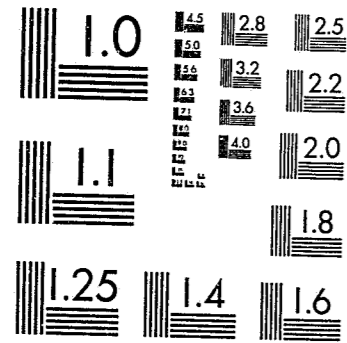


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National Institute of Justice
United States Department of Justice
Washington, D. C. 20531

11/16/83



ORLANDO CRIME PREVENTION COMMISSION 23 South Magnolia Avenue
Orlando, Florida 32801

NEIGHBORHOOD WATCH:
Strategy To Enhance Citizen Involvement

Final Report
of the Neighborhood Watch Steering Committee

12, 1983

90293

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NEIGHBORHOOD WATCH STEERING COMMITTEE

FINAL REPORT

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ACQUISITIONS

INTRODUCTION

Crime has slowly infiltrated American society and has become a fact of life to which many of us have adjusted our lives. Many have resorted to making their homes a fortress; while others have become so frightened that they will not go out at night. Some have gone to the extreme of arming themselves. In general, our society has a feeling of helplessness in dealing with crime that has created public apathy. Realizing this problem, law enforcement in 1968 initiated a new and innovative program nationwide aimed at involving citizens in the fight against crime...CRIME PREVENTION.

Crime prevention can be defined as:

Anticipation, recognition and appraisal of a crime risk and the initiation of action to remove or reduce it.

The philosophy behind crime prevention is to increase citizen awareness and training in specific crime prevention measures that will reduce the criminal's opportunity to commit a crime. Crime prevention is the joint responsibility of citizens and law enforcement. One of law enforcement's most effective and successful crime prevention programs is Neighborhood Watch.

Neighborhood Watch is a multi-faceted program directed toward reducing residential burglary. It attempts to create a feeling of community among neighborhood residents; it encourages the observation and reporting of suspicious and criminal activity to law enforcement; it advocates improved residential security; and supports participation in Operation Identification, which encourages residents to mark and inventory their property.

Neighborhood Watch is a citizen action program with one major flaw...citizens have not accepted the responsibility of maintaining their Neighborhood Watch programs and rely on law enforcement to coordinate and maintain the program for them. Neighborhood Watch has been a "police service" rather than a "citizen action" program in Orlando, which is typical nationwide, although there are some cities throughout the country that have developed the program to be citizen managed rather than law enforcement managed. Examples of this approach are found in Seattle, Washington and Miami. Law enforcement recognizes this problem and is supporting a new movement that makes Neighborhood Watch a citizen managed program with law enforcement providing technical assistance and crime prevention training.

This report, "Neighborhood Watch: Strategy to Enhance Citizen Involvement," proposes a new concept for the City of Orlando's Neighborhood Watch Program which will enhance, strengthen and unify Neighborhood Watch throughout the City.

BACKGROUND

Currently there are approximately 200 organized Neighborhood Watches in the City of Orlando. The degree of participation and/or involvement varies from area to area depending on the level of crime, the quality of the leadership, the stability of the residential population, and the concern for crime prevention. The Orlando Police Department's Community Relations Section has the responsibility for conducting, coordinating and maintaining Neighborhood Watch.

To provide effective and efficient crime prevention services, the Department has divided the city into four sections (NE, NW, SE, SW) with one officer assigned to each section to provide all crime prevention services. Currently, the Community Relations Officers respond to citizen requests for Neighborhood Watch programming and do not initiate new Neighborhood Watches on their own.

The Orlando Police Department's Neighborhood Watch program has overall been effective and positive. However, this is overshadowed by the department's limited staff, a history of changing departmental priorities and limited funding. In addition, there is an absence of quickly accessible and accurate statistical data with which to measure program effectiveness and to alert neighborhoods of increased criminal activity. This is coupled with a lack of organizational objectives and priorities for Neighborhood Watch, limited marketing materials, lack of leadership training for the Captains, and most important, the lack of a strong volunteer program to assist OPD and Watch leaders in maintaining citizen participation.

