



## Restorative Justice Implementation Plan SY 2010-2013

Like Chicago, Denver, and San Francisco public schools, Oakland Unified School District has embraced the concept of Restorative Justice as a paradigm which offers a viable alternative to harsh discipline and zero tolerance policies, which have historically perpetuated racially disproportionate suspensions, expulsions and incarcerations of African-American and Latino students. RJ aligns with the District's *Voluntary Resolution Plan*, Restorative Justice Board Policy, and Safety and School Climate Board Policy which target:

- Reduction in inequity in discipline, achievement and special education referral, and
- Safe, positive, high quality conditions for learning

Working in collaboration with community partners including Restorative Justice for Oakland Youth, Alameda County - Our Kids, and interdepartmentally with the Family and Community Office over a period of three years, we have developed a model for implementing Restorative Justice in schools which draws upon the teachings of national experts. This model, which we define as "*Whole School Restorative Justice*," incorporates four primary restorative practices, each of which has a specific application linked to equity and climate.

Restorative Practice	School Site & District Applications
Circles of Support & Accountability	Community building, conflict resolution, supported re-entry from JCC
Victim Offender Dialogue	Peer mediation, teacher-student mediation
Family Group Conferencing	Alternatives to suspension/expulsion
Healing Circles	Crisis Response following a traumatic event

In an effort to build upon and expand the Restorative Justice work which began at Cole Middle School and other OUSD schools in 2007-2008, we are proposing the following **three-tiered** plan for RJ implementation in 2010-2011. The following plan is based upon the expected capacity within the Complementary Learning Department to carry out this work over a period of three years. **Currently, this planned capacity includes 1.0 FTE OUSD Restorative Justice Program Manager (positions to be created) and 1.0 FTE OUSD Restorative Justice Consultant/Trainer.**

**Table 1. OUSD Restorative Justice Implementation Plan**

Goals & Objectives	Capacity	Process Indicators	Outcome Indicators
<p><b><i>Tier 1. Implement Full-School Restorative Justice at Castlemont (4 schools)</i></b></p> <ul style="list-style-type: none"> <li>• Provide a minimum of three days of RJ training to 75% of site and CBO staff at each school</li> <li>• Provide 40 hours on-site coaching to trained RJ staff and administrators</li> <li>• Monthly Professional Learning Community</li> <li>• Participate in evaluation of impact of RJ on perception of safety and disciplinary referrals</li> </ul>	<ol style="list-style-type: none"> <li>1. OUSD Restorative Justice Program Manager</li> <li>2. 0.6 FTE Program Director</li> <li>3. 0.4 RJ trainers/coaches</li> <li>4. 2.0 FTE site-based RJ Coordinators</li> <li>5. Training materials</li> </ol> <p><b>[#2-5 funded through \$850,000 TCE grant and are for Castlemont schools only]</b></p>	<ol style="list-style-type: none"> <li>1. # of site staff and CBO partner staff trained at each site</li> <li>2. # of coaching hours provided at each site</li> <li>3. Number of trained staff participating in the Professional Learning Community</li> <li>4. # of students trained in RJ peer mediation</li> </ol>	<ol style="list-style-type: none"> <li>1. Reduced discipline referrals by 20%</li> <li>2. Increased # of interventions by teachers before referrals by 20%</li> <li>3. Reduced suspensions and expulsions by 20%</li> <li>4. # of alternatives to suspensions implemented before suspension</li> <li>5. # of students who complete the school year successfully after re-entry from JCC</li> <li>6. # of students who do not recidivate</li> <li>7. # of times a restorative approach was used to respond to traumatic event impacting school community</li> <li>8. Reduced expulsions by 10%</li> </ol>
<p><b><i>Tier 2. Over two years, provide training and coaching to an additional 6 school sites including Brewer, CCPA, United for Success, WOMS, Mandela and Bunche all of which have initial implementation of RJ</i></b></p> <ul style="list-style-type: none"> <li>• Train a minimum of three days training to 75% of site and CBO staff at each school</li> <li>• Provide 20 hours of</li> </ul>	<ol style="list-style-type: none"> <li>1. OUSD Restorative Justice Program Manager</li> <li>2. 1.0 FTE RJ trainers/coaches (<b>need additional funding</b>)</li> <li>3. Minimum 0.5 FTE site-based RJ Coordinator at each school (<b>need additional funding</b>)</li> <li>4. Training materials (<b>need additional funding</b>)</li> </ol>	<ol style="list-style-type: none"> <li>1. Total # of trainings provided</li> <li>2. # of staff trained</li> <li>3. # coaching hours provided at each site</li> <li>4. # of PLC's provided</li> <li>5. # of cases seen for diversion</li> <li>6. # of students and family members involved in RJ interventions</li> </ol>	<ol style="list-style-type: none"> <li>1. # of students diverted from suspension through RJ interventions</li> <li>2. Reduced suspensions by 10%</li> <li>3. Increased perception of safety using Use Your Voice by 10%</li> <li>4. Reduced # of expulsions by 10%</li> </ol>

