MEMORANDUM

DATE: September 22, 2020
TO: Mayor Stoney
FROM: Task Force to Reimagine Public Safety
CC: Gerald M. Smith, Chief of Police
RE: Initial Recommendations, Task Force on Reimagining Public Safety

---

Over the past 45 days, the Task Force on Reimagining Public Safety has worked on their initial recommendations to advise the mayor and the City of Richmond on actionable ways to reimagine public safety. These recommendations are subject to change based on additional subgroup discussions, research, evaluations, and/or legal review. A final report will be submitted to Mayor Stoney and Chief Smith on November 5th, 2020.

Members of the task force were announced on July 10 and consist of a diverse group of community members, advocates, and experts to review the police department's use of force policies, explore approaches to public safety using a human services lens (specifically focused on calls for service), and prioritize community healing and engagement. The first public task force meeting took place on August 7, 2020, with scheduled meetings of the collective task force convening every other Friday. Each respective subgroup – Community Engagement and Healing, Human Service Lens, and Use of Force – has met weekly to discuss ideas/best practices, debate solutions, and learn from one another.

Task Force Members:

Bill Pantele	Dontae McCutcheon	Patrice Shelton
Birdie Jamison	Councilwoman Ellen	Ram Bhagat
Brad Nixon	Robertson	Robert Morris
Brandon Browne	George Brown	Shanel Lewis
Brandon Lovee	Glenwood Burley	Shatara Hurt
Brian Swann	Helena Hudson	Sheba Williams
Brian Williams	Iman Shabazz	Shytina Huey
Carol Adams	Keisha Cummings	Torey Edmonds
Collette McEachin	Kimberly Russo	Tracy Paner
Courtney Winston	Lashawnda Singleton	Triston Harris
Daryl Fraser	Lisa Moon	William Pelfry
Destiny Hill	Lyons Sanchezconcha	
Devontae Scott	Councilman Mike Jones	
Djibril Niang	Natasha Crosby	

Staff Support:
Chief Gerald Smith, Richmond Police Department
Chief Melvin Carter, Richmond Fire Department
Director Steve Willoughby, Richmond Emergency Communications
DCAO Reggie Gordon, Richmond Human Services Director
Shunda Giles, Department of Social Services
James Davis, Community Ambassadors Program
John Lindstrom, Richmond Behavioral Health Authority
Ruth Morrison, Richmond City Health District Director
Valaryee Mitchell, Office of Community Wealth Building
Maggie Anderson, Office of the Mayor
Osita Iroegbu, Office of the Mayor

Human Services Lens Subgroup

Co-chairs: Torey Edmonds

Members: Lashawnda Singleton, Lisa Moon, Robert Morris, James Davis, Keisha Cummings, John Lindstrom, Shanel Lewis, Shunda Giles, Brian Swann, Reginald Gordon, Bill Pantele, Valaryee Mitchell, Stephen Willoughby, Cynthia Reyes, Lynda Sharp Anderson, Daryl Fraser, T. Paner and Councilwoman Robertson

Executive Summary

The Office of Emergency Communication gave a detailed description of the types of calls they receive; the Department of Social Services did a presentation of the 2nd responders (Both the Pros and Cons). The Office of Community Wealth Building gave us an overview of the services they provide, and we had a detailed presentation of the City of Richmond's Community Ambassadors program. The information from the listening sessions that the City of Richmond had with the residents were shared. The police department shared some demographic information about officer-initiated stops. RVA League for Safer Streets and 2love LLC, both community-based organizations, gave an overview of the work they do in the Richmond Communities. The subgroup also had some resource mapping and asset mapping shared. All of the information and data shared with the subgroup were used to help develop the problem statement.

Problem Statement

Historically, there has been a primary emphasis on the law enforcement aspects of public safety. While policing is an important part of public safety, a failure to utilize community assets and incorporate the work of public service agencies has resulted in the police department having to directly respond to many non-criminal calls, such as those involving mental health and the homeless. Responding to non-criminal calls, which lie beyond their training, can lead to unnecessary confrontations between the police department and the community and lead to community mistrust.

