



# NEIGHBORHOOD WATCH

Toolkit Training

Instructor's Book



**BJA** Bureau of  
Justice Assistance



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## Course Overview: Neighborhood Watch Toolkit

### Summary

Over the past thirty years, Neighborhood Watch (NW) has enhanced public safety by creating community-based partnerships to fight crime and to improve the quality of neighborhood life. In a continuing effort to promote professionalism in law enforcement and to build positive community relations, the National Sheriffs' Association, in cooperation with the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice, is producing and distributing Neighborhood Watch Toolkits to law enforcement agencies across the nation. This training is designed to build the capacity of law enforcement officers assigned to work with Neighborhood Watch groups by providing specific instruction on each of the sixteen courses presented in the Toolkit. This course will also increase participants' skill levels by teaching them the proper utilization of the tools and the most effective methods of maximizing the Toolkit's value for their citizens and their communities.

**Time Allocated:** 12.0 hours

**Introduction Time Allocated:** 1.0 hours

**Method of Instruction:** This presentation will utilize adult learning methodologies including standard lectures, facilitated discussion and participant-based activities. Interactive discussion is encouraged, and activities are an integral component of this course.

**Terminal Learning Objective:** Participants will have the necessary knowledge to understand and utilize the Neighborhood Watch Toolkit. They will be familiar with each one of the community and law enforcement curriculums and be able to both describe and use the tools in the Toolkit.

**Enabling Objectives:** At the conclusion of this course, participants will be able to:

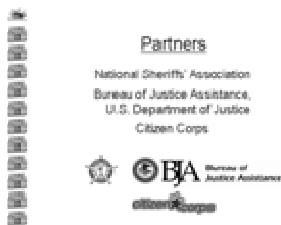
- 1-1 Understand the benefits, roles and responsibilities of a Neighborhood Watch program
- 1-2 Provide an overview of the building blocks of NW programs
- 2-1 Discuss the tools necessary to develop a NW program
- 3-1 Present necessary tools to participants in a NW program

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- 4-1 Present an overview of the components involved in volunteer management and help develop leadership skills to assist the volunteer manager
- 4-2 Present an overview of the planning process; help participants begin identifying their neighborhood issues or concerns; teach participants how to write goals, objectives and action steps
- 4-3 Convey the importance of forming partnerships between Neighborhood Watch and other stakeholders; instruct participants in a NW program on how to develop Memorandums of Understanding that are beneficial to all; and how to build their capacity to leverage resources as they work with other groups
- 4-4 Plan and conduct effective meetings
- 4-5 Explain the importance of being observant; teach observation skills that can be employed in Neighborhood Watch; help Neighborhood Watch groups recognize that observation is the first step in reporting incidents or suspicious activities related to criminal activity or terrorism
- 4-6 Teach NW members to identify suspicious activities as well as what types of suspicious activities and individuals need to be reported; teach NW members how to specifically report those suspicious activities and individuals
- 4-7 Convey to NW groups the importance of properly securing their property, thus making criminal acts more difficult to commit; teach NW groups skills that will assist them in target hardening; teach NW groups methods to protect themselves and their neighborhoods
- 5-1 Understand the components of the Community Presentations contained in the NW Toolkit

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## **PARTNERS**

This training and the accompanying NW Toolkit are supported by a cooperative agreement awarded by the Bureau of Justice Assistance, U.S. Department of Justice, through the National Sheriffs' Association.

Before we begin the course, let's take a few moments to introduce ourselves to one another.

**Instructor's Note:**

All participants should introduce themselves by providing their name, agency and level of expertise with Neighborhood Watch. Please limit each introduction to no more than two minutes. Throughout the course during interactive discussions and activities, we will learn more about the participants and their work with Neighborhood Watch groups and volunteers within their communities.

**THE GOAL**

Course Goal:

To present law enforcement officers and designated Neighborhood Watch liaisons with the tools and skills necessary to assist them in starting, building and/or revitalizing their local Neighborhood Watch groups.

Program Goal:

To empower communities by providing Neighborhood Watch groups and their leaders with effective training and tools.

Program Background:

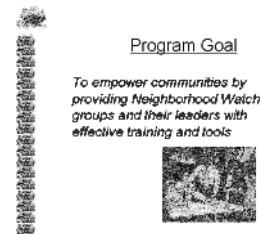
For over thirty years, the National Sheriffs' Association Neighborhood Watch program has built partnerships between law enforcement and community members that help to reduce crime and improve the quality of life in their communities. Today, with its continued emphasis on crime reduction, Neighborhood Watch has expanded its mission to include securing the homeland by encouraging, promoting and empowering people to get involved in their communities through Neighborhood Watch.

**CONTENTS**

This innovative toolkit contains an abundance of items designed to assist law enforcement, Neighborhood Watch leaders and their community volunteers. Comprised of self-paced learning curriculums and workbooks for law enforcement officials, and community-based training supplemented by numerous action-oriented Neighborhood Watch tools, this toolkit will move Neighborhood Watch to the next level in securing our communities and protecting our homeland.

You will note that there are multiple CDs and tools contained within this Neighborhood Watch Toolkit. The CDs are

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divided into **Foundation**, **Law Enforcement**, and **Community**. The Foundation CD contains the PowerPoint presentation *Neighborhood Watch Basics* as well as a wealth of information on the entire Toolkit and its usage, including a list of all of the law enforcement and community trainings, an electronic copy of each one of the tools that have been developed, all of the templates that are utilized in the various trainings, and other resources.

Both the *Law Enforcement Game Plan* and the *Community Game Plan* have been designed to provide step-by-step instructions for developing, enhancing or expanding local Neighborhood Watch initiatives. Developed by law enforcers and their community partners, these Game Plans are designed for newly-assigned Neighborhood Watch officers and their community partners, as well as for those who have been successful in coordinating and implementing Neighborhood Watch throughout the years.

In both the law enforcement trainings and the community presentations, you will have an opportunity to learn more about Neighborhood Watch, build your skills, and then learn how to use the tools provided in this Neighborhood Watch Toolkit. Topics include:

- *Neighborhood Watch Basics*
- *Volunteer Management*
- *Strategic Planning*
- *Partnerships*
- *Planning and Conducting Effective Meetings*
- *Observation Skills*
- *Reporting Suspicious Activities*
- *Target Hardening for the Home*

## **TOOLS AND TEMPLATES**

Throughout the next two days we will examine the tools and templates included in this NW Toolkit. From brochures to posters to pinwheels, all tools are designed to be user-friendly and useful to both law enforcers and their citizen volunteers. The templates are pre-designed forms that can be tailored to fit the needs of each local NW organization.

**Installation** – Each CD should auto-run once inserted into your CD-ROM drive. If it does not, double click “My Computer” and double click the CD drive containing the NW CD. Then select “index.htm” to begin viewing the program.

**PowerPoint Presentations** – The training sections are provided in MS PowerPoint format.

**Adobe Files** – Several sections of the CD-ROM contain documents in Adobe format. If the file does not open by double-clicking, then simply right-click on the name, and then click on “Save to” and indicate where you want the file saved. You can then open it.

Adobe Acrobat Reader and PowerPoint Reader are included on each CD.

## NEIGHBORHOOD WATCH BASICS

Let's begin this course of instruction with a look at the foundational information provided in the Neighborhood Watch Toolkit. This information is included on the Foundation CD and features a narrated, self-paced PowerPoint presentation called *Neighborhood Watch Basics*. Over the next few minutes we will focus on a few of the following topics:

- What is Neighborhood Watch and what does it do?
- What is the history of Neighborhood Watch?
- What are the benefits of Neighborhood Watch?
- Who is involved, and what are their roles and responsibilities?

## WHAT IS NEIGHBORHOOD WATCH?

A Neighborhood Watch program is a group of people living in the same area who want to make their neighborhood safer by working together and in conjunction with local law enforcement to reduce crime and improve their quality of life. Neighborhood Watch groups have regular meetings to plan how they will accomplish their specific goals. Neighborhood Watch groups have specific leaders and assigned responsibilities.

Neighborhood Watch is homeland security at the most local level. It is an opportunity to volunteer and work towards increasing the safety and security of our homes and our homeland. Neighborhood Watch empowers citizens and communities to become active in emergency preparedness, as well as the fight against crime and domestic terrorism.

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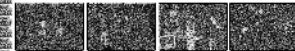
### Neighborhood Watch Basics

- What is Neighborhood Watch?
- The history of Neighborhood Watch
- The benefits of Neighborhood Watch
  - Roles and responsibilities

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### What is Neighborhood Watch?

- People working together
  - Crime prevention
- Local homeland security
  - Opportunity
  - Empowerment





## **Module #1: History of Neighborhood Watch**

### **Summary**

Many agencies and a tremendous number of personnel have become involved in the Neighborhood Watch program throughout the last few years. This module is designed to acquaint the participants with benefits, roles, responsibilities and requirements of involvement in this program. An understanding of the building blocks of Neighborhood Watch will assist the participant in developing a stronger program within the community.

**Time Allocated:** 0.5 hours

**Method of Instruction:** This presentation will utilize adult learning methodologies including standard lectures, facilitated discussion and participant-based activities. Interactive discussion is encouraged, and activities are an integral component of this course.

**Terminal Learning Objective:** Participants will have an understanding of the history of the Neighborhood Watch program and the various parties involved in making this program successful.

**Enabling Objectives:** At the conclusion of this module, participants will be able to:  
1-1 Understand the benefits, roles and responsibilities of a Neighborhood Watch program  
1-2 Provide an overview of the building blocks of NW programs



## HISTORY

For more than sixty years, the National Sheriffs' Association (NSA) has been committed to the safety and security of America's communities.

For more than thirty years, the National Neighborhood Watch Program, an initiative of NSA, has been one of the most effective ways for citizens to join law enforcement in the protection of our neighborhoods.

In 2002, USA Freedom Corps was created under President Bush's initiative to build a culture of service, citizenship, and responsibility in the country. USAonWatch was established under Citizen Corps as an expansion of the Neighborhood Watch program to empower citizens to become directly involved for the purpose of homeland security.

Following the hurricanes of 2005, a new initiative for emergency preparedness and service swept the country. Neighborhood Watch groups are a way for law enforcement and citizens to work together in disaster preparedness efforts.

## COMMUNITY BENEFITS OF NEIGHBORHOOD WATCH

In addition to some of the obvious benefits that Neighborhood Watch volunteers and their communities have experienced throughout the years, such as crime reduction and a better quality of life, Neighborhood Watch programs also offer many other community benefits. For instance, NW groups provide community members with a greater sense of security, responsibility and personal control.

Neighborhood Watch groups build community pride and unity and prepare us for helping ourselves and others in our community.

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**History**

Neighborhood Watch was started over thirty years ago as a way for citizens to help law enforcement protect neighborhoods.

In 2002 there was a challenge to all law enforcement agencies and citizens to unite and form new Watch groups in their communities, and to revitalize inactive groups.




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**Community Benefits of Neighborhood Watch**

- Aids in crime reduction and improved quality of life
- Provides greater sense of security, responsibility and personal control
- Builds community pride and unity
- Prepares us all for helping others




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**Law Enforcement Benefits of Neighborhood Watch**

- Year-round support of volunteers
- Reduces burdens
- Creates well-trained, better-informed and better-prepared citizens



## LAW ENFORCEMENT BENEFITS OF NEIGHBORHOOD WATCH

Neighborhood Watch groups provide law enforcement agencies with volunteer support year-round. The citizens become the extra “eyes and ears” of law enforcement personnel and therefore reduce law enforcement’s burden.

By utilizing both the training and the wide variety of tools contained in the NW Toolkit, volunteers and their groups will be able to build their skills and increase their knowledge in several areas of organization and volunteer management which will allow them to be more effective and productive in their efforts. With this increased knowledge and these helpful tools, members of Neighborhood Watch groups will be better trained, better informed, and better prepared to take care of themselves and their neighborhoods.

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**Who is Involved in Neighborhood Watch?**

- National Sheriffs’ Association
- Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice
- Local Law Enforcement Agencies
- Law Enforcement Liaison
- Block Captains
- Members
- Partners



## WHO IS INVOLVED IN NEIGHBORHOOD WATCH?

Any national initiative or program requires contributions at multiple levels, from entire departments to individual citizens. The National Sheriffs’ Association is working with the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice to form new Neighborhood Watch groups and revitalize existing groups. In order to reach the citizens, local law enforcement agencies have been given a charge to involve the people in their community.

Anyone and everyone can be involved in a Neighborhood Watch group. Let’s review the roles and responsibilities of various participants so you can find your place within Neighborhood Watch.

## ROLES AND RESPONSIBILITIES

### U.S. DEPARTMENT OF JUSTICE AND THE NATIONAL SHERIFFS' ASSOCIATION

The Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice works together with the National Sheriffs' Association to provide administrative and financial support to the Neighborhood Watch program. This support is used to produce and distribute products and materials that help create and enhance Neighborhood Watch programs across the nation. When Americans are mobilized to take action, crime and terrorism can be reduced.

