



REIMAGINE JUSTICE

# **The Square One Project in Oklahoma**

Process and Implementation Report

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## Report Purpose & Audience

This report reviews the narrative change and reckoning work that the [Square One Project](#) undertook in Oklahoma. It outlines how we designed and implemented a two-year project in collaboration with local partners, and summarizes what we learned.

This report provides a record of the work's history, rationale, and process. This record should inform people and organizations engaged in narrative change work or in projects that reckon with how white supremacy and racism in the United States have shaped the country's criminal legal system.

## What is Square One?

The Square One Project, launched in 2018 and based at Columbia University's Justice Lab, facilitates, accelerates, and amplifies national and local conversations about foundational change to our nation's criminal legal system. We bring people together to reimagine justice by: building a shared understanding of the historic relationships between racism, the criminal legal system, and other social systems; and by reconsidering society's response to harm.

A central question guides our work: if we set aside traditional responses to violence and harm, which center punishment, police, and prisons, and ask how we might build truly safe communities—if we could start from a new 'square one'—how would justice policy be different? We imagine responses to harm based not on punishment but rather on accountability, responses that center human dignity, power-sharing, and healing. Moreover, we imagine thriving communities, well-equipped to prevent the occurrence of harm in the first place. This involves ensuring all people have access to healthcare, housing, nourishment, creativity, and self-determination— the building blocks of community safety.

Square One believes that to create this world, we must change dominant narratives around crime, violence, and punishment and reckon with our nation's history of white supremacy and racism. In particular, we hope to help people view interpersonal violence not as something caused by 'bad people making bad choices,' but as a result of societal failures and structural harm.

To change these dominant narratives, we facilitate conversations about criminal justice grounded in history and truth-telling. These conversations—which center the perspectives of people directly impacted by racism, violence, and the criminal legal system—involve stakeholders with a diverse set of experiences, expertise, and backgrounds,

including government leaders, organizers, nonprofit leaders, faith leaders, academics, and more.

Square One conversations reckon with history. They create space for participants to confront how the United States' origin story, including genocide and chattel slavery, gave rise to a legal system that continues to uphold racism and white supremacy. We believe that through a sustained reckoning with the historic and present-day harms of the legal system, dominant narratives about punishment can give way to a new set of shared values for justice, community safety, and healing.

We believe such a reckoning must include (1) **a collective acknowledgement** of how historic racial domination shaped our contemporary criminal legal systems, and (2) **a concerted effort by a radically inclusive group of people** to enact new practices and policies that center healing and community thriving rather than punishment. Square One's vision for justice is a country where all communities are fully-resourced to live safely and joyously, and are well-equipped to respond to harm with healing and accountability.

## History of The Square One Project

The first phase of Square One's work had two primary components, each operating at the national level. These were an "Executive Session"—an off-the-record, private convening series that met six times over three years—and a series of five on-the-record, public "Roundtable" convenings, which each focused on a particular aspect of reimagining justice. These convenings were accompanied by a robust public engagement and communications strategy.

Phase One clarified the vital role played by two components of our methodology: first, working with a diverse range of participants—including formerly incarcerated people, community members, organizers, nonprofit leaders, faith leaders, academics, and practitioners—and second, enabling participants to build relationships and learn from one another in an ongoing way.

In addition, core substantive themes emerged from the Executive Session and Roundtable meetings. Participants emphasized the importance of reckoning with the history and ongoing manifestations of racism in the United States; investing in community-led safety alternatives and social supports; identifying concrete pathways for sharing power; and democratizing the creation and dissemination of knowledge.

## **Reimagining Justice in Oklahoma**

In Phase Two of Square One, we built upon the foundational methodological and substantive insights yielded by the first phase of our work. Specifically, we transported our method and practice into a local context, Oklahoma, where we worked for three further years.

### ***Project Exploration***

As the Executive Session neared its conclusion in 2020, one of our participants—Kris Steele, the former speaker of Oklahoma’s House of Representatives and the Founder of a reentry organization, The Employment and Education Ministry (TEEM)—approached Square One staff with an idea. Kris, a justice-reform leader in Oklahoma, asked us to develop and launch a “Square One” project in the state.

Months earlier, after the police officer killing of George Floyd, Kris had been approached by data scientists working for the Oklahoma City Thunder (OKC Thunder) NBA team. These members of OKC Thunder’s Analytics and Intelligence team hoped to collaborate on an “equality and justice” initiative in the state. Kris, influenced by the insights he had gained during Square One’s Executive Session, reached out to our project team. Hoping to bring narrative change opportunities to his fellow Oklahomans, Kris asked us to help devise a project to foster public discourse around “racial disparities in Oklahoma.”

Kris’s colleagues at OKC Thunder proposed that their data team conduct research on racial disparities and other socioeconomic inequalities in Oklahoma, and particularly within the criminal legal system; and that using this research, Square One would subsequently host a discussion to publicize the findings and identify possible solutions to injustice.

Over the next six months, from October 2020 to March 2021, the Square One team explored the value and feasibility of such a project by meeting with a number of local stakeholder groups, including the Oklahoma Policy Institute, OKC Thunder, TEEM, the George Kaiser Foundation, the Terence Crutcher Foundation, ProsperOK, representatives of the state government, and former business leaders. These conversations indicated widespread readiness for work addressing Oklahoma’s racial disparities, but suggested that a quantitative data-based project was not the right fit. Given the abundance of already available data, we began to understand that foundational justice reform might better be catalyzed by values-based work that centered human dignity, power sharing, and truth-telling.

As we considered and outlined the contours of such a project, we asked the three following questions:

- 1) **Can we access and work with folks on the ground, including individuals engaged in justice work as well as people directly impacted by the legal system?** Over a dozen community members verbally agreed to participate in a project with us.
- 2) **Can we build an inclusive and diverse Steering Committee composed of members who would commit to active learning around anti-racism?** Our exploratory phase suggested we could.
- 3) **Can we co-design and co-implement a project with community members?** During our initial conversations, many Oklahomans expressed interest in embarking on this journey.

Together with Kris and informed by our conversations with local stakeholders, we designed a project that would challenge dominant narratives about the root causes of harm and violence, and help people examine the values that undergird justice policy in Oklahoma. By June 2021, supported by Kris and other justice reform leaders in the state, we prepared to embark on a large-scale, state-wide narrative change and reckoning project in Oklahoma.

### ***Project Preparation: Secure funding, establish local leadership, co-design project, develop Steering Committee, and plan research approach***

Square One planned to convene Oklahoman stakeholders in both closed-door meetings and open-door Roundtables settings over a period of two years. These conversations would be designed to help participants develop shared values and determine policies and strategies to reimagine the criminal legal system.

### **Funding**

To do this, we needed funding. We approached the Safety and Justice Challenge funded by the John D. and Catherine T. MacArthur Foundation, which had funded the Executive Session, and received core funding to support our local efforts. We supplemented this with further local fundraising to cover all the direct costs associated with the planned public Roundtables.

The core funding covered Columbia University staff time, pre-launch site visits, and stipends and honoraria for local participants. Subsequently-secured local funding supported direct costs like event space rentals, catering, and audio/visual assistance. We hoped that

local funders, seeing the value of this work, would remain invested in similar ventures after the conclusion of our own project.

## **Local Leadership**

Square One staff encouraged Kris to find a local partner to co-lead this project. As an Executive Director, Kris already had numerous commitments and we anticipated the project would need ample bandwidth. Furthermore, Square One staff learned from Phase One of our work that diversity of perspective would be critical to leading a public reckoning with how white supremacy and racism have shaped Oklahoma’s criminal legal system. Kris agreed with this suggestion, and invited Yvita Crider—a Black woman and former educator who worked as the Director of Statewide Engagement for the policy and advocacy organization Oklahomans for Criminal Justice Reform (OCJR)—to join as the local co-leader. Both TEEM and OCJR invested in our work through the commitment of Kris and Yvita’s staff time.

With Kris and Yvita confirmed as project leads, we began to co-design our work’s substance and process. Alongside our two local leads, four of Square One’s programming staff members—our Executive Director, a senior project manager, a project manager, and a research associate—articulated the challenge our work sought to address.

## **Project Design**

We framed the challenge we would tackle as follows: *“Responses to harm in Oklahoma are rooted in attitudes and a culture that perpetuate racial and economic inequity, which causes further harm.”* To positively impact this culture, we hoped to shift people’s narratives by facilitating conversations and building connections that could help stakeholders develop a new, community-centered vision of justice.

Our work had four goals:

1. Advance narrative change by hosting regular convenings to support local actors engaged in this work.
2. Assemble a group of participants with shared values and a shared commitment to reckoning.
3. Strengthen relationships among a diverse group of community partners to build power and equity.
4. Document the process and measure its impact.

Over the next several months, we developed and finalized a theory of change and logic model. Square One staff drafted these project components drawing both from Phase One of

our work and from discussions with Kris and Yvita about their goals and aspirations. Kris and Yvita offered feedback on our drafts, resulting in the following products:

**Theory of Change:** By working with a cross-sector of impacted people, community members, local government representatives, nonprofit leaders, and academics on local and national platforms, Square One will build momentum around the need to radically transform the criminal legal system in a way that is grounded in truth-telling, power-sharing, and dignity.

