

# Safe Takoma

## Workplan

*www.SafeTakoma.org*

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## 1 Introduction

Safe Takoma is a cross-jurisdictional, community-focused, crime-prevention initiative. Its focus area is the commercial and residential areas within a half-mile of Washington D.C.'s Takoma Metrorail station, with concern for everyone who lives, works, patronizes, or visits Old Takoma or uses our transit facilities.

The initiative was organized by Safe Takoma Inc. working in partnership with the city governments of the District of Columbia and Takoma Park, Maryland. We have created a coalition of local, DC and Maryland residents, businesses, and community representatives who are ready to collaborate to further public safety. To date, we have developed conflict-resolution and community-building programming that has been well received by the Takoma community. We look forward to expanding and intensifying programming initiatives with the help of paid staff, to be engaged once release of remaining budgeted funding begins.

It is essential that this initiative operate in both Takoma Park DC and MD as the city-state line is virtually meaningless to perpetrators of violence and crime, except for the temporary “protection” it may offer. We have several examples of crimes committed or threatened to be committed by people who slip over the city-state line to either commit them or retreat from them.

Safe Takoma and partners are working to prevent crime and lessen the fear of crime. We promote improvement of cross-jurisdictional, inter-agency communications and cooperation. We work to raise resident and business awareness and to involve all Takoma residents, businesses, and community organizations in public-safety efforts. We develop programming to address neighborhood conditions that are often at the root of crime.

## 2 Management

Safe Takoma is managed by a Board of Directors, with board-elected officers (president, vice president, secretary, and treasurer) handling routine organizational management and administration. The corporation has obtained IRS 501(c)(3) tax-exempt status and is governed by bylaws, attached in Appendix A.

Safe Takoma's Advisory Committee, currently at 19 members, was recruited to assist in the development of programming and to serve as community representatives.

The Board of Directors meets the first Thursday of each month and the Advisory Committee meets quarterly. Meetings are announced on the organization's Web site and e-mail list, [groups.yahoo.com/group/SafeTakoma](mailto:groups.yahoo.com/group/SafeTakoma), and are open to the public. Directors and Advisors receive no receive direct or indirect financial compensation (beyond reimbursement of approved expenses) in return for their Safe Takoma service.

Safe Takoma will continue our membership in Maryland Nonprofits and our consultation with local governments and with organizations including the Conflict Resolution Center of Montgomery County and the American Friends Service Committee.

### *2.1 Expenditures and Reporting*

Safe Takoma funds from all sources will be used solely for administrative, operational, and programmatic purposes. They will be used to hire professional staff and occasional consultants; for office space, equipment, and supplies; for incorporation, registrations, and filings; for memberships and attendance at meetings as needed; for costs associated with hosting, publicizing, and participating in events; and for reimbursement of actual costs associated with programming in accordance with the agreed goals and requirements and approved activities.

As described in Safe Takoma's bylaws and as required by the District of Columbia's Safe Takoma Grant Agreement, the organization prepares and delivers monthly status and financial reports, which are available at [safetakoma.org](http://safetakoma.org).

Per the bylaws, all Safe Takoma expenditures must be approved by the president and by funder representatives. No funds will be used to pay a salary or fees to any Director of Safe Takoma Incorporated or of fiduciary agent The Takoma DC Neighborhood Association (TDCNA).

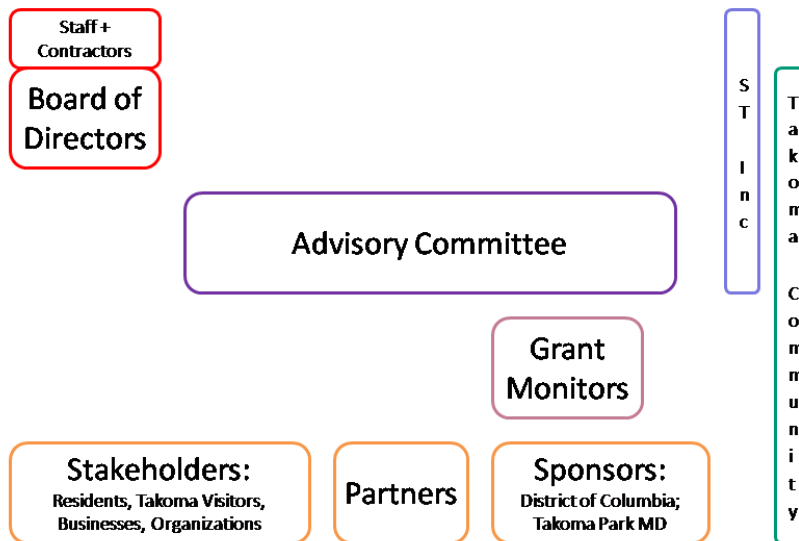
### *2.2 Staff*

Safe Takoma's funders and its bylaws foresaw the hiring of professional staff for everyday operational and administrative duties. We anticipate hiring part-time staff to work 20-24 hours per week to start. This person would be hired as soon as possible after release of Takoma Park funding. Per the bylaws, this Operations Manager will report to and be supervised by Safe Takoma's president. A work & job description for the position is attached in Appendix B. Safe Takoma has sought funder approval for expenditures to engage accounting and other specialized professional assistance as needed. And we anticipate that a need to hire a part-time community organizer may arise.

Hiring of any full or part time staff person will follow the hiring process outlined below

- 1.) A written work/job description with a hiring notice will be created
- 2.) The job description will distributed widely by being:
  - a. Posted on the Safe Takoma Website
  - b. Provided to the Police and Human Resources Departments of Washington, D.C. and the City of Takoma Park
  - c. Sent to all Takoma neighborhood e-mail lists
  - d. Sent to the personal networks of STI board and advisory board
  - e. Posted to free and low cost job websites (e.g. Craigslist, idealist.org,etc.)
- 3.) The Board of Directors will establish screening and selection criteria
- 4.) A short-list of at least three finalist candidates, given sufficient response, will be selected from submitted resumes
- 5.) At least three STI board members will interview each candidate; the board will conduct appropriate reference checks and background investigations
- 6.) Interviewing board members recommend a candidate and put that candidate forth to the full STI board for approval

## Safe Takoma Organizational Structure



### 2.3 *Timeline*

The following section covers Safe Takoma’s regular operational timeline.

