

Please Note: This is Yoana's first draft of a memo that includes SSOC recommendations. We have not yet decided whether we will send these recommendations in the form of a memo to City Council or in the form of a resolution that the City Attorney's Office has to approve. Please take a moment to review this first draft my Monday and come prepared to make suggestions or edits. Note that this is a very rough draft: I have yet to include some of Paula's and Pastor Wallace's suggestions, in addition to citations and more references that I think will make the memo stronger. Omar will also add information in two sections flagged below. Even though this memo will be distributed as part of the public materials for our August 26 meeting, it is NOT intended for further public distribution as it is not yet complete. We wanted to share it as a starting point for discussion on the SSOC.

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TO: Oakland City Council  
FROM: Oakland Public Safety and Services Oversight Commission (SSOC)  
DATE: ???  
SUBJECT: Final Recommendations to City Council

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As Measure Z sunsets and the Safety and Services Oversight Commission ("SSOC" or "Commission") concludes its function as an official City of Oakland body, we, the SSOC Commissioners, provide City Council with the following memo in order to ensure that the lessons learned over the last ten years are memorialized and included in the development of future commissions and city policies.

The first section of this memo includes recommendations to the Public Safety & Planning Oversight Commission (SPOC), which we believe will be set up if the Oakland Community Violence Reduction and Emergency Response Act ("Measure NN") is adopted by Oakland voters in November 2024. These recommendations are procedural in nature in that they are meant to advise both the formation and the implementation of the new commission. These recommendations may also apply to other City boards or commissions that have similar operating structure as the SSOC.

The second section of this memo focuses on substantive policy recommendations that we advise City Council to adopt in order to fulfill the goals of Measure Z to: (a) reduce gun-related violence; (b) improve 911 response times; (c) invest in effective violence intervention and prevention strategies that serve to interrupt the cycle of violence and recidivism. Since the goals of Measure NN are nearly identical, these recommendations can also support the new SPOC commission as it researches and develops a Four-year Community Violence Reduction Plan. Further still, the recommendations in this section are the kinds of policy changes that Oaklanders have been demanding for decades in an effort to make our city not only more safe, but also more just.

## **I. Procedural Recommendations: Best Practices for Future Commissions**

Oakland tax measures generally include a provision for the creation of citizen-led oversight bodies. These bodies are meant to give the public a degree of reassurance that taxpayer funds are being spent for the purposes outlined in the language of the measure itself. In other words, we want to know the City is using taxpayer dollars to do what it promised to do. And while commissions can provide a much needed level of oversight over the spending of public funds, the degree to which they are effective in doing so depends on how well they function. The recommendations below are intended to improve the capacity of commissions to fulfill their important functions.

### **A: The City Should Provide Commissions with the Resources They Need to be Successful**

Currently, the efficacy of commissions is limited by their very structure. Commissioners are city residents who volunteer their time not only to attend monthly meetings but to read and develop reports in between those meetings. Commissioners on the SSOC spend on average 8h per month on SSOC work, while the Chair and Vice Chair spend at least 20h and 15h on commission work respectively. Most working-class Oaklanders cannot afford to spend that much time on unpaid work. Similarly, they cannot afford taking a whole evening away from their work or families to attend 3 hour meetings in downtown Oakland. These realities about the structures of commissions have an exclusionary effect. Low-income, BIPOC, immigrant and other communities are underrepresented on our commissions, including commissions that deal with issues that disproportionately affect these excluded communities.

To improve the diversity, representation and efficacy of our commissions, we recommend the following:

- New ballot and city council measures include a budget for stipends for commissioners. Even a modest \$2000 per year stipend, for instance, can make a huge difference.
- Commissions receive training on how to develop strategic plans, how to move through conflict when conflict emerges, how to receive and respond to public comment, how to ensure diverse member recruitment when positions open, how to more effectively engage members of the public, etc.
- The content of this training is memorialized in a Commission Toolkit that the City of Oakland can distribute to all boards and commissions.
- New commissioners receive onboarding training and support from both staff and the Chair and the Vice Chair of the Commission.
- Commissioners are allowed to attend virtually, as provided by law, so that they don't risk losing their positions when dealing with emergencies.