**Logic Model:** See Figure 1 below.



**Figure 1: Logic Model**

<p><b>Our Challenge</b></p> <p>Responses to harm in Oklahoma are rooted in attitudes and a culture that perpetuate racial and economic inequity. This causes further harm.</p>				
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Discussion and engagement model</li> <li>• Site partners</li> <li>• Steering Committee members</li> <li>• SQI staff</li> <li>• CU Justice Lab staff</li> <li>• SQI former participants</li> <li>• SQI policy papers, videos, blogs, podcasts</li> <li>• SQI website, twitter, instagram</li> <li>• Funders and funding</li> </ul>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Host and facilitate Steering Committee meetings, stakeholder group meetings, and Roundtable convenings on reimagining justice policy</li> <li>• Implement a robust communications strategy (write op-eds, post tweets, update website, convene panels and virtual town halls)</li> <li>• Support drafting of "Square One" values and language that can influence reform in Oklahoma</li> </ul>	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• 2 local roundtables</li> <li>• 6 affiliate stakeholder groups associated with local site-work, each group meets 3x a year for 2 years</li> <li>• 36 stakeholder group meetings</li> <li>• 100 to 300 local experts on reimagining justice</li> <li>• Documents with "square one" values and language tailored to OK</li> </ul>	<p><b>Short-term Outcomes</b></p> <ul style="list-style-type: none"> <li>• Centered leadership and expertise of people most impacted by racial injustice in the CLS</li> <li>• SQI participants are more open to explicitly tackling racism in the CLS and advocating for dignity-centered responses to harm</li> <li>• Exemplar "square one" language and values are championed and promoted as a model</li> <li>• New relationships and partnerships are built to further "Square One" ideas</li> <li>• Shared ownership of Square One project with all partners</li> </ul>	<p><b>Long-term Outcomes</b></p> <ul style="list-style-type: none"> <li>• Reckoning with white supremacy and racial injustice is a national movement</li> <li>• There is a climate of vibrancy and urgency in the wider university community around issues of racial justice and criminal justice</li> <li>• "Square One" model language and policies are adopted and in widespread use</li> <li>• Gain validation and endorsement of SQI project and make the ground fertile for wide-scale, radical change</li> </ul>
<p><b>Impact</b></p> <ul style="list-style-type: none"> <li>• Racial inequity in the OK CLS is eliminated</li> <li>• Radical and transformational policy changes are implemented across multiple social systems</li> <li>• We are part of a humane society grounded in truth-telling, dignity, healing, and shared power</li> </ul>				

## **Steering Committee**

With Kris and Yvita, we worked to assemble a Steering Committee to guide and advise the work: a group of Oklahomans with personal and professional backgrounds in justice issues. Kris identified and recruited potential members, whom Square One subsequently reviewed. Fifteen members—including stewards of foundation dollars, business leaders, leading practitioners, and government leaders—were selected for the financial, political, and organizational power they held in the state, for their personal and professional expertise, and for their commitment to change.

Steering Committee members (see Appendix A for a full list) had varying levels of commitment to explicitly tackling white supremacy in Oklahoma. All, however, expressed an initial openness to building their understanding and reckoning with racial injustice.

The Steering Committee was charged with the co-design and oversight of our work to reimagine justice, reckon with racial disparity, and promote narrative change. Members were consulted on a monthly basis to:

- Identify and recruit a broader set of participants
- Develop agendas for meetings and convenings
- Oversee the integration of arts, music, and other cultural events in support of narrative change and reckoning
- Fundraise for this collaborative work.

The Steering Committee shaped each part of our work in Oklahoma, ensuring it would respond to their own and their constituencies' needs and visions.

After our third monthly meeting, five of our fifteen Steering Committee members largely ended their participation, neither contributing to program design nor attending stakeholder group discussions. Three members expressed doubt about the effectiveness of emphasizing the history of racism in discussions about justice reform. Two members lacked the bandwidth to continue working with Square One alongside their professional commitments.

## **Further Project Design**

In partnership with our local leads and the Steering Committee, we decided on four components for our work together:

1. Two public Roundtable convenings
2. Building coalitions through regular group meetings

3. Deploying data
4. Hosting public arts events

The Roundtable convenings would constitute the core of our work, while the other three components would promote a far-reaching and collective new vision for justice. (Appendix B includes a fuller description of these components and our methodological approach.)

## **Research Approach**

Square One assembled an internal research team to work in close collaboration with the programming staff and local leadership. The research team would provide background research as requested by local participants; analyze the conversations at Roundtables; and interview every participant three times during the process. They would comprehensively document our work, providing real-time input to help refine future programming, and analyze the efficacy of our project.

## ***Project Implementation***

With our project leads and Steering Committee in place, as well as a concrete methodology, we began to execute our design. In January 2022, Square One staff conducted our first site visit to Oklahoma. On this trip, we met our local partners in person and hosted a Steering Committee meeting to establish shared commitment to our goals and strategies. We also learned more about the local context, including about the state history that shaped present-day society.

After the visit, we began recruiting potential participants, designated as ‘stakeholders.’ Based on the advice of the local experts, we planned to organize stakeholders into six groups based on professional and experiential affiliation. We intended these groups to meet together in an off-the-record setting to build relationships and enable learning and discussion among people with common experiences.

In selecting stakeholders, we prioritized the inclusion of directly impacted people—meaning people who had experienced incarceration, people with a family member who had been incarcerated, or people with a family member killed by police—in every stakeholder group. In addition, we sought to build groups with diverse racial backgrounds, professional experiences, and ages. The Steering Committee keenly debated whether to invite folks who were skeptical of the idea that white supremacy and racism shape the criminal legal system, knowing that many people in Oklahoma shared that skepticism. Ultimately, however, the group decided against it. Rather than spending time convincing participants about the

existence of structural racism, they opted for a model that would focus on building relationships and consolidating power among folks whose understanding of racial injustice in some way fueled their commitment to transforming Oklahoma’s criminal legal system.

After drawing up a list of potential participants, the local project leaders spearheaded recruitment by sending out formal invitations and following-up personally to answer any questions. Initially, we recruited over 70 people to join Square One’s work in Oklahoma; by the end of our multi-year engagement, we worked with over 100 individuals in the state.

**Year 1: Coalition Building – Stakeholder Groups**

In the first year, we assembled six stakeholder groups based on professional affiliations: Business Leaders, Coinciding Social Sectors Leaders, Cultural Leaders, Faith Leaders, Government Leaders, and Movement Leaders.

**Table 1: Membership in Each Stakeholder Group**

<b>Stakeholder Group</b>	<b># of Members</b>
Business	10
Coinciding Social Sectors	13
Cultural	12
Faith	14
Government	11
Movement	12
Total Members	72

The Steering Committee suggested a cap of 10 members per group to facilitate meaningful dialogue and relationship building. That number shifted to accommodate a few more folks in most groups, though average meeting attendance remained at 10 people.

Each stakeholder group was assigned two chairs, drawn from the Steering Committee. These chairs, who facilitated group meetings, joined a two-hour virtual facilitation preparatory session led by Square One staff. In this session, staff drew on their learning from earlier Square One work to identify and share best practices for facilitation.

In the first year of our work in Oklahoma, we held four two-hour meetings with each stakeholder group. As mentioned above, stakeholder group meetings were all off-the-record to facilitate open dialogue and encourage learning, vulnerability, and personal and collective growth. The meetings—which had a range of modalities, including in-person, remote, or hybrid—had the following themes:

1. Hopes for the Future of Justice
2. The Racial History of Oklahoma’s Criminal Legal System
3. Violence and Punitive Excess
4. The Oklahoma Standard and Creating Thriving Communities

Ahead of meetings, readings to be discussed were distributed to all stakeholders. (Appendix C contains sample agendas and readings.) The chairs received a run-of-show prepared by Square One in collaboration with Kris and Yvita, our local leads. At least two members of Square One staff joined each meeting to help chairs facilitate discussions and to observe proceedings for research purposes. In addition, all meetings were recorded to enable later analysis.

The average attendance rate in our stakeholder groups during year one is listed below.

**Table 2: Meeting Attendance Rates for Each Stakeholder Group, Year One**

<b>Stakeholder Group</b>	<b>Attendance Rate (%)</b>
Business	70
Coinciding Social Sectors	69
Cultural	62
Faith	59
Government	67
Movement	73

After each meeting, Square One staff transcribed the recordings before using the transcripts to generate key takeaways from the discussion. These takeaways were shared back with their respective stakeholder groups and with the full Steering Committee. (Appendix D offers a sample key takeaway document.)

## **Year 1: Inaugural Roundtable**

Interspersed with the four waves of stakeholder group meetings in 2022, we held five Steering Committee meetings to reflect on the previous discussions and plan the inaugural public Roundtable in early 2023. Together, we decided on a theme for the two-day Roundtable: *Examining racial disparities in the criminal legal system and reimagining justice in Oklahoma*. Together, the Steering Committee, the local planning team, and Square One staff selected relevant discussion topics based on the conversations in the stakeholder group meetings.

Since we could not accommodate all of our participants at the table, we hoped to assemble a group of 25 to 30 stakeholders, with everyone else (and the public) invited to participate as audience members. To assemble the list of Roundtable participants, Steering Committee members were asked to nominate two people from each stakeholder group. Inclusivity and diversity were guiding principles in the participant selection process, with particular focus on race, gender, age, personal experience with the criminal legal system, professional background, and statewide geography. Square One would cover Roundtable participants' food and transportation costs, provide lodging, and offer an honorarium for their time.

Square One staff drafted invitations, which were then sent to potential participants by Kris and Yvita. If necessary, Kris and Yvita also reached out to prospective participants a few times over phone and email to confirm involvement; this persistence helped secure attendance. Ultimately, the first Roundtable participant list comprised 37 people. Of these participants, 22 identified as Black, nine as white, four as Native, one as Arab, and one as Asian. 21 participants identified as women, one identified as non-binary, and 15 identified as men. Ten participants were system impacted. (Appendix E shows the full participant list.)

