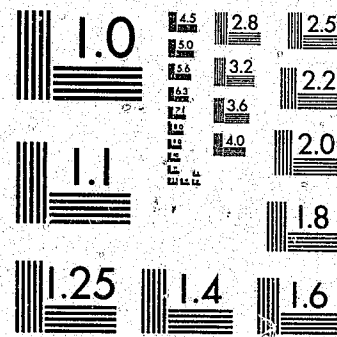


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✓
CRIME PREVENTION
Principles and Practices
✓

Prepared by
Karen Larsen
Grand Rapids, Michigan
June, 1983

Acknowledgement

Crime in the neighborhoods is always a serious problem for the residents of a city. This text was written to be used in the training of crime prevention organizers. It is hoped it will contribute significantly in the reduction of crime and in the improvements of the quality of life in the neighborhoods throughout the City of Grand Rapids.

I wish to thank the many crime prevention workers who helped in the development of this text. Their time and effort was greatly appreciated. Crime Prevention Workers and Neighborhood Organizers who contributed to this manual are as follows:

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CRIME PREVENTION - AN OLD IDEA WITH A NEW NAME

Chapter I

CRIME PREVENTION - AN OLD IDEA WITH A NEW NAME

DEFINITION

The concept of crime prevention is very old. It saw its birth in England during the 1700's. Henry Fielding had three objectives toward reaching his goal of preventing crime:

- "1. The development of a strong police force.
2. The organization of an active group of citizens.
3. The initiation of actions which would serve to remove some of the causes of crime and the conditions in which it flourished."¹

Today the National Crime Prevention Institute defines Neighborhood Crime Prevention as: "The anticipation, the recognition and the appraisal of a crime risk and the initiation of actions to remove or reduce it."² It must reach beyond the individual, it must be collective, skillfully designed to fit a particular neighborhood or problem, and finally be a program of partnership between the police and the community.

PURPOSE

Crime prevention is people taking responsibility for themselves, their neighbors, and their community. Its purpose is clear: to prevent crime. Crime is often described as a triangle, each side representing a needed part of a successful crime incident. The three aspects that make up a crime triangle are: the victim, the criminal, and the opportunity.

Our purpose in crime prevention is to remove the opportunity and the victim. If any part of the triangle is missing a crime cannot occur. In order to educate the potential victim and remove the opportunity, police and the community must work closely together.

The police need the citizens to watch, listen, and report. The citizens need trained and skilled police officers to remove the criminal from the environment. When these two forces can work together as a team, the triangle is broken. Fear is reduced and citizen withdrawal or flight is stopped. The community stands strong.

In summary, crime prevention is advocated for these reasons:

1. It prevents crime.
2. It reduces fear (acripler of even a strong community).
3. It strengthens a police force.
4. It encourages unity and responsibility for neighbors and the community at large.
5. It builds trust and respect between the citizen and the police department.
6. It gives the citizen a positive tool to control his own destiny.

ATTITUDES AND PERCEPTIONS

The success or failure of a crime prevention program depends at first, on how it is sold and lastly, on the results. Below are some typical statements you will hear as you begin working in a neighborhood.

1. "I have a gun, that's all I need."
2. "I'm not going to "rat" on my neighbors."

3. "We'll take care of our own."
4. "I don't like the police..."
5. "It's hopeless, nothing here ever changes."
6. "What good does it do, the judges just let them off again."
7. "I don't want to get involved."
8. "I'm too busy right now."
9. "I'll take my chances."
10. "Let me tell you what happened when I called the police."

All of these statements indicate withdrawal, fear, and helplessness. Although a person needs to know he is heard, to argue a negative point is often ineffective. Instead, a crime prevention organizer must be skilled in selling the product--crime prevention. Briefly, a "salesperson" needs to do several things:

1. Understand and believe in the product he is selling.
2. Know who will buy the product and for what reasons.
3. Have a plan for getting the product quickly to the customers.
4. Advertise the positive aspects of the product.
5. Test the product.

Selling crime prevention is no different. People need to be convinced that what you are offering them has merit--that it is worth their time. They must be convinced it is worth taking the risk. Your attitude and excitement is what will sell crime prevention at the beginning. In the end it will depend on the results you have had with each step of the program.

STOP, LOOK, AND LISTEN - THE FIRST STEP

Chapter II

STOP, LOOK AND LISTEN - THE FIRST STEP!

UNDERSTANDING THE CITY

You've been assigned a neighborhood area or a particular problem and it would appear that the next step would be to draw up the plans and go to work. STOP! Take some time, valuable that it is, and LOOK around you. Ask questions. LISTEN!

First, look at your city. Each has its own unique personality and characteristics. To understand your community is to give yourself a broad framework in which to work successfully.

Below is a beginning list of questions to ask as you begin to look at your community more closely:

1. What are the characteristics of this city?
2. Which of the characteristics listed tend to influence the city most?
3. How do these characteristics and the interplay between them either keep the city growing, maintaining its status quo, or cause it to degenerate?
4. How does the city lend itself to human resource programming?
5. Who are the five to ten most influential people in the community? (They may not be those most visible.)

6. Who are the most influential people in these categories:

- a. Political
- b. Economic
- c. Religious
- d. Intellectual
- e. Social
- f. Artistic

It is within these above six categories of interest or the interplay thereof that changes occur in a city or a neighborhood. A crime prevention organizer must thoroughly understand the interplay system within the community, what it will tolerate in change, and how the forces of change can best be initiated and supported.

ASSESSING THE NEIGHBORHOOD

An organizer of crime prevention needs to carefully assess the targeted area assigned. There are three aspects of a neighborhood that are important to planning a crime prevention program: residents' characteristics, physical characteristics, and overall condition of the neighborhood, as shown in the following chart:

Relevant Neighborhood Characteristics for Target Crime Prevention

RESIDENTS' CHARACTERISTICS

<u>Demographic</u>	<u>Social Economic</u>
Age Mixture (esp. youth, elderly)	Income
Race and Ethnicity	Education
Household Composition	Housing tenure mix (owners and renters)
	Mobility

PHYSICAL CHARACTERISTICS

<u>Housing</u>	<u>Land Use</u>
Type of Structures (size and configuration)	Boundary Characteristics
Density	Commercial or industrial activity
	Major thoroughfares

OVERALL CONDITION

- Residential trends
- Local Business trends³

Residents. The characteristics and makeup of the residents influence crime in the area. For example, in older urban areas there are often confrontations between the young and the elderly. As the elderly become afraid and withdraw into their homes, the neighborhood is left open to crime. In this situation, crime prevention activity may target in on programs for juveniles, crime prevention activities geared to the elderly, and the programs encouraging the elderly and youth to work together (grandparents program, school aids, teachers of skills such as sewing, woodworking, etc.)

In some areas the racial and/or ethnic mix must be considered in targeting. The cultural differences must be taken into account and then used in such a way as to successfully execute crime prevention.

Another population group that tends to be difficult to organize are the renters that live amongst homeowners. They generally tend to be more mobile and often do not develop strong ties in the area. In a neighborhood such as this, it has also been noted that:

"1. Renters typically have lower incomes than owners.

2. Age and family composition differ significantly."

As a result, areas made up of primarily rental housing tend to have the old and poor as the stabilizing population--the renters come and go. Crime prevention tactics must be tailored to meet this situation. In Detroit a specific program has been developed for apartment dwellers. Again, it is the tactics that differ, with the basic crime prevention information staying the same.

Physical Characteristics. Dense areas of apartment houses, long winding corridors, residential areas with thick shrubbery, and alleys running through neighborhoods all set the stage for crime. These characteristics must be assessed when planning tactics for a group. Next, take a look at the boundaries of an area, natural or otherwise. Do they make the act of crime easier? For example, a park can be an easy escape route, as is an alley or a winding street connecting two main roads. An example of crime prevention tactics to target these problems may be to block off the winding street at one end or organize a watch group involving those on the alley.

Some boundary markers discourage crime, such as businesses or schools which light an area at night, an institution or factory that has guard patrols, or residential homes (near alleys and busy streets) that have open-type fences marking their territory.

Overall Condition. Finally, the crime prevention organizer needs to look at the overall condition of the neighborhood. It has a great impact on the residents' attitudes about themselves as individuals and as members of a neighborhood group. In a declining neighborhood a sense of hopelessness sets in and a vicious cycle begins. Residents and businesses who can move out, do so, leaving a once thriving neighborhood without finances or leadership. Residents left behind find those moving in often unable to maintain the property or have an interest in past goals. Old neighborhood ties and trusts are broken. Everyone feels isolated and fearful. Soon an entire neighborhood has withdrawn into its own private world--the streets are open for crime--the opportunity is there. The formation of "block" groups, whether they be business people on the same street, across the alley neighbors, or an actual square block of residents is vital to rebuilding trust and a sense of control over one's life and environment. As new ties and friendships develop, a sense of pride rebuilds a neighborhood and the streets are again in the hands of the residents.

In summary, it is important to identify the ways in which neighborhood crime problems and neighborhood characteristics dictate what needs to be done.

CRIME PROBLEMS - REAL OR PERCEIVED?

Finding out about the nature of the neighborhood's crime problems takes some careful study. One of the first sources of information useful in targeting an area is the police statistics. These statistics often contain sensitive information which the crime prevention organizer should use very responsibly. Some of the more common fears residents and businesses may have with the use of statistics are:

1. Physical harm or retaliation.
2. Embarrassment from others knowing.
3. Concern for property, values and the stability of the neighborhood.
4. That the police only show residents what they want to.

The key question is how are the statistics going to be used? What will be accomplished? There must be an understanding by both the police and the residents that the statistics are to promote and strengthen crime prevention and only in that context will they be useful to the program.

Generally speaking these statistics are used to:

1. Bring about resident awareness of neighborhood or target area crime problems for the purpose of activating a watch and prevention program.
2. Help the neighborhood crime prevention worker follow and keep up with crime patterns in a target area.

3. Educate the residents, if used in combination with a crime log or monitoring system, as to why crimes are occurring in the area.
4. Show the before and after data of what a strong crime prevention program can do.

The five pieces of police statistical information listed below should be sufficient data for identifying target area problems.

- "1. The mix of types of crime.
2. Whether the crimes were actual or attempted (by type of crime).
3. Patterns by time (of the day, week, or month).
4. Patterns by location (which streets, whether residential or commercial property, what part of the property).
5. Whether there was forced entry (in the case of burglaries)."⁵

Because police statistics are limited to only the reports called in, other sources of information need to be used. Some residents will not report crime to the police and in other cases the perceived crime is more frightening to residents than the actual crime taking place. In some instances, neighborhoods have relatively little crime but perceive their area as full of crime. In order to differentiate between the real and perceived crime and get a good "feel" for the neighborhood, an organizer should evaluate the neighborhood through:

- "1. Victimization surveys
2. Observation
3. Talking to neighbors"⁶

These sources can also be used as possible tools to evaluate program goals. For advantages and disadvantages of each method, see Chapter V Appendix - Table 5-4.

Victimization Survey - a questionnaire asking residents whether they have been victims during a specific period of time. If the response is positive, check for:

1. Type of crime
2. Location
3. Time
4. Was it reported to the police

Its purpose is to:

1. Provide actual information in contrast to reported crime. (Lack of reported crime may be a problem targeted later on in developing a crime prevention program).
2. Provide data to match boundaries of actual area.

Observation - a source that gives information on crime opportunity. In compiling this information an area is divided up. A volunteer or crime prevention worker makes a list of:

1. Open garage doors
2. Unlocked bicycles
3. Unlit entrances, back yards, parking lots.
4. Large overgrown bushes and shrubs next to doors and windows.
5. Open windows on first floor--no one home.
6. Unlocked cars, parked on the street.

7. Unlit homes at night when people are obviously away.

8. Inviting physical layout of open spaces--no sense of "territory".

Its purpose is to:

1. Convince residents how easy it would be to protect themselves better.
2. Discover criminal opportunity and develop tactics to eliminate it.

Talking to Residents - This source gives information about what is happening on a particular block and what the patterns of life are. Some topics of discussion may be:

1. Communication patterns on the block.
2. Factors contributing to crime.
3. How crime changes people's lives.

The job of the crime prevention organizer will be to tie together all the perceived and factual information concerning crime in the target area and begin developing a crime prevention program based on the above information.

PROGRAM DEVELOPMENT - GENERATING SUPPORT

Chapter III

PROGRAM DEVELOPMENT - GENERATING SUPPORT

STRUCTURAL DEVELOPMENT

Any program needs a structure if it is to have long term effectiveness and durability. Some type of organizational structure will bring the best use of resources to the program.

Research has shown there is no one "best" structure for crime prevention but, rather, it should be adapted to the local environment, needs, and political context. For example, in one neighborhood the association changed its bylaws to include block captains and the security committee chairperson on the board of directors. This move linked the blocks closely to the political body. It further provided resources and credibility for the crime prevention program. Here the support of the structure helped the committee to be successful in meeting their goals.

While discussing structure it is important to understand that all crime prevention programs do not have to be formed around a residential block. What structural unit you use will depend on where the crime is located. Groups organize around:

1. Apartment houses
2. Parks
3. Business areas
4. Alleys
5. High rise apartments or businesses
6. School

7. Neighborhood block or street (organizing by blocks is still the most successful way to proceed but one may have to begin with a street).

