defining Team & Governance
- Facilitate project kick-off with LPSCC to review, co-create, and align on intended engagement outcomes, project plan, and working cadence
- Agree on project roles and responsibilities, scope of work, timeline

Key Deliverables

- ❑ Kick-off workshop
- ❑ Engagement plan
- ❑ Kick-off workshop capture report

Discovery

- Affirm desired outcomes
- Assemble relevant documents and background information
- Identify key stakeholders, including how to engage them throughout the process
- Determine key topics to be researched and explored in Task 2 to help navigate the return to normal practices post-COVID, mostly dealing with work left undone, e.g., how will the reopening courts deal with backlogged cases and impact on jail population
- Determine if additional scenario planning workshops are required to explore the impact of COVID
- Gain an initial picture of the current state (requirements and obligations, assets, resources, structures, approaches, and capabilities)
- Synthesis of discovery results

Key Milestones

- ✓ Kick-off workshop
- ✓ Delivery of draft engagement work plan and kick-off workshop capture report

TASK 2: Environmental Research and Benchmarking

Objectives and Purpose

- Identify trends and key topics and issues to be addressed in facilitated vision workshop sessions
- Discover innovative ideas, processes, and programs being deployed in other criminal justice systems (CJS)
- Seek benchmarked data from other CJS programs and offices to be used in exploring and evaluating ideas for the LPSCC vision and strategy
- Make sense of existing local CJS reform information

Timing

Dates TBD

Key Activities

- Through a digital survey, garner ideas and inputs to Identify "barriers" and "opportunities" and initial considerations of possible new or different policy and planning strategies
- Gather additional qualitative context from a set of focus groups comprised of individual key stakeholders from criminal justice, behavioral health, community, and victim service agencies with live experience on pertinent CJS topics
- Perform desktop research to identify and explore relevant trends, issues, and other factors in local CJS (jail populations / over-incarceration, CJS racial disparities, mental health, substance abuse, etc.)
- Conduct detailed analysis and review, then assemble into a cogent synthesis and use insights and knowledge to develop the session plans and agenda for the facilitated vision workshops

Key Deliverables

- ❏ Digital survey instrument
- ❏ Up to four (4) focus groups
- ❏ Summary research and benchmarking findings (for internal purposes)

Key Milestones

- ✓ Survey distribution
- ✓ Focus group sessions
- ✓ Delivery of summary research and benchmarking findings report (for internal purposes)

TASK 3: Facilitate Workshops

Objectives and Purpose

- Leveraging the insights from the Environmental Research and Benchmarking task, facilitate 5 – 7 visioning and strategic planning workshops with community participants and stakeholders, as chosen by the LPSCC Executive Director
- Explore and identify a clear, unified LPSCC long-term vision for how systems could work better across agencies, governments, and operational silos
- Identify key areas of focus and subsequent initiatives and action items to be pursued
- Document and record thoughts and feedback from participants to inform the development of the long-term vision and focus areas
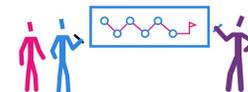
Timing

Dates TBD

Key Activities

- Facilitate a set of collaborative, co-creative workshops to identify the long-term vision for the County's CJS
- Discuss and explore insights, challenges, and opportunities
- Identify key focus areas and specific action items for each focus area based on the identified vision in order to develop a fully-realized vision that will lead to a strategic plan across the public safety systems
- Graphically capture conversations, discussions, and ideas generated in the workshop sessions
- Author a capture report summarizing all discussions, ideas, decisions, and work activities that emerge from the facilitated workshops.

Key Deliverables

- ❏ Facilitated workshop sessions (5-7)
- ❏ Workshop graphical capture illustrations
- ❏ Workshop capture reports w/ detailed notes

Key Milestones

- ✓ Facilitation of workshop sessions (5-7)
- ✓ Delivery of capture reports

TASK 4: Project Report

Objectives and Purpose

- Organize and compile all deliverables and information from the first three tasks to provide a formal presentation and a written report to the County's Project Manager and LPSCC

Timing

Dates TBD

Key Activities

Design the final report on the LPSCC's Long-Term Vision:

- Design a detailed final vision and framework to account for input and feedback from stakeholders
- The final vision will detail what the County CJS should look like in 5, 10, and 20 years with the goal of working better across agencies, governments, and silos while outlasting turnover and election cycles
- The final vision report will include timelines outlining priorities and plans of action to meet vision goals
- Present long-term vision report to the County's Project Manager and LPSCC in person