#### 2.3.1 **Monthly**

- Meetings of the Board of Directors, currently scheduled for 7:30 pm on the first Thursday of each month.
- Status and financial reporting to grant monitors, published to Safe Takoma’s Web

site, for each month by the 10<sup>th</sup> of the following month.

- Grant-monitor meetings (or as required).

### **2.3.2 Quarterly**

- Meetings of the Advisory Committee in practice. (Safe Takoma's bylaws call for Advisory Committee meetings at least semi-annually.)
- Status report to funders and other parties (or as required) for presentation as required.

### **2.3.3 Yearly**

- Enactment of a budget during the last quarter of the fiscal year.
- Performance assessment and report to funders and other parties.

### 3 Programming

Safe Takoma follows a grass-roots, bottom-up model for program development. Rather than seeking to impose programs on the community, we work with community representatives to identify and evaluate approaches and activities that would further community crime-prevention efforts, and we support community programming that enhances public safety within the Safe Takoma focus area. We have solicited public input and direction from members of our Advisory Committee, for instance, at Advisory/Programming meetings conducted in July and December 2007. (Safe Takoma's bylaws envision that the Advisory Committee will convene "at least semi-annually"; the board has decided to move to a quarterly meeting schedule.)

The Safe Takoma approach complements traditional police work and provides a partner for police department Community Oriented Policing initiatives.

Many of Safe Takoma's crime-prevention ideas are adapted from strategies developed or publicized by the National Crime Prevention Council (*ncpc.org*) and are in line with Best Practices reported by the Centers for Disease Control, starting with the mix of programming and the particular programs ("interventions") we seek to pursue:

A single intervention conducted in isolation is not likely to solve the problem of youth violence; too many factors contribute to violent behavior to be addressed by one strategy. The most effective programs include several types of interventions and strategies that complement one another. For example, a mentoring program to help teens avoid gang membership may be complemented by an intervention that offers alternative after-school activities. Instruction on nonviolent conflict resolution for school children may be complemented by an intervention that teaches families how to foster nonviolence at home. Carefully consider your resources, community support, and level of experience when selecting interventions. And make sure that the interventions you choose fit together well.

Safe Takoma has identified two main focal points: Youth Programming and Community Engagement. These two areas have been chosen because they have the best potential to prevent and reduce the type of crimes that impact our community.

#### Youth Programming

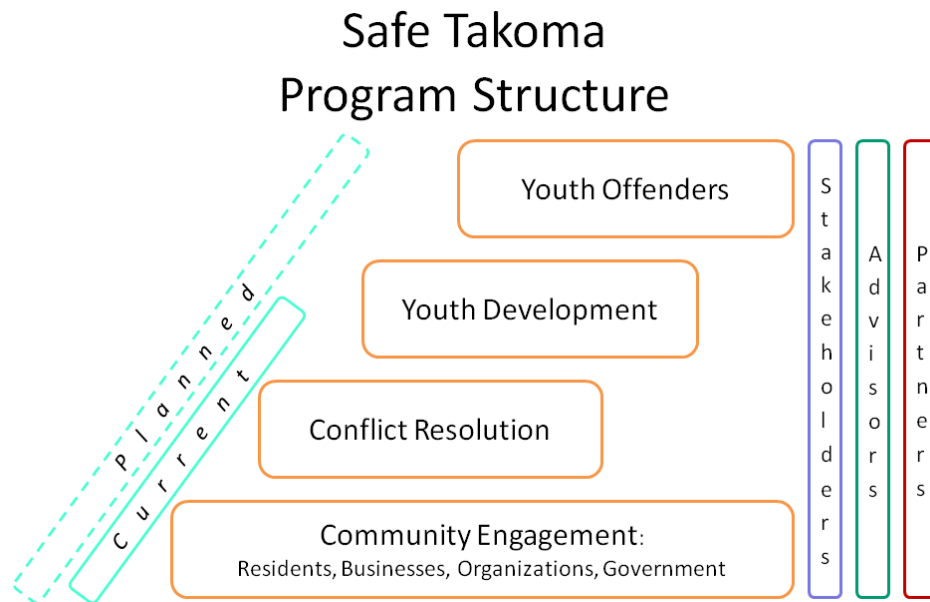
Almost all of the street crime and property crimes that occur in the focus area for STI are committed by youth (broadly defined as age 15-25). Therefore, it makes logical sense that STI would focus its efforts on youth issues. We seek to develop three types of Youth Programming.

- 1) Conflict Resolution – Preventing conflicts before they start by training youth and adults that work with youth in proven conflict resolution techniques.
- 2) Youth Development – Engaging youth in skills building and educational activities that provide youth with greater opportunities and outlets. This will lessen the likelihood that they will be drawn into the criminal lifestyle or will be forced to commit crime out of necessity.
- 3) Youth Offenders – For those youth who have already committed a crime, there is a proven need to break the cycle of criminal activity. These youth need help forging a new path or they will likely become lifelong criminals.

### Community Engagement

The crimes that most deeply affect our communities and create the feeling of unsafety are street and property crimes. Engaging the community by creating community networks and increasing outreach and awareness will empower the community to take control of its own safety and feelings about safety.

All programs have multiple elements. All programs are cross-jurisdictional and emphasize community participation in cooperation with police and other governmental authorities.



### ***3.1 Community Engagement: Outreach and Awareness***

#### Objectives

Communications, awareness, and involvement are at the core of Safe Takoma’s mission.

The Community Engagement program seeks to raise awareness of vulnerabilities, possible remedies, and preventative steps related to public safety. People who are informed, involved, and prepared can and will best protect themselves. Agencies that work in concert with one another and support community institutions will be most effective.

The Community Engagement program will connect residents, businesses, and community organizations with public authorities in crime-prevention efforts. Per CDC Best Practices principles, which we extend beyond youth to the whole community and beyond individual interventions to the over-arching initiative:

Involving the community in planning your intervention will benefit you, the intended participants, and the community as a whole. When community members are asked to help plan and implement the intervention, they develop a sense of ownership. They want the intervention to succeed and are more willing to invest the effort and resources needed to sustain it. Involving the community also makes it easier to obtain the resources and volunteers you need to carry out your intervention.

So what’s the best way to involve the community? From the very beginning, enlist

organizations and agencies that know about the youth in your community and have an interest in preventing injury and death among young people. Institutions that frequently get involved in efforts to prevent youth violence include schools, churches, parks and recreation centers, businesses, and civic, service, and cultural groups.