Regardless of the unit you organize around, it is necessary to plug it into a greater structure--the Neighborhood Association and the Police Crime Prevention Unit. Groups developing crime prevention programs must have close and continual contact with the officer assigned to or involved in their area, since the police department delivers the protective service and training. It has been proven around the country that the strongest crime prevention program is one which joins the energies of the police and the neighborhoods in a formal alliance against crime. The degree of structure and detail will, of course, depend on the size and interest of the group. Structure is merely the framework where a process takes place. A structure must facilitate a process that:

1. Provides two way communication.
2. Responds to:
 - a. immediate crisis situations such as burglaries on a block.
 - b. long term problems such as deteriorating houses.
3. Maintains the program
 - a. replacing block captains, leaders, or developing new issues.
4. Recognizes and rewards participants.
5. Generates visible and concrete results with minimum amount of time and efforts.

LINKAGE OF EXISTING ORGANIZATIONS

It is important for the crime prevention program to link into other existing organizations, especially multi-issue ones such as the neighborhood associations. By linking into such an organization the crime prevention group:

1. Gains credibility
2. Shares staff resources
3. Gains broader participation
4. Gains a capacity to mobilize resources.

Crime prevention programs are also supported and enriched by other issues addressed by the larger multi-issue community associations. The following is a table which shows what issues are most supportive of a crime prevention program.

Other Neighborhood Issues Addressed by
Community Organizations Active in Crime Prevention*

<u>Housing</u>	<u>Environment</u>	<u>Daycare</u>
rehabilitation improvement tenant protection absentee landlords abandonment rental management	pollution parks vacant lots community gardens	<u>Taxes</u>
<u>Community Development</u>	<u>Unemployment</u>	<u>Social Service Delivery</u>
commercial revitalization job creation	job training	emergency services food
<u>Energy Conservation</u>	<u>Youth</u>	<u>Elderly</u>
	job training alcohol and drug abuse recreation	transportation recreation nutrition

* Based on a telephone survey of 22 targeted crime prevention programs. Table shows results for ten crime prevention programs housed in multi-issue community organizations.⁷

Residents generally trust their schools, churches, associations and social services groups. These institutions can offer many different resources for crime prevention. Keep in mind, also, that each neighborhood may have its own unique organization which may have been deleted here.

Suggested Resources from Existing Structures

Neighborhood Association	School	Church	Social Services
• Expertise	• PTA	• Meeting rooms	• Experience with people
• Mailings	• Meeting rooms	• Office space	• Human need resources
• Newspaper	• School paper	• Church paper	• Meeting place
• Secretarial	• Support for Kid programs	• Bulletin boards	
• Funding (if Program is a standing committee)	• Trust of community	• Support groups for human needs	
	• Funds for special projects	• Trust of community	
		• Funds for special projects	

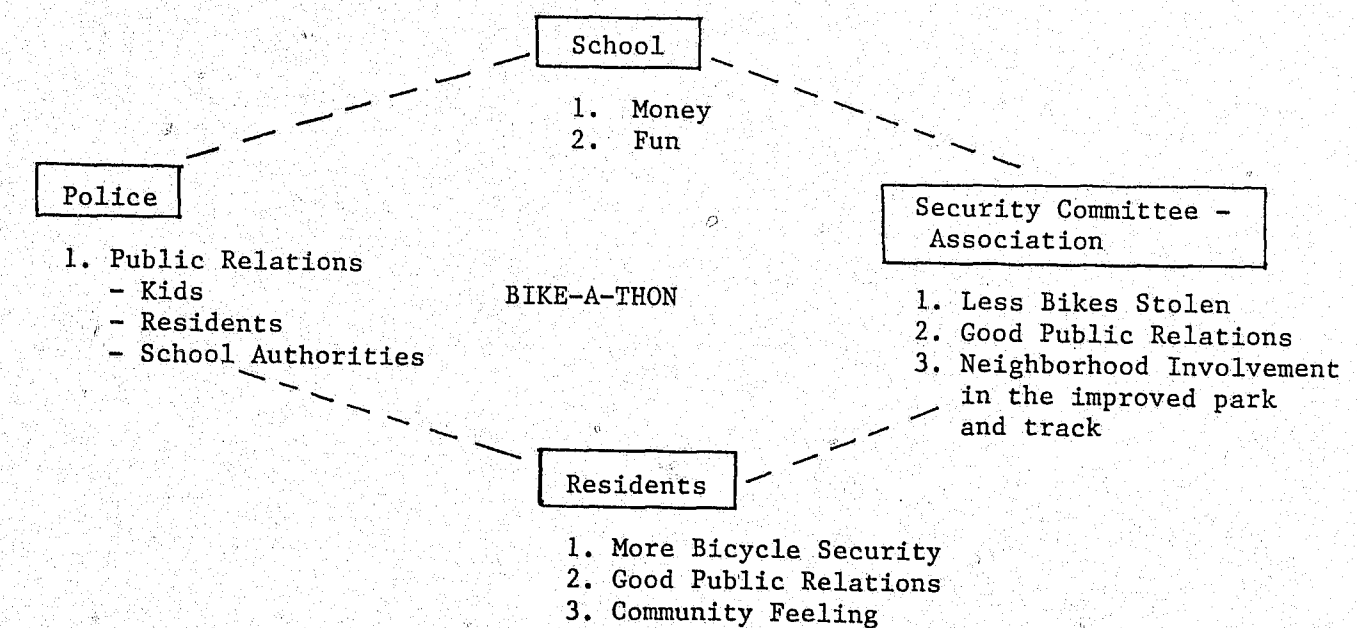
The following are two examples of linking existing organizations for the purpose of building a strong crime prevention program.

Sample I

Problem:

1. Security Committee wanted to prevent bicycle theft in the neighborhood.
2. The school wanted to earn money to improve the neighborhood playground and track.

Solution: A Bike-A-Thon



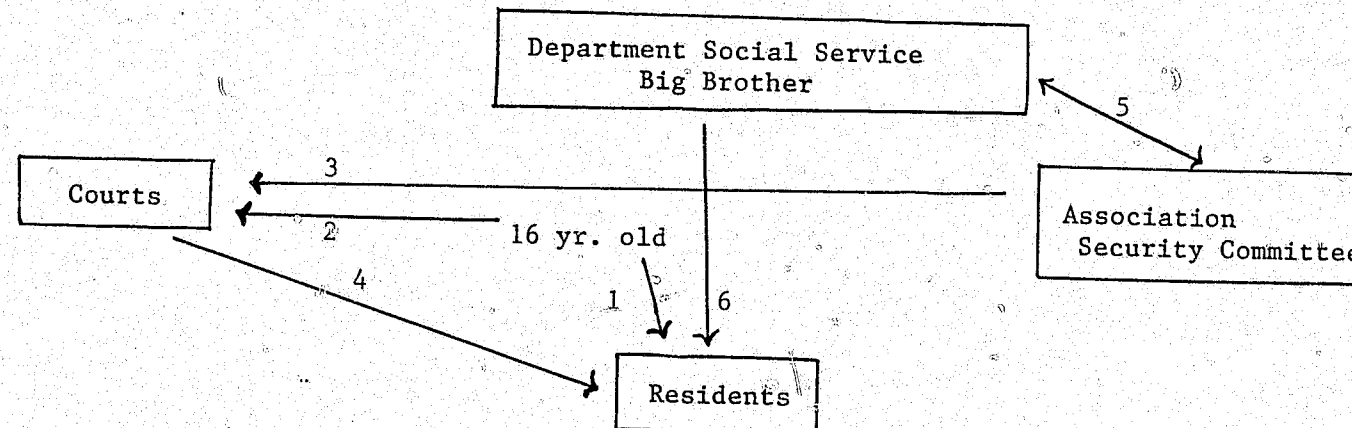
Results:

1. Improved playground and track
 - More people outside using the facilities
 - Pride and community spirit in a job completed
2. Better bicycle security
 - 150 bicycles registered
 - 150 bicycles engraved
3. Good public relations and communications between the police, the residents and school personnel.

Sample II

Problem: 16-year old male committing burglaries in and about neighborhood. Defendant arrested and testified against others. His life threatened. He was out of jail. Neighbors were afraid.

Solution: Help youngster stay out of trouble and protect him.



Process of Above Linkage

1. Youth committed crime against residents.
2. Arrested. Defendant testified.
3. Security Committee watched in court.
4. Court released defendant into community.
5. Association and Security Chairperson asked for a "big brother" for defendant.
6. Resident volunteer drafted by Association and approved by DSS.

Results

1. The youngster has a "big brother" that lives in his neighborhood.
2. Neighbors feel safer knowing someone is watching youth.
3. Big Brother program gained a new volunteer.
4. Youngster has some protection and a chance to "turn around" his life.
5. Residents did not have to support a youngster in jail.

As an organizer, be creative. Look around you for ways to link institutions, organizations, and groups to foster a healthy vital neighborhood environment.

DEVELOPING CITIZEN INVOLVEMENT - THE VOLUNTEER

The participation of residents is critical in a crime prevention program. To allow residents to react as "consumers" defeats the main purpose of crime prevention: to lessen fears and bring about an optimistic outlook of the neighborhood through "collective" action. From the beginning of the program, residents must understand that a strong crime prevention program grows out of shared responsibility for each other and the different aspects of the program. The sense of control over one's life comes from the "doing" in a program, however small. It is critical that the "doing" leads to success as perceived by the residents.

Finding volunteers and potential leaders is the first step. Suggestions offered by local Safeguard workers are as follows:

1. Door Knocking. A method by which the organizer can personally meet and talk to neighborhood residents, apartment dwellers, or business people on a one to one basis. At this point, an organizer can:

- a. Use a questionnaire
- b. Have a general conversation
- c. Invite the resident to a meeting
- d. Explain crime prevention

Attempt to get a name and a telephone number before you leave. Plan to make a follow-up visit or call. Another suggestion offered was to take along one the residents in your target area.

2. Check on Past Volunteers and Leaders in Your Area.

- a. Association files
- b. Association newsletters
- c. Members of the Board
- d. Police Department

By contacting past leaders they may remember names of other leaders that worked with them in the area. Further, they often bring past resources into your program.

3. Interested concerned neighbors - they are those who:

- a. Ask questions
- b. Call back for answers
- c. Expect follow through
- d. Bring common sense and direction to an otherwise fruitless discussion
- e. Retired
- f. Very quiet - but always there

4. Articles in the neighborhood paper:

- a. Requesting specific help
- b. Asking for feedback
- c. Showing what can be done by photographs or illustrative stories of involvement on the block

It may be interesting to note, reasons people don't volunteer are:

- 1. Don't believe in the cause
- 2. Limited time/not a priority
- 3. Can't win
- 4. Fear of the unknown

- 5. Task overwhelming
- 6. Rather pay than work - hire staff
- 7. Why do it? Nothing in it for me
- 8. Nobody asked
- 9. Not politically wise
- 10. Not clear what was asked to do
- 11. Don't understand the pay-off
- 12. They don't need me....someone else will do it"⁸

Once the volunteers are identified, the main business of an organizer and the leaders is to keep the volunteers interested and satisfied. You will be dealing with many different personalities. Many of these volunteers are coming into the situation with no leadership training or experience. It is up to the organizer and the leaders to give guidelines and pointers so the volunteer's assigned task is successful. Once you have a pool of interested people, search out the individual skills and resources. Keep a resource, skill, and talent file on your volunteers. It may be that a volunteer will find himself doing a task he is not suited for. If as an organizer you see him failing or losing interest, talk with him. Assign him to a different committee or select one in which he'll find success.

Despite how carefully you listen, understand, and work with the volunteer group, there will be some who will have a difficult time working in a group situation for various reasons. In general, avoid or proceed cautiously in choosing and developing volunteers and leaders who:

- 1. Always volunteer for everything and then are too busy.

2. Have "simple" solutions in all circumstances--"all you have to do is....."
3. Have very strong opinions and are not willing to listen to others--"Let me tell you....."
4. Generally have a negative comment concerning any plan or idea--"Yes, that's good, but....."
5. Talk a great deal but never follow-through
6. Has too much anger and hostility to direct into a positive goal.
7. Lives in the past and will not change his point of reference.

Most volunteers will grow and develop under a well-structured, rewarding program. Keep in mind that the few who strongly exhibit the negative behavior listed above, can destroy the best planned programs and goals. The program and the majority of people it is to serve should remain top priority in the organizer's mind. Do not allow one or two individuals to destroy what is being developed for many.

In conclusion, volunteers participate because they get satisfaction out of being in a group--socially, intellectually, or because they feel committed to a good cause. If the leaders can satisfy these needs, the volunteers will stay and work hard for the program.

DEVELOPING LEADERSHIP

An organizer will find leaders in generally two ways:

1. They will accept when asked personally or through a letter.
2. They will emerge from a working committee.

In either case there are several indications of potential leadership. The person:

1. Asks many questions.
2. Attends most meetings.
3. Generally takes notes.
4. Is assertive without being overbearing.
5. Is comfortable with organization details.
6. Organizes neighbors on issues.
7. Shares perceptions, knowledge and concerns for his community.
8. Looks for solutions.
9. Follows through after a meeting.
10. Is willing to take on responsibility.
11. Is an effective listener.
12. Can motivate others positively.
13. Has the time!

By being aware of these indicators you, as the organizer, can begin developing the individual's leadership skills. Begin by getting to know the person well and assess his needs and his goals for the group. This will help you give the leader better support as the program develops.