### LOCAL LAW ENFORCEMENT AGENCIES

NSA has charged local law enforcement agencies to reach out to their communities to form local partnerships that will assist in the development of new Neighborhood Watch programs and that will support and assist existing programs. By partnering together, crime can be prevented or reduced, and the overall quality of life can be improved.

Law enforcement officers include sheriffs' deputies, police officers, and any other sworn law enforcement.

### LOCAL LAW ENFORCEMENT LIAISON

A law enforcement liaison is the law enforcement officer or deputy specifically assigned the responsibility of establishing and supporting local Neighborhood Watch groups. The liaison will guide Neighborhood Watch leaders to make decisions that will be best for their group. The officer will train Neighborhood Watch leaders, block captains and members in areas ranging from setting goals to how to report suspicious activities. The liaison should also be involved in facilitating community-wide Neighborhood Watch activities.

If you are a law enforcement officer who has been given this role, you should download and print the *Law Enforcement Game Plan* from this Toolkit. The detailed timeline will walk you through the process step by step to ensure that you fulfill your role as a liaison.

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**Roles and Responsibilities:**  
U.S. Department of Justice  
and National Sheriffs' Association

- Produce and distribute products and materials
- Create and enhance Neighborhood Watch programs
- Reduce crime and terrorism by mobilizing America
- Provide financial support

OHA Bureau of Justice Assistance NSA

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**Roles and Responsibilities:**  
Local Law Enforcement Agencies

- Develop Neighborhood Watch groups in their communities
- Assist established groups
- Build and maintain partnerships
- Promote safety and security
- Prevent and reduce crime and terrorism
- Improve quality of life

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**Roles and Responsibilities:**  
Local Law Enforcement Liaison

- Serves as liaison between law enforcement and program members
- Guides
- Trains
- Communicates

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**Roles and Responsibilities:  
Neighborhood Watch Members**

- Be an active member
- Create excitement
- Recruit new members
- Stay informed and inform others
- Report to law enforcement
- Keep records and statistics



## NEIGHBORHOOD WATCH MEMBERS

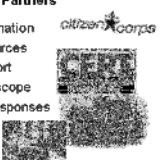
Neighborhood Watch members have several responsibilities. One of the most important things a member can do is remain active. An active member will help create and maintain a level of excitement about the program. This will help recruit more members which will lead to a higher level of crime prevention.

It is the responsibility of members to stay informed about issues in their neighborhood and community. This information can come from neighborhood assessments and/or crime statistics kept by local law enforcement. This information should be shared with others to keep members motivated and to prevent the group from becoming stagnant.

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**Roles and Responsibilities:  
Partners**

- Provide information
- Provide resources
- Provide support
- Broaden the scope
- Coordinate responses



## PARTNERS

A partner is any formal or organized group that a Neighborhood Watch group partners with to improve safety, security and quality of life. Neighborhood Watch partners can be citizen groups and/or city or regional government agencies. These groups will provide information, resources and support to existing groups. They help broaden the scope of Neighborhood Watch groups and help to coordinate responses for neighborhood issues.


Some potential partners could be:

- VIPS
- CERT
- TRIAD
- Citizen Corps
- Local fire, EMS and police, Parks and Recreation, Code Enforcement, Public Works, Health and Social Services
- Local news media.

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**Neighborhood Watch  
National Awards**

- Law Enforcement Agencies
- Community Members
- Programs and Corporations



## NEIGHBORHOOD WATCH NATIONAL AWARDS

Awards are presented to various individuals and groups for outstanding efforts in Neighborhood Watch.

Law Enforcement Agency – This award is presented to the sheriff’s office and/or police department that registered programs on the USAonwatch.org website and that demonstrate an unwavering commitment to Neighborhood Watch. Such commitment can be demonstrated through providing materials, training, resources, or supportive activities.

Neighborhood Watch – Each calendar year, one Neighborhood Watch group or program will receive the award for Outstanding Neighborhood Watch Program. Those programs eligible are innovative, demonstrate excellence, and are exemplary in their approach to involving citizens and/or the community in volunteerism. The eligibility criteria may also include Neighborhood Watch actions beyond the call of duty that prevent criminal activities and make the community safer, such as eliminating a local drug dealer or assisting law enforcement in an arrest.

Programs and Corporations – Occasionally there are exemplary corporations, states, and other organizations that should be recognized for their outstanding commitment to the program. This award is given at the discretion of the Neighborhood Watch Advisory Board and the NSA.

## **HOW TO GET INVOLVED**

We will end Module #1 the way we end each community training, and that is by encouraging everyone to join and become active in local Neighborhood Watch groups. Remember, encourage your citizens to go to their local law enforcement agency to find a Neighborhood Watch group in their area. If there is not a group in their neighborhood, encourage them to start one! They can talk to your local law enforcement agency and go to [www.USAonwatch.org](http://www.USAonwatch.org) to register.

There are several training curriculums and tools found in this Toolkit to help those who are trying to revitalize or start their own Neighborhood Watch groups. In the next Module, you will use the *Game Plan* provided in the Toolkit to learn what steps you should take first.

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### **How to Get Involved**

*"What can I do?"*

*"How can I help?"*

Join your local  
Neighborhood Watch group, and  
Register on [USAonwatch.org](http://USAonwatch.org)



## Module #2: Law Enforcement Game Plan

### Summary

One of the cornerstones of the Neighborhood Watch Toolkit is the *Law Enforcement Game Plan*. This user-friendly tool provides step-by-step instructions for law enforcement liaisons charged with establishing, maintaining or revitalizing a Neighborhood Watch group. This module is designed to familiarize participants with the *Law Enforcement Game Plan* and its accompanying tools.

**Time Allocated:** 0.5 hours

**Method of Instruction:** This presentation will utilize adult learning methodologies including standard lectures, facilitated discussion and participant-based activities. Interactive discussion is encouraged, and activities are an integral component of this course.

**Terminal Learning Objective:** Participants will have an understanding of the *Law Enforcement Game Plan* and how it enhances a Neighborhood Watch program.

**Enabling Objectives:** At the conclusion of this module, participants will be able to:  
2-1 Discuss the tools necessary to develop a NW program



## THE GAME PLAN

Traditionally in law enforcement agencies that utilize the Neighborhood Watch program, designated sworn officers or their non-sworn public service counterparts are assigned as liaisons or coordinators for Neighborhood Watch. Often these individuals are selected because of their previous crime prevention experience or training. Some Neighborhood Watch coordinators are chosen because of their desire to reach out and work with the community, while others are chosen because of their communication skills or abilities to plan, organize and mobilize others. No matter what your background in law enforcement or Neighborhood Watch, the two game plans that are provided in the NW Toolkit will benefit both you and the citizen volunteers.

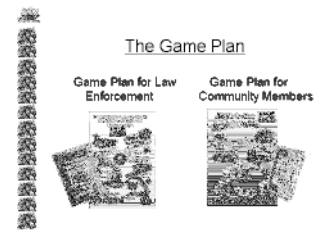
The *Law Enforcement Game Plan* has been designed especially for those law enforcement officers assigned to work with local NW groups. This *Game Plan* details specific instructions on establishing, building and revitalizing NW groups. The *Community Game Plan* is designed for community leaders who are interested in mobilizing citizens, recruiting volunteers, conducting meetings and, in general, beginning or enhancing their NW programs.

## PURPOSE OF A GAME PLAN

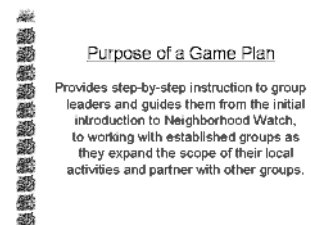
The game plans have been designed to provide step-by-step instructions for leaders coordinating and supporting local Neighborhood Watch activities. Developed by law enforcement and their community partners, the game plans are designed for both new NW leaders as well as those who have been successful throughout the years. These game plans will guide them from the initial introduction to Neighborhood Watch, all the way through working with established groups as they expand the scope of their local activities and begin to partner with other citizen-based organizations such as Citizen Corps.

Both the *Law Enforcement Game Plan* and the *Community Game Plan* consist of brochures and posters to keep leaders focused and to assist individuals through the process of building or expanding a Neighborhood Watch program.

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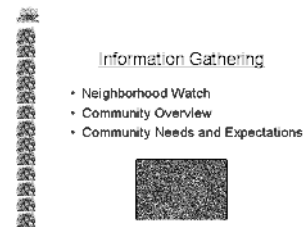
## LAW ENFORCEMENT GAME PLAN

The primary steps in the *Law Enforcement Game Plan* are:

- Information Gathering
- Skill Building
- Reviewing Presentations and Tools
- Organizing and Forming Groups
- Meetings
- Trainings
- Conducting Activities

We will discuss each one of these steps and how they directly relate to the resources contained in the Toolkit.

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## INFORMATION GATHERING

The first phase in the *Law Enforcement Game Plan* is information gathering, which includes collecting data about what current NW groups or opportunities exist, conducting an overview of the community to be served, and evaluating community needs and concerns.

### INFORMATION GATHERING

- ♣ Neighborhood Watch program
- ♣ Community overview
- ♣ Community needs

The first step for a law enforcement or public safety officer who has been assigned as a liaison to assist, enhance and support Neighborhood Watch efforts in the community is to gather information. This information-gathering process will provide education on the Neighborhood Watch program and the community that will be served. This foundational information will also be utilized throughout the process as the officer moves through the game plan, building, changing or improving local Neighborhood Watch initiatives. To begin this first step, the law enforcement officer should learn about the history of Neighborhood Watch. This information can be found in the *Neighborhood Watch Basics* self-paced learning curriculum. In this curriculum, law enforcement officers will learn about the various roles and responsibilities of Neighborhood Watch volunteers, as well as some of the benefits of NW that are derived by both the public and law enforcement. Finally, this primer will provide information on


various programs and services that support Neighborhood Watch on a national basis, and the new direction that Neighborhood Watch is taking in a post 9-11 world.

Once the law enforcement officer becomes familiar with the historical and foundational concepts of the Neighborhood Watch program, he or she should begin to collect general information on the community or communities where the liaison will be responsible for overseeing its implementation. The Neighborhood Watch liaison will want to examine the geography of the area and any natural neighborhood boundaries, the demographics of the population (especially any emerging trends) and the culture of the communities that the Neighborhood Watch groups will be serving. The officer should consider culture to mean not only the ethnic cultures of the community, but the overall climate, and he or she should specifically note characteristics that indicate a culture of crime or community apathy.

The final aspect of information gathering is to collect data on the crime, disorder and quality-of-life issues in the general community. Officers should note trends in crimes (both violent and property), as well as calls for service regarding disorder (such as loud noise and groups of people hanging out in the streets). Quality-of-life issues regarding sanitation, code enforcement and public works should also be reviewed during this step. Statistical information can be obtained from the county sheriff's office or local police departments, while anecdotal information can be gathered from officers and citizens who live in or work in the community.



In this first step of the game plan, it is important to note that all of the information being gathered is general in nature. This foundational information should provide the law enforcement officer with an understanding of what Neighborhood Watch is and where the programs should be offered, enhanced or expanded.

Slide #22



Skill Building

- Volunteer Management
- Strategic Planning
- Forming Successful Partnerships
- Planning and Conducting Effective Meetings
- Observation Skills
- Reporting Suspicious Activities
- Target Hardening for The Home




## SKILL BUILDING

The second step in the process is skill building. We will discuss each one of these initiatives later in this presentation. This section contains seven self-paced learning courses including:

- *Volunteer Management*
- *Strategic Planning*
- *Forming Successful Partnerships*
- *Planning and Conducting Effective Meetings*
- *Observation Skills*
- *Reporting Suspicious Activities*
- *Target Hardening for The Home*

Slide #23



Review Presentations and Tools

- Neighborhood Watch Basics
- Creating Awareness
- Teamwork
- Strategic Planning
- Forming Partnerships
- Planning and Conducting Effective Meetings
- Observation Skills
- Reporting Suspicious Activities
- Target Hardening for the Home

## REVIEW PRESENTATIONS AND TOOLS

Once deputies and officers have completed their own skill building programs, the third step in the process is to review each one of the community presentations and their corresponding tools. Neighborhood Watch liaisons need to become familiar with each one of these curriculums in order to be able to appropriately present them to their volunteers. Each community presentation comes with a PowerPoint presentation and an Instructor's guide to assist the deputy or officer who is responsible for presenting the information. The Community Presentations include:

- *Neighborhood Watch Basics*
- *Creating Awareness and Maintaining Momentum*
- *Teamwork*
- *Strategic Planning*
- *Forming Partnerships*
- *Planning and Conducting Effective Meetings*
- *Observation Skills*
- *Reporting Suspicious Activities*
- *Target Hardening for the Home*

Slide #24



Organize and Form Groups

- Recruitment
- Selection
- Leadership



## ORGANIZE AND FORM GROUPS

The fourth step in the *Law Enforcement Game Plan* is to organize and form groups. Key elements in this step include:

- Recruitment
- Selection
- Leadership

## MEETINGS

The fifth step in the game plan is to be able to plan and conduct all types of meetings that will help your volunteers increase their knowledge or skills and help build the NW organizations. During this portion of the game plan, deputies and officers will also focus on developing their own personal strategic plan as well as formalizing the strategic plans of their groups.

