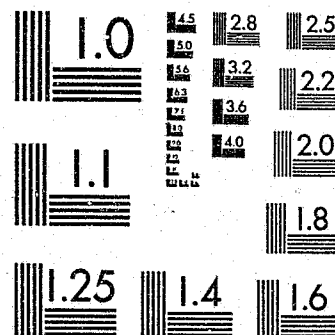


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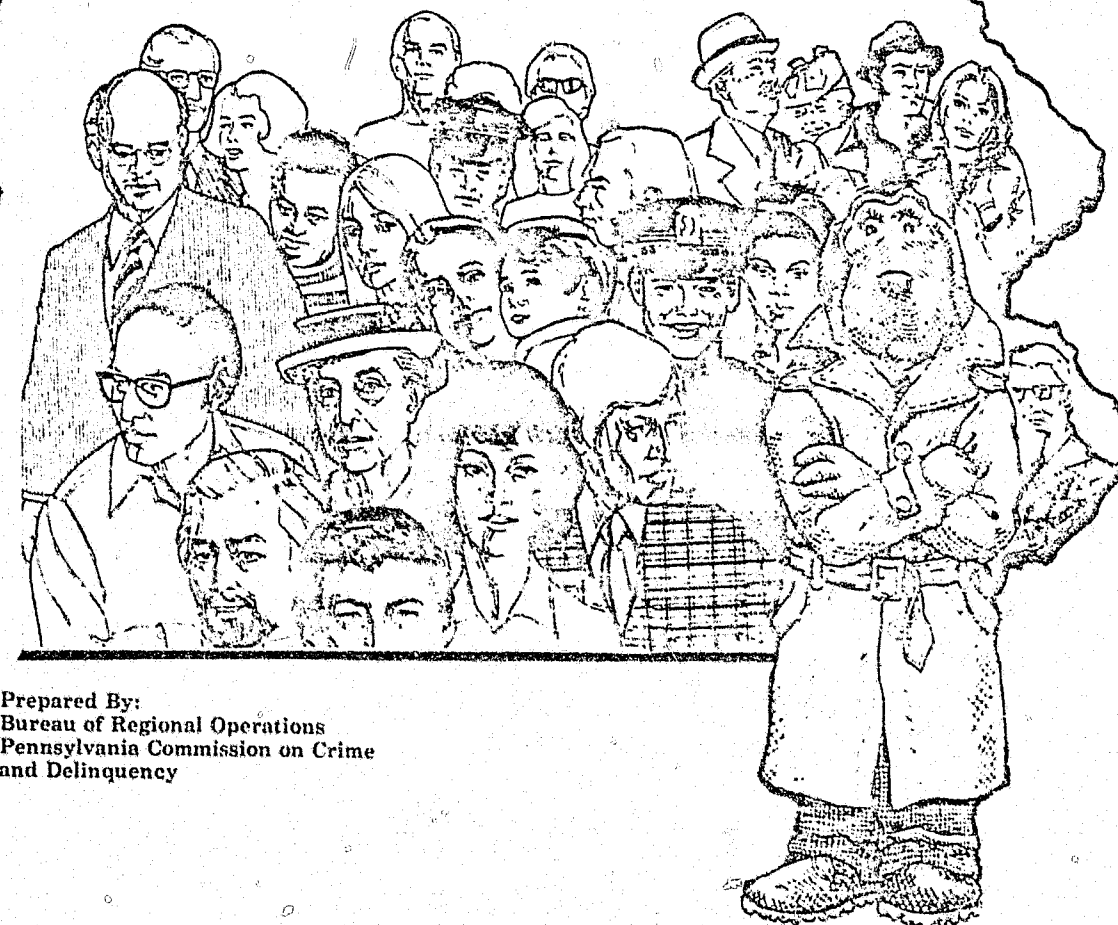
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"The Pennsylvania Approach"



Prepared By:
Bureau of Regional Operations
Pennsylvania Commission on Crime
and Delinquency

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Commonwealth of Pennsylvania

Dr. Alfred Blumstein, Chairman
Pennsylvania Commission on Crime
and Delinquency

George F. Grode, Executive Director
Pennsylvania Commission on Crime
and Delinquency

9546

Commonwealth of Pennsylvania
Commission on Crime and Delinquency
A MODEL
FOR
MUNICIPAL CRIME PREVENTION PROGRAMS

October 1, 1981

Dick Thornburgh, Governor
Commonwealth of Pennsylvania

Dr. Alfred Blumstein, Chairman
Pennsylvania Commission on
Crime and Delinquency

George F. Grode, Executive Director
Pennsylvania Commission on
Crime and Delinquency

Commonwealth of Pennsylvania
Pennsylvania Commission on Crime and Delinquency
P.O. Box 1167, Harrisburg, PA 17108

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Bureau staff especially appreciated the spirit of cooperation extended by the many municipal crime prevention officers involved in the Pennsylvania Crime Watch Program. These individuals generously shared their experiences in crime prevention to provide valuable insight into the special requirements of municipal programming.

Special thanks are due to staff members of the Maryland Crime Watch Program; the State of New York, Office of Crime Prevention; the Commonwealth of Virginia, Division of Justice and Crime Prevention; and, the U. S. Department of Justice, Law Enforcement Assistance Administration, Office of Community Anti-Crime Programs.

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Reading, Pennsylvania

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Rochester, New York

Seattle Police Department
Seattle, Washington

Wilkes-Barre Police Department
Wilkes-Barre, Pennsylvania

Commonwealth of Pennsylvania
Commission on Crime and Delinquency
A Model
for
Municipal Crime Prevention Programs

This manual presents a series of activities that municipalities may emulate in the planning and programming of crime prevention initiatives in order that they may successfully attain the goals and objectives that these efforts are capable of. It was composed by staff of the Pennsylvania Commission on Crime and Delinquency, (PCCD), to address the needs of Pennsylvania municipalities that have made a commitment to the concept of crime prevention and desire to initiate comprehensive programs which unite municipal governments and citizens in the effort to remove the incidence and fear of crime. Further, it is designed to be implemented with the assistance of field staff of the Commission on Crime and Delinquency in order that municipal resources may be disbursed with the greatest impact.

The use of citizen volunteers is a major factor in the resources discussed in this text. In an era when all governmental bodies are striving to do more with less, the necessity for volunteerism is an integral component of any program which seeks to become institutionalized within the community.

BACKGROUND OF NEED

In response to a series of needs that came to light in the implementation of the Commonwealth crime prevention program known as Pennsylvania Crime Watch, PCCD staff was directed in 1981 to study this problem and develop a practical method to support municipalities' initiatives. A research team, appointed by the Commission's Executive Director, was charged with fulfilling several objectives: namely, study the effects of community crime prevention programs both in the Commonwealth and elsewhere to determine the strengths and weaknesses of these programs; compile a list of activities drawn from successful prototypes in a sequential manner that municipalities could emulate; develop a guidebook listing these successful activities with guidance on implementation strategies; and formulate a technical assistance program involving PCCD staff so that municipalities could duplicate these strategies in a cost-effective manner.

The research team focused their efforts on the "state of the art" of the concept of community crime prevention. Research strategies required initially that current research data on the topic be surveyed and analyzed for applicability. These resulted in interviews with a myriad of authorities in the field on the federal, state and local level, and field visits to programs of demonstrated worth. The results of this effort are presented in the form of a guidebook composed of a series of activity steps that municipalities may duplicate in their own manner.

INTRODUCTION

A municipality that considers a community crime prevention program should be aware of factors that influence overall impact. The factors that influence overall impact include commitment of municipal officials to program success, municipal crime rates and size of the municipality and its police department. These will be explained separately in order to fully explain their relative applicability.

The purpose of a community crime prevention program is to deter the fear and incidence of crime in the community. In addition, preventive initiatives have, by their nature, more impact on certain types of crimes than others. For the most part, crimes that have been proven to have a high level of "preventability" are property crimes such as burglary, larceny, motor vehicle theft and vandalism. Programs which center their efforts on preventive techniques impacting on these crimes will likely have a profound impact.

Second, the municipality should commit adequate resources to plan and administer the program. This includes not only the commitment of trained law enforcement officers in crime prevention theory and programming but other officials as well in the municipal planning, budgeting, licensing, inspections, and public works departments. These officials will be used to comprehensively plan for the implementation of the program. Given the wide impact of the program, the municipal chief executive must direct the cooperation of the entire administration to the program at the onset. This should include the department that formulates the municipal budget so that a proper forecasting and disbursement of fiscal resources will be tabulated. The planning department must participate in order that a concise demographic assessment of the impacted community can be taken into account. Also, the full cooperation of the law enforcement department including not only the executive but the patrol elements as well is essential. The social service network that serves that target area will be called upon to assist in educating and mobilizing the community. They should be drawn into the planning process and should participate in a meaningful way.

Finally, and most important, the municipal executive must be committed to the program. On this there can be no compromise. While the program, with utilization of PCCD field staff, can be extremely cost effective, there must be the realization that municipal resources must be expended. In addition, once plans have been drawn, the program must have the opportunity in the impact community to reach its fruition. In that regard, municipal officials should have patience and faith in the program's value.

FORMAT

The flow of activity that encompasses the model community crime prevention program has been incorporated into a series of steps. These are presented in the form of a flow chart utilizing International Organization for Standardizing (IOS) International Standard 128, "Flowchart Symbols". Exhibit A depicts the symbols and their interpretation as used in this guidebook.

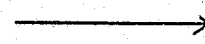
Activities are presented in the sequence that they should occur and practitioners are reminded that the model describes a sequential process which can be successful only with the completion of all steps.


As depicted in Exhibit B, the outline is subdivided into three phases: planning, operations and analysis. The supplemental operations phase is available for use by municipalities which choose to continue the program in a target area past the primary operation period.

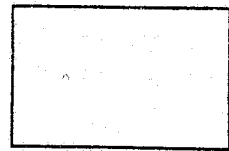
It is further subdivided by activity steps which will be presented separately with an explanation of their essential features.

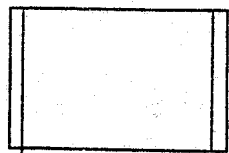
A timetable (Exhibits QQ, RR and SS) depicts the duration of each activity step and begins on page 123.

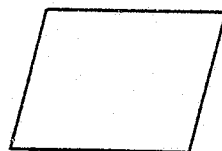
DEFINITION OF FLOWCHARTING SYMBOLS


 FLOWLINE: Show operations sequence and dataflow direction.


 INPUT TO PROCESS: Additional clarification, comment.

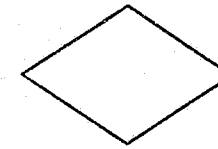
 PROCESS: Any processing function; defined operation(s) causing change in value, form, or location of information.

 PREDEFINED PROCESS: One or more named operations or program steps specified in a subroutine or another set of flowcharts.

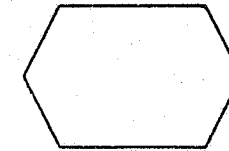
 INPUT/OUTPUT: General input/output function; information available for processing (input), or recording of processing information (output).

 CONNECTOR: Exit to, or entry from another part of chart.

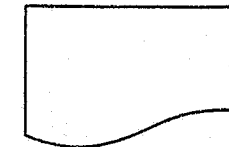
 OFFPAGE CONNECTOR: For entry to or exit from a page.



DECISION: A decision operation that determines which of a number of alternative paths followed.



PREPARATION: Instruction modification to change a program.



DOCUMENT



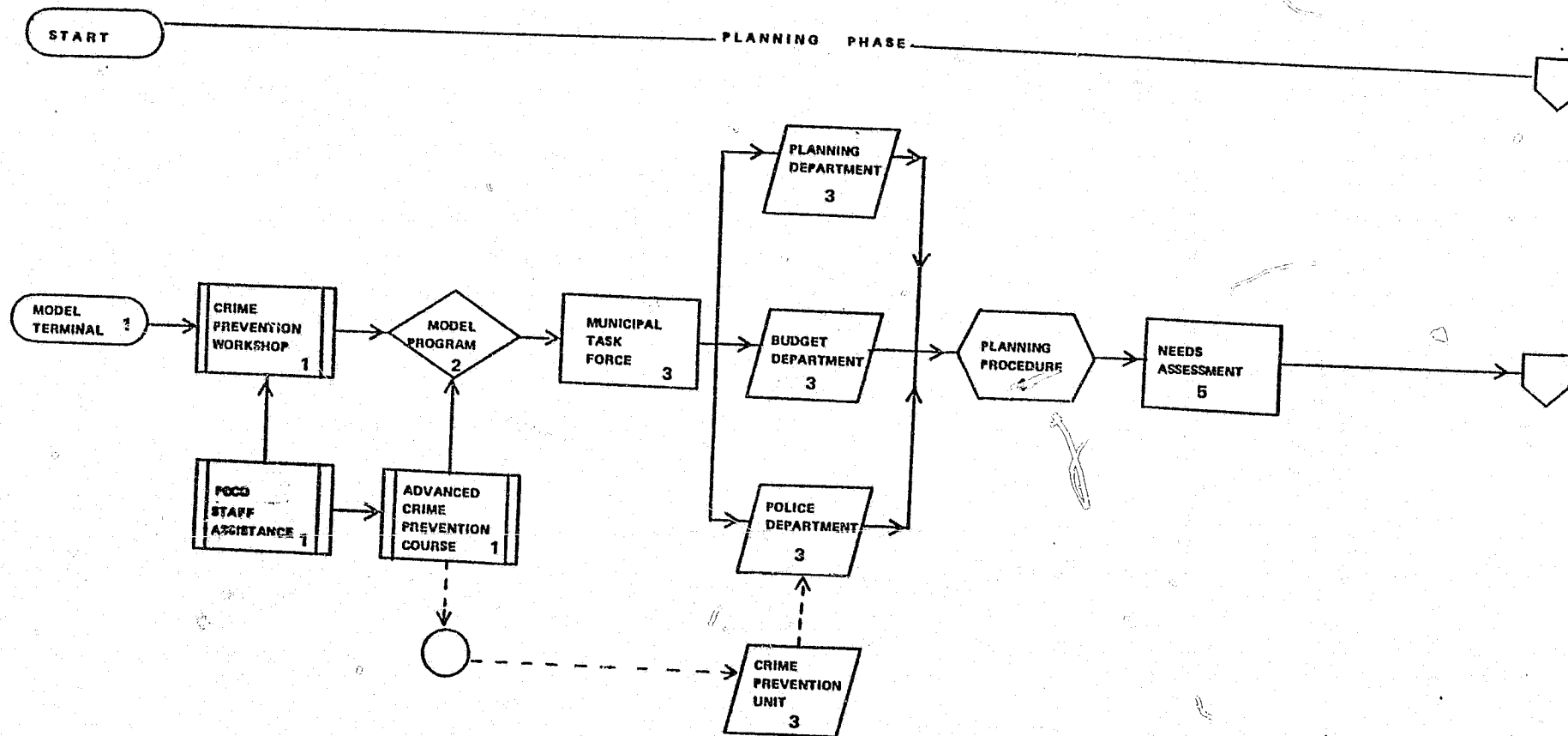
EXTRACT



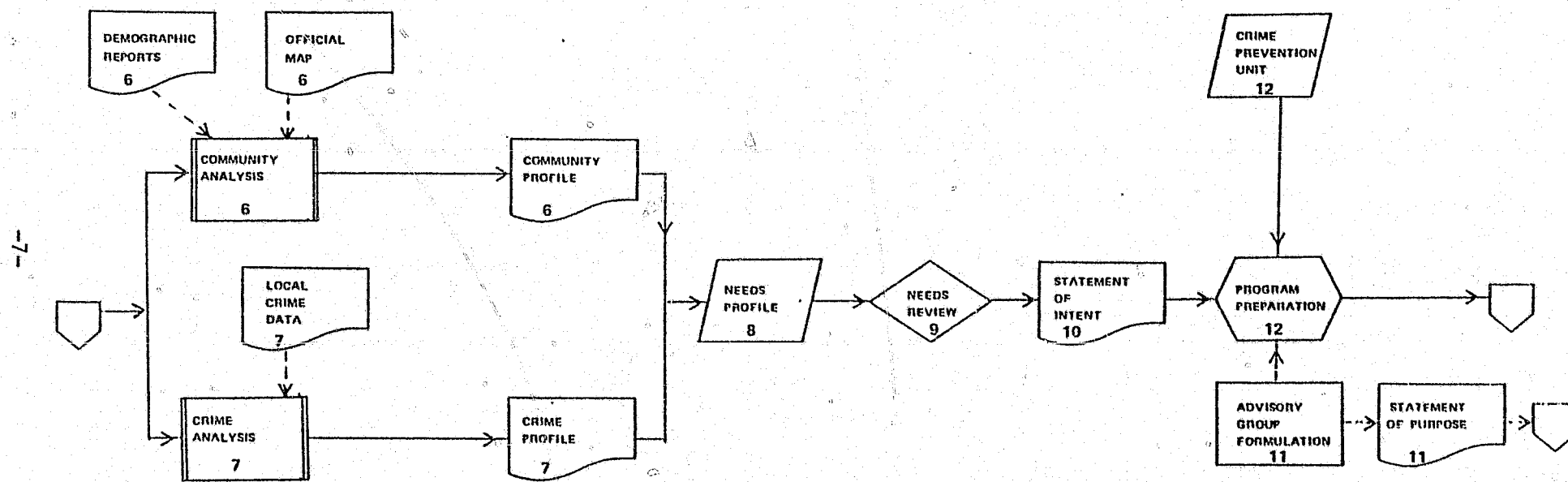
TERMINAL INTERRUPT: A terminal point in a flowchart - start, stop, halt, delay, or interrupt.