Many potential leaders will work hard on a committee even to the point of assuming leadership roles. Yet, this same person will turn down the role if the word "leader" is attached to it. In asking organizational leaders how they get individuals to accept the role of "leader" they responded:

1. Confer with the potential leader a lot.
2. Ask questions.

3. Reinforce their ideas.
4. Take them with you to meetings.
5. Help them achieve success on whatever task they take on.
6. Give the potential leader small levels of responsibility and increase it as his level of expertise develops.
7. Work on tasks with them or assign them a co-chairperson so as not to overburden them too soon.
8. Constantly train and upgrade their organizational skills - formally and informally.

Soon the potential leader has invested much of himself in the program. If he has seen more success than failure, his organizational "self image" has more than likely grown. Because he feels he is important to the program and knows he'll have support, the leader will more than likely say "yes" to a leadership position.

Lastly, we must look at maintaining the leader's interest. In most cases you're working with individuals who get no pay for their time and effort. Volunteer leadership often takes away from family and recreation time. What then makes this effort worthwhile? For some it's the cause; for others it may be feelings of success, power, or growth. Regardless of his personal needs, each leader must feel supported. Some ways to support a leader would be to:

1. Have personal contact with him or her on a regular basis (every week or two).

2. Bring them together with other leaders.
3. Provide leadership training workshops and conferences.
4. Plan verbal and written recognition of leaders throughout the year--dinners, events, or articles.
5. Insure a division of tasks to avoid burn-out
6. Structure success. Nothing succeeds like success!

As we conclude the chapter on generating support, remember "accomplishment" is the main issue. The organizer's role is helping people help themselves by developing all the untapped resources that lie within them. In the end, however, accomplishments must be seen and felt by the leaders and the participants in order for a program to go beyond the initial issue.

For more information on maintaining leadership refer to Table 3-1 in the Appendix.

APPENDIX

Table 3-1*

HOW TO ORGANIZE PEOPLE⁹

1. Identify common goals.
2. Set your course around common goals.
3. Obtain ownership of the cause.
4. Define an achievable goal--not the end result.
5. Share success with participants--do not exclude non-participants.
6. Establish two (2) sets of benefits:
 - Short term--fun, involvement, emotional security, immediate safety
 - Long term--less crime, support programs
7. People must believe the cause is realistic and rational.
8. People need to believe that there are sufficient resources available to win.
9. People must have hope - anticipate success.

* Adapted for crime prevention workers by Karen Larsen

PUTTING IT ALL TOGETHER

Chapter IV PUTTING IT ALL TOGETHER

DEVELOPING THE TACTICS

A neighborhood interested in targeting their crime problems needs to pull together a committee. It needs to be one that can take leadership in developing the specific tactics and an overall strategy to increase the program's effectiveness and ability to address problems. It is suggested that the committee range from six to eight members. More than this suggested number tends to become unmanageable and ineffective. It would be helpful to include the crime prevention officer, as well as the crime prevention organizer, in these initial meetings.

The first step of such a committee is to plan a meeting to target the tactics--particular activities undertaken by residents and police to reduce fear and crime. It is helpful to make the first session one in which the targeted crime is stated and the group "brainstorms" the tactics possible for their neighborhood and the particular situation. All ideas should be accepted and written down with no judgemental discussions on the pros and cons. From all of the tactics given, the committee will choose the ones most practical to institute.

The combining of these tactics, keeping in mind other factors like resources, organization, and politics of the neighborhood and the city, will build the overall strategy that is needed to make crime prevention really effective and responsive to the citizens. At times this strategy may be pre-planned but in most cases it grows and changes over a period of time. This approach appears to be most responsive to the participating groups.

BASIC BUILDING BLOCKS

"In looking at tactics used by different programs around the country, the National Institute for Justice discovered that they are often the same ones, but carried out a little differently or in unique combinations. Instead of learning that certain tactics work in certain kinds of neighborhoods and not in others, it was learned that some tactics are like building blocks which can be put together in a variety of ways to suit the setting."¹⁰

"The three most important tactics, nationwide are:

1. Block or Apartment Watch
2. Home Security Surveys
3. Operation I.D."¹¹

These three tactics are the foundation to any other crime prevention activity. Unless homes, businesses, and vehicles are made more secure and neighbors are looking out for each other, opportunity will still exist for crimes to occur. Other tactics, as well thought out as they may be, are doomed to fall short of success when the foundation is not solid.

"Block watches have many advantages which make them the solid foundation for many other tactics. The advantages are:

1. That 'watches' are the smallest 'natural' organizing unit. They are based on where a person lives and on person to person contact.
2. That there is mutual benefit from cooperation with your neighbor.

3. That they can become a forum in which to meet and discuss crime problems with the police and each other.
4. That 'watch' groups have flexibility for adding other crime prevention activities to enrich their initial efforts."¹²

Operation I.D. and Home Security are generally teamed with watches because they are effective in dealing with the most common neighborhood crimes--burglary of homes, cars, garages, and businesses. By using these three tactics together, opportunity for crime and dispensing of stolen goods becomes much more of a risk for the criminal. The neighbors, on the other hand, have less vulnerability and fear; therefore, they participate more fully in the crime prevention effort. (See Table 4-1)

APARTMENT WATCH

Apartment watches are one of the most difficult to organize. Apartment dwellers often do not feel close ties to the neighborhood nor does their "personal space" often extend beyond their apartment door. Organizers need to encourage tenants to become involved with others and to extend their territory to the hallways, stairways, and front walk. This first step is difficult. The organizer, through door knocking and small group meetings, may need to "brain storm" tactics and ideas that will sell the concept of crime prevention. (See Chapter Appendix, Table 4-4 and the overview of tactics that follows).

The second step will be to organize the program so that the tenants will maintain their interest in the activities and cooperate with others.

The third concern in an apartment watch is helping the tenant group work with the landlord or management. Landlords often have fears of tenants who organize, crime stories about their neighborhood, and pressures on maintenance and rent. Tenants, on the other hand, are afraid to ask landlords to improve security or improve the rental property for fear their rent will be raised.

Obtaining and maintaining management support is a priority when working with apartment watch. The management needs to be sold on the idea that apartment watch, security, and operation identification will be profitable for them in the long run. Some tactics that may be used are:

1. Meet with a group of landlords. Show them statistics where apartment watches have worked. Demonstrate the possible financial savings.
2. Bring in an expert on multiple-dwelling security. Give professional credibility to the idea.
3. Publish names in the neighborhood paper of landlords and management staff that support crime prevention activities.
4. Encourage press coverage of a particular successful apartment watch and its landlord.
5. Develop a program of apartment watch signs in a dense rental area.
6. Encourage regular meetings between the tenants and landlords or joint interest areas.

local or neighborhood leaders present if a group feels uncomfortable with new concepts or with the police. If the group speaks a different language or has deaf or blind members, arrangements should be made to accommodate the situation. For some groups refreshments will be a good way to break the ice and begin to involve residents with each other in a social way. The type of refreshments also has an impact on developing social communication in the group. The wrong refreshments will often cause many to sit in one spot and never interact with another participant. A young group of apartment dwellers may not care for coffee, tea, and cookies. An elderly group at church may think it strange to have nothing but Coke and chips. Structure your meeting carefully to achieve comfort and social ties.

In the preplanning meeting with interested participants, leaders, or block captains set the meeting up to succeed. Basically the organizer will:

1. Prepare the committee as to what will happen at the neighborhood watch meeting with the Police Officer.
2. Explain the neighborhood map concept. Have each block captain or leader prepare a master block map so it will be ready for participants to sign after the meeting.
3. Assign someone to prepare a sign-up sheet for requests for the security checks.
4. Plan the procedure for getting people to the meeting.
5. Set up a committee meeting for block captains or interested participants following the organizational meeting.

Getting participants to a meeting often takes tactical planning in itself. An organizer can never take it for granted that people will mark their calendars and show up on the designated date. Some people never mark on calendars and many feel they will never be missed. Begin planning by expecting people to show up. Generally, a flyer is the first notice of the meeting. Be certain it is delivered at least two weeks in advance. Some items to be included are:

1. Date, Time, and Place
2. Speaker
3. Sponsor
4. Issues, problems, or statistics that concern
5. Items of interest
 - Provided babysitting
 - Refreshments

One week before the meeting, pass out short reminder sheets. State in the reminder how important it is to attend. Again look at the local situation in order to make this reminder relevant to the neighbors.

A couple of days before the meeting ask block captains to make a personal contact by phone or door knocking to get a commitment from the neighbors to come. Offer assistance to the elderly or the handicapped. In most cases, this type of follow through will produce a sufficient number of household representatives. In some cases residents do not appear and though it is discouraging, the organizer needs to take another look, be creative, and try again. This may be a case where linking resources will be beneficial. Perhaps a word from the minister on Sunday, or a meeting at a senior center where they've already gathered for lunch, will be the opening needed to get a group started. Remember, you have something good to sell.

The Meeting

The meeting itself needs to be planned in cooperation with the crime prevention officer. Agree to an agenda before the meeting. Make every effort not to surprise the officer when he arrives. He is there to be helpful and set up a crime prevention plan. He should be treated fairly. Let the officer and/or coordinator know ahead of time if problems have surfaced in the neighborhood, or if there are simmering resentments. He needs to be prepared, not put on the spot. If there are serious complaint problems, the organizer or leadership should handle it at an administrative level. As was mentioned earlier, people do need time to air their mistrust and frustrations. Those feelings, however, need to be channeled by time and a positive attitude if residents are to leave educated and feeling hopeful.

Lastly, be certain that the residents know that the block captains or leaders will be contacting them soon and that they should call their block captain if anything happens on their block. Encourage each resident to sign up for a security check and give their permission to be a part of the watch block map. By taking this last step, the resident becomes involved and an integral part of their crime prevention program.

Follow Up

After the organizational meeting the hard work begins. The organizer should plan to meet with the steering committee (security-safety committee) soon after. At this time the committee plans the follow-up procedure.

Plan to:

1. Talk with each family who was not present at the meeting. It is important for each block captain to talk to as many of the absentees as possible.
 - a. Make an appointment
 - b. Relay the information gained at the meeting
 - c. Pass out the literature
 - d. Sign resident up for the block map and a security check
 - e. Encourage them to call the block captain if any criminal activity takes place on the block.
2. Make certain everyone has his neighborhood watch sticker and places it in the window.
3. Set a plan and timeline for passing the engraver around the block.
 - a. Some blocks purchase their own in order to have it on hand when people purchase new items or Christmas gifts.
 - b. Plan to have someone responsible for keeping track of the engraver.
 - c. Use of engraver:
 - 1) Use Michigan Driver's license
 - 2) Engrave item in more than one place if possible

3) Items people often forget:

- batteries (car)
- hub caps
- car tape decks
- bicycles (under the crankcase and on the neck--directly under the bars)
- grill (gas)

4. Follow-up newsletter

Within a couple of weeks put out a security newsletter summarizing what has happened since the meeting:

- a. How many have used the engraver?
- b. How many signed up for the security check?
- c. What has happened to the crime issue people were concerned about?
- d. What are the recent police statistics for the area?
- e. Include educational information about security.

Until the structure is well set up, it is suggested that the security committee meet regularly. It is essential, at this point, that this group get feedback from the participants as to how the program is progressing.

It is helpful to record the progress by block. One suggestion would be to use a chart similar to the one following. Block captains would begin to keep records from the beginning. This information could then be charted on a map.

BLOCK I

NAMES	Neighborhood Watch	Security Check	Engraver	Child Watch	Lighting
John Jones					
Sue Mack					

Approximately two months after the initial neighborhood meeting you would complete information for each block. When recorded on the map, one can further evaluate how the program is developing and impacting the neighborhood. It will vividly show the strong and weak blocks in the target area. It is also helpful in communicating the program's growth to the participants.

ADDITIONAL FOLLOW-UP PROGRAMS

There are several other important follow-up programs. Some of these are listed below:

1. Child Watch

A slide program developed to teach participants how to:

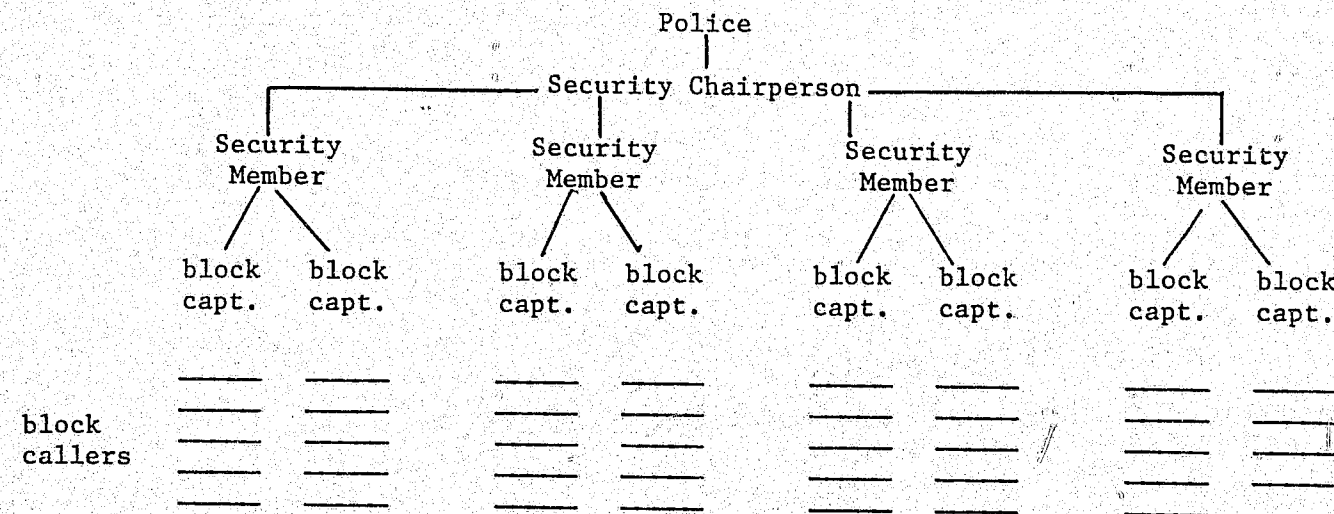
- a. describe a suspicious person
- b. describe a suspicious vehicle
- c. call the police
- d. watch a neighborhood area in a more meaningful way
- e. watch to protect our children

Participants' names are taken and checked for any criminal record. If there has been no trouble with crimes concerning children, the participant will receive a Child Watch sign for

his or her window. This sign is proving to be a good deterrent. This program can be held in a school, church, or home and will be given to groups of four or more. A trained volunteer or police officer will put on the presentation.