RECOMMENDATIONS OF THE NEIGHBORHOOD WATCH STUDY TASK FORCE

In 1982, the Orlando Crime Prevention Commission was asked by Mayor Bill Frederick to study these problems in the light of successful programs around the country and make recommendations. The Neighborhood Watch Study Task Force studied ten cities in depth over a seven month period and made the following three recommendations:

1. Neighborhood Watch should be managed by citizens in the community rather than being managed by the Orlando Police Department.
2. The Neighborhood Watch effort is disrupted by the geographic boundaries of Orlando, Winter Park, Orange County, etc., and the citizen-managed Watch Program should have as its long-term goal the inclusion of contiguous areas of adjacent jurisdictions for optimal effectiveness.
3. To develop an effective and consistent Neighborhood Watch program the best approach to take in initiating the program citywide is to methodically target and saturate a specific area until it has been organized, and to develop contiguity among watch areas.

IMPLEMENTATION OF NEIGHBORHOOD WATCH STUDY TASK FORCE REPORT

As a follow-up to the recommendations of the Neighborhood Watch Study Task Force, the Orlando Crime Prevention Commission staff, the Junior League of Orlando/Winter Park, Inc., and the Orlando Police Department formed a Steering Committee which has developed a reorganization plan that transfers the administration and management of the Neighborhood Watch Program to a citizens coordinated program housed in the Orlando Crime Prevention Commission. (See Appendix A for roster).

In developing this new plan, the Steering Committee used the Task Force recommendations and program techniques from the Seattle Crime Prevention Program, and the Miami-Dade Citizens' Crime Watch as guidelines. A summary of the Committee's recommendations are as follows, that:

1. The City of Orlando and Orlando Crime Prevention Commission establish and co-finance a Citizens' Neighborhood Watch Council (CNWC) within the Orlando Crime Prevention Commission to market and manage the Neighborhood Watch Program in conjunction with the Orlando Police Department.
2. Specific criteria be established to define "active" Neighborhood Watch and an evaluation mechanism be incorporated into the program.
3. Two approaches for organizing Neighborhood Watches be implemented:
 - (1) target and saturate
 - (2) citizen request.
4. The city be divided into six (6) Neighborhood Watch districts with a chairman for each district and an internal management structure based on a 10 unit span of control.

RECOMMENDATIONS

The Steering Committee recommendations focus on the development of the Citizens' Neighborhood Watch Council (CNWC) that would be managed through the Orlando Crime Prevention Commission. Utilizing the Neighborhood Watch Study Task Force recommendations the CNWC has been designed to bridge service gaps in program implementation and maintenance. The Citizens' Neighborhood Watch Council will act as the nucleus for the City of Orlando's Neighborhood Watch. Its primary purpose is to strengthen and perpetuate Neighborhood Watch making it an integral part of the City's residential community.

CITIZENS' NEIGHBORHOOD WATCH COUNCIL: DEVELOPMENT AND ORGANIZATION

The CNWC is designed to encourage citizen participation in the community's effort to reduce crime by strengthening and expanding citizen commitment to Neighborhood Watch. The Council is structured to promote, coordinate and manage the City of Orlando's Neighborhood Watch programs in conjunction with the Orlando Police Department's Community Relations Section. The Council will administer the Neighborhood Watch program, with the Community Relations Officers providing technical assistance and training for the Neighborhood Watch participants in residential security, personal safety and crime reporting.

The overall goal for the Council is:

To promote, strengthen and expand citizen participation of the City of Orlando's Neighborhood Watch program and to reduce crime by increasing citizen involvement and commitment to Neighborhood Watch.

The general objectives are:

1. To train residents in specific crime prevention techniques that will help increase the safety of Orlando's neighborhoods. The specific areas are:
 - a. residential burglary
 - b. street and personal safety
 - c. reporting of suspicious and criminal activity
2. To establish and maintain a 40% participation level in Neighborhood Watch areas.
3. To promote home security surveys and Operation Identification by conducting these services in a minimum of 40% of Neighborhood Watch households.
4. To establish, coordinate and maintain communication among all Block Watch Members.