MODEL MUNICIPAL CRIME PREVENTION PROGRAM

EXHIBIT B
PAGE -1-

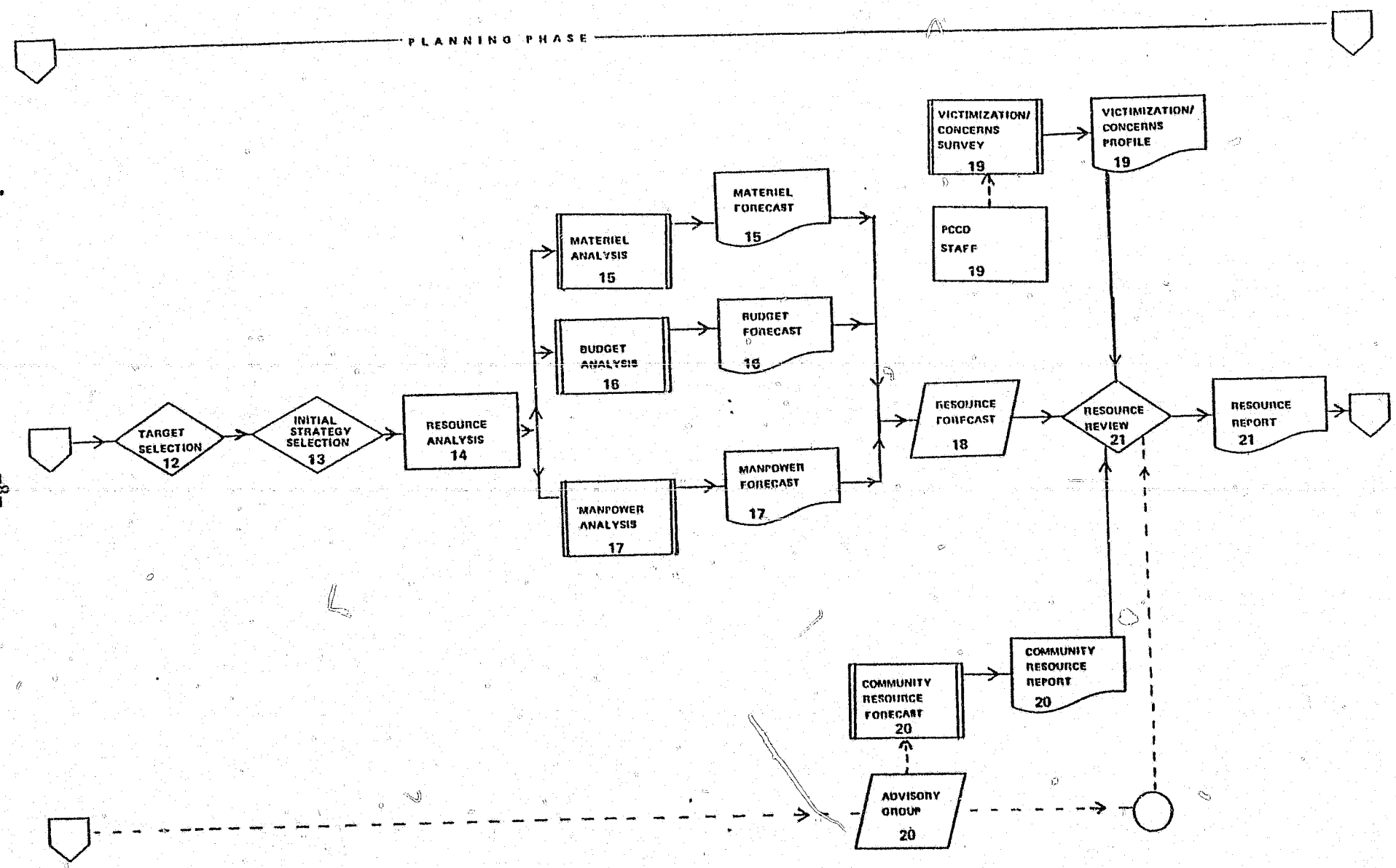


MODEL MUNICIPAL CRIME PREVENTION PROGRAM



MODEL MUNICIPAL CRIME PREVENTION PROGRAM

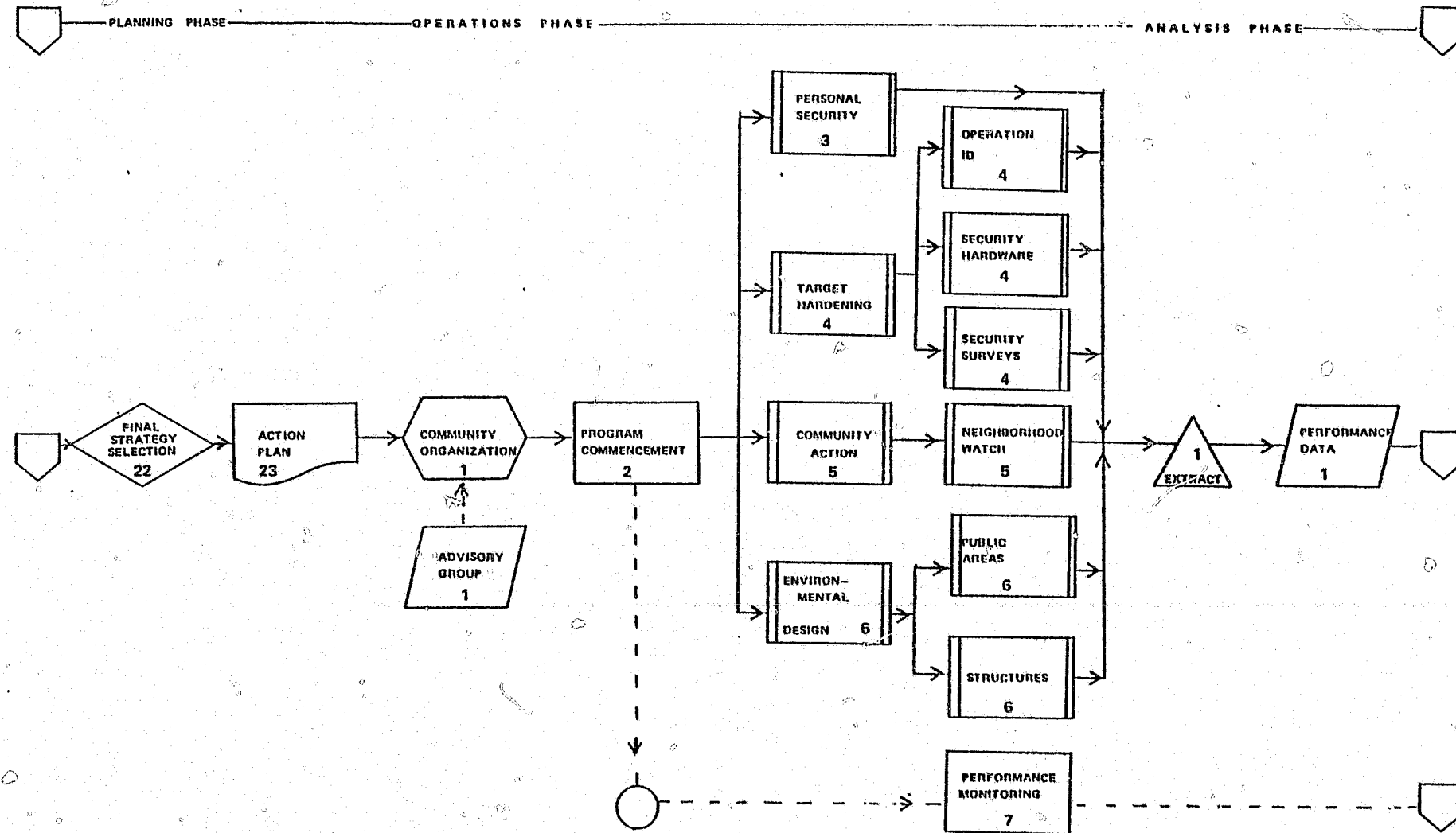
EXHIBIT B
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MODEL MUNICIPAL CRIME PREVENTION PROGRAM

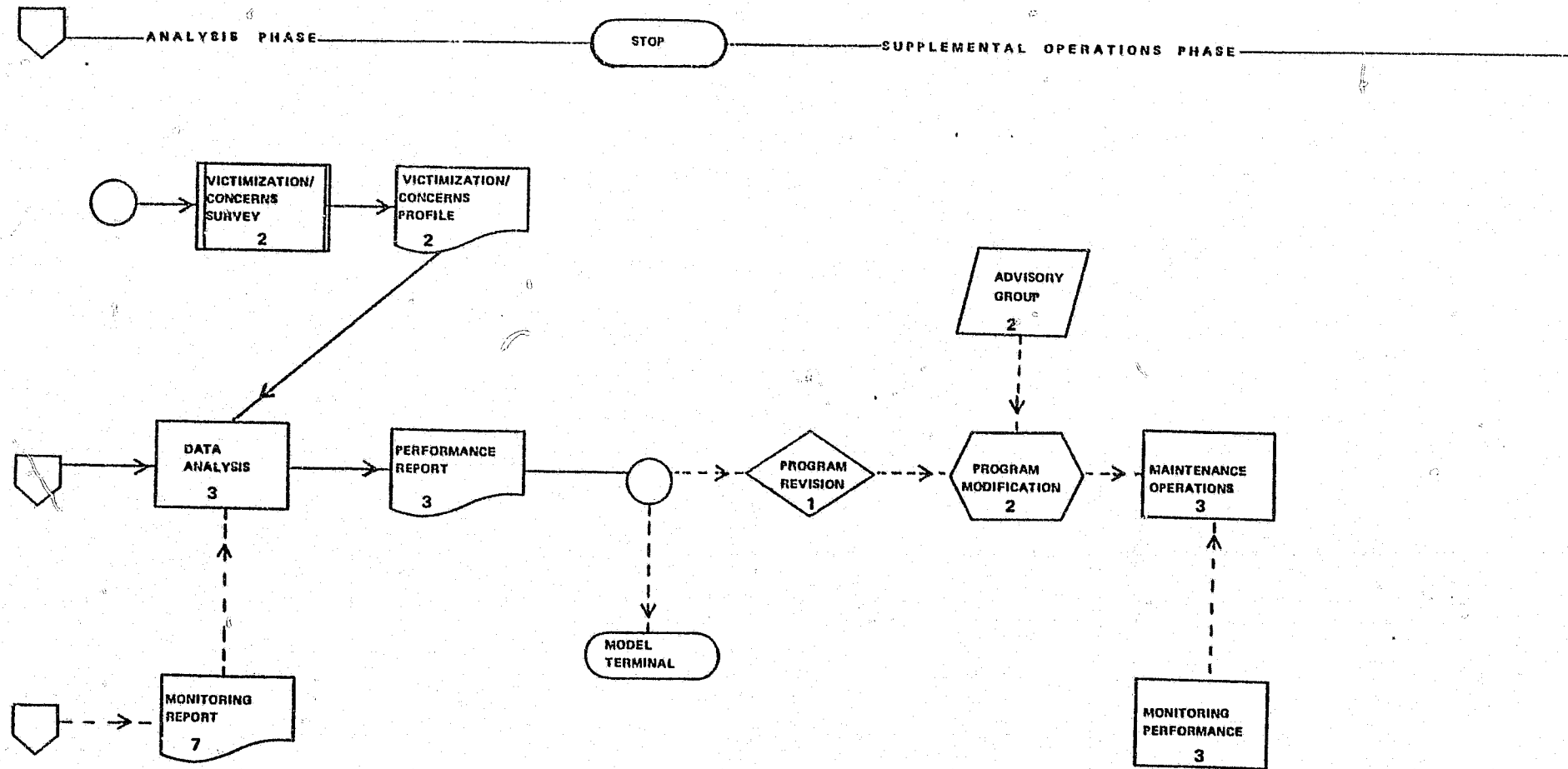
EXHIBIT B
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-6-

MODEL MUNICIPAL CRIME PREVENTION PROGRAM

EXHIBIT B
PAGE -5-



MUNICIPAL CRIME PREVENTION PROGRAM

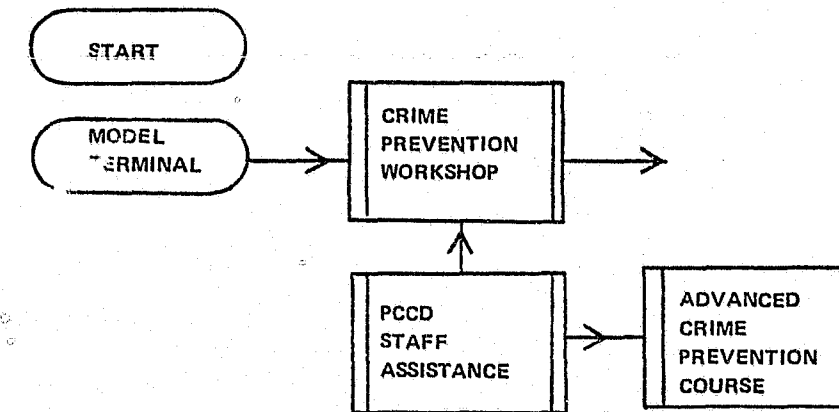
PHASE I - PLANNING

ACTIVITY STEPS 1 - 23

MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE

ACTIVITY STEP 1



In this initial stage several activities must be undertaken so that officials grasp both the concept of crime prevention and its value. In addition, both the law enforcement agency and municipal executive(s) should have a comprehension of the model and its consequent required activities.

Pennsylvania Commission on Crime and Delinquency (PCCD) staff will assume responsibility for completion of a series of activity steps noted above by means of a crime prevention workshop to be held locally for municipal officials and an advanced crime prevention course to prepare law enforcement crime prevention administrators to implement the program.

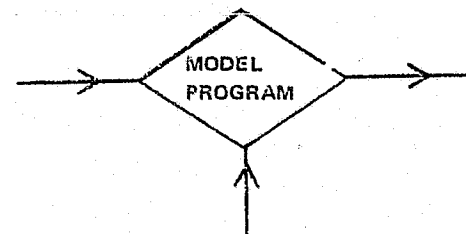
The first step in this process will be the crime prevention workshop. This 2½-hour session is designed to review the problems of crime, explain the concept of crime prevention and discuss the components of successful crime prevention programming. It is meant to increase local officials' awareness of and interest in crime prevention as a means to reduce crime and service the community's needs.

The advanced crime prevention course will be instructed by PCCD staff to law enforcement officers who have completed a basic crime prevention training course. It introduces the model program components to the practitioners and sharpens skills needed for successful community programming.

MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE

ACTIVITY STEP 2



The decision to initiate the model program must come from the highest elected/appointed official in a community. Decision-makers in this group include mayors, chairpersons of the board of commissioners/supervisors, and borough or township managers. Additionally, support from the locally elected legislative branch is critical to the program. By involving the local elected official in the initial decision to begin the model program, the chances of a firm commitment by the municipal government will be immeasurably strengthened. It is imperative that the local legislative branch endorse and support the precepts of the model crime prevention program, for without their support the citizenry and business leaders will be less likely to actively participate in the effort.

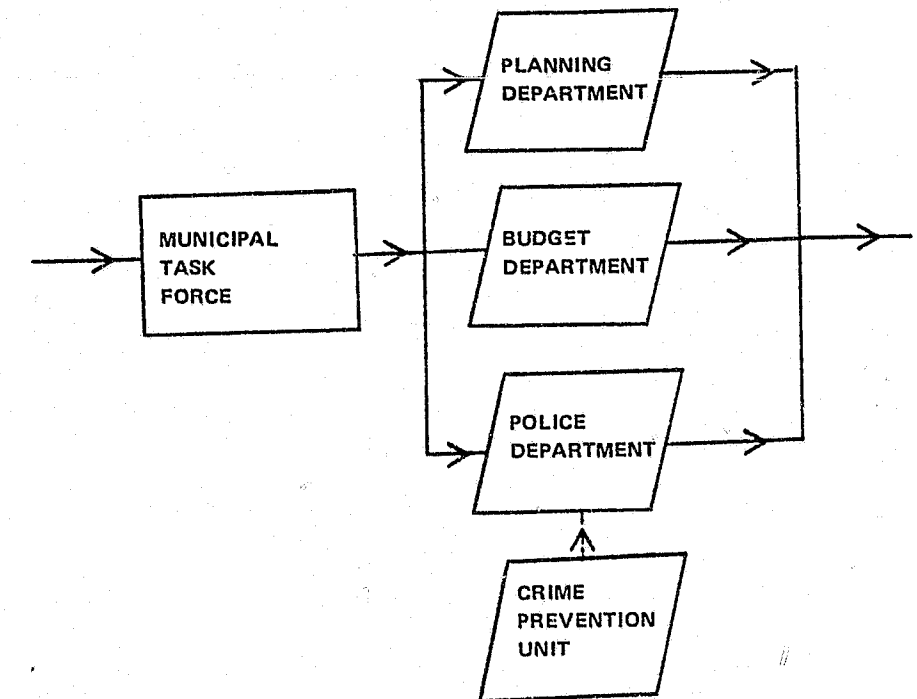
The method by which the local government endorses the concept of crime prevention and solicits participation in the program will take a form that the municipality deems acceptable. However, the municipal government should take a proactive stance and formally request the Pennsylvania Commission on Crime and Delinquency's assistance in a manner that involves the public and clearly states their intentions. This could take the form of official correspondence between the municipality and the PCCD.

It should be understood at the onset that the community crime prevention initiative will be strictly an effort borne of and for the municipality. PCCD assistance will be supportive in nature and follow the directions of the local government. However, it should be made clear that, by requesting participation in the program, the municipality has agreed to support the crime prevention program in a manner that parallels the sequence of activities documented in the model.

MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE

ACTIVITY STEP 3



Once the local government decides to participate in the program, the activities take on a more operational aspect. In essence, other components of the municipal government are committed to the program as directed by the municipal executive.

The chief executive should formulate a municipal task force to garner resources in the preparation of the program. Composition of the task force should include but not be limited to those individuals administering the planning and budget offices, the chief of police, and the supervisor of the police crime prevention unit. Additional department heads and bureau chiefs may be included in this task force as local situations require. At this point the department heads should be gathered together and the commitment by the chief executive be clearly defined. All municipal departments should be put on notice that their resources may be called upon to assist this effort. In addition, the executive should name an assistant to act as liaison to the municipal government. This individual will, on a day to day basis, administer details related to the program. This person, for example, could be the director of the police crime prevention unit.

Of primary importance in this area is the local law enforcement agency. The purpose for committing the police is obvious since they will ultimately be responsible for conducting the program at the "street level" and will of necessity be attempting to influence the direction of the program to maximize existing police resources, especially the crime prevention unit. This section should already be in place and be composed of graduates of PCCD crime prevention training courses. If not, PCCD staff will aid in the formulation of this section, through technical assistance efforts to the police department.

Likewise, the local planning agency will be of importance in the collection of demographic data regarding the community and as a clearing-house for coordinating the actions of the various community, neighborhood and block groups functioning within the municipality. If there is a municipal agency that is involved in community organizing, then they should be tied into the task force at this juncture.

The municipal budget department should be apprised of the program and effected departments be required to forecast and coordinate their disbursements through this office. It is essential that municipal resources, both material and person-hours, be allocated in a carefully monitored cost-effective manner.

As soon as appropriate, the chief executive and municipal task force should meet to conduct the necessary planning functions. A major portion of the meeting will be devoted to delegating tasks to each agency and assigning individuals from each agency to act as liaison to the task force.

At this point, specific planning procedures can be undertaken.

MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE

ACTIVITY STEP 4



The first meeting of the municipal task force, following the chief executive mandating its role and outlining the responsibilities of each participant, will focus on development of working relationships. It should include the municipal executive who chairs the session, police department executive and other appropriate law enforcement officials including the crime prevention unit director, planning department head and a representative of the PCCD, who will provide technical assistance. In addition, as the chief executive deems fit, appropriate officials from other municipal agencies will attend and be included in work plans.

Should the chief executive deem it necessary to designate a subordinate official to chair the task force meeting, it must be understood by all participants that this individual will be acting as the representative of the chief executive.

The initial topic to be addressed is the review of the model program concept in order to insure complete understanding of the program. Also, delegation of responsibilities to agencies or individuals will be made so that data collection efforts may be begun.

Exhibit C outlines a sample meeting agenda. This may be modified to suit local conditions but the essential points noted should be covered. First, a structure for the task force's continued operation should be set up. Second, the responsibility by members of the task force to gather data on the municipal crime problem and related characteristics must be understood and prioritized.

These assignments will be the starting point for all actions, decisions, programs, etc., which the task force will formulate to address local crime issues. The next activity step will address this process in more detail.

MUNICIPAL CRIME PREVENTION PROGRAM

MUNICIPAL TASK FORCE

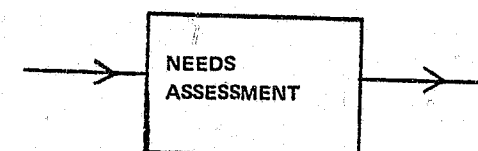
SAMPLE MEETING AGENDA

<u>Task</u>	<u>Responsibility</u>
Call to Order	Chief Executive
Designation/Selection of Chairperson	All participants
Introduction of Participants	Chief Executive
Review of Model Program Concept	PCCD staff
Actions taken by municipality to date	Chief Executive/Crime Prevention Officer
Delegation of agency responsibilities for community needs assessment	Chief Executive
Discussion of needs assessment assignments by participants	All participants
Selection of completion date for needs assessment activities	All participants
Scheduling of next meeting	Chairperson
Adjournment	Chairperson

MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE

ACTIVITY STEP 5



The information gathering process alluded to in the previous activity step, often termed "needs assessment", is designed to accomplish several objectives. First, it will provide a profile of the community to allow the task force to clearly comprehend the environmental factors which nurture incidence and fear of crime. Also, it will analyze current crime data by reviewing police reports on reported offenses.

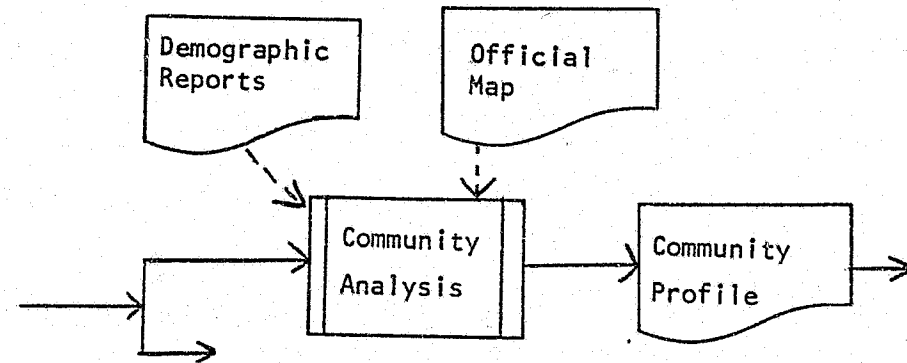
The needs assessment process binds the law enforcement agency, the community, and the municipal planning agency in a combined information exchange to provide a comprehensive view of the nature of the municipality and its crime problem.

The chief executive, or chairperson of the municipal task force, has the burden of assigning tasks and monitoring performance until completion. The following activity steps list the agencies, needs assessment activities and sample reporting forms.

MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE

ACTIVITY STEP 6



While there is a range of data that could be examined in a total community analysis, it should be understood that the resultant profile is meant to be a working document that assists the community to better understand itself. The municipal planning department should be assigned by the municipal executive to complete this activity since they employ specialists in these matters and have easy access to the information.

The types of data collected for the profile will be classified under the heading census data or land use data. Exhibit D depicts a sample community profile form. As noted, the census data will include the local population figures, age, race, sex, marital status, employment status, and income level of community residents. This information can be gleaned from the latest census figures or tax records.

The official map, which is composed of the present status and proposed plans for municipal land use, can be used for gathering relevant data. This sketch is usually found in the municipal comprehensive plan. If not available, subdivision regulations and zoning laws can be a valuable resource.

The land use data will include the number of residential, apartment and business structures in the community, as well as areas currently undergoing revitalization efforts. This type of information will assist the task force to have better understanding of what types of structures are likely to be victimized.

