

Jerome Deroy: [08:29](#) So I want to take a little bit of time now for Caroline's Sarnoff to introduce herself. And again, it's my great pleasure to have her here. We've been working with criminal justice, with Measures for justice for a few years now.

Caroline Sarnoff: [08:41](#) Yeah, it has been awhile.

JD: [08:42](#) So yeah. Caroline ,why don't you tell us a little bit about Measures for justice and what you do.

CS: [08:46](#) Sure, sure. Well thank you so much for having me today. I'm really excited to share with everyone about this amazing journey we've been on the last couple of creating these training modules. So Measures for Justice is a nonprofit research organization that specializes in county level measurement of criminal justice systems. So what we do is we have a series of performance measures that look at the whole system, right arrest to post conviction. They talk about things like public safety and fair process in the system and fiscal responsibility. And this is really important because we have never in our country really looked at county level criminal justice systems, which is kind of crazy because that's really where justice happens in America, on the county level. So to do this you have to really collect a lot of data, which is what my team, the data outreach team at measures for justice does, right? We travel around the United States, going county to county meeting with criminal justice practitioners and stakeholders and asking them to share data with us. So part of how I sort of reached out to you was this idea of how can we help people understand what this job is going to look like from their very first day. And that's, that's really my role at measures for justice is to oversee data collection across the entire United States, at the state and county level to help populate our measures and we really hope that practitioners and the public alike, we'll use the measures for justice data portal to really, as the first step for an informed decision about what's happening in the criminal justice system.

JD: [10:35](#) Great. Thanks for that intro. And of course we're going go into little more detail about that specifically, that role about looking at how do we, how do we prepare these new hires as best we can. Right? So I just want to go through a couple of the discussion points here and I'm just going to, we can just put them all onto the screen at the same time. And so, you know, just really in a couple of brief sentences what we've summarized here and what I would like to talk about today, with you, Caroline, is, you know, essentially what we've, what we found from our perspective at narrative, you know, we've, we sort of see storytelling as a great way to communicate

messages in a very memorable way. And the reason that we do is because our brains are actually wired for stories so we kind of know from a very young age that that's how we understand the world, you know, we're told stories as children and we tell stories to our children, et cetera. And immediately it kind of creates coherence. And so, for us, I think when, Measures for Justice approached us, and we started talking to just the two of us you know, I sort of quickly had this idea that well, you know, we could what, what are the stories that are worth sharing and that would really illustrates or highlights what it is like to be doing this job because you had been there for awhile and for awhile it was just you, right? Correct.

CS: [12:01](#) Yeah, yeah, I'd been there for a couple of years and yeah, I had like this very fluid, non structured way of training, training, quote unquote training people, so we are certain really at a point where we needed to formalize that process.

JD: [12:16](#) So that's really when we, when we started to think about, well, you know, from my pursuit, well, what are the stories that you have Caroline, you know, what are all these experiences that you've had on the road going all to these different counties and stakeholders and, sort of what were the different kinds of scenarios that you came across that potentially would be likely for a new person to come across. Right.

CS: [12:37](#) And you and Narativ are great at sort of mining those stories. You know, I don't think I even realized, how tangible those stories were and how much they could inform the work that my team was doing, you know. So that was great. You helped me sort of understand how just telling a story could create something really useful.

JD: [12:56](#) Yeah, that's a good point. And I think, you know, rather than going through all these discussion points, we might as well just discuss - kind of show, don't tell. I think this is a good time for us to just say hi to everyone. And of course I just want to remind everybody who's listening that we will share these discussion points with you all and we'll add to it as we, as we see what would emerge is here, because I kind of want to. I want to go off of this topic that you were just talking about because I think there's a few steps, right? When you're thinking about onboarding is first about what have you been doing so far? Right? And so what was your process? What was that process for you guys?

