





National Youth Administration workers "use ingenuity and skill in making toys for the use of children in WPA Nursery schools." (National Archives)



"Carre" industry 1898 withing partinent still @ 125 L St SC

Manrietta Minton 125 L Street, S. E. Washington, D. C.

"Henrietta"

(Interview with cousin also named Henrietta)

W. visited Henrietta to find her out. A stout chemrful looking young woman answered the door and invited W. in. "She couldn't be going to stay long because the baby has to be fed." (W. had visited once before after the first interview and had left the message that she would be there Priday morning) "Henrietta had to go over to her uncle's, my brother, to make a cake. Her mother is expecting some people in, and she (Henrietta) wanted to surprise her mother with a cake to serve them. Our stove won't cook so well. It won't cook on the bottom, you know, and it burgs on top."

August 5, 1958

This young appearing woman who had greeted W. was quite voluble.

She sat in the rooker opposite W. and volubteered quite a lengthy interview. She had a round pleasant face. Her features were Negroid.

She was brown, but much lighter than Henrietta. She reprinanded the children once or twice as she sat talking to W., for running through the house. Once a little girl tried to tattle on the others. "Brother is going in your post toesties", she said. The woman laughed, looked at W. and suid, "these children are a bother. Now, you all must play together without too much noise." She quickly dispensed with them and resumed her conversation. She seemed to definitely enjoy talking with W.

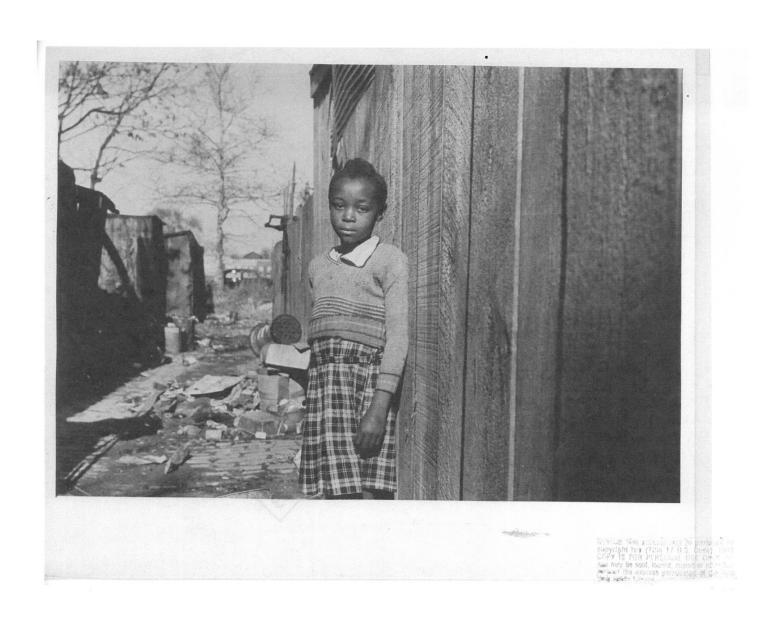
"I have been unfortunate in trying to see Henrietta," said W.

"She would have been here except that she had to make this cake. She
will be sorry that she missed you, I know. She would have been here.

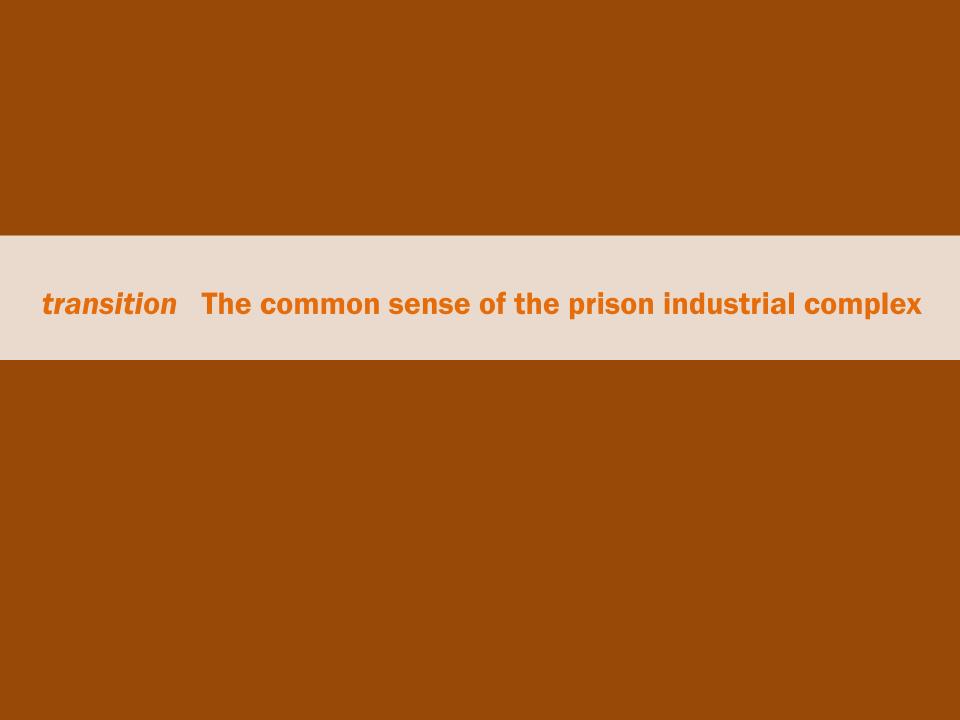
You see, some folks are coming in, and Henrietta wanted to surprise her

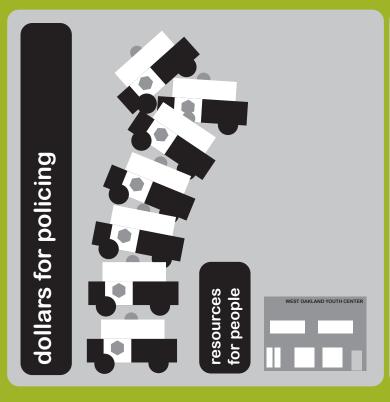
true

Whisemen St



"Girl in Washington D.C. slum area. Dec 1937," Gordon Parks







Policing is never done; it's always unfinished business. The issues that we're facing now are going to require years to solve.

Former New York City Police Commissioner, William Bratton, quoted in the *New York Times* from his farewell speech, 2016

Why is that person bad? The prison forecloses discussion of that. What is the nature of the badness? What did the person do? Why did the person do that? If we're thinking about someone who has committed acts of violence, why is that kind of violence possible? Why do men engage in such violent behavior against women? The very existence of the prison forecloses the kinds of discussions that we need in order to imagine the possibility of eradicating those behaviors.