MUNICIPAL CRIME PREVENTION PROGRAM

COMMUNITY PROFILE REPORT FORM

CENSUS - Date _____

Total population # _____

Population breakdown by age:

0 - 14	# _____	_____ %
15 - 24	# _____	_____ %
25 - 34	# _____	_____ %
35 - 54	# _____	_____ %
55 +	# _____	_____ %

Population breakdown by sex:
(15 years and older)

Male	# _____	_____ %
Female	# _____	_____ %

Population breakdown by marital status:
(15 years and older)

Single	# _____	_____ %
Married	# _____	_____ %

Population breakdown by employment status:

Employed Adults	# _____	_____ %
Unemployed Adults	# _____	_____ %

CENSUS (Continued)

Population breakdown by income in dollars:

0 - 9,999	_____	_____ %
10,000 - 14,999	_____	_____ %
15,000 - 24,999	_____	_____ %
25,000 - 49,999	_____	_____ %
50,000 - +	_____	_____ %

Population breakdown by race:

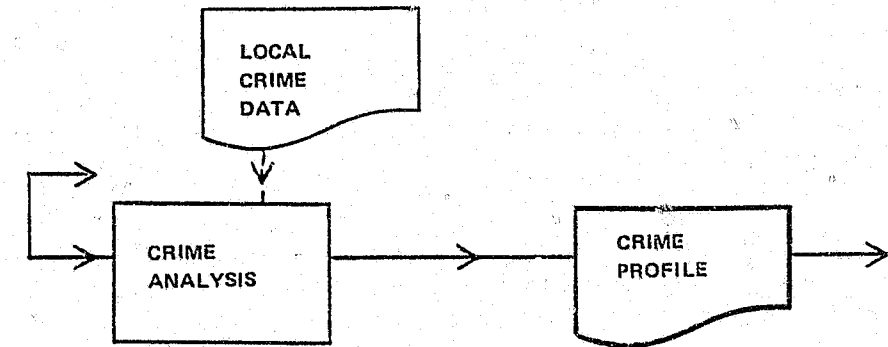
White	# _____	_____ %
Hispanic	# _____	_____ %
Oriental	# _____	_____ %
Black	# _____	_____ %
Other	# _____	_____ %

LAND USE

Total structures in target area	_____	_____ %
Single family dwelling structures	_____	_____ %
Multi-family dwelling structures	_____	_____ %
Business structure (commercial)	_____	_____ %
Building Code Violations	_____	_____ %
Abandoned Buildings	_____	_____ %
Population Density	_____	_____ %
Incidence of Fires	_____	_____ %

PLANNING PHASE

ACTIVITY STEP 7



The major responsibility assigned to the law enforcement agency, and especially the crime prevention unit, is for crime data analysis (Activity Step 7). The product of this initiative will be a profile of the community's crime problem as gathered from the crime reports of the police department. The resultant information is designed to assist the task force in prioritizing the crime problems of the community and determining the most effective resources to deal with the situation.

A fundamental reason for the crime analysis is to provide the task force with basic information regarding the current levels of reported crime. This process is the responsibility of the Crime Prevention Unit (if no formal analysis unit exists) in cooperation with personnel from the police records division.

For the purposes of this program, crime analysis is based on four easily mastered activities and can be completed without the need for elaborate mechanical aids. The first step in the analysis process is the collection of data from the police incident report (or other appropriate form) for the preceding twelve month period. The second action is to record this data into categories which contain groups of similar information. The third step involves analyzing the data by noting patterns of crime within groups of similar data and, lastly, the production of a report which describes the findings. Exhibit E is a sample crime analysis report form. Victim information provides a vital part of this report and should be collected.

After completing the report a method must be determined to display the geographical summary for the municipality. This is usually completed by a pin or dot map.

Pennsylvania Commission on Crime and Delinquency staff are available to assist in the explanation of the report form and to aid the police in gathering, categorizing, analyzing and reporting the information needed to produce the municipal crime profile.

For this purpose a municipal map with all streets noted will be needed. Then a pin or dot will be placed on the map corresponding to the exact location of the crime as noted in the police crime report. By this method, an accurate depiction of the geographic occurrence of target crimes can be plotted. Multi-colored pins or dots may be utilized to avoid confusion of different crime types when several crimes are plotted on the same map. Exhibit F depicts a sample of this method.

As a result of the data collected and analyzed during the community and crime profiles, the municipal task force will be able to select a tentative target and control area for the model program. The selection of these tentative areas should be based upon the same criteria that will be utilized in the target selection activity of the planning phase. These criteria include: sufficient crime to warrant a program, existing community organizations, and size of the target area.

MUNICIPAL CRIME PREVENTION PROGRAM

POLICE DEPARTMENT

CRIME ANALYSIS REPORT FORM

CRIME TYPE SUMMARY

Burglary	_____ #	_____ % of all Part 1 crimes
Residential	_____ #	_____ %
Commercial	_____ #	_____ %
Robbery	_____ #	_____ % of all Part 1 crimes
Armed	_____ #	_____ %
Strong-arm	_____ #	_____ %
Larceny	_____ #	_____ % of all Part 1 crimes
Auto Theft	_____ #	_____ % of all Part 1 crimes
Auto	_____ #	_____ %
Commercial	_____ #	_____ %
Motorcycle	_____ #	_____ %

CHRONOLOGICAL SUMMARY

Day of Week:

Sunday _____ %
 Monday _____ %
 Tuesday _____ %
 Wednesday _____ %
 Thursday _____ %
 Friday _____ %
 Saturday _____ %

TOTALS _____ %

Time of Day:

Midnight to 8:00 a.m. _____ %
 8:00 - 4:00 p.m. _____ %
 4:00 - 12:00 p.m. _____ %
 Unknown _____ %

TOTALS _____ %

Month of Year:

January _____ %
 February _____ %
 March _____ %
 April _____ %
 May _____ %
 June _____ %
 July _____ %
 August _____ %
 September _____ %
 October _____ %
 November _____ %
 December _____ %
 TOTALS _____ %

Complete one copy of this form for each crime type being analyzed.

VICTIM SUMMARY

Age of Victim

0 - 15 _____ %
 16 - 24 _____ %
 25 - 39 _____ %
 40 - 54 _____ %
 55 + _____ %

Race of Victim

White _____ %
 Hispanic _____ %
 Oriental _____ %
 Black _____ %
 Others _____ %

Sex of Victim

Male _____ %
 Female _____ %

TARGET SUMMARY

Residential Structures

Single _____ %
 Multi _____ %
 Other _____ %

Commercial Structures

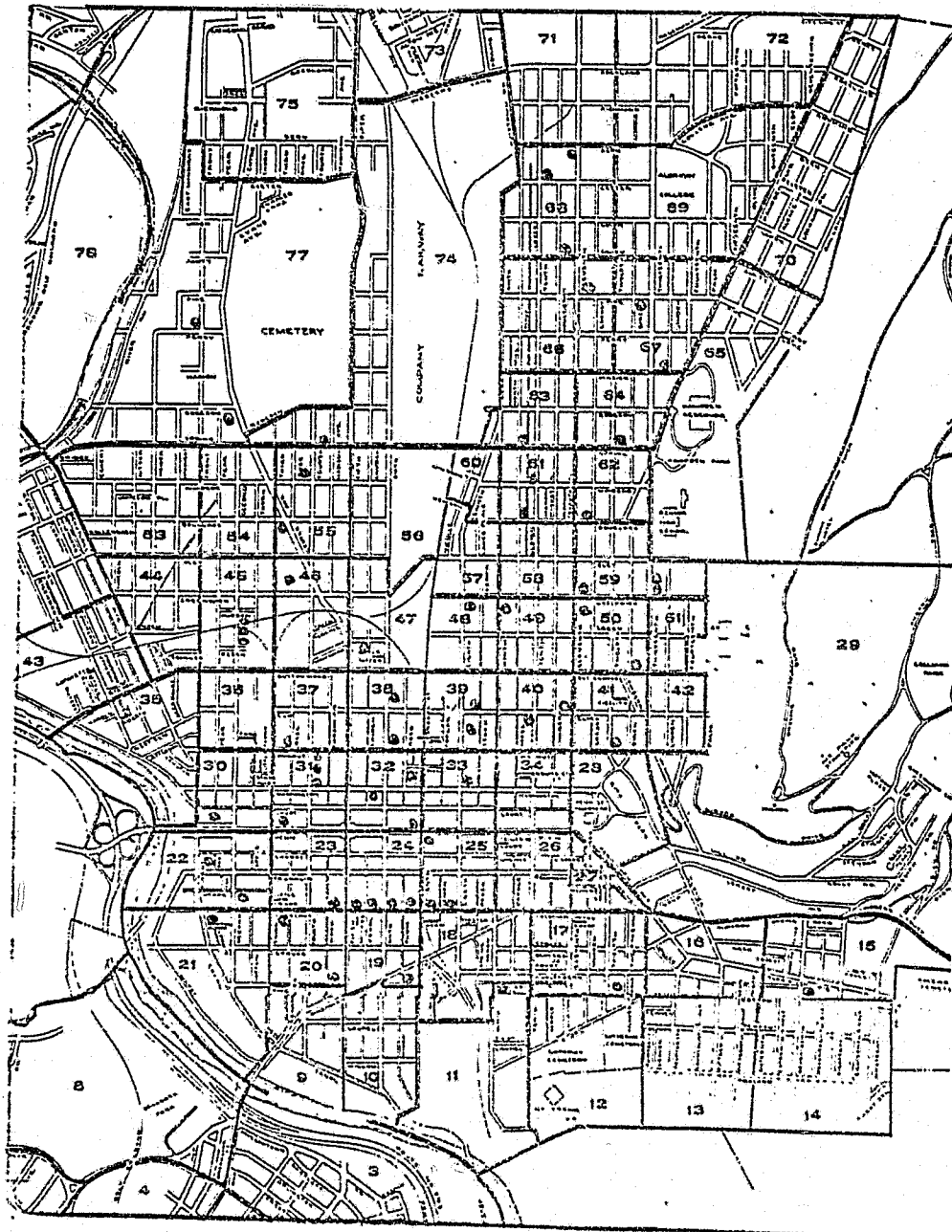
Business _____ %
 Industrial _____ %
 Other _____ %

Complete one copy of this form for each crime type being analyzed.

EXHIBIT F

MUNICIPAL CRIME PREVENTION PROGRAM

MUNICIPAL STREET MAP

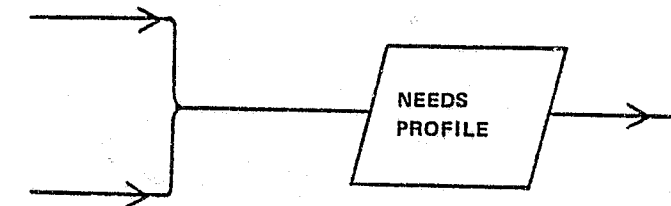


LEGEND:

- Red Dot = Burglary
- Blue Dot = Robbery
- Yellow Dot = Larceny
- Green Dot = Auto Theft

PLANNING PHASE

ACTIVITY STEP 8



The product of the planning and police departments' needs assessment initiative should constitute a profile of neighborhoods in the community where a crime prevention program is needed and could be implemented. Staff who assisted in the formulation of the profile meet and prepare recommendations for the municipal task force and the chief executive as to the program's feasibility.

The staff must carefully prepare their report with an interdepartmental theme. In addition to proposing the feasibility or lack thereof, municipal staff should prepare the task force and municipal executive for the process of determining target areas and program strategy.

MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE

ACTIVITY STEP 9



As soon as staff has developed recommendations from the local profiles of crime, community characteristics and concerns, the task force, chaired by the municipal executive, should meet and review the results. This conference will primarily address information contained in the profile and, after being presented with staff recommendations, the process of determining the feasibility of a community crime prevention program will begin by a review of the general and specific crime problems in the community on a neighborhood basis.

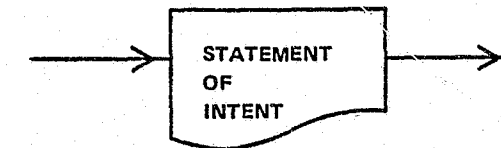
Factors to be considered in this process include types of crime prevalent in the community, the areas where crime occurs most often and the social and economic characteristics which may affect the incidence of crime. As a result, the task force should have a better perception of the community and its crime problem.

After analyzing the profiles determined during the assessment initiative, the chief executive, with the counsel of the task force, will ascertain the feasibility of the program. No decision on program specifics should or could be made at this point due to lack of input from the impacted citizenry. However, this resolution outlined in Activity Step 10 will place the executive on record as favoring the program.

MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE

ACTIVITY STEP 10



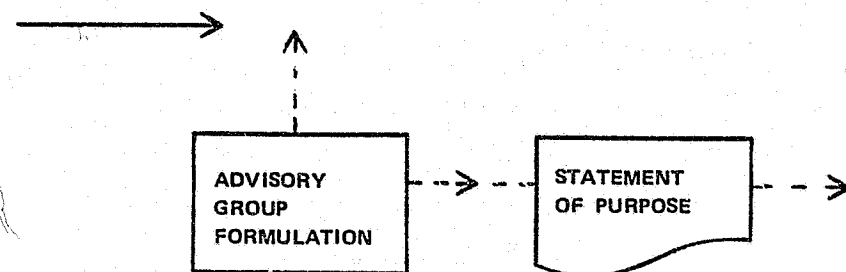
The declaration by the municipal executive of intent to participate in the program should be explicit and put in a form that commits the municipality. The purpose for such a strong statement is that municipal officials should be made aware that the crime prevention program has been given a high priority by the municipal executive. Thus, a commitment has been made commensurate with the authority vested in that office. Also, a document that clearly states the intent of the municipality to participate will insure that municipal employees understand their role and commitment to the effort. Finally, the support of the executive, determined at this junction after careful assessment of the problem, will allow for commitment of the time and resources necessary for successful implementation.

It should be put in the form of a management directive composed by the municipal executive with counsel from the municipal task force.

MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE

ACTIVITY STEP 11



An advisory group, drawn from community leaders, should be formulated as soon as possible after the declaration by the chief executive of program intent. The success of any program that involves active participation by the citizenry is directly related to the sense of "belonging" that the program gives the individual participant. Thus, their vigorous involvement must be solicited at an early point so that the community may effectively provide input into the planning process.

In this activity step, a set of guidelines will be formulated to facilitate the development of the local community advisory group to assist local officials in program implementation. The decision to create this advisory group will be through action of the municipal chief executive with the advice and counsel of the police department executive. Once the decision to create the group is given, it will be the responsibility of the police department, through the crime prevention unit, to officially organize it.

The first step will begin with nomination of possible members by the crime prevention unit with counsel from appropriate officials. Members of the crime prevention unit may utilize their own experiences in selecting potential members keeping in mind that the group should represent the community as closely as possible. Exhibit G serves as a guide for nomination to the municipal crime prevention advisory group. There is no set number required but the group should be kept at a size that is manageable. A group of between 12-15 individuals should be sufficient for organizing the body and initiating its work.

After the initial listing of the committee candidates has been determined, an informal interview with each nominee will be necessary to gather information and explain the purpose of the group. The crime prevention unit should assume this role and be careful to explain

the advisory nature of the group's mandate. Exhibit H is a brief outline to be used by the crime prevention officer when interviewing potential advisory group members. This list has been composed from organizations which have a formal commitment to crime prevention.

Upon completion of the interview process, the crime prevention officer will submit a list of recommended advisory group members through the police executive to the municipal executive. They will then be approved and the executive will formally appoint the group. The appointment process should include a formal letter from the municipal executive to each individual designating membership in the group. Exhibit I provides a format for the letter of appointment.

As soon as practical after the formal appointment of the advisory group, the initial meeting of the body should be conducted. The responsibility for scheduling and leading this meeting lies with the director of the police crime prevention unit.

A general outline for preparing for the meeting should include: scheduling of date, time and location (at least two weeks in advance); preparing agenda (with counsel from municipal task force); notifying group members; following up on participant notification; and conducting meeting.

The agenda for this meeting should be relatively informal with the main purpose being to acquaint members with each other, a statement of purposes that includes the goals of the group, and the need to actively involve the community. Exhibit J depicts a sample agenda with content for this meeting.

After the initial meeting when a formal statement of purpose has been ratified by the advisory group and submitted to the municipal executive, it should then be divided into working sections to assist the program.

Liaison will be maintained with the crime prevention unit on a continuous basis as the program develops.

MUNICIPAL CRIME PREVENTION PROGRAM

CITIZEN ADVISORY GROUP

MEMBERSHIP RESOURCE LIST

Local Civic Associations, Neighborhood Groups, or Block Clubs drawn from the following listing of organizations which are members of the National Crime Prevention Coalition.

Civic Organizations:

- U. S. Jaycees (local chapter)
- General Federation of Women's Clubs
- Optimist International
- National Exchange Club (local chapter)
- National League of Cities (local chapter)
- National Urban League (local chapter)
- National Association for the Advancement of Colored People

Business Organizations:

- Chamber of Commerce
- Retail Merchants Association
- Service Corps of Retired Executives

Unions:

- AFL-CIO (Department of Community Services)

School District:

- Parent-Teacher Organizations
- National Education Association (local chapter)
- National Retired Teachers Association (local chapter)

Religious Organizations:

- National Conference of Christians and Jews (local chapter)

Youth Organizations:

- Boy Scouts of America (local troop)

Senior Citizen Organizations:

- American Association of Retired Persons (local clubs)
- National Council of Senior Citizens (local chapter)

Media

Crime Prevention Officer(s)

District Attorney

District Justice (target area)

MUNICIPAL CRIME PREVENTION PROGRAM

CITIZEN ADVISORY GROUP

PRELIMINARY INTERVIEW FORMAT

1. Explain history of local crime prevention efforts.
 - a. Recognized need for crime prevention
 - b. Crime prevention officer training
 - c. Program formation for past crime prevention program
 - d. Current local involvement in crime prevention (if any)
 - e. Current status of programs in municipality
2. Explain how past activities have led department to understand need for community involvement.
 - a. Reduced police manpower
 - b. Reduced funds for many programs
 - c. Availability of local resources
 - d. Benefits of total community involvement
3. Explain concept of community crime prevention advisory group.
 - a. Local forum of issues
 - b. Assists in developing local activities for crime prevention
 - c. Involves citizens in implementing programs

d. Assist police and citizens in attaining goals of local crime prevention programs

4. Explain to individual that he/she will be notified of upcoming organizational meeting.
5. Reinforce positive aspects of advisory group and again solicit participation in committee.

MUNICIPAL CRIME PREVENTION PROGRAM

CITIZEN ADVISORY GROUP

SAMPLE LETTER OF

APPOINTMENT

It gives me great pleasure to appoint you to the Citizens Crime Prevention Advisory Group of the _____ (Municipality) crime prevention program.

Based on past recognition of you as a community-minded individual concerned with the needs of our municipality, I am confident your work with the Advisory Group will be of value to the overall success of our local crime prevention efforts.

As our community begins this important program, I want to emphasize that only through the combined efforts of citizens, police and local government can we hope to reduce crime and the fear of crime in our community.

It is with this idea of mutual cooperation that I welcome you to the Advisory Group and trust that you will find your time and efforts with this body to be rewarding.

Sincerely,

Chief Executive

MUNICIPAL CRIME PREVENTION PROGRAM

CITIZEN ADVISORY GROUP

INITIAL MEETING AGENDA

1. Call to Order

Chair - Chief executive/designee

2. Introduction of members

Brief self introductions of members to increase familiarity of body.

3. Brief introductory comments

Chief executive (or designee) to welcome members and explain need for advisory group.

4. Explanation of purpose

Crime prevention officer to do this utilizing the following model format:

Purpose:

The community crime prevention advisory group will act as a mechanism to coordinate the resources of the community in assisting the local crime prevention program.

5. Explanation of goals

Crime prevention officer to do this utilizing the following model format:

Goals:

The goals of the community crime prevention advisory group are to:

- a. Stimulate community interest in and support the crime prevention activities.

- b. Assist the law enforcement community in coordinating crime prevention efforts with citizens' groups.

6. Explanation of duties

Crime prevention officer to do this utilizing the following model format:

Duties and Functions:

The community crime prevention advisory group will be responsible for accomplishing the following:

- a. Identify the general and specific community resources available to assist the crime prevention program.
- b. Provide input to the crime prevention unit in developing a priority schedule for the allocation of local resources to crime prevention efforts.
- c. Assist in the implementation of crime specific prevention programs.
- d. Maintain review of community changes, attitudes, concerns which impact on crime prevention efforts.
- e. Act as resource center and/or information exchange for crime prevention information relevant to the community.

7. Discuss need for community resource profile

Crime prevention officer to explain need for profile and methods for development.

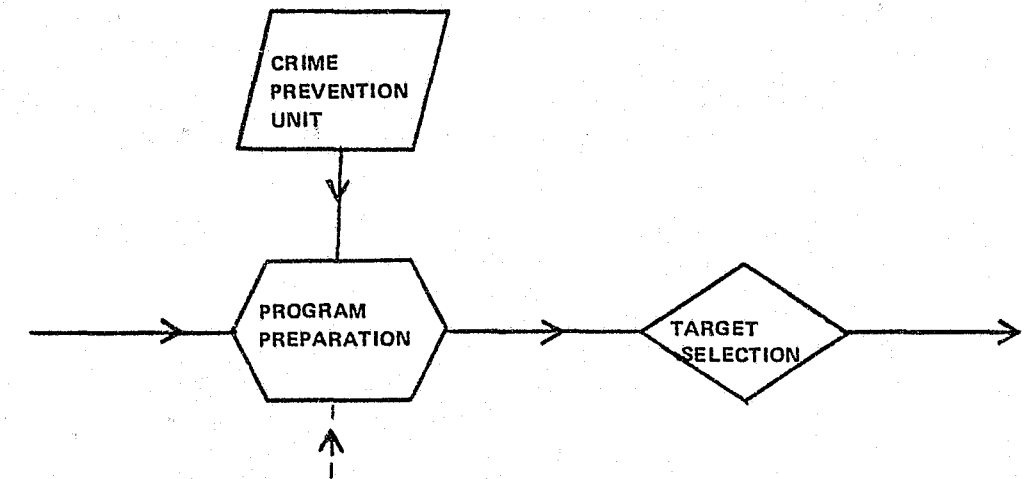
8. Statement of Purpose

Community crime prevention advisory group will develop a Statement of Purpose based on their goals for ratification and submission to municipal executive.