### **B: Commissions Should Have Some Degree of Enforcement Power**

Measure Z tasks the SSOC with reviewing fiscal and performance audits, in addition to semi-annual progress reports how departments receiving MZ funds are making progress toward their desired outcomes. Over the last year, every one of the three departments the SSOC

oversees (OPD, DVP and Fire) have been late with their quarterly financial reports by many months. Commissioners have requested those reports through the Commission's Staff Person and yet those reports have either not been presented at all or have been presented late. The only recourse the SSOC has had was to ask again, and then accept the timeline the departments have provided.

This is not an effective way to keep any agency accountable. There need to be repercussions when departments don't fulfill their duties under the enabling legislation. Informing City Council during a one-per-year meeting is not sufficient. We recommend that enabling legislation for future oversight bodies spells out the consequences of department delays or failures to comply. Some possible solutions include allowing departments only one delay, sanctioning departments when they delay more than three times, among others.

### **C: Commissions Should Be More Responsive to the Needs of the Community**

Unfortunately, too many Oaklanders believe that there is corruption in city government and that taxpayer funds are not spent in an appropriate way. Citizen-led oversight bodies, such as boards and commissions, are supposed to hold our city government agencies accountable in the spending of taxpayer funds. Even commissions, such as the SSOC, that provide meaningful oversight fail to keep the community updated on the work they are doing. As a result, the perception of corruption and nepotism remains and many Oaklanders do not want to support new tax measures even when the data shows they are critical to the positive functioning of our city.

In order to improve the public's understanding of and input into the work of boards and commissions, we recommend:

- Media are invited to attend and report on commission meetings.
- Commissions hold at least a portion of their meetings in community spaces, such as schools, churches and neighborhood hubs, rather than City Hall.
- Summary of key decisions made at commission meetings are included as news on the City of Oakland website and are distributed through newsletters to the community.
- Commissioners are guided on how to respond to community members sharing public comment, rather than just listen to the public comment and move on because response time has not been agendized in advance.

### **D: Commissions Should be Evaluated Regularly and Deactivated If Not Effective**

In 2023 (?) the League of Women Voters released a helpful report scoring the performance of commissions on different criteria and making overall recommendations for the effective functioning of oversight bodies. Their report can be used to build an evaluation scorecard that oversight bodies can use to score and therefore guide themselves.

Further, funds needs to be provided in every new measure for an independent evaluation of each commission. Commissions that are not working adequately, based on agreed-upon

metrics, should be deactivated so that valuable staff time can be used on commissions that are actively trying to make a difference. Evaluation metrics can include: whether commissions are meeting quorum regularly, whether they are fulfilling the duties outlined in their enabling legislation, whether they are struggling to recruit or retain new members, whether their meetings are attended by members of the public, etc.

### **E: Recommendations Specifically for the Public Safety & Planning Oversight Commission (SPOC) That Will Replace the SSOC if the Measure Z Replacement Passes**

Based on its years of experience with Measure Z and the similarity between Measure Z and the new Measure NN, the SSOC makes the following recommendations to the SPOC, the Mayor's Office and City Council:

- The Mayor's Office should advertise far and wide to solicit applications from a diverse cross section of the Oakland community in order to choose five qualified applicants.
- Once selected, Commissioners should receive thorough training, as described above.
- In developing a 4-year Community Violence Reduction Plan, the SPOC should solicit input from community members and community violence reduction organizations, not only the five members of the commission.
- The SPOC should track progress toward concrete benchmarks in the implementation of the Community Violence Reduction Plan and share key information with the community and media.
- The SPOC should retain an independent evaluator to evaluate the implementation of the Community Violence Reduction Plan, with the key question being — are the activities and strategies outlined in the plan effective in meeting the goals of the measure, i.e. is what we are doing leading to improvements in public safety? These evaluations need to be conducted once per year, not at the end of the commission's term, as was the case with the SSOC.
- The SPOC should use the retained independent evaluator to do a study comparing crime rates and crime arrest rates between times when the City retained a higher or lower number of sworn police officers in order to determine whether the 700 floor number, included in the measure, is necessary.
- In their enabling legislation, City Council should list clear repercussions that departments receiving funding under the new measure will face if they do not provide the SPOC with reports, evaluations and spending plans on time.
- City Council should also make clear that the SPOC can submit policy recommendations to City Council and the Mayor on an ongoing as-needed basis, not just once a year like the SSOC.
- The SPOC should form a sub-committee on community outreach, like the SSOC did, so that they can keep members of the public apprised of the work of the commission and solicit feedback.