Work Summary

The Human Services Lens Subgroup met weekly, starting August 12, 2020.

Criteria

- Community-based intervention
- Applying a human service lens to calls for service

Running List of Recommendations

Recommendation #1: New routing system should be developed so that mental health, conflict resolution, substance abuse, and other non-criminal calls are addressed by the appropriate community members and professionals.

- Developing routing systems to empower community members and police officers to forward calls for service to their proper locations.

- Work with the office of communications to find an immediate way to triage calls to get them diverted to appropriate places.

- Build the Ambassadors program to utilize those individuals in conjunction with mental health and other Social/Human services professionals to intervene in non-criminal calls as well.

- Community education on conflict intervention, and not responding to/relying upon police only for public safety.

- Provide more access to training programs and opportunities to train community members to do de-escalation. Building grassroots organizations to rely on themselves and avoid relying on the Police only to intervene in mental health and family/community conflict.

- Empower the community to create a shift on how to view these types of issues

Recommendation #2: Utilizing community assets and community members to work in public safety, and tapping into the community itself to provide human services and public safety.

- Human Services organizations must incorporate members of the community to work effectively in the community. Human services must intentionally begin to recruit and train people from the communities that are not often represented in those positions.

- Addressing barriers and structural factors that prevent community members from entering into those jobs and other professions.

- Acknowledging the essential role that poverty and the lack of resources play in community issues, beginning to apply pressure to the courts and legislatures who can help.

- Ensuring accountability that the new system will work and is working properly for the community.

Reflections from Members

The Task Force would like to continue to chip away at structural racism after the initial charge of the group has been met. The group wants to continue the work and keep the energy!

Use of Force Subgroup

Co-chairs: Sheba Williams, Natasha Crosby, and Courtney Winston

Members: Brian N. Williams, William Pelfrey, Mike Jones, Patrice Shelton, Brad Nixon, Colette McEachin, Glenwood Burley, Kim Russo

Executive Summary

Our subgroup took a holistic approach to improve the implementation of Richmond Police Department's (RPD) use of force policies. We offer five recommendations that acknowledge and are designed to address the historic and contemporary harms that impact police-community relations. Our recommendations are to: (1) humanize RPD's use of force policies; (2) reimagine training practices; (3) increase communication, education and transparency; (4) improve accountability measures; and (5) create opportunities to improve officers' mental health. These proactive, yet collaboratively formulated steps are intentional. They are aimed at bringing the theory of just, equitable, and respectful democratic policing into practice to enhance community safety and wellbeing.

Problem Statement

Despite having use of force policies that align with national best practices and reported Richmond Police Department data suggesting a decline in total use of force complaints over the past several years, the public still has a negative perception of the Richmond Police Department because of a lack of accountability measures, transparency, and a perceived lack of compassion from officers during interactions. This subcommittee recognizes that research and studies show that use of force complaints are historically underreported due to a lack of trust between the community and the police department.

Work Summary

This subgroup has met six times (weekly) since August 7, 2020 to discuss use of force policies, in addition to three full body meetings where the data, best practices, and recommendations were discussed with all task force members. We received presentations from RPD (use of force policies, community programs, hiring processes, officer mental health, and use of force reporting) and our own member, Dr. William Pelfrey, who compared RPD's use of force policies to Minneapolis' policies and discussed CALEA and accreditation.

Criteria

The following have guided the subgroup's work:
1. Improving accountability measures
2. Providing community education
3. Increasing transparency
4. Progressive policymaking
5. Equity

Running List of Recommendations

This subgroup is reimagining public safety by taking a holistic approach to improve implementation of the Richmond Police Department's use of force policies. Even though these initial recommendations are subject to change as we dive deeper into this process, we are considering the following recommendations:

Recommendation #1: Humanize Use of Force Policies

After reviewing the Richmond Police Department's (RPD) Use of Force Policies, this subgroup found that the policies themselves are well written and meet national standards (as the RPD is an accredited department). However, despite sound policies, the implementation of said policies is often at the discretion of officers, which can lead to discrepancies (especially in communities of color). Furthermore, the policy document, for which training is based, does not humanize the use of force continuum.