Rubrics that apply include “pre-crime activity detection,” where community members serve as additional eyes and ears for the police and their neighbors; “safe environments” in the schools, on the streets, and in businesses; “crime prevention through environmental design”; and enhanced prospects in those threatening situations that do inevitably arise.

### Stakeholders

Current:

- Coolidge High School Parent-Teacher-Student Organization
- Old Takoma Business Association
- Old Town Residents’ Association
- Takoma DC Neighborhood Association
- Takoma Park Community Action Group
- Takoma Village Co-housing

Planned:

- Neighbors, Inc.
- Takoma Park’s North Takoma, Pinecrest, and WACO neighborhood associations
- Cedar Crossing, Elevation 314, and Victory Tower residents associations
- Old Takoma churches

### Resources

- AlertTakoma e-mail list, MPD-4D e-mail list, neighborhood e-mail lists
- PEN, TDCNA, and other neighborhood newsletters
- Takoma Park neighborhood safety contacts
- Maryland Main Street program public-safety programming
- Washington DC and Montgomery County MD crime-mapping tools
- Training programs such as Defend Yourself

### Metrics

The measure of community involvement is straightforward: the number of community members who participate in some way, directly or indirectly, in Old Takoma public-safety and crime-prevention efforts. This accounting would include:

- Attendance at events
- Participation in training
- Number of subscribers to e-mail and other contact lists; frequency and perceived value of communications

- Participation in public-safety-related community building, e.g., safety-contact and patrol networks
- Number of home- and business-safety inspections conducted
- Number of people regularly participating in community patrols

Periodic surveys to be conducted as a community-network-building and program-design activity – and findings of Takoma Park’s city-wide survey and other, similar measurement instruments that we may be able to identify – will produce figures that will help us measure progress in changing community perceptions and levels of community engagement.

- Results over time of periodic surveys of residents’ crime and safety perceptions and experiences
- Results over time of periodic surveys of business owner and employee crime and safety perceptions and experiences

Surveys conducted by Safe Takoma would ask for ratings of experience and perception measures on a numerical scale. Narrative responses will prove especially useful in bringing out particular hot spots, issues, incident information, and suggestions. We envision relatively modest sample sizes and thus would likely not aim for statistical significance.

### Activities

Activities should be considered as elements that are worthwhile in their own right, serving the dual purpose of helping Safe Takoma and community organizations recruit participants in public-safety efforts.

- Promotion of citizens/Orange Hat patrols and assistance with recruitment. Safe Takoma organizers have been involved in neighborhood patrols for many years, and it is evident that an intensive, one-on-one recruiting approach is called for to boost participation. Safe Takoma will facilitate this approach. Because patrols in the Old Takoma focus area – TDCNA, WACO, and two PEN patrols – involve a border area, Safe Takoma will pay special attention to cross-jurisdictional coordination. *This is an on-going activity.*
- Yearly Safe Takoma conducted surveys, tailored to particular audiences (youth, residents, businesses), to measure public-safety perceptions, vulnerabilities, knowledge, and involvement and the changes that occur in those measured quantities over time. *This is a periodic activity.*
- Distribution of whistles and lanyards with training how (and how not) to use them. Participants will be asked for a commitment to some level of public-safety involvement, even if only to join a mailing list for occasional follow-up on whistle use and general safety practices. Because the primary focus is MD & DC residents who use the Takoma Metro station, a single, cross-jurisdictional effort is essential. *This is an occasional activity with periodic follow-up.*
- Promotion of neighborhood safety contact programs, again with special attention to cross-jurisdictional coordination. *This is an occasional activity.*
- Safety training programs for residents and businesses, conducted in cooperation

with the police and with private trainers. *This is an occasional activity with periodic follow-up.*

- Environment assessments and improvement planning, conducted in cooperation with the police and government. These will look at state of repair and cleanliness of public and private property, streetscaping, lighting, and general conditions. *This is an on-going activity.*
- Creation of signage, kiosks, and mechanisms other than e-mail lists for dissemination of public-safety information. Safe Takoma organizers created the AlertTakoma e-mail list in 2000, but we see that lists reach only a minority of households and businesses and do not reach Takoma visitors at all. *This is an on-going activity.*
- Continued recruitment of community representatives to Safe Takoma's Advisory Committee, and continuation of our quarterly advisory/programming meeting series, which serves as a forum for development of community focused public-safety initiatives. *This is a periodic activity.*
- Participation in Maryland Main Street and equivalent District of Columbia community focused public-safety initiatives as well as programs that promote economic and community development. *This is a periodic activity.*
- Continued participation in the activities of Takoma neighborhood associations, DC ANC 4B, and OTBA. *This is a periodic activity.*

### **3.2 Conflict Resolution/Peer Mediation**

#### Objectives

The primary objective of the Safe Takoma Conflict Resolution/Peer Mediation program is to equip youth and adults to reduce tensions and abuse (both verbal and physical) and resolve conflicts peacefully for themselves and for those around them.

Safe Takoma will additionally train and mentor trainers in community institutions.

The aim is a decrease in the number of conflict incidents and in the severity of incidents that do occur, leading to an overall reduction in violence in the community and its institutions. The aim is to enable conflict solving and self-healing.

#### Stakeholders

Safe Takoma is developing a network of people in the Takoma Park DC and MD communities who are skilled in resolving conflicts and continue to enhance their conflict resolution skills.

#### Partners and resources

Community partners include:

- Conflict Resolution Center of Montgomery County
- Coolidge High School including principal Nelson Burton, teacher Ashley Johnson, and PTSO president Terry Goings
- MPD-4D Officer Heather Straker

- Takoma Park MD community-relations officer to be appointed
- Takoma Aquatic Center
- Takoma Park Recreation Department
- Takoma Recreation Center

Safe Takoma is working with selected partners to create a network of conflict-resolution/peer-mediation mentors. These are trained individuals in positions where they can and do help Safe Takoma recruit promising peer mediators and conflict resolvers. Persons we have worked with to date include Coolidge High School teacher Ashley Johnson, former Takoma Recreation Center Assistant Director Robert Washington, and Takoma Aquatic Center Director Sean Link.

Providers of conflict resolution training identified thus far are:

- Help Increase the Peace Program, developed by the American Friends Service Committee. Facilitator Kathryn Liss has proved especially helpful.