2. Communications System

This system is set up so that neighbors and close blocks can be in touch with each other quickly if the need be. This communication is essential to a successful watch group. An example of one such system is charted below:



- Security chairperson - calls security member.
- Security members call 2 block captains.
- Each block captain has 4-5 callers.
- Callers each call 5-7 families.

In order for this calling system to work the chairperson needs a master map from each block in case she or he must call someone on the block directly.

3. Alert System

In a neighborhood where the watch program is active, alerts or notices are put out on suspicious vehicles or persons. The alert can be over the telephone or by flyer. Generally speaking, telephone alerts are put out to warn people of immediate danger or of a situation where someone is running or being chased through the neighborhood. A flyer alert usually has more specific, descriptive information. This type of alert goes out to the entire neighborhood--not just to a few blocks.

4. Light-up System

A neighborhood that "lights up" is a safe one. It makes a statement to the criminal and helps the police trace and track in the area. In some neighborhoods, however, it is very difficult to get people to turn on their outside lights continually, so you may have to try for second best. During an alert in a particular area, people turn on their lights. To the criminal, it says, "We're aware you're around and we're watching for you."

5. Log Activity

Logging criminal activity can be as simple or as complex as your committee wants to make it. Someone needs to be responsible for keeping it accurate and up to date. The reasons for keeping a log are for knowledge and awareness of:

- a. Criminal activity as it occurs rather than hearing about it weeks afterward.
- b. The mode of entry, time frame, types of goods taken, and other patterns.

- c. Police response.
- d. Communication difficulty between the police and the participants.
- e. The victims' feelings and needs.
- f. Any facts that will help educate the participants.

Although logs will vary, there are common pieces of information that each needs to include, such as:

- a. Date and time crime occurred.
- b. Date and time it was reported.
- c. Type of crime.
- d. Victims' name, address and telephone number.
(for the purpose of follow-up and victim support).
- e. Police response (if there is a question it should be double-checked with the appropriate police personnel).
- f. Incident number.
- g. Policeman's badge number.
- h. Details of the crime.
 - point of entry
 - what was taken or
 - what was happening
- i. Witnesses
- j. Follow up information (court dates and results could also be logged here).

When keeping a log, great discretion and responsibility must be exercised. Generally speaking, domestic situations are not logged or reported to the neighborhood. These situations

are private and, in most instances, cause no harm to anyone else (runaways, alcohol abuse, etc.). Whenever incidents are reported to the neighbors NEVER give house numbers, "block" only. No names are ever given out. Neighbors must trust you if you expect to get their cooperation.

Always remember the logs' main purpose is to track crime in the neighborhood. If it becomes a tool to destroy good communication between the police and the community it will become useless. In some cases, it is helpful to point up problems causing frustration between the neighbors and the police. Alerting the crime prevention officer about the issue would be the first step. (He or she would then direct the crime prevention organizer to the property authority in order that the issue may then begin to be resolved.) (For an example of a Crime Log sheet, see sample 4-2 in Chapter Appendix.)

Putting it all together takes hard work and much creativity. This chapter has given some ideas in developing basic tactics but within each neighborhood lies untapped potential for new and exciting ways to develop a successful crime prevention program. (See summary table 4-3 for a sample for procedures for organizing a Neighborhood Watch meeting.)

APPENDIX

Table 4-1
SAMPLE OF ONE
NEIGHBORHOOD CRIME
PREVENTION PROGRAM

- Strategies: 1. Organize the Neighborhoods toward crime prevention.
2. Improve working relationships between neighbors and police.

This chart is read from the bottom to the top. It illustrates the "building block" concept.

Categories of Tactics	Crime Prevention Tactics		
Maintenance of Program	Victim follow-up	Court Watch	Social Event
	Mtg. with Police Officer	Block Capt. Meeting	CPR
Improve Crime Reporting & Response	Bike licensing Bike-a-thon	Rewards Program	Assoc. Issues
	Internal Communication System.	Child Watch	Log
Reduce Crime Opportunity	Operation ID	Home Security	
	Block Watch		
	Block Captains Constitutional (Bylaw Change)		

Sample 4-2
CRIME LOG SHEET

I. Caller Data

Name _____ Date reported to Block Captain _____
Address _____ Date reported to GRPD _____
Phone _____ Date of Incident _____

Brief Explanation of Incident: _____

Was property locked up? _____

Was property engraved? _____

Was a description of property/suspect taken? _____

II. Response

Approximate time of police arrival to the scene _____

Officer's Name (if known) _____

Was caller satisfied with response and attitude of officer? _____

If not, why? _____

Incident number (if known) _____

III. Follow-up

Court Date _____

Judge _____

Status of case _____

Submitted by Sharon Caldwell, Community Organizer - Garfield Park
Neighborhoods Association.

Table 4-3

SAMPLE PROCEDURES FOR ORGANIZING A NEIGHBORHOOD WATCH MEETING

1. Identify a block captain and an assistant.
2. Plan the Watch Meeting.
 - a. contact crime prevention officer for a date and time.
 - b. plan introductory flyer and a personal follow-up the week of the meeting.
 - c. plan distribution of the flyers.
 - d. draw up a block map (fill out after the Watch Meeting).
 - e. develop sign-up sheet for Home Security Check (participants will sign up at the meeting).
 - f. make arrangements for child care if needed.
 - g. develop communication plan.
3. The meeting - after the talk:
 - a. fill in block map.
 - b. fill in security check list.
 - c. distribute Neighborhood Watch signs and booklets.
 - d. call block captain - communication when problems occur.
4. Follow-up of the meeting:
 - a. leadership meet together to divide follow-up tasks.
 - b. visit and talk to each person absent from program in their home,
 - distribute materials
 - fill in map and security checklist
 - c. distribute completed maps and start the engraver around the block.
 - d. get help for those who need assistance in making repairs--Home Repair Services of Kent County (241-2601).
 - e. contact residents as they complete the security check. Find out how it went.
 - f. plan a Child Watch Meeting (2-3 weeks after Watch Meeting).
 - g. develop a maintenance plan--
 - newsletter
 - educational materials

Below, and in the pages following, are listed and described tactics that can be used by neighborhood groups and the police to foster successful crime prevention programs.

Table 4-4*

Crime Prevention Tactics¹³

DIRECT RESIDENT ACTIVITIES

Police Community Boards
Street Observation
Privately Sponsored Crime Hotlines
Block Clubs
Tenants Organizations
Block Watch
Block Watch Variations
Apartment Watch
Citizen Patrols
Radio Patrols
Escort Services
Block Houses
Victimization Surveys
Home Security Surveys
Whistle STOP
Operation ID
Neighborhood Directories
Self-Defense Courses
Police Directional Aids

CHANGING THE PHYSICAL ENVIRONMENT

Police Dept. Environ. Design Review
Home Security Surveys
Improving Street Lighting
Changing Traffic Patterns
Police Directional Aids
Neighborhood Clean-up
Installing Emergency Telephones
Crime Prevention for Business

* When tactics can be appropriately placed in more than one column, they have been listed in each. All tactics listed here are described in the following material.

DIRECT POLICE ACTIVITIES

Neighborhood Beats
Police Mini-Stations
Crime Analysis Units
Police Department Environmental Design Review
Community Service Officers
Police/Community Boards
Police/Community Relations Programs
Street Observation
Crime Prevention Educational Projects
Police Telephone Projects
Victimization Surveys
Home Security Surveys
Operation ID
Police Directional Aids
Crime Prevention for Business

WORKING WITHIN THE CRIMINAL JUSTICE SYSTEM

Police/Community Boards
Victim/Witness Assistance Programs
Court Watch
Crime Hotlines
Crime Reporting Projects

This material has been reprinted from Judith Feins' Partnership for Neighborhood Crime Prevention (listed in the Bibliography). References to specific chapters should be disregarded. The appendix sources listed at the end have been reprinted for informational and resource purposes.

This appendix presents an overview of the tactics police and residents can use in neighborhood crime prevention. The listing is not complete — the sheer number of possible crime prevention tactics precludes mentioning them all — but it covers the most frequently used tactics along with some of the more distinctive and area-specific variations we have observed. The brief entries are meant as a short introduction to the tactics. Source materials which can provide more substantial information are identified by the numbers in brackets at the end of most entries and listed at the end of the appendix. Not all entries have further references; little written information is available on some of these tactics, and the best information may come from seeing how they have been used in various programs, as described in this document.¹

In Chapter 2 of this manual, we described how to decide which tactics are appropriate for a specific neighborhood context (people, physical layout, and crime problem) and set forth the broader view of crime prevention strategies, suggesting how a program can combine certain tactics to work toward crime prevention goals. That chapter provides an essential background for understanding the uses and limits of the tactics described here. In organizing this appendix, tactics that can shed some light on each other have been grouped together; they appear in the order shown in Table A-1.

1. Neighborhood Beats

While patrol officers have traditionally been rotated by shift or beat, the stable assignment of officers to neighborhood beats is important for neighborhood crime prevention. Citizens have a chance to get to know the officers in their neighborhood. This can increase their sense of safety and their willingness to report suspicious activities or crimes. Officers on neighborhood beats can gain a sense of involvement with, and responsibility for, the neighborhood. Their familiarity with the area and knowledge of trouble spots may facilitate crime detection and apprehension. Officers may spend an entire shift on foot patrol, or they may intersperse car and foot patrols. Some potential problems can be avoided if officers on neighborhood beats receive special training (for example, in working with residents, or in utilizing any special environmental design tactics on their beats), and if dispatchers are required to learn and respect neighborhood boundaries so that officers are not dispatched outside their patrol areas. [11,20,29,30]

¹For information on crime prevention through environmental design, see in particular the catalogue of tactics in Wallis and Ford, *Crime Prevention through Environmental Design: An Operational Handbook*.

TABLE A-1
Tactics

1. Neighborhood Beats
2. Police Mini-Stations
3. Crime Analysis Units
4. Police Department Environmental Design Review
5. Community Service Officers
6. Police/Community Boards
7. Police/Community Relations Programs
8. Street Observation
9. Crime Prevention Educational Projects
10. Police Telephone Projects
11. Privately Sponsored Crime Hotlines
12. Block Clubs
13. Tenants Organizations
14. Block Watch
15. Block Watch Variations
16. Apartment Watch
17. Citizen Patrols
18. Radio Patrols
19. Escort Services
20. Block Houses
21. Victimization Surveys
22. Home Security Surveys
23. WhistleSTOP
24. Operation ID
25. Neighborhood Directories
26. Self-Defense Courses
27. Victim/Witness Assistance Programs
28. Court Watch
29. Improving Street Lighting
30. Changing Traffic Patterns
31. Police Directional Aids
32. Neighborhood Clean-ups
33. Emergency Telephones
34. Crime Prevention for Businesses

2. Police Mini-Stations

Police mini-stations, or storefronts, are a way to bring police into the neighborhood outside of the precinct structure, for special purposes or for added patrol resources. As the Detroit Police Department states, "Mini-stations can most readily be viewed as analogous to parked scout cars. They are fixed positions from which officers may reach out within certain

prescribed geographic limits to render police service." For crime prevention, this service can include scheduling block watch formation meetings, loaning out Operation ID engravers, arranging for home security surveys, and other proactive efforts. Personnel for these 24-hour-a-day stations can be supplemented by trained community service officers, interns or volunteers (including bilingual staff as necessary); use of volunteers can free sworn officers for patrolling or crime prevention organizing. [8]

3. Crime Analysis Units

Crime analysis units within police departments compile information on types, times, and locations of crimes in a given area, on trends in area crime over time, and on case status and resolution. Crime evaluation, crime maps, and monthly or six-month reports can usually be generated, routinely or by request. Crime prevention groups may arrange for routine information and special reports on crime in their area. Groups should realize, however, that certain information is confidential and cannot be provided to civilian organizations (see Chapter 2). By recognizing the nature and patterns of crimes and offenders, police and residents can build crime prevention strategies more effectively and monitor the impact of anti-crime activity.