We recommend the following: (1) emphasize de-escalation upfront and require de-escalation accountability measures, similar to Minneapolis' new Use of Force policies, (2) include a RPD philosophy and values statement up front, similar to Eugene; and, (3) be required to intervene to stop any RPD member from conducting any act that is unethical, or that violates law or policy (e.g., excessive force, harassment, inappropriate behavior).

NOTE #1: Minneapolis' policies now will require officers to provide a written explanation of their de-escalation efforts in all police reports.

NOTE #3: Baltimore, MD has a thorough Duty to Intervene policy for which RPD should use as a best practice.

Recommendation #2: Reimagine Training Practices

Unfortunately for officers and the communities they serve, training is often limited due to the costs associated with it. For example, currently RPD officers only receive de-escalation training twice per year. Furthermore, de-escalation training is often coupled with broader use of force training and does not usually involve follow-up (e.g. survey of officers post-training). Lastly, most RPD trainings are taught "in-house," meaning outside expertise is not often sought.

We recommend the following: (1) implement more frequent de-escalation training (preferably quarterly, but at least three times per year); (2) implement a program similar to Chicago's Community Training Academy; and, (3) implement trauma informed care training and cultural sensitivity training (could be part of the community training academy).

NOTE: It should be noted that this subgroup emphasizes that the need of training implementation to come from the top-down. The leaders of RPD need to emphasize the importance of de-escalation and the importance of building relationships with the community. This is imperative to the success of these training recommendations.

NOTE #2: "The Community Training Academy is a three day program that will bring in community members as teachers to help officers work more collaboratively, effectively, and respectfully with residents and stakeholders and teach them about the unique dynamics and historical factors of the community."

As this subgroup continues to discuss these recommendations, we will explore in more depth: (1) fair and impartial training; (2) hiring and bias screening processes; and, (3) police culture. Furthermore, this subcommittee and the full task force have discussed the need for officers to improve their communications skills, especially in communities of color, which will hopefully be a primary focus of de-escalation training.

Recommendation #3: Increase Communication, Education, and Transparency

As this subgroup was information gathering, we found that there is a lot of misinformation and information that is not easily accessible to the public regarding RPD. Therefore, we recommend the following: (1) create an easy to understand graphic and add additional information on RPD's website to demonstrate the use of force continuum; (2) host regular community town halls to share and discuss public safety information with the community; (3) create a more intuitive and easy to access webpage for RPD, that includes links to the entire RPD manual, use of force policies, reports and data, and community-led initiatives; and, (4) create a series of training videos, demonstrating officers going through the use of force training.

NOTE #3: Examples of strong websites: Eugene and Milwaukee. Milwaukee Police Department completed a re-branding process, which includes highlighting positive stories about officers working in the community.

NOTE #4: Training videos should include an explanation that all officers experience every level of force (except being shot) to know what it feels like when they exercise that force. Community members need to understand the Force Hierarchy and understand how and why officers progress through it.

Recommendation #4: Improve Accountability Measures

One area for which this task force has been especially focused is improving accountability measures for RPD. This subgroup fully supports the creation of an Independent Civilian Review Board with subpoena power, which we acknowledge is moving through a process via the Richmond City Council. Furthermore, we have identified several additional measures that will assist with improving accountability. We also acknowledge that this is an area for which we want to continue to explore in more detail moving forward.

We recommend the following: (1) creating RPD business cards for all officers to include identification information and a webpage address for residents to submit a complaint or compliment, and mandating that these cards are provided to residents on certain calls for service; (2) creating an anonymous reporting system, via a third party, for residents to file complaints

against officers, and/or create an "Office of Compliance," to have oversight over non-compliance; and, (3) provide summary of body camera review policies and how body camera footage is used.