The HIPP workshop consists of two parts, the Basic and the Training of Facilitators. Both parts are 2.5 days long. Participants are expected to commit to the full 2.5 days. The Basic workshop is a pre-requisite for the Training of Facilitators.

- Conflict Resolution Center of Montgomery County.

Safe Takoma has discussed offering shorter, focused conflict-resolution/peer-mediation training courses utilizing CRCMC providers, including through the Takoma Park Recreation Department.

### Metrics

Basic metrics start with a) the number of persons trained and b) the number and diversity of organizations they represent.

Extended metrics track c) the emergence of community-based resources in particular, of individuals who become peer-mediators and trainers themselves and d) community mediations in which Safe Takoma affiliated are involved.

Complete metrics report the change over time in the number of incidents in the community and within affected institutions:

- Coolidge High School, Takoma Park Middle School
- Takoma Recreation Center (DC) and Takoma Park Community Center (MD)
- Incidents on the streets, at the Metro station, at home, and in businesses

Working with community mentors, Safe Takoma will assess progress toward teaching conflict-resolution lessons as taught in HIPP workshops:

- To be inclusive, accepting and respecting all people.
- To understand root causes of prejudice, hate, abuse and violence.
- To demonstrate behaviors that promote peace.
- To model attitudes and behaviors that promote mutual respect and peace.

- To communicate effectively, listening actively with empathy.
- To resolve conflict nonviolently.
- Ways to build trust between individuals and groups of people.
- To cooperate and collaborate to find creative solutions to problems.
- To express appreciation for differences, positive contributions, words and action.
- To recognize and address social and economic injustices.

### Implementation

Safe Takoma Inc. sponsored three community participants in August, 2007 HIPP training and organized a Takoma HIPP workshop, covering the first-half of an intensive five-day course, that was held in November, 2007 with a dozen community participants. We offered a reprise of this first-half basic-training workshop February 29-March 2 at the Takoma Park MD Community Center.

- We anticipate offering a basic-skills workshop twice each year, training 10-16 youth and adult community members.

This introductory training will be followed by a facilitators' training workshop to be held on a later date, probably at the Takoma Community Center (DC).

- We anticipate offering an advance-skills, facilitators' workshop yearly,

Safe Takoma expects to continue these workshops but also to design a locally taught version that would feature shorter sessions spread over a longer period. Safe Takoma is also working with the Conflict Resolution Center of Montgomery County to develop other forms of training.

- We are investigating and anticipate organizing youth summer programming at the Takoma Community Center (DC) and the Takoma Park Community Center (MD).

Safe Takoma's Operations Manager would take over responsibilities for organizing training and managing a Takoma conflict-resolution/peer-mediation network from volunteers who are currently performing these functions.

- We anticipate supporting yearly peer-mediation training for Coolidge High School and on-going involvement with peer-mediation efforts there and at Takoma Park MD schools.

### *3.3 Youth Development*

Youth development is a key tool in community building, worthwhile for any number of reasons. Not only are active youth likely to stay out of trouble; a sense of belonging fostered by a caring community will benefit their peers and the community alike. Engaged young people stay out of gangs. They learn and practice positive behaviors. They don't destroy property, they don't paint graffiti, they don't disturb or harass transit users. And they live more fulfilling lives.

The best sorts of activities aren't simply about filling time. Rather, they are about teaching life skills that create productive, contributing citizens.

Takoma Park is a residential neighborhood with schools, recreational facilities,

businesses, and community institutions that draw youth from outside the neighborhood. In fact, the District's Coolidge High School draws half of its student body from outside the area, from outside Ward 4. While Takoma Park, Maryland young people of similar ages often travel outside the Takoma area to attend school, after-school needs – as well as the needs of youth who have left school, through the mid-20s – are quite similar on both sides of the Maryland-District border.

### Objectives

Christopher King is Youth Programs Director of the Takoma Park Community Action Group (TPCAG) and is developing youth-development initiatives that would enhance public safety. He and the TPCAG have agreed to work in cooperation with Safe Takoma in developing these initiatives with several critical objectives:

- 1) Engaging youth and young adults in a target 15-25 year age range
- 2) Assisting school-age children in developing skills necessary to advance in school by allowing them to utilize the skills of math, reading and writing in direct correlation to preparing them for adulthood.
- 3) Improving the self-image of neighborhood young people via Personal Development and Leadership Training.
- 4) Diverting young people from illegal activities and situations that may lead to illegal activities by engaging them in critical thinking exercises that require them to focus their minds on developing the following:
  1. Primary Purpose in Life
  2. Financial Literacy
  3. Entrepreneurship
  4. Pleasing Personality
- 5) Empowering young people to maximize their civic potential by structuring activities that allow them to interact with City Officials, Law Enforcement, and Fire & EMS Services.

These youth-development objectives correlate strongly with public-safety goals. Some of the programming is already conducted in the District of Columbia, and it would be only strengthened by cross-border participation.

### Stakeholders

- Takoma Park Community Action Group (TPCAG)
- Takoma Park Recreation Department
- Takoma Community Center (DC)
- Takoma Park Community Center (MD)

### Partners and resources

- Old Takoma Business Association (OTBA)
- Regional labor-union connections

### Metrics

- Youth participation in and completion of programs.
  - The yearly target is six youth participants in full conflict-resolution training.
  - The yearly target is twelve youth participants in peer-mediation efforts.
- Participation numbers in the nascent Takoma Park Neighborhood Improvement Association (TPNIA) initiative's planned Improve Takoma Program. (TPNIA was devised by the Community Action Group, which operates in Takoma Park's Ward 4 Maple Avenue corridor.)
- Success in developing a network of mentors and internship and pre-apprenticeship partners
  - The initial aim is to conclude a pre-apprenticeship partnership with the carpenters union and identification of another union program.
  - The aim by the fall of 2008 is to identify four local businesses as well as other non-local businesses that would accept youth who completed training.
- Placement with mentors and in internships and pre-apprenticeships; feedback from mentors and partners.
  - The target is to organize one pre-apprenticeship program for the fall of 2008 that would involve 20 youth and to help arrange placement for all youth who complete the program.
- Community and youth perceptions, and the change over time, as measured in the periodic (i.e., yearly) surveys described in the Community Engagement section.