Topics in this step include:

- *Planning and Conducting Successful Meetings*
- *Strategic Planning*

## TRAINING

A key component of any successful Neighborhood Watch initiative is ongoing training. In step six of the game plan, officers will hone their skills and begin to bring specific training programs to their NW membership. Some of these Neighborhood Watch training programs include:

- *Observation Skills*
- *Reporting Suspicious Activities*
- *Target Hardening for the Home*

## ACTIVITIES

The final step in the *Law Enforcement Game Plan* is to develop, plan and conduct ongoing activities in order to sustain and enhance NW initiatives. These activities can vary in topic and can include (but are not limited to) crime reduction, expanding partnerships, addressing neighborhood disorder issues, and improving the quality of life in local communities.

### Slide #25



#### Meetings

- Planning and Conducting Meetings
- Strategic Planning



### Slide #26



#### Training

- Improving Observation Skills
- Reporting Suspicious Activities
- Target Hardening for the Home

### Slide #27



#### Activities

- Reducing crime
- Expanding partnerships
- Addressing neighborhood disorder
- Improving quality of life





## Module #3: Community Game Plan

### Summary

This module is designed to familiarize participants with the *Community Game Plan* portion of the NW Toolkit. The *Community Game Plan* was specifically developed to assist citizen leaders who desire to form, enhance or revitalize their Neighborhood Watch groups. In this module, participants will learn step-by-step procedures that are detailed in the *Community Game Plan*.

**Time Allocated:** 0.5 hours

**Method of Instruction:** This presentation will utilize adult learning methodologies including standard lectures, facilitated discussion and participant-based activities. Interactive discussion is encouraged, and activities are an integral component of this course.

**Terminal Learning Objective:** Participants will have an understanding of the *Community Game Plan* and how it supports a Neighborhood Watch program, and of the actions needed to make this program successful.

**Enabling Objectives:** At the conclusion of this module, participants will be able to:  
3-1 Present necessary tools to the participants in a NW program



## COMMUNITY GAME PLAN

While the *Law Enforcement Game Plan* was designed to be utilized by the law enforcement or public safety officer, the Community Game Plan can be used by any citizen who is interested in starting or revitalizing a Neighborhood Watch Program.

### PROCESS

1. Create awareness
2. Organize volunteers
3. Coordinate with Law Enforcement
4. Identify concerns and problems
5. Develop strategies
6. Provide training
7. Take action steps

### AWARENESS

The first step in this process is to create awareness among the neighbors or potential volunteers about a particular concern or general issue affecting the neighborhood. Citizens may want to collect data from a variety of sources including police reports, personal observations or media reports. In some cases, once the factual information on the issue is collected, other concerns may emerge and help to demonstrate the need for an active Neighborhood Watch.

One example of this might be a situation in which citizens do not feel safe because of the large number of young people who seem to congregate in a single area and then roam the streets. Once information is collected about this problem, other concerns such as underage drinking, drug use or property crimes may be revealed. The primary concern in the initial phase of forming a Neighborhood Watch is to collect all of the information and develop a strategy to raise the level of awareness about the identified concerns or issues.

For more information about collecting information and increasing awareness about community concerns, refer to the *Neighborhood Watch Basics* and *Volunteer Management* presentations.

Slide #28

#### Community Game Plan

- Create Awareness
- Organize Volunteers
- Coordinate with Law Enforcement
- Identify Concerns and Problems
- Develop Strategies
- Provide Training
- Action Steps

Slide #29

#### Awareness

- Information collection
- "Getting the message out!"



Slide #30



Organize Volunteers

- Core group
- Publicity
- Initial meetings



## ORGANIZE VOLUNTEERS

Once the data is collected, the organizers can format the information in order to be able to disseminate it to their targeted group of residents or potential Neighborhood Watch volunteers. Letters, flyers, e-mails or even billboards can be used to spread the message about the concern and to mobilize people to form a Neighborhood Watch group.

In some communities, depending on the issues, the local media may work to spotlight the concerns and help to mobilize the citizens. The focus of the second step is to get the word out about the identified problems and begin to recruit and select individuals who want to form the “core” group of the new Neighborhood Watch effort. This core group will be responsible for recruiting others, meeting with local law enforcement and building or revitalizing the Neighborhood Watch program.

For more information on getting the word out and recruiting volunteers, refer to the Neighborhood Watch course on *Volunteer Management* and utilize tools such as the Neighborhood Watch phone tree poster and membership template.

Slide #31



Coordinate with Law Enforcement

- Partner with local Sheriffs and Police
- Meet with Law Enforcement Liaisons



## COORDINATE WITH LAW ENFORCEMENT

Once the community concerns or neighborhood issues have been identified and the core group has been established, the citizens should meet with representatives of their local law enforcement agency in order to learn how the public and law enforcement can work together to build a partnership, create and sustain a Neighborhood Watch group and resolve the community issues.

Law enforcement officials such as police officers or sheriff’s deputies will be able to help the citizens to formalize their Neighborhood Watch. Law enforcers can provide information, literature, training and a host of other important assets to help in building the new group. The new or revitalized group should register with USAonWatch to become part of the national initiative against crime and terrorism, and local efforts can be made to develop and build beneficial partnerships by utilizing the resources in the Neighborhood Watch Toolkit.

## IDENTIFY CONCERNS AND PROBLEMS

One of the first meetings that volunteers will want to hold is one to specifically address and prioritize the concerns, issues or problems that have been identified. Citizen volunteers may take the initiative to address some of these concerns, while for others the police or sheriff's department may want to implement crime reduction strategies.

Conducting a meeting on strategic planning that identifies not only the concerns but also the resources that are available, can be extremely beneficial. All too often, new Neighborhood Watch groups do not have a defined mission or specific goals and find themselves with no clear guidance or direction. Numerous activities may occur, but due to a lack of focus they may not resolve the real issues. In order to help facilitate this portion of the planning process, tools such as the Pyramid Poster and the Vision worksheet are included in the Neighborhood Watch Toolkit.

For more information on strategic planning, conducting neighborhood needs assessments and resource inventories, refer to the *Strategic Planning* community curriculum.

## DEVELOP STRATEGIES

After the community's concerns have been identified and prioritized, the group will turn its attention to developing specific strategies to address these needs. Goals with specific objectives and realistic strategies should be developed locally and agreed upon by the Neighborhood Watch volunteers. A plan of action should be adopted and implementation strategies should be designed that will not only guide the plan, but also provide a means to assess and evaluate its effectiveness.

For more information on developing strategies to address neighborhood concerns, refer to the *Strategic Planning* community curriculum.

Slide #32



### Identify Concerns and Problems

- Community concerns
- Neighborhood issues
- Individual problems



Slide #33

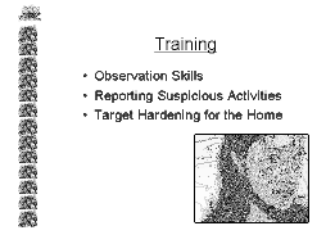


### Develop Strategies

- Strategic planning
- Goal setting
- Action plans



Slide #34



## TRAINING

Once the new or revitalized Neighborhood Watch group has been formed and goals and objectives have been determined, the Neighborhood Watch leaders and their citizen volunteers should schedule meetings where they can receive training and hone their skills in crime prevention and community policing. Local law enforcement can provide a number of training programs that will help the citizens to work together to protect themselves and their communities.

Depending on the type of activities that the group is going to undertake (such as neighborhood patrols, clean-up days, crime prevention seminars, vulnerability studies or business assessments), citizens can offer a variety of important crime and terrorism prevention services once they receive the proper training and instruction.

For more information on training programs, refer to the community presentations on *Observation Skills*, *Reporting Suspicious Activities* and *Target Hardening for the Home*.

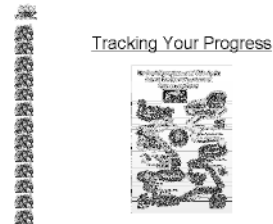
Slide #35



## ACTION STEPS

With the problems identified, the community mobilized, local law enforcement involved, the issues addressed with a specific plan of action, and training conducted in the necessary areas, the Neighborhood Watch group is ready to begin conducting a wide range of activities. In communities across the nation, active Neighborhood Watch groups are recruiting new members, mobilizing volunteers and taking proactive steps to reclaim or strengthen their communities against crime and terrorism.

Slide #36



## TRACKING YOUR PROGRESS

When managing multiple Neighborhood Watch groups and their various individual initiatives and activities, the law enforcement liaison will need to keep each one of the groups organized and focused. Good tools to assist you and your volunteers are the *Law Enforcement Game Plan* and the *Community Game Plan* posters. These posters are excellent tools that will keep you and your volunteers on track and serve as excellent visual reminders of the progress of your groups.

## **Module #4: Skill Building**

### **Summary**

In Module #4, participants will learn about the skill building component of the Neighborhood Watch Toolkit. This module is divided into seven sections, with each section highlighting various topics within the skill building materials provided for law enforcement officers. Throughout the module, various tools and their specific applications are featured.

**Time Allocated:** 8.0 hours

**Method of Instruction:** This presentation will utilize adult learning methodologies including standard lectures, facilitated discussion and participant-based activities. Interactive discussion is encouraged, and activities are an integral component of this course.

**Terminal Learning Objective:** Participants will learn the necessary skills required to successfully develop, implement and oversee a Neighborhood Watch program.

**Enabling Objectives:** At the conclusion of this module, participants will be able to:

- 4-1 Present an overview of the components involved in volunteer management and help develop leadership skills to assist the volunteer manager
- 4-2 Present an overview of the planning process; help participants begin identifying their neighborhood issues or concerns; teach participants how to write goals, objectives and action steps
- 4-3 Convey the importance of forming partnerships between Neighborhood Watch and other stakeholders; instruct participants in a NW program on how to develop Memorandums of Understanding that are beneficial to all and how to build their capacity to leverage resources as they work with other groups
- 4-4 Plan and conduct effective meetings
- 4-5 Explain the importance of being observant; teach observation skills that can be employed in Neighborhood Watch; help Neighborhood Watch groups recognize that observation is the first step in reporting incidents or suspicious activities related to criminal activity or terrorism
- 4-6 Teach NW members to identify suspicious activities as well as what types of suspicious activities and individuals need to be reported; teach NW members how to specifically report those suspicious activities and individuals
- 4-7 Convey to NW groups the importance of properly securing their property, thus making criminal acts more difficult to commit; teach NW groups skills that will assist them in target hardening; teach NW groups methods to protect themselves and their neighborhoods



## SELF-PACED TRAINING

Within the NW Toolkit are a series of CD-ROMs that contain the self-paced training for law enforcement officers. Each one of these instructional tools is between one and four hours in length and has an accompanying Participant book where you will complete a variety of activities to enhance your knowledge and abilities. Upon completion of the courses, you will be able to utilize your Participant book as a quick reference guide. Throughout the training, various tools and templates are discussed and highlighted.

## PURPOSE OF SELF-PACED TRAINING

The purpose of self-paced training is to provide information in an educational format that will increase the knowledge and skills of law enforcement officials assigned to work with Neighborhood Watch organizations and their volunteers. Many of these skill building self-paced training sessions can also be utilized by NW leaders to improve their abilities and skills.

## SELF-PACED SKILL BUILDING

During the next several hours, we are going to highlight various portions of the skill building training of the NW Toolkit that focus on working with individual volunteers and Neighborhood Watch groups. We will introduce key portions of the following self-paced curriculums:

- *Volunteer Management*
- *Strategic Planning*
- *Forming Successful Partnerships*
- *Planning and Conducting Effective Meetings*


This overview does not replace the actual skill building instructional sessions which should be completed independently by the NW liaison or officer. Throughout the next portion of this training, we will also work through many of the activities that are contained within the skill building courses to give you an opportunity to see how some of the activities should be facilitated.

Slide #37




Self-Paced Training

- Series of three CDs
- Seven skill building trainings:
  - Four leadership and management
  - Three Neighborhood Watch-specific
- One to four hours in length
- Participant books for each training
- Tools and templates for each training




Slide #38




Purpose of Self-Paced Training

To increase knowledge and skills of Neighborhood Watch Leaders.




Slide #39



Self-Paced Skill Building


- Volunteer Management
- Strategic Planning
- Partnerships
- Planning and Conducting Effective Meetings



Slide #40

Volunteer Management

Participants will learn the basics of volunteer management and leadership, including recruitment, interviews and placement, motivation, team building, and evaluation and retention.



## SECTION #1

### VOLUNTEER MANAGEMENT

In this training, participants will learn the basics of volunteer management and leadership. This course features a wealth of information on recruitment and selection of volunteers and the various types of leadership styles and roles that comprise Neighborhood Watch.

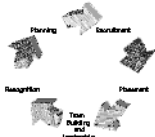
#### **Instructor's Note:**

Tools featured in this section include the Meeting Flyer Template, Phone Tree Handout, Phone Tree Poster, Organizational Chart and Teamwork Flipbook.