Key Deliverables

- ❏ Summary report on the long-term vision for LPSCC, including key focus areas

Key Milestones

- ✓ Final LPSCC long-term vision and focus areas illustrations
- ✓ Deliver and present LPSCC long-term vision report

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2.2.2 Progressing and Managing the Program

Methodology

Territory has a proven program management methodology that has been well-honed over years of executing projects of the same scope and work effort as the LPSCC program. Our approach uses incremental, iterative work sequences that are commonly known as sprints, along with weekly meetings and reporting. We use digital best practices and innovation management for agility, effectiveness, and inclusiveness.

The tactical practice of working with the LPSCC to ensure the program's success involves the following activities:
- Establish a schedule of calls/meetings with the LPSCC team/sponsor.
- Define roles and responsibilities to ensure maximum efficiency during planning meetings and facilitated workshops.
- Schedule and coordinate standing in-person or remote meetings with stakeholders for planning purposes.
- Provide weekly written status reports and have regular status calls with LPSCC counterparts. The project team will also provide delivery presentations at each stage of the process.
- Availability for virtual, phone, or in-person ad hoc meetings as needed.

To optimize our pool of talent, gain efficiency, and work globally, Territory uses a host of technology platforms and solutions for communications, collaboration, and reporting.

Program management also includes input and participation from LPSCC's leadership and internal stakeholders. To guide this process, we will collaborate with an LPSCC project team to design and manage the work plan. Using active input, participation, and iteration, we will refine and adjust the plan for optimal results. LPSCC will have final approval of all deliverables.

Governance

Based on our approach, we need active Multnomah County participation on three levels:
1. Executive sponsors
2. Working team
3. SMEs and stakeholders

To begin with, we need strong executive sponsorship and alignment. Sponsorship at the highest level maintains a sense of urgency that is important for communicating difficult messages, making hard choices, and getting things done. Although we do not anticipate a great deal of day-to-day interaction with LPSCC leaders, we will seek to establish a governance process to ensure they are informed, aligned, and engaged throughout the project.

Second, we will need a high degree of involvement from working team members of key organizational work functions and/or stakeholder groups. We expect that project team members will actively participate in our planning sessions and the iterative design, planning, and engagement activities that follow. While we will take on most of the work to design and conduct workshops, interviews, survey instruments, this needs to be a collaborative effort, and we expect ongoing feedback and involvement from the LPSCC working team. We also request a single point of contact to compile timely review and feedback and to take responsibility for bringing the appropriate stakeholders to the table when necessary.

Finally, we expect that LPSCC will identify and make accessible stakeholders and other subject matter experts (SMEs) who may have valuable insight and/or inputs. Ongoing collaboration is essential to building consensus and driving alignment. Ultimately, the working teams and the larger LPSCC stakeholder groups will be important change-agents who help to socialize and enable organizational transformation throughout the ranks of LPSCC's stakeholder communities.

2.3.1 Cost Proposal

Overview

Our cost proposal has been outlined in the attached PDF. It shows roles, cost per resource, activities, and estimated hours by task. The total cost of the engagement as outlined in the proposal is $192,850.

The budgeting spreadsheet is 5 pages: one page per task, and a summary page. While we realize this format is over the required 3 pages, we chose to provide it with 5 pages for ease of reading, If this is problematic, please let us know as we can easily convert it to one long spreadsheet, making it less than 3 pages.

It is important to note that the total cost is based on these engagement budget design assumptions below, and certain activity elements, which can be included or individually eliminated.

Engagement budget design assumptions

Task 2

- Survey development, administration and analysis - Total cost = $23,250
- Four (4) focus groups, with focus group compensation for non-employees; (50 ppl total @ $25 each for 4 focus groups) - Total cost = $28,150

Task 3

- Seven (7) visioning sessions, including graphical capture - Per session cost of $14,050. Total cost = $107,925
- Graphical capture of vision session—per session cost = $2,100. Total cost = $14,700
- Optional scenario planning sessions—approximately $20,000 for the first one and $14,050 for each thereafter

We have uploaded a detailed 5-part budget for your consideration in a supplemental file named **TRTRY LPSCC 2.3.1 - Cost Proposal Supplement.pdf**

2.4.1 Sustainability Innovations and Initiatives

At Territory, we strive to promote sustainability in all aspects of our business practices. Wherever possible employees are encouraged to reuse and recycle business materials and to consider environmental impact when conducting workplace activities. Here are some of the ways we commit to promoting a Green workplace:

- Remote Work Model — Territory embraces a remote work model intended to promote work resource flexibility and minimize our organization's carbon footprint. Most Territory activities occur from remote home offices, with heavy utilization of digital collaboration tools and virtual meeting platforms.