### Activities

- Work with the Takoma Park Community Action Group to support their TPNIA initiative and its planned Improve Takoma Program.
- Collaborate with the TPNIA initiative to extend the Improve Program to other neighborhoods connected to the Safe Takoma focus area and to involve other Takoma community organizations.
- Assist the TPNIA initiative in design and implementation of Improve Takoma Program workshops and development and implementation of Self Development and Leadership Training serving Takoma DC and MD youth.
- Promote tutoring programs including through cross-border recruiting.
- Develop youth mentorship programs that involve individuals and businesses.
- Assist in arranging internship and pre-apprenticeship positions with Takoma and regional businesses and organizational partners, e.g., unions. The target is to organize one pre-apprenticeship program for the summer of 2008 that would involve 20 youth.
- Monitor and report on activities.

### 3.4 Youth Offenders

Youth Offenders is a *potential* fourth Safe Takoma program, one the organization would launch in late 2008. Implementation is complex because it involves work with District of Columbia and Montgomery County MD youth-offender authorities and case workers, with families, and with schools and other community institutions.

Safe Takoma's Youth Offenders programming would be based on the Community Conferencing (CC) model. According to the Conflict Resolution Center of Montgomery County, "Community Conferencing tends to bring the community together in support of youth and in doing so has the potential for a more satisfactory outcome than judicial proceedings." As described by the CRCMC,

A Community Conference is a meeting of a group of young people affected by a conflict or situation (those who caused harm and those who were harmed), along with their parents/guardians and others affected by the incident. Referrals can come from schools, the police, and the Department of Juvenile Services. The goal of the conference is for all of the participants to:

1. Understand the whole story of what happened and why
2. Hear how everyone has been affected by what happened
3. Create an agreement that will repair the damage and prevent future harm

Within Safe Takoma, board member Natasha Wilkins has extensive applicable experience as Community Conferencing Program Coordinator for the Prince George's County Department of Family Services, and Advisory Committee member Joy Austin-Lane works professionally in youth violence prevention. We have additionally sought the program-design assistance of Takoma Park resident Stacey Gurian-Sherman, who is director of the Office of Community & Family Partnerships, Maryland Department of Juvenile Services.

#### Objectives

The objective of a potential Youth Offenders program is to reduce recidivism, to ensure that past offenders who are released into the community are not a threat to their neighbors, and even more to ensure that they receive the attention needed to become engaged community members themselves.

#### Stakeholders

- Takoma area schools
- Takoma area youth and community members

#### Partners and resources

- Conflict Resolution Center of Montgomery County (CRCMC)
- Coolidge High School PTSO
- Maryland, Montgomery County, and District of Columbia Departments of Juvenile Services

#### Metrics

- Number of interventions.

- Participation numbers and rates of offenders in Youth Development programming and their completion of programs.
- Impact assessments to be carried out periodically that will survey community/institutional representatives, extending the periodic surveys described in the Community Engagement section.
- Reduction in the number of Takoma cases being managed by youth authorities as measured periodically.

Activities

Safe Takoma's Youth Offenders programming is still at a conceptual stage. Program definition and design activities that would take place starting in the spring or summer of 2008, coordinated by Safe Takoma's to-be-hired Operations Manager, working with Director Natasha Wilkins, relying on outreach and consultation with partners and advisors including CRCMC and government agencies.

We do expect programmatic activities to start with formal assessments of gang activity and of at-risk youth issues.

## 4 Operations

Safe Takoma has created a three-phase Operational Plan.

### ***4.1 PHASE I – Inception: Planning & Mobilization***

Phase I of Safe Takoma operations has been completed. It featured:

- 1) Creation of organizational structures by Safe Takoma Incorporated in consultation with funders.
- 2) Inception of an Advisory Committee (formerly Program Steering Committee) with community and government stakeholder participation.
- 3) Initial program planning.

### ***4.2 PHASE II – Implementation: Initial Programming and Ramp-Up***

Phase II of Safe Takoma operations is underway. The organization is currently engaged in:

- 1) Programming centering on conflict resolution/mediation programs for youth, residents, government, social-service agencies, and community organizations).
- 2) Public Awareness programs and support (safety awareness).
- 3) Community outreach and partnership and coalition building, in particular in the planning of Youth Development programming.
- 4) Promotion of improved cross-jurisdictional, inter-departmental communications (to include crime and service analysis).
- 5) Creation of an Operations Manager position description.
- 6) Development of a work plan and schedule for full-scale operations.
- 7) Initial development of metrics and mechanisms for program evaluation to be launched with full-scale operations.

### ***4.3 PHASE III – Operations***

Phase will commence when staff – a part-time, Operations Manager – is engaged.

- 1) Inception of Youth Development programming (school, recreation, and community programs, roving leaders)
- 2) Intensification of Community Engagement programming.
- 3) Initial design and consideration, then launch, of Youth Offenders programming.
- 4) Regularization of metrics and mechanisms for program evaluation.

## 5 Funding Raising

Safe Takoma's volunteer Board of Directors anticipates fund raising starting early in Safe Takoma's FY09. Initial District of Columbia and Takoma Park grant funds will seed growth of a self-sustaining organization that in the future will rely on grants to fund operations and programming.

Initial Safe Takoma funding, covering organizational and programming costs, is provided by a grant from the District of Columbia and an anticipated grant from money budgeted by the City of Takoma Park. District of Columbia grant monitor MPD-4D Commander Linda Brown has agreed to extend the grant award period through September 30, 2009, the end of the District's and Safe Takoma's fiscal year. Takoma Park city funding would be for city fiscal years 2008 and 2009, running through June 30, 2009. The sum of municipal funding should safely cover Safe Takoma needs through mid-2009, at which time the organization will be fully operational, with staff on board and all major programs well under way.

Safe Takoma's volunteer board has already begun discussing funding sources. We anticipate applying for grants from foundations and governmental sources starting in early FY09. Officers and board members will work with community partners and staff to build funder relationships and craft proposals. The aim is to ensure organizational stability and continuity of programming. An early start on outside fund-raising will smooth Safe Takoma's path to self-sustainability.

## Appendix A: Safe Takoma Bylaws

### SAFE TAKOMA -- BYLAWS

#### ARTICLE I – NAME, CONSTITUTION, AND PURPOSE

- Section 1: **The name of the organization** shall be Safe Takoma Incorporated. The organization shall be commonly known as Safe Takoma.
- Section 2: **Safe Takoma is incorporated** in Maryland as a not-for-profit, non-stock, non-member corporation and will be registered as a foreign corporation in Washington, DC.
- Section 3: **Safe Takoma's fiscal year** begins October 1 and ends September 30.
- Section 4: **Safe Takoma's principal office** shall be designated by the Board of Directors.
- Section 5: **The purpose of Safe Takoma** is to facilitate the reduction of crime and promote public safety in the vicinity of the Takoma Metro Station and the commercial district, known as Old Town, in Takoma Park, Maryland and the Takoma neighborhood of Washington, DC.