This section corresponds to the Community Presentation on *Creating Awareness and Maintaining Momentum*.

Slide #41

Volunteer Management Process



### VOLUNTEER MANAGEMENT PROCESS


The basic steps involved in volunteer management are Planning; Recruitment; Placement; Leadership and Teambuilding; and Recognition. All of these steps are vital to the success of your volunteer program and are discussed in detail in the self-paced training. Within the discussion of these steps, topics such as communication and conflict resolution are also highlighted.

Today we will discuss a few of these topics briefly. First, let's look at volunteer recruitment.

Slide #42

Volunteer Recruitment

- Focused Recruitment
- Wide Net Recruitment



### VOLUNTEER RECRUITMENT

There are two types of volunteer recruitment: focused recruitment and wide net recruitment.

Focused recruitment is the recruitment of members with specific skills. Focused recruitment is used when you have a position that is not suitable for just anyone, but calls for someone with specific skills, commitment, characteristics, or traits. You can conduct focused recruitment by sending a message to a few skilled individuals rather than broadcasting your message to the entire neighborhood.

When using the focused approach, you zero in on finding an individual with the needed skills. An example would be recruiting a person with computer expertise for a position requiring technology skills. When using this approach, you might use a flyer listing specific needs or recruit through word-of-mouth.

Wide net recruitment is the recruitment of members for positions that can be filled by almost anyone because no special skills are required. Some common wide net recruitment approaches are:

- Letters
- E-mail
- Door-to-door recruitment
- Distribution of flyers in the neighborhood

As you begin recruiting members, you will need to use the type of recruitment most appropriate for the positions you need to fill.

### **ACTIVITY #1**

Let's take a look at some typical Neighborhood Watch positions: Area Watch Coordinator, Block Captain and Member. What type of recruitment would you use with each position and why? Is it possible to use both types?

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#### **Instructor's Note:**

Have participants fill in the chart in their Participant books.

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Slide #43



#### Activity #1

Review the various positions and duties within the Neighborhood Watch program.

When would you use focused recruitment?  
When would you use wide net recruitment?

Slide #44



## VOLUNTEER RECRUITMENT CAMPAIGN

The self-paced course also provides an overview of positions and recruitment types so you can begin planning your recruitment campaign.

There are three parts of a recruitment campaign: **Preparation, Message and Distribution.** Each part is important to the success of your recruitment plan.

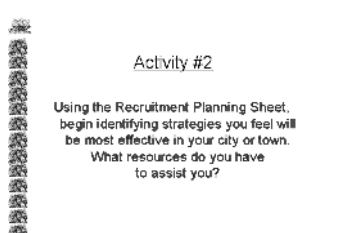
Slide #45



## ASSISTANCE OF MEDIA

Keep in mind that the media can be a good source of help to your Neighborhood Watch groups. Newspapers and even the local television or radio news can notify residents of meetings. A press release can be quickly drafted to submit to local media to notify of meetings or to make residents aware of crime issues in their neighborhoods.

Slide #46



## ACTIVITY #2

In your Participant's book you will find a recruitment planning sheet that has been provided for your use. Take a few minutes to begin identifying some of the strategies you feel will be most effective to use when recruiting in your community. What resources or partnerships do you have access to in promoting your program? List them in the appropriate column. The planning sheet will be helpful as you begin implementing your recruitment plans.

### Instructor's Note:

Have participants fill in the planning sheet in their Participant books.

## VOLUNTEER PLACEMENT STEPS

There are four general steps to volunteer placement. They are **Recruitment, Screening, Interview, and Placement**. These steps are covered in detail in the Self-Paced course.

## WHAT IS MOTIVATING YOUR VOLUNTEER?

Volunteers are motivated to serve their community for different reasons. Three motivators commonly cited by volunteers are affiliation, power or influence, and achievement.

Understanding what motivates your volunteer will be helpful to you when placing the volunteer and later when planning volunteer recognition.

## LEADERSHIP STYLES

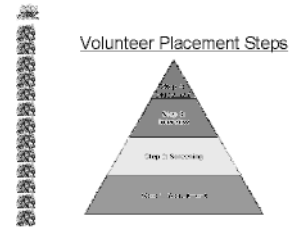
Leaders have many responsibilities. How these responsibilities are carried out often depends on the leadership style you use. There are three styles we will review: **Autocratic, Democratic** and **Laissez-faire**.

Autocratic - The autocratic leader tells others what to do and limits discussion on ideas and creativity. This style is not one that promotes teamwork.

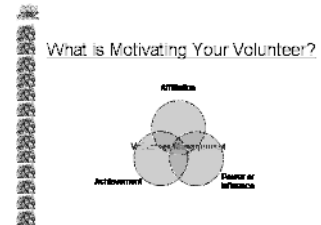
Democratic - The democratic leader involves the group members in planning and carrying out activities. He or she asks people to do things as opposed to telling them what to do. This leader is committed to developing an environment that promotes teamwork.

Laissez-faire - The laissez-faire leader provides little or no direction to the group. The opinion of the leader is given only when asked. The leadership of the group is not readily apparent.

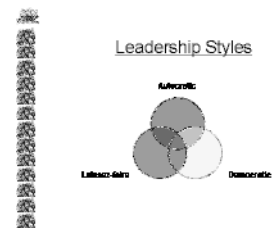
Slide #47



Slide #48



Slide #49



Slide #50



Activity #3

What is your leadership style?  
Do you use different styles  
for different situations?



### ACTIVITY #3

Do you lean towards one style more than another? Think about the different situations in which you are the leader - home, at work, among friends. Do you display different styles in different situations?

**Instructor's Note:**

DISCUSSION - Lead participants in a short discussion about their leadership styles.

Slide #51



Leadership  
+ Teamwork  
= Success



### LEADERSHIP + TEAMWORK

Leadership plus teamwork equals success. Let's now focus on the second portion of that equation... teamwork.

Slide #52



Stages of Team Evolution:



### STAGES OF TEAM EVOLUTION

There are four stages of team evolution. They are: the calm, the storm, getting organized and bonding. As the team passes through each stage, it moves towards greater effectiveness and closeness.

**Instructor's Note:**

Instruct participants to fill in the chart in their participant books as you review each stage.

The Calm - During the first stage, members are often polite, watchful and guarded. This stage is a time of caution where members are beginning to learn more about each other, their personalities and agendas.

The Storm - In some cases it may be as mild as a light rain, and in others, a hurricane. During the storm phase, members often display the following behaviors: controlling conflicts, confronting people, having difficulties, and feeling stuck.

Depending on how the members and the leader resolve conflicts, this can be a time of growth or destruction. Members are continuing to learn more about each other and are beginning to let their guard down a bit.

Getting Organized - During this period, members often begin developing skills, establishing procedures, giving feedback and confronting issues. They begin to develop parameters for the group. Members are developing skills such as organization, conflict resolution and communication.

Bonding - Tremendous growth is achieved, both personally and as a team. During this phase, members often display the following characteristics and behaviors: resourcefulness, flexibility, effectiveness, openness and supportiveness.

## EFFECTIVE TEAMWORK LEADS TO GROWTH

Let's now look at how teams achieve ongoing growth.

- Teams work together to identify and meet goals.
- The members communicate on a regular basis.
- The members evaluate goals and activities, and prioritize concerns and problems.
- The members spend time together to build a sense of trust.
- The members look outside their neighborhood and mobilize with others.

Growth is dependent on communication, trust and ongoing planning. A team should be in a constant state of motion and not become stagnant.

## CONFLICT MANAGEMENT STYLES

Both teams as a whole and individual members have their own conflict resolution styles. If teams engage in specific negative styles, then the results will be negative and impact the effectiveness of the team.

Slide #53



### Effective Teamwork Leads to Growth

- Work together to identify and meet goals
- Communicate on a regular basis
- Evaluate goals and activities, and prioritize concerns and problems
- Spend time together and build a sense of trust
- Look outside the neighborhood and mobilize with others

Slide #54



### Conflict Management Styles



There are five styles of conflict resolution: competition, accommodation, avoidance, compromise, and collaboration.

The leader is essential in steering the team towards healthy conflict resolution. For members, it is essential to engage in a style that promotes bonding.

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**Instructor's Note:**

Instruct participants to fill in the chart in their participant books as you discuss each conflict management style.

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When competition occurs, power is used to win one's own position. The focus is on winning and not on the issues.

Accommodation is the opposite of competition. It occurs when one person yields to another member's point of view. Once the decision is made, the angry member may undermine or sabotage the decision.

When a member engages in avoidance, he or she often sidesteps the issue. There is a refusal to engage in the conflict, often manifested in a postponement of discussion of an issue or complete withdrawal or denial.

Compromise works toward finding a solution that at least partially satisfies all parties. Members look for a quick middle ground, and the party that concedes the most often leaves feeling frustrated and/or angry.

Collaboration focuses on finding a solution that fully satisfies all parties involved. There is concern for individual goals as well as for the goals of the group. All parties support the decision, and no one feels slighted.

## ACTIVITY #4

We have reviewed five methods of resolving conflict. Let's take a few minutes to reflect on this information. Do you see a style that is predominant in your life, either personally or on a team to which you belong?

How effective has that method been for you or the team?  
How has this style impacted others?

### Instructor's Note:

Instruct participants to write their answers on the space provided in their participant books.

## BASIC FORMS AND TYPES OF RECOGNITION

There are two forms of recognition: formal and informal.

- Formal recognition often occurs in an organized setting such as a recognition dinner, reception, etc.
- Informal recognition comes in more simple, casual forms such as thank you notes.

You should use the form of recognition that will best motivate your volunteers.

There are also two types of recognition: awards and rewards.

- An award, such as a certificate or plaque, is often seen in the formal setting.
- A reward is a type of recognition that is often seen in an informal setting. It may include a job position promotion or an opportunity to learn a new skill.

Slide #55



### Activity #4

What is your conflict management style?  
How successful are you in resolving conflicts?

What feedback have you received from others?



Slide #56



### Basic Forms and Types of Recognition

Forms	Types
<b>Formal</b> – Recognition dinner – Reception	<b>Awards</b> – Certificates – Plaques
<b>Informal</b> – Thank you note	<b>Rewards</b> – Job promotion – New skill development

Slide #57



Strategic Planning

Strategic Planning focuses on the key elements of developing a strategic plan for both the leader and his or her Neighborhood Watch group.



## SECTION #2

### STRATEGIC PLANNING

*Strategic Planning* focuses on the key elements of developing a strategic plan for both the leader and each one of his/her Neighborhood Watch groups. It is important that law enforcement officers and/or the leaders are familiar with strategic planning, and that they develop and utilize their own strategic plans when managing one or more Neighborhood Watch programs. In this course, law enforcement personnel will learn the process of strategic planning, how to conduct neighborhood assessments and prioritize initiatives, and how to build realistic action plans. By first developing their own plans, they will be better leaders, examples and teachers.

#### Instructor's Note:

Tools featured in this section include the Strategic Planning Poster, Strategic Planning Pyramid Handout, Vision Worksheet, Mission Statement Worksheet, Goals and Objectives Flowchart and Action Worksheet.

This section also relates to the Community Presentation on *Strategic Planning*.

Slide #58



Strategic Planning



### STRATEGIC PLANNING STEPS

Let's begin by looking at the components of strategic planning. They are: vision, mission, assessment, action planning, and evaluation. We will examine each component, its importance, and the process for completion.

A vision is an expression of the standards you want to see implemented in your neighborhood or community. Understanding the vision for your program begins by understanding who you are and what you stand for. This applies to your NW groups as well. Your vision will serve as the foundation for your mission. It is your guiding light. It helps steer your actions and initiatives.

The mission is the bridge between the vision and the goals. It is a statement as to how you or your group will conduct its business. It is the statement of understanding that guides the focus of your plan and activities.

The purpose of assessment is to identify conditions in a neighborhood or community that contribute to its vulnerability to crime and other problems. Assessment is an important step for any plan. Without assessment, you risk focusing on issues that may not exist.

An action plan is the foundation for your work. It serves as your road map. You will plan your goals, objectives and action steps in order to achieve your mission. The action plan consists of specific, measurable, attainable actions.

Evaluation helps determine if you were successful in meeting your goals and if your action plan is aligned with your vision, and provides an opportunity for the group to determine if additional action needs to take place. Evaluation can be viewed as a time of reflection and redirection for your group.

## VISION

We will begin by developing a vision for your program. To reiterate: a vision is an expression of the standards you want to see implemented in your neighborhood or community.

Imagine it is ten years from now. Looking into the future, you can see everything about your Neighborhood Watch program - what it looks like, how it operates and how the people function.

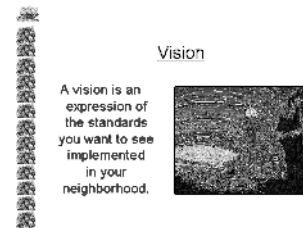
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### **Instructor's Note:**

Instruct participants to take a few minutes to think about that scenario, and then complete the Vision Worksheet in their participant books. When they are finished, ask them to mention aloud some of the key phrases and concepts that appear often.