4. Police Department Environmental Design Review

Some police departments have a review procedure for checking the security aspects of new construction or public works projects. In San Diego, the police department's Public Affairs Unit reviews designs for planned parks and residential and commercial developments. Their review covers street design, building security, lighting, and other crime prevention components and pinpoints any needed changes before construction starts. [19]

5. Community Service Officers

Some police departments hire and train neighborhood youth, senior citizens, or other civilians to do police/community liaison work. These community service officers can staff mini-stations, give educational presentations, assist with Operation ID services, perform home security surveys, and help set up block patrols. They are also a way to supplement sworn personnel and relieve them of certain support functions, but they are not a substitute for the participation of officers in crime prevention programs. [29]

6. Police/Community Boards

A police/community board, or chief's advisory committee, increases contact between the police and community leaders and helps achieve full support of crime prevention programs by both essential participants. Citizens present their priorities and

concerns, police representatives share information on departmental resources and services, and joint crime prevention efforts can be planned.

7. Police/Community Relations Programs

Programs for citizens to ride in officers' cars, walk along on their beats, and visit police communications centers can provide a better understanding of police duties and capabilities, although they do not increase the citizen's role in crime prevention.

8. Street Observation

Street observation is a simple technique for identifying and closing off opportunities for crime. Police officers or residents, while walking or driving in the neighborhood, note systematically where they see vulnerability to crime: open garage doors, keys left in cars, overgrown shrubbery, lobby doors propped open. They inform residents of trouble spots and how to improve them. In Detroit, police officers on patrol leave Courtesy Security Awareness "Tickets," maintaining a copy for the Crime Prevention Section. When followed by more information, observation reports can introduce residents to other crime prevention activities, from home security surveys to block or apartment watching.

9. Crime Prevention Educational Projects

Crime prevention fairs, audiovisual presentations, singing groups, puppet shows, pamphlets on topics from home safety to rape, presentations for civic groups, churches, and P.T.A.'s—these activities can increase crime awareness and familiarize the community with crime prevention techniques. For police departments, they provide some interaction with the community; for both police and community group organizers, they can be a lively, effective introduction to other, more active, crime prevention tactics. [22,26,34]

10. Police Telephone Projects

Special telephone lines or services may increase crime reporting and help police officers use their time most effectively. Crime reporting lines, with a number different from that for regular emergency calls, can utilize a 24-hour staff (perhaps civilians) or recording devices that are frequently checked. A separate number for reporting crimes no longer in progress helps dispatchers free police officers for emergencies. [17,26]

11. Privately Sponsored Crime Hotlines

Privately sponsored telephone crime hotlines aim to increase reports of crimes, suspicious behavior, or suspected arson by offering callers anonymity and/or cash awards. While they

hope to increase the number of calls in part by offering an alternative to calling the police, these crime lines provide the police with all relevant information. (See the CRIME STOPPERS listing in Chapter 5.) [14]

12. Block Clubs

Block clubs are associations of neighbors on a block which includes both sides of a street from intersection to intersection. Usually, there is an elected captain or two co-leaders. A block club can educate residents about crime prevention, improve relations with the police, serve as a mini-station contact, help represent the neighborhood at precinct meetings, increase surveillance through a block watch or patrol, initiate clean-ups and block parties, and sponsor crime prevention activities like WhistleSTOP, home security surveys, escort services, and Operation ID. Often, block captains are representatives on police/community boards. Through these activities, a block club can help neighbors get acquainted and learn the advantages of working together. Block clubs can be the building blocks of a larger neighborhood organization, or they can be organized by a larger group. Isolated organized blocks do not survive very well, so they should become part of a larger community organization. An association made up of no more than twenty-five blocks in close geographic proximity, with representatives from each block meeting monthly, can become the backbone of a crime prevention program. Several national programs provide information on launching block clubs (see the listings for National Neighborhood Watch, HANDS UP, and the Crime Prevention Coalition in Chapter 5), and many police departments provide valuable material and informational assistance. [6,9,23,34]

13. Tenants Organizations

Tenants organizations can sponsor the activities described above (see Block Clubs), keeping in mind the special concerns of apartment dwellers and the need to work effectively with landlords or management staff. Tenants organizations are often formed around issues of building maintenance, services, and rents. Crime prevention concerns will include the adequacy of door and window locks and the safety of common areas: entrances, elevators, halls, laundry rooms, and parking lots. [17,34]

14. Block Watch

Organizing a block watch may spring from a block club, or even amount to setting one up, but it takes block club activities a step further: residents can help protect each other by acting as the eyes and ears of the police. Watchers look out their windows equipped with the following: neighborhood maps and directories to pinpoint trouble; a telephone to report crimes or suspicious activity immediately to the police and neighbors; suspect identification aids; and log sheets, so a group can try to construct a complete picture of what is happening on the street or in the alley. Whistles can be used to alert neighbors if the

group participates in WhistleSTOP. Some police departments give block watchers special identification numbers to guarantee anonymity and speedy response when they call. A daytime block watch can be difficult to organize in a neighborhood of two-earner families, or where the mixture of business and residential uses makes it hard to distinguish outsiders from residents. However, even in these circumstances there are often residents and business people who will be able to carry out the watch. [See Block Club sources]

15. Block Watch Variations

Watches need not be restricted to city blocks. In San Diego, police found offenders were crossing from area to area by way of canyons, and a canyon watch was planned, complete with cross-canyon maps and phone directories. If alleys are a trouble spot for criminal activity, neighbors may keep an eye on each other's back entrances through an alley watch. In some areas, a porch watch, stoop watch, or street level subway watch makes sense.

16. Apartment Watch

An apartment watch serves the same purpose as a block watch, but an apartment building's structure and the organization of apartment management create special requirements. Large buildings should organize watches by floor, with elected floor representatives or captains who also participate in building-wide meetings. Each building will have distinctive requirements: buildings with long L-shaped corridors will need to set up separate watches for both ends of the hall, and those with multiple entries rather than corridors will be concerned with an entry watch. Watches in apartment complexes will function not only by building, but also as a confederation, including the open spaces between buildings in their focus. There is ample reason for watchers to operate in apartment buildings. The Westside (New York) *Crime Prevention News* from January 1982 notes, "Some nasty recent burglaries in our area, where burglars smashed hallway walls to get past safety-locked doors or removed doors from hinges entirely, could have been prevented by alert Neighborhood Watchers calling 911 . . ." Windows that face streets can be used to observe outdoor activity and building entrances. Whistles or freon horns can be heard through apartment walls and down corridors. Chapter 2 discusses some of the special challenges of organizing in apartment buildings. [See Block Club sources]

17. Citizen Patrols

Resident patrols report crimes and suspicious actions; by their presence in public areas they reduce the fear of crime and return these areas to residents' use. Patrols can be designed for different types of neighborhoods. Areas with single-family houses or duplexes could consider either vehicle radio patrols or pedestrian patrols. Pedestrian patrols can stop at "check-in houses" along their routes to stay in contact and make reports, or they can carry walkie-talkies. Organizations in high-rise

apartment buildings can set up lobby guards or sitting patrols, as well as vertical (stairway) patrols covering all floors. Blocks, neighborhoods, and apartment buildings can organize special patrol groups, such as trained youth patrols or radio patrols. While paid guards can be hired, they are expensive and will not have the same vested interest in what happens in the community as volunteers would. Volunteer patrol members only report crimes, they *do not* intercede personally. In fact, too much intervention—pushing crime prevention to the point of vigilantism—is a block patrol's greatest danger. Apartment patrols may face the reverse problem: tenants are sometimes reluctant to get involved, partly because they live in such close proximity to each other that they fear their space will be invaded. Knowing this, an organizer can point out that such fears are needless. People will work together to make all the residents safer, but they will not be together every moment, and privacy will not be threatened. [6,17,27,33, 34]

18. Radio Patrols

Neighborhood radio patrols report crimes, suspicious activities, and emergencies to the police over two-way radios. Organizing existing two-way radio owners or citizen band radio clubs into walking or driving patrols saves the considerable expense of purchasing new equipment. Cab drivers and others who can report on two-way radios through their dispatchers can also prove a valuable ally to police and community groups. [17,26]

19. Escort Services

Escort services attempt to reduce both fear of and vulnerability to crime. Trained volunteers or reserve police officers may accompany or drive senior citizens to collect and cash checks, pay rent, shop, or go to the doctor. Vans may require reservations or have limited hours. A safety-in-numbers shopping program arranges for a group of older people to shop and bank together. Escorts can also walk children to school or provide moral support to witnesses who appear in court. Escort services can sometimes be built into neighborhood pedestrian or car patrols. [2,4,34]

20. Block Houses

Block houses (also called safe homes or block parents) provide refuge for children or elderly people who feel threatened on the street. Trained participants display a distinctive window sign, notify parents and/or the police when someone seeks aid, and offer comfort until help arrives. While block houses allay the fear of crime, a certain risk is involved for the people who open their homes. [17]

21. Victimization Surveys

Many crimes are not reported to the police. In order to supplement police statistics, a door-to-door neighborhood victimization survey can provide a more accurate picture of the type and amount of crime (and of people's fear of crime) in a neighborhood. This information can then be a foundation for choosing and implementing other crime prevention tactics. (Victimization surveys require careful planning; see Chapter 6 for further discussion.) [21, 35]

22. Home Security Surveys

The security survey is an in-depth, on-site inspection of a home or apartment and its surroundings to determine their safety status, recommend improvements, and thus reduce the chances of break-in. Security surveys for those recently burglarized cut down on recurrences and reassure the fearful. Surveys include inspecting outdoor shrubbery (which can obscure vision and conceal criminals); checking basement and first floor windows; examining door jams, strike plates, and other hardware; and seeing if there is sufficient lighting. The survey can be conducted by a police officer, but volunteers or paid civilians can also be used to conduct surveys, if sufficient training is provided. Also, some organizations provide detailed, illustrated checklists for do-it-yourself home security surveys. Security improvements can be expensive, and it is important for survey technicians to suggest small improvements if that can help. If residents need financial assistance for completing improvements, funding sources should be sought to carry some of the cost. The survey by itself does nothing, and checking back at residences for a survey follow-up may provide additional incentive for completing needed improvements. [13,22, 23,28]

23. WhistleSTOP

WhistleSTOP participants receive whistles to blow either on the street or at home when they see or experience trouble. Other residents hear the whistle, call police, and then blow their own whistles from open windows. They carry the whistles with them when they go out and keep them by the phone at home. Any group using WhistleSTOP lets the police know the project is in operation.

Some groups use freon horns or other hand-operated noise-makers. One community in Newark uses several whistle codes to indicate what kind of crime is occurring, though there is a chance codes will be forgotten under stress. WhistleSTOP may be a potent supplement to a citizen watch or neighborhood patrol and may especially help senior citizens signal distress. For information on WhistleSTOP, contact:

The Edgewater Community Council
1112 West Bryn Mawr
Chicago, Illinois 60660
(312) 334-5609

24. Operation ID

A participant in Operation ID engraves valued property with a traceable identification number—usually a driver's license number and a state code—and displays a window sticker to show property is marked. Some police departments or community groups mark property themselves, while others provide instructions and rent or loan the electric engraving pencil to individuals. In addition, engraving pens can be donated by businesses, and they can be available at block leaders' houses, libraries, fire stations, and other places. Television and stereo repair shops can be enlisted to help by marking items for free as a public service. While Operation ID participants have been shown to have lower burglary rates, the markings have not yet been shown to increase the recovery of stolen goods. If Operation ID is used, the police department must be alerted to look for numbers on recovered property. [31]

25. Neighborhood Directories

Neighborhood directories or maps provide names, addresses, and phone numbers for each house on a block. They are used by many block watches. If a person sees suspicious activity on a neighbor's property, or feels that someone on the street represents a threat, a phone call passes this information along to neighbors. Maps also facilitate accurate reports of addresses to the police.

26. Self-Defense Courses

Neighborhood residents, especially members of patrols and escort services, can be trained in karate, judo, the use of mace, and other methods of self-defense. The primary benefit may be psychological reassurance. The main danger is feeling overly confident or acting brashly when faced with a more powerful assailant or an armed offender. In such cases, the risks of self-defense may be too high.

27. Victim/Witness Assistance Programs

There are two basic types of victim/witness assistance programs: those centering on court appearances and those set up to reduce the trauma and fear felt by recent crime victims. The former seek to increase witness appearance rates and to familiarize witnesses with court terms and procedures in order to improve the quality of their testimony. These are usually based in prosecutors' offices. One program in Minnesota places victim/witness aid offices in urban centers for easy access by residents nearby. Victim/witness programs can also be sponsored by neighborhood groups. Their services might include transporting a witness to the prosecutor's office or court, providing psychological support, and babysitting for a witness's children.