NOTE #3: RPD uses body camera data as both evidence and as an officer accountability measure. Body camera data can be retained up to two years by RPD. Supervisors regularly conduct officer accountability checks by reviewing randomly selected body camera data. Those reviews can produce recommendations to the officer regarding officer/citizen interactions. Greater clarity on the RPD body camera policy (via easily accessible information on the RPD website) would serve as an effective communication device.

Recommendation #5: Create Opportunities to Improve Officer Mental Health

It has become apparent through members' conversations and interactions with RPD officers that officers suffer from being overworked and are exposed to many situations that may result in trauma. Even though RPD has a therapist on staff and officers can volunteer for counseling sessions, or in some cases be mandated to attend, there is still a stigma attached to seeking help. Therefore, we are exploring ways to improve officer mental health and morale as this can also prevent unnecessary uses of force.

We recommend the following: (1) shortening shift hours from 10 to 12 hours; (2) mandating mental health check-ins for all officers on a regular basis; and, (3) implementing award programs for officers who perform well on duty to improve morale.

NOTE #1: The National Police Foundation conducted a randomized experiment on shift length and found that 10 hour shifts allowed for officers to get more sleep per night, improved the quality of work life, and had some cost savings associated as officers worked less overtime. We are still exploring different options for improving mental health and morale as we believe improvements to officer mental health could assist in an overall cultural shift within the department.

Recommendation #6: Standardize the Approach Language Utilized by Officers

The research on police/resident interaction demonstrates that respectful, polite language leads to fewer negative encounters, thereby decreasing the use of force (see for example work by Stephen Mastrofski). Police agencies need to recognize that a portion (although not all) of use of force incidents could be avoided through effective officer/resident communication. When an officer approaches persons with a polite and respectful manner, predicated on Fair and Impartial Policing practices, the potential for conflict can be reduced. Officers may then reasonably request the same from persons if such a manner is not forthcoming. Expecting a respectful manner from residents when the officer is not engaging in respectful dialogue is not reasonable.

The Use of Force Subgroup recommends utilization of the training mechanism shared by Brian Williams (password for video: lighthouse):

All officers should approach residents with a clear statement of purpose. For example:

My name is Officer Jones and I—

- Stopped you for a traffic violation

- Want to talk with you about complaints of noise.

- Want to talk to you about a crime that was committed in this area.

- Am looking for help on an issue.

This contravenes a standard police practice which is to assume an authoritative stance by refraining from providing clarity of purpose. Examples include:

- Do you know why I stopped your vehicle?

- I'm going to ask you some questions and you are going to answer them.

- What are you doing here?

- Show me some identification.

Some situations call for different officer behavior—a person behaving in a dangerous fashion, threatening the welfare of others (or their own person) dictates a more authoritative approach and language. De-escalation tactics can still operate on a foundation of Fair and Impartial policing.

Reflections from Members

This process has been a challenging, yet rewarding one. An African proverb states, "If you want to go fast, you go alone. If you want to go far, you go together." Working in a collaborative way increases the changes that our efforts will be sustained. This approach to work has it difficulties but overall it has been beneficial. We were able to leverage and share our truths, our different lived experiences in a constructive and productive way. Like an orchestra, we are a group of instrumentalists. We have great co-chairs in Sheba, Natasha and Courtney. They have conducted our efforts in such a way where harmony has been achieved. *(Brian N. Williams)*

I appreciate the input from each individual, especially since we are working towards a difficult goal on a tight deadline. The various levels of input will bring some substantive changes, if properly considered. I love the melting pot of experience that we all bring to the table and I like not being tied to an agenda so that we can freely communicate. There have been some tough conversations and I look forward to continuing this process until we create a better community for all in Richmond. *(Sheba Williams)*