9. Adjournment

MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE
ACTIVITY STEP 12



Upon nomination and organization of the advisory group, the municipal task force should arrange for further development of the program. In this activity step the impact area will be delineated and the goal of the program determined.

The first step is a review of several documents including the needs profile, statement of intent from the municipal executive, and the statement of purpose from the advisory group. From this the task force can estimate the nature and incidence of crime in the municipality by geographic area and the level of concern as shown by the citizenry. The crime prevention unit should then transfer this information to a map of the area. In addition, the planning unit should synthesize this data onto a land use map thus facilitating the decision-making process.

With advice from the advisory group, a target area should be determined that incorporates the criteria noted on Exhibit K. It can be delineated by census tracts, political wards or other boundaries, but should manifest a sense of community or "belonging" on the part of residents.

A target area will be the primary focus of the crime prevention effort. In essence, it will receive service on a priority basis and the efficiency and effectiveness of the program will be based on the status of the crime prevention initiative in these areas. This should not exclude other areas from receiving crime prevention service as requested. Other neighborhoods should be provided appropriate services from available resources.

The concerns and victimization levels in both target and other areas of the municipality should be extracted from the needs profile. This data will be the main instrument used to evaluate program effectiveness.

After selecting a target area the issues in that community should be defined. Once again, the needs profile can be used with special emphasis on concerns of the citizens. Extracted from these issues, a general statement expressing the aim of the crime prevention program should be formulated. This will be termed the goal statement and is a crucial step in effective program formulation. Exhibit L notes the points that should be taken in consideration when composing a workable, effective, and clear goal statement.

Several examples of goal statements that incorporate the basic criteria would be:

- Goal: Reduce the incidence of burglary as noted in police offense reports in the Marywood District (for a 2 census tract area) in 9 months from the initiation date of a crime prevention program.
- Goal: Increase the amount of burglary-in-progress calls as noted in police offense reports in the Marywood District in the 9 months from the initiation date of a crime prevention program.
- Goal: Decrease the overall fear of crime in the Marywood District as noted on an overall concern survey in the 9 months from the initiation date of a crime prevention program.

Target areas may have several goals based on their needs, resources and desire for improvement.

The crime prevention unit and the citizen advisory group should work very closely with the municipal task force in the development of these statements.

MUNICIPAL CRIME PREVENTION PROGRAM

TARGET AREA SELECTION CRITERIA

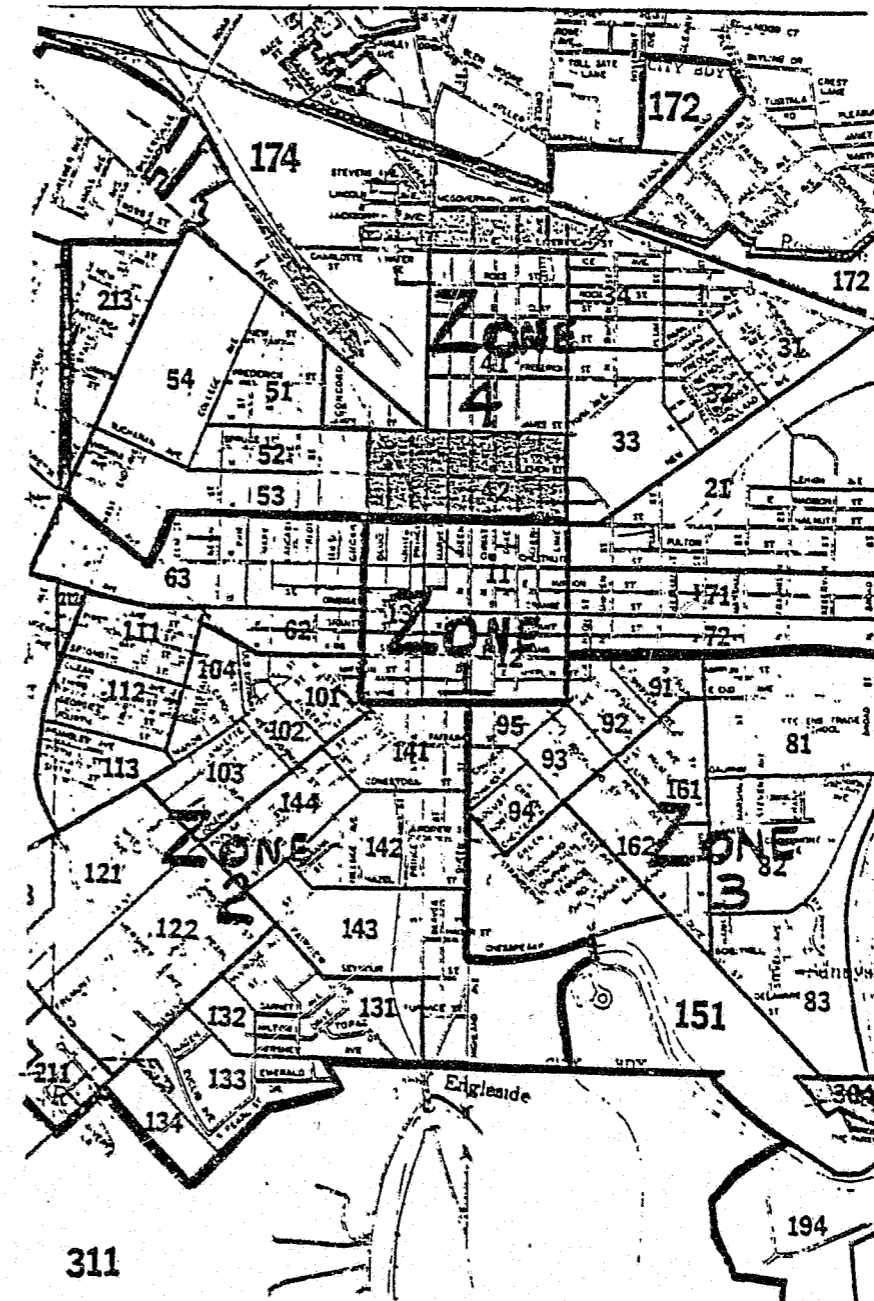
- Sufficient crime to warrant program. This can be determined by finding the rate per thousand for the municipality and checking the target site rate per thousand. The target site should equal or exceed the municipal rate as an indicator that sufficient crime exists to justify a concentration of resources in that site.
- In comparing several tracts or zones, avoid starting the initial project in the "toughest" tract; the one with the highest crime rate. Begin in quieter neighborhoods where experience can be gained before going on to the worst ones.
- Use a city map (See Exhibit M) that defines streets, political boundaries and land use where the program will be initiated. Furthermore, the target area should be defined in writing.
- Existing community organizations should be a consideration in selecting the first site. A receptive community group(s) will insure the success of the program as their support will be crucial in organizing the community or to facilitate programs. Advisory group may assist in this effort.
- Set the size of the site within manageable bounds. The pitfall of taking on too large a site will almost insure project failure.

MUNICIPAL CRIME PREVENTION PROGRAM
CRITERIA FOR PROGRAM GOAL STATEMENT

- . Clear and explicit in its intention to reduce certain crimes.
- . Consistent with community and police goals.
- . Convey to all participants exactly what the program/project is expected to accomplish.
- . Keep the program on course during execution.
- . Aid in reporting progress to others.
- . Facilitate evaluation of the program.
- . Provide a means for determining interrelationships between projects and guide the generation of ideas for projects.
- . Provide a ready means for evaluating the impact of a project toward program goals.
- . Aid in coordinating projects.

MUNICIPAL CRIME PREVENTION PROGRAM

CENSUS MAP



MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE

ACTIVITY STEP 13



A definition of the term "strategy" for the purposes of the Model Municipal Crime Prevention Program is the formulation of objectives from previously established crime preventive goals that are then used to construct effective operations that emphasize citizen participation. This activity step is a vital crossroad. At this juncture, decisions are made as to the specifics of target area programs. These resolutions must be carefully fashioned by the municipal chief executive in consultation with the police crime prevention unit.

Several documents should be reviewed prior to making initial strategy decisions. These include the Needs Profile (Activity Step 8), the Statement of Intent (Activity Step 10), Statement of Purpose from the Municipal Advisory Group (Activity Step 11), and Target Selection (Activity Step 12). The municipal executive will have the opportunity, through these reports, to identify opportunities and problems in the target area, assess values and aspirations of the target area residents, and through selection of strategies acknowledge what should be done.

The police crime prevention unit should inform the municipal executive on the nature and capabilities of crime prevention strategies at this point in time. Community activities, target hardening, personal security, and environmental design initiatives must be explained at some length so that an implementable resolution may be agreed upon.

These programs should be ranked based on potential impact on target area crime and availability of support resources. Those strategies not selected for immediate implementation should be considered at a future date.

Once programs have been chosen, clear objectives must be developed. These objectives must be consistent with both police and community goals. They are designed to convey to the target community and program staff just what the project is expected to accomplish within a given time. Example objectives based on specific strategies include the following:

- Personal Security:

The crime prevention unit will instruct three sessions on personal security techniques for elderly residents of (community) within the first three months of the program initiation.

- Community Activities:

The crime prevention unit will organize 30 Block Watches with a minimum of 50% participation per block per program guidelines in (community) within 6 months of the program initiation.

- Target Hardening:

The crime prevention unit will conduct 50 security surveys of local business establishments in a 12 month period of the program initiation.

- Environmental Design:

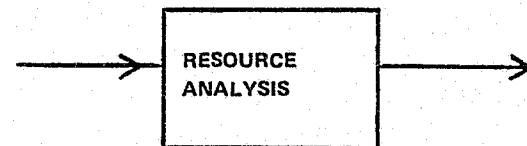
Within 6 months of program initiation the municipal planning department will review building codes for applicability of security features and report to the municipal executive.

The initial program objectives that have been formulated from the planning process proposed in the Model Municipal Crime Prevention Program should narrow the focus of future activities of the program. These objectives, although only tentative at this point, should assist the task force in formulating a coordinated, operative program.

Task force members should be reminded that the objectives formulated in this activity step will be reviewed at a later point in the planning process (Activity Step 22) prior to receiving final approval for implementation.

MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE
ACTIVITY STEP 14

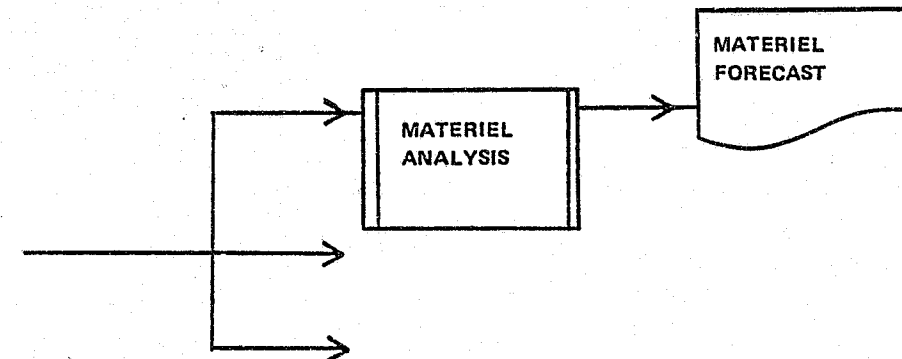


At this stage the municipal task force should take stock of what it is going to take to effectively and efficiently meet the crime prevention goal(s) in the target area. This emphasis on calculating disbursement of resources will have a telling effect on successful strategies as the program passes into the operational phase.

Materials, budget and manpower expenditures will be tabulated in the following three activity steps. Due to the wide variety of accounting methods utilized by municipalities, the specific forms necessary for use in these activities will have to be developed by the crime prevention unit in concert with the municipal fiscal officer. The sample work forms included in the next two activity steps may or may not be applicable to a particular municipality's needs. They are presented here as a guide for completion of the assigned tasks.

MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE
ACTIVITY STEP 15



The materiel analysis and subsequent forecast will provide a guide for distribution of a variety of "hands-on" literature, brochures and equipment items (eg. engraving tools) that will assist in effective programming. The crime prevention unit should assume responsibility for completion of this activity.

Subject to the constitution of the target area, the following guidelines regarding the disbursement of crime prevention materiel should be adhered to:

- 1 (each) pamphlets per household
- 1 (each) engraving tool per block captain, and
- 2 (each) Operation ID stickers per household

Many of these items can be made available through PCCD sources without cost to the municipality.

The materiel forecast form is illustrated in Exhibit N for use in compiling necessary supplies.

MUNICIPAL CRIME PREVENTION PROGRAM

EXHIBIT N

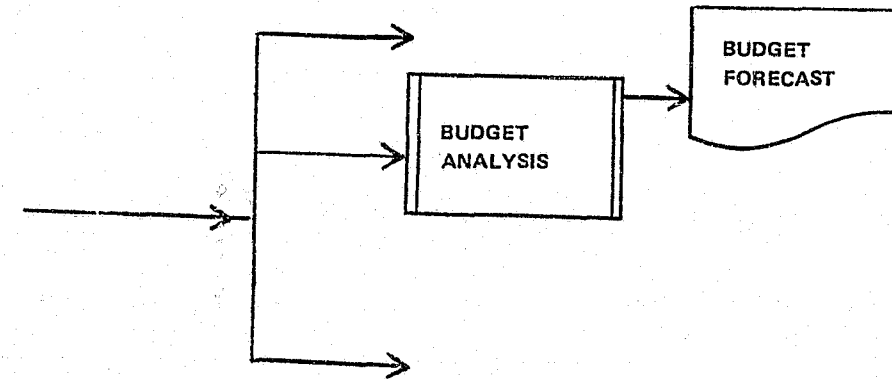
MATERIEL FORECAST FORM

Project Name		Revision No.	Date of this Revision		Approved by		
Task No.	Quantity Required	Description	Source	Delivery Lead Time Required	Estimated Cost/Unit	Estimated Total Cost	Budget Code
Abbreviations and Other Comments							

MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE

ACTIVITY STEP 16



Tabulation of fiscal expenditures is another prerequisite necessary for successful community programming. This should include manpower, materials, and facilities costs. Crime prevention unit officers should meticulously prepare this report and staff it for close scrutiny by the municipal budget officer. It must closely parallel the municipal fiscal statement and not be allowed to exceed available resources.

An additional factor should be the tabulation of volunteered services. The time, money, facilities and other contributions made by local citizens should be noted and contrasted with municipal expenditures to illustrate the interest and input of the program in the community.

The crime prevention unit should prepare the project budget report by utilizing the format presented in Exhibit 0 or by use of a localized document which may be developed in cooperation with the municipality's fiscal unit.

The report maps out fiscal outlays over the period of the program by month and account. Also, it notes in a separate section actual versus planned costs. This can be used to monitor the performance of the program from its commencement.

As the officials responsible for overall program operation, the police crime prevention unit would prepare the program budget statement. However, as stated earlier, the municipal fiscal officer should be consulted for review.

EXHIBIT O

MUNICIPAL CRIME PREVENTION PROGRAM

PROJECT BUDGET

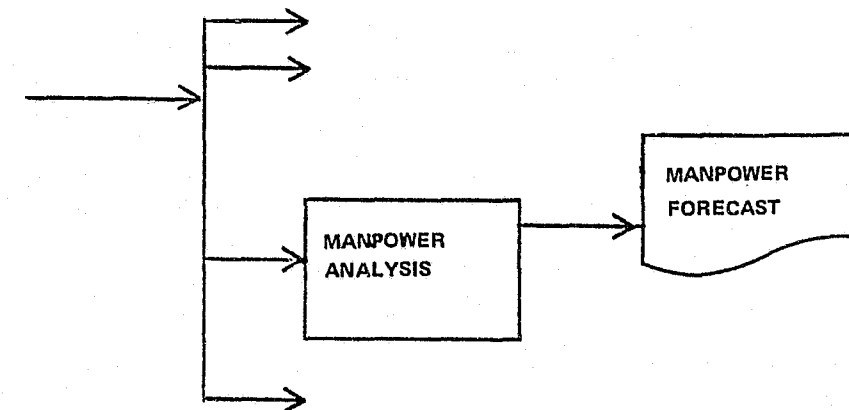
Project Name		[Revision, Report] No.		Date of this [Revision, Report]		Approved by										
Acct. No.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEPT.	Total This Yr	2nd Year	3rd Year	Tot All Y
100																
200																
300																
400																
500																
Total																

* Include expenditures from previous years.

MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE

ACTIVITY STEP 17



The manpower needed to carry out the goals of the program is assessed at this point. This is a preliminary effort to research needs and the crime prevention unit should not have to be held strictly accountable to the figures contained in the report. However, the man-hours expended by municipal employees should be as definitive as possible.

The needs for volunteer service should be noted. Exhibit P lists a sample manpower assessment form.

EXHIBIT P
MUNICIPAL CRIME PREVENTION PROGRAM

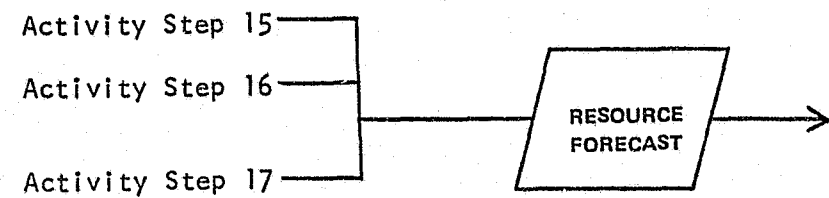
MANPOWER FORECAST

Project Name			Revision No.	Date of this Revision	Approved by		
Activity Step	Dates		No. of Persons Required	Activity Description	Total Man-Days Required	Average Cost per Man-Day	Estimated Total Manpower-Cost
	From	To					

MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE

ACTIVITY STEP 18

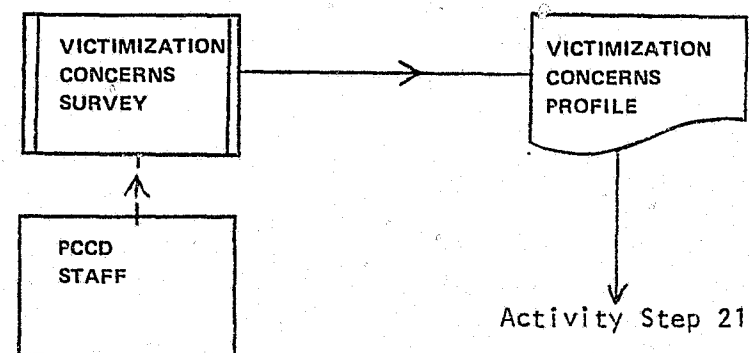


This activity step is similar to Step 8 in that municipal staff who compiled reports drawn from analyses of materiel, manpower, and budget resources meet to formulate recommendations to be submitted to the municipal executive and task force regarding commitment of municipal assets to the program. The manner in which the group compiles its information can be relatively informal.

MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE

ACTIVITY STEP 19



The citizens' perception of the nature of the crime problem is a decisive factor in the formulation of a community crime prevention program. Generally, citizens' surveys assist in establishing an understanding of the amount of criminal activity not reported to police and, therefore, not portrayed in the crime profile. In addition, they provide an explicit picture of the insight that the citizenry possesses with regard to the nature and incidence of crime and its consequent fear. The purpose of this survey is intended to measure the attitudes of the residents in the target areas regarding fear of crime, perceptions of crime trends, and influences of crime on their behavior, in addition to finding out which households may have been the victims of one of the target offenses.

It is essential that this activity step be accomplished on a priority basis since this profile will be critical in evaluating overall impact. Crime prevention unit personnel will administer the survey by means of citizen volunteers who have been carefully instructed on proper presentation techniques. This instruction, as well as other operational details that require special attention, will be provided by PCCD staff to insure that the survey will be statistically valid.

The survey instrument itself has been developed by PCCD staff and is presented in Exhibit Q. Actual implementation strategy will be formulated by local authorities based on conditions in the community but it is designed to be administered by on-site interviews in the household.

One viable alternative for implementation strategy is contacting local senior citizens' groups and requesting their assistance. Additional resources may be local civic associations, organized community groups, church organizations, or other recognized groups. Through this method, in an effective way, the community's perspectives are garnered in a manner that is both cost effective and does not create additional concern.

It is imperative that the crime prevention unit, in conjunction with PCCD staff, take an active and participatory role in the training of the survey-taker volunteers. This involvement should include training in the techniques of victimization surveying and, most importantly, training in personal safety techniques to insure the well-being of each individual who performs this valuable service. It would be advisable to provide interviewers

with picture identification cards to use in introducing themselves and gaining the confidence of residents they wish to survey. This will help insure their personal security as well as the integrity of the program.

It is possible that the press may become aware of the survey and want information on the purpose. If so, a simple press release should be prepared indicating that a comprehensive crime prevention program is being considered for the survey area. They should further be informed that if such a program is initiated they would be invited to an informative "kick-off" event.

EXHIBIT Q

1981-82
TARGET AREA CONCERN SURVEY

LOCATION NO. _____

HOUSING UNIT NO. _____

TIME STARTED _____

The information entered on this form will be handled in the strictest confidence and will not be released to unauthorized personnel.

Hello. My name is _____ and I'm working on a local survey for the Pennsylvania Commission on Crime and Delinquency.

The results are a statistical tabulation of everyone's answers and no names are ever connected with the survey.

I would like it understood between us that if I ask you any questions that you do not want to answer, that will be fine.

If it is all right with you, let's get started.

First, I would like to ask you a few questions relating to subjects which seem to be of concern to people. These questions are asking for your opinion.
(HAND THEM A MAP OF THE TARGET AREA - REFER TO IT AS AREA A.)