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### Slide #59



Slide #60



## NEIGHBORHOOD ASSESSMENT

As you can see by the graphic, conducting an assessment is a cyclical and ongoing process that ensures that the latest and most accurate information is being used.

There are four things to be identified in the assessment process: risks, resources, obstacles and priorities.

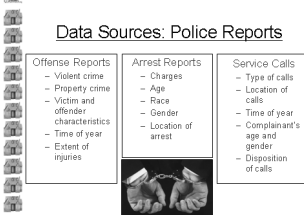
- Risks can be related to the physical environment, access to the neighborhood or group behaviors such as gangs.
- Resources include the variety of items that are currently available and can provide you or your group with support.
- Obstacles are elements, such as lack of “buy-in,” that can interfere with or sabotage your efforts.
- The last part of the process is the identification of priorities. As you draw the assessment process to a close, you will begin identifying the priorities that need immediate attention. Those priorities will become the goals of your action plan.

When planning for a specific NW group, where would you begin your search for information about that neighborhood and its needs?

### Instructor’s Note:

DISCUSSION: Lead participants in a short discussion about where they would begin their search for information.

Slide #61



## DATA SOURCES

Some of the most common and frequently-used sources of police data are offense reports. These reports can provide new Neighborhood Watch liaisons and their community volunteers with a wealth of information. With new community policing and crime mapping initiatives, in many cities the information may be only days or even hours old.

Arrest reports are another source of information that can be used to determine community needs. Law enforcement liaisons can assist community members in gathering this information, especially when the topic is arrest-relevant information, such as known and convicted sex offenders who may be living in the area.

Calls for service provide a separate and distinct look at the local crime stats, because not all calls for service result in an offense being reported or an arrest being made. Calls for service can be helpful in determining the overall police workload in a designated area. Historically, areas with higher calls for service receive less proactive or preventive policing because officers are running from call to call to keep up with the 9-1-1 demands.

## RISKS TO YOUR NEIGHBORHOOD

Risks are often a concern for many programs as well as for neighborhoods and communities. Theft, vandalism, gangs, drugs or any of a number of other dangers are often the reason a Neighborhood Watch group is started. Eliminating risks is an important issue for most NW groups.

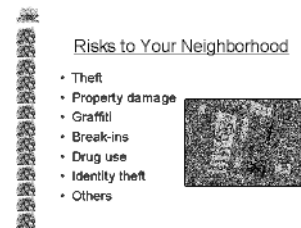
There are also some personal risks related to leading a program such as Neighborhood Watch. The personal risks may be small compared to the risks identified by a NW group; nonetheless there are still risks you may face at some time. For example, if you have a fear of speaking to groups of people, then that should be identified as risk. Chances are you will have to train at least a small group of people.

## IDENTIFYING RESOURCES

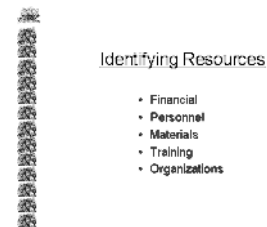
Let's now look at resources. Think about your agency and your program. Some different types of resources we identified include **financial, personnel, materials, training and organizations**.

- Financial resources can include both individual and outside agency resources.
- Personnel resources can include items as such as individual skills or possessions.
- Materials can range from items such as training materials to building materials.
- Training resources can come from individuals or agencies such as your local law enforcement agency.
- Organizations that can serve as resources include social service agencies and civic groups such as Kiwanis or Rotary. These groups can provide everything from speakers to volunteers. Building partnerships within your community can add strength to your NW group. Don't limit yourself! Be creative when looking for partners and resources.

Slide #62

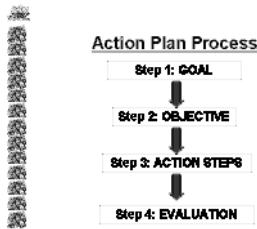


Slide #63



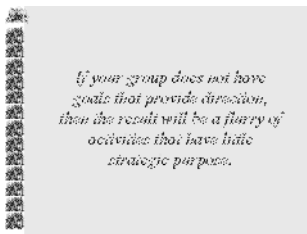
## ACTION PLAN PROCESS

Slide #64



There are four key elements of the action planning process. They are: goals, objectives, action steps and evaluation. You can use the Strategic Planning Poster and the strategic planning worksheets to help work your way through each of these steps.

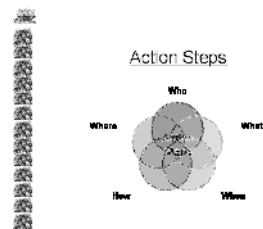
Slide #65



## GOALS

If your group does not have goals that provide direction, then the result will be a flurry of activities that have little strategic purpose.

Slide #66



## CHARACTERISTICS OF EFFECTIVE ACTION STEPS

Action steps are statements that answer the “who, what, when, where and how.” These statements identify:

- Who will be responsible
- What you are going to do
- When it will occur
- Where it will take place
- How it will be accomplished

If you can write action steps that address those questions, then you will be well on your way to success!

## SECTION #3

### PARTNERSHIPS

In *Forming Successful Partnerships*, participants will learn skills that they can utilize to reach out to other civic, social and service organizations in an effort to expand their partnership activities. Participants will also learn about Memorandums of Understanding (MOUs) and when such documents may be appropriate or necessary. In the final section of this training, potential partners are presented with whom local Neighborhood Watch groups may want to join forces on specific projects.

#### Instructor's Note:

Tools featured in this section include the MOU Checklist and the MOU Template.

This section corresponds to the Community Presentation on *Partnerships*.

### COMMUNITY PARTNERSHIPS

A community partnership is an association of collaborative private and public sector groups or organizations working together, sharing a common vision, interests, values, goals and/or benefits and risks.

Law enforcement should be aware that there are a wide range of both public and private organizations that are available to support and enhance the efforts of Neighborhood Watch groups.

#### Slide #67



##### Partnerships

Participants will learn skills that they can utilize to reach out to other civic, social and service organizations in an effort to expand their partnership activities.



#### Slide #68



##### Community Partnerships

A community partnership is an association of collaborative private and public sector groups or organizations working together, sharing a common vision, interests, values, goals and/or benefits and risks.

Slide #69



## CHARACTERISTICS OF SUCCESSFUL PARTNERSHIPS

We now want to examine some keys to successful partnerships. Although not an exhaustive list, some important elements of successful partnerships include communication, coordination, cooperation, collaboration, and consensus.

Communication serves as the foundation for trust and respect when developing a partnership.

Coordination is how we manage our working relationships and share information.

Cooperation is an essential element that brings everyone to the table and makes them feel important.

In collaboration we actively seek out our community partners and look to interact with them on multiple levels.

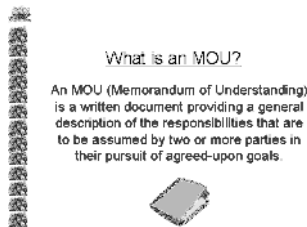
Finally, reaching consensus with our partners keeps everyone happy and moving forward in a unified direction.

### Instructor's Note:

DISCUSSION: Ask participants these questions, and discuss:

If you are currently participating in any inter-jurisdictional groups or partnership efforts, do they display these traits? If not, what can you as a leader do to help your organizations work together more efficiently and effectively?

Slide #70



## WHAT IS AN MOU?

A Memorandum of Understanding, or MOU, is a written document providing a general description of the responsibilities that are to be assumed by two or more parties in their pursuit of agreed-upon goals.

## ACTIVITY #5

Think about some of your Neighborhood Watch partners with whom you may want to draft an MOU to clarify roles, responsibilities, obligations, liabilities, etc.

### Instructor's Note:

Have participants complete the activity in their participant books.

## MOU CHECKLIST

If your Neighborhood Watch group is interested in using MOUs in your partnership efforts, the Toolkit provides you with a checklist in order to facilitate the development of your Memorandum of Understanding.

Remember that MOUs are legal documents, and that this information is provided only as a guide. Should your Neighborhood Watch decide that an MOU is appropriate, you should consult an attorney for legal advice.

## POTENTIAL PARTNERS

In nearly every community, the potential exists to partner with numerous organizations to resolve problems or just to improve the overall quality of life. We have identified four categories of potential partners: **businesses** and their employees, **government agencies** at the local, state and federal level, **nonprofit agencies** and **faith-based organizations**.

Can you think of examples of potential partners in each category?

### Instructor's Note:

Have participants list some organizations in each category in the space provided in their participant book.

### Slide #71

#### Activity: Using an MOU

List some groups with whom you may want to enter into an MOU, and why there is a need for an MOU.



### Slide #72

#### MOU Checklist

- Defined purpose
- Duties and responsibilities
- Financial obligations
- Administration
- Liability
- Acts of nature
- Time frames
- Authorization and signatures
- Legal advice obtained

### Slide #73

#### Potential Partners



Slide #74



## PROSPECTIVE PARTNER: GOVERNMENT

Some possible Neighborhood Watch partners include Citizen Corps councils that help drive local citizen participation by coordinating Citizen Corps programs, developing community action plans, assessing possible threats and identifying local resources.

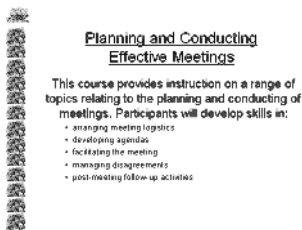
The **Volunteers in Police Service (VIPS)** Program works to enhance the capacity of state and local law enforcement to utilize volunteers. VIPS serves as a gateway to resources and information for and about law enforcement volunteer programs. Funded by the Bureau of Justice Assistance, U.S. Department of Justice, VIPS is managed and implemented by the International Association of Chiefs of Police.

**Community Emergency Response Team (CERT)** initiatives are funded by the Department of Homeland Security. This training program prepares people for possible disasters in their communities.

The **Medical Reserve Corps** works to identify medical and public health professionals to strengthen their community through volunteerism.

The **Fire Corps** promotes citizen advocates to enhance the capacity of fire and rescue departments.

Slide #75



## SECTION #4

### PLANNING AND CONDUCTING EFFECTIVE MEETINGS

This course provides instruction on a wide range of topics relating specifically to the planning and conducting of meetings. Participants will develop skills in arranging meeting logistics, developing agendas, facilitating the meeting, managing disagreements and post-meeting follow-up activities.

**Instructor's Note:**

Tools featured in this section include the Meeting Announcement Template, Meeting Agenda Template and the Planning Your Meeting Flipbook.

This course corresponds to the Community Presentation on *Planning Effective Meetings*.

**WHY ARE WE MEETING?**

Some meetings have a purpose that can only be achieved when people gather in person. By meeting in person, you are able to establish, build and maintain personal relationships with the people with whom you are working.

By holding a meeting, you are able to educate and share valuable information with attendees. You will be able to “read” your audience in order to focus on things that are important to the group as a whole.

Meetings allow the attendees to discuss ideas and make group decisions. By meeting in person and discussing things together, new ideas can be generated and the group can focus on issues and information that are important to the group as a whole.

**ALTERNATIVES**

If you can accomplish the same purpose without meeting in person, then you can consider more time-efficient alternatives such as e-mail, phone calls or online chats. If you are simply relaying information to others and feel that the information is not important enough to call a meeting, consider a flyer or some other sort of publication that can be mailed or distributed to group members.

Respect each group member's time. If you have a group of ten people who each earn an average of \$10 per hour, you could consider the meeting to cost \$100 per hour. Is your meeting worth that?

If the information provided in person at the meeting is important and valuable, then meet. If it is important to

Slide #76



Why Are We Meeting?

- Meeting new people
- Establishing relationships
- Educating and sharing information with attendees
- Discussing ideas and making decisions important to the group

Slide #77



Alternatives

- E-mail
- Phone
- Conference calls
- Online chats
- Flyers



Slide #78

Before the Meeting: Logistics

- Scheduling
  - Select a date and time for the meeting that is convenient for most people invited
  - Select a location convenient and accessible to everyone invited
  - Consider establishing a regularly-scheduled meeting day and time



cultivate camaraderie, contacts and relationships in person, then meet.

## **BEFORE THE MEETING**

In preparing for a successful meeting, it's important to consider logistics.

Let's talk first about scheduling your meeting. You should select a date and a time that is convenient for most of the people invited. You will not be able to accommodate every person, but you should try to appeal to the majority. For example, if your meeting consists of mostly businessmen and women, then you will not want to interfere with their business day. You might schedule the meeting in the evening just after work so that they can attend on the way home. If they make it all the way home, the chances of getting them to come out again are reduced.

On the other hand, if you are planning a meeting for a group that consists of primarily stay-at-home parents, an earlier time would probably be better, perhaps during the day when their children are still in school.

You should also select a location that is convenient for the majority of the group. If you are conducting a Neighborhood Watch group meeting, you should probably hold the meeting in that neighborhood. However, if you are holding a community-wide meeting for your block captains, a more centralized location would be better. Neighborhood schools and faith-based organizations often provide meeting space for groups such as Neighborhood Watch.