We identified the Greenwood Cultural Center in Tulsa, Oklahoma as a possible site for our Roundtable, and one of our Steering Committee members used her personal ties to secure the space. By meeting in Greenwood, the site of the 1921 Tulsa Race Massacre, we hoped to ground our discussion in local history. In addition, to center the perspectives of impacted people, and especially the perspectives of currently incarcerated people, we issued a call for writing, which solicited short essays that reimagined responses to harm and violence in Oklahoma and which was distributed in two state prisons. We received 12 submissions, and Square One staff chose five winning essays. These essays—which were distributed as pre-reading for the Roundtable, and also published on Square One's website—helped inform participants' understanding of Oklahoma's legal system.

On February 1 and 2, 2023, participants convened at the Greenwood Cultural Center. The agenda for the two-day Roundtable included the racial history of Oklahoma's criminal legal system; the United States' violent exceptionalism and punitive excess; creating safety, social inclusion, and thriving communities; the Oklahoma Standard; the values of the criminal legal system; and aspirations for movement building and narrative change.

Day One began with introductions, followed by two topical discussion sessions. Each discussion session, facilitated by two Steering Committee members, lasted roughly two hours. After one of the two facilitators began the conversation with opening remarks, the group reflected on the topic at hand, and on the assigned pre-reading material. Throughout the meeting, the second facilitator took notes on the evolving conversation, and offered a recap at the session's conclusion. Between the morning and afternoon sessions, lunch was provided by a local, Black-owned business. (Appendix F shows the full agenda.)

Square One worked with local partners to create a healing space at Greenwood Cultural Center, a room filled with arts and crafts materials, yoga mats, and cushions, where participants could relax or reflect. Facilitators reminded participants they were free at any time to take breaks from the conversation, and to make use of the healing space. In addition, each place setting at the Roundtable had a pot of modeling putty and some pipe cleaners to serve as stress relievers through difficult conversations.

The Roundtable had a total in-person attendance of roughly 65-75 people, including participants and audience members. In addition, the Roundtable was live streamed on YouTube to allow for broader virtual attendance.

## **Year 2: Coalition Building - Stakeholder Groups**

In Year Two, which began in April 2023, we restructured stakeholder groups with the goal of further diversifying participants and perspectives across the project as a whole. Noting that our discussions could benefit from the increased involvement of indigenous people and people from rural communities—who had been present but underrepresented during Year 1—we reconstituted our stakeholder groups. Guided by the Steering Committee, members of the original six groups were redistributed into four new groups, based on their geographical location and focus, rather than professional affiliation. This decision allowed for new, cross-sector interactions and also allowed us the flexibility to add new participants. In Year 2, we had a Rural group, a Suburbs group, and two groups focused on Cities (to accommodate a larger number of participants from cities).

Of the 72 Year 1 participants, 63 opted to remain in the Square One process, while 9 withdrew. In addition, we added 12 new participants, bringing our total to 75 Year 2 participants.

**Table 3: Year 2 Stakeholder Group Membership**

<b>Stakeholder Group</b>	<b># of Members</b>
Cities #1	25
Cities #2	25
Rural	15
Suburbs	10
Total Members	76

As with Year 1, Stakeholder Groups met four times. The meetings had the following themes:

1. Reflecting on Year 1 and Planning for Narrative Change
2. Planning for Narrative Change and Aspiring towards Community Safety
3. Community Safety, Gender-Based Violence, and Building Narrative Power
4. Reckoning with History and Creating a Culture of Repair

These meetings, which were conducted virtually, lasted 90 minutes each, reduced from two hours based on participants’ feedback. Another change we made was to have Square One staff facilitate these meetings, relieving Steering Committee members from this role and thereby enabling them to participate more fully in the conversations. Notably, the overall average stakeholder group meeting attendance rate was lower in Year Two than in Year One.

**Table 4: Meeting Attendance Rates for Each Stakeholder Group, Year Two**

<b>Stakeholder Group</b>	<b>Attendance Rate (%)</b>
City #1	28
City #2	42
Rural	63
Suburb	42



This lower attendance rate owed, we believe, to a range of factors including: scheduling conflicts, virtual meeting fatigue, some stakeholders transitioning into new jobs, a lack of initial clarity around the project's two-year commitment, and limited capacity of Square One staff to sustain relationships with all participating stakeholders.

## **Year 2: Coalition Building – Panel Discussions at Shawnee Community Church and Mabel Bassett Correctional Center**

While planning for Year Two, Square One staff and local co-leads reflected on two essential goals. First, we sought to continue building relationships between stakeholders and to create new opportunities for our community to gather and learn together in-person. Second, we recommitted to our goal of centering people impacted by the criminal legal system. Many of our participants had been formerly incarcerated or were otherwise impacted by the system, but we also wanted to learn from people who were currently incarcerated. To this end, in August 2023, we hosted a panel discussion at a small church in the suburban community of Shawnee, Oklahoma, followed by a panel discussion inside Mabel Bassett Correctional Center, the largest women's prison in Oklahoma. To create continuity and accessible content for all stakeholders, including incarcerated folks who could not attend the Shawnee event, we invited the same three panelists to both events. All Square One stakeholders were invited to both events and encouraged to attend Mabel Bassett if they were able.

On August 9, 2023, the Square One team held the first community event at Pastor David Henry's church, Higher Ground, in Shawnee, Oklahoma. We invited Pastor Henry to speak on the panel along with stakeholder group members Clarence Prevost and Tonnia Anderson. Panelists discussed the importance of remembering history; the value of centering joy in the midst of ongoing struggles for racial and economic justice; and the need to uplift personal narratives to foster empathy and connection among Square One stakeholders.

The following day, Square One staff, panelists, and several stakeholders traveled to Mabel Bassett Correctional Center for a panel discussion. Participants from Mabel Bassett shared their stories and connected with other Square One stakeholders. This event could not have happened without the strong encouragement of Kris Steele to bring our work into carceral settings, or the meaningful relationships TEEM had already built with incarcerated people through their day-to-day programming.

## **Year 2: Roundtables**

Our second and final public Roundtable took place on November 29 – December 1, 2023. This Roundtable, with the theme *Catalyzing a New Narrative of Community Safety and*

*Reimagining Justice in Oklahoma*, took place over three days. Day one included an invitation-only Roundtable held at the Mabel Bassett Correctional Center followed by a public welcome event held at the Citizen Potawatomi Nation Heritage Center. Days two and three took place at Chickasaw Nation Community Center. Square One staff and local co-leads selected these three settings to invite and center the participation of system-impacted and Indigenous people.

### ***Mabel Bassett Roundtable***

At Square One's first ever Roundtable discussion inside a prison, people incarcerated at Mabel Bassett came together with Square One participants and staff to discuss justice and safety in Oklahoma. The Roundtable shared a theme and discussion topics with the subsequent public days of the Roundtable; the goal was for non-incarcerated participants in the Mabel Bassett session to carry insights from that conversation to the public Roundtable. To further this end, the same people facilitated discussions on each topic at both events.

The Mabel Bassett Roundtable involved roughly 50 people: approximately 25 participants, 20 observers, and five volunteers. With permission from the prison's administration, reporters from *The Oklahoman*, the state's largest daily newspaper, and ABC affiliate, KTUL, attended the Roundtable.

The Roundtable began with a large-group discussion, in which all participants and observers introduced themselves, and participants considered the harms of Oklahoma's criminal legal system. Participants and observers then broke out into five small group discussions. Each small group considered one of the following topics: narrative change; values and faith; accountability, punishment, and repair; reckoning with history; and new systems of safety.

After a break for lunch, provided by TEEM, participants returned to their seats at the large table for a report-out of the small group discussions and a reflection on new, non-carceral ways to respond to harm and violence. To conclude the Roundtable, participants were invited to describe their hopes for safety and healing, and contribute their thoughts to a collective art piece. Notably, the time allotted for the Roundtable—from 10 a.m. to 2 p.m. proved insufficient for the ambitious agenda, and as a result, the meeting was extended by one hour.

### ***Second Public Roundtable***

Once again, the Steering Committee and Square One staff selected participants for the public Roundtable. They selected members whose attendance at stakeholder group

meetings had been consistent, prioritizing those who had not participated in the first Roundtable; all non-selected stakeholders were again invited to participate as audience members. Of the 31 participants at the second Roundtable, 19 identified as Black, nine as white, and three as Native. 19 of the participants identified as women and 12 identified as men. Eight participants identified as system impacted. (Appendix G shows the full participant list.)

Over two days, participants convened at the Chickasaw Cultural Center in Oklahoma City. After a living land acknowledgment, discussion topics included community violence intervention and narrative organizing strategies in Oklahoma; creating a narrative change infrastructure; the role of values and faith in Oklahoma's criminal legal system; accountability, punishment, and repair; reckoning in action and creating a culture of repair; imagining new systems of safety and social inclusion; and the future of justice in Oklahoma. (See appendix H for the full agenda.)

Each session, which lasted roughly one hour and 30 minutes, had two facilitators: one who framed the topic, drawing on insights from the Mabel Bassett Roundtable, and one who offered a concluding summary at the discussion's close. As with the first Roundtable, participants were reminded they could take breaks from the conversation at any time, including to use the healing space, which Square One staff set up in a spacious, sunlit room overlooking a lake. The space featured calming music, art stations, essential oils, and a lounge area.

On the final day, over lunch provided by local caterers, participants were invited to enjoy performances by the founder of Poetry and Chill Youth, an Oklahoma-based arts non-profit.

Approximately 20 people attended the Roundtable as in-person observers, along with 200+ viewers of the livestream.