The second type of program helps crime victims get the emotional and material support they need just after a crime. The Westside (New York) Crime Prevention Program's

Community Resource and Assistance Committee aids victims by calling the police, helping to establish what was stolen, finding the building superintendent for temporary security repairs, checking up on victims several days later, and, if necessary, referring victims to counseling services. [16,34,37]

28. Court Watch

Court watchers (or court monitors) demonstrate their interest in a particular case and its outcome by appearing in court, keeping track of proceedings, and at times providing evidence. Most court monitoring groups focus on criminal convictions, but the Edgewater Community Council project with a housing court (see Chapter 1) suggests the range of court watch possibilities. Because courts may resist citizen involvement, good preparation (including training courses and handbooks on court procedures) is important and good behavior is essential. [3,7,10,15]

29. Improving Street Lighting

Improved street lighting encourages the use of outdoor areas and increases opportunities for observing what is going on in the neighborhood. Different sorts of street lights, such as high-intensity or sodium lighting, may be considered, along with the need for additional lighting on buildings and along walls and fences. Residents' perceptions of the area and its trouble spots should be taken into account in planning lighting changes. [22, 24, 25, 32, 35, 36]

30. Changing Traffic Patterns

Vehicular and pedestrian traffic can be modified to increase residents' use of their neighborhood. In some cases this means reducing traffic to make the area feel more residential. In Hartford, Connecticut's Asylum Hill area, roads were narrowed and cul-de-sacs created to make strangers more noticeable and to create a physical sense of neighborhood boundaries. Streets can also be made one-way to reduce through-traffic. In some neighborhoods where there are mainly apartment buildings, however, people may use outdoor space rarely. *Increasing* street activity could make the area safer, reducing the chance of being alone in a dangerous spot. Residents and local business people will have valuable information on neighborhood conditions, important background for any potential changes. [24, 25, 35, 36]

31. Police Directional Aids

Large, clear house numbers facing the street and legible at night, as well as painted house numbers at the back of a building or in the alleyway, can help police officers find what they are looking for faster. In Oakland, California, "Operation Roof-top" consists of painting addresses on roofs to aid police helicopters. Numbers painted on truck or van roofs can help police spot stolen commercial vehicles from the air.

32. Neighborhood Clean-ups

There are many reasons for neighborhood clean-ups: a cleaner neighborhood feels safer; people will want to use outdoor space more; a clean-up keeps block groups active and boosts morale; and a clean neighborhood signals an attentive, concerned community. Both street and alleyway clean-ups open areas for observation. Turning vacant lots into mini-parks, flower gardens, or vegetable gardens opens them up for use by residents. Organized drives to paint over graffiti on walls or garage doors can discourage further defacing. One group funded an anti-graffiti drive by offering those whose property had been damaged by graffiti three options: help paint, pay \$2.00, or provide lemonade. Appropriate city offices may be contacted to schedule a special trash pick-up after a clean-up, and in some cases a street closing permit can be obtained for the day of the clean-up. Businesses may donate or offer discounts on trashbags, brooms, paint, and other supplies. Community groups should organize these supplies, and may also provide a list of whom to contact about related questions such as alley and street lighting. [5]

33. Emergency Telephones

Neighborhood patrols can use check-in houses on each block to stay in contact and make reports when there is no emergency, but in some cases individuals will want to make

faster contact with the police. Groups can approach the phone company about installing dial-free, toll-free phones which signal appropriate authorities as soon as the receiver is lifted. Area colleges, hospitals, or other institutions may agree to install emergency phones in the surrounding area.

34. Crime Prevention for Businesses

Business crime prevention tactics include the following: business security surveys; information on store theft and safe cash register and banking procedures; and two-way foot alarms which activate a light or bell in a neighboring store. Environmental design changes can also be instituted, including better street lighting, bus shelters and bus routes for reducing street risk; activity areas, such as mini-parks, can increase community use of commercial strips. Environmental changes are costly, but the other tactics are not. These tactics are intended to combat crimes typically committed on commercial strips and at corner stores, which can fan out into the surrounding neighborhood. Residential crime can also affect businesses. Stores and factories can promote neighborhood crime prevention efforts by offering discounts on materials for security improvements or for neighborhood clean-ups; by donating skills or services (e.g., printing) to neighborhood groups or the police; and by making small cash contributions for crime prevention program activities (e.g., volunteer recognition—see Chapter 4). [12, 18, 28]

APPENDIX SOURCES

The National Criminal Justice Reference Service of the National Institute of Justice maintains an interlibrary loan program for documents on a wide variety of topics. When the sources listed here, on crime prevention tactics, are available through NCJRS, an "NCJ" number follows the reference. These numbers can be used to order materials on interlibrary loan from NCJRS. Loans for four weeks can be requested through a public, organizational, or academic library from:

National Institute of Justice/National Criminal Justice Reference Service
Document Loan Program
Box 6000
Rockville, Maryland 20850

The Reference Service also compiles bibliographies, such as that listed here [1] on citizen crime prevention tactics. The National Evaluation Reports from the U. S. Department of Justice also contain extensive bibliographies on their particular topics [26,27,28, 29,30,31,32,37].

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MONITORING AND EVALUATION

Chapter V
MONITORING AND EVALUATION

MONITORING

A system of monitoring and evaluation is an important element in a crime prevention program. It gives everyone involved a sense of where they were and where they're going--a map of progress. It gives the program credibility which is important when mobilizing resources such as grants and other local funding. By putting time and effort into monitoring and evaluation, you make your program much more effective--you convince others it's worth their time and help.

Monitoring is simply recording and keeping track of the crime prevention activities. (Items to monitor, see Table 5-1.) By closely monitoring these activities you:

- "1. Concretely show what has been done--you can present evidence of the program's impact on crime.
2. Can measure the value of the volunteer and their time. Could the volunteer's time be used in a more profitable way?
3. Can measure the use of other resources--perhaps more people will attend a crime watch meeting in the local school rather than in someone's home, for example.
4. Show what goals are being met and/or making the goals more realistic. For example, in some

neighborhoods you may find logging and victim support would have to wait until trust between participants and leaders was firm.

5. Improve the general program. If you know what is not working you can modify or eliminate it and develop a more successful activity. Often there may just be a certain element of the activity that is not working and unless it is being monitored, it would be hard to pick out.
6. Will maintain or show the need to readjust the structure and organization. As volunteers leave the program, recorded details of the activities are helpful to new leaders in understanding where the program has been and where it is going. Monitoring gives continuity--a very important aspect of crime prevention. Lastly, adjustments based on facts will strengthen the program and give it durability.
7. Identify the unintended consequences. For example, in one neighborhood the leadership attempted to have a special tactic to educate the senior citizens in crime prevention. In monitoring the senior's reaction, it was found they resented being singled out and separated from the rest of the community. If the

attitude had not been picked up early, much time and effort would have been lost to failure."¹⁵

EVALUATION

"Evaluation is different than monitoring in that it looks at whether the activities are having the intended impact on crime. According to research around the country, measuring progress against a specific set or program goals is much less frustrating and more meaningful than against the general expectation--to reduce crime."¹⁶ The research used two types of goals--process and impact. Process goals refer to what the program will try to do. Generally these are easy to follow by monitoring, although one sometimes needs more information. Impact goals, on the other hand, refer to the "effect the program seeks to have on crime problems and the neighborhood's ability to cope with crime."¹⁷ Impact goals are more difficult to achieve and take a much longer time to reach success. Evaluation generally refers to the impact goals. To help understand the process and impact goals and their relationship to each other, see the following charts: Table 5-2 and 5-3.

(Further issues involved in evaluating crime prevention program goals are reviewed in Table 5-5.)

APPENDIX

Table 5-1 18

POSSIBLE ITEMS TO MONITOR

IN NEIGHBORHOOD CRIME PREVENTION PROGRAMS^a

In the Neighborhood

Number of crime prevention meetings; number and composition of residents attending
 Number of home security surveys received by residents
 Number of households borrowing property--marking equipment
 Number of patrols (radio, car, walking, sitting, vertical, etc.); number of patrollers; days and time of patrols
 Number of requests for crime prevention information
 Number of escort service runs; days and times of runs
 Number of court sessions attended
 Number of garages cleaned of graffiti
 Number of apartment and block watches organized
 Number of streets with improved lighting
 Number of emergency telephones installed

In the Police Department

Number of crime prevention presentations requested; number completed
 Number of organizing meetings conducted
 Number of home security surveys conducted
 Number of requests for crime prevention information
 Use of personnel time on crime prevention in the neighborhood; on crime prevention elsewhere, and on other police duties
 Other resources used on crime prevention in the neighborhood

In the Community Organization

Number of home security surveys conducted
 Number of crime prevention meetings held
 Number of loans of property-marking equipment
 Use of staff and volunteer time among activities
 Other resources used on crime prevention activities

^aThis list does not cover all the crime prevention tactics discussed in Chapter IV and the Appendix, nor does it suggest all possible facts about crime prevention activities that could be usefully monitored. Activities may be organized differently; not all these items will be relevant to any one program. Programs should consider their own goals and strategy and compile their own lists.

This material has been reprinted from Judith Feins' Partnership for Neighborhood Crime Prevention (listed in the bibliography). References to specific chapters should be disregarded.

Table 5-2

19

Types of Crime Prevention Goals

Process Goals	Intermediate	Impact Goals
Newsletters to be distributed	Newsletters read by residents	Residents less fearful
Security surveys to be conducted	Security improvements made	Burglary reduced
Garages to be cleaned of graffiti	Garages remaining clean	Better quality of neighborhood life
Street lighting to be improved	Streets used by more residents at night	More residents active in neighborhood

Table 5-3

Crime Prevention Goals and the Information Needed to Evaluate Achievement 20

Crime Prevention Goal	Information from Monitoring	Other Information Needed
Involve 60 percent of neighborhood residents in personal property marking	1) Number of times property engraver lent 2) Number of households borrowing engraver	1) Total number of households in neighborhood 2) Number of borrowers actually marking property
Establish police department storefront in the neighborhood to increase police-community contact and develop mutual trust and respect	1) Storefront location and hours 2) Resident visits to storefront (number, purpose) 3) Time spent in neighborhood by storefront officers	1) Officers' views about residents and value of contact with them 2) Residents' views about officers and value of contact with them 3) Residents' views of storefront
Develop escort service for the elderly to reduce fear and increase their street use	1) Dates and times of escort operations 2) Number of elderly using escort service 3) Response of users to the service (informal)	1) Change in fear among the elderly 2) Change in street use by the elderly
Improve fire safety of arson-prone buildings	1) Identification of arson-prone buildings 2) Actions to bring about landlord safety improvements 3) Landlord compliance with requests or court orders 4) Actions to educate tenants on emergency procedures	1) Incidence of fires in targeted buildings 2) Use of emergency procedures by tenants

Sources of Information for Evaluation ²¹

There are a number of different methods or sources that can be used to gather the additional information required to evaluate a crime prevention effort. They will sound somewhat familiar to readers who have thought about the data needed for targeting crime prevention (discussed in Chapter 2). Here they are discussed in the context of how to evaluate progress toward program goals, with the advantages and disadvantages of each.

Police crime statistics. Police incident reports are collected on a regular basis, and summaries of them are available to police crime prevention units and often to community-based programs.² They typically provide figures on the number of reported crimes, by type, for a certain time period. Attempted crimes and crimes-in-progress are usually tabulated separately. Some systems also keep count of calls from watch groups. These statistics will be useful for evaluation whenever program goals focus on crime reporting, crime rates, or increasing the proportion of thwarted crimes. Their advantages include: regular collection; long history of collection; low cost. Disadvantages include: not all crime is reported; reporting practices can change; police recording of incidents can change; reporting units may not match neighborhood boundaries; some conditions that cause concern and fear in the neighborhood are not considered crimes for the statistical reports.

Survey of neighborhood residents. A crime prevention program can sponsor a survey of residents to gather information on their attitudes and feelings about the community, crime and disorder, the police, and the efforts being made to improve local conditions. A survey need not be given to everyone in the neighborhood; a small sample can provide valuable data, although it should be picked carefully to ensure that no parts of the population are left out. It is especially important to survey residents who have *not* participated in crime prevention activities. Advantages of resident surveys include: ability to assess progress on goals that concern fear and other attitudes; ability to gather information on behavior related to crime and crime prevention; ability to measure how much (and what parts) of the community the program is reaching; no large sample needed. Disadvantages include: some resources are required to plan, carry out and analyze the survey (although less than for a victimization survey, described below); people may report more crime prevention-related effort than they have actually made, if the program is sponsoring the survey; progress toward goals that focus on changing attitudes cannot be assessed unless a survey is done before the anti-crime activities begin and then again after they are well underway.

Survey of police personnel. Many crime prevention programs have goals related to changing police attitudes or improving communication between residents and police. Personnel involved in the neighborhood, whether they are crime prevention specialists, patrol officers with crime prevention duties, or officers just assigned to local beats, can be surveyed to find out about attitudes, communication, working conditions

and job satisfaction. The advantages of police surveys include: ability to assess progress on goals that concern police attitudes and behavior; ability to identify obstacles to police involvement in crime prevention. Disadvantages include: difficulty of obtaining frank responses unless the survey is conducted by a group outside the police department (and perhaps outside the allied community organization); need to obtain police department consent to doing the survey; resources required to plan and conduct the survey, especially if an outside group must be involved.

Victimization survey. This is a survey of residents aimed specifically at measuring crime in the neighborhood, regardless of whether it was reported to the police. Reporting practices are often a topic as well. Programs with crime reduction and crime reporting goals are therefore the ones who will need this source for evaluation. The kinds of attitude questions found in a resident survey can also be included in a victimization survey, but a resident survey costs less: a much larger proportion of residents must be surveyed to gain accurate estimates of crime rates than for purposes of gathering information on attitudes. Advantages of victimization surveys include: ability to assess resident exposure to disorderly conditions (harrassment, vandalism) as well as to crime; best source of data for evaluating program impact on crime; possible to see if program participation affects victimization.