CS: [13:41](#) Sure. So, the process was very fluid, right? So I had been a measures for justice for about two years and I was sort of going

out alone to all of these counties having meetings and we realized it wasn't really sustainable for just me to do this. So then I start, I hired, you know, maybe one or two extra people and we tried bringing some people from our research team out on trips with me and basically it wasn't a really effective training tool because, I was just sort of saying, okay, come with me, you know, just shadow me, sit with me over the course of, you know, four or five meetings, I'll give you some materials and then, you know, you're ready to go. So it wasn't very effective and it wasn't very efficient and as measures for justice kept growing and I went from hiring one person to, you know, probably it's probably been about eight or 10 people over the last few years. You know, we just realized, listen, we need, we need something with a little more structure here if we're, if this is really going to be an effective as the training process.

JD: [14:42](#) Yeah. And I would imagine it's if, if you're growing at a fairly fast clip, it's not really sustainable to have people shadow you. Okay.

CS: [14:48](#) Exactly right. Like, it just wasn't that, that happen anymore, you know, now when we hire someone new, it might take, you know, a couple months before they go out and shadow someone. We needed something to kind of help them understand before they were actually out there.

JD: [15:02](#) Right. And so, you know, and what I should say also just in terms of context, is that the narrative had been involved with Measures For Justice on a kind of messaging, presentational level. Right. So, so I had done quite a lot of work with Amy Bach, who's the founder of Measures For Justice, the president of Measures For Justice and, but really around, you know, what is, what does Measures For Justice do, what's memorable about it and why should people care about it really. and, and then when you came along it was kind of interesting because you know, you didn't start the company but you started pretty happy. Definitely. How long ago has it been? How long? How long has it been now?

CS: [15:39](#) Over four years since I've been working with Measures For Justice and I was the first one to sort of go out on the road and do this really county level intense data collection.

JD: [15:49](#) And so when we were talking about your experiences on the, on the field, so to speak, when you were saying, you know, that what was interesting about the process was sort of mining the stories together because I remember know us spending a lot of time in an environment kind of similar to this one and we've done a sound booth exactly. And I was asking you a lot of

questions, but I think I'd be interested in interesting for people who are listening to this and watching this, you know, what that process was like for you. Like what are the..... And I don't know if you can share perhaps an example of a typical situation that maybe you hadn't thought of in a long time, but that became sort of central, kind of central learning tool for others without divulging confidential information. Obviously. Definitely.

CS: [16:33](#)

I think first of all, I should say a little bit about the data outreach. Well that it's really completely unique, right? So even when we've had employees who have worked in the criminal justice field before or they might be attorneys, no one is prepared for this role because it doesn't really exist anywhere else and you know, the challenge was like how do you train someone for something they've never done without them actually going and doing it and you know, the way we were doing it was sort of like, okay, you're just like thrown into the fire from the very beginning. And I wanted a way for people to understand what it meant to be part of the data outreach team without having to go out there, which is why these stories were so, so important. Right? So from the very beginning, they can start to envision like, this is what a day at my job is going to look and feel like. And that's really important when you have a job that someone can't always visualize and you know, it's part of you helping me mind those stories. I think for me, I didn't realize there were themes, right? So I was just sort of going through the motions, right. I, I'm having meetings every day and I'm not able, I wasn't able to sort of zoom out and realize that there are themes through these meetings and typical scenarios that I could be passing fairly easily to new people on the team. Right. Like I'm thinking, oh, they just have to learn it by sitting through these meetings, but actually there were some pretty clear themes that you helped establish and then we were able to create this training structure that is a series of stories based on those different scenarios, and that was very useful.

JD: [18:09](#)

Yeah. And I remember one particular challenge, you know, that stuck out for me because this is kind of what we look for, right? And especially when you're going to train someone is what are the challenges that your life, right? It's kinda, it's a little bit like a pilot getting trained. What do I do it when there's turbulence? Do you have like an example of, of that that proved to be, to be helpful to people?

CS: [18:35](#)

No, definitely. So one of the stories that we talked about was a state attorney, which is a district attorney in sort of a conservative county in Florida who had, it was just an interesting meeting, you know, he was a really powerful figure.