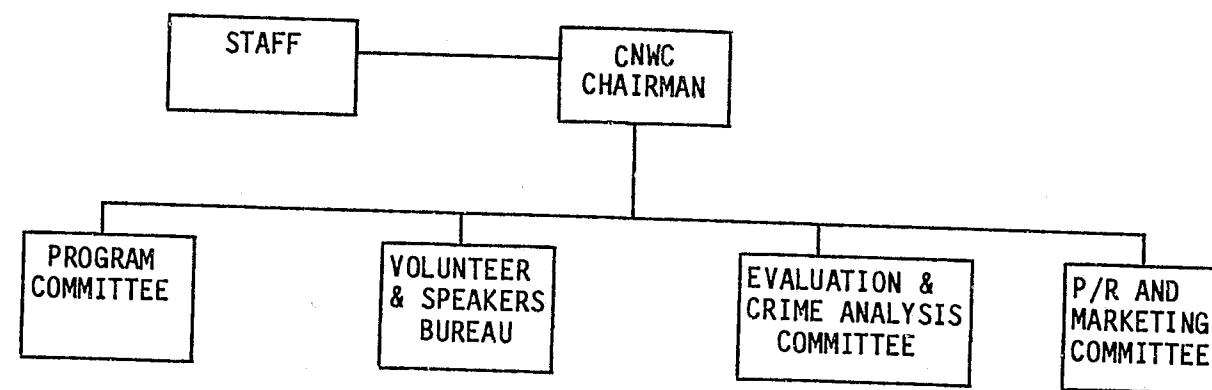
More specific and measurable objectives will be developed by Council Committees when formed.

MANAGEMENT STRUCTURE AND STAFFING

The CNWC will be a part of the Orlando Crime Prevention Commission (OCPC) and will be subject to all OCPC operating and personnel guidelines. (See Appendix B for Organizational Chart.) The Council will be represented on the OCPC Board of Directors and the Executive Committee.

Staffing should include a full time director and administrative assistant, and a trained volunteer staff with specific job responsibilities. In addition, the CNWC will rely on other OCPC staff for technical assistance and support.

The organizational structure for the Council is:



CHAIRMAN: The Chairman will serve as the senior official for the CNWC with the responsibilities of overseeing the program management and activities to insure maximum benefits from resources invested. The chairman will call and preside over the general CNWC meetings. In addition, the chairman will represent the Council on the OCPC Executive Committee and Board of Directors, and will make recommendations on structure, policies and procedures.

The following four committees represent areas in which the program will require volunteer support and assistance:

Program Committee: (min. of 18) Will assist in contacting coordinating, conducting and maintaining Neighborhood Watch. Members will be assigned to specific Neighborhood Watch districts with a minimum of 3 volunteers per district.

Volunteer/Speakers' Bureau Committee: (min. of 6) Will assist in recruiting, screening, training and managing volunteers and the Speakers' Bureau. Members will assist in making volunteer assignments and evaluating volunteer effectiveness. Will be responsible for coordinating volunteer motivation and rewards. There should be a minimum of 1 volunteer per district.

Program Evaluation and Crime Analysis Committee: Will assist in measuring the effectiveness and results of Neighborhood Watch programs. Will also be responsible for tracking crime in the Neighborhood Watch areas on a weekly basis using information from the OPD Crime Analysis Unit and police reports.

Public Relations and Marketing Committee: Will assist in developing and coordinating media campaigns as an on-going effort. This committee will work with the OCPC Public Relations Director. Also responsible for planning the annual recognition banquet and awards presentations.

VOLUNTEER PROGRAM

A sound volunteer program is necessary for the operation of the CNWC. The CNWC Director will work closely with the Volunteer Service Bureau for technical assistance and recruiting volunteers.

Managing the volunteers will be based on sound management principles. Each volunteer position will have a specific job description and duties. The volunteers will be representing the CNWC and will be screened and trained. All volunteers will sign an agreement that specifies the hours, tasks and conditions for volunteerism. Volunteers will have background checks done by the police department and will be issued identification cards.