<p>coaching to trained RJ staff and administrators</p> <ul style="list-style-type: none"> <li>• Provide monthly PLC</li> <li>• Provide case specific facilitation on a minimum of five cases appropriate for RJ at each school site</li> </ul>			
<p><b>Tier 3. Provide RJ Orientation to new schools</b></p> <ul style="list-style-type: none"> <li>• Develop series of ½ day introductory trainings</li> <li>• Develop list of priority audiences (e.g., principals, APs, ReXOs, NeXOs, LCI coaches)</li> <li>• Deliver trainings to 75% of priority audiences</li> <li>• Deliver trainings to additional audiences as capacity allows</li> </ul>	<ol style="list-style-type: none"> <li>1. OUSD Restorative Justice Program Manager</li> </ol>	<ol style="list-style-type: none"> <li>1. Total # of trainings provided</li> <li>2. # of staff trained</li> </ol>	<ol style="list-style-type: none"> <li>1. # of sites which meet pre-requisites for Whole School RJ implementation within one year</li> <li>2. # of individuals who implement RJ interventions with a minimum of three cases over one year period</li> </ol>
<p><b>Tier 4. Develop and Implement RJ practices within the Pupil Discipline Office as a formal alternative to expulsion.</b></p> <ul style="list-style-type: none"> <li>• Secure revisions in OUSD Board Policy for Student Discipline that will allow implementation of RJ alternative processes.</li> <li>• Finalize protocols for implementation of RJ in Central Office Discipline.</li> <li>• Develop the priority</li> </ul>	<ol style="list-style-type: none"> <li>1. JJC Program Manager (existing FCO staff)</li> <li>2. Collaborate with CL staff and RJ implementation</li> <li>3. Restorative Justice / VRP Consultant.</li> <li>4. Protocol and Administrative Regulation documents</li> </ol>	<ol style="list-style-type: none"> <li>1. # of students received back into schools with “welcome circles”.</li> <li>2. Tracked behavior and academic performance of student participants.</li> <li>3. # of cases referred for expulsion from sites implementing RJ as compared to # of cases referred for expulsion by sites not implementing RJ.</li> <li>4. Incidence of recidivism or</li> </ol>	<ol style="list-style-type: none"> <li>1. 100% of students returning to participating sites will participate in “welcome circles”.</li> <li>2. Improvement in academic performance in 50% of the student participants</li> <li>3. Improvement in regular school attendance in 75% of the student participants as compared to previous attendance records.</li> <li>4. Reduction in office referrals and suspensions in 50% of the student participants as compared to their</li> </ol>

audience (i.e. primarily secondary school sites invested in RJ		re referrals of students to the Pupil Discipline Office after participation in RJ.	previous records.
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**Table 2. Report on Progress to Date September- March 2011**

<b>Goals and Objectives</b>	<b>Existing Capacity</b>	<b>Progress to Date</b>	<b>Preliminary Outcomes</b>
<b>Tier 1.</b> Implement Whole-School Restorative Justice at Castlemont (4 schools)	0.6 FTE Program Director (RJOY) 2.0FTE School Coordinators 0.4 FTE Trainer 0.2 FTE JJC Consultant 0.2 FTE Community Liaison	Three year TCE grant funded for \$850,000 received by CBO-Restorative Justice for Oakland Youth (RJOY) in late Oct. 2010  Positions posted on Craigslist  200 resumes were reviewed  25 interviews were conducted with applicants from across the Country  8 finalists were interviewed by RJOY, Barbara McClung, Rita Alfred, and Principals from all 4 Castlemont schools  2 Restorative Justice Coordinators Hired (one fluent in Spanish)	All positions were filled as of Jan 18, 2011 with Principal approval  Teacher in-service training has occurred at EOSA and Leadership  4 Staff from EOSA staff attended a two day training was Nov. 10-11  RJ Trainings scheduled for monthly staff meetings at Leadership  1 full day training provided in Feb. 2011  PD at LPS and CBITS are occurring weekly-monthly.
<b>Tier 2.</b> <i>Over two years, provide</i>	0.5 FTE Restorative Justice	2 day RJ Circle Training - Oct	Three 2-Day Restorative