He was a former judge so you could tell he obviously had a lot to say. He was going to have a lot of opinions, and we walked and I walked into that meeting and basically it was an example of how we went from someone being very against Measures For Justice and against data driven work to within an hour, being able to switch that meaning to him saying, okay, and that story always sticks with me because it was a great example of how, you know, you can't give up, right? Because when you, when you're in the room with a prosecutor or a judge, like, of course they're going to play a little tough, you know, like it's just their personality. And if you can be polite and persistent and really clearly state what your goals are for being there and kind of hang in there, hang tough, you know, you might end up turning, turning the tide a little bit in a single meeting. So that was a really key lesson that we always talked about was this one really tough meeting that, you know, we ended up getting the data even though he sounded like he hated us when we walked in.

- JD: [19:57](#) Yeah. And it's interesting because I still remember, so we're talking about a training that occurred a year and a half or two years ago at this, at this point. Right. And I still remember some of the details of what the rooms looked like. I remember one person, I don't know if it was this one or not, but you know, who had, who had a fish on the wall.....
- CS: [20:18](#) Yeah, exactly. That was him.
- JD: [20:22](#) And you know, and, what people actually said to you and what you said to them. And it's in those little nuggets of dialogue between you and these and these counterparts, these stakeholders that, that people meet, that we were really able to find these lessons. Right. I think without, you know, without those details that seem to, you probably kind of mundane. It's like, you know, why do you need that level of detail and why do you need to know exactly what they said to me, what you said to them. And I think me, the reason is that you really, it's there that you find the most information actually, that's really kind of memorable information, but also these lessons that we derived from these stories, you know, like, keep at it and keep the faith, et cetera. If it's not, if there isn't something to actually prove it to prove well, why should I keep the faith, you know, well, here's an actual story and I believe it because you're giving me details of things that could have only happened to you in your experience. So yeah, that's kind of an interesting. I think one of the ways that storytelling really helps to bring something out that's more memorable,

- CS: [21:26](#) The stories bring out the nuances, right? Because if I was training someone on a meeting, I wouldn't probably say remember to look at your surroundings, you know, is he a military man, you know, like, I probably wouldn't say that, but when I tell a story and I mentioned that I'm in a small back room or you know, he has badges on the wall, it's letting you know that I am cognizant of my surroundings. So you probably should be to when you're in these meetings. So it's a really practical way of teaching, teaching those sort of skills.
- Speaker 1: [21:59](#) So you're breaking down what, what you hearing in terms of what happened in these, in these situations and by breaking down what happened, then you actually get nuggets of information that you can then pass onto others. Right?
- CS: [21:59](#) Yeah.
- JD: [22:13](#) And that's really essentially how this training worked. Right? So we mined the data from you by, by hearing your stories. And then do you want to talk a little bit about what happened next? What was the process of sharing all that? Yeah, it was great. Yeah.
- CS: [22:25](#) So we created, a sort of podcast style, right? I think there's about eight of them different training modules and they each represent a typical scenario that you would encounter along the way and then we followed that up with an amazing in person training session so everyone listened to those podcasts and then we sort of worked with everyone on how to sort of tell their own stories so that they would feel comfortable not only sharing stories internally about what they experienced. But also it'd be really comfortable when they had these meetings with criminal justice stakeholders talking about measures for justice and sort of telling a story about why measures for justice matters and why data matters. And they could do this in sort of a short clip and, and effectively communicate what they need to do in story format because we know that resonates with people on the road.
- JD: [23:17](#) Yeah. And what do you think was the impact on the other people that were there were sort of in these new positions and looking back on it I guess?
- CS: [23:27](#) One big thing for me is that I think it, oh, when it was very a very practical way for them to understand what was going to happen without having to be thrown in right away. And then it just created a great culture of openness I think right away because here I am, you know, at the time I was the assistant

director, but you know, the director, being really candid about success. But it's also about failure and you know, saying, 'Hey, you know, this was horrible, but I learned from it.' So I think it allows people to say, oh, so sometimes it's going to be horrible. And you know, I, I heard Caroline talk about her failures and her successes. So now I feel really comfortable sharing my failures and successes to, and I think that has been the biggest takeaway is from day one we've created this really open atmosphere where it's acceptable and encouraged to tell your stories about what's happening every day as a team.