Community Engagement and Healing Subgroup

Co-chairs: Birdie Jamison and Ram Bhagat

Members: Carol Adams, Maggie Anderson, George Brown, James Davis, Destiny Hill, Brandon Lovee, Donté McCutchen, Valaryee Mitchell, Djibril Niang, Rodney Robinson, Lyons Sanchezconcha, Iman Shabazz, Brian Swann

Student Researchers: Zachary Estees and Lana-michelle Jeglum Homola

Executive Summary

The Community Engagement and Healing subgroup (CEHS) collectively decided to focus on three specific areas to consolidate their recommendations. These areas of focus include 1) Acknowledgement of harm; 2) Community engagement programs, strategies, events and initiatives; and 3) Support of public safety, policy and practice changes that increase public trust and accountability. The CEHS has also decided to utilize an emergent strategy for racial equity, justice, and liberation as a framework to operationalize their recommendations. This framework, coined Massive Resilience, contains designated practices and processes that promote dignity, equity love, and mutual respect in order to create pathways to community engagement and healing. Massive Resilience is centered around an axis of inter-connectedness, which is based upon the principle of Ubuntu (*i.e., I Am, Because We Are*).

Problem Statement

The CEHS acknowledges that structural racism is an underlying cause and significant social determinant of racial health disparities, economic injustices, and disproportional violence in and against Black and Brown communities; hence, there is an urgent need to reimaginine public safety by first acknowledging the harm, second building resilience for challenging systemic racism, and third adopting culturally responsive practices designed for 'Healing Community Relationships'.

Work Summary

The CEHS employed a modified consensus decision-making model to determine its work process. This approach involved using elements of the community building circle process (*i.e., getting acquainted, establishing trust, exploring the issues, and creative problem solving*). During five weekly meetings from August 3 to August 15, 2020, members of the subcommittee generated ideas about community engagement and community healing (*see figure 1*).

The subcommittee examined qualitative data from some members and codified major themes using blue and green highlights for potential programs, based on identified community resources (*see figure 2*). Input from all members will be presented in the final report. Additionally, CEHS engaged in courageous conversations about specific programs currently offered by the Richmond

Police Department (RPD), as well as the Massive Resilience framework, as presented by Carol Adams and Ram Bhagat, respectively.

At this formative stage of the process, CEHS considers the most important aspect of community engagement and healing to be "Understanding and Acknowledging the Harm." The subgroup discussed the impact of actual harm and racial trauma based on 'historical fact-finding," and "present day fact-finding." CEHS will expand data collection (*see figure 3*) to include quantitative and qualitative information from the literature and through "community listening sessions."

Figure 1: CEHS Work Process

Stage	Dates	Process	Dates	Process
Empathize	8/3	Getting acquainted Generating ideas	10/6	Critical Analysis & Feedback
			10/13	Refine Plan (*Prototype*)
			10/20	Discuss funding structures
Define	8/18	Creating our process	10/27	Final Recommendation
Formulate Guiding Questions	8/25	Define major themes and potential programs	11/2	Second Draft
			11/5	Final Proposal
Ideate	9/8	What is authentic community engagement?		
Prototype	9/15	Develop plan – Recommendations		
	9/21	Interim Report – 1st Draft		
Test	9/22	Interim Report – Revise		
	9/29	TBD		

Figure 2: CEHS Member Overview

Carol Adams	
Agency	Richmond Police Department, Carol Adams Foundation
Expertise	Police/community relations and outreach programs, helping police understand alternative perspectives
Resources	Police Department, Carol Adams Foundation (domestic violence assistance), RPA Conversation Team (dialogues with protest leaders)
Unlimited Resources Proposal	• Enhance existing programming • Provide free space at her foundation for youth required to do community service and/or ==families impacted by trauma== to come play, eat home-cooked meals, learn history, etc.
Short/Long-Term Goals	• Defining community and healing/engagement • Identify current resources, ==creating a component where police do not need to be called==

Maggie Anderson	
Agency	Richmond Mayor's Office
Expertise	Policy perspective, works on Mayor's Green Team
Resources	Mayor's Office (connections and opportunities)
Unlimited Resources Proposal	• Believes housing is a vaccine for poverty, would improve and spread out affordable housing
Short/Long-Term Goals	(Not Present)