Lastly, we encourage the new commissioners to reach out to any and all of the members of the SSOC to receive background knowledge and tips on working with the Oakland Police Department, the Department of Violence Prevention, the Oakland Fire Department, the City

Administrator's Office and City Council. We are happy to support and provide historical information.

## **II. Substantive Recommendations: Policies the SSOC Recommends to City Council and the SPOC**

On November 28, 2023, the SSOC presented a series of policy recommendations to City Council. We did so under the authority of Section 4(A)(6)(f) of Measure Z which tasks the SSOC with recommending “ordinances, laws, resolutions and regulations to ensure compliance with the requirements of MZ.”

This section contains an updated list of recommendations in order of importance. We urge the City Council to share this list with commissioners from the new SPOC body and request that these policies be included in their 4-year Violence Prevention Plan.

### **A. Recommendations to Improve 911 Response Times and Other Police Services (Purpose 2 of Measure Z)**

Omar, can you include here updates and next steps on each of these recs?

- Verified Response: 98% of burglary alarms are false = 4.5-6.8 annual FTE hours wasted by OPD. In March 2024, City Council adopted an ordinance requiring alarm verification. IMPLEMENTED IN FEB
- ASAP to PSAP: a CAD to CAD interface that identifies whether there's a burglary in progress and creates a call for service itself in milliseconds instead of minutes. BEING HEARD AT PSC IN JULY
- MACRO Transparency: improves OPD 911 response times by having non-sworn personnel respond to non-violent calls instead of OPD. Recommended a Brown Act governed oversight commission. MAY BE HEARD AT PSC IN JULY OR AUGUST
- Self-triage 911 system: prevent hold times by allowing residents to press 1-OPD, 2-Fire/Medical, 3-MACRO. MAY BE HEARD AT PSC, APPROVAL TO BE HEARD PENDING
- Promote direct line to OFD dispatch: prevents 911 hold times and gets people the care they need immediately by calling (510) 444-1616 for Fire/Medical emergencies. PROMOTED ON KTVU 2:  
<https://www.ktvu.com/news/oakland-residents-calling-fire-department-over-911-during-medical-emergencies>  
(PSC / City Council Public Safety Committee)

### **B. Recommendations to Improve and Invest in Violence Intervention and Prevention Strategies that Support At-risk Youth and Young Adults (Purpose 3 of Measure Z)**

1. Expand Access to Restorative Justice Diversion for Minors and Young Adults

Restorative Justice Diversion (RJD) refers to a form of pretrial diversion where law enforcement or the District Attorney's Office diverts a case away from traditional prosecution and toward a restorative justice process led by a community-based organization.

In 2012, Community Works West (now called Community Works) set up a RJD program in partnership with the Alameda County District Attorney's Office (ACDA). The program diverts pre-charge eligible cases of minors (under 18 years of age) facing low-level felony or high-level misdemeanor charges toward a Restorative Community Conferencing (RCC) process. The program works as follows:

- Once the ACDA identifies a case with eligible charges, the ACDA consults with the defense attorney on the case to determine whether the arrested youth is willing to take responsibility for their actions and go through a year-long program.
- If they are, the ACDA reaches out to the victim ("person harmed") in the case to ask whether they prefer that the case proceeds through restorative justice rather than traditional prosecution.
- If—and only if—the person harmed chooses RJ, the case is referred to Community Works, a community-based organization that prepares both sides—often for months—for a restorative community conference.
- At the conference, the person harmed (or their surrogate, if the victim chooses not to participate directly) is given a chance to share how they were impacted by the harm; the youth apologizes and takes responsibility; and together conference participants develop an Accountability Plan. The Accountability Plan includes the actions that the responsible youth has to take to repair the harm to the person harmed and the broader community.
- If the responsible youth completes their Accountability Plan within six months, their case is discharged. If they fail to participate in earnest or do not complete their Accountability Plan, their case is returned to the ACDA for traditional prosecution.