JD: [24:22](#) And then for you as so you said, you know, you went from assistant director to director and now how do you see this sort of evolving, because now we're involved to create a kind of a 2.0 version of this.

CS: [24:32](#) And Yeah. And for me that's just like a big takeaway whenever you do training is one of the things I've learned is like you need to be ready to really adapt to what the training needs to be. And I found that you know, we're, we're evolving because when we started these meetings, there were sort of a little less at stake. They were sort of, I'm a little more ad hoc, you know, maybe here and there. We were still developing our data portal, which is not live, you know. No one knew about us. We were very under the radar and what's happened over two years. His first. We've just grown super fast. We now have a live data portal. So when we asked for a meeting, we're not really going in under the radar anymore, everyone knows who we are, right? So we need to come in a little more prepared. We have standard messaging that we didn't have two years ago. So it's just, you know, it's, it's great. This is part of a growing organization, right? We have a lot of foundational messaging and structure that we didn't have and standard operating procedures like all this stuff didn't really exist two years ago. So the new training now is like, okay, how can we increase, how can we add more stories that talk about really core messaging? You know, the, the very basic things that we want people to get out there. So, you know, not only just training about scenarios you might encounter, we're also using stories to train about Measures for Justice and the foundation of Measures for Justice.

JD: [25:56](#) Understood. And so that, that sort of consistency of messaging, right, is also going to be part of this new training is like how do I, how do I speak about measures for justice in a way that I can own myself, it's personal to me, but also hits on, on the points that you want to. Right. Yeah.

CS: And it's also we're evolving to that. It's just not my stories, you know, now we have a team of a lot of wonderful people who have been on justice as many site visits as I have and have a, have also really, really valuable lessons to be shared. So we're incorporating other members of the team into our training or onboarding so they don't just hear my voice, but they hear other voices.

JD: [26:32](#) Right. No, that's really interesting. And I think we have a slide that will be shared after this or maybe we can put it up on the screen now if that's possible. But I'll, I'll just describe it as sort of this cycle of learning. Right? So, so as you described it, you know, you kind of start with what, what, what are the stories that one person has one stakeholder in the, in the company that's kind of the, let's call that person was you obviously, but in this case units kind of the knowledge holder, right? So, so there was someone who's got that knowledge and then we mine that knowledge through the stories that you told, and we kind of derive lessons and information from it and then we shared it through these, these podcasts and now we're, we're using video for this new one as well and we'll see what that, what that does in terms of delivery of training. But you know, and then once you go through that, then other people start to add their voices to it, right? That's the cycle.

CS: [27:27](#) Yeah. And it's just such a nack. So the whole thing with being a director and then maybe having people at your training are people who work for you is, it's really natural for them to tell you a story about what happened. Right. Because we're going to. These meetings were all over the United States are meeting really interesting people like it's so natural to want to call someone and be like, you're never going to believe what just happened. Right. So we're constantly actually telling stories and sharing these experiences with each other and it's like, okay, , let's get them down. Like, let's make this a tool. Like that was really, really interesting and it will be really informative for someone else down the line.

JD: [28:03](#) Right. That's a great point. So you're actually kind of leveraging something that happens informally, probably in a lot of companies. Yeah, exactly. You're right. I mean, I, yes, that's something that, that I see in, in my company, but also in previous, you know, in previous experiences that I've had in, in the corporate world, especially where, you know, you're kind of, you meet someone in the elevator and you're, what have you been up to? Well, here's the project that I'm working on with. Let me tell you about this crazy thing that happened and that I learned from. And so instead of having that limited to a short

conversation that only two people here from, you're actually sharing that with the entire organization and then every time someone comes in, they get a chance to, to hear and learn from that.