**Figure 2: Timeline**



## Evaluation Design and Implementation

Research and evaluation were core components throughout our project. Research helped us learn about our process in an ongoing, iterative way that informed project development in real time. It also helped engage participants outside of stakeholder meetings, and created a record for future learning and understanding of impact.

Our research team, who worked alongside and in collaboration with our programming team, identified three outcomes that could indicate Square One's success. Early in the process, researchers described these as follows:

**Narrative Change:** Square One seeks to change key narratives related to how society responds to harm. Specifically, we hope that the Square One process will help participants replace a paradigm of punishment and control with one that emphasizes human dignity, human flourishing, and "thick" community safety. We hope to change the meaning of "accountability" from punishment to healing and reckoning. To do this, we hope to provide and concretize new vocabularies and ideas for participants in a way that they can draw on in their own work.

**Network and Connection Development:** Square One hopes to forge new relationships between participants to enable new forms of work and collaboration. Through network-building, participants can gain capacity and identify relevant ideas and partners to support their own work. Moreover, we also believe that building networks can help support narrative change; by facilitating thoughtful, diverse conversations, we can foster a sense of community and potential. In doing so, we can expand participants' beliefs about what is possible, and make foundational change feel practical and realistic.

**Behavioral / Professional Impact:** Square One seeks to empower people in their professional lives and diversify the ways they approach problem-solving. Through participating in the Square One process, stakeholders might be able to align their own work with the goals of the intervention, and more effectively bring about social change.

To assess these outcomes over time, the research team conducted three waves of interviews with participants: the first in Summer 2022, near the start of Square One's work; the second in Spring 2023, near the project's midpoint and after the first Roundtable; and the third in Winter 2023, after the conclusion of our work. The interviews, which were recorded with participants' consent, lasted from 30-60 minutes. In total, 167 interviews were conducted: 65

in Wave 1, 49 in Wave 2, and 53 in Wave 3. The interviews were transcribed, as were the eight waves of stakeholder group meetings and the two public Roundtables. These transcripts formed the qualitative data available for the research team to analyze.

Square One researchers analyzed the interview transcripts as well as the discussion transcripts, summarizing content and identifying potential improvements to upcoming programming. In this way, the research team and the programming team worked together to uncover and implement recommendations based on participants' feedback. In addition, the research team produced memos following site visits, conducted research on the landscape of narrative change organizations working in Oklahoma, and provided a review of current challenges facing the state's criminal legal system. (Appendix I shows a research memo generated using the second wave of participant interviews.)

Finally, the research team analyzed all the data—interviews, stakeholder group meeting transcripts, and Roundtable transcripts—to prepare an initial summary of the discussions. Fuller analysis will be compiled over the course of the coming year.

## **Key Learnings and Recommendations**

Reflecting on our narrative change work in Oklahoma, five key components stand out as essential to our design and implementation:

- 1) Choosing and working with a local partner
- 2) Creating a Steering Committee to advise and guide our work
- 3) Building coalitions and hosting small group meetings where participants can learn from each other and build relationships
- 4) Hosting Roundtables that can help participants build momentum toward narrative change
- 5) Providing ongoing research and evaluation support

Below, we list our key learnings from each aspect. These practices may be helpful to individuals and organizations engaging in similar, narrative change work:

### ***Local Partner***

- A local partner with ample bandwidth should: attend planning meetings, nurture relationships with stakeholders, raise funds, and identify venues and vendors for events.

- Local partners should have strong relationships with relevant organizations and funding sources to engage, recruit, and sustain participants.
- Local partners must be compensated for their time. The convening entity must raise funds to provide paid contracts, if local partners' time contributions are not covered by their home organizations or otherwise.

## ***Steering Committee***

- Steering Committee members should be interviewed and prepared, ensuring that members i) share the values and understandings motivating the project, and ii) have the professional bandwidth to remain with the project until completion.
- As advisors to the project who help direct its scope, Steering Committee members should embody racial and ethnic diversity, as well as diversity of professional and educational backgrounds, age, gender, socioeconomic status, geography, politics, and lived experience with the criminal legal system. Such diversity can help the group:
  - Understand and address the needs of all the people affected by the criminal legal system,
  - Combat bias in programming, and ensure that work is accessible and relevant to people across backgrounds, and
  - Have richer discussions and develop more innovative approaches to advocacy and reform.
- Project leads should balance a commitment to diversity with the need for Steering Committee members to share the project's core values and mission.

## ***Coalition Building***

- Building connections and strengthening participants' relationships is essential. Regular meetings, off-the-record conversations, and opportunities for informal interaction (before, during, or after convenings) can build trust and comfort.
- Developing curricula and assigning shared readings can help participants learn together, and jointly process new material.
- Participants value the opportunity to: listen carefully and empathically; have conversations across differences; and learn from different perspectives.

- The voices, perspectives, and expertise of people who are most impacted by the issues at hand should be centered wherever possible.
- Virtual or hybrid meetings can improve attendance when working with a group of people spread over a state. Strong audio and visual technology must be used to facilitate uninterrupted conversations.

## ***Roundtables***

- Local contacts and Steering Committee members can help ensure participation in in-person events like Roundtables.
- Several outreach efforts may be necessary to secure the involvement of some harder-to-reach individuals.
- Facilitators should be trained in preparatory sessions to help enforce group norms such as respecting each person's voice equally, using first names rather than titles, and minding the queue that is managed by the facilitators.
- Limiting opening remarks as well as the time dedicated to introductions can leave more space for group discussion, and enable greater participation. Relatedly, facilitators should remind participants about time limits on individual remarks, to ensure the contribution of a diversity of voices.

## ***Research and Evaluation***

- A research component can support programming by: supporting participant retention; enabling between-meeting contact with participants; and encouraging participants to further consider substantive topics relevant to the work.
- Participants may be more responsive to requests for research engagements, such as interviews, when the requests are made by program staff with whom they are already familiar.

## **Report Authorship**

This report was written by Anamika Dwivedi, Jasmin Sandelson, Ariana Andriichuk, and Michaela Clarke. It was edited by Katharine Huffman, and Aisha X Elliott.



## **Appendix A. Steering Committee Members**

**Amy Santee** | Senior Program Officer, George Kaiser Family Foundation

**Ayana Lawson** | Vice President of Lifestyle Services and Social Impact, Oklahoma City Thunder

**Charity Marcus** | Partner & CEO, Avenu PR

**Cliff Hudson** | Of Counsel, Crowe & Dunlevy

**Francie Ekwerekwu** | Federal Public Defender's Office Western District of Oklahoma

**Gene Rainbolt** | Founder, BancFirst

**George Young** | Faith Leader; State Senator, Oklahoma

**Kris Steele** | Executive Director, TEEM

**Kym Cravatt** | General Counsel for Health Services, Chickasaw Nation

**Sheyda Brown** | Deputy Director, Terence Crutcher Foundation

**Sue Ann Arnall** | President, Arnall Family Foundation

**Tiffany Crutcher** | Founder and Executive Director, Terence Crutcher Foundation

**Timothy Tardibono** | Executive Director, Oklahoma County Criminal Justice Advisory Council

**Tina Brown** | Former Program Officer, Arnall Family Foundation

**Yvita Crider** | Former Statewide Engagement Director, Oklahomans for Criminal Justice Reform

## Appendix B. Program Strategies

Prepared by Square One staff in August 2021 for internal planning purposes

### **Strategy #1: Convene public Roundtables**

Roundtable convenings bring together a diverse cross-section of 25 to 30 local leaders to disrupt silos among different professional sectors, to foster community connectivity, to offer space for collective and public acknowledgement of histories of white supremacy and racism, and to imagine new policies and pathways for safety.

**Methodology:** The Square One Project and a local Steering Committee will co-design Roundtable agendas and convene key community stakeholders to advance a constructive dialogue on reckoning and reimagining justice. The Square One Project's would draw from their previous Roundtable engagements to inform relevant convening operations, such as the buildout of the meeting agenda, participant lists, the development of key partnerships, and a sustained community dialogue.

### **Strategy #2: Build coalitions through smaller, stakeholder groups**

We build coalitions leading up to the Roundtables by creating smaller stakeholder groups consisting of 8 to 12 people (i.e. non-profits leaders, faith leaders, advocates and organizers, business and commerce leaders, union representatives, criminal legal system-targeted communities, etc.) and hosting conversations among them in closed door settings. The goals of these conversations will be to develop outreach and communications strategies aimed at reimagining justice that are resonant to different stakeholder groups and ways of thinking. We hope that these convenings prepare and empower stakeholder group members for larger, and public-facing, Roundtable discussions alongside a diverse cross-section of participants.

**Methodology:** The Square One Project and local Steering Committee members design the agendas for these meetings. Two local stakeholder group members receive training from Square One staff and facilitate conversations in small, private settings about reckoning and reimagining justice with the intention to help them confront white supremacy and racism in the state, develop shared values, and imagine new ways of creating safety prior to larger and public Roundtable convenings.

### **Strategy #3: Deploy data**

Develop a data-informed model for group learning and knowledge translation that reckons with the local history of racial injustice while focusing on broader social trends. Data --both quantitative and qualitative-- will be drawn from interviews, lived experiences, administrative data, recordings, and transcripts. Lived experiences and narratives from Square One participants will be collected through one-on-one interviews and from meeting recordings and transcriptions.

**Methodology:** The Square One Project will work in partnership with local communities and research organizations to develop and publish an analysis of quantitative and qualitative source data -- such as disparity involvement, lifetime exposure, and spatial concentration -- that informs the ways in which the history of a local site affects its present day.

**Strategy #4: Host artistic public events to engage the community**

Artistic events foster community-wide narrative change that promotes “Square One thinking” through amplifying local work. We theorized that different entry points into the work to reimagine justice could allow for a greater community response and promote a collective shared vision.