A comprehensive 2017 research study of the ACDA Restorative Community Conferencing program found that restorative justice diversion served to decrease recidivism, increase victim satisfaction and improve public safety. Of 102 young people who completed the RCC program between 2012 and 2014, after 12 months only 18.4% of the youth who went through the RJ process were adjudicated delinquent—that is, determined by the court to have committed another delinquent act—compared to 32.1% of the control group of youth whose cases were processed through the traditional juvenile legal system. Over time, recidivism rates for youth who went through the RCC program generally held, rising only slightly, while the recidivism rates of the control group youth increased significantly over time. Equally important, the data showed that 91% of participating victims reported positive experiences with the RJ process and said that they would participate in another RJ process, if given the option.

Our understanding is that by the time DA Price took office in January 2023, only a handful of cases per year were being diverted to Community Works.

In April 2020, community leaders along with NICRJ launched a separate diversion program called the Neighborhood Opportunity and Accountability Board ("NOAB") that has led to about



20 cases per year being diverted from the juvenile system and sent to a restorative justice process instead. Unlike CWW's program where diversion happens once the case reaches the District Attorney's office, NOAB allows diversion at the point of arrest. OPD officers themselves can refer youth (under 18 years old) accused of misdemeanors and low-level felonies to NOAB. Once in the program, youth appear before a community council and complete a detailed support plan.

Both programs help youth take responsibility for the crime/harm they have committed and provide them with critical services so they can learn, grow and not reoffend. Both programs only work with youth accused of misdemeanors and low-level felonies. Unfortunately, there are youth whose cases are eligible but who may not be diverted because the programs do not have the funding and therefore the capacity to accept more referrals.

In November 2023, the SSOC recommended reviving Rec \_\_\_ of the core set of Reimagine Public Safety Task Force recommendations City Council adopted in April 2021. Since then, Council President Bas informed members of the SSOC that the City is making investments in RJ through the Department of Violence Prevention and the Oakland Fund for Children and Youth. While the DVP provides funding to Community Works, it is not clear how much of that funding is specifically allocated for the RJD program that Community Works runs and how many cases per year CW is able to handle as a result. The Oakland Fund for Children and Youth may invest in RJ processes in schools and in the communities, but that is entirely separate from RJ diversion which happens only as an alternative to prosecution for criminal charges.

As a result, the SSOC recommends that the SPOC and City Council:

1. Determine whether CW receives sufficient funding from DVP to process all the cases of minors referred from the ACDA.
2. If CW does not have sufficient funding to receive all possible referrals, DVP should consider increasing their funding so that every eligible and suitable minor has the opportunity to participate.
3. Support the expansion of RJD to eligible and suitable young adults where the person harmed chooses RJ and the ACDA consents to referral.
4. Increase funding to NOAB so they can double the number of minors they can hold accountable directly through referrals from law enforcement.
5. Expand the capacity of community-based organizations to hold RJ processes so that by 2026 all minors and young adults accused of low-level felonies and high-level misdemeanors can access RJD if the persons harmed have chosen RJ to traditional prosecution.

Where financial cost is a concern, City Council is advised that it costs \$150,000 to keep a young person in juvenile detention for a year and \$23,000 to put them on probation. In contrast, RJ diversion costs \$4,500 per youth. Not only does RJD use significantly less taxpayer resources overall, but it is effective at making our communities more safe.

## 2. Build a Holistic Reentry Hub in Oakland (68)

In 2021, the RPTSF identified a need for a reentry hub in Oakland — a central location where formerly incarcerated people can receive not just access to general services but individualized case management and support. Three years later, this need still remains unfilled though there are more organizations involved in reentry and doing good work on shoestring budgets.

The SSOC advises City Council and the SPOC to:

- Commission a study of the reentry landscape in Oakland, focusing on what it would take to decrease the recidivism rate for adults returning to Oakland after a jail or prison term. The study should also identify which organizations are offering reentry support in an effective manner, what the existing gaps in support are, and how those gaps could be filled. Areas covered should span all the areas of need that folks returning to society after a period of incarceration have: housing, employment, mental health, substance use, physical health, anger management and criminal thinking, family and relationship reconciliation, social services navigation, use of technology, etc.
- Determine if there is a location that currently serves as “one stop shop”, if that model for service provision is effective and should therefore be expanded and turned into a holistic reentry hub
- Connect reentry NGOs and county agencies to each other and to the reentry hub so that they form a comprehensive reentry web of support so dense that no one falls between the cracks.