1.a. Which of the following best describes why you selected a house/apartment in Area A highlighted on the map? (CIRCLE ALL THAT APPLY)

1. Neighborhood characteristics (type of neighborhood, clean streets, etc.)
2. Good schools
3. Price was right
4. Only place housing could be found; no choice
5. Location (close to work, school, relatives, friends)
6. Property characteristics (size, quality, room)
7. Always lived in neighborhood
8. Other _____

b. Which would you consider to be the most important reason? IF RESPONDENT IS NOT SURE, ASK FOR AND ENTER HIS/HER BEST GUESS. _____

2.a. Which of the following best describes what you don't like about Area A?
(CIRCLE ALL THAT APPLY)

1. Traffic/parking
2. Environmental problem - trash, noise, overcrowding
3. Crime or fear of crime
4. Inadequate public transportation
5. Inadequate schools
6. Inadequate shopping facilities
7. Bad elements moving in
8. Problems with neighbors
9. Other _____

b. Which would you say is the most important reason? IF RESPONDENT IS NOT SURE, ASK FOR AND ENTER HIS/HER BEST GUESS. _____

3.a. Do you shop for groceries in Area A?

1. Yes → IF "YES", SKIP TO QUESTION 4.a.
2. No

IF "NO" ON QUESTION 3.a., ASK:

Is that because (CIRCLE ALL THAT APPLY):

1. There are no grocery stores in Area A
2. Prices are too high in stores in Area A
3. Stores are more convenient outside Area A
4. Crime or fear of crime
5. Other _____
6. Not sure

b. Which reason would you say is the most important? IF RESPONDENT IS NOT SURE, ASK FOR AND ENTER HIS/HER BEST GUESS. _____

4.a. Do you usually shop for items other than groceries (clothes, health aids) in Area A? If not, is it because: (CIRCLE ALL THAT APPLY)

1. There are no stores in Area A
2. There is a poor selection of goods in stores in Area A
3. Stores are less convenient in Area A
4. Prices are too high in Area A
5. Fear of being harassed or physically harmed
6. Other _____

b. Which do you feel is the most important reason? IF RESPONDENT IS NOT SURE, ASK FOR AND ENTER HIS/HER BEST GUESS. _____

5.a. When you go out to restaurants or theaters in the evening, do you go to these places in Area A?

1. Yes → IF "YES", SKIP TO QUESTION 6.
2. No

IF "NO" ON QUESTION 5.a., ASK:

Is that because: (CIRCLE ALL THAT APPLY)

1. There are none in Area A
2. They are less convenient than places outside the area
3. Parking/traffic is a problem
4. Crime or fear of crime
5. Too expensive in the area
6. Other _____
7. Not sure

b. Which do you feel is the most important reason? IF RESPONDENT IS NOT SURE, ASK FOR AND ENTER HIS/HER BEST GUESS. _____

Now, we would like you to think about crime pertaining to households.

6. During the last 12 months, did someone break into or somehow illegally get into your apartment/home, garage or other building on your property?

1. Yes
2. No

7. Other than the incidents mentioned above, during the last 12 months, did someone try to break into your apartment/home, garage or other building on your property?

1. Yes
2. No

8. During the last 12 months, was anything stolen that is kept outside of your home or happened to be left out, such as a bicycle, garden hose, lawn furniture, etc.?

1. Yes
2. No

9. During the last 12 months, did anyone try to steal or use your automobile(s) without permission?

1. Yes
2. No → IF "NO", SKIP TO QUESTION 10.

IF "YES" ON QUESTION 9, ASK:

Did this occur within Area A?

1. Yes
2. No

10. During the last 12 months, did anyone steal or try to steal parts of your automobile(s) such as a battery, tires, hubcaps, tape deck, etc.?

1. Yes
2. No → IF "NO", SKIP TO QUESTION 11.

IF "YES" ON QUESTION 10, ASK:

Did this occur within Area A?

1. Yes
2. No

Now we would like you to think about crime pertaining to you personally.

11. During the last 12 months, did you have your pocket picked/purse snatched?

1. Yes
2. No → IF "NO", SKIP TO QUESTION 12.

IF "YES" ON QUESTION 11, ASK:

Did this occur within Area A?

1. Yes
2. No

12. During the last 12 months, did anyone take something from you by force?

1. Yes
2. No → IF "NO", SKIP TO QUESTION 13.

IF "YES" ON QUESTION 12, ASK:

Did this occur within Area A?

1. Yes
2. No

13. During the last 12 months, did anyone try to take something from you by force?

1. Yes
2. No → IF "NO", SKIP TO QUESTION 14.

IF "YES" ON QUESTION 13, ASK:

Did this occur within Area A?

1. Yes
2. No

14. During the last 12 months, did anyone attack you, beat you or hit you with an object, such as a rock or bottle? (Other than a knife or gun.)

1. Yes
2. No → IF "NO", SKIP TO QUESTION 15.

IF "YES" ON QUESTION 14, ASK:

Did this occur within Area A?

1. Yes
2. No

15. During the last 12 months, did anyone attack you/shoot at you with a knife or gun?

1. Yes
2. No → IF "NO", SKIP TO QUESTION 16.

IF "YES" ON QUESTION 15, ASK:
Did this occur within Area A?

1. Yes
2. No

16. During the last 12 months, did anyone threaten to beat you up?

1. Yes
2. No → IF "NO" SKIP TO QUESTION 17.

IF "YES" ON QUESTION 16, ASK:

Did this occur within Area A?

1. Yes
2. No

17. During the last 12 months, did anyone threaten you with a weapon?

1. Yes
2. No → IF "NO", SKIP TO QUESTION 18.

IF "YES" ON QUESTION 17, ASK:

Did this occur within Area A?

1. Yes
2. No

Now, we would like you to think about fraud.

18. During the last 12 months, has anyone tried to con you into a fraudulent scheme?

1. Yes
2. No IF "NO" SKIP TO QUESTION 19.

IF "YES" ON QUESTION 18, ASK:
Which type of fraud: CIRCLE ALL THAT APPLY

1. Home Improvement.
2. Bank Related.
3. Investment.
4. Postal Frauds.
5. Others _____
6. Not sure.

19. During the last 12 months, has anyone conned you in a fraudulent scheme?

1. Yes
2. No IF "NO" SKIP TO QUESTION 20.

IF "YES" ON QUESTION 19, ASK:
Which type of fraud: CIRCLE ALL THAT APPLY

1. Home Improvement.
2. Bank Related.
3. Investment.
4. Postal Frauds.
5. Others _____
6. Not sure.

In response to crime, people have been taking certain actions or measures to better protect themselves from household or personal crime. We would like to ask you what actions or measures you might have taken during the past 12 months.

HAND RESPONDENT CARD B.

20. During the last 12 months, which of these additional types of security measures on the card I gave you have you taken to protect your house/apartment, garage, outside buildings and valuables? (CIRCLE ALL THAT APPLY)

1. Installed additional door locks
2. Installed additional window locks
3. Installed additional outside lighting
4. Purchased watchdog
5. Installed alarms
6. Engraved valuables with an I.D. number
7. Other _____
8. None _____

TAKE BACK CARD B.

HAND RESPONDENT CARD C.

21. During the last 12 months, have you taken any of the actions or steps on the card I gave you to protect yourself from harassment, attacks, muggings, purse snatchings? (CIRCLE ALL THAT APPLY)

1. Purchased firearm
2. Learned self-defense tactics
3. Purchased a repellent such as mace
4. Joined a neighborhood crime prevention group
5. Only leave the house day or night with a friend
6. Other _____
7. None _____

TAKE BACK CARD C.

22. During the last 12 months, have you attended a meeting or meetings of neighbors who are concerned about neighborhood crime and are looking to take steps/action against crime in the neighborhood?

1. Yes → IF "YES", SKIP TO QUESTION 22.
2. No

IF "NO" ON QUESTION 20, ASK:

During the last 12 months, have you heard of such a meeting or do you know of a neighborhood group which has formed a citizens crime prevention organization?

1. Yes
2. No

EXHIBIT Q
PAGE -8-

When we put together all the things people have told us, we group together the answers from people who are alike in one or more ways. We need to know something about you to put your answer into the right groups. The following questions are for statistical purposes only.

23. For about how many years have you lived in or around this community?

1. _____ (Write in number of years).
2. Less than one year.
3. All my life.
4. Not sure.

HAND RESPONDENT CARD D.

24. Please give me the number that tells us what your race is.

1. White, not of Hispanic origin.
2. Black, not of Hispanic origin.
3. Hispanic.
4. Asian or Pacific Islander.
5. American Indian.
6. Other (specify) _____.

TAKE BACK CARD D.

HAND RESPONDENT CARD E.

25. Please tell me in which age range you fall?

1. Under 21.
2. 22 - 40.
3. 41 - 55.
4. 56 or Older.

TAKE BACK CARD E.

26. What is the last grade you completed in school?

1. No schooling.
2. Elementary school - 8th grade or less.
3. Some high school.
4. High school graduate.
5. Some college.
6. College graduate or beyond.

27. Which of the following best describes your current status? Are you:

1. Married.
2. Living as a couple.
3. Widowed.
4. Divorced or separated.
5. Never married.

28. Will you tell me into which of these employment groups you fall?

1. Employed, full-time (30 hours + per week).
2. Employed, part-time.
3. Retired.
4. Housewife.
5. Student.
6. Unemployed.
7. Other (specify) _____.

HAND RESPONDENT CARD F.

29. Please tell me which of these groups includes your total family income before taxes for last year. Include your own income and that of any members of your immediate family who are living with you. Just give me the number.

- | | <u>Annual</u> | <u>Weekly</u> |
|-----|-----------------------------------|---------------|
| 1. | No income. | |
| 2. | Under \$6,999 (Under \$134). | |
| 3. | \$7,000-\$9,999 (\$135-\$192). | |
| 4. | \$10,000-\$14,999 (\$193-\$288). | |
| 5. | \$15,000-\$19,999 (\$289-\$384). | |
| 6. | \$20,000-\$24,999 (\$385-\$480). | |
| 7. | \$25,000-\$29,999 (\$481-\$576). | |
| 8. | \$30,000-\$34,999 (\$577-\$673). | |
| 9. | \$35,000 or more (\$674 or more). | |
| 10. | Does not know, or refused | |

TAKE BACK CARD F.

INTERVIEWER: BY OBSERVATION

30. What kind of household is this interview being conducted in?

1. Free standing, single family house with a farm.
2. Other single family house.
3. Two or three family house.
4. Apartment.
5. Mobile home.
6. Other (specify) _____.

May I please have your name, address, and phone number. This information will be used for interview verification purposes only.

Respondent Name _____

Address _____

City _____ State _____ Zip _____

Telephone No. () _____

Thank you very much for your help.

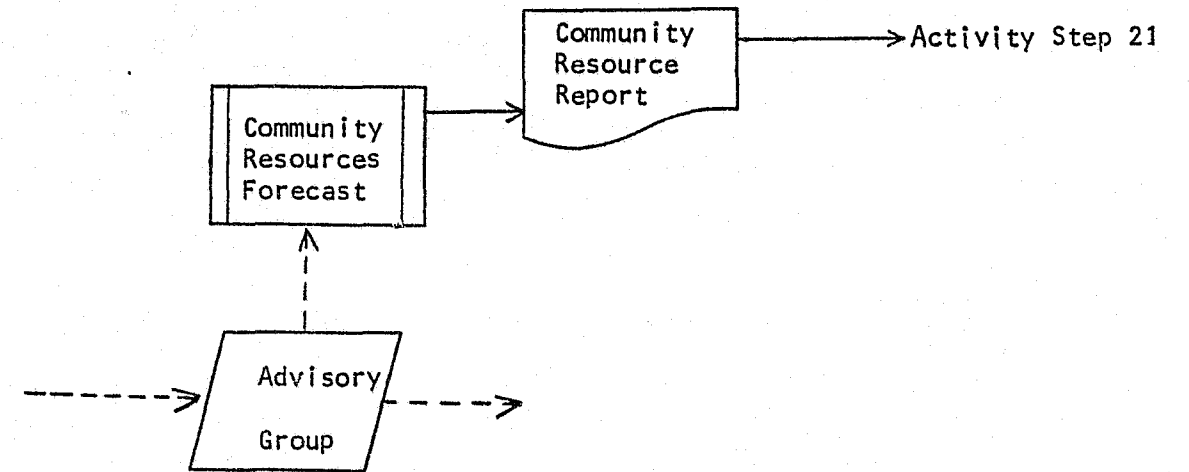
Time Ended: _____ Length of Interview _____ Minutes

Interviewer's Signature _____ Date _____

MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE

ACTIVITY STEP 20



The crime prevention unit, working in concert with the advisory group, is tasked at this point to provide a listing of local agencies, both public and private, which can be effectively utilized to bolster the local crime prevention effort. This forecast of resources should be based on needs expressed in the Manpower Analysis and Report (Activity Step 17) compiled by the police crime prevention unit. When the needs are determined examples of community agencies that the crime prevention unit may use include:

- Municipal law enforcement
- Municipal and county government
- Housing
- Community development
- Human Services
- School District
- Local Civic groups
- Currently operating crime prevention programs
- Senior citizens agencies

MUNICIPAL CRIME PREVENTION PROGRAM

Youth agencies

Religious associations

The information to be gathered from these agencies in this assessment includes the objectives of the local program, services provided by the agency, specific geographic areas of operation within the community, and specific resources available to support the crime prevention program. Additional items of interest to be reviewed with resource agencies include use of volunteer time, equipment, materiel, brochures and pamphlets available, and members with expertise in areas relevant to the local crime prevention program. A sample community resource report form (Exhibit R) provides a sample format for use in gathering data from local resources.

COMMUNITY RESOURCE

PROFILE REPORT FORM

Law Enforcement Agencies

	Name	Address	Phone #	Contact Person	Resources
1.					
2.					
3.					
4.					
5.					

Government Agencies

	Name	Address	Phone #	Contact Person	Resources
1.					
2.					
3.					
4.					
5.					

Citizen Organizations

	Name	Address	Phone #	Contact Person	Resources
1.					
2.					
3.					
4.					
5.					

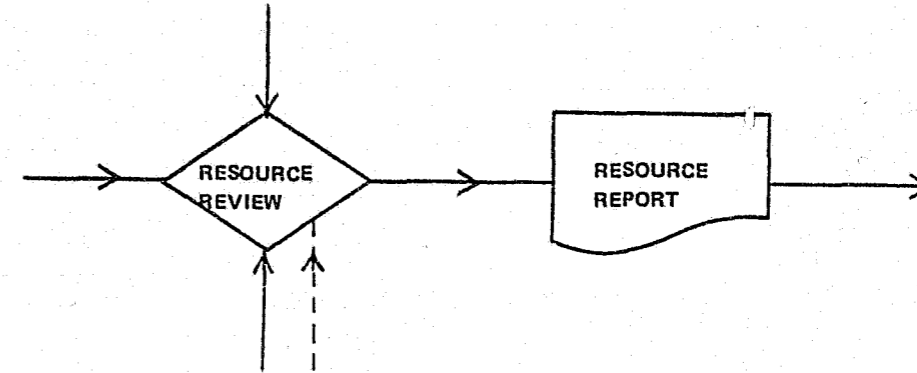
Business Organizations

	Name	Address	Phone #	Contact Person	Resources
1.					
2.					
3.					
4.					
5.					

MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE

ACTIVITY STEP 21



The municipal executive, on recommendation of the staff who compiled the forecast of resources available and needed for program implementation, reviews the fiscal aspect of the program at this point. Then, in consultation with the municipal task force and the citizens' advisory group, in a comprehensive fiscal statement prepared by the municipal budget office, the municipal executive affirms the commitment the municipality will make to the program. The sample work form (Exhibit S) included in this step is provided as a guide for this activity. A locally developed format may be utilized at the discretion of the budget officer.

The resource report should emphasize the small amounts of manpower, materiel, and funds necessary for program implementation. It should also detail the program's design to maximize a coordinated and cooperative effort between the local government, the community and the PCCD.

Since the services of citizen volunteers are going to be a foundation of the program, the citizens' advisory group should meet and provide input on the nature and amount of services available in the community. This input should include all resources available, but must be tempered with caution to insure a realistic appraisal of these resources.

EXHIBIT S

MUNICIPAL CRIME PREVENTION PROGRAM
RESOURCE EXPENSE AND MANPOWER REPORT

EXPENSE AND MANPOWER
BUDGET FOR (Time Period)

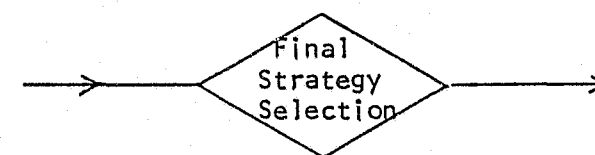
MANPOWER BUDGET	BUDGET 1st HALF	BUDGET 2nd HALF
General Management		
Financial - Accounting/Budget		
- Data Processing		
- Credit/Collections		
Volunteer Services		
General Clerical		
Other - Services		
TOTAL MANPOWER BUDGET		

EXPENSE BUDGET	1st QTR	2nd QTR	3rd QTR	4th QTR	TOTAL BUDGET
Payroll Expense - Salaries/Wages					
Overtime/Holiday					
Other					
Total Payroll					
Allowances - Taxes on Payroll					
Insurance/Emp. Ben.					
Pension					
Total Payroll & Allowances					
Automotive Exp. - Supplies/Utilities					
Repairs/Maintenance					
Rentals					
Tax, License/Insurance					
Total Auto Expenses					
Other Expenses:					
Supplies & Utilities					
Repairs & Maintenance					
Outside Personal & Technical Serv.					
Communications					
Travel Expense					
General Expenses					
Fixed Charges - Insurance					
Taxes					
All Other					
Total Other Expenses					
TOTAL EXPENSE BUDGET					

MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE

ACTIVITY STEP 22



This activity step is a final review of the decisions made at Step 13 in that the municipal chief executive and the crime prevention unit review the strategies and objectives originally formulated. At this juncture, decisions must again be made as to the specific activities programmed for the target area.

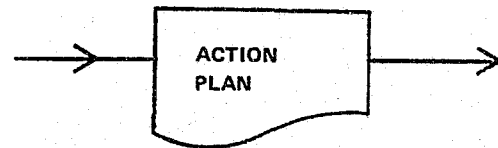
Several documents should be reviewed prior to finalizing the strategy decisions. These include the Initial Strategy Selection (Activity Step 13), the Resource Forecast (Activity Step 18), the Victimization/Concern Profile (Activity Step 19), and the Community Resource Report (Activity Step 20). The municipal executive will have the opportunity, through these reports, to identify new problems and opportunities in the target area, assess available public and private organizational competence and resources, and review the attitudes of the target area residents.

Those programs surviving the final strategy selection process should be ranked based upon potential impact on target area crime, availability of local resources and the concerns of the target community. The strategies not selected for immediate implementation should be considered at a future date based on a timely review of the program's goals.

MUNICIPAL CRIME PREVENTION PROGRAM

PLANNING PHASE

ACTIVITY STEP 23



Upon the decision by the municipal executive to achieve an objective(s) in the municipal crime prevention program, the crime prevention unit should formulate an action plan which details the measures necessary for successful implementation. There should be an action plan submitted by the crime prevention unit for each program objective which then should be incorporated into an annual program operation's plan.

The municipal task force and citizen advisory group should be consulted in the formulation of this document. Upon completion, the municipal executive should review and approve this document.

Exhibit T depicts a sample action plan. Much of the information that this form demands is contained in previously completed documents.

The crime prevention unit should be as specific as possible in the development of this document. These reports will be the cornerstone of effort by the municipality to fulfill the mandates of the program.

MUNICIPAL CRIME PREVENTION PROGRAM

ACTION PLAN FORMAT

* _____

(Original Title)

OBJECTIVE

Brief statement of the objective or end result which implementation of this action plan is expected to achieve.

PAST AND CURRENT SITUATION

Brief statement of the past and current situation in the target area as it relates to this action plan, possible present problems and deficiencies, evaluation of what has been done in the past and is currently being done.

FORECAST NEEDS

Brief statement of estimated requirements in the next 12 month period in relation to this action plan. Provide best possible estimates in terms of quantity and quality of resources needed to complete it. See Resource Report for details.

PROJECT TASK LIST

Statement of the principal steps needed to achieve the objective. Exhibit U.

PROJECT TIME SCHEDULE

Summary of manpower and other expenditures estimated to achieve the objective. Exhibit V.

FOLLOW UP

Description of further actions to be taken to ensure that the objective is being achieved or maintained.

RESPONSIBILITY

Name the person responsible for ensuring implementation of this action plan and for any continuing actions or follow up.