Disadvantages include: specialized skills necessary to design a reliable victimization survey; cost of large sample; actual data collection best done by an outside group to avoid biased response.

Observation in the neighborhood. To assess changes in street usage, control of graffiti, posting of Operation ID stickers or Neighborhood Watch signs, and so on, it is relatively easy to gather information by observation. It is important that the observation be systematic. Advantages include: no requirement for residents to be at home or to respond to a survey; can be done by students from junior high school age up, with training. Disadvantages include: stickers and signs are *not* good stand-ins for actual block watching and property-marking; only a limited set of crime prevention goals have components that can be observed.

Census and other population and housing data. Useful information on neighborhood residents, such as their race, age, and income, as well as counts of households, housing units, and total number of residents, can sometimes be obtained from the Census or other government-sponsored surveys. In large cities, there may even be data for each block. Advantages of using these sources include: comprehensive coverage; high reliability; no need to gather basic facts directly. Disadvantages include: the information gets out of date, especially if a neighborhood has high turnover; there may be expense involved in using these data if they are on a computer or if special tabulations are needed. However, it may be possible for the police to obtain them from the city planning department (or other city agency) at no cost.

²The question of access to police data is explored in Chapter 2 (Section 2.2).

Issues in Crime Prevention Evaluation ²²

The discussion of different information sources for crime prevention evaluation made brief reference to some important issues in how to assess program impact. It is widely agreed that proving a program's impact is very difficult. So many other factors affect crime and neighborhood conditions, and crime prevention programs so often use a number of different tactics to build their strategies, that the task of connecting activities to changes in crime or disorder (and excluding other possible reasons for the change) is a great challenge. While evaluation efforts need to be encouraged, we would do no service to the reader if we did not describe the most important problems involved.³

Crime reporting. Many are aware that not all crime is reported to the police. But the real problem is that:

reported crimes are not necessarily representative of those [committed]. Whether a victim calls the police depends on such factors as [how serious the crime is] (either in terms of dollar loss or extent of injuries), whether the [criminal] was known to the victim, whether a weapon was used, and whether the victim was insured. Another complication is that the program's crime prevention activities, in sensitizing residents to the need for vigilance and quick notification of the police, may lead to an increase in the number of reported crimes independent of any change in their actual incidence. In addition, whether the police themselves actually file a citizen's complaint depends on a number of factors: the seriousness of the crime, the complainant's social class, whether the victim knows the [criminal], and the victim's wishes in the matter.⁴

When a crime prevention program seeks both to increase reporting and decrease crime, it can be very difficult to assess the results of program activity. One researcher studying a crime prevention effort in Portland, Oregon found that "although their burglary rates were lower, participants generated more reports for the police than did nonparticipants."⁵ Thus, changes in reporting that seem to raise the crime rate when crime is really being reduced pose a problem to evaluation, and a victimization survey is really required to sort them out.

³This discussion draws heavily upon that in William DeJong and Gail Goolkasian, *The Neighborhood Fight Against Crime: The Midwood-Kings Highway Development Corporation* (Washington, D.C.: National Institute of Justice, in press).

⁴Ibid., with information from D. Black and A. Reiss, "Patterns of Behavior in Police and Citizen Transactions," in *Studies of Crime and Law Enforcement in Major Metropolitan Areas, Volume II* (Washington, D.C.: U.S. Government Printing Office, 1967).

⁵Anne L. Schneider, "Evaluation of the Portland Neighborhood Based Anti-Burglary Program" (Eugene, OR: The Oregon Research Institute, 1975); cited in Wesley G. Skogan, "Community Crime Prevention Programs: Measurement Issues in their Evaluation," in *How Well Does It Work? Review of Criminal Justice Evaluation* (Washington, D.C.: National Institute of Law Enforcement and Criminal Justice, 1978), p. 156.

Displacement. The term displacement refers to the possibility that crime will be pushed out of one neighborhood by a crime prevention program but will simply move to another area, usually next to the target neighborhood. Some feel that if a program only displaces crime, it is not really being effective. In particular, if crime trends in the program neighborhood are compared to those in nearby areas to show relative impact on crime, there will always be someone objecting that the program's impact is just to displace crime, creating the observed difference. However, supporters of neighborhood crime prevention often say that displacement just shows the next community that it also needs to get organized. Still, if the crime prevention program is police-based or has a city-wide perspective, displacement may need to be seriously considered as an issue in carrying out an evaluation.

Comparisons for evaluation. One very commonly used evaluation approach is to compare facts about crime, fear and so on under the crime prevention program with the same items in another time or for another group of people. Before-and-after (or pre-post) comparisons in the target neighborhood are often made, although they require the evaluation work to begin before program activities start, and there are always other things happening in the neighborhood that could make a difference to the results. It is also possible to compare crime prevention participants with non-participants in the neighborhood, or all residents in the target neighborhood with residents of a similar area in the same city. The following information can help in making the choice:

- A participant/non-participant comparison is useful for activities that affect individual households (such as Operation ID), while comparisons of neighborhoods yield more information on the impact of car patrols and other activities affecting the area as a whole.
- With tactics affecting individual households, a participant/non-participant comparison is especially informative if the program has reached a relatively small percentage of households in the target area.
- If the start-up of a crime prevention program has coincided with other changes, such as increased law enforcement activity, a participant/non-participant comparison can suggest what effect the crime prevention program is having beyond the other, area-wide changes.

Defining program participants. Any time the analysis involves a comparison between participants and non-participants, whether those non-participants live within the target neighborhood or not, a decision must be made as to which households will be counted as "participants" in the program. Is a household that makes *any* security improvements to be counted, or only those that put in "high-priority" improvements, or those who follow a certain number of the security recommendations? Are those who attended a single community meeting part of the program, or only those who became actively involved? Evaluations that compare participants with other neighborhood residents must be particularly careful to choose a definition which is

MAINTAINING THE PROGRAM

Chapter VI MAINTAINING THE PROGRAM

PARTICIPATION

A crime prevention program is only as strong as the participation of the people involved. The many outward signs that neighborhoods put up (Child Watch, Operation ID, Neighborhood Watch, "Watch" signs along the street) may be a deterrent initially. If there is no crime watch participation or awareness, the words and symbols become meaningless to the criminal. Unfortunately, the more successful the neighborhood has been in preventing and reducing crimes, the more bored the participants become. As you remember, a successful crime prevention program reduces fear--the fear is replaced with security and the feeling that nothing more will happen in "my" neighborhood. Crime prevention organizers must fight this attitude constantly or soon crime begins seeping back into the neighborhood. Maintenance techniques must be built into the crime prevention program. Crime prevention must always be seen as an ongoing effort.

INFORMAL EVENTS

There are many informal events that can be planned to keep up the participants' interest:

1. Block garage sales
2. Street fairs
3. Block parties & picnics
4. Children's block fair or neighborhood art fair
5. Block or neighborhood index - this is where volunteers survey and categorize their

neighbors' skills (babysitters, yard workers, carpenters, painters). When someone needs a skill, he can call a central number and be given a name and number to make his own arrangements. This prevents strangers from working in the neighborhood and a neighborhood can support those that live within it.

6. Bike-a-thon with bike licensing and engraving
7. Beautifying the neighborhood--planting flowers, trees, etc.

BASIC TECHNIQUES

Because volunteer leaders get bored from the continually demanding crime prevention activities, basic maintenance techniques must be built into the program structure. Some techniques used are:

1. Re-contacting block captains on a regular basis by the organizer.
2. New Neighbor Packets
 - a. Delivered by the block captain
 - b. Neighborhood Watch and commitment explained
3. Neighborhood Security Newsletter written monthly
 - a. Include crime statistics
 - b. Crime prevention education articles
 - c. Include humor, if possible
 - d. Introduction of a new officer or detective

4. Volunteer Recognition

- a. Awards given at neighborhood party
 - b. Article in newsletter about a block captain--choose one a month
 - c. Press coverage on any efforts being made of the unusual--perhaps in the Neighborhood Section
5. Advanced Crime Prevention training for block captains
 6. Leadership development workshops
 7. Block Captain's workshop--block captains from adjoining areas need to know and talk with each other
 8. Block Captain telephone chain.
 9. Block Captains become a steering committee or are included on the board of directors at the regular meeting
 10. Films and meetings concerning courts, rape crisis, drug abuse, and other related topics

Each neighborhood will be different and each will find techniques which are very unique to the culture and experience of the individuals living there. Crime prevention programs can be kept active and alive but it takes planning and commitment.

GENERATING RESOURCES

Chapter VII GENERATING RESOURCES

SELLING THE PROGRAM

These are times when funding is difficult to come by for any program, yet crime prevention programs are surviving and expanding throughout the country. What research has found is that successful crime prevention programs generally mobilized all their resources. They used a full range of support from volunteer time, donated skills, and contributions to official budgets and grants. The question is, how do we generate these resources?

First of all, know clearly what you're trying to sell. Developing clear goals will show people where you want to go. Doing a careful job of monitoring will demonstrate what you have already done. When people see the goals as being beneficial to them, they will be more than interested in participating or becoming involved in some meaningful way.

Secondly, look closely at the group you're trying to sell the program to. What are their specific needs and interests? What is important in their daily life? Remember, you cannot sell crime prevention out of the same "can" meeting after meeting. Each time the organizer meets with a group, the talk must be molded and adjusted to the specific and individual interests present.

Thirdly, structure recognition for those "buying" into the program. People need to feel appreciated in order to continue to give with commitment.

MATCHING CRIME PREVENTION TO THE NEEDS OF A GROUP

Below is a sample of how to match the approach of crime prevention to the needs of special interest groups. By brainstorming the approach ahead of time, you'll be better prepared to "sell" your product. The same technique is true for building in recognition - people need to know from the beginning there is something in it for them.

MATCHING CRIME PREVENTION

TO THE NEEDS OF A GROUP

Sample I

<u>Interest Group</u>	<u>Needs of Interest Group</u>	<u>Approaches to the Interest Group</u>	<u>Built in Recognition by the Crime Prevention Group</u>
Landlords or Management	- Money	- People choose places to live where they feel safe	- Free advertisement for secured apts.
	- Renters	- Watch programs secure property	- Rewards for cooperative landlords
	- Maintenance of property	- Watch signs and to discourage trouble	- Ask landlords for advice on promoting more watch programs
		- Secure people are happy, thus less trouble	- Card file on landlords interested in crime prevention which then can be used by potential renters
		- Secure apt. houses help secure a block. More stability affects property values	
		- Less insurance claims	

Sample II

<u>Interest Group</u>	<u>Needs of Interest Group</u>	<u>Approaches to the Interest Group</u>	<u>Built in Recognition by the Crime Prevention Group</u>
Business persons	- Money	- People shop where they feel safe	- Neighborhood Business-man or woman of the month
	- Sale of goods	- Business watch tells customers you care about them	- New articles on positive elements of a successful business watch
	- Property values	- Signs and stickers warn criminals	- Free advertisement for secured businesses
	- Safety while working	- Save money - less crime	- Present plaque or award to a successful business watch
			- Contact business persons regularly for input

REACHING AND LINKING

When planning a crime prevention program for a target area, think in terms of all the neighborhood elements - churches, schools, businesses, institutions, and children's organizations. It is especially helpful to link business-orientated crime prevention activity with neighborhood activity in the surrounding area. The effort made is beneficial for both. In one particular neighborhood, a home across from the business district was harboring youths that were into drugs and stealing. The neighbors asked to sit in the business across the street during the day and write down license numbers and descriptions. This, in turn, led to the apprehension of those involved in the neighborhood burglaries. When the home was perceived to be safe, the neighbors returned to using the stores and surrounding

area. In yet another neighborhood, business, neighborhood, and police linked up to discourage and do away with prostitution. When the project ended both businesses and neighbors were satisfied and had gained a new respect for each other.

Religious institutions have much to offer neighborhoods as well. Churches in an area may be the prime means of communication, have free space for an office, or supply the volunteer resources to help install security features in the poor or elderly's homes.

Resources are valuable to an organizer. The more resources used, the more options will be available to tailor the program to the needs of the community. Plan and structure them to work for you.

Noncash Gifts

Noncash gifts refer to goods and services to be given away. In today's economy it may be hard to solicit cash gifts, but many will give other types of gifts which are just as helpful, such as free space in a church or a school, food donations, loaning of audio-visual equipment, advertising and printing, use of office equipment and supplies, legal advice, and radio and TV space. Be creative! There are many types of goods and services available. Mutual help often is necessary to get this type of aid. For example, if the local business district is getting good security help, street order, and street clean-up from the neighborhood, they may be much more willing to help the program to continue by giving noncash assistance. Explore all possibilities when setting up new tactics for your program. Remember, the more resources you can involve in the program, the stronger the program will become.

Lastly, look into using local institutions and businesses for training opportunities--the local locksmith, the police department, insurance companies, state and local crime prevention groups, and local colleges that teach classes in criminal justice.

Funding

After one has explored and benefited from all the resources available, an organizer may want to apply for funding for a particular program. In order to convince a funding source of your need, you must know why you need the money. Again, monitoring and evaluation are vital when it comes to the point of explaining the "why". Investors will be more willing to finance your program if it is packaged as one that deserves the investment, such as one that demonstrates:

1. What the program has done
2. What it can accomplish
3. How much it will save the local taxpayers
4. How it will increase security
5. How it will bring about a stronger sense of community²³

There are many specific details to fundraising which can be found in numerous books on the subject. Therefore, this manual will not go into detail on preparing fundraising projects or requesting grants or funds. Every community has many individuals trained and very accomplished in preparing requests for grants. Usually these people are very helpful and willing to give assistance when asked.