ROLE OF THE ORLANDO POLICE DEPARTMENT

The CNWC will manage Neighborhood Watch in conjunction with the Orlando Police Department's Community Relations Section. The Council will administer the program with the Community Relations Section providing technical assistance and training for Neighborhood Watch participants in residential security, personal safety and crime reporting. The Community Relations Section will be a vital part of Neighborhood Watch and will attend all initial Neighborhood Watch meetings. OPD will assist the CNWC in policy-making and the training of staff and volunteers.

CNWC PROGRAM SERVICES

The following services will be provided by the CNWC:

- Program development, coordination, management and maintenance
- Neighborhood Watch materials, i.e. information packet, planning packet, block/plot maps, captain's training manual
- Speakers' Bureau
- Newsletter, 4 times a year
- Neighborhood crime profiles and evaluation
- Communication and information exchange network
- Resource library
- Public relations
- Annual Recognition/Awards Banquet
- City-wide Neighborhood Watch/CNWC meetings
- Neighborhood Watch Leadership training

MULTI-JURISDICTIONAL SERVICE AREA

After an evaluation and if this concept proves to be successful the CNWC should offer its structured framework and services to all jurisdictions in Orange, Osceola and Seminole Counties. Even though this Council has been designed to meet the specific problems and needs of the City of Orlando's Neighborhood Watch Program, it would be very easy to adapt the Council's structure to other jurisdictions. This goal addresses the problem of geographic boundaries disrupting the Neighborhood Watch effort and affecting its overall effectiveness to impact crime that was identified by the Neighborhood Watch Study Task Force. Since crime does not adhere to geographic boundaries, why should Neighborhood Watch? The CNWC has been designed to supplement as well as compliment law enforcement's Neighborhood Watch efforts by doing much of the coordinating, organizing and maintaining of the programs that is so time consuming for law enforcement. The Council will be in the position to act as a catalyst and umbrella for all Neighborhood Watch programming in the Orlando area. Under no circumstances will the CNWC circumvent any law enforcement's Neighborhood Watch efforts and will only provide services at the request of the jurisdiction's law enforcement agency. Each agency requesting Council services will be asked to provide some financial support for the services rendered in their jurisdiction.

CNWC ENDORSEMENT POLICY

Due to the nature of the CNWC, a policy must be developed to protect the credibility of the Council from both legitimate businesses and criminal interest who may attempt to capitalize on the program's reputation and success. Businesses selling security equipment and self defense devices may try to identify with the CNWC in advertising campaigns. This type of "affiliation" can affect the reputation of the CNWC. Under no circumstances should the CNWC endorse any product or company that is profit making. All CNWC media campaigns should emphasize that the CNWC does not endorse any product line or company. The CNWC should be alert to any businesses trying to profit from the CNWC reputation.

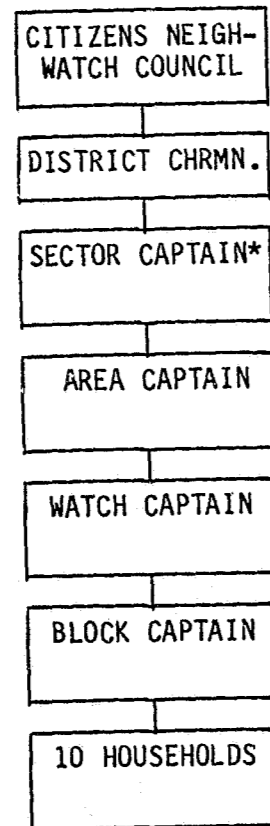
OPERATIONAL STRUCTURE

To effectively manage the Neighborhood Watch program it is recommended that the existing four Neighborhood Watch sections be divided into 6 districts which coincide with the City Council Districts. The reasoning behind using the City Council Districts is that they are already outlined and are evenly distributed in population.