Ram Bhagat	
Agency	Richmond Public Schools
Expertise	Mindfulness, restorative justice, massive resilience, education, trauma healing
Resources	School system, Drums No Guns, Richmond Youth Peace Project, Conciliation Project, artists, African senate organizations, National Association for Community Restorative Justice (and state/local components)
Unlimited Resources Proposal	• Massive resilience training for city leaders and youth • Build up organizations ==focusing on trauma healing== and restorative practices
Short/Long-Term Goals	• ==Community conferencing circles== • Expanded officer training • Youth development/training

George Brown	
Agency	Devoted community member, retired postal worker, youth mentor
Expertise	Black community, historical perspective (e.g. from Civil Rights Movement)
Resources	Historical perspective

Unlimited Resources Proposal	• More equitable resource distribution (allowing people to live a decent life, and resulting in a reduction in crime)
	• Address wealth inequality
	• Make teaching the highest paid profession
Short/Long-Term Goals	• Most overcome lack of political and economic power within the community
	• Address resistance from those that do not agree with reform
	• Community self-policing (e.g. Guardian Angels)

Destiny Hill	
Agency	Nations Foundation
Expertise	Trans Community in the South
Resources	Nations Foundation, Representation of many gender-nonconforming individuals
Unlimited Resources Proposal	Creating an environment where everyone could be fairly compensated for their time, in order to fully achieve the goals of the committee
Short/Long-Term Goals	• Focus on one community to then export as a model to other communities, don't want it to be too broad.
	• <mark>Create a model for community to heal itself without external influence.</mark> Create systems for conflict resolution to reduce shootings.
	• Dealing with the underlying issues to avoid police and community mutual distrust

Birdie Jamison	
Agency	Richmond NAACP
Expertise	Judicial matters as retired district court judge, experience in Richmond public schools
Resources	Faith Leaders, Fraternities/Sororities, NAACP, lots of people who are willing to work that need a leading presence
Unlimited Resources Proposal	(Not Specified)
Short/Long-Term Goals	• Developing huge, city-wide healing events
	• Diversity training and assessment mandatory for police departments
	• Felony conviction reform, supporting the legislation proposed at the January Assembly

Djibril Niang	
Agency	African Community Network
Expertise	African immigrant perspective
Resources	Large community of immigrant families
Unlimited Resources Proposal	• Increase communication (e.g. about how to access resources) to different communities
Short/Long-Term Goals	(Not Present)

Rodney Robinson	
Agency	Richmond Public Schools

Expertise	Education, mentoring/recruiting/retaining male teachers of color, vulnerable communities
Resources	(Not specified)
Unlimited Resources Proposal	• Proactive cooperation between schools and police department • Investment into children and families
Short/Long-Term Goals	(Not Present)

| Lyons Sanchezconcha	
Agency	Richmond Public Schools
Expertise	Latino immigrant perspective, needs school-aged children in Richmond public schools
Resources	Students and leaders of Latinx community
Unlimited Resources Proposal	Improving access to things needed for COVID pandemic, finding a way for every child to have a loving, trusted adult presence, mandatory police awareness training, eliminating superiority/inferiority relationships in police power dynamics
Short/Long-Term Goals	• Hire 2-4 social workers in police department to develop an unarmed conflict response arm, skilled in de-escalation • History of police training and training on understanding police impact on marginalized communities • Suspensions for police while any negative behavior is being investigated • Genuine PR on what is occurring in the mayor's office • Coordinating between government on non-profits to avoid duplicative efforts and better utilize resources

Iman Shabazz	
Agency	Office of Commonwealth's Attorney, Maximum Impact, and Community Unity and Action
Expertise	Revolutionary perspective, focus on entirely new ways of doing things
Resources	Current organizers and activists in the city, personal consulting firm, Community Unity and Action
Unlimited Resources Proposal	Redistribute resources equitably, develop marginalized communities, equitable education, removing wealth differences in education, give people the means to empower and develop themselves
Short/Long-Term Goals	• Creating a model for a community conferencing center • Building a rapport with the community to develop a model for community self-development • Transforming the notion of needing to call the police for public safety • Developing models to solicit feedback on different communities on the things they need to feel safe and healthy, members develop their own models with their own input • True evaluation and training that elicits a real understanding of racial prejudice on communities, deeper accountability in public safety agencies.