- Office Supplies — we encourage employees to reuse office supplies whenever possible. We purchase office supplies for our offices and remote office locations made with recycled products.

- Travel Policy — we use video conferencing products for meetings vs. travel in person whenever possible.

- Hazardous Waste Disposal — we encourage employees to dispose of all ink, batteries, and electronics in a sustainable manner. Hazardous items can be recycled and reused through relevant partners like Free Geek or e-Cycle to ensure their re-use and/or sustainable disposal.

All work activities are to be conducted with environmental stewardship in mind. Employees are encouraged to bring any ideas to management on how we can continue to improve our efforts to minimize waste and reduce the effect our business practices have on the environment.

Local Sourcing Policy

We believe local sourcing is an important component of healthy & sustainable communities and economies. In accordance with our commitment to sustainability, Territory strives to support local communities through a preferred local sourcing policy. When possible, goods and services used by Territory are to be sourced through local vendors, manufacturers, and service providers. Ideally, purchases and services should be solicited from sources within a 300-mile radius of the meeting space or event location. And we commit to hiring qualified local candidates for open positions whenever possible.

2.4.2 Responsible Business Practices Group

Social Responsibility Practices

Preferred Vendor & Supplier Policy

Territory actively seeks out and provides preference to vendors and suppliers owned by women or individuals from underrepresented communities. Preference in vendor and supplier selection is also given to B Corporations and those who have a proven track record of responsible and sustainable business activities.

Community Support Initiatives

In 2020 Territory launched its Community Support Initiative to formalize our process for giving back to the community. Territory has set an annual organizational budget dedicated to providing pro-bono consulting services to selected non-profits and solicits nominations for Community Support recipients from employees. Budget determination and final selection of pro-bono recipients will be determined by the Partners on an annual basis.

Pay Equity Policy

Territory believes in equal pay for equal work. Our compensation practices will be non-discriminatory and in compliance with State & Federal equal pay regulations. Any variations between compensation for work of comparable character will be based on bona fide factors such as seniority, merit, quantity or quality of production, travel requirements or workplace locations, education, training, experience, or a combination of these factors.

Equal Opportunity Employment Policy

Territory is an equal employment opportunity employer. We comply with all applicable local, state, and federal laws in providing our employees and applicants with equal employment opportunities. Our decisions and criteria governing the employment relationship with all employees are non-discriminatory and are based on job requirements and an individual's skills and experience without regard to age, race, religion, sex, national origin, marital status, sexual orientation, gender identity, gender expression, veteran status, disability or any other status protected by state or federal law. We comply with the spirit and letter of all local, state, and federal laws pertaining to employment, hiring, promotion, discipline, or termination of employees. All matters related to employment are based upon the ability to perform the job, plus dependability and reliability once hired. This statement reaffirms our dedication to the principles of equal employment opportunity and our expectation that all employees will lend their full support to furthering Territory's success through the implementation of those principles.

Volunteer Time Off (VTO) Policy

Full-time employees are eligible for up to 8 hours (1 day) of paid Volunteer Time Off (VTO) per anniversary year. VTO may be used for any volunteer activity, such as time used to support non-profit, social cause, and sustainability-focused organizations. All VTO use must be requested using the Scheduled Time Off Request/Approval process. Employees must provide written verification of the service performed from a representative of the non-profit, social cause, or sustainability-focused organization. This benefit is intended to be used only during regular work hours and is not intended for use volunteering after hours or during weekends, except with express approval from management. VTO does not roll over from year to year and will not be paid out at the time of termination.

Diversity & Equity Commitment

Territory is committed to fostering, cultivating, and preserving a culture of diversity and inclusion. Our employees are the most valuable asset we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, and unique capabilities represents a significant part of our culture, our reputation, and our success.

We embrace and encourage our employees' differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.