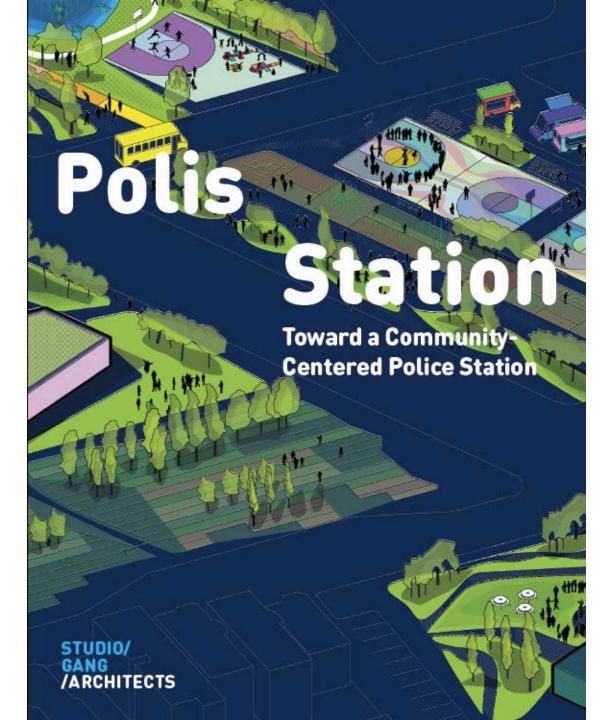
Angela Y. Davis, Freedom is a Constant Struggle, 2015





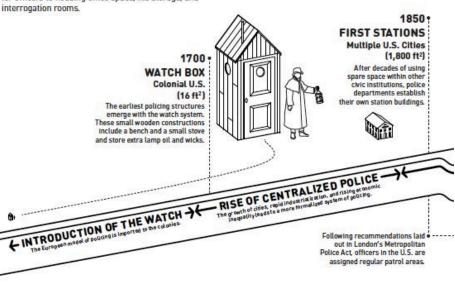
3,029 women and 3,433 men

Valley State Prison and Central California Women's Facility, Charchilla, Colifornia



Looking to the Past to Imagine the Future

The first police stations in the US were not buildings but "watch boxes": networks of small wooden shelters in colonial towns where watchmen, who patrolled their own neighborhoods on foot, would check in at predetermined times. Since that early moment, the practice of policing has undergone continuous change, with police stations morphing from providing sleeping quarters for officers to housing office space, file storage, and interrnation rooms.



1770

Community Cafe Prompt #1 What would a police station look like as a mixed-use facility?

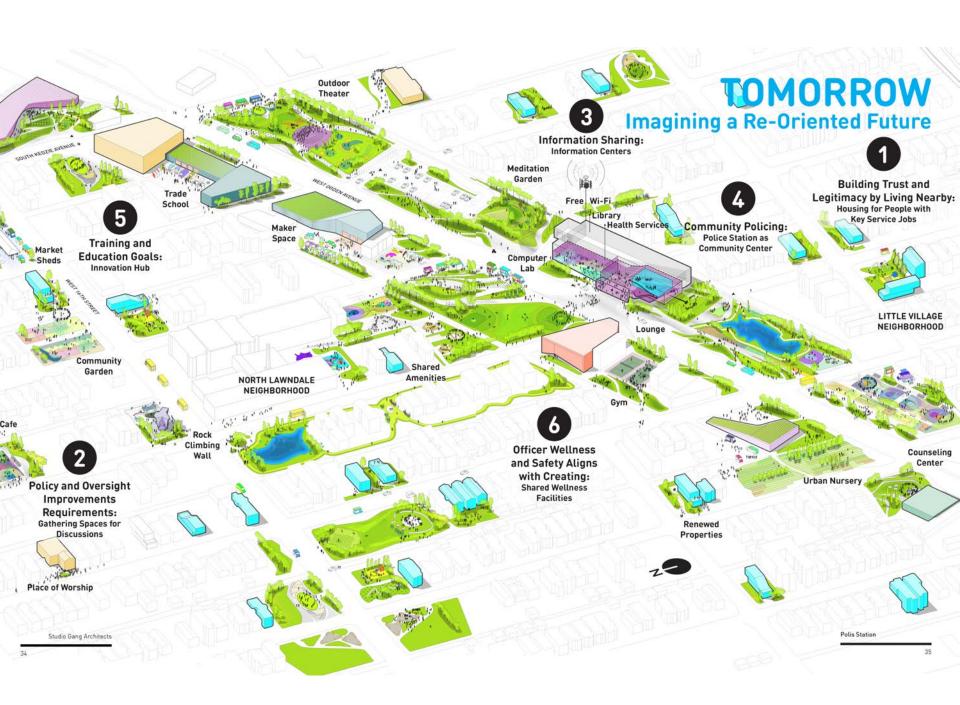
Community Cafe Prompt #2
If the community designed a police
station, what would it look like?

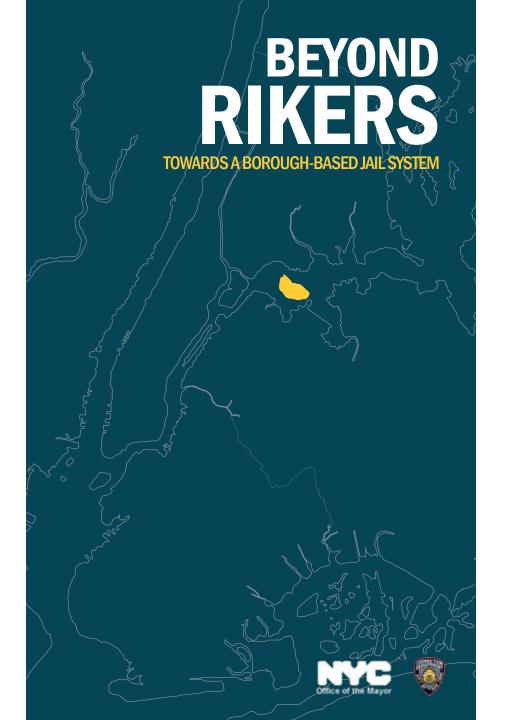


1850

Community Cafe Prompt #3 How does the station contribute to police and community relationships?

Studio Gang Architects

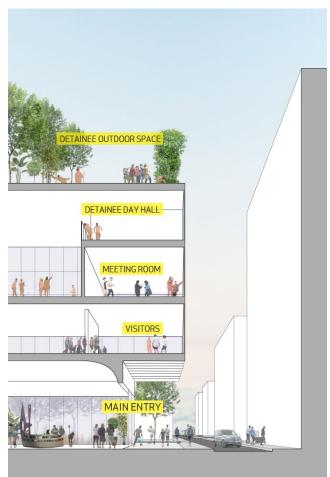




THE TEAM AND MANDAT

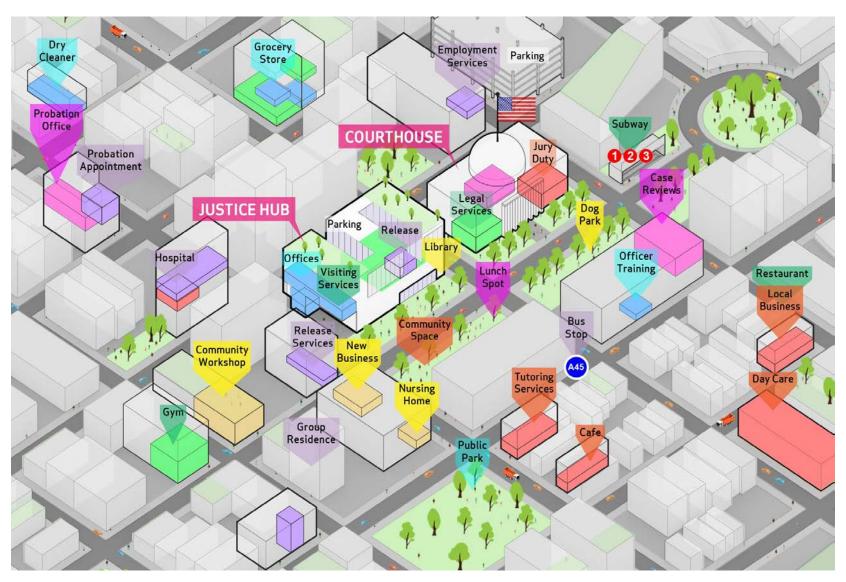
Justice in Design—a team comprised of architects, 1. How can we create jail designs that are more healthy, designers, planners, social and environmental psychologists, and incarceration reform advocates—was asked to produce 2. What impact does jail have on the community, and how a set of programming and design principles for future jails in New York City. This work began as an outgrowth of a partnership between Van Alen Institute and The Independent Commission on New York City Criminal Justice and Incarceration Reform, convened at the request of New York City Council Speaker Melissa Mark-Viverito and chaired by former New York State Chief Judge Jonathan Lippman. The partners asked the project team to explore several questions:

- rehabilitative, and respectful?
- can a decentralized jail system improve these negative effects?
- 3. What social services and programming can be included to help people re-enter communities?
- 4. What site elements are important to include in the design of community-based jails?
- 5. What types of neighborhood services can be offered to complement a community?



JUSTICE HUB IN THE CITY

A building open and inviting to all with programs to benefit all aspects of the community



The Justice Hub offers a diversity of opportunities in the neighborhood and fosters healthy experiences. Its presence in the community enables a higher standard of local accountability for the criminal justice system. It not only supports a more just and efficient judicial process, but cultivates positive civic identity and understanding.

02 Process

Studio Gang's process included three major components: Researching the past and present conditions to understand the national and political context; Engaging many different people representing varied perspectives; and Speculating through design to imagine a new future.

In developing the Polis Station proposal, Studio Gang focused largely on parts of the country where it is currently engaged in design work, in cities that

Studio Gang Architects

share many similar urban conditions. This diagram represents a snapshot of the process thus far. It begins with a confluence of events, ideas, and people; through the activity of research and engagement, the Polis Station concept begins to emerge.

Activities running concurrently with the development of the Polis Station concept included furthering the

School of Architecture, Planning and Preservation; projects initiated in Baltimore by a philanthropic developer; and on a parallel track, the realization of a small first step of the proposal by the City of Chicago at the 10th District Police Station in the study neighborhood of North Lawndale.

While much work has been done, this is in many ways only the beginning of a much longer, more inclusive process that must continue in order to explore how reinvesting in communities through design and design conversations can support efforts to rebuild these relationships.

research in an academic context through an advanced NYPO Facilities Management Harlem Community Justice Center design studio at the Columbia University Graduate Future Station House Design NEW YORK CITY Site Research: East Harlem Community and 25th Precinct Police Department Columbia GSAPP Columbia Law School Design Studio led Bernard E. Harcourt by Jeanne Gang SCHOLARS University of Chicago Crime Lab Greater SW Development We Can't Breathe Conference COMMUNITY Studio Gang Columbia University LaSalle St. Church BUILDERS Design of Randall K. Blakey Center for Community Change Babe Bonzalez CONCEPT CHICAGO STUDIO GANG Begins Police & Chicago Architectural PANEL Community_ Blennial Research ACTION Participants Announced Southwest Organizing Project Police and Community USA Tension COMMUNITY Claretian Associates Jackle Samuel Chicago Park District & Foundation Mike Kelly & Willa Lang President Obama Public Building Commission President's Final BALTIMORE Report on 21st Century Policing, May 2015 Felicia Davis e Launches Task Force on Police and Alderman 24th Ward GOVERNMENT Community Relations Michael Scott Jr. Philanthropic developer Mayor, City of Chicago Rahm Emanuel Scott Plank works with Baltimore 2015 CAPS, Community Cafe Police Department Vanessa Westley 2014 CAPS, Chicago Police POLICE Commander, Chicago Police David McNaught 1 YEAR 5 MONTHS Polis Station

ajail

community concerns

SAFETY

Would a new jail make my community less safe?

Existing jail sites do not see higher rates of crime. In the year the Brooklyn Detention Center reopened in 2012, the area experienced a steeper reduction in crime than any other precinct in Brooklyn North. Since then, the precinct has seen a 20% decrease in crime, compared to 14% citywide.

PROPERTY VALUES

Would a new jail decrease my property values?

Since the Brooklyn Detention Center reopened in 2012, the average home sale price increased by 14%. The areas around both the Brooklyn and Manhattan facilities have some of the highest property values in the city.

HOME INSURANCE

Would a new jail increase my home insurance rate?

Proximity to a jail does not factor into most home insurance

calculations.

PARKING

Would a new jail cause parking issues in my neighborhood?

Through the planning process, we would accommodate as much off-street parking as possible within the site to reduce parking strains in the community. All four facilities would include parking for staff.

as a good neighbor

Modern facilities would replace the outdated jails of today. These new facilities would be integrated into the look and feel of the neighborhood. Their interiors would be built with state-of-the-art design for a more humane, safer environment that promotes better mental health and medical services. Their exteriors would include retail and other amenities to serve the neighborhood.

amenities

- Architecture and design that enhances the neighborhood with minimal street-level impact
- Parking, loading, and services on-site and indoors
- Ground-floor spaces open to the public, such as community facility and retail uses
- Safe and flexible layout to maximize recreation space and natural light
- Better health and mental health services
- Comfortable visiting rooms for families and children.
 Respectful spaces for women and mothers