Brian Swann	
Agency	Richmond Redevelopment and Housing Authority

Expertise	Public safety, knowledge of area (worked in RVA for 35 years)
Resources	Leadership, community members that the Task Force serves
Unlimited Resources Proposal	• Triage center with quick access to every resource • Improve standard and quality of mixed-income housing
Short/Long-Term Goals	(Not present)

Criteria

Figure 3: CEHS Data Collection Strategy
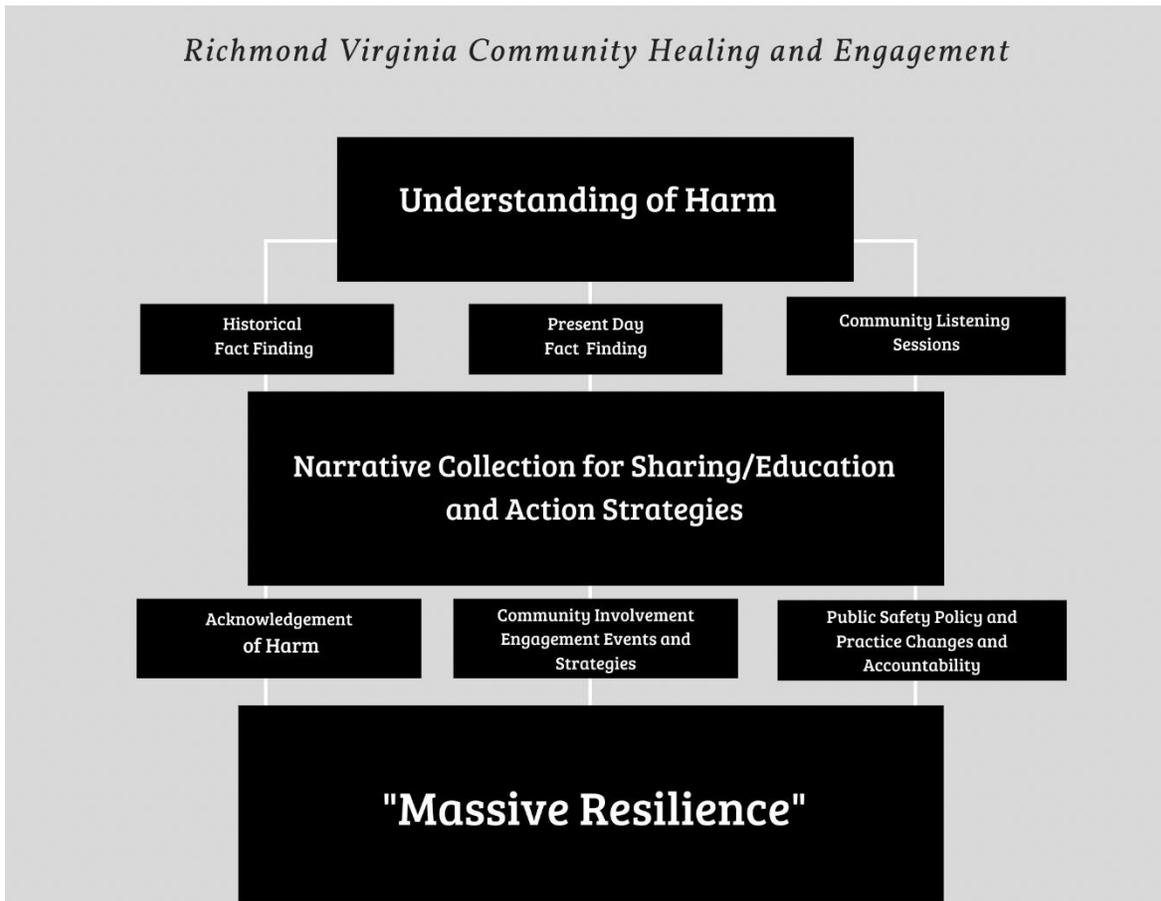
Running List of Recommendations