Territory's diversity initiatives are applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on the premise of gender and diversity equity that encourages and enforces:

- Respectful communication and cooperation between all employees.
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives.
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for diversity.

All employees of Territory have a responsibility to treat others with dignity and respect at all times. All employees are expected to exhibit conduct that reflects inclusion during work activities, events, and other Territory-sponsored functions. Any employee found to have exhibited any inappropriate conduct or behavior against others may be subject to disciplinary action. Employees who believe they have been subjected to any kind of discrimination that conflicts with the Company's diversity policy and initiatives should seek assistance from a member of management.

Territory Provided Benefits

Territory provides employees with a competitive and robust compensation & benefits package, to include:

- Group Health Insurance
- Paid Holidays - Eleven paid holidays per year
- Paid Time Off - 120 hours per year to start, increasing to 160 hours per year as of the third year of employment
- Paid Volunteer Time & Paid Volunteer Board Time

Paid Volunteer Time & Paid Volunteer Board Time

Full-Time employees are eligible to receive up to 40 hours per year of Paid Volunteer Time to volunteer with an organization of their choosing. Employees using this benefit must notify the Partners via email with any scheduled absences due to Paid Volunteer Time. In addition, employees are encouraged to volunteer to serve on a governance board for a nonprofit that is doing work that is aligned with Territory's mission. With the express pre-approval from the Partners, eligible volunteer board sessions that occur during the employee's workday may be paid by Territory as Paid Volunteer Board time. Acceptance or denial of Paid Volunteer Board time is at the discretion of the Partners. Please note all use of Paid Volunteer Time or Paid Volunteer Board time on the company's timekeeping system. Unused Paid Volunteer time and Paid Volunteer Board time will not roll over from month to month, will not be cashed out, and will not be paid out at the time of termination.

2.4.3 Responsible Business Practices

Cultural Difference Adaption

Human relations in a multicultural environment require awareness of potential differences in work-style, communication, interaction, and way of handling conflict. We are well-versed in the various models of culture and cultural dimensions. Moreover, we have applied them throughout our careers in our local and multinational projects. By this we mean three things:

- **1 : 1** - Recognize different styles and approaches, adapt, and respond to them. Where requested, make people aware of their own style and how it might be perceived by others.

- **Teams** - Make underlying cultural and ways of working issues transparent, explain their origin, and build awareness and understanding wherever necessary. Utilize role-model sensitivity and adaptability and foster it in others (if need be). Act as a cultural translator or mediator. Ask the parties involved to share their perspective and then work towards a common basis or a "third way" of solving things.

- **Organizationally** - Our clients and their stakeholders have developed an organizational culture of their own, which is reflective of their cultural and other diversity. We adapt to the given culture to then work alongside its members towards the overall target culture.

Internship Program

Territory is an active employer of interns from local colleges, providing value for both parties by mentoring young adults about to move into the workforce and demonstrating new ways of working, Territory gains a perspective on how this generation sees and approaches work enabling us to learn how to be more nimble and agile in recruiting and training new employees.

Equity Lens

Seeking to provide a common vocabulary and protocol for evaluating policies, programs, practices, and decisions for racial equity and to produce policies, programs, practices, and decisions which result in more equitable outcomes, Territory adopted the following equity lens: For any policy, program, practice, or decision, consider the following six questions:

1. Who are the racial/ethnic groups affected? What are the potential impacts on these groups?

2. Does this ignore or worsen existing disparities or produce other unintended consequences?

3. How have you intentionally involved stakeholders and shared decision-making with affected community members? Can you validate your assessments in (1) and (2)?

4. What are the barriers to more equitable outcomes? (e.g., mandated, political, emotional, financial, programmatic, or managerial)

5. How will you (a) mitigate the negative impacts and (b) address the barriers identified above?

6. How will you communicate the decision that was made and seek an evaluation from affected stakeholders?

Work Forward Movement

Territory is the co-founder of the Work Forward Movement, and embraces the following Work Forward principals:

- **Work is social** - No one works entirely alone. We make contributions through collaboration and communication.

- **Work is personal** - We find meaning in work, whether in the basic need for survival or in the pursuit of an individual passion or greater purpose. To succeed in attaining personal meaning at work requires accountability and commitment.

- **Work is human** - Work is a fundamental part of the human experience, focused on satisfying human needs. We apply empathy equally to our efforts and the product.