Based on sound management principles, it is recommended that a 10-unit span of control be applied to the management of Neighborhood structure from the bottom to the top. For example:

- 10 houses per Block Captain
- 10 Block Captains per Watch Captain
- 10 Watch Captains per Area Captain
- 10 Area Captains per Sector Captain*

Utilizing the 10-unit span of control, the structure for each District will be:



District Chairman: Will coordinate the district's Neighborhood Watch efforts and will represent the district on the CNWC.

*Sector Captains: (this is a proposed level that will be added as the Neighborhood Watch program multiplies.) Will be responsible for coordinating 10 Area Captains and reporting to the Chairman and the CNWC.

Area Captains: Will be responsible for coordinating and assisting 10 Watch Captains.

Watch Captains: Will be responsible for coordinating and assisting 10 Block Captains.

Block Captains: Will be responsible for coordinating and assisting 10 households.

NEIGHBORHOOD ORGANIZING

Two concepts for organizing residential areas of the City are recommended by the Steering Committee. The first is to target and methodically canvass a single area until it has been organized and saturated. The second approach is to respond to individual requests. This concept is not as effective as the first. However, it must be addressed since citizens are encouraged to call and request Neighborhood Watch programs. Both concepts will be approached and structured on sound management principles utilizing the 10-unit span of control discussed in the previous section.

Target and Saturate: Utilizing the concept of direct contact and high saturation, CNWC volunteer community organizers would, with the assistance of the Orlando Police Department and local residents, and preceded by a letter from the City Commissioner for that district and CNWC Chairman, go from door-to-door canvassing the neighborhood. Follow-up contact would include Neighborhood Watch organizing meetings, home security inspections, selection of Neighborhood Watch Captains and training, etc.

This method will be used in areas that have an association, such as a Homeowner's Association or large geographical areas. In addition, this will be the approach used when the CNWC & OPD initiate the Neighborhood Watch organizing, e.g. high crime areas, etc.

Individual Request: Responding to individual requests is not the most effective method to use. This approach has been a fundamental flaw in Neighborhood Watch because by responding to individual requests, the community ends up with random Neighborhood Watch areas rather than consistently organized areas.

At this point in the City's Neighborhood Watch programming, these individual requests cannot be ignored. Procedures are needed to deal with these requests since traditionally the community is used to calling for Neighborhood Watch rather than the police initiating Neighborhood Watch.

It is recommended that the best way to approach this is by encouraging the caller to recruit two other individuals from streets on either side of his own. The CNWC can assist the caller by using the Polk Directory to look up names and telephone numbers of individuals on designated streets.

The caller will be provided assistance in coordinating the Neighborhood Watch meeting with follow-up in home security surveys and Neighborhood Watch captain training.

IDENTIFYING NEIGHBORHOOD WATCH AREAS

For the purpose of identifying the individual programs, each Neighborhood Watch will be assigned a number with the district number being the prefix; for example, a new Neighborhood Watch in District 1 could be assigned the number--1-001.

In organizing the City's Neighborhood Watch Program there is an obstacle to overcome: the problem of identifying the "geographic" boundaries of neighborhoods. One way to deal with this problem is to work through a Homeowner's Association which has established neighborhood boundaries, a communications network and meeting dates.

A standing Neighborhood Watch committee should be incorporated into the existing Homeowner's Association with a member acting as a chairman or area captain for the Neighborhood Watch program.

Areas that are not formally organized by Homeowner's Associations or identifiable by geographic boundaries should be organized in groups consisting of three or more streets; with assistance from OPD and using City plat maps, or census tracks, some type of boundary should be set for the Neighborhood Watch program.

NEIGHBORHOOD WATCH CRITERIA

Defining an "active" Neighborhood Watch has been a problem faced by crime prevention practitioners since the beginning of Neighborhood Watch. Most Neighborhood Watch programs are defined as active if they have a 60 percent participation level and hold regular monthly meetings. The 60 percent level was established by the National Crime Prevention Institute as a means for measuring Neighborhood Watch activity and is generally the accepted participation level throughout the country.

These guidelines, 60% participation and monthly meetings, tend to be idealistic and do not reflect the average Neighborhood Watch program. Most Neighborhood Watch programs that try to hold monthly meetings suffer from drastic attendance drop-off which frustrates and creates apathy among the captains and organizers.