CS: [28:46](#) Yeah. And build that institutional knowledge. You know, the thing was an organization like Measures for Justice that's a nonprofit that's had a huge impact over four years. It's like how do you take someone who's brand new and bring them up to speed on everything that's happened over the last four years and get them to have that institutional knowledge so they feel like they have ownership of their role immediately and they have ownership of the mission and the messaging. And I think that's by giving them a chance to hear everything that's happened.

JD: [29:16](#) Yeah. Yeah. That's great. We've talked about culture and sort of the impact of that on it. Do you, do you have a sort of a sense of, you know, almost two years later doing now a new training version of this, you've got new people coming in and who haven't or who have. I guess the other thing I should say also is that people have access to this, to these stories now in a kind of a permanent way, right? So they can hear you at any point in time and that's part of, that's now part of your onboarding process for someone who comes in, walks into the door last week. That's, that's what's happening..... and so what have you noticed about, you know, the people that do go through this training or have gone through it maybe a little while ago? But sort of how have you noticed the benefits of, of training people like that? Even if it's anecdotal?

CS: [30:09](#) I have one really good practical benefit that it might not affect everyone, but my whole team telecommutes. So I live in, you outside of New York. I have someone in Michigan, I worked in Missouri, Washington, California. So for me there's a really practical benefit is like we sort of get to know each other even though we haven't met each other. So for some of these people that I'm working with, it'll be like months before I sit down and see them in person. It's not like we're going to the office every day and we're having a cup of coffee and I might think, oh, you know what, this reminds me, I wanted to tell you about this time because I think you might find it really interesting. So it allows people who are brand new to the team to get to know me and that's like a very practical benefit for me. Right. So they're hearing me talk about something that's really intimate, something that's sort of vulnerable, you know, these stories.



- CS: [33:25](#) and that's a culture thing. You know, I've worked at other really large, like corporate research organizations and the training processes, they drop, you know, hundreds of pages of reading on your desk and they say, okay, we're working on these five grants. I need you to get up to speed, right? No one sits down and tells you the background and get you sort of really feeling it. You just get red in, you just literally read and that's your training. I found that really lacking a, as being like a holistic approach to bringing someone on board.
- JD: [33:55](#) Yeah. Yeah. What, what, what was the part that was lacking to you? Is it a sort of a human side or is it.
- CS: [33:59](#) Well, it's just boring, you know, it's like you've got a new job, you're wanting to, you know, be engaged and show that you're here and you're ready and then you're in your office all day reading for two weeks in this, it's, you know, a couple of hours of listening to stories and then you might be able to have a fun conversation about those stories and what you've learned instead of saying, Oh, no, I'm, I'm only on page 5,100 of the grant report.
- JD: [34:23](#) Got It. Yeah. Yeah, yeah. That makes sense. Well let's, let's see if there are any questions that people have and again, you can use the chat box that is on the, the zoom software and just put in your question there. We've talked about a few different things and I'd be interested in if people want to share either as some of their onboarding experiences or some of their challenges that they're facing and perhaps how, you know, reflect on, on how this conversation that we've been having may help or support you in your own process and maybe as we do that. We'll could put up our contact information if people want to know how to contact Measures For Justice or how to contact Narativ, as well. So we'll just, we'll just wait for those to come in and we're going to share, contact information. So you're going to see our, our powerpoint presentation. That should be coming back onto your screen momentarily. I'm one of the things that I just wanted to add to the mix here is, you know, we've been talking about culture, obviously we've been talking about, you know, how do you prepare New People for a job? You know, the other thing is, is you've talked a little bit about as a leader, you know, that you sort of felt the impact in terms of people getting to know you and, and how they're thankful for that. And then of course you were thankful as a leader to have a structure instead of this fluid organic thing that at first, you know, at first you were kind of comfortable with I guess because that's the way you were doing things.