**Methodology:** The Square One Project will partner with local artists and nonprofits to support community centered narrative change through different mediums like storytelling, panel-events, showcasing art, and musical and spoken-word performances.

# Appendix C. Sample Stakeholder Group Agendas

## Reimagining Justice Policy in Oklahoma Year 1: Stakeholder Group Meeting 1

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### **Agenda & Goals**

#### **Goals**

- Stakeholder group member introduction
- Introduction to the Square One Project
- Gain familiarity with the Square One facilitation model
- Participate in a discussion about state and perceptions of justice in Oklahoma
- Engage in civil discourse

#### **Agenda**

0:00:00 CT

#### **Introduction**

*Stakeholder Group Co-chairs & Square One Staff*

0:20:00 CT

#### **Group Discussion**

*Stakeholder Group Co-chairs*

- Framing Question: What is your vision for the future of justice in Oklahoma?

0:45:00 CT

#### **Closing**

*Stakeholder Group Co-chairs & Square One Staff*

- Project Timeline & Arc of Discussions
- Question & Answer

## Reimagining Justice in Oklahoma

### Year 1: Stakeholder Group Meeting 4

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#### **Agenda & Goals**

#### **Goals**

- Discuss the values that should guide our shared vision for the future of justice in Oklahoma.
- Discuss Oklahoma’s current social support systems and how they can work together to support thriving communities.
- Discuss the roles of government, philanthropy, and business in advancing racial and social justice.

#### **Agenda**

5 min

#### **Welcome & Tone Setting**

5 min

#### **Grounding**

50 min

#### **Discussion: The Oklahoma Standard and the Values of the Criminal Legal System**

*In the wake of the Oklahoma City Bombing, Oklahomans demonstrated their deep care for one another and modeled generosity towards strangers in the face of a collective crisis. This harrowing moment gave rise to the Oklahoma Standard: the three values of acts of service, kindness, and honor. How are these values reflected in the day-to-day work of achieving community safety and justice? In what ways is there misalignment between the values set forth by the Oklahoma Standard and the current criminal legal system?*

#### **Readings:**

- [The Values of Justice](#) by Keith Wattley
- Turning the Page: Oklahoma’s Criminal Justice Reform Story by Felicity Rose, Jasmine Sankofa, and Alison Silveira
  - [Print version](#)
  - [Online interactive version](#)

5 min  
50 min

## **Optional Break**

### **Discussion: Creating Thriving Communities**

*Communities thrive when their residents feel safe, secure, and socially integrated. Such flourishing depends on systems that provide basic welfare such as food and housing, access to public education and healthcare, and the freedom to work and associate with others. However, all too often, the punitive force of the criminal legal system impacts these sectors' ability to meet such social needs. How have these sectors addressed the effects of—and separated themselves from—the criminal justice system?*

*What are the current social support systems in Oklahoma? Who has access to these support systems? How might they be expanded to support more people? What are the barriers to expansion? How can your sector support the expansion of systems that ensure community safety, harm reduction, and healthy communities? What resources does your community need to build a future where everyone's needs are being met? What challenges and opportunities do Oklahoma's government, philanthropic, and business sectors face in creating thriving communities?*

#### **Readings:**

- Towards a New Framework for Achieving Decarceration by Laura Hawks, Evangeline Lopoo, Lisa Puglisi, and Emily Wang
  - [Executive Summary](#)
  - [Full Report](#)
- [Flint's Crisis Raises Questions--and Cautions--about the Role of Philanthropy](#) by Ridgway White
- [Optional] [Billionaires to the Rescue: What's the Role of Philanthropy When Government Falls Short?](#) By Philip Rojc and David Callahan (PDF attached to email if blocked by paywall)

5 min

## **Closing**

**Reimagining Justice in Oklahoma**  
**Year 2 Stakeholder Group Meeting 3, 2023**  
**Community Safety, Gender-Based Violence and Building Narrative Power**

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**Agenda & Goals**

**Goals**

- Discuss aspirations for community safety and the criminal legal system. Discuss women’s incarceration rates in Oklahoma and explore how incarceration impacts community safety.
- Continue discussion on narrative change and explore strategies to build narrative power.

**Agenda**

10 min

**Welcome, Introductions, Programmatic Updates**

- Icebreaker: What’s the nicest thing someone did for you this week?
- Upcoming community events
  - August 9th: Shawnee community town hall
  - August 10th: Mabel Bassett community town hall
    - July 21st: Registration deadline for stakeholder group members
- Roundtable: October 25-27, 2023
- Square One Newsletter
- Meeting 4: week of September 11, 2023

45 min

**Discussion: Community Safety and Gender-Based Violence**

*For years Oklahoma has ranked as one of the highest incarcerators of women in the country. Incarceration impacts both the individual and the communities and families they are accountable to. What roles do faith and values have or don't have in driving such high rates of incarceration for women in Oklahoma? How does incarceration impact community safety? Many women currently serving sentences are survivors of domestic violence. What does community safety look like for survivors of domestic violence? What systems of care and support need to be established? Are there current systems that provide care, assistance, and healing prior to incarceration? During? After?*

**Pre-Meeting Material**

- [Women’s History Month is another reminder of the work left to do on women’s imprisonment in Oklahoma](#) by Stephenie Henson

- [Sentencing Reforms for Domestic Abuse Survivors Derail in Oklahoma](#) by Victoria Law

5 min

**Break**

25 min

**Discussion: Building Narrative Power**

*Last meeting we discussed strategies to promote narrative change in Oklahoma. Building on this theme of strategy, what are the elements needed to build narrative power in Oklahoma? What does it look like to build a sustained movement around community safety, healing, and justice?*

**Pre-Meeting Material:**

- [Narrative Organizing: How we shift power towards justice](#) by Rachel Weidinger

5 min

**Close:** Reminder, meeting 4: week of September 11, 2023

- This will be the final meeting before the October Roundtable



**Reimagining Justice in Oklahoma  
Year 2 Stakeholder Group Meeting 4, 2023  
Reckoning with History and Creating a Culture of Repair**

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**Agenda & Goals**

**Goals**

- Discuss aspirations for community safety and creating a culture centered around human dignity, repair, and healing.
- Discuss how reckoning with history can provide the necessary foundation for a liberated future.
- Discuss visions for justice and narrative change beyond Square One convenings in Oklahoma.

**Agenda**

10:00 AM

**Welcome, Introductions, Programmatic Updates**

- Icebreaker: What advice would you give your 12-year-old self?
- Roundtable: November 29 - December 1, 2023
- Square One Newsletter

10:10 AM

**Discussion: Community Safety and Creating a Culture of Repair**

*Over the past two years, Oklahomans have been discussing the racist roots of the criminal legal system and how the legacy of this history shows up today. More than 100 years after the horrific 1921 Tulsa Race Massacre, led by white Tulsans and supported by local government, the last three living survivors have yet to receive any reparation for the trauma, loss of property, and loss of lives. What does justice and healing look like for the survivors of the Tulsa Massacre and for members of the Greenwood community? What does justice and healing look like for the millions of indigenous people who experienced mass genocide and were forcibly removed from their homes? How can we reckon with history to repair past harms and also commit to a future in which the common response to harm is healing rather than punishment?*

**Pre-Meeting Material**

- [Building Community Safety: Practical Steps Toward Liberatory Transformation](#) by Ejeris Dixon
- [Survivors of the Tulsa race massacre are appealing a judge's decision to dismiss their case for reparations](#) by Justin Gamble and Christina Maxouris

- [California Land Back: The Movement For Indigenous Sovereignty And Land Restoration](#) by Christopher Marquis

10:55 AM

**Break**

11:00 AM

**Discussion: Visions for Justice and Narrative Change in Action**

*Narrative change is an ongoing process that is integral to social movements. What are some ways to translate the narratives we desire around community safety to our everyday lives and work? As our stakeholder group meetings conclude, what commitments are you willing to make to advance narrative change in your work, community, and personal lives? What is your vision for justice and community safety in Oklahoma? What commitments would you like to see from folk at the table? From the Oklahoma community at large?*

11:25 AM

**Close**

# Appendix D. Sample Key Takeaways From Year 1 and Year 2

## Reimagining Justice in Oklahoma

Takeaway Brief – Square One Stakeholder Group Meeting 2, Movement Leaders

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On June 21, 2022, the Movement Leaders Stakeholder Group conducted their second meeting, on Zoom. Group members Tyler Green, Francie Ekwerekwu, Travis Mikado, Dr. Tiffany Crutcher, Mackenzie Steele, Dr. Susan Sharp, Reginald Hines, Senator Jabar Shumate, and Tyler Fisher were present, along with Square One team members Katharine Huffman, Madison Dawkins, and Aisha X. Elliot. Members discussed whether they felt optimistic or pessimistic about the future of justice in Oklahoma; how the history of white supremacy and racial injustice in the state impacts the current legal system; and how movement leaders can lay a new path toward justice.

Stakeholders shared their grounds for pessimism—given ongoing, durable injustices—and also for optimism, given inspiring work already underway.

- Members discussed their pessimism about the current climate in Oklahoma. They discussed factors like police brutality, the hearings about the January 6th insurrection, and ongoing racism. One member said, “Because we had a chief executive in a country who made it okay to be openly, overtly racist, the racism I see in my daily life is just, it’s appalling.”
- Sharing their reasons for optimism, members expressed their belief in the work currently being done by movement leaders. One said, “I want to lean more towards being optimistic only because the source of that optimism is in the work. So no matter what, if we always go back to the work, what are we doing? What can we do to see solutions? What are we driven to? Why are we driven?” Another member spoke similarly: “On the professional level, I do get life and energy from... people on the ground, who are reimagining what it looks like, up at different levels of institutional and organizational vantage points. [I am] encouraged by some of the people that are doing that with courage and compassion and ability.”
- Other members described optimism about young people and their energy. One said, “Teaching a class this past semester was very eye opening... A class on women and crime... The level of awareness of the students is much higher than it was three or four years ago. They pay attention to things, they paid attention to the 100th anniversary of the race massacre, they pay attention to things like Julius Jones, they pay attention and they learn, and they get active. That makes me optimistic... The young people are the driving force right now. That give us hope that change will happen.”