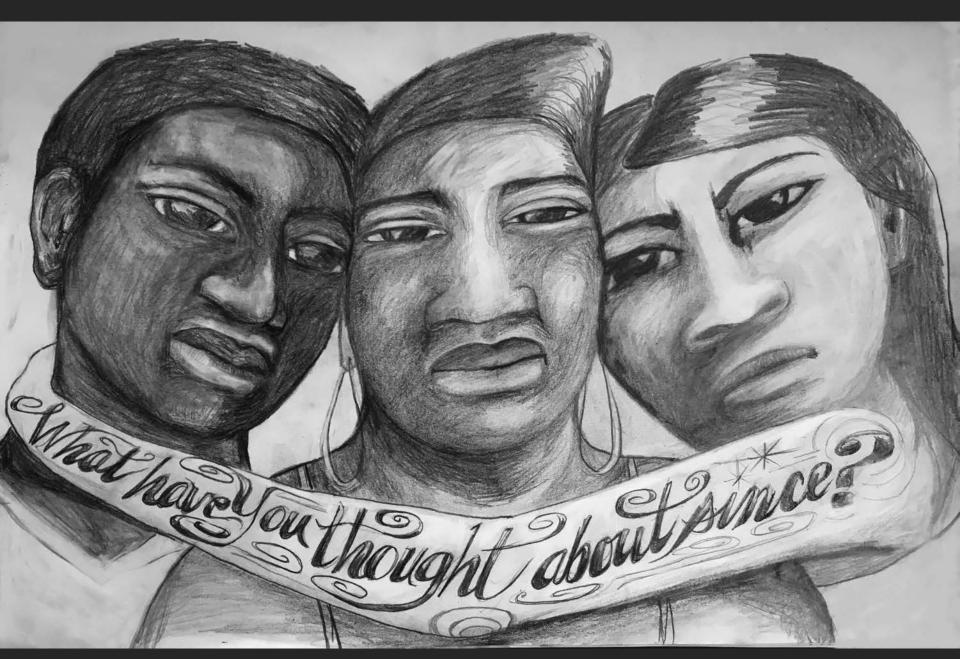
PROPOSED GROUND-FLOOR ACTIVITY ON ATLANTIC AVENUE BROOKLYN

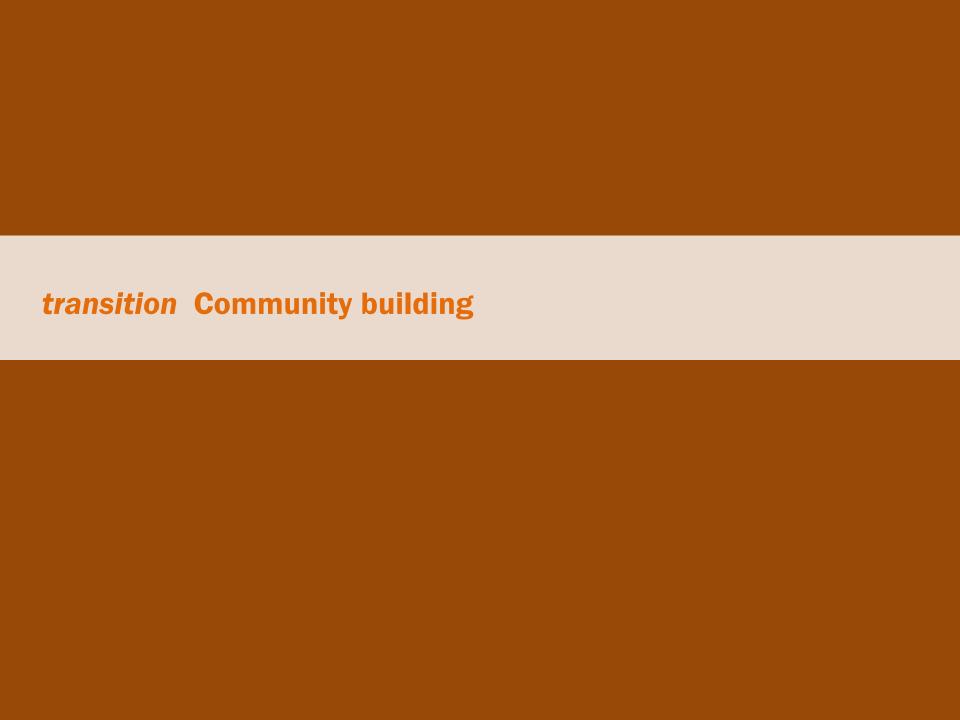


VISITING ROOM WITH CHILDREN'S AREA













Oakland Power Projects builds capacity to invest in practices, relationships, and resources that build community power and wellbeing. We can make our families and neighborhoods safe and healthy without relying on the cops.

Policing fails.

The Oakland Power Projects (OPP) builds the capacity for Oakland residents to reject police and policing as the default response to harm and to highlight or create alternatives that actually work by identifying current harms, amplifying existing resources, and developing new practices that do not rely on policing solutions.

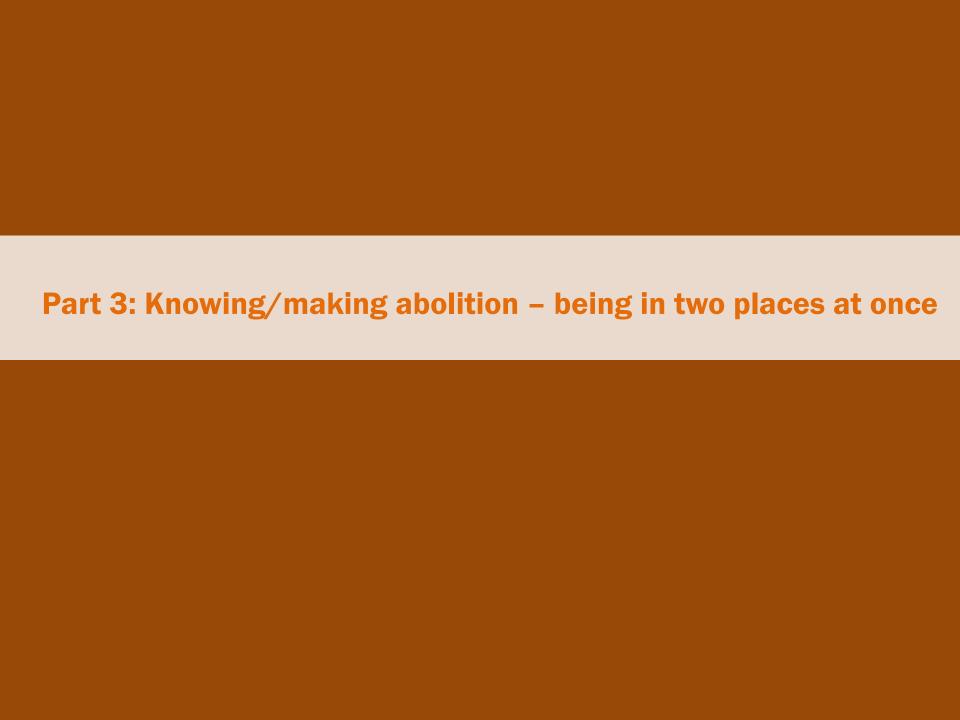
The Oakland Power Projects is a community-led organizing project.

Critical Resistance's Oakland chapter spent more than two years fighting a successful campaign against gang injunctions in Oakland as part of the Stop the Injunctions Coalition. In the spring of 2013, as the city abandoned its two temporary injunctions (in North Oakland and the Fruitvale) and moved on to other policing schemes that continue to fail the people of Oakland, Critical Resistance began to consider taking up new work. Through a steady and intentional process, Critical Resistance members talked to close allies from the Stop the Injunctions Coalition to get a sense of the perception and experience of the current policing landscape in Oakland, and asked what work could reduce the reach of policing into Oaklanders' daily lives and take steps toward making policing obsolete.

We identify projects through a multi-step process. We start by having one-one interviews with Oaklanders about their experiences of their city and neighborhoods, their experiences with police, and their dreams and ideas for creating wellbeing in Oakland. Through collective listening and reflection on the themes, concerns, and ideas that arise in interviews, we map out common threads. From those, we choose an idea to develop with people who raised the ideas and others who are well-situated to begin capacity – and strategy-building around the Project theme. Together, we workshop ideas and needs to arrive at a shape, goals, and next steps for the Project, along with a core of people to organize it and carry it out.

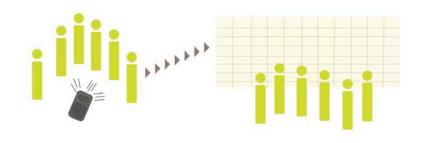
The long-term goal is to have multiple Projects, taking on and remaking approaches to wellbeing at once, and reducing the harmful influence of policing on the city and people's lives.

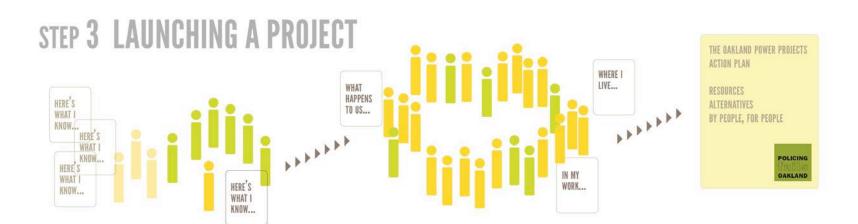




STEP IN EXVIEWS When you get a lot of Black people together, the police just come... I think that it is in a manufacture program, when you call a manufacture program p

STEP 2 LISTENING + FINDING





- 1. CR members talk with allies, friends, neighbors, and community members.
- 2. The group listens collectively to interviews and draws out themes.
- 3. Once we find a theme, we ask people doing work on the issue to talk to, and then bring a group of interviewees who raised the issue together with other experts to develop project ideas and plans.