Ensure that the location has the required and desired facilities – space, seating, public access, restrooms, climate control, technical equipment such as microphones and a/v support (if needed) and perhaps even kitchen facilities. Your specific requirements will of course depend on the size of your group.

You should lead the group in selecting and establishing a regularly-scheduled meeting day and time. You might meet once a week or once a month, at an interval that best fits the needs and availability of the group.

## THE MEETING

At the meeting, be sure to welcome people. Be warm and friendly, making a point to say hello to everyone. It might be worthwhile to consider holding an informal social time before or after the meeting for those who want to visit outside of the more formal part of the meeting. This is a good time for you to introduce new people to others.

Consider providing name badges. Name badges will help with introductions as well as help the instructor to encourage participation by being able to call out names. If many people attend who do not know each other, you might also want to consider conducting an icebreaker exercise.

Be sure to begin and end the meeting on time. People expect it and it shows respect for their time. Sticking to the schedule you set helps establish your credibility in being able to control the meeting. In addition, attendance at future meetings may taper off if meetings drag on significantly past the stated ending time.

It's also a good idea to set ground rules at your meetings. Rules may include policies such as:

- Do not talk while others are speaking.
- Personal attacks are not allowed.
- Respect each other and the opinions of others.
- Disagreements are expected, but decisions are made by majority vote.

It may be appropriate to have someone at the meeting take Minutes. The person taking the Minutes should have a copy of the agenda with large blocks of white space available for notes.

The summary of the discussion should be concise, and you should always double-check spelling and details.

Slide #79



### The Meeting

- Welcome people
- Informal social time
- Consider name badges
- Begin and end on time
- Set ground rules
- Take minutes if necessary



Slide #80



The Facilitator

- Stay focused
- Encourage polite discussion
- Stay on schedule
- Summarize decisions made and issues requiring voting
- Give details of the next meeting

## THE FACILITATOR

Your job as the meeting facilitator is an important one. You are responsible for making the meeting productive and efficient.

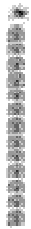
Stay focused on the task at hand to ensure that the meeting fulfills its purpose.

You should encourage polite discussion that allows everyone an opportunity to participate. This requires directing and redirecting individuals to stay focused, remain polite and allow others to speak. Balance this with the need to stay on schedule, knowing when to begin and end discussions in order to do so.

You should clearly summarize decisions made and issues that require a vote.

As the meeting comes to a close, set a date, time and place for the next meeting. If you meet on a regular basis, use this time to remind your group of the next meeting. If you know the topic and purpose of the next meeting, this would be a good time to generate excitement for that meeting.

Slide #81



Handling Disagreements

- Require respect
- Allow each person time to speak without dominating the discussion
- Listen for what is not being said
- Try to find and resolve sources of confusion, misunderstanding, hidden agendas and emotions

## HANDLING DISAGREEMENTS

Meetings are forums for sharing ideas and making decisions. That being the case, it is not uncommon for disagreements to occur. As the facilitator, you should direct conversations about disagreements so that they do not spiral out of control. You should require those present to respect each other's time and opinions. Allow each person time to speak without dominating the discussion.

Remember to listen for what is *not* being said. Many times the quiet members of the group will go unheard even if they have a great idea.

Try to find and resolve sources of confusion, hidden agendas, and emotions.

## AFTER THE MEETING

After the meeting, review how the meeting went and how future meetings could be improved. Meetings that are effective do not disappoint those in attendance. Meetings that are efficient value the attendees' time.

As soon as possible after the meeting, distribute Minutes (or make them available) to attendees. The Minutes should include details about action items and assignments, persons responsible, and timelines.

## SELF-PACED NEIGHBORHOOD WATCH TRAINING

In addition to the four skill building trainings that we have just discussed that focus on volunteer and group management, there are three skill building self-paced trainings that are specific to the common duties and tasks of Neighborhood Watch groups. These trainings are:

- Observation Skills
- Reporting Suspicious Activities
- Target Hardening for the Home

Each one of these instructional tools comes with a Participant's book that can be used as a quick reference guide when completed.

## SECTION #5

### OBSERVATION SKILLS

The *Observation Skills* training course teaches participants how to instruct citizens on various aspects of observation such as what to observe, how to observe it and observation specifics concerning both individuals and the surroundings. For years, Neighborhood Watch volunteers have been referred to as the extra "eyes and ears" of the police, so knowing and using proper observation skills is essential for all Neighborhood Watch programs.

### Slide #82

#### After the Meeting

- Get feedback
- Distribute minutes/notes



### Slide #83

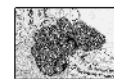
#### Self-Paced Neighborhood Watch Training

- Observation Skills
- Reporting Suspicious Activities
- Target Hardening for the Home

### Slide #84

#### Observation Skills

Covers various aspects of observation such as what to observe, how to observe it, and observation specifics concerning both individuals and the surroundings



**Instructor's Note:**

Tools featured in this section include the Observation Tips Placard and the Observation Notes Form.

This course corresponds to the Community Presentation on *Observation Skills*.

Slide #85

**Observation Skills**

**Course Objectives:**

- Learn the importance of being observant.
- Learn observation skills that can be employed in Neighborhood Watch.
- Understand that observation is the first step in reporting incidents or suspicious activities related to criminal activity or terrorism.

**OBSERVATION SKILLS**

As you complete this training, you will learn the importance of being observant and you will learn observation skills that can be employed in NW programs. You will understand that observation is the first step in reporting incidents or suspicious activities related to criminal activity or terrorism.

Slide #86

**What to Observe**

**Physical setting**  
Specific location, time of day, day of week

**People**  
What do they look like? (height, weight, ethnicity, gender, etc.) How many are there?

**Specific items**  
What is important?

**Routines**  
Did you notice any recurring patterns or routines?  
How often did they occur? Who was involved?

**WHAT TO OBSERVE**

In order to understand how to properly observe people, vehicles and incidents that may affect us, we should begin by learning what types of things to observe. You should pay attention to things such as:

- Physical setting - Specific location, time of day, day of week
- People - What do they look like? (height, weight, ethnicity, gender, etc.) How many are there?
- Specific items - What is important?
- Routines - Did you notice any recurring patterns or routines? How often did they occur? Who was involved?

Slide #87

**Filtering**

- Experience
- Education
- Environment

**FILTERING**

Participants should understand that *filtering* is a normal process that occurs when we receive information. Individuals filter information in different ways, but a few of the major ways people filter information include: based on their own experiences and background; based on their education (both formal and informal); and based on their environment (both their current lives as well as how they were raised).

Officers should be aware that often people perceive what they expect to perceive. If individuals have an expectation that an event is likely to occur, often their mind may “fill in the blanks” even if they do not actually witness the event.

How many times have you heard a witness to an accident say “I heard the car’s brakes and saw it skidding and then they crashed,” only later to discover that the witness heard the brakes and may have seen the cars at some point but in reality did not actually see the accident as it occurred?

Officers should also understand that our memories are constructive and not literal. Memories are often based on our entire experience and not only on what we personally witnessed. It is important for law enforcers to understand filtering, and to ask questions of observers that will provide the most accurate and factual information possible.

## HOW TO OBSERVE PEOPLE

One of the keys to a successful NW program is recognizing the importance of using good observation skills to keep your neighborhood safe. This section presents information that will improve your skills in observing people.

## HOW TO OBSERVE VEHICLES

Properly observing vehicles is similar to observing individuals. You always begin with the basics, such as the make and model of the vehicle. Identify the vehicle as a Ford, Chevrolet, Dodge, Honda, Mercedes, Volvo, etc. Then identify both the type of vehicle (such as SUV, pick-up truck, etc.) as well as the specific model if possible (such as Corolla, Accord, Expedition, etc.)

### Slide #88



#### How to Observe People

- Stay calm and remain alert to your surroundings
- Begin with the basics
- Move to specifics
- Broaden your perspective
- Add details

### Slide #89



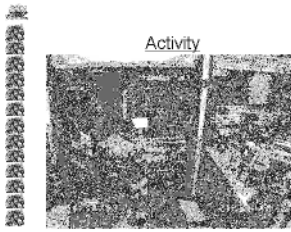
#### How to Observe Vehicles

- Begin with basics
- Move to specifics
- Add details



## ACTIVITY #6

### Slide #90



Let's do an observation activity. Look at the picture on the slide for 15 seconds.

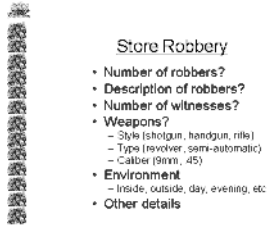
#### **Instructor's Note:**

Leave the slide up for 15 seconds and allow participants to observe it in silence.

### STORE ROBBERY

After reviewing the picture you should be able to provide a significant amount of information about this crime.

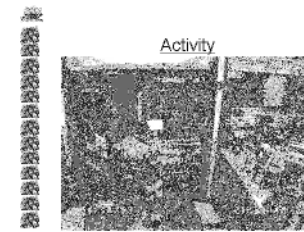
### Slide #91



#### **Instructor's Note:**

Instruct participants to use the list provided as a guide and write down as much information as they can about the crime in their participant book. Give them a few moments to do so before proceeding to the next slide.

### Slide #92



### STORE ROBBERY

Review the picture again. How accurate were your observations? Did you miss any details?

## OBSERVATION SKILLS

Take a look at this picture. See anything out of the ordinary? Just a typical downtown scene, right?

Upon closer inspection you will observe that the vehicles on the far left side of the street are traveling away from you. This picture was taken in Australia and therefore the travel pattern is the opposite of the United States. Did you notice this distinct difference at first glance?

## ACTIVITY #7 – ARTWORK ACTIVITY

Take a few moments to observe the artwork on this slide.

### Instructor's Note:

Leave the slide up for 15 seconds and allow participants to observe it in silence. Then proceed to the next slide.

What do you remember about the picture you just saw? Could you recreate it from memory?

### Instructor's Note:

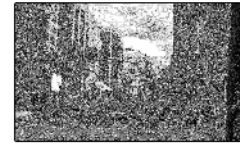
Instruct participants to draw the artwork, as they remember it, in their participant books.

## ARTWORK ACTIVITY

Now let's take a look at the slide again. How well did you do? How did you recall the artwork? Did you associate it with known objects or shapes? Did you get the colors correct? Did you manage to remember all of the shapes in the correct order? As you can see with this activity, it is important to be an "active observer," one who makes it a point to really look at a picture or event and works to remember the important elements or details. Law enforcement officers need to be good observers, and must possess the ability to pass some of their skills along to the public so that we can benefit from their observations concerning incidents, criminal activities or even possible terrorist activities.

Slide #93

Observation Skills



Slide #94

Artwork Activity



Slide #95

Artwork Activity

What did it look like?

Slide #96

Artwork Activity



Slide #97



**Reporting Suspicious Activities**  
Presents information on how to properly report, as well as what to report and when. Participants will be able to specifically advise citizens on the appropriate who, what, why and how of reporting.

## SECTION #6

### REPORTING SUSPICIOUS ACTIVITIES

The *Reporting Suspicious Activities* training course presents information on how to properly report as well as what to report and when. All too often citizens are confused about what they should report and why, so in this course participants will receive in-depth instruction on a variety of reporting activities. After reviewing this course, participants will be able to advise citizens specifically on the appropriate who, what, when, where and how of reporting.

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**Instructor's Note:**

Tools featured in this section include the Reporting Pinwheel.

This section corresponds to the Community Presentation on *Reporting Suspicious Activities*.

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Slide #98



**Why Report Suspicious Activity?**



**Why should I get involved?**

### WHY REPORT SUSPICIOUS ACTIVITY?

Often citizens ask officers “Why should I get involved?” or “How am I going to benefit by reporting suspicious activity?” Although the answers may seem obvious to us, we must clearly communicate to the public that they are an essential component in protecting our communities.

Sir Robert Peel, considered the founder of modern policing, stated in one of his Nine Principles of Policing that the “police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.”

## OBSERVATION

Although law enforcement officers are trained observers, sometimes they find it difficult to explain to citizens what to report and when to report it.

While patrolling the streets, officers get used to looking for activities or events that seem out of place or are not part of the regular or ordinary routine. Often officers may not be able to articulate specifically what is unusual, but they are keenly aware that something is awry. Officers sometimes refer to this phenomenon as a “sixth sense” or “street smarts,” and they instinctively know when something is not right and they should investigate.

## REPORTING SUSPICIOUS ACTIVITIES

Sometimes our citizens receive mixed signals regarding what to report and when to report it. Other times they simply do not know what is expected of them. In this course you will learn specific definitions and details so that you will be able to provide our Neighborhood Watch volunteers with clear and concise information. First, let’s begin with defining “suspicious activity.”

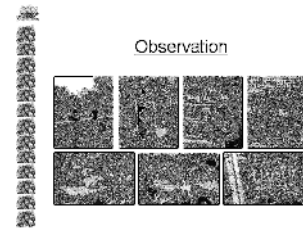
## WHAT IS SUSPICIOUS ACTIVITY?