Following is listed the potential sources of funds for crime prevention.

"1. Local businesses and industry

- look for companies that have a link to the neighborhood
- look to see if a company has benefited from crime prevention work
- request a matching grant against volunteer effort and noncash help you've recruited
- discuss what the community is going to get in return for the funding

2. Local foundations

- check with the library for local families and businesses that have set up small foundations
- matching grants can be requested
- local foundations are more interested in your city and neighborhood than national foundations

3. Voluntary agency fund drives

4. Various city government offices

5. Business activities and organizations

6. Events

7. Formal membership and dues"²⁴

The best time to approach others for aid and funding is when programs are working and going well. Community leaders will take part in programs that have the potential for success and that will touch the daily lives of individuals within their community.

THE NEIGHBORHOOD CRIME PREVENTION

ORGANIZER //

Chapter VIII

THE NEIGHBORHOOD CRIME PREVENTION ORGANIZER

TEAM MEMBER

As a crime prevention organizer, you are really part of a unique team. The police, the neighborhood association, the coordinator, you, and the residents make up this working body. It is a team whose main purpose is to organize citizens to prevent crime in the neighborhoods of this city.

It is very important that each team member recognize the interdependency each has on the other if the overall goal of crime prevention is to be achieved. Each team member must consider the interdependency factor whenever decisions concerning or involving any part of the team is concerned. Further, it is vital to the functioning of such a team to have an overall commitment to provide:

1. Good service
2. Effective communication of the services
3. Procedures for resolving disputes which will enable the team to continue functioning under stress and strain

Lastly, each team member should be able to expect from other members the commitment to:

1. Carry out the responsibilities he/she is assigned to do
2. Be objective in all matters pertaining to the other members of the team
3. Give credit where credit is due

Even with a strong commitment to the overall goal, there will be differences causing strain on the team relationship. There will be different amounts of strain and stress at different times in a working relationship of any team. The stronger the relationship between the team members, the greater the amount of strain and stress it will be able to withstand.

Within a group there appears to be two types of strain that negatively affect the functioning. The first is acute strain - it arises out of high pressure, emotionally-charged situations. If this strain is not dealt with quickly and effectively, it is likely the team relationship will be severely hampered.

The second is chronic stress or strain - here, the problems are not so big or emotionally charged, but small and building one upon the other, until at some point in time, they will cause a disruption of the relationship.

In either case, the overall goal is lost or damaged in some way. It is the responsibility of each member of the team to try to prevent placing a great amount of strain on the team relationship. Some suggestions would be to:

1. Always keep in mind the overall commitment to the goal and program.
2. Keep communications open and objective.
3. Be willing to give and take. Perhaps, at some point, you may have to make a decision based on the percentage of gain versus the percentage of loss in the situation, weighed against the overall long-term goal.

4. Keep the disagreement with the issue, not with personality. Avoid back-biting, gossiping, choosing sides, etc.

Maintaining the effective functioning of a working team takes much time and effort on the part of each member. In the end, the rewards will be long lasting in the full achievement of the goal--crime prevention for our neighborhood.

ORGANIZATION OF TIME

As a new crime prevention organizer, you will soon find yourself torn in many different directions. There will be new questions, demands, problems, and appointments coming to your desk daily. Soon it may seem as if the wheels are spinning and going nowhere. Often, it appears as if the achievements are small when compared to the great amount of time spent. Being an organizer of people can be frustrating and very time-consuming; yet the rewards are great. The managing of your time is critical if you are to be effective in your job and see the goal achieved. The more organized you are, the more you will accomplish in less time. There are many books written on time management, all of which would be helpful to read; but for the purpose of this manual, current and former crime prevention organizers were surveyed for their ideas on time management. Below are listed their techniques and thoughts.

1. Set daily, weekly, monthly and yearly goals -
prioritize the goals.
2. Have a "to do" sheet
 - check off item when done
 - mark the completion date

3. Build relaxation into each day
4. Assign or reassign productive goal-oriented tasks to your volunteers
5. Make appointments - use the calendar
6. Personal and nonproductive calls should be limited
7. Keep a file on each block club
8. Organize a telephone contact file
9. Develop a complete address list of key neighborhood people
10. Avoid projects which do not have enough planning time involved

VISIBILITY AND AVAILABILITY OF THE ORGANIZER

An organizer of people needs to be visible and available. A newly organized group needs much support and they want that support ever present. If the person whom they have given their trust is seldom around or available, they soon become frustrated and quietly back away from the group. Your visibility will be apparent when you are at your neighborhood office, while you are door-knocking, organizing group meetings, and attending special neighborhood functions. Having a small work space in the neighborhood area you are currently working in also increases your visibility as well as your credibility.

Having the organizer available is very important to the residents of a neighborhood beginning to reclaim their area from crime. They are often confused, frustrated, and frightened as they begin to change old, negative patterns of response to crime around them. Learning how

to call and benefit from the police service is, many times, the most frightening of all. Organizer availability is necessary to ensure positive responses and good communication from both the police and the residents. Your office procedures must indicate this interest and availability.

Furthermore, let the residents know exactly what hours they can reach you and that there is a specific procedure for calling them back. Make arrangements for someone to answer your phone and take messages in your absence. Always return your calls as soon as possible.

In addition, organize your office space to make efficient use of your available time. Anything you can do to facilitate the continuous support of volunteers through prompt publication of materials and follow-up activities will encourage stronger resident involvement. It eliminates frustrating delays and nonproductive activities.

ORGANIZATIONAL MISTAKES

In every job, there are certain mistakes to avoid in order to meet the desired goals. Current and former crime prevention organizers shared what they considered to be the worst mistakes an organizer could make. The organizer:

1. Assumes the responsibility for crime in the neighborhood instead of letting the residents make the contacts and give input into the development of tactics and strategies.
2. Forgets to follow through with commitments made to the residents. Trust and belief in the organizer is difficult to obtain and vital to

keep. Follow through is the point at which trust and integrity begin to build.

3. Makes snap judgements concerning neighborhood problems.
4. Works intensely on noncrime related issues or issues that the neighborhood does not see as a priority.
5. Becomes the central spokesperson for the crime prevention programs--thus giving residents the impression that the organizer can solve all their problems.
6. Has a breakdown of communication with the police.
7. Does not communicate with the residents on a regular basis.
8. Raises or gets involved with his/her own issues or priorities.
9. Forgets who he/she is representing--the organizer has his/her own agenda and no input from residents.
10. Tries to respond or resolve every neighborhood problem. Choices must be made.

Lastly, as a neighborhood crime prevention organizer, be an enabler. The greater the skill you develop to creatively and sensitively enable others to organize themselves, the greater the rewards will be for both the residents and yourself. The joy comes in

seeing residents move away from fear and resignation toward a secure and vital neighborhood environment. When this occurs crime prevention has reached its highest goal.

APPENDIX

TABLE 8-1 25

Selected Sources of Training and Technical Assistance in Crime Prevention

The American Association of Retired Persons, Criminal Justice Services, provides crime prevention training manuals and slide/tape presentations as a public service, and offers a structured course on helping law enforcement officers deal more effectively with senior citizens.

Criminal Justice Services
Program Department
American Association of Retired Persons
1909 K Street, NW
Washington, DC 20049
(202) 728-4363

The Civic Action Institute offers training, crime prevention materials, and technical assistance to community groups and local government personnel to plan and implement crime prevention programs.

The Civic Action Institute
Box 39208
Washington, DC 20016
(202) 279-6717

The Grantsmanship Center offers small group training workshops on grantsmanship, fundraising, and program management, and publishes the bi-monthly *Grantsmanship Center News*, along with newsletters and reprints.

The Grantsmanship Center
1031 S. Grand Avenue
Los Angeles, CA 90015
(213) 749-4721 or (800) 421-9512

Midwest Academy provides training and consulting services for organizations of low- and moderate-income people in areas such as organizing, planning, staffing, and fundraising.

Midwest Academy
600 W. Fullerton Avenue
Chicago, IL 60614
(312) 975-3670

The National Center for Community Crime Prevention features conferences and workshops to help community groups and law enforcement officials learn to plan, develop, implement, and evaluate community crime prevention programs.

The National Center for Community Crime Prevention
Box 37456
Washington, DC 20013
(202) 783-6215

The National Crime Prevention Institute offers an extensive array of training courses for law enforcement personnel and community groups, and serves as a clearinghouse for crime prevention books, films, and brochures.

National Crime Prevention Institute
School of Justice Administration
Shelby Campus
University of Louisville
Louisville, KY 40292
(502) 588-6987

The National Criminal Justice Association gives assistance in the development and implementation of statewide crime prevention programs. In particular, it offers management, administration, and organizational training for these programs.

The National Criminal Justice Association
Suite 305
444 North Capitol Street, NW
Washington, DC 20001
(202) 347-4900

The National Foot Patrol Center, funded by the C.S. Mott Foundation and housed in Michigan State University's School of Criminal Justice, will provide training and technical assistance on a national level to law enforcement agencies and communities interested in establishing foot patrol programs.

National Foot Patrol Center
Michigan State University
School of Criminal Justice
560 Baker Hall
East Lansing, MI 48824
(517) 353-7133

The Texas Crime Prevention Institute conducts a broad year-round curriculum of crime prevention courses for the Texas law enforcement community and crime prevention practitioners nationwide. It also distributes brochures, course manuals, and films.

Texas Crime Prevention Institute
The Institute of Criminal Justice Studies
Southwest Texas State University
San Marcos, TX 78666
(512) 392-0166

TABLE 8-2 26

National Crime Prevention Organizations

The American Coalition Against Crime. Criminal justice specialists and corporation executives have formed this organization to emphasize successful practices in community and business crime prevention programs. It is selecting 100 cities in which to offer relevant materials and training programs.

The American Coalition Against Crime
1210 Connecticut Avenue, NW
Washington, DC 20036
(202) 452-1156

Crime Prevention Coalition. The coalition, a group of more than 70 national and state organizations and federal agencies, sponsors the "Take a Bite Out of Crime" campaign featuring McGruff, the crime prevention dog. This public education program includes public service advertising, pamphlets, booklets, and other written materials on a wide variety of crime prevention topics. The coalition also provides training and technical assistance.

Crime Prevention Coalition
805 15th Street, NW
Washington, DC 20005
(202) 393-7141

CRIME STOPPERS. Local chapters of this Albuquerque, New Mexico-based organization sponsor "crime-line" telephone reporting projects, which offer anonymity, rewards for information on crime, and additional rewards for those who testify in court. Television spots on an unsolved "crime of the week" are also featured. The program defines distinct roles for citizens, the police, and media.

CRIME STOPPERS
4137 Montgomery NE
Albuquerque, NM 87109
(505) 841-6556

HANDS UP Program. HANDS UP, sponsored by the General Federation of Women's Clubs, is a national volunteer effort. Through educational programs on crime, adult and juvenile crime prevention programs, and juvenile justice and court-related projects, HANDS UP aims to increase national awareness of the citizen's role in crime prevention and to encourage the formation of local groups.

General Federation of Women's Clubs
HANDS UP Office
1728 N Street, NW
Washington, DC 20036
(202) 347-3168

National Association of Town Watch. The National Association of Town Watch serves as a clearinghouse for community groups to exchange crime prevention techniques and tips, and to disseminate local crime prevention news. The program aims to provide national affiliation and recognition for local crime prevention efforts, and offers fundraising programs, promotional material, training guides, and technical assistance.

National Association of Town Watch
P.O. Box 769
Havertown, PA 19083
(215) 649-6662

National Neighborhood Watch. National Neighborhood Watch provides guidelines and materials for implementation of local neighborhood watch programs by law enforcement agencies and citizens' organizations. In addition, this anti-burglary program includes security inspections, Operation ID, citizen crime reporting projects, and citizen patrols. Decals, stickers, and booklets are among the materials available.

National Neighborhood Watch
National Sheriffs' Association
1250 Connecticut Avenue, NW
Washington, DC 20036
(202) 872-0422

FOOTNOTES

¹ Texas Crime Prevention Institute, Principles and Practices of Crime Prevention, San Marcos, Texas, p. 3.

² Ibid, p. 14.

³ Judith Feins, Partnerships for Neighborhood Crime Prevention, Washington, D.C., p. 10.

⁴ Ibid.

⁵ Feins, p. 13.

⁶ Feins, p. 14.

⁷ Feins, p. 28.

⁸ Tom Bedell, Notes from Session on Volunteers, Professional Development & Human Rights Department, East Lansing, Michigan, 1982.

⁹ Ibid.

¹⁰ Feins, p. 15.

¹¹ Feins, p. 16.

¹² Ibid.

¹³ Feins, p. 19.

¹⁴ Feins, pp. 59-66.

¹⁵ Feins, p. 51.

¹⁶ Feins, p. 53.

¹⁷ Ibid.

¹⁸ Feins, p. 54.

¹⁹ Ibid.

²⁰ Ibid.

²¹ Feins, p. 55.

²² Feins, p. 56.

²³ Feins, p. 46.

²⁴ Feins, pp. 48-49.

²⁵ Feins, p. 47.

²⁶ Feins, p. 48.

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