Members also discussed the productive role of anger and pessimism.

- One participant asked, “How can we use that anger to drive us? I believe anger is one of our greatest emotions for the simple fact that it’s probably one of the most powerful— you can do a lot with anger.” Another said, “That pessimistic thought and anger I have, that is what’s driving me when I’m in a courtroom. And when my client is standing next to me on sentencing day, that pessimistic anger is what’s making me go so hard for that client because I don’t want to see that client get the worst end of the situation and be over sentenced or have more destruction come to their life, than what could happen if I truly put on a fight for them.”

Participants also described the impact of historic harms on the current legal system. Stakeholders emphasized the need to increase awareness about history.

- Group members noted that contemporary injustices have grown out of historic racism. One said, “We realized that we couldn’t really look at what was happening current day without going back and looking at the historical perspective in Oklahoma... Our past affects the thought processes and decision making surrounding the criminal legal system.”
- One member noted that they had learned from the readings assigned before the meeting, including about the history of Norman, OK, as a “sundown town.” They said, “I read the facts about Norman being a sundown town, which I did not know... There’s a lot of power in thought provoking sessions like this that can help our communities move the needle and get to the next level.”

Finally, considering how movement leaders can create a new path to justice in Oklahoma, members noted progress already being made in the state, and considered how to build on work that is underway.

- One member noted, “I think work is being done. One of our core pillars is community power building. I think the gaps are that we haven’t been able to sort of converge all of the different silos across the state, and expand into the rural areas.”
- Another emphasized the importance of taking concrete steps: “For most people who’ve been doing this work in Oklahoma, we’re tired of talking. We love each other. I love seeing everybody, but we’re tired of talking and we’re ready to do what it takes to change it. So I think specifically from this group, it sounds to me like when we say, ‘What can we do to be additive?’, we’re wanting to create actual action items.”

## Reimagining Justice in Oklahoma

### Takeaway Brief – Square One Suburbs Stakeholder Group Meeting 2

#### Key Takeaways

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On Tuesday May 30, 2023, members of the Suburbs Stakeholder group met over Zoom for their second Square One stakeholder discussion. Group members Kris Steele, Mackenzie Steele, Reggie Hines, James Wall, Travis Flood, George Young, and Letina Itaman were present, along with Anamika Dwivedi and Ariana Ali from the Justice Lab Research Team. The group discussed ideas related to accountability and historical reckoning, and reflected on strategies for narrative change in Oklahoma.

#### Accountability and Reckoning:

- Participants discussed recent events in McCurtain County, where a recent recording revealed several county officials, including the Sheriff, making racist remarks. The group considered what accountability could look like:
  - Members agreed that the views caught on tape were not anomalous, but in fact reflected the attitudes of many in the community.
  - There was a shared disappointment that the people recorded did not take responsibility for their actions, but merely claimed it was wrong for them to have been recorded. The group was also disappointed that the officials were not fired but rather asked to resign.
  - The group noted that this case underscores the importance of attending town halls and turning out to vote. Yet they also expressed concern about what democratic accountability looks like when a majority holds racist views.
    - One participant noted that a large part of the population is still fighting the civil war and feeling the remnants of 1865. They emphasized the need to reckon with some people's continual attempts to bring back the past.
  - Relatedly, members noted that US history is largely whitewashed. For instance, many people's reluctance to celebrate Juneteenth is another example of trying to hide the harms caused by the country's origins, creation, and existence.
  - Participants reflected on the specific history of racism in McCurtain County, including ongoing segregation, and the Idabel race riot that took place in 1980 after Henry Lee Johnson, a Black 15-year-old, was shot dead in the parking lot of a whites-only club.

- Participants reflected that some Oklahomans still view people of color as subhuman and as long as that is not addressed, nothing will change.
- Participants noted that each Oklahoman should see this problem as personal, and should consider whether they are using their voices to speak out against racism and hold others accountable.

#### Creating Change in Oklahoma:

- Participants discussed the high death rate in Oklahoma's jails:
  - Considering how to improve the situation, members noted the need to start from square one. They were skeptical about working with the existing system, suggesting that simply building new prisons would just entrench the same problems.
  - Others suggested that there were things within the existing system that could be changed, like ensuring that prisons are run by trained professionals.
- Participants critiqued a "pull yourself up by the bootstraps" narrative in Oklahoma, which leads people to view poverty as a consequence of poor personal choices made by "bad people." A similar narrative exists, members noted, about addiction. For example, while Oklahoman jail administrators have talked about using Narcan to reverse overdoses and save lives, community members reacted negatively, claiming that this enabled addiction and made habits worse. Jail administrators had to fight for the idea that we should help those who need it.

# Appendix E. Roundtable One Participant List

## Participants

**Adam Luck** | Chief Executive Officer, City Care

**Adam Soltani** | Executive Director, Council on American-Islamic Relations Oklahoma Chapter

**Anamika Dwivedi** | Senior Manager, Square One Project

**Ayana Lawson** | Vice President of Lifestyle Services and Social Impact, Oklahoma City Thunder

**Charity Marcus** | Founder, Charity Marcus LLC

**Constance Chapple** | Director, Carceral Studies Consortium at Oklahoma University

**Cornel Pewewardy** | Vice-Chair, Comanche Nation

**Cece Jones-Davis** | Campaign Director, Justice for Julius

**Doug Shaffer** | COO/CVO, J.E.M Foundation

**Francie Ekwerekwu** | Federal Public Defender's Office Western District of Oklahoma

**Gene Perry** | Manager of Government Relations, Cherokee Nation

**Gena Timberman** | Founder, Luksi Group, LLC

**George E. Young** | Senator, Oklahoma State Senate District 48; Pastor, Greater Mount Carmel Church

**Hannah Royce** | Social Media and Marketing Coordinator, Arnall Family Foundation

**Janiya James** | Student, Langston University; Member, National Association of Blacks in Criminal Justice

**J.D. Baker** | Platform Manager, Cortado Ventures

**Khalil Moore** | Coach, Oklahoma City

**Kris Steele** | Executive Director, The Education and Employment Ministry

**Kym Cravatt** | Assistant Director for Prosecution, Office of Tribal Justice Administration for the Chickasaw Nation

**Lacy Mize** | Student, Oklahoma State University

**Laynie Gottsch** | Program Officer, Sarkeys Foundation

**Leslie Osborn** | Oklahoma Labor Commissioner

**Marquess Dennis** | Founder and Executive Director, Birthright Living Legacy

**Mauree Turner** | Representative, Oklahoma House of Representatives

**NegroSpiritual121** | Executive Director, Racism Stinks

**Nicole McAfee** | Executive Director, Freedom Oklahoma

**Reginald Hines** | Chair, National Association of Blacks in Criminal Justice; Former Oklahoma Department of Corrections Administrator

**Samone Thompson** | School Logistics Manager, Millwood Public Schools

**Tamika White** | Deputy Warden, Oklahoma Department of Corrections

**Tiffany Crutcher** | Founder and Executive Director, Terence Crutcher Foundation

**Tina Brown** | Project Manager, Arnall Family Foundation

**Travis Flood** | Ward 3 Commissioner, City of Shawnee, Director of Development for Community Renewal of Pottawatomie County

**Travis Mikado** | Justice Advocate

**Tonnia Anderson** | University of Science and Arts of Oklahoma

**Wayland Cubit** | Director of Security, Oklahoma City Public Schools; Retired Police Lieutenant, Oklahoma City Police Department

**Yvita Fox Crider** | Director of Statewide Engagement, Oklahomans for Criminal Justice Reform

**Zamya Darthard** | Student, Langston University; Member, National Association of Blacks in Criminal Justice

# Appendix F. Roundtable One Agenda

## Roundtable on Values and Justice

*Examining racial disparities in the criminal legal system and reimagining justice in Oklahoma*

Co-hosted by The Education and Employment Ministry, Oklahomans for Criminal Justice Reform, Langston University, the Greenwood Cultural Center, and the Justice Lab at Columbia University

**Wednesday, February 1, 2023**

Greenwood Cultural Center, 322 North Greenwood Avenue, Tulsa, Oklahoma 74120

**8:45 AM**      **BREAKFAST AND CHECK-IN**

**9:15 AM**      **KEYNOTE PANEL**

aurelius francisco, Bruce Western, George Young, Mashilah Powell, and Amanda Swope

**10:30 AM**      **WELCOME AND ROUNDTABLE FRAMEWORK**

*Kris Steele and Yvita Fox Crider*

**11:00 AM**      **INTRODUCTIONS**

*Anamika Dwivedi*

*A diverse group of Oklahomans with unique personal and professional backgrounds have been coming together for the past year to discuss the future of justice in the state. Everyone sitting around this table today has either been a part of these conversations or been exposed to the process. What has brought you to this work? What is your hope for the future of justice in Oklahoma?*

**12:00 PM**      **LUNCH**



**1:00 PM THE RACIAL HISTORY OF OKLAHOMA'S CRIMINAL LEGAL SYSTEM**

*Tiffany Crutcher and Kym Cravatt*

*Historic and current policies and practices have led to incarceration on an unprecedented scale in Oklahoma. What is the relationship between our racialized history and our current policies? How can examining our history help us achieve justice in the present? How can we use history to shape current justice system practice, and reform efforts in the state?*