Officers should know the definition of suspicious activity and be able to properly communicate this definition to Neighborhood Watch members and other concerned citizens. Suspicious activity can refer to any incident, event, individual or activity that seems unusual or out of place.

Some common example of suspicious activities can include:

- A stranger loitering in your neighborhood or a vehicle cruising the streets repeatedly
- Someone peering into cars or windows
- A high volume of traffic going to and coming from a home on a regular basis
- Someone loitering around schools, parks or secluded areas
- Strange odors coming from a house, building or vehicle
- Open or broken doors and windows at a closed business or unoccupied residence

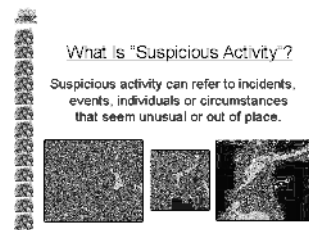
Slide #99



Slide #100



Slide #101



- Someone tampering with electrical, gas or sewer systems without an identifiable company vehicle or uniform
- Sounds of breaking glass, gunshots, screaming or fighting
- Strangers removing license plates or loading valuables into vehicles from a residence (even if the moving truck looks legitimate)
- Persons observed carrying or concealing weapons
- Persons arriving or leaving from homes or businesses at unusual hours
- Multiple persons who appear to be working in unison and exhibiting suspicious behaviors
- Signs of forced entry or tampering with security or safety systems
- Abandoned vehicles
- Persons with altered, conflicting or fraudulent identifications
- A series of unexplained burglar or fire alarms, prank calls for bomb threats, or other actions that may indicate someone is testing or probing security or emergency response systems

Can you think of other examples of suspicious activities?

**Instructor's Note:**

Instruct participants to write down five situations (other than the ones mentioned above) that may be considered "suspicious activities."

Slide #102



**Describe Quickly and Accurately**

A quick and accurate description of events, vehicles, and persons can make all the difference in apprehending a potential criminal. Any type of activity or circumstance that seems unusual should be reported.



**DESCRIBE QUICKLY AND ACCURATELY**

Now that we have defined suspicious activity, it is important for the volunteers to know that a quick and accurate description of events, vehicles and persons can make all the difference in apprehending a potential criminal. When working with the public, remind them that any type of activity or circumstance that seems unusual should be reported. As you are aware, speed and accuracy are crucial. Being dispatched to a "suspicious person walking around the neighborhood" is fine, but when you are also provided with a detailed description and direction of travel your chances of locating the individual are increased substantially.

## REMEMBER

Community members often serve as the extra “eyes and ears” of law enforcement. They should report their observations of suspicious activities to law enforcement; **however, citizens should never try to take action on these observations. Trained law enforcement should be the only ones ever to take action based on observations of suspicious activities.**

## WHAT TO REPORT

There are four general categories to consider when determining what to report. As an officer, you should constantly be scanning for situations in these four categories. It is important for citizens to know these four categories as well. Citizens should be instructed to report:

- Suspicious activities, people and vehicles
- Illegal activities
- Unusual events or incidents
- Dangerous situations

By reporting these types of suspicious activities and situations, citizens can make their communities safer and more secure, reduce violence, minimize victimization, reduce crime and improve the overall quality of life.

Let’s take a moment to think of an example of an activity or situation for each one of the categories.

### Instructor’s Note:

Have participants give an example of an activity or situation for each category in the space provided in their participant book. Give them a few minutes to complete the exercise before proceeding.

Examples of each could include:

Suspicious activity - two men with a camera videotaping in a secured area such as a water treatment plant.

Illegal activity - crimes in progress such as theft or vandalism.

## Slide #103



### Remember

Community members are the extra “eyes and ears” of law enforcement. They should only report to law enforcement any suspicious activities which they observe. Citizens should not attempt to take enforcement action.

## Slide #104

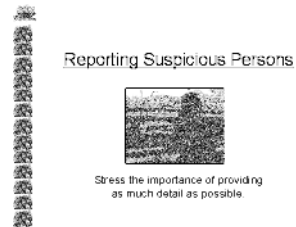


### What To Report

- Suspicious activities, people and vehicles
  - Illegal activities
- Unusual events or incidents
- Dangerous situations



Slide #105



Unusual events or incidents - large crowds gathered in unusual locations.

Dangerous situations - trees obscuring view of roadway or traffic signs.

### REPORTING SUSPICIOUS PERSONS

Law enforcement officers receive extensive training in awareness, observation and reporting, and we must be able to transfer some of this knowledge to our citizens so that they can be more effective when providing us with important information on crimes and suspicious activities. We need to ensure that when citizens report suspicious persons, they provide as much detail as possible. We need to communicate to them that every piece of information is potentially valuable, and that basic factors like sex, race and age cannot be overlooked.

The more information that we have and the sooner we have it, the more effective we will be in doing our job and assisting citizens with community safety.

Slide #106



### REPORTING PERSONS

Take a look at these photos of various individuals. How would you describe these people?

**Instructor's Note:**

DISCUSSION: Lead participants in a short discussion about what things they would mention when describing these people.

While gender, ethnicity, and clothing descriptions may be fairly simple, how did you estimate their height, age or weight?

How would you instruct others to do the same?

## ACTIVITY #8 - REPORTING VEHICLES

Now let's take a look at some various automobiles. How would you describe these vehicles?

Write down detailed descriptions of the vehicles in your participant books.

### Instructor's Note:

Give participants time to write down their descriptions and then have a few people offer their descriptions aloud.

## KNOW YOUR SURROUNDINGS

When you are teaching a Neighborhood Watch class, you should have the participants look at some photos like these and discuss what some of the hazards might be at the various locations. By giving them sample locations and discussing potential hazards, you will give them a better idea of the types of things they should pay attention to.

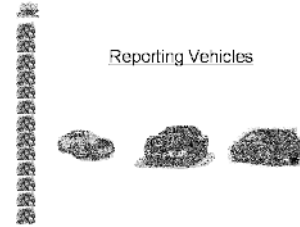
### Instructor's Note:

If time permits, you may wish to have participants offer their ideas concerning potential hazards they might be faced with at the various locations shown on the slide.

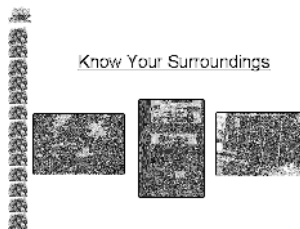
## NEIGHBORHOOD WATCH'S EXPANDED ROLE

One of the newer elements of Neighborhood Watch is the expanded role that now includes awareness and reporting of possible terrorist activities. Since September 11, 2001, the federal government has issued heightened states of alert for local law enforcement, and has urged Americans to remain vigilant for the threat of new terrorist activities.

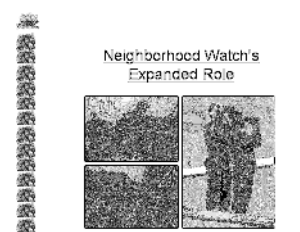
Slide #107



Slide #108



Slide #109



Slide #110



Reporting Suspicious Activities  
What is suspicious about this picture?



## ACTIVITY #9 - REPORTING SUSPICIOUS ACTIVITIES

Look at this picture. What (if anything) is suspicious, and why?

### Instructor's Note:

Ask participants to study the picture in their Participant book and circle the elements in the picture that look suspicious. Give participants thirty seconds to one minute to complete the exercise, and then ask them to offer their ideas aloud.

There is nothing truly “wrong” in this picture, but there are some things that might give us reason to be suspicious, such as the delivery truck or the four vans pictured in the one-block area.

Whether or not anything in the picture is indicative of criminal behavior doesn't matter in this exercise. Rather, the key lesson here is to become more aware of one's surroundings and to notice when circumstances are unusual. We do not want our citizens to be paranoid, but we do want them to be aware, to be involved, and to be prepared.

Slide #111



How to Report



- Dial 9-1-1 and call the police department or Sheriff's Office
- Tell the call taker what happened and the exact location of where it occurred.
- Provide a detailed description of individuals or vehicles.
- Remain on the phone and stay calm.
- Be prepared to answer follow-up questions.

## HOW TO REPORT

To report suspicious activities, crimes in progress or possible terrorist activities simply:

- Dial 9-1-1 and call the police department or sheriff's office.
- Tell the call taker what happened and the exact location of the occurrence.
- Provide a detailed description of individuals or vehicles.
- Remain on the phone and stay calm.
- Be prepared to answer follow-up questions

What tools might you develop to assist your citizens with reporting suspicious activities? Some such tools are available in the Neighborhood Watch Toolkit.

## SECTION #7

### TARGET HARDENING FOR THE HOME

In this class, participants receive general information on how to work with the public to make our neighborhoods safer and more secure, as well as specific methodology on how to evaluate homes for security. From evaluating locks to assessing alarms, participants will receive a wealth of information on home security that they will be able to present to other Neighborhood Watch leaders and volunteers.

#### Instructor's Note:

Tools featured in this section include the Lighting Audit and the Target Hardening Flipbook with Changes Form.

This section corresponds to the Community Presentation on *Target Hardening for the Home*.

### ACTIVITY #10 – REACHING A TARGET

Take a look at this succession of pictures from left to right. In the first picture, how difficult do you think it would be for this player to score? Now look at the middle picture. Has your opinion of his chances of scoring changed? What about the picture on the far right? Of course, with all of those defenders standing in between him and the goal line his chances of scoring have decreased considerably.

By now you have probably figured out that this is an analogy for what we are talking about today. In football, the object of the defense is to stop the opponent from reaching the goal or target. The same is true in protecting ourselves and our property – the object is to stop the “opponent” from reaching their goal or target.

Since most burglaries and thefts are crimes of opportunity, the more obstacles that we put in place to protect ourselves, the less the chance of our being victimized. In sports, the more defense a team has, and the better that defense is, the less likely the opponent will be to score. In target hardening, we want to increase our “defense” by identifying multiple methods that you can employ to protect yourself and stop the criminal. Some are common-

#### Slide #112



##### Target Hardening for the Home



Participants learn a specific methodology on how to evaluate homes for security, and general information on how to work with the public to make our neighborhoods more safe and secure.

#### Slide #113



##### Reaching a Target



Slide #114



Statistics on Home Burglaries

- According to crime reports compiled by the FBI, one burglary will be committed in the U.S. in the time it takes you to read this sentence.
- One out of six homes will be burglarized this year, with an average loss of \$1,280.
- In over 85 percent of household crimes, the stolen property is not recovered.

Slide #115



Assessing the Threat

The homeowner must determine what kind of threat he is trying to protect against.

Defending against personal threats, such as assault, requires different measures than defending against burglary.

Slide #116



Basic Home Target Hardening Techniques

- Doors
- Locks
- Windows
- Lighting
- Appearance
- Alarms
- Garages
- Helpful Hints



sense methods that require little or no time or effort, while others may be more complicated.

## STATISTICS ON HOME BURGLARIES

According to crime reports compiled by the FBI, one burglary will be committed in the United States in the time it takes to read this sentence. Throughout the country, one out of every six homes will be burglarized this year, with an average loss of \$1,280. Maybe even more tragic than the sheer number of offenses committed every year is the fact that in more than 85 percent of these crimes the stolen property is NOT recovered. As law enforcement, we must help citizens to protect their property not just to keep crime rates low, but also because if their property is stolen, they will likely never see it again.

## ASSESSING THE THREAT

We also must acknowledge that we can use target hardening techniques for a variety of applications. The first step in target hardening is to determine from what types of offenses we need to protect ourselves or our families.

### Instructor's Note:

In their participant books, have participants list some of the possible threats a homeowner might need to protect against.

## BASIC HOME TARGET HARDENING TECHNIQUES

When developing a target hardening program against home burglaries, law enforcement can suggest a variety of options. Target hardening can range from the purchase of elaborate alarm systems with every possible type of monitor, to buying a dog that announces the arrival of anyone at your door.

The *Target Hardening* course teaches basic home target hardening techniques. These techniques are designed to assist homeowners in protecting their property by

utilizing some simple, cost-effective crime prevention methods. In the following sections we will discuss doors, locks, windows, lighting, appearance, alarms and garages, and provide some helpful hints that range across several categories of safety and security.

## ASSESSING THE STRUCTURE

When scanning a home, you begin your home burglary risk assessment with the front door and work your way around the house. Start at the entryway of the house or apartment and observe the door, the locks, nearby windows, entry area lighting and the general appearance of the home, as well as other features such as whether an alarm system is present. Next, move counterclockwise around to the side and back where you may encounter a garage, shed or other areas that need to be secured.

## DOORS

As the primary point of entry for many burglars, the first item to inspect is the front door. Hollow-core or poorly fitting doors can mean trouble, as can front doors that are not equipped with proper deadbolt locks (at least one inch in depth). All exterior doors should be metal or solid wood and have strong door hinges on the inside of the door with hidden or non-removable pins. Officers should recommend that homeowners install good quality deadbolt locks on all exterior doors and on any doors that open to attached garages.