EDakland POWER Projects

Do you live in Oakland?

How long have you lived in Oakland?

Where do you like to spend time? Why?

Do you feel safe there? Why?

Where do you feel most safe? When and why?

Have you ever called the cops? Why did you call?

What made you feel like they were the best option?

What happened as a result of the call?

Did that solve the problem?

Can you think of something that might have?

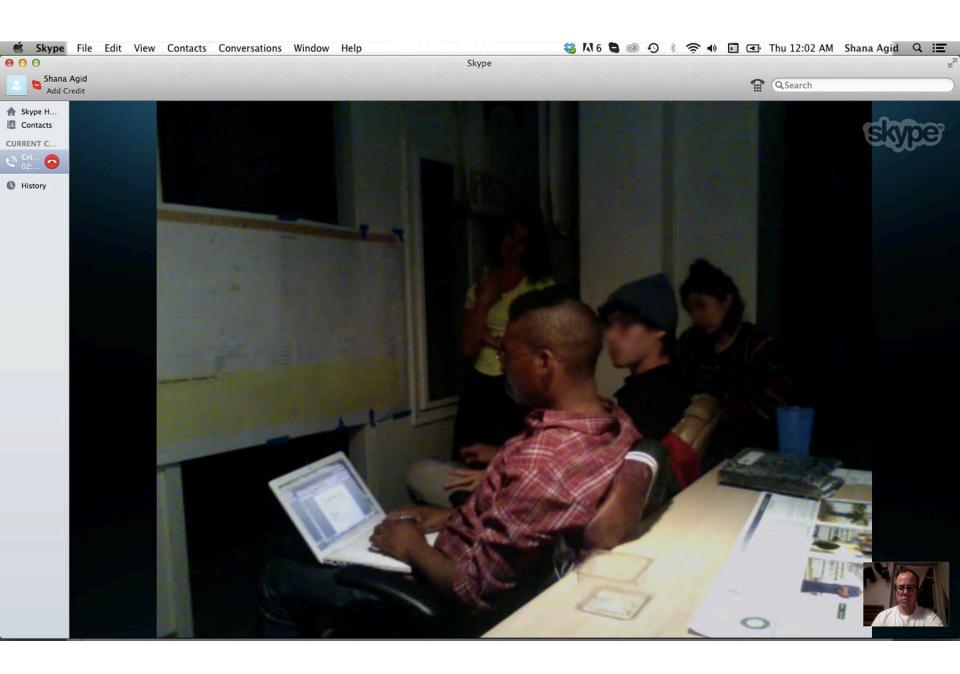
What do you wish would have happened?

What would have prevented you from calling the cops in the first place?

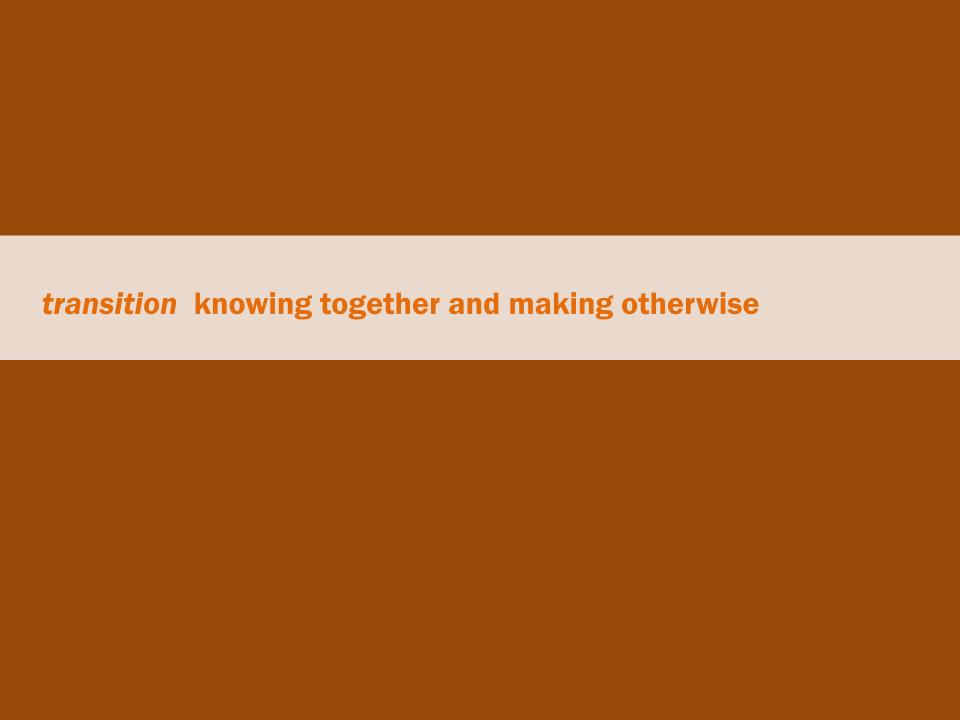
campaign story-collecting campaign story-collecting Date Date Name Name _ Interview / Story # Interview / Story # themes + keywords themes + keywords time of day hight neighbors as support a time of day a neighbors as support a busy areas busy areas V lights & dar n home neighbors school community center a community centers workplace called police walking / didn't call police transportation nad alt. resource □ family public open space o friends Notes (theme ideas, key locations, stand out ideas, concerns, etc.) Notes (theme ideas, key locations, stand out ideas, concerns, etc. Walking W Company C night What they'd make / want to see in Oakland: -raised in house she's living in now -re: parantoof culling ops "What elf cd we have had to

critical resistance oakland

critical resistance oakland







fusing; we agree that I will try again, and "wrangle them more;" ate as we go

ANG 2013

workshop was

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Appendix by the Control of the Contr FE 48 - 189 - 189 - 189 STOP USING STARYEDARDS TIMELINGS 100 1000 pada IN DOTOBGO - BE BE AS THE WY DIGS IN TO INTERVIEWS + LISTENING 面 1800 0000 BASED ON WHAT

ON THE LIST: Method Case (1) 000 F16666 -TIMELINE -STRATEGY +LOGISTICS STORYSOARDS + TIMELINES DECISIONS + SHIFTS IN TIMING PARCHERING CONDITIONS FOR... [INTRODUCE OUTREACT: · LIKE LIVING DOCHMENT I aimed to make the storyboard of

the group rejected my concerns + agreed

I had a sense of clarity about my role as

we seemed to be using the storyboard as

differently for some vs. others - I do

SEFT - DCT 2:13

keeping track of the campaign did I stop updating these because we stopped using them? did the storyboard / timeline stop being useful at this point? did the campaign become clearer when interviewing started? I was building a practice of listening, interpretation, proposing, asking attuning + saturation | Light + Akama "infrastructuring"] Ehn, et. al.