The SSOC recommends that the following organizations be consulted in the development of a reentry hub and web of support in Oakland: Oakland’s Center for Reentry Excellence (CORE), Roots Community Health Clinic, Building Opportunities for Self-Sufficiency (BOSS), Center for Economic Opportunities (CEO), Community Works.

The financial, not to mention physical and emotional, costs of crime in Oakland are so high that any funds spent on reentry pale in comparison. Given that over 25% of people who are released into Alameda County from prison are reconvicted within 3 years, working to improve reentry and decrease the likelihood that someone would reoffend is not just the best crime prevention strategy, it is also the most fiscally responsible approach to crime in Oakland.

### 3. Start Growing a Restorative Justice Transformative Justice Ecosystem so that Oakland Can Become a Restorative City

Another key recommendation adopted by the RPSTF and City Council in 2021 was the development of Oakland as a restorative city. Since this recommendation is more visionary in nature and it will take multiple years to implement, the SSOC includes in this memo a longer description of the recommendation. We do not wish the critical work that dozens of restorative justice leaders did in 2021 to get lost. We urge City Council and the SPOC to study this recommendation, discuss it with the original authors of the recommendation, and include it in their Violence Reduction Plan.



We call on the City of Oakland to support the development of a Restorative & Transformative Justice web of support made up of restorative justice centers, community organizations, service providers, school restorative justice hubs and community healing spaces.

(a) Why Restorative Justice Transformative Justice (RJTJ)?

Restorative Justice (RJ) practices have been proven to build community, address conflict, prevent violence, repair harm and improve public safety. Rooted in indigenous traditions that recognize the interconnectedness of all living beings and the planet, RJ encompasses many practices and can be used in a variety of contexts. In OUSD schools, RJ practices have helped cut suspensions by half since 2011. As a diversion program, Restorative Community Conferences have been shown to reduce recidivism among youth by 50% and to lead to 90% victim/survivor satisfaction rates (see recommendation #4). Rather than simply punishing people, RJ helps those who have caused harm understand why they did what they did, address the underlying trauma (or meet the unmet needs), and make amends to the people they have harmed, thus helping all people impacted by the harm heal as much as possible.

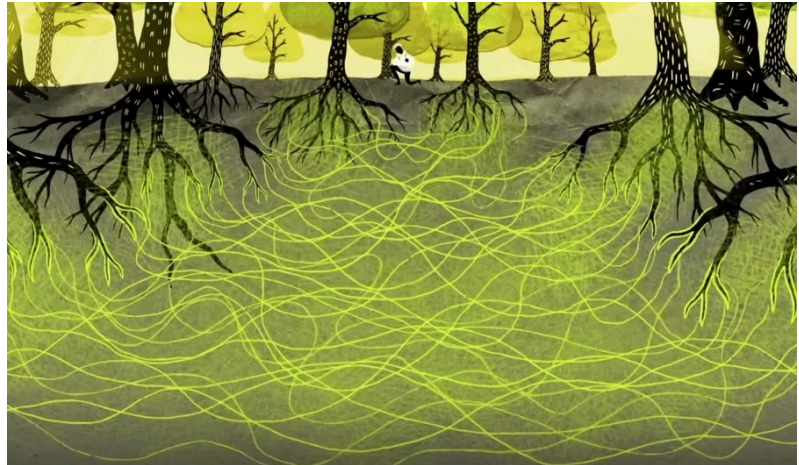
Transformative Justice (TJ) is an abolitionist framework for responding to harm, violence and abuse. Like restorative justice, it is based on building relationships, cultivating community and bringing together those impacted by harm to address their needs and repair harm without relying on punitive state systems that produce more harm. In practice both RJ and TJ are community-based accountability mechanisms that look quite similar. Where they differ is that TJ has a focus on addressing the systems of oppression that are often at the root cause of why specific incidents of harm occur. For instance, where a RJ process (when done narrowly) may bring together a student who was bullied and a student who acted as the bully for the latter to make amends to the former, a TJ process will also address how white supremacist and homophobic narratives among teachers and school officials may be contributing to a culture of bullying inside the school and causing students to act out on each other.

We choose to use the framework of RJTJ because there is a lot of overlap in the two sets of practices and because we want RJ to be done with a racial equity lens and a TJ systems analysis. We recognize that we cannot address the root causes of interpersonal violence without addressing systemic violence. And we call for the transformation of systems, not just mending of relationships.