## LOCKS

Recommend that homeowners install strong, reliable deadbolt locks that extend at least one inch when in the locked position. They may also want to consider double cylinder deadbolts (key inside and outside) or deadbolts with reinforced strike plates and extra long mounting screws to anchor the lock. Finally, if there is a change in home ownership, recommend that all locks be changed immediately to avoid the possibility that extra keys to the house may be in the hands of unknown individuals. High-quality security locks are available at most major market retailers and hardware stores.

### Slide #117



#### Assessing the Structure



### Slide #118



#### Doors

- All exterior doors should be metal or solid wood and have strong door hinges on the inside of the door with hidden or non-removable pins.
- Install good quality deadbolt locks on all exterior doors and any doors from attached garages.



### Slide #119

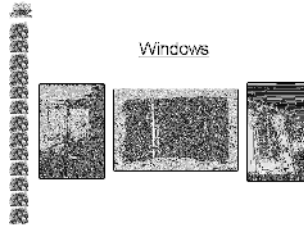


#### Locks

- Install strong, reliable deadbolt locks that extend at least one inch when in the locked position.
- Consider double cylinder deadbolts (key inside and outside) or deadbolts with reinforced strike plates and extra long mounting screws to anchor the lock.



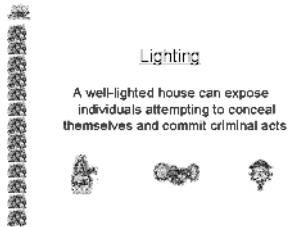
Slide #120



## WINDOWS

After doors, windows are the next most-utilized access points, yet they are often overlooked by both law enforcers and citizens alike. Windows can be broken, pried open or lifted from their tracks, or can have their panes removed by thieves. In this section participants will review some common types of windows, overview some questions to think about when conducting an assessment of a home's windows, and learn a few techniques to make windows more secure and less attractive to criminals.

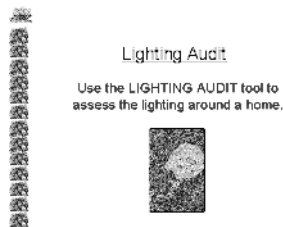
Slide #121



## LIGHTING

Although lighting is often considered decorative, a well-lighted house can expose individuals attempting to conceal themselves and commit criminal acts. Officers should discuss the use of both interior and exterior lighting.

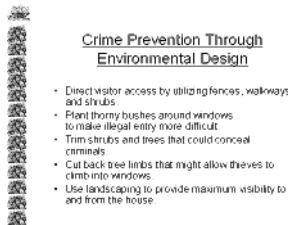
Slide #122



## LIGHTING AUDIT

A lighting audit should be completed after dark to be certain you are evaluating artificial illumination and not daylight. It is okay if the night is bright due to moonlight. At least two people will need to work together so you can check for things like color recognition/identification. Working in pairs is also a good idea for reasons of personal safety.

Slide #123



## APPEARANCE

In the study of Crime Prevention Through Environmental Design (CPTED), officers learn how to utilize various crime prevention techniques while maintaining or improving the appearance of the property. Some lessons borrowed from CPTED may include: utilizing fences, walkways and shrubs to direct visitor access, limit entry or call attention to individuals who have deviated from the designated pathway; planting thorny bushes around windows to make illegal entry more difficult; trimming shrubs and trees that could conceal criminals; cutting

back tree limbs that might allow thieves to climb into windows; and using landscaping designs that provide maximum visibility to and from the house.

## ALARMS

The mere presence of some alarm systems may deter potential burglars. Alarm company signs placed in the yard, stickers on the windows and visible contacts or keypads are often enough to cause the average burglar to think twice before trying to break in. Since burglary is a crime of opportunity, the potential thief may decide to move on to a location that does not have an alarm system.

There are many types of alarm systems on the market including monitored, non-monitored, audible, wireless, sound-based, motion-based, etc. In many jurisdictions, alarm permits must be purchased and there may be penalties for false alarms. The purchase of an alarm system and its accompanying service or monitoring fees can be a major financial commitment, and is one that should be thoroughly researched by the homeowner.

## GARAGES

When it comes to security, the garage is one area of the home that is commonly overlooked. Many garages have electronic garage door openers that give the homeowner a false feeling of security. Another often ignored element of the garage is the door that connects the garage to the house. If this door is not kept secure, then anyone entering the garage can enter the house. In order to increase garage security and house security, residents should **always** lock the doors that connect a home to an attached garage. They should not rely on an automatic garage door opener for security.

At home, people should always park their cars in the garage with the garage door shut. If a burglar notices a pattern that the garage door is left open, or that the cars are normally parked in the driveway whenever someone is home, then a closed garage door or no cars in the driveway may be a giveaway that no one is home. Consistency in leaving the cars in the garage behind closed doors will keep from tipping off the burglar that the home is unoccupied.

### Slide #124



#### Alarms

- Install a security alarm system with an audible alarm and/or flashing lights. This will attract the attention of neighbors.
- Post alarm signs on the property, stickers on the windows and most importantly, use the alarm!
- Make sure your alarm is monitored 24 hours a day.
- Place detectors on all entrances and exits. Motion sensors in priority areas can be beneficial.

### Slide #125



#### Garages

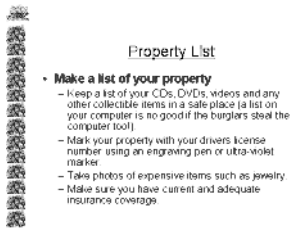
- Always lock the door to an attached garage.
- When at home, always park your cars in the garage with the garage door shut.
- Install automatic openers that will allow you to stay in your car until safely parked in the garage.



Besides, leaving the garage door open allows strangers to see whatever belongings are stored in the garage.

It's a good idea for homeowners to install automatic openers that will allow them to stay in their cars until safely parked in the garage.

Slide #126



## PROPERTY LIST

It's a good idea for community members to make a list of their property, including CDs, DVDs, videos and any other collectible items. The list should be kept in a safe place. A list saved on the computer is no good if the burglars steal the computer too!

People should take photos of expensive items such as jewelry, and fill in a "Property Inventory Form" (available through Neighborhood Watch) to help police return any recovered property.

Finally, it is imperative to remember that maintaining current and adequate insurance coverage is very important.

## **Module #5: Community Presentations**

### **Summary**

This module highlights various components of the Community Presentations that are contained in the Neighborhood Watch Toolkit. The participants will learn about the components of each presentation and when to utilize the presentations, tools and accompanying materials to have the greatest positive impact on their citizens.

**Time Allocated:** 0.5 hours

**Method of Instruction:** This presentation will utilize adult learning methodologies including standard lectures, facilitated discussion and participant-based activities. Interactive discussion is encouraged, and activities are an integral component of this course.

**Terminal Learning Objective:** Participants will gain an understanding of how the Community Presentations enhance and support a Neighborhood Watch program.

**Enabling Objectives:** At the conclusion of this module, participants will be able to:  
5-1 Understand the components of the Community Presentations contained in the NW Toolkit



## COMMUNITY PRESENTATIONS

In addition to the self-paced learning CDs, the NW Toolkit also contains nine PowerPoint Community presentations. Each of these courses has been designed so that you can present it to your Neighborhood Watch groups in less than one hour. These presentations correspond with the information you will have learned in your skill building classes, and contain numerous tools and templates that will be beneficial to your volunteers and groups. To further assist the law enforcement officer in making these presentations, an Instructor's Guide is included on the Community CD in the Toolkit.

## PURPOSE OF COMMUNITY PRESENTATIONS

The purpose of the Community Presentations is to provide information that will increase the knowledge of Neighborhood Watch members. On the Community CD, you will find useful PowerPoint presentations, Instructor guides and user-friendly tools to assist you with developing or enhancing your local Neighborhood Watch effort.

Each Instructor's guide lists instructions, course content and notes to aid instructors as they present to the local NW groups. The presentations allow for standardization of community training throughout the nation.

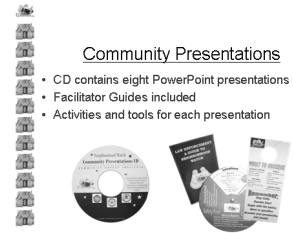
## PRESENTATION TOPICS

The Community Presentation topics include:

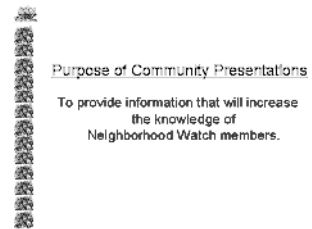
- Neighborhood Watch Basics
- Creating Awareness
- Teamwork
- Strategic Planning
- Forming Partnerships
- Planning and Conducting Effective Meetings
- Observation Skills
- Reporting Suspicious Activities
- Target Hardening for The Home

Since in this class we have had an overview of a significant portion of these courses, you will need to review the complete training programs on your own in your self-paced learning, and before making presentations to your Neighborhood Watch groups.

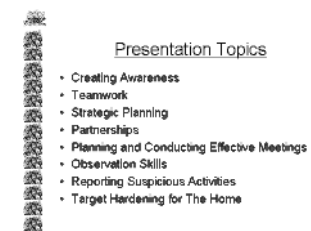
Slide #127



Slide #128



Slide #129



Slide #130



Tools and Templates

Tools and templates are provided for each curriculum in the Toolkit.



Slide #131



Tools

Tools enhance curriculums and provide valuable hands-on instruments.



## TOOLS AND TEMPLATES

Throughout this course we have highlighted many of the user-friendly tools and templates that are included in the Neighborhood Watch Toolkit. In just a moment we will take time out to review each and every tool and its specific purpose. During this demonstration you are invited to thoroughly examine each template and tool and ask questions.

## TOOLS

While the law enforcement officers who are responsible for working with Neighborhood Watch groups may find the training the most important portion of the NW Toolkit, often the citizen volunteers discover that the tools are indispensable.

Following is a list of tools and templates. All tools and templates are included on the Foundation CD and on the CD with the corresponding curriculum.

At this time please examine these tools and think of how you might maximize their utilization in your community.

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### **Instructor's Note:**

Review the various tools and templates with participants. If time permits, allow participants to review the various tools and templates individually, and encourage them to work through the sheets and activities and ask questions as they arise. If time is short, briefly overview the templates with the participants and encourage them to do a more in-depth review of the resources at a later time.

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## **TOOLS AND TEMPLATES :**

### **Law Enforcement Game Plan**

Law Enforcement Game Plan Poster  
Law Enforcement Game Plan

### **Community Game Plan**

Community Game Plan Poster  
Community Game Plan

### **Neighborhood Watch Basics**

Neighborhood Watch Informational Brochure for Law Enforcement  
Community Contact Important Numbers Form

### **Volunteer Management**

Phone Tree Poster  
Organizational Chart

### **Creating Awareness**

Phone Tree Handout  
Sample Neighborhood Watch Meeting Announcement

### **Teamwork**

Teamwork Poster  
Teamwork Flipbook

### **Strategic Planning**

Visions Worksheet  
Action Steps Worksheet  
Mission Statement Worksheet  
Goals and Objectives Flowchart  
Strategic Planning Pyramid Handout  
Strategic Planning Poster

### **Partnerships**

MOU Agreement Template  
MOU Checklist

### **Planning and Conducting Effective Meetings**

Planning Your Meeting Flipbook  
Sample Meeting Agenda

### **Observation**

Observation Tips Visor Placard  
Observation Notes Form

### **Reporting Suspicious Activities**

Reporting Pinwheel

### **Target Hardening**

Target Hardening Flipbook  
Target Hardening Changes Form  
Lighting Audit

Slide #132



Templates

Templates supplement curriculums and can be utilized by individual groups.



Slide #133



The Total Package

There are numerous resources in the Toolkit:

- 5 CDs
- Posters
- Flipbooks
- Reporting Pinwheel
- Observation Tips Visor Placer
- Lighting audit tool
- Important Community Numbers
- Brochures/booklets
- Other Handouts/tools



Slide #134



In the Future

Additional resources can be provided on a variety of crime prevention and public safety topics



## TEMPLATES

While the Neighborhood Watch tools contained within this Toolkit have been standardized for use throughout the nation, the templates are designed to be tailored to fit the needs of individual jurisdictions and agencies. Please examine the various templates that are provided and that can be downloaded from the CDs. Think of how you might tailor some of these templates to meet your agency's specific needs.

## THE TOTAL PACKAGE

In all, the Neighborhood Watch Toolkit includes numerous resources which are provided either in hard copy, or are downloadable from the five training CDs: *NW Foundation*, *Self-Paced Training #1*, *Self-Paced Training #2*, *Self-Paced Training #3*, and *Community Training*.

Each participant who completes this special Neighborhood Watch Toolkit instructional course will receive one Neighborhood Watch Toolkit for their agency. For other NW Toolkits or individual tools (such as the posters) that cannot be downloaded from the CDs provided, please contact the National Sheriffs' Association at (800) 424-7827.

## IN THE FUTURE

As law enforcement professionals, we realize the challenges of starting, enhancing and revitalizing Neighborhood Watch groups. In the future, the National Sheriffs' Association hopes to provide additional resources on a variety of crime prevention and public safety topics.