Prepared by: _____

Date: _____

MUNICIPAL CRIME PREVENTION PROGRAM

PROJECT TASK LIST

Project Name			Revision No.	Date of this Revision		Approved by
Task No.	Task Description	Responsibility of	Estimated Man-days Required	Start Date	Complete Date	Output Produced

**MUNICIPAL CRIME PREVENTION PROGRAM
PROJECT TIME SCHEDULE**

Project Name				[Revision, Report] No.	Date of this [Revision, Report]				Approved by												
Task No.	Task Description	Man-days		Status	Project [Week, Day].																
		Planned	Expended to Date		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
					Calendar [Week, Day]																
					/ /																
Instructions: Show task duration with a hollow bar. Shade bar to show progress on the task. Also update "Man-days Expended to Date" column as work progresses. In column titled "Status," leave blank until task has started; then show BEGUN, DELAYED, REVISED, or COMPLETE, as applicable.					Comments																

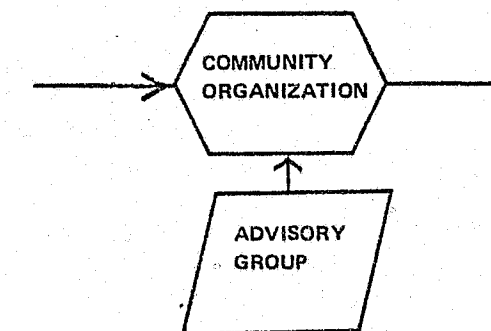
MUNICIPAL CRIME PREVENTION PROGRAM

PHASE II - OPERATIONS

ACTIVITY STEPS 1 - 7

OPERATIONS PHASE

ACTIVITY STEP 1



In a joint effort with the citizen advisory group, the police crime prevention unit at this point prepares target area residents for implementation of the strategies depicted in the action plans. The first step in the Operations Phase accents enlistment and training of citizens by the crime prevention unit in order for them to carry out the program goals and objectives. In essence, responsibility for program operation is transferred to target area residents while the police crime prevention unit assumes a role that stresses coordination and assistance.

During this step, a community resource packet compiled from the resource report and needs profile by the crime prevention unit is made available to the citizen advisory group. Exhibit W notes the items to be included in this packet. The Police Crime Prevention Unit using this packet recruits citizen volunteers who are to provide the foundation of the program in the target area. The crime prevention unit should organize the target area in the pattern of approximately every 15 households having a block leader and every 7 of these block groups having a sector coordinator. Exhibit X and Exhibit Y illustrate the duties and responsibilities of these individuals.

The police crime prevention unit is responsible for conducting training sessions for citizen workers designed to introduce the block watch recruitment packet (Exhibit Z) to residents. This packet will be drawn up by the crime prevention unit with assistance of PCCD staff.

The orientation of community leaders must be approached carefully so that these citizens will:

1. Be aware of the goals and objectives of the program with emphasis on the reasons why the community was targeted and the commitment needed by residents to make it successful.

CONTINUED

1 OF 2

2. Orient program leaders to their duties.

At the completion of this step the citizen organization should be in place with trained, motivated volunteers prepared to implement the crime prevention program.

The possibility of legal liability against the volunteers or the municipality may exist. Each jurisdiction needs to research the local laws and legal remedies. It is essential that legal counsel be consulted in this matter. Careful screening, selection, and training of volunteers will reduce the possibility of claims arising. However, an adequate liability protection plan must be developed to cover volunteers.

Prior to initiating a volunteer program especially using older persons, practitioner should contact the American Association of Retired Persons. Pennsylvania Commission on Crime and Delinquency staff will be available to assist with this contact.

MUNICIPAL CRIME PREVENTION PROGRAM

OPERATIONS PHASE

ACTIVITY STEP 1

COMMUNITY RESOURCE PACKET

1. Community Profile
2. Crime Profile
3. Victimization/Concerns Profile
4. Community Resource Report
5. Program Description Summary (developed from action plan by crime prevention unit)
6. Duties and Responsibilities of Block Leaders and Sector Coordinators (Exhibits X and Y)

EXHIBIT X

MUNICIPAL CRIME PREVENTION PROGRAM

OPERATIONS PHASE

ACTIVITY STEP 1

BLOCK LEADER

DUTIES AND RESPONSIBILITIES

1. Solicit residents in designated area (10-15 households) to participate in municipal crime prevention program.
2. Be aware of current community crime problem and provide instruction on crime prevention techniques through block meetings centered on block watch duties and responsibilities.
3. Be responsible for coordinating neighborhood meetings on a timely basis that work to implement program strategies.
4. Act as liaison to the police crime prevention unit and section coordinator.
5. Disburse crime prevention material as needed to citizen block watches.
6. Maintain records on participation, training, disbursement of materials and other related matters as required by police crime prevention unit.

EXHIBIT Y

MUNICIPAL CRIME PREVENTION PROGRAM

OPERATIONS PHASE

SECTOR COORDINATOR

DUTIES AND RESPONSIBILITIES

1. Assume responsibility for coordination of approximately seven (7) neighborhood watch groups.
2. Serve as liaison between block leaders and the police crime prevention unit.
3. Coordinate disbursement of crime prevention materials in sector.
4. Assist block leaders with implementation of program strategies, as requested.
5. Compile sector reports on activities reported by block leaders as requested by police crime prevention unit.

EXHIBIT Z

MUNICIPAL CRIME PREVENTION PROGRAM

OPERATIONS PHASE

ACTIVITY STEP 1

BLOCK LEADER RECRUITMENT PACKET

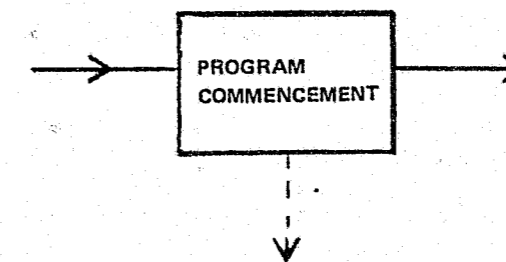
CONTENTS

1. "Target" crime pamphlets (PCCD/local stocks)
2. Crime reporting procedures guide (developed by police crime prevention unit)
3. Operation Identification sticker (sample) (PCCD)
4. "Neighborhood Watch" home participation sign (if applicable)
5. Block watch participation "guidelines" (developed by police crime prevention unit)
6. Personal security materials (PCCD/local stocks)
7. Training agenda (developed by crime prevention unit)
8. Program description summary (developed by crime prevention unit)
9. Neighborhood meeting notification form (developed by crime prevention unit)
10. Block leader job description (Exhibit X)
11. Home security form (Exhibit DD)
12. Initial contact form (Exhibit HH)
13. Block housing map (Exhibit II)
14. Block meeting attendance roster (Exhibit JJ)
15. Block meeting minutes form (Exhibit KK)
16. Engraver (PCCD)
 - a. Receipt (police crime prevention unit)
 - b. Use schedule (Exhibit LL)

MUNICIPAL CRIME PREVENTION PROGRAM

OPERATIONS PHASE

ACTIVITY STEP 2



Implementation of the municipal crime prevention program begins with a formal announcement coupled with an appropriate ceremony by the municipal chief executive. As this ceremony should have extensive media coverage, program staff should be prepared to deal with the broadcast and print media in an effective manner.

In this regard, a media awareness packet should be made available for use by citizens and staff who will be in contact with radio, television, and newspaper correspondents. Exhibit AA outlines sample items which may be included. PCCD staff are available to assist the crime prevention unit in developing this information and tailoring it to fit the community. Also, if needed, assistance can be made available to individual citizens and municipal staff so that they are comfortable in their dealings with the media.

The crime prevention unit is responsible for developing standard procedures for liaison with the media working closely with the municipal chief executive office. In general, all requests for information should be channeled through the crime prevention unit.

Once staff has been thoroughly indoctrinated on press relations, the inaugural ceremony may be scheduled. It should be painstakingly arranged by the crime prevention unit so that the public is informed about the goals and objectives of the municipal crime prevention program in a style that promotes citizen participation and support. A sample checklist contained in Exhibit BB notes several recommended activities which should be included. One of those activities is a special letter of invitation to the residents of the target area from the Mayor as shown in Exhibit BB-1. In addition, Exhibit CC outlines a sample agenda. Attention to these details will go a long way to insuring the success of the inaugural ceremony.

After the ceremony, strategies dictated by the goals and objectives detailed in the action plan may be initiated in the target area under the coordination of the police crime prevention unit.

MUNICIPAL CRIME PREVENTION PROGRAM

EXHIBIT AA

OPERATIONS PHASE

MEDIA AWARENESS PACKET

1. How to Survive an Interview with the Media - 15 tips (PCCD)
2. News Release Form (PCCD)
3. Program Information Sheet (police crime prevention unit)
4. Names and addresses of contact persons at broadcast and print media (police crime prevention unit)

EXHIBIT BB

MUNICIPAL CRIME PREVENTION PROGRAM

OPERATIONS PHASE

Program "KICK-OFF" Manual
Checklist Format

1. Date/Time
2. Proclamation by municipal chief executive
3. Invitations to:
 - a. Public officials (elected/appointed)
 - b. Media (broadcast and print)
 - c. Business community
 - d. Target area residents (Exhibit BB-1)
 - e. Community organizations (resource list)
 - f. Advisory groups
 - g. Criminal justice agencies:
 1. District Attorney
 2. Warden
 3. Judges
 - h. Municipal task force
4. Agenda (Exhibit CC)
5. Audio/visual equipment (PCCD)
6. Supplemental handouts
7. Refreshments
8. Crime prevention display board (PCCD)
9. News Releases
10. Follow-up notices
11. Letters of appreciation

LETTER OF INVITATION
FROM
CHIEF MUNICIPAL EXECUTIVE

Dear _____:

According to _____ Police statistics for 1980, _____ out of every _____ homes in our community was burglarized. Our police department, in cooperation with other municipal agencies, and especially with your assistance, is attempting to reduce burglary and other criminal activity in your neighborhood.

The (City, Borough, Township) of _____ invites you to attend a Neighborhood Watch, "Kick-Off" meeting to be held:

Day, Date: _____

Location: _____

Time: _____

In attendance will be City and State officials, police department representatives and neighborhood representatives who will explain the workings of this new program to you.

The fear of crime, the criminal act itself, and the trauma which affects the victim of crime are major concerns of our administration and it is through involvement in a Neighborhood Watch program that we feel our community can be a safer and happier place to live.

At the meeting you will be given useful information on the prevention of burglary, theft, purse snatchings and automobile theft. You will be introduced to the concept of "Block Watch" and you will learn how you, in cooperation with your friends and neighbors, can help our police department to reduce criminal activity in your neighborhood.

Please plan to attend the Neighborhood Watch, "Kick-Off" meeting on _____ (Day - Date) _____ . Talk to your neighbors about it and be sure that they come along with you. This is your opportunity to help make the (City, Borough, Township) of _____ a place we can all be proud of; please don't let it pass by. We need your help!

Sincerely yours,

(Chief Municipal Official)

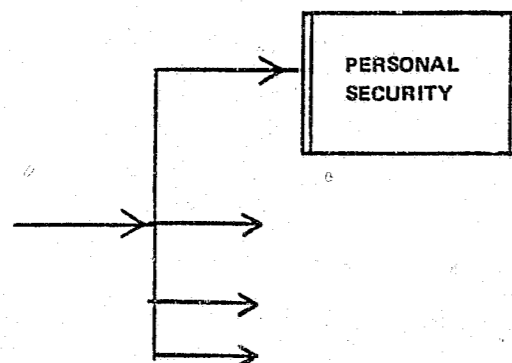
MUNICIPAL CRIME PREVENTION PROGRAM
OPERATIONS PHASE
INAUGURAL CEREMONY AGENDA

- Introduction of Invitees (municipal chief executive)
- Statement (municipal chief executive)
- Program Description (chief of police)
- Question and Answer Session (chief of police)

MUNICIPAL CRIME PREVENTION PROGRAM

OPERATIONS PHASE

ACTIVITY STEP 3



Personal security strategies focus on the crimes of rape, robbery and certain types of larceny. They emphasize reducing opportunity and enhancing the chances of positively identifying perpetrators for criminal prosecution by education of citizens.

Avoidance techniques instructed by the police crime prevention unit to citizen groups are an effective and feasible strategy. As part of an ongoing crime prevention program in target areas, crime prevention unit personnel should schedule public instruction sessions as requested based on information and resources provided in the PCCD Basic Crime Prevention Course.

Each citizen who attends a session on personal security should be provided a pamphlet available from PCCD stocks or local sources, which details protection techniques. This will improve the chances of individual citizens acting on the recommendation contained therein.

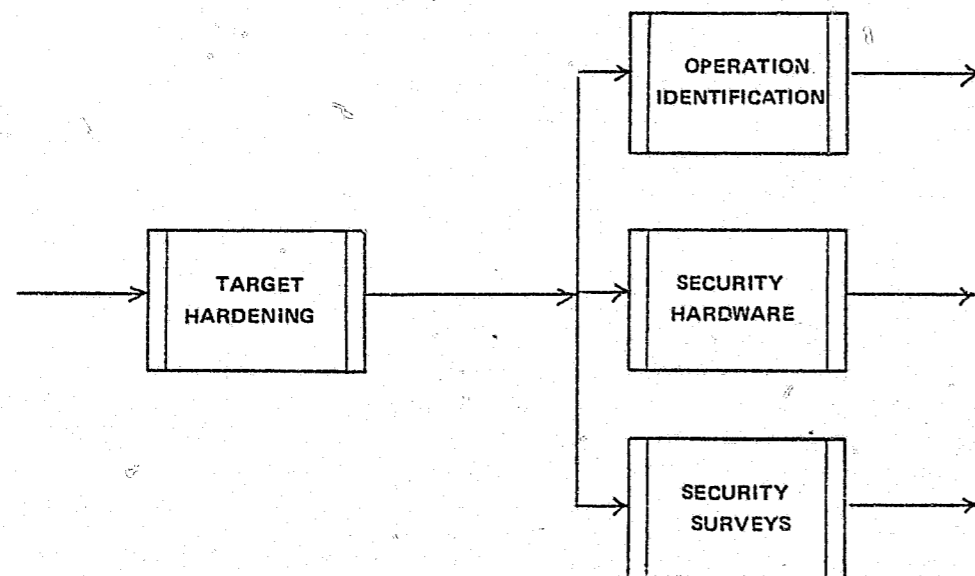
In addition, PCCD staff are available to instruct crime prevention sessions for elderly service providers who then will be capable of providing short term instruction to elderly residents in the target area. Studies have shown that senior citizens are particularly fearful of personal assault and have a high victimization rate of purse-snatchings.

In general, this strategy should not be the focal point of a crime prevention program due to the lack of citizen involvement and studies that have shown the relatively low preventability of this type of crime. However, it should be included as part of a comprehensive program due to its high fear factor.

MUNICIPAL CRIME PREVENTION PROGRAM

OPERATIONS PHASE

ACTIVITY STEP 4



The target hardening strategy is designed to make potential structural targets less vulnerable to criminal activity that is predicated on unauthorized entry. It is used in conjunction with social action programs which call for citizen action to complement these efforts which are primarily the function of the police crime prevention unit. All law enforcement practitioners assigned to target hardening programs should be graduates of the PCCD Basic Crime Prevention Course which prepares crime prevention officers to perform these duties.

Target hardening programs have had successful precedents that resulted in significant decreases in the crimes of burglary, larceny, motor vehicle theft, robbery and other criminal acts that result from opportunistic situations. It usually consists of a study of the relative vulnerability of a structure by means of an analysis of the potential ingress and egress routes that an intruder might take through a standardized procedure usually titled a security survey. Practitioners in the Basic Crime Prevention Course have been trained in surveying residential, commercial and industrial structures and have been provided appropriate forms which they can tailor to meet the requirements of a given call for service.

A statement of disclaimer should accompany every security survey conducted by the police crime prevention unit. That statement should inform the property owner that no structure is completely impenetrable. If a potential intruder wishes to take the time and create a consequent amount of noise that might attract witnesses, the structure will be entered despite the security hardware installed by the occupant. Security hardware, or the installation of secure doors, locks, windows, alarms and other

related material is designed to create a time barrier that dissuades the intruder. Recent studies have shown that if the invader can be kept out for a short length of time they will be inclined to not proceed with the attempt. This is the essence of target hardening.

The usual practice is for the trained police crime prevention practitioner to conduct the security survey followed by the owner/occupant acting on the recommendations contained therein by installing security hardware and engraving items of value with an engraver supplied by the police crime prevention unit. Sometimes when the police crime prevention officer is not available, especially in neighborhood block watch programs catering to residential dwellings, the crime prevention officer at a block watch meeting will provide instruction and appropriate forms that home owners can then use to conduct a survey of their own dwellings (Exhibit DD). If further assistance is needed, the crime prevention officer then counsels the individual on a personalized basis.

Security surveys should not be conducted by individuals who are not the owner/occupant of the structure or sworn law enforcement personnel. This is an important security consideration since the program may be placed in jeopardy if the structure is surveyed by a citizen volunteer and then involved in a subsequent unauthorized entry.

Operation Identification is the third component of the target hardening strategy. Utilizing engraving tools provided without cost from the PCCD or municipality, owners engrave their driver's license number or utilizing a procedure described in Exhibit EE write a personalized identification number on their personal, commercial or industrial property. Owners should then keep an inventory of these items for insurance purposes or for identifying them for police records (Exhibit FF). When the owner has shown that the items have in fact been engraved, the police crime prevention unit should then provide an Operation Identification sticker which can then be placed on doors and windows to act as a deterrent. It follows that engraved items will, if recovered, be admissible evidence in court and insure that the owner receives the items from law enforcement authorities. Further, these items are more difficult to "fence" by thieves and thus will less likely be a target for criminals.

Crime prevention practitioners should be concerned about the cost factor in any target hardening strategy. The cost of the preventive technique should be based on the value of the structure and property contained therein.

The key to successful target hardening programs are: 1) availability of trained and motivated crime prevention officers; 2) interest and motivation by citizens to act upon survey recommendations; 3) an appropriate amount of brochures, pamphlets, stickers and engravers to meet the demand for service; and 4) support by the neighborhood watch block watch leaders to follow through with implementation. PCCD staff can play an invaluable role by providing training to the police crime prevention unit, provision of crime prevention materials, and technical assistance in the development of implementation strategy.

MUNICIPAL CRIME PREVENTION PROGRAM

HOME SECURITY FORM *

RESIDENT'S NAME _____ PHONE NO. _____
 ADDRESS _____ COUNTY _____
 SURVEYING OFFICER _____ Single Family Multiple Unit Home Apartment
 Department or Agency _____ Date _____

Recommendations for security improvements checked below are in the interest of reducing the opportunity for a crime to occur.

DOOR SYSTEMS

<p>1. HINGED DOORS - F-front S-side R-rear O-other*</p> <table border="1"> <tr> <th>F</th> <th>S</th> <th>R</th> <th>O</th> <th>Recommendations</th> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>a. Satisfactory</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>b. Reinforce frame & strike plate</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>c. Add auxiliary lock</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>d. Single cylinder</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>e. Double cylinder**</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>f. Pin hinges</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>g. Install 190° door viewer</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>h. Replace door</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>i. Security glazing</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>j. Double door—Install lever extension flush bolts</td> </tr> </table> <p>Other (specify) _____ <small>*Doors leading to living area from basement or garage, hinged doors from garage to outside. **Before recommending or using double cylinder deadbolts check local building code and fire regulations.</small></p>		F	S	R	O	Recommendations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	a. Satisfactory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	b. Reinforce frame & strike plate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	c. Add auxiliary lock	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	d. Single cylinder	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	e. Double cylinder**	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	f. Pin hinges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	g. Install 190° door viewer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	h. Replace door	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	i. Security glazing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	j. Double door—Install lever extension flush bolts	<p>2. SLIDING DOORS</p> <p>Recommendations</p> <p>a. <input type="checkbox"/> Satisfactory</p> <p>b. <input type="checkbox"/> Take up slack (spacer in upper track)</p> <p>c. <input type="checkbox"/> Use Charlie bar or similar device</p> <p>d. <input type="checkbox"/> Pin doors</p> <p>e. <input type="checkbox"/> Auxiliary locks</p> <p>f. <input type="checkbox"/> Reverse units (if incorrectly installed)</p> <p>Other (specify) _____</p>	<p>3. GARAGE DOORS</p> <p>Recommendations</p> <p>a. <input type="checkbox"/> Satisfactory</p> <p>b. <input type="checkbox"/> Add auxiliary lock—type</p> <p>c. <input type="checkbox"/> Pin track</p> <p>d. <input type="checkbox"/> Electronic door opener</p> <p>Other (specify) _____</p>
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WINDOWS

<p>4. DOUBLE HUNG</p> <p>Recommendations</p> <p>a. <input type="checkbox"/> Satisfactory</p> <p>b. <input type="checkbox"/> Pin windows</p> <p>c. <input type="checkbox"/> Install auxiliary lock</p> <p>d. <input type="checkbox"/> Secure air conditioning unit from inside</p>	<p>5. CASEMENT</p> <p>Recommendations</p> <p>a. <input type="checkbox"/> Satisfactory</p> <p>b. <input type="checkbox"/> Replace latching mechanism</p> <p>c. <input type="checkbox"/> Adjust latching mechanism</p> <p>d. <input type="checkbox"/> Remove crank</p>
<p>6. SLIDING</p> <p>Recommendations</p> <p>a. <input type="checkbox"/> Satisfactory</p> <p>b. <input type="checkbox"/> Pin windows</p> <p>c. <input type="checkbox"/> Install auxiliary lock</p> <p>d. <input type="checkbox"/> Use Charlie bar or similar dev.</p> <p>e. <input type="checkbox"/> Spacer in upper track</p>	<p>7. BASEMENT</p> <p>Recommendations</p> <p>a. <input type="checkbox"/> Satisfactory</p> <p>b. <input type="checkbox"/> Decorative grill</p> <p>c. <input type="checkbox"/> Interior or exterior security bar</p> <p>Other (specify) _____</p>

MISCELLANEOUS

8. Attic, basement, outbuildings, fences
 Recommendations _____

9. ALARMS

<p>10. LIGHTING</p> <p>Recommendations</p> <p>a. <input type="checkbox"/> Satisfactory</p> <p>b. <input type="checkbox"/> Exterior-additional lighting</p> <p>c. <input type="checkbox"/> Interior—use timer</p>	<p>11. SHRUBBERY</p> <p>Recommendations</p> <p>a. <input type="checkbox"/> Satisfactory</p> <p>b. <input type="checkbox"/> Trim from windows</p> <p>c. <input type="checkbox"/> Trim from doors</p>
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SECURITY HABITS

12. Reviewed basic security habits with resident (see reverse)

OPERATION ID

13. Recommendation

a. Satisfactory

b. Engrave property

c. Display warning stickers

d. Update

OTHER INFORMATION/Explanation of above _____

BASIC SECURITY HABITS

YES	NO	
<input type="checkbox"/>	<input type="checkbox"/>	Does resident always lock home and garage?
<input type="checkbox"/>	<input type="checkbox"/>	Is there proper control over keys and/or have locks been rekeyed if necessary?
<input type="checkbox"/>	<input type="checkbox"/>	Does resident utilize security lighting (e.g. night lighting, use of timers)?
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Are proper precautions taken before opening the door or admitting strangers? (e.g. use of peepholes, proper identification)?
<input type="checkbox"/>	<input type="checkbox"/>	Are house numbers plainly visible?