- CS: [36:10](#) And it's also about being self reflective. Like, just because I liked it didn't mean it was right, right. Like I liked it because it wasn't a ton of effort for me. Right. Like I just brought them along and it was great. But the feedback was that the employees weren't getting training that was useful for them. Right? Like they needed more.
- JD: [36:25](#) Yeah, yeah, yeah, yeah. That's interesting. so let's see, any questions coming in or not yet?
- KC: [36:31](#) There's one question. Have you done anything else with the stories you've gathered and have used them for other purposes?
- CS: Oh yeah. What do you would. That's a great, that's a great question. So kind of, so we're originally, we just recorded them for my group, right? So data outreach, there's like five or six of us now. There's eight, but Measures For Justice. We have, you know, including consultants anywhere up to 40 team members, which, you know, four years ago there were like five of us. So it's also remember I was talking about like data outreaches, sort of a hard job to wrap your mind around. People were like, what do you do? So it's also great to use internally outside of data outreach of other members and measures for other staff at Measures For Justice, understand what this role is like. So they might have some, you know, empathy or understanding about what people who are collecting data go through every day and that's great for research, you know, because researchers gets the data and cleans and codes it. But they might not understand everything that went into it, you know, the blood, sweat and tears to get people to share the data with us in the first place. So we have really shared them throughout the entire organization, which wasn't initially the goal. And I think, I think that's it. We haven't, we haven't put them out, but this new training that we're doing, we will, we might share them externally with funders. I think funders because you know, Measures For Justice is 100 percent foundation funded and it's a great way to sort of share with funders or potential funders to sort of work we're doing and our messaging and that kind of stuff. I think that could be a real useful.
- JD: [38:11](#) Sure. Yeah. Because I know that from my perspective, what I'm, the stories that I'm hearing, you know, could very well be used in an external way. I think it's an interesting question because you really have to think about who your primary audience is going to be for any story that you're going to tell. And, and you

know, one of the things that we think about a lot and his pro is one of the steps of our methodology is, you know, am I telling a story and why now and sort of, you know, and as opposed to just I'm going to tell the story because I know it works and I'll just, I'll just tell a story to everyone in, you know, and I'll just keep telling the same story to everyone in and expect the same results because a month before I was able to raise funds, you know, using that story. But then a month later it's a different audience. It doesn't work as well, you know. And so, so I think it's important to also think about who that audience is and who these stories are for. And because we had this sort of very internal facing goal and purpose, we really thought about what's the best way. First of all, what are the best stories to share with people that are really going to be helpful for this purpose? And then what's going to be the best way to deliver those stories? Again, for that specific purpose and having had that from my perspective, having had that experience, it's only two years later when we had, that we had, we've now had this experience that we could think, you know, what some of those stories maybe could be used externally and so now we're thinking about perhaps a different purpose, but still keeping the priority as onboarding and this is why I'm using it.

CS: [39:39](#) Right? And that's what it's for.

JD: Yeah, exactly. But you could, as we're going along the process, I could very well see how some of these stories are an amazing way to say very, very specifically what you guys do, you know, because you're telling us stories about things that happen in the field with the audiences that you work with and you're talking about some of the challenges that happen and how you overcome those challenges. So, which could be very interesting for a funder to, to know about your product underdog story. Right? Exactly. And, and yes, and it's true. And I, I should say that, I think the first time I met the founder of Measures For Justice was probably six years ago where it was just one person and I think you came on board pretty quickly after that, and she was fundraising. We were just working on her pitch at that time and, we got the pitch story and then from there it grew and our involvement with you guys grew. So the different, the purpose from my perspective, you know, went from purely external, how do I represent what I do and what this idea is because that's what it was six years ago and now we're here and it exists in the world, you know, and so how do I represent that to my people, you know, so that they can understand how to, how to use it. So, I got another question coming in. I hope that answers the question. I think it does.