<p><i>training and coaching to an additional 6 school sites including Brewer, CCPA, United for Success, WOMS, Mandela, and Bunche all of which have initial implementation of RJ</i></p> <p>Melrose, WOMS, and High School sites including McClymonds, Street Academy, Dewey, and Mandela all of which have initial implementation of RJ</p> <p>*** Added additional school sites including McClymonds, Street Academy, Melrose Leadership Academy</p>	<p>Consultant</p>	<p>1, 2 with 16 participants</p> <p>2 day RJ Circle Training Oct 28, 29 with 18 participants</p> <p>2 day RJ Circle Training Nov 10, 11 with 16 participants</p> <p>2-Day RJ Circle Training provided on Feb 24, 25 (20 participants)</p> <p>2-Day RJ Circle Training provided on March 10, 11 (18 participants)</p> <p>Staff in-service trainings provided to all staff at Mandela, Brewer, United for Success, CCPA, Bunche</p> <p>Training of trainers including: Chen Kong, Komoia Johnson and Micaela Robles at CCPA, Susan Andrien at Brewer, Ashley Gregory at UFS</p> <p>RJ Professional Learning Community provided on Oct. 4 with 8 participants and Nov. 4 with 6 participants, Jan 11 with 7 participants. Next RJ PLC scheduled for February 9.</p> <p>150+ hours of RJ Coaching</p>	<p>Justice Trainings have been provided</p> <p>190 individuals in OUSD schools have received RJ training</p> <p>Training manual completed for Classroom Advisory at Brewer (partnership with Alameda County OUR KIDS)</p> <p>Weekly advisory Circles launched at Edna Brewer</p> <p>Weekly Boys and Girls RJ Circles provided to students at CCPA</p> <p>Field Guide for Circle Keepers completed in collaboration with Alameda County Health Care Services</p> <p>Mandela using RJ to debrief students and staff following student homicides</p>
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<b>Tier 3.</b> Provide RJ Orientation to new Schools	RJ Training Calendar distributed 1.0 FTE RJ Program Manager position approved by Board on March 9, 2011. Candidate selection in process	Five district wide 2-day trainings provided between Sept 2010.- March 2011	2011 Training Calendar being developed pending availability of additional staff
<b>Tier 4.</b> Develop and Implement RJ practices within the Pupil Discipline Office as a formal alternative to expulsion. <ul style="list-style-type: none"> <li>Secure revisions in OUSD Board Policy for Student Discipline that will allow implementation of RJ alternative processes.</li> <li>Finalize protocols for implementation of RJ in Central Office Discipline.</li> </ul> Develop the priority audience (i.e. primarily secondary school sites invested in RJ).	1.0FTE VRP/RJ Consultant 1.0FTE JJC Program Manager	Presented Student Discipline Policy recommendations to Board in January 2011  Preparing additional policy for Feb School Board meeting	Hired VRP Consultant  Drafted Protocols for Multidisciplinary Team Meeting/"Welcome Circles" for students returning from JJC  Implemented a successful "Welcome Circle" at Alliance Academy in January 2011
<b>Additional Accomplishments</b> - Funding	1.5 FTE RJ Coordinators at McClymonds and Street Academy	Ongoing funding from Measure Y secured for these positions	Daily peacemaking circles provided
<b>Additional Accomplishments</b> – Staffing	2.0 FTE RJ Coordinators funded	Elev8 funding leveraged to create 1.0 FTE RJ Consultant for United for Success 0.5 FTE RJ Coordinator funded for Brewer	0.5 FTE position has been filled at Brewer and Melrose

		0.5 FTE funded for Melrose	
<b>Additional Accomplishments</b> – Evaluation Data	UC Berkeley Evaluators and RJOY  WestEd Evaluation of new sites	Henderson Center for Social Justice at UC Berkeley Evaluation of RJ at Cole Middle School completed: <i>“School Based Restorative Justice as an alternative to Zero Tolerance Policies: Lessons from West Oakland”</i>	Press Conference TBD  California Endowment expresses interested Statewide RJ Initiative based on Oakland’s model  Preliminary discussion of evaluation for current pilots <b>(funding needed)</b>
<b>Additional Accomplishments</b> – Crisis Supports	1.0 FTE Behavioral Health Coordinator 0.5 FTE RJ Trainer	Crisis debriefing through Restorative Justice Circles protocols drafted	Responded to 14 student homicides utilizing healing circles to provide psychological first aid
<b>Additional Accomplishments</b> - Funding	March 2011:  Atlantic Philanthropies invitation \$200K annually x 3 years in collab. with AAMA  TCE EOBHC invitation to fund for RJ at 7 Middle Schools in East Oakland	Proposals being drafted	TBD