VACATION PRACTICES

<input type="checkbox"/>	<input type="checkbox"/>	Does resident inform neighbors when he (she) is going to be away for extended periods of time?
<input type="checkbox"/>	<input type="checkbox"/>	Does resident have someone pick up mail, newspapers, etc. or stop deliveries?
<input type="checkbox"/>	<input type="checkbox"/>	Does resident have someone mow lawn, shovel snow, etc. to give home a lived-in appearance?

Other _____

Crime Prevention

INFORMATION

Commonwealth of Pennsylvania
 Pennsylvania Commission on Crime and Delinquency
 P.O. Box 1167 Federal Square Station
 Harrisburg, Pennsylvania 17108
 717-787-1777

No. 4, July 1979

SPECIAL ISSUEOPERATION ID

Since its inception, Pennsylvania Crime Watch has advised the use of the Pennsylvania Operator's Number preceded by the letters "PA" as the identification number for individuals when marking their property.

EXAMPLE: PA05370060

This number is used for two reasons:

1. It makes identification of property simple for the victim of theft.
2. The number is accessible through the CLEAN system to determine ownership of property.

For some time there have been conflicting systems in identifying articles that belong to corporate entities or to individuals who do not have an operator's license. We have done extensive research on this matter and are advising all participating police departments to adopt the following system.

1. All commercial interests and those who do not have an Operator's number who wish to participate in Operation ID are advised to ask their local police department to assign them an ID number.
2. Local police department should be willing to assign a number and to maintain their own record of all assigned numbers.
3. The number assigned should be the individual department's ORI number (assigned each law enforcement agency by the FBI) obtained from the National Law Enforcement Telecommunications System. To this, the local police department should assign a three digit identifying number. Since the similarity between certain letters and numbers and because the use of electric engravers in the hands of amateurs is not always precise, we caution local police departments not to use certain letters in their assigned numbers. The letters that should not be used are B, C, D, I, O, Q and S.

EXAMPLES:	PA0461900	T12
	Norristown, PA	Local Identifier
	PA0480300	E12
	Bethlehem, PA	Local Identifier
	PAPSP4700	A71
	Pennsylvania State Police-Lancaster	

The use of this system statewide should enable any law enforcement agency to participate in the Operation ID program and readily identify the owner of the property.

The number of digits will also indicate whether the number is an Operator's Number (10 digits) or a number locally assigned (12 digits).

EXAMPLE: PA05370060 = Operator's Number
 (10 digits or letters)

PA0480300E12 = Locally Assigned Number
 (12 digits or letters)

In attempting to identify the owner of property with an Operator's Number (10 digits or letters), the inquiry is made through the CLEAN System in the same manner in which the Operator's number is accessed.

In attempting to identify the owner of property with a locally assigned number (12 digits or letters), the name of the local police agency is accessed by using the first 9 digits or letters. The agency is then queried directly to determine the person to whom the last three digits have been assigned.

EXAMPLE: PA0480300 G12
 Bethlehem Lehigh
 Police University
 Department

This numbering system has been developed with the cooperation of the Pennsylvania State Police. We ask all police departments to cooperate with this system in our efforts to "Make Crime More Trouble Than It's Worth".

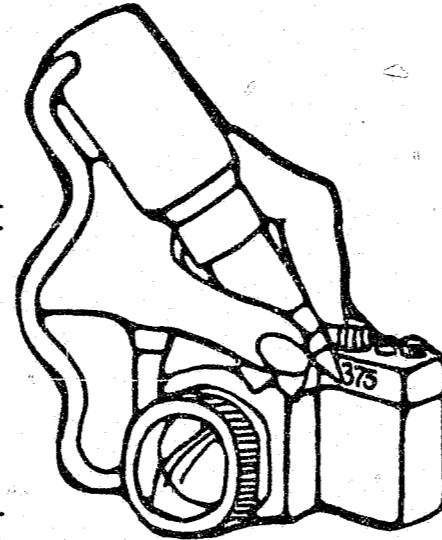
EXHIBIT FF



KEEP THIS DOCUMENT IN A SAFE PLACE

Property Identification List

OPERATION IDENTIFICATION
PENNSYLVANIA CRIME WATCH



Your Pennsylvania Driver's License Number: _____

Item	Make, Model, Size, Color	Serial Number	Purchase Date/Price
Adding Machines/ Calculators			
Appliances			
Battery Chargers			
Bicycles			
Binoculars			
Cameras			
Clocks			
Fishing Equipment			
Golf Clubs			
Guns			
Jewelry			
Lawn Mowers (Power)			
Musical Instruments			
Photography Equipment (Projectors, Enlargers)			
Power Tools			
Radios			
Record Players, Stereos			
Sewing Machines			
Small Hand Tools			
Stereo Speakers			

*Adapted from information provided by Maryland Crime Watch program.
**Citizen participant copy only.

Item	Make, Model, Size, Color	Serial Number	Purchase Date/Price
Sporting Goods			
Tape Recorders			
Televisions			
Typewriters			
Vacuum Cleaners			
Watches			
Others:			

Item	Make, Model, Size, Color	Serial Number	Purchase Date/Price
Sporting Goods			
Tape Recorders			
Televisions			
Typewriters			
Vacuum Cleaners			
Watches			
Others:			

Credit Cards

Remember: If your credit cards should become lost or stolen, call the credit companies immediately.

Company	Account Number	Company	Account Number

Credit Cards

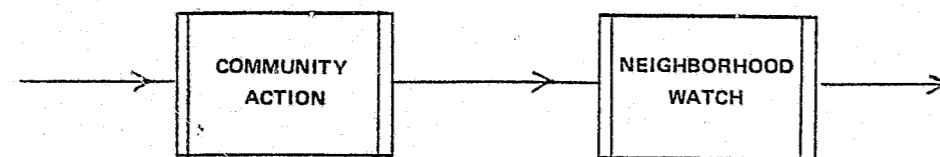
Remember: If your credit cards should become lost or stolen, call the credit companies immediately.

Company/Phone #	Account Number	Company/Phone #	Account Number

MUNICIPAL CRIME PREVENTION PROGRAM

OPERATIONS PHASE

ACTIVITY STEP 5



The community action strategy is the focus of the municipal crime prevention program. This is true because without the active commitment and participation of the residents of the target area, the complementary programs (i.e. target hardening, personal security and environmental design) are destined to have no long term impact on the incidence and fear of crime. They are designed to be tied into the Neighborhood Watch program as the citizens manifest the need. Thus, it is essential that the police crime prevention unit be aware of the intricacies of programming social action strategies. The PCCD Advanced Crime Prevention Course is a prerequisite for the director of the police crime prevention unit prior to inauguration of this type of program since it details successful programming techniques. Furthermore, PCCD staff are available to assist municipal practitioners in nurturing the interest and participation of target area residents.

This section can only serve as a guide to the program since many of the activities must be designed on an individual basis taking into account the "flavor" of the community incorporating their concerns, desire and commitment. Thus, actual implementation may be dramatically different than found in this manual. However, there is one essential element common to all community action strategies; that is, resident involvement. That involvement should be geared around the environmental layout of the immediate community whether it be single family structures, multiple-family dwellings or apartment units. Block watch can incorporate 15 homes in the neighborhood or can be made up of residents of one building only. This flexibility must be built into the program in order to accommodate communities of a diversified make-up.

The theory behind these community action programs is that if the citizens assume the responsibility of working with the municipal police to make their neighborhoods safe, it will follow that a reduction in the incidence of crime and its associated trauma will occur. The rationale is that if the citizens act as additional "eyes and ears" for law enforcement officers in reporting crimes in their neighborhood, it will

follow that it will become more difficult for a crime to be successfully perpetrated.

Additionally, the sense of community will be enhanced as neighbors replace the apathy found in many neighborhoods with concern, pride, responsible cooperation and enthusiastic participation in this self-help program.

A significant aim of this strategy is making the citizens feel that this effort was borne of their concern and its success is directly related to their personal commitment and involvement. In this regard the police crime prevention unit should make extensive use of the citizen advisory group.

The police patrol element is another important factor in the success of a neighborhood crime prevention program. It is these individuals who come into contact with the residents on a daily basis and it is from this relationship that the ideas of public safety that the community formulates are shaped. The chief of police is responsible for making these personnel aware of the program and its ramifications. In addition, on a regular basis, input should be solicited from those police officers who serve the area as to the program's composition and effectiveness. Their participation in neighborhood meetings should be requested and their presence at program activities should become a routine procedure. Patrol officers, prior to the program inauguration, should be instructed by the police crime prevention unit on the nature of the crime prevention program and their role. During the period that the program is in operation in the target area they should become an integral part of its composition.

Successful Neighborhood Watch programs have a common sequence of activities. What follows is the usual pattern that is followed by the community in the development of their effort to reduce crime. First, prior to inauguration of the effort, citizen leaders are recruited and trained by the police crime prevention unit. The intricacies of this process were covered in detail in the Community Organization Activity Step. The foundation for successful implementation is thus laid and at the initiation of the program, these individuals then proceed to enlist their community in becoming committed to the Block Watch program in a manner unique to their neighborhoods. Care should be taken to assure that citizen volunteers have their duties and responsibilities fully explained. Exhibit GG is a model of those tasks that successful Block Watch programs have requested from their participants. This list may be amended to tailor it to the nature of the neighborhood but practitioners should be wary of "vigilantism". Common practice is that the block leader systematically goes from household to household in their immediate neighborhood to request attendance from fellow citizens at the first

Block Watch meeting. This task should be detailed on a form similar to Exhibit HH and forwarded to the next level of citizen volunteers and ultimately to the police crime prevention unit.

This initial meeting is a critical step in the community crime prevention program. It is at this gathering that the citizens who will decide the fate of the program either gain enough interest in its fate or seal its demise. Successful neighborhood meetings are usually held in a residence and have a duration of no more than one hour. The police crime prevention unit is represented by a law enforcement officer who has completed the PCCD Basic Crime Prevention Course and is therefore able to handle citizen requests for security surveys, Operation Identification, and other fundamental crime prevention services. This individual should have prepared for this session by reviewing the action plan outlining this in detail with the residents.

The block leader should "chair" the meeting but be aware that the proceedings should be as informal as possible. Furthermore, care should be taken that no undue concern on the crime situation be accented at this session since it may lead to more fear on the part of residents.

Each resident of the neighborhood (usually a ten to fifteen block area) should have received, prior to the meeting, a personal visit by the block leader at which time they were presented an invitation to the session which detailed the date, time and location of the meeting. Also, a program description summary, prepared by the police crime prevention unit based on the program action plan, should be presented and explained by the block leader. A map showing the location and nature of crime in the immediate area should be prepared and described by the crime prevention officer.

On the day of the block meeting, contact should be reestablished with the neighborhood either by telephone contact, phone calls, or presentation of another invitation. The block leader should pursue any method available to remind citizens of the meeting.

The Block Watch meeting should be held at a time convenient to the residents. This is usually in the early evening but could change based on the availability of the citizens. As stated before, it should be no more than one hour's duration and be carefully prepared. Especially at the first meeting, a member of the police crime prevention unit should attend to assist the block leader. Several items should be reviewed with the block leader. First, residents should complete the neighborhood map (Exhibit II) which requests their name, address, telephone number and other essential details. In addition, the block leader should maintain a meeting log (Exhibit JJ) and meeting minutes (Exhibit KK) a copy of which should be forwarded to the police crime prevention unit.

The agenda should center on a discussion of the local crime problem, the program's goals and objectives, strategies outlined in the action plan, how the program came about, and the necessity for commitment by the citizenry. This first gathering highlights informing the neighborhood about the program and making them realize the importance of their participation and subsequent commitment to the strategies.

The block leader may discuss operational features of the strategy at this session but it is not a necessity. Other sessions, which should be held no more than one month apart, should center on the Operation Identification program and the completion of the engraver schedule (Exhibit LL) and personal security, target hardening, and environmental design strategies in the block.

Emphasis should be placed on at least 50% participation in the program by attendance of at least one-half of the block residents at two of the sessions. Also, it should be the policy of the block leader that brochures, pamphlets, and engravers be provided only at meetings where instruction has been presented on their proper use. They should never be disbursed without an explanation of their use and appropriate interest shown on the part of the block watcher. In addition, engravers should be transferred from participant to participant in a timely manner that allows for maximum participation by the entire block group.

Crime reporting procedures for block watches should take the shape that fits into the police reporting network. PCCD staff will provide technical assistance to formulate an effective crime reporting program if requested.

Authorities in the field of community programming state that initiatives of this type take at least nine months to reach their fruition and impact on the crime incidence and fear. This should be understood by all participants. Further, due to increased resident awareness, if the crime rate increases, citizens should realize that this is merely a recording of the unreported crime that the neighborhood was already experiencing.

The citizen advisory group should be consulted by the crime prevention unit on a regular basis. Their resources can be an influential extension of the municipal effort.

MUNICIPAL CRIME PREVENTION PROGRAM

NEIGHBORHOOD WATCH

MEETING MINUTES

PLEASE PRINT!

Topics:

Date:

Neighborhood: Block #:

Meeting Type:

Moderator:

Total Attendance:

Host's Name:

Host's Address:

Engraver Info. Engraver #:

Person Responsible:

When to be Returned:

Where to be Returned:

Block Captain(s): 1) Name:

Address:

Phone:

2) Name:

Address:

Phone:

Next Meeting: Date: Time:

Host:

Address:

Phone:

Alternate Host:

Special Concerns:

Other Information:

MUNICIPAL CRIME PREVENTION PROGRAM

OPERATION IDENTIFICATION

ENGRAVER SCHEDULE

PLEASE PRINT!

Neighborhood:

Block #:

Engraver #:

Use the engraver for the time allotted to you. Transfer it to the next person on the list by the date indicated.

If you are the last person scheduled, return it to the person (X) responsible.

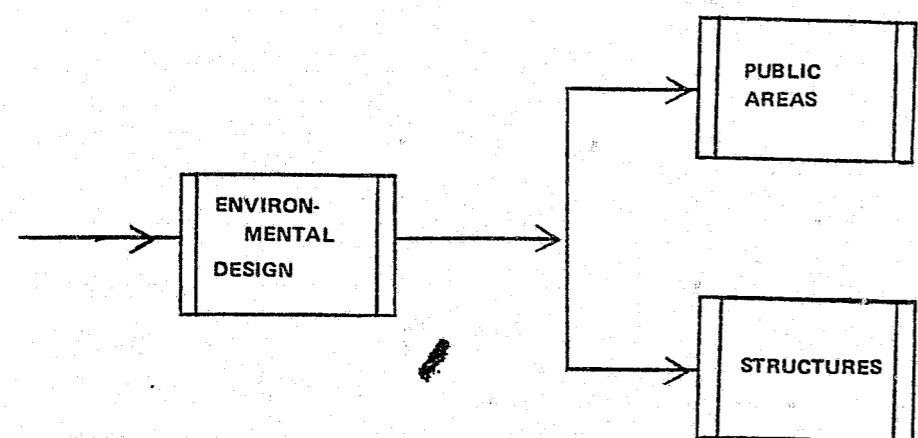
If you are the person (X) responsible for the engraver, return it to: by:

ite ceived	Date to be Transferred	Pers. Resp.	Name	Address	Phone

MUNICIPAL CRIME PREVENTION COURSE

OPERATIONS PHASE

ACTIVITY STEP 6



Environmental design strategies center on the concept of "territoriality" or a perception of personal influence over one's surroundings whether it be in the home, business, or public areas. Initiatives that utilize this concept center on improved building design, landscaping and lighting to improve citizen surveillance.

The municipal planning unit should work with the police crime prevention unit to ameliorate conditions that cause unnecessary risk in public and private areas including structures of all types and uses. This unit as the staff support agency for the municipal planning commission, can recommend changes to subdivision regulations so that streets are designed from a security standpoint and proper lighting may be installed. Street lighting has provided more support of secure feelings than actual impact on incidence of crime but, based on the action plan, this might be a viable option. The municipal codes enforcement officer should work in concert with the crime prevention unit in the tailoring of building codes for action by the zoning board that promotes security hardware and the concept of defensible space.

Building codes may include such factors as restrictions on building design to include short hallways, dispersed elevators and six floor maximum height (when applicable). In addition, proper locks such as one inch deadbolts should be required along with solid core doors, and window locks. The municipal executive should recommend to the zoning

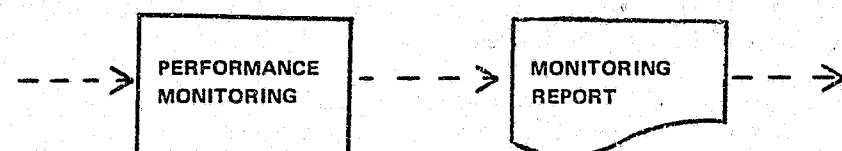
board enforcement of these regulations with fines and withholding of permits.

Landscaping that allows for a sense of ownership promotes citizen awareness and commitment to its upkeep. By this method there is a sense of control over the environment by the occupant and more chance of suspicious activity being reported. Planners should review subdivision regulations from this perspective.

Environmental design is a natural complement to community action strategies. The police crime prevention unit based on program goals and objectives should make it an integral part of the municipal crime prevention program and should become a contributing agency in regard to building code development and/or revision and should provide input on requested zoning changes which are scheduled for review. PCCD staff, through training of police crime prevention officers in the Basic Crime Prevention Course, have provided the expertise for this strategy to be successfully implemented. Further, as with the other crime prevention strategies, technical assistance is available on detailed programming techniques.

OPERATIONS PHASE

ACTIVITY STEP 7



A reporting system that will, on a regular basis, monitor the efficiency of the program is a necessity. In that regard, the police crime prevention unit is responsible for the submission of summaries on a monthly basis that shows the status of the crime prevention program from the standpoint of the amount of activities that have been accomplished, the problems encountered, and what is planned for the next month. This informs the municipal executive of the status of the program and allows for timely notification of difficulties that might have arisen.

Exhibit MM depicts a proposed format for monthly municipal crime prevention program activity reports. It should be able to be filled out in a minimum amount of time by the crime prevention unit with input from those groups and agencies that have an active role to play.

There are additional reporting requirements that are necessary. At the initiation of the performance monitoring period (the first month of program operations) a project data sheet should be completed and submitted to appropriate agencies. In particular, the municipal budget office should have this form on file. Exhibit NN depicts a initial data sheet that informs these agencies of the project and summarizes its essential features. It will allow in a concise manner for the wide dissemination throughout the municipal government of the essential features of the program.

Finally, on a quarterly basis, there should be a third reporting requirement. A summary of each activity that occurred in the preceding quarter followed by the reconciliation of performance figures that indicate the relative progress of the program. Exhibit OO shows a sample two-part quarterly report which has a narrative and performance element. A performance report should be completed for each objective tasked in the action plan and should be provided to the municipal chief executive in order to keep him/her updated on program activities.

Each of these requirements are characteristics of most governmental programs and are designed to inform the municipal executive of program progress, indicate problem areas, and assist in the maintenance of data on essential features of the project for an assessment of overall efficiency.

INITIAL DATA SHEET

Project Name			
Project Manager		Responsible Department	
Participating Departments		Department Contact Person	Phone
Project Description and Purpose			
Project Duration		Project Budget	Funding Source(s)
Start:	Complete:	S	
Reporting Frequency	Report Due on	Submit Report to:	
<input type="checkbox"/> Monthly <input type="checkbox"/> Quarterly	_____ day of the _____	<input type="checkbox"/> Office of Budget and Planning	
<input type="checkbox"/> _____	for the preceding _____	<input type="checkbox"/> City Council	<input type="checkbox"/> City Manager
Comments			

PROPOSED FORMAT FOR MONTHLY
ACTIVITY REPORTS

TO : Chief Administrative Officer
 FROM : Police Crime Prevention Unit
 SUBJECT : Activity Report for the Month of _____, Year
 DATE :

A. Summary (Briefly list those items which, in the director's opinion, should be brought to the attention of the municipal executive. Indicate in which section of this report additional information concerning each matter may be found.)