Speaker 3: [40:55](#) The next question is, you mentioned changing the culture and openness. Do you think it has changed the culture any other ways? Yeah. So one thing that we didn't mention is we also actually, did an evaluation of this training, so, you know, we hired an organization to come in and interview everyone who did the, the training and listened to the podcast and then give us some feedback on it, and definitely the big tech takeaways, openness, right? Is that people understand as soon as they joined that like, listen, this job is going to be really tricky and you're not going to be successful if you do it on your own. You have to, from the first day, it'd be willing to commiserate with everyone on your team and strategize with everyone on your team or you're just going to hit a wall. So that's been the big takeaway. I think the other one is just, I think performing at a higher level where they, you know, because instead of having to go in right away with no background about what to expect, people are far more prepared that first meeting. So I think we're seeing a high, the onboarding time has, has shrunk a little bit, right? So what used to take a month, it actually took several months, right? Like one to two months to get people like ready. I'm seeing that they're listening to the trainings or doing some other exercises. They're shadowing one trip and then they're going out. So it's really, it's been a very effective in the amount of time that it takes to it to onboard someone. It's a time saver.

JD: Was there another question that you had mentioned?

Speaker 3: [42:35](#) This one is from Bob and he says, how do you get stories from your data users? In my work as an open data published, it sometimes feels as if we have no way of knowing how people are actually using data. These stories are valuable in making the case for more investment in data sharing.

Bob, you've just hit the nail right on the head there. That's really where we are right now is how do we get the stories out of the people who are using the data portal? And it's not, that's a hard thing and I'd love to hear from you Jerome, like how you think we can do that. I mean, one way we're, we're going to try is a long while we're collecting the data. We've built a lot of relationships at the county level, so not only were collecting data but it's also this sort of cool, almost like grassroots marketing. So we're collecting data to populate the portal and then we have this relationship. So one way we could do this is to go back and say, Hey, remember me, we met a year ago, we had a great conversation. The data portal is alive now. Can you tell me about how you're using it? And we have cultivated a handful of stories actually where we've met practitioners who are using the data in a great tangible way. We've, I think we've

really tried our best to express our thankfulness to them and be really genuine and authentic about how much it means to us that they're using this data and they're invested in, in a data driven change. So we encourage them to attend panels with us, participate in speaking engagements. We've recorded them telling their stories, and I think we'll just continue to do that over the next several years. But yeah, that's, it's so, so important to, to get used stories. I think it's probably our number one priority.

JD:

So it's a great, it's a great question because it's kind of like, so how do you mirror your own process internally of capturing these stories so that people can learn about how to do their job, but then how do you do that in, in, you know, for the external world as well. So in other words, you're meeting all these people who have the data and then you've got, you know, how do you get their stories of how they're using your portal, how they're using the information that you're giving back to them. And I think one of the things that I took away from working with you guys is that, you know, on different kinds of levels, whether it's internal, external is, is also, you know, sort of the, the intention or the invitation, the intention of the invitation. Right. So, so it's kind of like, you know, why a similar to our process of asking, well, why do you want to tell a story and why now it's kind of like, why do we want to get this data and how is it going to benefit you, the person who is actually giving me the data or who may use this data. And I know that that's a challenge that you guys have come across as being able to express that is to say, you know, that it's actually beneficial and, and that, you know, it's not just for us. And I know that very recently, I think you guys had an experience in Florida where it definitely felt like, you know, it's not about us measures for justice, but it's about you and how these stakeholders really kind of got that and that once you get that permission or that sense of, 'Oh, I understand what's in it for me now', then you're much more likely to get those used stories. Right? So, there's a little bit of work to do, you know, before simply sending out a survey or, you know.

CS:

[45:58](#)

It might be super obvious to say this, but you really need to cultivate the relationship before you ask for someone's story though. You and I like sharing stories and there are people who go to moth and tell their stories all the time. A lot of people don't know. So you have to make really make them feel comfortable in that environment and want to share.

JD: [46:18](#) Yeah. And I think from my perspective of just methodologically, you know, it's again thinking about listening, right? Who's, who's the person that's listening to you, what is, what is perhaps getting in the way of their ability to listen to you. There might be something in the background of their listening that's just like shutting down because there's something that's not really related to you, but maybe it's related to the idea of what you're doing. And so how do you, if you're aware of that, you know, as the person kind of interacting with them, you know, then you're better able to respond to them and to address their concerns and their needs and only then after the, after you've done that kind of background work can you really asked someone for their story and it's really, it mirrors our process in a way because I remember you and I talking quite a lot before you got to tell your story and

CS: It was very nerve wracking and I was doing it like, you know, voluntarily and I was still like, oh my God.