between meetings just to kind of prepare a little bit, to think about, "Ok, so we're off track on the project, what to hold ourselves account-se dates. And what was se dates. And what was ut that was that it made it had we had to keep pushing forward, even though at the pieces of it still felt less. By utilizing the timeline we to overcome that thing ause we haven't done this so we're off track on the project, what does that mean?"...!t was helpful because. I think we've never done a project like this, and there isn't some kind of like clear tangible thing that you're fighting against...especially in the initial phases - I think now we have this "carrot" or whatever it is, we have ause it can get really a thing - we just didn't really know...what there was going to be. at times, that we can just and on, instead of being ...Something about having visuals that

o, no, we're are actually ding something, so by also provided some graphic represen-tation of what we would be doing at that phase made it easier to digest or understand the project.

ding something, so by a s thing needs to be done Because we're making and even if there's not an addine against which we're actually generating for ourselves. In this in this process that's what ring, the work that's at CR and what's happening. Storyboard v.4, was kind of like a re-up Storyboard v.4, was kind of like a reveal, of what we had done at that retreat, if want to say that these were really useful, and then I also want to check myself about being realistic as to how show you have moving. We have referred back to those a number of times, and they were important, and for whatever reason I think the group has not prioritized booking back at these in a serious way. So we've had then as a find a couple of times in ommunities that we're n, which I think is a sy of thinking about it, being like "On October 25th ion makers will be a order to...etcetera, meetings, and I think it really helped to keep our campaign in perspective, like where we started in our idea process where we started in our idea process and also where we started in our actual owing the work process... I get shin of amouse about moving through the campalay, so I get notused on illustration of the campalay, so I get notused on illustration of the campalay, so I get notused on illustration of the campalay, so I get notused on illustration of the campalay, so I get not the campalay, so I get not the campalay so I will be the campalay and the continue with other versions of the pleases, meanwhale, if I felt into places, meanwhale, if I felt into amount, frankflicturing from phase 1 to phase 4 and maintaining the other

S: ... You talked about I"my project" amplifying or augmenting things and making campaign goals...easier to implement.... (Is there) anything in particular that you're thinking of?. J: I think the phases thing, I think the different iterations of the here's our different iterations of the here's our schedule thing that you've done, whether those are time delimited or activity delimited.... And then I think the fact of you being like "can we look at these materials" that have those things in them. Even really really good tools are only as useful as the memory.

to use them. Or, the opportunities to

I think at a most fundamental level you are integrated into the workgroup. I would say that you are part of the workgroup, even though you don't live in Oakland, whereas I think that maybe in the beginning I saw this as like, "Shana has this project and we're like interfacing around this work." But I of the work forward, this is something that we have to do in order to be able to sort of better understand the project or even to be able to do the project."

facilitating that, or even making it go,

able to refer back to a timeline, in same ways, especially for - I don't know if this will be of interest to your know if this will be of interest to your project or not but - in a collective organization or a non-herarchical grouping of people, I think having timelines and concrete sort of timekeeping or just something to keep you on trick helps hold collective accountability in a way that ...doesn't you so make the project of the project of the project something to keep you on trick helps hold collective accountability in a way that ...doesn't you something to the project something to the project something the project something to the project somethi about that, I don't know if everytody, sees it that way in the group. So, yes, I think moving forward, I think perhaps even more so moving forward been even more so moving forward been been seen up until this point our accountability has been to each other in the group, but I think now we're going to enter a more outwardiching shase of the project, and we'll likely have accountabilities to other people and so I think timekeeping, will be totally essential. Patrick

This [the timeline] I feel the same way about as the phases thing; I think it's incredibly useful and I think it would be great to keep it updated. ...it's the workplan, at a certain level. I mean it's got dates and responsibilities and administrations. ctivities. And in some ways I feel like hat would be equally as useful as a big glant one of these for the stories [wall chart, see Ch. 4 / 5], to have that like where people could see, "On shit, I'm supposed to be here, I was meant to have done this." That would

We use this [interview pad] a lot. It has changed a little bit - and we're going to these is that they drifted more off from these is that they drifted more off from su stilling them. And i wonder if it has to do with more the way the working styles of the popole in the group... I think that there are ways in which I could see this being holpful as well, could see this being holpful as well, could see this both drawing out and writing out what they imagine happen through people both drawing out and writing out what they imagine happen go back and then place those together in an order that seems to make sense and then reflecting it back to us and and then reflecting it back to us and and then reflecting it back to us. use this again for the next identifying of a theme that we want to address. of a theme that we want to address. I hink that this is a super hepful tool. It's in conjunction with the next hing which is the wall chart, so we sit down individually and take notes on a story we hear collectively, and then sort of dump all of what we're pulling out of them - the themes and the points of interest that we pull out of theme. I adorest each offer. in an order that seems to make sense and then reflecting it back to us, and then having us fall through whether or not those details. I think through whether or not those details. I think the itmeline. I see all this fatory doard searcise) was helpful for an overarching wher and this fatory doard searcise) was helpful for chewing through the detailed pieces of it for...what was the potential of what we for...what was the potential of what we them - against each other.

be interested in thinking through the next go round if that's something tha – maybe that's what we're doing

already with the workplan.

in meeting - I describe it as focused on action + strategy

using a visual tool together becomes

a system for planning, proposing,

I think the interview pads are super helpful also. The one, well, I'll just share this. When I was listening to my stories in my like crazy week of I can't stories in my like crazy week of Lean't figure out what's going on with my brain this week, I kept forgetting the interview pads and I don't have a printer at home, and they're PDFs so I couldn't like alter or just type into it, right so I copide everything into a notebook three times...so I could issen to the stories at home...so what! was finding was shat! was perhass balling more once that I perhaps taking more notes than would have using them, and I don't know that might be neither here nor there, but then I had to transfer the information on to the story pads so information on to the story pads as information or to the story pads as they could be stored in the office and I was finding that I was kind of picking, thoosing what I was kind of picking. So, I think inhote are super useful, so the story of the story

lot more than I really needed to.

good practice to begin building buckets that we're trying to look at. I think this page feels like forever too small and can continue to make it better—the
"where in Dalland" box works well, the
quotes works well. ...! don't think it's
something that is a too! that is too
useful outside of the group, but it
might begin to give enough of
researchy areas that a volunteer in the
office could...pull all the interviews that talk about gender, I think that they actually would be able to do that,

which is kind of cool ...

it's a really good consistent tool to have, so that if anyone comes into the project, we can be like, 'Oh yeah, this is the thing that we're working with it's not parfect but here's what we've agreed to use. Aid, you just joined group, you're going to use it. Let's evisual if you need to, but. Ithis is the timeline, this is the thing we've been working ort, this is where we're at in the project, this is the one thing that we use to do this, and then you put if it we use to do this, and then you gut it up on the wall [laughter], and that's how you share it back." It's part of the process. So it's like, "Don't just listen

missed. But, I'm also not sure, for the purposes of the campaign! wonder if that matter all that much? In some ways it's not necessarily about the individual things that people come up with. I man it is, but it also isn't. Intese are kind of like just like little wedge or comething to push on the logic of politing, and id any! know if it's garing to be the airor of the wedges or if it will be the number of wedges or all this liber is the sure of the wedges and what will assure before the sure of the wedges. and what will actually help things, cause things to shift in Oakland. But...I don't think it's necessarily like going to be detrimental to the campaign.