**3:00 PM BREAK**

**3:15 PM THE UNITED STATES' VIOLENT EXCEPTIONALISM AND PUNITIVE EXCESS**

*George Young and Francie Ekwerekwu*

*U.S. history is characterized by exceptional levels of violence: it was founded by colonial occupation and the genocide of first peoples, and sustained by an economy of enslaved people. Collective violence continued against African Americans following Reconstruction, and, in the late 20th century, high levels of lethal violence emerged in U.S. cities. What explains U.S. violent exceptionalism? How has structural violence become ingrained in U.S. culture and society? How has it been codified by law, or supported politically? In what ways does Oklahoma suffer from the violence that is unique to the U.S.? Can we rectify and heal from our violent past as a country? As a state?*

**5:15 PM WEDNESDAY WRAP-UP**

*Yvita Fox Crider and Anamika Dwivedi*

**Thursday, February 2, 2023**

Greenwood Cultural Center, 322 North Greenwood Avenue, Tulsa, Oklahoma 74120

**8:30 AM BREAKFAST**

**9:30 AM GROUNDING & REFLECTIONS FROM DAY ONE**

*Kris Steele and Yvita Fox Crider*

**10:30 AM            CREATING SAFETY, SOCIAL INCLUSION, AND THRIVING COMMUNITIES**

*Tina Brown and Hannah Royce*

*Communities thrive when their residents feel safe, secure, and socially integrated. Such flourishing depends on systems that provide basic welfare such as food and housing, access to public education and healthcare, and the freedom to work and associate with others. However, all too often, the punitive force of the criminal legal system impacts these sectors' ability to meet such social needs. How have these sectors addressed the effects of—and separated themselves from—the criminal justice system? Do sectors outside the traditional justice system have promising practices and solutions that ensure safety, harm reduction, and healthy communities? What are their successes and their challenges? How can we learn from and amplify their work? Where can sectors build stronger, more inclusive, and more intersectional collaborations to create community safety, resiliency, and thriving?*

**12:00 PM            LUNCH**

**1:00 PM            THE OKLAHOMA STANDARD AND THE VALUES OF THE CRIMINAL LEGAL SYSTEM**

*Ayana Lawson and Adam Luck*

*In the wake of the Oklahoma City Bombing, Oklahomans demonstrated their deep care for one another and modeled generosity towards strangers in the face of a collective crisis. This harrowing moment gave rise to the Oklahoma Standard: the three values of acts of service, kindness, and honor. These values can guide decision making for both institutions and individuals—about what policies should be set, which practices are acceptable, what budgets should look like, and more. How are these values reflected in the day-to-day work of achieving safety and justice? Can they answer the call to address Oklahoma's history of racism, and its impact on the current legal system? Are there additional values that we might consider to reduce, repair, or remove the conflicts and shortcomings—both societal and interpersonal—that lead to state violence?*

**3:00 PM            BREAK**

**3:15 PM            ASPIRATIONS FOR MOVEMENT BUILDING AND NARRATIVE CHANGE**

*Cece Jones-Davis and Reggie Hines*

*Over the past several months, Oklahomans participating in the Square One Project have been reflecting on how to change the narrative around harm and punishment. They have considered how to reimagine justice in the state. This final session is an opportunity to take stock of contributors' hard work and the themes that arose from their discussions. What is the power of truth telling about difficult topics, including the racial disparities in the justice system? How can sector-specific ways to address harms support coalition-building that strengthen efforts to reimagine justice? How do we build that coalition for change? Who needs to be included in this process and what does it take to include these voices? How do we go past tinkering around the edges and achieve real change? What is holding us back as we aspire to reimagine justice?*

**5:15PM**

**ROUNDTABLE WRAP-UP**

*Kris Steele and Yvita Fox Crider*

**6:00 PM**

**RECEPTION AND CALL TO ACTION**

*Gregory II and PoetryAndChill*

# Appendix G. Roundtable Two Participant List

## Participants

**Aisha Elliott** | Research and Program Manager, The Square One Project

**Alicja Carter** | Wellness Director, Gateway to Prevention and Recovery

**Antoinette Jones** | Mentor, Coach, and Social Advocate, Julius Jones Coalition

**aurelius francisco** | Co-Founder, Foundation for Liberating Minds

**Cece Jones-Davis** | Founder and Director, Justice for Julius Campaign

**Clarence Prevost** | Educator and Pastor, Baptist Church

**Cornel Pewewardy** | Vice-Chair, Comanche Nation

**Francie Ekwerekwu** | Federal Public Defender's Office Western District of Oklahoma

**Gina Richie** | Reentry Case Manager, The Education and Employment Ministry

**Jabee Williams** | Executive Director, LiveFree OKC

**Jon Middendorf** | Senior Pastor, OKC First

**Justin Jones** | Former Director, Tulsa County Family Center for Juvenile Justice

**Kris Steele** | Executive Director, The Education and Employment Ministry

**Kym Cravatt** | General Counsel for the Department of Health, Chickasaw Nation

**Leslie Osborn** | Oklahoma Commissioner of Labor

**Luke Corbin** | Student, USAO

**Maria Morris** | Executive Director Chef, Carrabelle's Legacy Inc. and Carrabelle's Eats and Treats

**Melvin Battiest** | Founder, Native Wings Like An Eagle

**Michaela Clarke** | Manager of Local Partnerships, The Square One Project

**Mimi Tarrasch** | Chief Program Officer, Family & Children's Services Women's Justice Programs

**Ololade Yerokun** | Student, Langston University

**Reggie Cotton** | Deputy Chief of Police, Muskogee Police Department

**Reginald Hines** | President, RDH Correctional Consulting Services

**Susan Sharp** | Presidential Professor Emerita of Sociology, The University of Oklahoma

**T. Sheri Amore Dickerson** | Founder, Black Lives Matter OKC Chapter

**Tiffany Crutcher** | Founder and Executive Director, Terence Crutcher Foundation

**Tina Brown** | Project Manager, Arnall Family Foundation

**Tyler Fisher** | Pretrial Release Case Manager, The Education and Employment Ministry

**Tonia Anderson** | Director, Center For Social Justice And Racial Healing, University of Science and Arts of Oklahoma

**Vered Harris** | Rabbi, Temple B'nai Israel

**Yvita Crider** | Private Consultant, Fox Crider Consulting, LLC

**Zana Williams** | Chief Executive Officer and Founder, Mindful Resolutions

# Appendix H. Roundtable Two Agenda

## Roundtable on Values and Justice

*Catalyzing a new narrative of community safety and reimagining justice in Oklahoma*

Co-hosted by The Education and Employment Ministry and the Justice Lab at Columbia University

### Day One: Wednesday, November 29, 2023

#### 10:00 AM MABEL BASSETT COMMUNITY ROUNDTABLE

Mabel Bassett Correctional Center, 9501 Kickapoo Rd, McLoud, OK 74851

#### 6:00 PM COMMUNITY VIOLENCE INTERVENTION AND NARRATIVE ORGANIZING STRATEGIES IN OKLAHOMA

*A conversation between Cece Jones-Davis and Jabee Williams*

Citizen Potawatomi Nation Heritage Center, 1899 S Gordon Cooper Dr, Shawnee, OK 74801

### Day Two: Thursday, November 30, 2023

Chickasaw Nation Community Center, 4001 NW 39th St, Oklahoma City, OK 73112

#### 8:00 AM BREAKFAST AND CHECK-IN

#### 8:30 AM NARRATIVE NORTH STAR PRESENTATION AND PANEL

*Narrative Initiative and Square One Staff*

*Narrative Initiative, a national nonprofit that collaborates with social movements to shape their government, economy, and culture, has been working in Oklahoma for the past two years with local stakeholders of the ProsperOK network to build narrative power for deepened collective impact. In this panel, participants of their process will reflect on the lessons learned, including core prevailing narratives in Oklahoma, and launch the "Narrative North Star"- a guiding light to anchor both collective and individual work against the carceral system.*

#### 9:45 AM BREAK

**10:00 AM WELCOME AND LIVING LAND ACKNOWLEDGEMENT**

*Melvin Battiest and Yvita Crider*

**10:30 AM ROUNDTABLE FRAMEWORK**

*Kris Steele*

**10:45 AM INTRODUCTIONS**

*Michaela Clarke*

*A diverse group of Oklahomans with unique personal and professional backgrounds have been coming together for the past year to interrogate fundamental flaws in the criminal legal system, reckon with historical harms, and dream of a new future of justice for the state. Everyone sitting around this table today has either been a part of these conversations or exposed to the process. What has brought you to this work and what do you bring to this work? As you sit here today, are you optimistic, pessimistic, hopeful, or discouraged (or feeling something else entirely?) for the future of justice in Oklahoma? Why?*

**12:00 PM LUNCH**

**1:15 PM CREATING A NARRATIVE CHANGE INFRASTRUCTURE**

*aurelius francisco and Tiffany Crutcher*

*According to Narrative Initiative, "Narratives reflect shared interpretations of how the world works by embedding themes and ideas in collections of stories. Who holds power and how they use it are both revealed in and supported by dominant narratives. Successful narrative change shifts both power and dominant narratives." Over the past two years, Oklahomans in Square One have identified narratives around punishment and harm that shape the current criminal legal system, in order to develop new narratives that center community safety and healing. What are some of these existing narratives about crime, punishment, and safety in Oklahoma? What are some of the untold, or nondominant narratives, around these topics? What new narratives could we use to promote human dignity and socially integrative responses to harm? What actions could Square One stakeholders take to catalyze narrative change around community safety and violence? How do different types of*