(b) What is a RJTJ Ecosystem?

Right now we have a local government infrastructure that partners with private companies to further a punitive form of justice and public safety. What if we could develop a community-led “restorative justice infrastructure” that furthers a healing form of justice and public safety? And what if that infrastructure could be an actual ecosystem that includes physical buildings and structures, such as sites of service provider agencies, but it also includes the invisible web of relationships that tie our community together?

Imagine that each restorative justice organization or local service provider agency is a tree. Each of them is currently doing good work in our city but their reach is limited. Imagine we could link those organizations together in a wide restorative justice transformative justice ecosystem/web (la red de justicia), which like a tree root system allows for collaboration and sharing of resources. Our goal is to weave a dense web of support so that none of our community



members are left behind or left to fall between the cracks, cast out into our jails and prisons. Everyone's needs matter and everyone should have access to services for support, healing and accountability.

We ask the City to help us grow this ecosystem by first empowering and paying youth RJ leaders to hold community listening and leadership circles with community members currently most impacted by violence in our city: BIPOC youth, young adults and adults in specific areas of East and West Oakland. Their needs and ideas will shape what this ecosystem looks like, just like in any restorative justice process the needs of the person(s) most impacted by harm are prioritized.

Next, we ask the City to fund the design of an online platform and app that shows existing organizations, the services they provide, and how an individual seeking help can navigate between them. This will allow us to visualize and better utilize the network that already exists.

Then we ask the City to use city property or purchase buildings to house Restorative Justice Transformative Justice Centers ("RJTJ Centers"), which can provide on-site RJ support, training and education, job opportunities, as well as connections to other services community members may need. RJTJ Centers can foster connection in and across communities, tend to conflict before it escalates into violence, and address harm after conflict has arisen.

Restore Oakland is the first such RJTJ Center already in operation. Located on International and 34th in the Fruitvale, Restore Oakland serves as a neighborhood space that pairs RJ with economic opportunity. It provides community members with job training, small business incubation, tenants rights clinic, RJTJ education and conflict-resolution. It is the first Restorative Justice and Restorative Economics Center in the United States and it can serve as a model for other RJTJ Centers in Oakland.

The planned Career Technical Education Hub ("CTE Hub") could become another RJTJ Center. The CTE Hub is a one-stop shop on 2nd Avenue where students who have dropped out of high

school or are justice involved can receive wrap-around services that include career technical education, job training, mental health support, and access to affordable housing. Funding from Measure Y will support the building of this center and with additional funding for RJ training, the CTE Hub can train youth to become circle keepers.

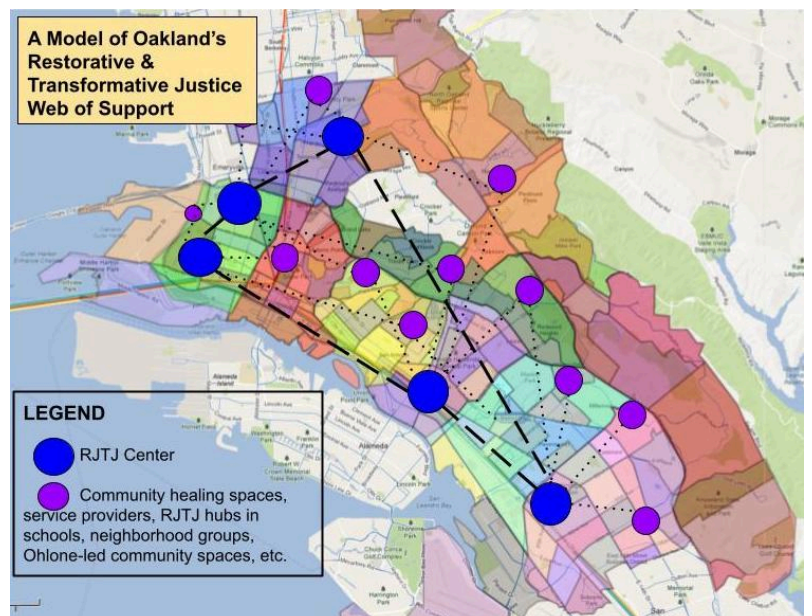
RJTJ Centers will also be safe places where youth, elders and community members can gather and hang out. Community outreach workers and violence interrupters can be based out of the RJTJ Centers or simply link with the RJTJ Centers to coordinate support for our communities. RJTJ Centers can also host a crisis hotline that anyone in our city can call to receive support in a time of crisis.