JD: [47:11](#) Right. And you had stories that were readily available. But even if even when you have those stories readily available, you really have to kind of sit down with the person and just listened to what, you know, what the intentions are, what the purpose is, what the challenges are. And only then can you sort of get into the details of the. Because otherwise if you jump in right away, you're not going to get those. That, that critical kind of information that you really need. Which usually has something to do with an emotional moment at some point or something. And when I say emotional, I don't mean like, you know, somebody has to cry, but it's like there's a kind of a turning point that happens or you know, it's something that you remember because you remember the feeling of it's right and so what are, what are those moments? And I feel like you have to kind of work your way towards that. It doesn't just, people aren't just voluntarily dropping those moments there some vulnerability there. So, something to work with. Any other questions? And then I think, I think maybe one or two questions and then we'll, we'll wrap up. We can wrap up with some final points and some contact information.

Speaker 3: [48:17](#) Nope, that's all the questions. But Bob is one of to follow up. He said thanks. That's the approach we're taking in Pittsburgh at the western PA regional data center and we're also learning from the data refugee storytelling project at UPenn.

JD: [48:34](#) Great. Fantastic. So what you're seeing on your screen now is the contact information for Measures For Justice, and you know what I was told by people and you can, you can say Carolina, if

there's anything else that you would like people to do, but, but definitely go check out their website. I think people can now check out this portal, right? Yeah. And, and so you can sort of see, you know, maybe perhaps how many accounts, how many states are you ready?

CS: [49:00](#) So we're in six states, Washington, Utah, Wisconsin, Florida, North Carolina and Pennsylvania, for Bob and over 350 counties and we'll be adding Missouri and Arizona shortly and are currently collecting data and collecting new stories in California.

JD: [49:19](#) Great. And this has happened in how, how much, how long a period of time? Oh Gosh, about four years.

CS: Four years is a pretty good clip adding more states per year. So that's good, so that's great. So yeah, check out their websites. Is there a social media information there as well in terms of contacting Narativ. You can definitely email me directly, Jerome, at narativ.com You can also find us on social media and I would just say, you know, we, we thrive on feedback and so if you have any questions as you digest this, perhaps as you watched the replay of this and as you look at the slides that we're going to be sharing with you after this, which will sort of summarize our discussion points as well as how we implemented this program. Please don't hesitate to reach to reach out to us.

JD: [50:07](#) We're here to listen to your concerns and challenges. It's, it can't be too small or too big. Any ideas that you have, please bring them to us. We're always happy to, to connect with people. Thanks everyone for listening to us. I just want to remind you that our book powered by storytelling is coming out on April 27th and you can already preorder it on Amazon. We'll be sharing information about our next Webinar, which will be sometime in April as well. So we'll keep you on board if you want to learn more about all of our programs, and upcoming events and Webinars, please do send please sign up to our mailing list on our website. There's a, pop up on your screen when you go to our website for the first time. Just put in your email and that way you'll, you'll receive all of our events. We have our partners in London who are running a workshop this month at the end of the month, so please, definitely go and check them out. They are on the homepage of our website under workshops. All the information is there. You can also find them on twitter at narrative London. Their names are Dan Milde and Jane Nash. We, we work together all the time. So if you are calling us from the UK and you want to reach out or if you're listening to us from, from the UK or watching from the UK, you should reach out to them for sure. Okay, so all that info is on

the website. Thank you so much everyone for participating. Thank you, Caroline, for, for taking time out, and being here and we'll, we'll say hi over here to our friends, I think on Facebook and Twitter, right? Yes. So I'm great. Thanks everyone for watching and for listening again, find Caroline Sarnoff at Measures for Justice and myself at Narativ and we look forward to hearing from you. Again. Thanks so much Caroline.