#### ARTICLE II – BOARD OF DIRECTORS, OFFICERS, AND AT-LARGE DIRECTORS

- Section 1: **Safe Takoma shall be governed** by a Board of Directors of at least four and up to twelve members. The Board is responsible for establishing policy and overseeing operations.
- Section 2: **The Board of Directors shall speak** for and conduct business on behalf of the organization in accordance with Safe Takoma rules and policy.
- Section 3: **The Board of Directors shall consist** of Officers and at-large Directors elected by the Board. Barring unusual circumstances, the membership of the Board of Directors shall be equally divided between District of Columbia and Maryland representatives.
- Section 4: **There shall be four Board Officers** consisting of a President, a Vice President, a Secretary, and a Treasurer. The Officers shall be considered Safe Takoma corporate officers with the duties and responsibilities incumbent thereon.
- Section 5: **The Board of Directors may include** up to eight at-large members.
- Section 6: **The Board of Directors shall meet** periodically with meetings publicly announced two weeks in advance and open to the public absent extraordinary circumstances. The Board of Directors may meet in closed session upon presentation of just cause if a majority publicly votes immediately prior to the closed session to do so. The Board of Directors may conduct business by electronic mail, telephone, and ad-hoc meetings but shall not make or decide motions outside of Board of Directors meetings where a quorum is present.
- Section 7: **A quorum of 50% of Directors must be present** at Board of Directors

meetings for business to be transacted and motions made and voted.

Section 8: **A majority of 50% plus one of Directors present must vote favorably** to approve a motion or resolution.

Section 9: **A majority of 50% plus one of Directors must vote favorably** to add or remove Officers or Directors.

Section 10: **The Board shall elect** the Officers immediately following the election of Directors at the annual, fourth-quarter Board meeting. Officers and at-large Board of Directors members shall serve one-year terms with no limitation as to years of consecutive service other so long as they remain Directors.

Section 11: **The Officers' duties and responsibilities** are as follows:

**The President** shall convene regularly scheduled board meetings and shall preside or arrange for other Officers and Directors to preside at each meeting. The President may sign contracts and agreements in Safe Takoma's name after the Board of Directors has approved them, shall review all requests for expense authorization except those explicitly set out in the budget and have the right to approve or deny them, shall serve as Safe Takoma's representative in meetings and discussion with other organizations and agencies or designate others to perform that function, and otherwise perform all of the duties that are customarily the function of the office or which are assigned by the Directors. The President shall set the agenda for each meeting. The President shall have the power to make interim appointments to the Advisory Committee ; the Board of Directors shall vote to confirm such interim appointees as its next following business meeting.

**The Vice President** shall serve in place of the President when appropriate.

**The Secretary** shall keep accurate minutes of all Safe Takoma and records or decisions and actions; make available copies of the minutes of the previous meeting and distribute them in advance of the following meeting for consideration; publish the minutes within five business days after their adoption; cause to be delivered all notice of meetings to those persons entitled to vote at such meetings; and maintain Safe Takoma's Minutes Book and a current listing, with phone numbers and addresses, of the Directors, at Safe Takoma's office.

**The Treasurer** shall oversee the deposit of Safe Takoma funds into the proper accounts of the organization; the recording of all receipts and disbursements; the maintenance of Safe Takoma's financial books and records; the preparation and presentation of financial reports for each board meeting; and the preparation and filing of end of the year financial reports and federal and state tax reports. The Treasurer will assist in the preparation of the budget, help develop funding plans, and make financial information available to Members, funders, and the public.

- Section 12: **The Board of Directors shall** designate the time and place of its meetings and shall be responsible for giving proper notice of meetings.
- Section 13: **The Board shall appoint interim Board members** to fill any Board position that becomes open due to resignation or any other reason. All vacancies will be filled only to the end of the particular Director's term.
- Section 14: **The Board may delegate** responsibility for the conduct of day-to-day operations to Directors, to staff it may appoint, and to other individuals as it may see fit.
- Section 15: **The Board may establish and terminate Committees** for purposes and according to rules it may establish. The Board may appoint and remove members of Committees according to rules it may establish.
- Section 16: **Resignations from the Board** or Board of Directors shall be in writing and received by the Secretary.
- Section 17: **If a stakeholder organization formally notifies** the Board that their representative who serves on the Board no longer represents it, the person is no longer eligible to be a Director. A Director may be removed for cause by a three-fourths vote of the remaining Directors.
- Section 18: **Special meetings of the Board** shall be called by the President or by petition of one-third of the Board of Directors. Notices of special meetings shall be sent out by the Secretary to each Director and shall be publicly announced at least one week in advance absent an emergency.
- Section 19: **Directors receive no compensation** other than reimbursement of reasonable expenses as determined by written Safe Takoma policy, as budgeted by the organization, and with any required prior written approval.

### ARTICLE III – ADVISORY COMMITTEE

- Section 1: **The Advisory Committee shall have** up to twenty-four members, each appointed to a one-year term by the Board of Directors, who shall advise the Board. The President shall have the power to make interim appointments to the Advisory Committee; the Board of Directors shall vote to confirm such interim appointees as its next following business meeting. Advisors serve at the pleasure of the Board of Directors.
- Section 2: **The Advisory Committee shall meet** at least semi-annually at a designated time and place. Advisory Committee meetings shall be publicly announced two weeks in advance and shall be open to the public absent extraordinary circumstances. The Advisory Committee may meet in closed session upon presentation of just cause if a majority publicly votes immediately prior to the closed session to do so. The Advisory Committee may conduct business by electronic mail, telephone, and ad-hoc meetings but shall not make or decide motions outside of Advisory Committee meetings.
- Section 3: **An Advisor must be present** at a meeting to vote.