Rather than acting as separate nonprofits, the RJTJ Centers should act as resources for the community, supporting community members in learning restorative justice practices and developing their own culturally-relevant variations of these practices. Youth and community leaders should feel empowered to run their own circles and conferences at the locus of greatest need. In this way, restorative and transformative justice practices will live in the community, not solely in organizations and institutions.

We further ask the City to fund and expand access to community healing spaces which, along with existing community organizations, neighborhood groups, school groups and service providers, indigenous-led spaces, will join the network of RJTJ Centers to form a citywide restorative/healing ecosystem.

We envision community healing spaces that use various modalities (therapy, art, massage, dance, meditation, movement, music, capoeira) to support people in healing from past and ongoing harm. These healing spaces can include currently existing rec centers, school and college grounds, neighborhood-based trauma centers, non-coercive drug and alcohol treatment spaces, peer support networks, and art movement spaces like Eastside Arts Alliance. The City is advised to first invest in networks of community healing that marginalized communities have already developed, such as Homegirl Visionz and the Poor Magazine peer support models.

Critically, the vision for this RJTJ web of support should be developed by consultation with and deference to the Chochenyo Ohlone peoples on whose traditional territories our city sits. Specifically, the city should meet the demands of Ohlone leaders for land rematriation, including land for prayer, community garden and traditional healing practices. Deep healing is possible when all of us who are settlers follow indigenous leadership and learn how to live in right relationship with the



Earth and each other. Ohlone-led spaces need to be part of the emergent RJTJ web of support.

The diagram above is a sample visual representation of a restorative justice ecosystem where each RJTJ Center is connected to each community healing, RJ school hub and service provider space. Over time this ecosystem could allow Oakland to become a restorative and transformative justice city, a city that strives to meet the needs of all of its residents. Or stated differently, Oakland could become a healing city, a city that supports everyone’s healing from interpersonal and systemic harm.

(c) What Steps Can the City Take Toward the Vision of Okland as a Restorative City?

<b><u>1-Year Goal: Coalesce Around Vision and Strategy</u></b>	<b><u>3-Year Goal: Set Up Restorative Justice Centers</u></b>	<b><u>5-Year Goal: Develop Thorough Restorative Justice Ecosystem</u></b>
<ul style="list-style-type: none"> <li>- Pay Youth RJ Leaders to lead the process of articulating and rolling out a collective RJ vision for Oakland.</li> <li>- Organize intergenerational community listening and community leadership circles to better identify the needs and wishes of most impacted community members.</li> <li>- Build an app and online platform that allows people to better access already available services.</li> <li>- Improve collaboration and sharing of resources among RJ practitioners, schools &amp; organizations.</li> <li>- Learn from Restore Oakland as an example of a collectively-run RJTJ Center.</li> </ul>	<ul style="list-style-type: none"> <li>- Secure 3 properties that can serve as RJTJ Centers.</li> <li>- Invite service providers, such as legal aid organizations, health care clinics, business incubators, to work within the RJTJ Centers.</li> <li>- Invite art, music, dance, capoeira, therapy, and other existing community healing spaces to link up with the RJTJ Centers.</li> <li>- Successfully run 5 RJTJ Centers in high-need neighborhoods.</li> </ul>	<ul style="list-style-type: none"> <li>- Integrate and expand the work of the RJTJ Centers.</li> <li>- Invest in community organizations, schools, churches, rec centers, libraries and other grassroots groups becoming hubs for restorative justice conflict-prevention and resolution.</li> <li>- Offer job, health, and housing services directly in community hubs.</li> <li>- Ensure that all parts of the city are covered by this emergent restorative ecosystem and web of support.</li> </ul>

4. Create a Public Safety Officer position where PSOs are cross trained as police and firefighters, to provide seamless emergency services to the community.

<https://drive.google.com/file/d/1934iW1S8vI7Dsv39nutxhC1mF8Hu0Rmg/view>

### **III. Conclusion**

Coming Soon

ROUGH DRAFT