stories. And I think things will get missed. But, I'm also not sure, for the

I think that the care we're taking and the time we're taking and the times that we've brought things to the table and then questioned them and then and then questioned them and then stepped back and stepped forward and stepped forward has been a florg process of what I've described back and stepped forward has been a florg process of what I've described to seene friends as like we've been in like kind of like a fertility stage and now we're taking baby. stages, all thirk the care that we be taken will make it so that this project makes us incredibly well possed to flight politicing in Galdand, and not just specific police politicing.

because as I'm interviewing people and listening to interviews I'm hearing and listening to interviews I'm hearing more things that I feel like should be on that list and maybe seeing some of the things that perhaps aren't quite as useful—although I don't know if other people have that same experience. I'm really excited, I guess I'll talk about both this and the wall chart, those catapories go together. It's a really good way to put into a visual sense, what was are object processing. Our what we are doing practically. Our to this, about really how we're getting frough phase 2 and phase 2 to phase 3 and 4.1 think this is the tool that is going to post up. that we're going to post up. that we're going to use to get there. And, year, incredibly valuable. I think that pless us to wait about the interviews as we're deing them or incrediblely after, we look at this thing and we're law; "Oh how does not seen the service of the phase of the ph and I'm like checking off boxes, I think about, like "Oh yeah, that's not only about, like "Oh yeah, that's not only something that was interesting in that person saying it, but it was interesting in that person saying it, but it was interesting because every single time I've denoe no of thase interviews I've checked off that box." I shink that once we are able to put it up on the wall chart mock up thing, if so ging to give us hage support in terms of really identifying how to draw out next steps in the next phases.

proposals and

in conversations

and meetings

ideas began being reshaped

> intern), as you know, has found them very helpful, and she was like finishing very helpful, and she was like finishing her analysic on the interviews she had done for her school project and she's like "I need more of those notepads so I can do my analysis," and I was like of great, so I know that they're useful to her, And I actually do think that having some of these churchs that are, exactly the same, the formal's the same, will also helle with contine or same, will also help with coding or however we want to talk about the presentation of the information left to our own devices would probably took very different. So I think it's a way of just establishing a baseline for information that is translatable across all the different individuals in the group, that somebody can use if they're not around all the time. So like NA's coming in and transcribing stuff and she could use it, or you know. and she could use it, or you know people who are in the garden a bunch, but aren't with CR, could probably use it. So I think there's probably ways to make it useful.

I was trying to use it as I was listering and I gave up because I couldn't do that, and there gives because I is couldn't do that, and there gives because I is the it is intent line a test I laughings, But I brief, before, and the think everybody, had a little bit more facility with it because I little bit more facility with it because they'd used it before, as there was like a little bit more time gressorm... I like instening as a given and calling the intention of the could be a little bit more time gressorm... I like the bit is the little was the little with the little was the litt to break em up, that will be very about it later. ... So that I can be like

JAN 8 - FEB 12 2 PAGE 2014

THE CONTROL OF THE PAGE OF THE MAY 2014 The state of the s 0-2,E WORKING GRANT ON HOLD WHILE CHAPTER CONSIDERS \Rightarrow LIPACITY story collecting story listening

referring to storyboard / timeline, I say we're at a point where we're mean to be

I don't want to push too far, too fast

I notice that I "have an investment

I began proposing systems or tools

or things based on needs I heard

and places it seemed the group's

storyboard / timeline develop a sense

work was getting hung up

THROUGH WHICH MY / OUR PRACTICE DEVELOPS + IS NUANCED

I saw this as a kind of

"service" design, thinking of

the flow of information, need to make connections +

choices, communication

across a group of people,

hearing the unexpected

and allow the possibility of

As the campaign development continued, questions arise about how to work with information coming into the group through interviews conducted with Oaklanders; I propose a system for "mining" the interviews, shaped and honed by the No Cops members and me through use.

> INO COPS BEGINS -**DEVELOPING 2013** YEAR IN REVIEW]

FOCUS ON YEAR IN REVIEW THROUGH → MARCH 15 20141

BECOMING DESIGN CO-AUTHORSHIP

I suggest it could allow for more

No Cops member: "Using big

No Cops member: "We might be

the project...not just in meetings"

not only my reflection in producing collective knowing

reflection-in-action Robertson

gather around this particular thing... We're having to do a formation that...seems never to the organization

and this project is helping us do that

relational to mutual: co-authorship as a condition o the / our (design) work

talking about as a chapter has been how to identify what are the spaces or windows of opportunity to organize windows of opportunity to organize against the PIC. And then how do we move ourselves - our labor, our skills, our resources - into a vehicle or formation that takes best advantage of that? ...Because we're thinking...of long term resistance in Oakland, or to the logic of policing...there is not this small window of opportunity that means) we need to figure out how to eather acount this norther late this.

fusing; we agree that I will try again, and "wrangle them more;

ONLY TOTALY

SOLVE MYSE ME MONTO

NOT WHISTONEY

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NOT WHISTONEY SEFT - DET 2-13 FE 48 - 189 - 189 - 189 "E'00 · OF - CE - E A - 60 ""000 0000 PREVISED THIS WHAT I'VE SEEN - HEARD IN HEET NOS . ON THE LIST: O O O F166666

na a a STORYSOARDS + TIMELINES

STOP USING STARYEDARDS TIMELINGS IN DOTOBGO AS THE WY DIGS IN TO INTERVIEWS * LISTENING

UPDATED TO REPLECT · LIKE LIVING DOCHMENT

I aimed to make the storyboard of

differently for some vs. others - I do

in meeting -I describe it as we're at a point where we're mean to be focused on action + strategy

OUTREACH

story listening INTRODUCE

THROUGH WHICH MY / OUR PRACTICE DEVELOPS + IS NUANCED

As the campaign development continued, questions arise about how to work with information coming into the group through interviews

conducted with Oaklanders; I propose a system for "mining" the interviews, shaped and honed by the No Cops members and me through use.

WORKING GRANT ON HOLD WHILE CHAPTER CONSIDERS

[NO COPS BEGINS **DEVELOPING 2013** YEAR IN REVIEW]

[FOCUS ON YEAR IN **REVIEW THROUGH** MARCH 15 20141

BECOMING DESIGN CO-AUTHORSHIP

Thank you.

Shana Agid Parsons School of Design agids@newschool.edu

co-authorship as a condition o the / our (design) work

to hold ourselves account-se dates. And what was ause it can get really o, no, we're are actually ding something, so by

ding something, so by a thing needs to be done Because we're making and even if there's not as adline against which we're 're actually generating is for ourselves. In this in this process that's at CR and what's happen! peing like *On October 25th ion makers will be so we're off track on the project, what does that mean?" ...It was helpful because. I think we've never done a project like this, and there isn't some kind of like clear tangible thing that you're fighting against...especially in the initial phases - I think now we have this "carrot" or whatever it is, we have a thing - we just didn't really know...what there was going to be. .. Something about having visuals that

also provided some graphic represen-tation of what we would be doing at that phase made it easier to digest or understand the project. Storyboard v.4, was kind of like a re-up

of what we had done at that retreat. I want to say that these were really want to say that those were really useful, and their also want to check myself about being realistic as to how slow we've been moving. We have referred back to those a number of times, and they were important, and for whatever reason I think the group has not prioritized looking back at these in a serious way. So we've had meetings, and I think it really helped to

amplifying or augmenting things and making campaign goals...easier to implement.... (Is there) anything in