1. _____
2. _____
3. _____

B. Major Departmental Activities of Past Month

	SCHEDULE	
	AHEAD	BEHIND
1. _____		
2. _____		
3. _____		

C. Problems Encountered and Their Status

	SCHEDULE	
	AHEAD	BEHIND
1. _____		
2. _____		
3. _____		

D. Major Activities Planned for Next Month

1. _____
2. _____
3. _____

E. Problems Anticipated Next Month and Their Status

1. _____
2. _____
3. _____

F. Status of Tasks or Projects Previously Assigned by Municipal Executive

1. _____
2. _____
3. _____

QUARTERLY NARRATIVE REPORT

Activity	Manager	Report Period Ending	Date of this Report
<p>A. Summary (Briefly list those items which should be brought to the attention of the municipal executive.)</p> <p>B. Major Activities This Period</p> <p>C. Problems Encountered and their Status</p> <p>D. Major Activities Planned Next Period</p> <p>E. Problems Anticipated Next Period and their Status</p> <p>F. Action Required by Management, Including Deadlines and Alternatives</p> <p>G. Other Comments</p>			

QUARTERLY PERFORMANCE CHART

Activity	Manager	Report Period Ending	Date of this Report
<div style="display: flex; justify-content: space-between;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Performance (by activity)</div> <div style="flex-grow: 1;"> </div> </div>			
Duration (by week)			
<input type="checkbox"/> Project is on schedule.		KEY - - - - - Planned _____ Actual	
<input type="checkbox"/> Project is _____ days ahead of schedule.			
<input type="checkbox"/> Project is _____ days behind schedule.			
Based on <input style="width: 50px;" type="text"/> number of man-days expended, <input style="width: 50px;" type="text"/> number of tasks accomplished, <input style="width: 50px;" type="text"/> (State basis.) _____			

MUNICIPAL CRIME PREVENTION PROGRAM

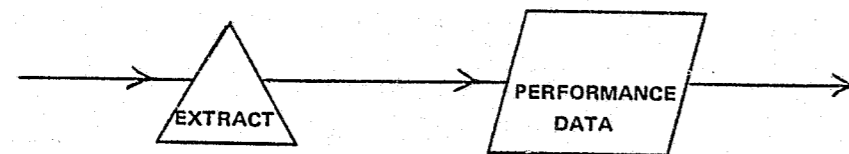
PHASE III - ANALYSIS

ACTIVITY STEPS 1-3

MUNICIPAL CRIME PREVENTION COURSE

ANALYSIS PHASE

ACTIVITY STEP 1



In addition to the data collected in Activity Step 7 of the Operations Phase, the first step of the Analysis Phase calls for the extraction of a number of items that are not required by the police crime prevention unit in their monthly and quarterly reports. This information should be kept by practitioners on a regular basis and submitted during the period that the action plan has designated for program evaluation. Ordinarily, after the first nine months of implementation in a given target area, the review of program efficiency and effectiveness will be initiated.

The police crime prevention unit is responsible for compiling this data and putting it in order for analysis. For example, if pursuing a personal security strategy, the number of public education sessions should be tabulated and the number of participants noted. Man-hours spent in the project should also be tabulated if applicable. Exhibit PP depicts a sample performance report.

Target hardening efforts should also be kept on file. This includes the number of security surveys by type of structure and use, number of engraving tools issued and, if available, the percentage of those buildings surveyed that actually followed through on recommendations. This data is available from information provided to block leaders.

Community action programs should be carefully monitored. The number of neighborhood watch groups begun and the citizens who attended each meeting should be monitored. Their activities should also be tabulated in a manner that is conducive to efficient operations.

The police crime prevention unit must keep a report of the environmental design initiatives promulgated in the target area. This should not be difficult given the nature of these strategies.

At the commencement of the program, it should be a matter of the highest urgency that accurate records are kept of program activities. Overall assessment of program impact will be impossible without them.

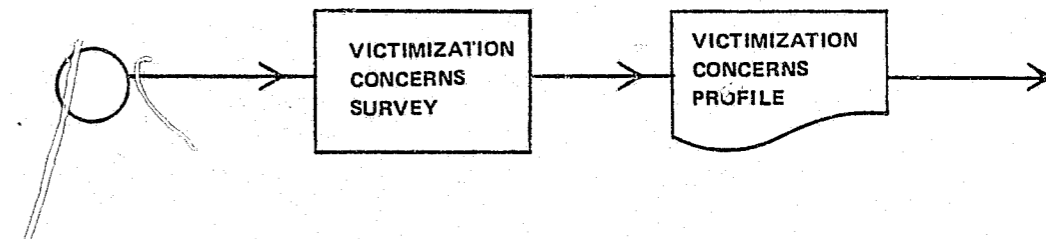
MUNICIPAL CRIME PREVENTION PROGRAM
PERFORMANCE ANALYSIS REPORT

<u>Strategy</u>	<u>Units of Performance</u>	
1. Community Action	Number of Blocks Organized	_____
	Number of Block Watches	_____
	Percent of Target Population	_____
2. Target Hardening	Percent of Target Area	_____
	Number of Security Surveys	_____
	Residential	_____
	Commercial	_____
	Industrial	_____
	Percent of Structures that Complied with Recommendations	_____
3. Personal Security	Number of Public Education Sessions	_____
4. Environmental Design	Number of Initiatives	_____

MUNICIPAL CRIME PREVENTION PROGRAM

ANALYSIS PHASE

ACTIVITY STEP 2



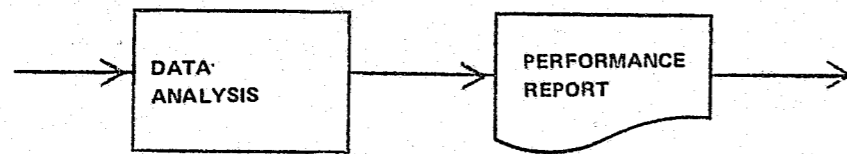
During the Analysis Phase, at the 53rd week of the program, the impact of the program on the fear and incidence of crime is assessed in a manner identical to the pre-program survey conducted in the Planning Phase. If new volunteers are to be involved in the survey, it is once again imperative that the crime prevention unit, with PCCD staff assistance, provide surveying technique training and personal safety advice to the new volunteers. Both the target and control areas are evaluated based on the questionnaire and method administered earlier in the program.

The method of operation will be similar to the previous administration. This will insure that the profile is as statistically valid as possible. A clear profile of the impact of the program should result from comparison of the pre and post profiles taken from the target and control areas.

MUNICIPAL CRIME PREVENTION PROGRAM

ANALYSIS PHASE

ACTIVITY STEP 3



Information gathered from previous activity steps in the Analysis Phase is compiled by the police crime prevention unit at this point and put into a report that is presented both to the public and the municipal executive. Since this document should be carefully designed and tailored to the municipality, there can be no fixed model for it. However, it should include both an evaluation of the model's efficiency and effectiveness in a given target area. The popularity of the effort should be placed in comparison with the overall impact on crime as evidenced by the victimization/concerns profile and official police records.

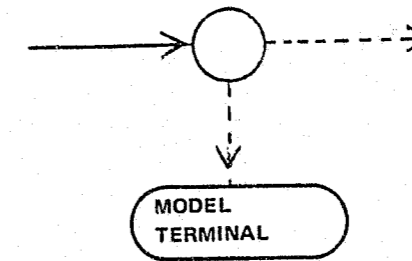
This is a critical step which has crucial impact on future programming. As the program moves to new target areas, this report will be used in the planning of the effort to improve overall crime prevention program services. Thus, the municipal task force should play an integral role in the preparation and analysis of the document.

It is expected that the presentation of the performance report would be an annual event since the planning and programming of the model program in a target area should take approximately one year. This will be further outlined in a time-phased plan of implementation.

The performance report will also be used in a supplemental operations phase to plan for revision to the program.

MUNICIPAL CRIME PREVENTION PROGRAM

PROGRAM COMPLETION



At the submission of the performance report, the Model Municipal Crime Prevention Program in a given target area is complete. The program then moves to another target area. However, this does not mean that in the initial target area, additional activities are not planned and initiated but the focus of the municipal effort moves to another section. The Supplemental Operations Phase which follows covers maintenance activities in the original target area.

The completion of the initial evaluation period should in no way be construed as the end of the effort to reduce crime either in the initial target area or other sections of the municipality. It merely means a reprogramming of the effort to take into account needed changes and to allow additional areas of the municipality to receive the intensive crime prevention services that are needed for the program to be effective.

The municipal executive should recognize those individuals who have shown exemplary commitment to the program in the first round. Thus, proclamations and certificates of achievement are an important activity at this point. In addition, wide dissemination of the program's results should be a priority through media contacts.

Most important, the citizens who made the program effective should be informed about the results of their efforts. Not all of them can receive formal notice but the police crime prevention unit, in a manner unique to the community, should express appreciation for the effort that the program has demanded. This includes the citizen advisory group among other organizations.

MUNICIPAL CRIME PREVENTION PROGRAM

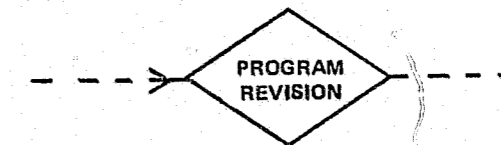
SUPPLEMENTAL OPERATIONS PHASE

ACTIVITY STEPS 1 - 3

MUNICIPAL CRIME PREVENTION PROGRAM

SUPPLEMENTAL OPERATIONS PHASE

ACTIVITY STEP 1



If a decision is made to continue the program in a target area, continued operations should reflect the recommended operational revisions noted in the performance report. The Supplemental Operations Phase outlines those activities a municipality may pursue to maintain effective crime prevention programs after the intensive initial operations phase.

Further, it is felt that, at this point, the program should be revised to reflect changing attitudes and crime problems brought about by the municipal crime prevention program. Records should be amended to note any changes in residents located in the target area.

Any decision made by the municipal executive at this point should be made with input from the citizen advisory group, municipal task force and other organizations which tap the "voice" of the target area residents. It should impact, as before, on the crime problem and perception by citizens of consequent fear.

In addition, the municipal budget officer should review the supplementary program to allocate the necessary resources for successful implementation.

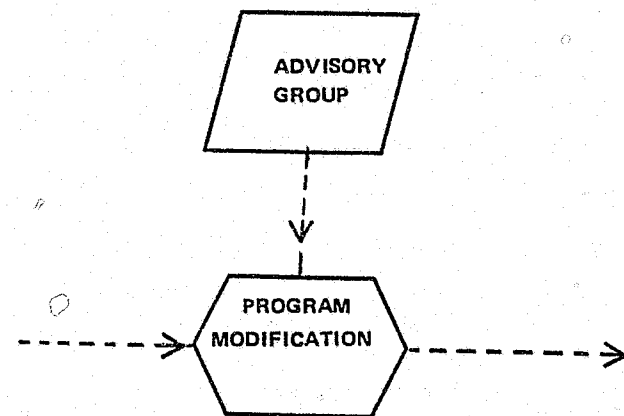
This declaration of intent to continue the community program should be publicized through the media.

It should be pointed out that the municipal program, while pursuing supplemental operations in the initial target area, may move the primary focus to another target section. The process that spawns this decision should follow the steps detailed in the planning, operations and analysis phases.

MUNICIPAL CRIME PREVENTION PROGRAM

SUPPLEMENTAL OPERATIONS PHASE

ACTIVITY STEP 2



Based on the decisions made by the municipal executive to continue program operations, the crime prevention initiative should undergo alteration to fit new emphases. This planning step should be carefully tied into the existing community action network with input solicited from block watch groups.

The features that went into program planning should, in a scaled-down manner, be applied at this point. Modification should include a needs assessment, resource analysis, and the other basic features of program planning. PCCD staff will provide technical assistance to the municipal authorities so that alterations are administered to the program that fit changing attitudes and problems.

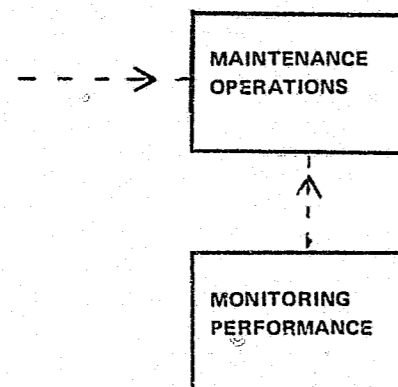
MUNICIPAL CRIME PREVENTION PROGRAM

TIME-PHASED PLAN FOR IMPLEMENTATION

MUNICIPAL CRIME PREVENTION PROGRAM

SUPPLEMENTAL OPERATIONS PHASE

ACTIVITY STEP 3



Program maintenance operations should, as stated earlier, augment previous crime preventive efforts in the target area and reflect current crime problems.

Several recommended activities are: 1) formulation of a program newsletter that highlights prevention activities; 2) continuing education of patrol officers and citizens; 3) social activities; 4) a recognition program; and 5) an annual recruitment campaign.

It should be noted that the essence of the municipal crime prevention program is the social action strategy centered on block watch groups. Supplemental activities should encourage citizen commitment and participation.

In general, crime prevention programs in a given target area should continue indefinitely. They will be relevant and successful only as long as they reflect the sense of community from which they are originally spawned.

MUNICIPAL CRIME PREVENTION PROGRAM

TIME-PHASED PLAN FOR IMPLEMENTATION

MUNICIPAL CRIME PREVENTION PROGRAM

TIME-PHASED PLAN FOR IMPLEMENTATION

This section outlines the necessary near-term and long-range steps, the responsibilities and the timing for implementing the Model Municipal Crime Prevention Program. Exhibits QQ through SS depict the sequence of activities that a municipality may follow to reduce the fear and incidence of crime in targeted areas through crime prevention programs based on citizen participation and municipal government commitment.

There are several predominant factors that influence the outcome of the program. First, the municipal chief executive must assume responsibility for the decision to plan, operate and evaluate the program. Through the executive branch flows the decision-making process.

The program is comprehensive in that the entire municipal administration is committed to its success. These include the municipal budget office, planning department as well as the law enforcement agency.

Citizen input is requested and acted upon at all phases of the program. Initially, a citizen advisory group composed of community leaders, play an integral part of program formulation. Later, through Block Watch groups, residents in the target area demonstrate their commitment through actual participation in the program. Indeed, without support from the citizenry, the program is a hollow shell whose demise is certain.

PLANNING PHASE

To insure that the design of the effort is molded to the community which it will serve, an extensive planning phase is required as a prologue to operational implementation. This 22-step phase depicted in Exhibit QQ is designed to take approximately 12 weeks to complete and involves the municipal administration, citizen advisory group, and PCCD staff who will provide technical assistance.

It will be preceded by a workshop for municipal officials to acquaint them with the concept of crime prevention and the PCCD Advanced Crime Prevention Course which highlights community programming for the administration of the police crime prevention unit. All members of the police crime prevention unit should be graduates of the PCCD Basic Crime Prevention Course so they might carry out the duties and responsibilities of their position.

The Model Program stresses the importance of community programming in a systematic rational manner. The planning phase is a critical element in successful programming that stresses this philosophy.

OPERATIONS PHASE

When geographic areas have been targeted based on specific crimes that victimize the residents, action plans developed in the planning phase will outline a strategy centering on citizen participation. There are four common strategies unique to the concept of crime prevention. These are personal security, target hardening, environmental design and most important, the foundation, community action. The six-step phase, most of which occurs during the period between the 13th and 52nd weeks of the program, is outlined in Exhibit RR. Authorities feel that a six to nine month operational period preceded by a comprehensive planning phase is the optimum time frame for initial operation without major modification.

ANALYSIS PHASE

Evaluation of the effectiveness and efficiency of the program occurs during the period between the 52nd and 55th weeks. At this point the monitoring report, victimization/concerns profile, and other data are compiled into a performance report which is used by the municipal executive for a decision on the program's future. Exhibit SS notes the intricacies of this process.

PROGRAM TERMINAL/SUPPLEMENTAL OPERATIONS PHASE

The initial phase of the program is completed in the 56th week. At this point the crime prevention initiative will have proved its relative worth in a given target area and the executive will have the opportunity to both continue the program in the target area in a modified manner that takes into account the changing crime rate and citizen perceptions and move the primary focus of the program to another target area.

In the 59th week, modifications will be completed and supplemental operations commenced. This process will be repeated as needed to reflect changes in the crime problem and citizen concern.

Through this method over a given period of time based on geographic area and population, the municipality will be mobilized to meet their respective crime prevention goals and objectives. Target areas will eventually encompass the entire municipality and consequent ability to confront the crime problem will be increased with a resultant drop in crime rate.

Over an approximately 13-month period, the Model Municipal Crime Prevention Program, a composite of the exemplary qualities of community crime prevention efforts, ties the citizens and their municipal government in a unique coalition with far reaching possibilities of reducing one of society's most pervasive problems, crime.

PENNSYLVANIA COMMISSION ON CRIME AND DELINQUENCY
 MODEL MUNICIPAL CRIME PREVENTION PROGRAM
 TIME-PHASED PLAN FOR IMPLEMENTATION

PLANNING PHASE	
Activity Step/Responsibility	Week
	1 2 3 4 5 6 7
1. Training Courses for Officials & C.P.O./PCCD (Pre-determined Process)	1 7
2. Decision to Initiate Program/Municipal Executive (Decision Step)	2 8
3. Formulation of Municipal Task Force/Municipal Executive (Process/Input)	3 9
4. Preparation of Planning Procedure/Task Force (Preparation)	4 10
5. Initiation of Needs Assessment/Task Force (Process)	5 11
6. Formulation of Community Analysis/Profile/Municipal Planning Dept. (Pre-determined Process/Input/Document)	6 12
7. Formulation of Crime Analysis/Municipal Police Department (Pre-determined Process, Input, Document)	
8. Needs Profile/Municipal Task Force (Output)	
9. Needs Review by Municipal Executive/Municipal Executive (Decision)	
10. Municipal Statement of Intent (Document)/Municipal Executive	
11. Formulation of Advisory Group and Statement of Purpose/Municipal Executive (Process/Document)	
12. Program Preparation/Target Selection/Municipal Executive (Crime Prevention Unit)	

PENNSYLVANIA COMMISSION ON CRIME AND DELINQUENCY
 MODEL MUNICIPAL CRIME PREVENTION PROGRAM
 TIME-PHASED PLAN FOR IMPLEMENTATION

PLANNING PHASE							
Activity Step/Responsibility	Week						Activity Step/Responsibility
	7	8	9	10	11	12	
13. Initial Strategy Selection/ Municipal Executive (Decision)	▲					▲	19. Victimization/Concerns Survey Municipal Police Dept./PCCD. (Pre-determined Process, Document/Assistance)
14. Resource Analysis/Municipal Task Force (Process)		▲				▲	20. Community Resource Forecast & Report/Citizen Advisory Group (Pre-determined Process/ Document/Input)
15. Materiel Analysis and Forecast/Crime Prevention Unit (Pre-determined Process/ Document)			▲			▲	21. Resource Review Report/ Municipal Executive (Decision/Document)
16. Budget Analysis/Forecast/ Municipal Budget Office (Pre-determined Process/ Document)			▲			▲	22. Final Strategy Selection/ Municipal Executive (Decision)
17. Manpower Analysis and Fore- cast/Crime Prevention Unit (Pre-determined Process/ Document)			▲			▲	23. Formulation of Action Plan/ Crime Prevention Unit (Document)
18. Resource Forecast/ Municipal Task Force (Output/Input)				▲			

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PENNSYLVANIA COMMISSION ON CRIME AND DELINQUENCY
 MODEL MUNICIPAL CRIME PREVENTION PROGRAM
 TIME-PHASED PLAN FOR IMPLEMENTATION

Activity Step/Responsibility	Operations Phase				
	Week				
	13	14	15	16	52
1. Community Organization (Preparation/Input) Crime Prevention Unit			1 ▲		
2. Program Commencement (Process) Municipal Executive				2 ▲	
3. Personal Security (Pre-determination Process) Crime Prevention Unit					3 ▲
4. Target Hardening/ Operation I.D., Security Hardware (Pre-determination Process) Crime Prevention Unit					4 ▲
5. Community Action/ Neighborhood Watch Crime Prevention Unit					5 ▲
6. Environmental Design/Structures Public Areas Planning Department					6 ▲
7. Performance Monitoring (Process/Document)					7 ▲

PENNSYLVANIA COMMISSION ON CRIME AND DELINQUENCY
 MODEL MUNICIPAL CRIME PREVENTION PROGRAM
 TIME-PHASED PLAN FOR IMPLEMENTATION

		Analysis Phase/Program Terminal/Supplemental Operations Phase											
Activity Step/Responsibility		Week										Activity Step/Responsibility	
		52	53	54	55	56	57	58	59	60			
1. Performance Data (Extract/Output)	1.(A)		▲				▲					1. Program Revision (Decision)-Municipal Exec.	
Crime Prevention Unit													
2. Victimization/Concerns Survey and Profile (Pre-determined Process/ document)	2.(A)		▲				▲					2. Program Modification (Preparation/Input)	
PCCD Crime Prev. Unit												Crime Prevention Unit	
3. Data Analysis/Perfor- mance Report (Process/Document)	3.(A)				▲							3. Maintenance Operations (Process)	
Crime Prevention Unit												Monitoring Performance (Process)	
4. Program Terminal	Completion					▲						Crime Prevention Unit	
Municipal Executive													

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EXHIBIT SS

MUNICIPAL CRIME PREVENTION PROGRAM

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