- Section 4: **Advisors shall be members** of the Takoma community or designated representatives of Stakeholder organizations as defined or designated by the Board of Directors or bylaws.
- Section 5: **Advisors receive no compensation** other than reimbursement of reasonable expenses as determined by written Safe Takoma policy, as budgeted by the organization, and with any required prior written approval.
- Section 6: **Meetings of the Advisory Committee** shall be called by the Board of Directors. Notices of meetings shall be sent to each Advisor and shall be publicly announced at least one week in advance absent an emergency. The President or a designated representative shall conduct Advisory Committee meetings. The Secretary or a designated representative shall keep minutes of Advisory Committee meetings. The Secretary shall publish minutes.

#### ARTICLE IV – STAKEHOLDERS

- Section 1: Safe Takoma's focus is on the portions of Washington, DC and Takoma Park, Maryland within roughly one-half mile of the intersection of Eastern Avenue NW, Carroll Street NW, and Maple Street NW in the District of Columbia immediately bordering Takoma Park, Maryland.
- Section 2: **Individuals who reside and organizations that operate** in the focus area, and who support the organization's purpose as stated in Section I.5, are considered Safe Takoma Stakeholders.
- Section 3: Stakeholder organizations include but are not limited to the District of Columbia City Council and government agencies including the Metropolitan Police Department; the Council of the City of Takoma Park and city departments including the police; the Washington Metropolitan Area Transportation Authority (WMATA); Montgomery County, Maryland; Washington DC Advisory Neighborhood Commission districts 4B01, 4B02, and 4B07; the Takoma DC Neighborhood Association (TDCNA), the Old Town Residents' Association (OTRA), the Westmoreland Area Community Organization (WACO), and other concerned neighborhood and tenant organizations; the Old Takoma Business Association (OTBA) and the Takoma Main Street program; and churches, schools, and community organizations located or operating in the focus area.
- Section 4: **Stakeholder individuals and representatives of Stakeholder organizations** are eligible for election to Safe Takoma's Board.
- Section 5: **The Board of Directors may ask** Stakeholder organizations that do not wish to designate a representative for nomination for election as an Advisor to designate a Safe Takoma Liaison.

#### ARTICLE V – BUDGET AND FINANCE

- Section 1: **The Treasurer in consultation** with the Board of Directors and major funders shall draft an annual budget for presentation to the Board in its regular quarterly meeting during the second quarter of the year. The

Board shall discuss, consider motions to amend, and vote to enact the amended budget at that meeting. The enacted budget shall be effective July 1 of each calendar year.

- Section 2: **The Treasurer in consultation** with the Board of Directors and major funders shall draft a half-year budget for period January 1 to June 30, 2007 for presentation to the newly elected Board in its regular quarterly meeting during the fourth quarter of 2006. Following the election of Directors, the Board shall discuss, consider motions to amend, and vote to enact the amended budget at that meeting.
- Section 3: **The Treasurer and Secretary** shall be granted joint authority to collect and dispense funds as authorized in the budget or directed by the Board of Directors.
- Section 4: **All expenditures must be within the budget.** The Board of Directors must approve any major change in the budget required during the course of the budget year.
- Section 5: **The Treasurer shall provide a financial report** twice yearly to the Board within two weeks of the end of each half year detailing receipts, expenditures, funds committed, and balances. The President shall review and certify the report and may at any time, upon statement of cause but without further authorization, charter an independent financial audit.
- Section 6: **Safe Takoma's budget and financial records** are public information and shall be made available to Members and the public.

#### ARTICLE VI – STATUS REPORTING

- Section 1: **The Board of Directors shall prepare a status report quarterly or as required** for presentation to funders and other parties as required. Drafting of this report may be delegated. The Secretary shall provide the report to Directors within two weeks of the end of the reporting period. Directors shall submit comments for consideration to the Secretary within one week of provision. The Board of Directors shall then approve the report and release it for publication within two weeks.
- Section 2: **The President or a designated member** of the Board of Directors shall present a status report annually or as required to the funders and make it available to the public.
- Section 3: **The report shall, as a minimum, contain** the current financial report, progress toward the goals set for the year, and variances in monies budgeted and spent. The report shall also include the adjusted plan for the coming year.

#### ARTICLE VII – STAFF AND CONSULTANTS

- Section 1: **The Board of Directors may select and hire full- and part-time employees** on behalf of Safe Takoma and may delegate or assign the search to a Board committee, selected Board members, or an outside organization or

service provider. The Board of Directors shall set employment terms and conditions which shall in all events meet legal mandates.

Section 2: **The Board of Directors may select and engage consultants** on behalf of Safe Takoma and may delegate or assign the search to a Board committee, selected Board members, or an outside organization or service provider.

Section 3: **The fully loaded cost of employees and consultants** shall not exceed budgeted amounts.

Section 4: **The Board of Directors may accept the full- or part-time assignment** of employees of partner organizations to Safe Takoma and shall be responsible for negotiating terms and conditions for such assignment with the providing organization.

Section 5: **The Board of Directors may accept the assignment** of consultants engaged by a partner organization on Safe Takoma's behalf and shall be responsible for negotiating terms and conditions for such assignment with the providing organization.

Section 6: **Employees and consultants, whether direct hires or detailed** to Safe Takoma by a partner organization, shall be assigned duties by the Board of Directors and may be required to attend Board and membership meetings.

Section 7: **The Board of Directors shall conduct** performance reviews of employees and consultants at least annually.

#### ARTICLE VIII – OPERATING PRINCIPLES

Section 1: **Any Director, Officer, Advisor, employee, or committee member** having an interest in a contract or other transaction or determination presented to the Board of Directors or the Advisory Committee or a committee of Safe Takoma for recommendation, authorization, approval or ratification shall give prompt, full and frank disclosure of his or her interest to the Board or committee or membership prior to its acting on such contract or transaction.

Section 2: **Safe Takoma may indemnify** Directors, Officers, Advisors, employees, and agents of the organization to the fullest extent required or permitted by the General Laws of Maryland.

Section 3: **Safe Takoma and its Officers,** Directors, Advisors, and employees shall not discriminate in the organization's policy, governance, operations, or services with respect to age, sex, race, color, national origin, sexual orientation, or political or religious opinion or affiliation.

#### ARTICLE IX – FOUNDING BOARD

Section 1: **The founding Safe Takoma Directors,** who shall act until their successors are duly chosen, are Kim Brooks, Sara Green, Patrice Ghezzi, Seth

Grimes, Andrew Kelemen, John Keats Kirsch, Julie Schor, and Faith Wheeler.