J: I think the phases thing, I think the different iterations of the here's our to use them. Or, the opportunities to

also think that you have developed some of these design pieces that

that we have to do in order to be able to sort of better understand the project or even to be able to do the project,"

same ways, especially for - I don't know if this will be of interest to your know if this will be of interest to your project or not but - in a collective organization or a non-herarchical grouping of people, I think having timelines and concrete sort of timekeeping or just something to keep you on trick helps hold collective accountability in a way that ...doesn't you so make the project of the project of the project something to keep you on trick helps hold collective accountability in a way that ...doesn't you something to the project something to the project something the project something to the project somethi about that, I don't know if everytody, sees it that way in the group. So, yes, I think moving forward, I think perhaps even more so moving forward been even more so moving forward been been seen up until this point our accountability has been to each other in the group, but I think now we're going to enter a more outwardiching shase of the project, and we'll likely have accountabilities to other people and so I think timekeeping, will be totally essential. Patrick

This [the timeline] I feel the same way about as the phases thing; I think it's incredibly useful and I think it would be great to keep it updated. ...it's the workplan, at a certain level, I mean it's ctivities. And in some ways I feel like

us utilizing them. And I wonder if it has to do with more the way the working use this again for the next identifying of a theme that we want to address. of a theme that we want to address. I hink that this is a super hepful tool. It's in conjunction with the next hing which is the wall chart, so we sit down individually and take notes on a story we hear collectively, and then sort of dump all of what we're pulling out of them - the themes and the points of interest that we pull out of theme. I adorest each offer. them - against each other.

> brain this week, I kept forgetting the interview pads and I don't have a printer at home, and they've PDFs so. I couldn't like after or just type into it, right so I copied everything into a notebook three times...so I could ilisten to the stories at home...So what I was finding was that I was perhaps taking more notes than choosing what I was putting on there. So, I think those are super useful, there is something about the fack or space to take notes on, I don't know you can turn I even or whatever, but maybe that's intentional because you know,....ev're looking for a sort of limited set of information. You don't need to transcribe the stery to understand it. I found I was writing a lot more that I result premeted. lot more than I really needed to.

good practice to begin building buckets that we're trying to look at. I think this page feels like forever too small and can continue to make it better—the
"where in Dakland" box works well, the
quotes works well, ... I don't think it's
something that is a tool that is too
useful outside of the group, but it
might begin to give enough of
researchy areas that a volunteer in the
office could...pull all the interviews that talk about gender, I think that they actually would be able to do that, which is kind of cool...

it's a really good consistent tool to have, so that if anyone comes into the project, we can be life. 'Oh yeah, this is the thing that we're working with it's not perfect but here's what we've agreed to use. Aed, you just joining the group; you're going to use it. Let's revise if if you need to, but. Ithis is the timeline, this is the thing we've been working on, this is where we've at in the project, this is the ore thing that in the project, this is the ore thing that we use to do this, and then you out if we use to do this, and then you gut it up on the wall [laughter], and that's how you share it back." It's part of the process. So it's like, "Don't just listen

stories. And I think things will get missed. But, I'm also not sure, for the missed, But, I'm also not sure, for the purposes of the campaign I wonder if that matter all that much? In some ways it's not necessarily about the individual things that people come up with. I mean it is, but it also sin't...these are kind of like just like little wedges or something to push on the logic of policing, and I old not know if it's gengt to be the size of the wedges or if it will be to combe or wedges. or if it will be the number of wedges and what will actually help things, cause things to shift in Oakland. But...I don't think it's necessarily like going to be detrimental to the campaign.

the time we're taking and the times that we've brought things to the table and then guestioned them and then and then questioned them and then stepped back and stepped forward and stepped forward has been a florg process of what I've described back and stepped forward has been a florg process of what I've described to seene friends as like we've been in like kind of like a fertility stage and now we're taking baby. stages, all thirk the care that we be taken will make it so that this project makes us incredibly well possed to flight politicing in Galdand, and not just specific police politicing.

because as I'm interviewing people and listening to interviews I'm hearing and listening to interviews I'm hearing more things that I feel like should be on that list and maybe seeing some of the things that perhaps aren't quite as useful—although I don't know if other people have that same experience. I'm really excited, I guess I'll talk about both this and the wall chart, those categories go together. It's a really good way to put into a visual sense, what was are obligen restriction. Our what we are doing practically. Our to thisk about really how we're getting through phase 3 and 4.1 think this is the tool that is, going to posh us, thus w're going to use to get there. And, yeah, incredibly valuable. I think that helps us to think boot the interviews as we're doing them or immediately after, we look at this titing and we're like, "Ok how doe this fit?" Not only like "That person's response was really interesting." Dut

and I'm like checking off boxes, I think about, like "Oh yeah, that's not only person saying it, but it was interesting because every single time I've done one of these interviews I've checked off that bex." I think that once we are able to put it up on the wall chart mock up thing. It's going to give us huge support in terms of really identifying how to draw out next steps in the next phases.

intern), as you know, has found them very helpful, and she was like finishing very helpful, and she was like finishing her analysic on the interview she had done for her school project and she's like '1 need more of those notepads so I can do my analysis,' and I was like of grat, so I know that they're useful to her, And I actually do think that having some of those church that execution the school of the control of the contr same, will also help with coding or however we want to talk about the analysis we do, the information we get rom the interviews. Each of us think in really different ways, so I think the presentation of the information left to NA's coming in and transcribing stuf but aren't with CR, could probably use it. So I think there's probably ways to

I was trying to use it as I was listering, and I gave up because I couldn't do that, and then ging back... If let a little like a test (baghing). But i think because I couldn't because I couldn't because the before, and think lives everybody had a little bit more facility with it because they'd used it before, so there was like a little bit more time pressure... I like they'd used it begrow and talling the best, but I field like... If we start being the best, but I field like... If we start being the break but I had to break en up, that will be very better than the break they that will be very the start being the break we up, that will be very the start being the start being the start being the start being the start before the start being the start better than the start being the start between the start being the start between the start being the start between the start being the start between the start bet

how to identify what are the spaces o windows of opportunity to organize windows of opportunity to organize against the PIC. And then how do we move ourselves - our labor, our skills, our resources - into a vehicle or formation that takes best advantage of that? ...Because we're thinking...of long term resistance in Oakland, or to the logic of policing. Librer is not this small window of opportunity (that means) we need to figure out how to eather account his northwater thin. gather around this particular thing...

and this project is helping us do that



the group rejected my concerns + agreed

hose would be very realistically mooth - transitioning from phase 1 to

workgroup, even though you don't live in Oakland, whereas I think that maybe in the beginning I saw this as like, "Shana has this project and we're like interfacing around this work." But I how to track... I see those as a way of like, "Ok so we need to push this piece of the work forward, this is something

these is that they drifted more off from to do with more the way the working styles of the people in the group... I think that there are ways in which I could see this being height is a well, could see this being height is a well, cos when going back and thinking through people both drawing out and writing out what they imagine happening in each phase, and then having you go back and then pleed those together in an order that seems to make sense and then reliecting it hack in us, and and then reflecting it back to us, and then having us talk through whether or not those details... I think the not those details...! Inink the timeline...is really helpful for an overarching view and this [storyboard exercise] was helpful for chewing through the detailed pieces of it for...what was the potential of what we

already with the workplan.

I think the interview pads are super helpful also. The one, well, I'll just share this. When I was listening to my stories in my like crazy week of I can't