*audiences influence tactics and messaging around narrative change?*

**2:45 PM**      **BREAK**

**3:00 PM**      **THE ROLE OF VALUES AND FAITH IN OKLAHOMA'S CRIMINAL LEGAL SYSTEM**

*Clarence Prevost*

*Oklahoma's criminal legal system disproportionately targets women, people of color, and other marginalized groups of people. Not only does Oklahoma incarcerate women at one of the highest rates in the world, but also, of the 25 people who have been sentenced to death in Oklahoma since 2020, nearly all of them have significant vulnerabilities (mental illness, child neglect and abuse, youthful age at the time of the alleged crime, etc.), and people of color are disproportionately represented on death row. What roles do faith and values have—or not have—in driving such high rates of incarceration in Oklahoma, especially of marginalized people? What role might faith and values play in decreasing the reach of the criminal legal system in Oklahoma? What role can faith and values play in healing and accountability in the future?*

**4:30 PM**      **THURSDAY WRAP-UP**

*Kris Steele*

**Day Three: Friday, December 1, 2023**

Chickasaw Nation Community Center, 4001 NW 39th St, Oklahoma City, OK 73112

**8:30 AM**      **BREAKFAST**

**9:00 AM**      **GROUNDING & REFLECTIONS FROM DAY ONE**

*Yvita Crider and Kris Steele*

**9:30 AM**      **ACCOUNTABILITY, PUNISHMENT, AND REPAIR**

*Francie Ekwerekwu and Tyler Fisher*

*When harm happens, people often seek to hold someone to account. In Oklahoma, accountability is often pursued through police and the courts, which ultimately results in prison sentences, community supervision, or fines*

*and fees. However, Oklahoma locks up a higher percentage of its people than nearly any democracy on earth. Are police, courts, and prisons effective tools for achieving accountability? How do we hold these systems accountable themselves? How is accountability similar or different from punishment? What role do (or don't) Oklahomans in the broader community have in these accountability processes--in the short-term? In the long-term? What is the role of the governed in holding government and powerful leaders in the community accountable?*

**11:00 AM RECKONING IN ACTION AND CREATING A CULTURE OF REPAIR**

*Cece Jones-Davis and Kym Cravatt*

*Reparations and land back movements are gaining momentum as many communities across the country think meaningfully about repairing past harms of chattel slavery, indigenous genocide, and ongoing racial violence through the criminal legal system and beyond. Yet these concepts are far from commonly accepted; for example, in Oklahoma, there is continued resistance to reparation for the harms of the 1921 Tulsa Race Massacre and to compliance with the U.S. Supreme Court's 2020 ruling in *McGirt v. Oklahoma*. Oklahomans have lived with these wounds, and their long-lasting infection continues to cause pain. What are the symptoms? How has this infected other parts of Oklahoma's history and present state? What does justice and healing look like for the Tulsa Massacre survivors and Greenwood community members, or for the millions of indigenous people who experienced mass genocide and forcible removal from their homes? How does reckoning with history connect with reimagining the criminal legal system in Oklahoma? Can we reckon with history to repair past harms and also commit to a future that responds to harm with healing rather than punishment?*

**12:30 PM LUNCH WITH PERFORMANCES BY POETRY AND CHILL YOUTH**

**2:00 PM IMAGINING NEW SYSTEMS OF SAFETY AND SOCIAL INCLUSION**

*Justin Jones and Tina Brown*

*While Oklahoma ranks as one of the highest incarcerators in the world, it is among the lowest in resourced public services, such as education, housing, food security, and healthcare. How does incarceration impact community safety? What do you need to feel safe and connected to your community? What does it look like? How do social services create community safety and reduce harm? What is the role of philanthropy, government, businesses, faith*



*institutions, and social sectors in fostering community safety and social connection? What are the systems of safety that currently exist in Oklahoma? What new systems are yet to be imagined?*

**3:30 PM**      **BREAK**

**3:45 PM**      **THE FUTURE OF JUSTICE IN OKLAHOMA**

*Aisha Elliott and Yvita Crider*

*The Square One Project in Oklahoma brings together diverse groups of stakeholders who are committed to reimagining the criminal legal system and shifting the dominant narratives from punishment to community connection, healing, and justice. We are inviting this coalition to continue this work by making commitments to yourselves, your neighbors, and the broader Oklahoma community to advance a new and sustainable vision of justice. What commitments are you willing to make to advance narrative change in your work, community, and personal lives? What is your vision for justice and community safety in Oklahoma? What commitments would you like to see from folx at the table? From the Oklahoma community at large?*

**Activity:**

Respond to any of the questions above on your provided cards. Place your card on the collective art piece puzzle.

**4:45 PM**      **CLOSING**

*Kym Cravatt and Michaela Clarke*

**5:00 PM**      **RECEPTION**

Chickasaw Nation Community Center Lobby

# Appendix I. Programming Suggestions from Wave 2 Interviews

As part of the Wave 2 interviews, administered in Spring 2023 after the first roundtable, members of the Steering Committee and Stakeholder Groups in Oklahoma were invited to reflect on their experiences with *The Square One Project* so far. This memo summarizes responses to the questions that the research team asked participants about programming.

Both the [raw data](#) and [condensed data](#) used to generate this memo are available for review.

## **1. Thinking back over the meetings throughout the past year and/or the Roundtable in February, has anything come up – in a reading or in person – that felt useful to you in your work?**

Many participants mentioned that the readings have been enlightening or helpful. Participants described gaining new or deeper awareness based on the assigned texts, and sometimes reported passing readings onto colleagues.

Some of the specific readings or ideas that people described finding useful included:

- Movement ecology
- The concept of parsimony
- Redefining violence
- Community safety
- Failure to protect laws
- The negative aspects of philanthropy
- Approaching policing and crime as a public health problem

Participants also emphasized the value of meeting people and building new connections with other folks engaged in this work. They expressed appreciation for learning how to listen carefully and empathically; how to have conversations across difference; and how to learn from different perspectives. Several participants appreciated hearing from directly impacted people.

## **2. Thinking back over the meetings and/or the Roundtable, has anything come up – in a reading or in person – that felt difficult or challenging?**

Many participants said that some of the conversations felt challenging but in a necessary or productive way. They described their shock or pain when acknowledging the harmful role

religion has played, for example, or relayed their struggles when reading or hearing about historic or ongoing harms without the power to help.

Others reported feeling challenged by the variety of perspectives in a more bothersome way. For instance, some felt challenged by group members working to change the system from within, while others felt challenged by people calling for radical change. Still others felt challenged by the fact that some participants lacked a foundational understanding of concepts like abolition.

A few participants answered this question focused on meeting dynamics. Two people said it felt difficult not to have enough time to emotionally process some of the heavier conversations. Others said that the power dynamics at meetings could be challenging, and that discussions could be dominated by a few speakers. They wanted more people to contribute, to enable sincere power sharing. One person said they struggled with their perceived obligation to not make people uncomfortable, and to focus on their tone rather than their passion.

Finally, people were challenged by not knowing how to make positive change, or how to best harness the materials from the discussion. One noted that analysis of social problems that blamed capitalism or “the entire structure of society” were reasonable but did not lend itself to pragmatic next steps.

### **3. Has anything surprised you, or made you think about something in a new way?**

Many people said they were not especially surprised and/or did not have an “aha” moment, despite enjoying the process.

Yet several participants said that the variety of voices and perspectives helped them think about things in a new way. They said that the readings inspired them to learn more about the issues. Many said they were surprised by the wide range of people working in this space and by the strong community voices they had not heard before.

### **4. In the past three months, have you had any professional conversations or interactions with any other participants in the Square One project, outside of our meetings and/or the Roundtable?**

Responses to this question were mixed. Several participants said no; others said only one or two (often Kris Steele). Many mentioned meeting only with people they knew before joining the project. A small number of participants mentioned that they had built new relationships based on their involvement in *The Square One Project*. Many members expressed the desire to have more opportunities to network with their fellow participants.

**5. Do you have any suggestions for programming going forward? What has gone right? Are there things that we should do differently?**

People expressed satisfaction with the overall format. They were pleased by the readings, questions, and general facilitation, and appreciated the values at the heart of the work.

Suggestions for programming fell into several categories:

- Solving Problems:
  - The desire to identify and enact solutions to historic and ongoing harm was the most common area discussed by participants. Several spoke of their wish to have action plans to make concrete change, and to be able to harness the material and discussions into pragmatic, practical next steps. Some desired an individual-level “checklist” for how to help, while others spoke of the wish to pursue some major policy-level change. Participants discussed the possibility of identifying some specific legislation to write or to target for reform as a culmination of the process.
- Logistics:
  - Some respondents wished they had had more notice before the roundtable. Others spoke about the difficulty of scheduling and attending meetings, and the challenge of ensuring ongoing participation.
- Roundtable:
  - Some participants offered suggestions they felt would have improved their experience at the Roundtable, including: a time limit on comments; breakout groups to discuss the material in smaller groups; and fewer overall sessions.
- Participants:
  - Comments in this category fell into two groups.
    - First, many participants shared a desire to hear from a greater diversity of voices, including: people who disagree and who aren’t “on the same page” already, as well as voices of community-members whose “boots are on the ground.”
    - Second, participants spoke of their desire to have greater opportunities to connect and build relationships with one another. Their suggestions included: more frequent and casual meetings, including get-togethers between stakeholder meetings; more in-state events to build community; a buddy system to help strengthen relationships; and the ability to bring in others, including colleagues.
- Other:
  - A few respondents discussed video content; they appreciated videos already made and found them very shareable, and they requested more videos.