Section 2: **Founding Safe Takoma Officers**, who shall act until their successors are duly chosen, are President Seth Grimes, Vice President Faith Wheeler, Secretary Sara Green, and Treasurer John Keats Kirsch.

Section 3: **Founding at-large Board of Directors members**, who shall act until their successors are duly chosen, are Kim Brooks, Patrice Ghezzi, Andy Kelemen, and Julie Schor.

#### ARTICLE IX - AMENDMENTS

Section 1: **These Bylaws may be amended** by a 50% plus one vote of the Board of Directors. Proposed amendments must be submitted to the Secretary to be cited with the public announcement of the board meeting where they will be considered and to be provided to Directors at the time of that announcement.

Adopted by vote of the Founding Board of Directors, November 21, 2006.

Amended by vote of the Board of Directors, March 6, 2007: II:11, III:1.

Amended by vote of the Board of Directors, September 6, 2007: I:3, Advisory Board renamed globally to Advisory Committee.

## Appendix B: Operations Manager Job Description

### SAFE TAKOMA

*SafeTakoma.org*

#### **POSITION TITLE: OPERATIONS MANAGER**

##### **JOB SUMMARY:**

Safe Takoma Inc. seeks a self-starter to work as Operations Manager for a community-based organization whose objectives are to facilitate the reduction of crime and promote public safety. Safe Takoma's area of interest encompasses portions of the Takoma Park community in both the District of Columbia and Maryland within an approximate radius of ¼ mile around the Takoma Metro Station, including the neighboring commercial district, and extending down the Maple Avenue corridor in Takoma Park, Maryland.

##### **RESPONSIBILITIES:**

The incumbent's primary responsibilities are to manage and coordinate all Safe Takoma program activities, carry out administrative duties, and provide leadership, under the guidance of the Board of Directors and in consultation with the Advisory Committee, in accomplishing the objectives of the organization. This includes program development, community outreach and recruiting (of programs as well as volunteers), administration (e.g., reporting, accounting), and communications (e.g., writing public reports/news sheets/press releases, announcing community meetings and programs).

##### **TYPICAL DUTIES:**

Activities program-related and administrative activities include: providing substantial leadership in promoting the objectives and activities of Safe Takoma Inc.; facilitating relationships among community groups, police, and other stakeholders; communication, including correspondence, among various agencies and jurisdictions; assisting individuals and groups in connecting with pertinent resources; continuing community-based research; meeting coordination and facilitation; budget and expenditure reporting; maintenance and reporting of performance indicators. The Operations Manager will also make public presentations and coordinate outreach to the media and the public. She or he may be required to attend Board and membership meetings.

This position will involve work with a diverse group of community members including residents, community groups, business associations, civic, neighborhood, and faith-based associations, law enforcement, and elected officials from the District of Columbia and Maryland.

##### **SUPERVISION AND EVALUATION:**

The Operations Manager would report directly to the President of Safe Takoma who would be delegated by the Board of Directors to supervise the Operations Manager. The Board of Directors would delegate the President of Safe Takoma to evaluate the performance of the program Director and present the evaluation for review and approval by the Board of Directors.

##### **WORK SCHEDULE:**

Work schedule would be a mix of daytime and evening hours plus some weekend hours, as much of Safe Takoma's programming would take place on weekends. This is a part-time position of 20-24 hours a week at the outset.

##### **QUALIFICATIONS:**

**Education:** A Master's Degree or Bachelor's degree in Social Work, Political Science, Psychology, Urban Studies or related fields from an accredited college or university with at least two years of relevant experience.

##### **Experience:**

- Experience and/or educational background in: community organizing, group facilitation, community mobilization, and/or social service delivery;
- Leadership experience;
- Proficient in computers: email, spreadsheets and word processing;
- Prefer individuals with knowledge of and experience in the Safe Takoma geographic area;
- Ability to work effectively with many different types of people with divergent needs and priorities.
- Any combination of education, training and experience which provides the required knowledge, skills, and abilities to perform the essential functions of the job.

##### **BENEFITS:**

The Operations Manager would be eligible to participate in the Safe Takoma programs free of charge.

## Appendix C: Program Selection Criteria

Safe Takoma has drafted a set of criteria to be applied in designing programs, a work in progress:

- 1) Appropriateness (fit) of the program to STI goals and geographic area – *30 points*
  - In what specifics does the program advance STI goals?
  - How specifically does the program benefit the residents and METRO riders in the STI area?
  - To what extent (e.g. solves a problem, advances a quality of life situation), does the program benefit the residents and METRO riders in the STI area?
  - In what way is the program a “good cross jurisdictional” fit?
- 2) Qualification of the program providers – *30 points*
  - Maturity and repute of the provider organization.
  - Qualifications of the individual instructors–trainers etc. chosen to deliver the program.
  - References.
  - Is there a potential and benefit for long term association?
- 3) Organization and completeness of the proposed program – *30 points*
  - Is the length of the program appropriate to the goals of the program?
  - Is it a mature, documented curriculum?
  - To what extent may the curriculum be tailored to local needs?
  - Are periodic follow-ups built into the provided program?
  - What are the tested evaluation criteria–metrics for the program used during the follow-ups?
  - Is there any burden (e.g. cost of transportation, facilities, etc.) placed on STI as part of program delivery?
- 4) Appropriateness of the cost – *50 points*
  - Is the program cost suited to STI's funding parameters?
- 5) Other concerns – *10 points*

## References

- CDC Best Practices of Youth Violence Prevention: A Sourcebook for Community Action, <http://www.cdc.gov/ncipc/dvp/bestpractices.htm>
- CDC Youth Violence Prevention, <http://www.cdc.gov/ncipc/dvp/YVP/default.htm>
- Conflict Resolution Center of Montgomery County, Community Conferencing, <http://www.crcmc.org/whatweoffer/communityconferencing.html>
- Mobilizing for Action through Planning and Partnerships (MAPP), [http://mapp.naccho.org/mapp\\_introduction.asp](http://mapp.naccho.org/mapp_introduction.asp)
- National Youth Violence Prevention Resource Center, <http://www.safeyouth.org/scripts/index.asp>
- UNITY: Urban Networks to Increase Thriving Youth Through Violence Prevention, <http://www.preventioninstitute.org/UNITY.html>
- Youth Violence: A Report of the Surgeon General, <http://www.surgeongeneral.gov/library/youthviolence/toc.html>