Recommendation	Areas of Focus	Examples of Evidence Based Models
1. Community Conferencing Circles	Community engagement strategy and initiative	Restorative Response Baltimore
2. *Community Healing Circles*	Community engagement strategy and initiative	Healing and Rebuilding Our Communities Restorative Justice for Oakland Youth
3. *Community Listening Sessions*	Community engagement program and strategy (Capacity building and Reciprocal learning)	Beyond Containment Initiatives of Change, USA Storefront for Community Design
4. Conflict Resolution Training	Community engagement program and strategy (Capacity building)	Richmond Youth Peace Project
5. Massive Resilience Training	Community engagement program, strategy, event(s) and initiative.	Urban Trauma, Restorative Practices, Mindfulness (RMHF), Artfulness Practices, (RPS, PIA, ICA, ART180)
6. Food Justice Corridor	Community engagement strategy	Community Unity in Action
7. Monthly or Quarterly Events	Community engagement programs, strategies, events and initiatives	National Day of Racial Healing Massive Resilience Summit Generation Dream Edu~Concert
8. Create a Center for Racial Justice	Support of public safety, policy and practice changes that will increase public trust and accountability	Center for Psychology and Culture ROCA

Running List of Recommendations

Here is an overview of recommendations from the Community Engagement and Healing subgroup. This interim report contains a descriptive title for each proposal with some descriptions and examples of best practices. The remaining details will be completed by the final report, including specific benefits for the Richmond community.

Recommendation #1: Community Conferencing Circles

- Community Conferencing – A form of Community Arbitration for Restorative Engagement (C.A.R.E.) – is a Culturally Responsive Diversion Program proposed for Community-Based Restorative Justice Center, where restorative processes are implemented to increase community capacity for accountability and responsible justice. This process will be designed to empower community residents with their own means of resolving disputes that would otherwise be settled by traditional adjudicatory courses of action.

- *Examples of Evidence-Based Models*
    - Restorative Response Baltimore - https://www.restorativeresponse.org

Recommendation #2: Community Healing Circles

- *Examples of Evidence-Based Models*
    - Healing and Rebuilding Our Communities (HROC) - https://friendspeaceteams.org/hroc/
    - Restorative Justice for Oakland Youth (RJOY) - *http://rjoyoakland.org*

Recommendation #3: Community Listening Sessions

Recommendation #4: Conflict Resolution Training

Recommendation #5: Massive Resilience Training

- Urban Trauma & Restorative Practices
    - Mindfulness & Artfulness Practices
    - Widespread community excitement for, and commitment, to strategies for "Massive Resilience!"

Recommendation #6: Food Justice Corridor

The food justice corridor is a community engagement strategy developed by Community Unity in Action (CUIA) that combines food access with urban farm development and social enterprise, in order to promote community wellness and enrich community growth, empowerment, and transformation.

Recommendation #7: Monthly or Quarterly Community Healing Events

- *Examples of Evidence-Based Models*
    - Generation Dream Edu~Concert - https://www.youtube.com/watch?v=AHK1EjFOgZU

Recommendation #8: Create a Center for Racial & Social Justice
- *Examples of Evidence-Based Models*
  - ROCA - https://rocainc.org/work/our-intervention-model/

Note: Intersection of Community Engagement and Reduction in Use of Excessive Force
- Cohoots Program in Eugene, Oregon
  - Mental Health Responders (*e.g. MDP Alert*) - https://whitebirdclinic.org/cahoots/
- Similar Program in Tuscon, Arizona