In designing the following criteria, the Steering Committee's objective was to develop realistic and attainable standards that define active Neighborhood Watches and make program evaluation possible.

Program Criteria:

1. 40% participation of defined Neighborhood Watch in each of the following:
 - A. information and training meeting
 - B. home security surveys/Neighborhood Watch stickers displayed
 - C. active communication network
2. Accurate and up-to-date list of names, addresses and telephone numbers of all members in Block Watch.
3. Ability to activate the telephone/communication network contacting all members within a designated time period.
4. Hold a minimum of 2 meetings per year.

If the 40 percent participation level seems inadequate, consider whether or not any other neighborhood activity has higher participation from residents. The Seattle Crime Prevention Program has found that an area with a minimum of 40% participation can effectively reduce residential burglary. This participation level was determined by the Committee based on the research and experience of the Steering Committee members.

The home security surveys will be the major element of establishing the 40% participation level. These surveys will be conducted by the OPD Community Relations Officers and Police Explorers. The Neighborhood Watch sticker will be distributed at the time of the survey and not before. The Operation Identification stickers will be distributed with the engraver and inventory record. The Committee recommends that the stickers be used as incentives and reinforcement for participating in the program. The stickers should be placed in a conspicuous place seen from the street.

NEIGHBORHOOD WATCH SIGNS

The Neighborhood Watch signs will be posted only after the basic criteria under #1 are met. The signs should be placed where they will receive the maximum visibility by all entering the defined Neighborhood Watch area. The most effective locations are entrances to the neighborhood; every entrance should have a sign. If all the entrances have signs then there is no need to post signs inside the neighborhood. The Committee recommends that the signs be leased to the Neighborhood Watch areas with the CNWC maintaining ownership and the right to remove signs in areas that do not maintain active status. Removing Neighborhood Watch signs will be the last resort after the area has been contacted and the CNWC has made several attempts to reorganize the area. This recommendation is in response to the problem of areas showing a drop in participation and meeting attendance once they receive signs.

CERTIFICATION OF EXISTING NEIGHBORHOOD WATCH PROGRAMS

Existing Neighborhood Watch programs will need to be reorganized under this concept. This entails identifying the existing areas and applying the new standards. Obviously, this is a major undertaking and will require a tremendous amount of manpower.

The Steering Committee recommends that a large portion of the CNWC's first year be devoted to contacting and restructuring, when necessary, the existing Neighborhood Watches. As these areas are contacted and meet new program criteria, a small decal will be attached to the existing Neighborhood Watch sign.

NEIGHBORHOOD WATCH MEETING FORMAT

The lack of a standard Neighborhood Watch Presentation has been a problem for the City's Neighborhood Watch Program.

A format has been developed to overcome the problem and is the recommended outline for all newly initiated Neighborhood Watch Programs (See Appendix C for outline). The Orlando Police Department's Community Relations Section will conduct the first four topics; the fifth topic on fire prevention will be presented by the Orlando Fire Department and the last topic will be discussed by the CNWC representative.

TRAINING NEIGHBORHOOD WATCH CAPTAINS

Training the volunteer Neighborhood Watch Area, Watch and Block Captains is essential to coordinating and maintaining the Neighborhood Watch Program. Once the Captains have been selected, they will attend a training session that will go into depth defining the Neighborhood Watch concept and crime prevention techniques that will assist them in managing the people or households they are responsible for. A detailed training manual has been designed as a guide for the Neighborhood Watch Captains. This manual takes a step-by-step approach in explaining what the Captains can do to establish and maintain a Neighborhood Watch Program in their area.

MAINTENANCE PROGRAMMING

The importance of maintaining the Neighborhood Watch Program cannot be stressed enough. The very essence of the maintenance program is to sustain the effectiveness of Neighborhood Watch in reducing crime in the neighborhood.

A good maintenance program consists of participants who have incorporated crime prevention into their daily lives and utilize their Neighborhood Watch training when necessary. Maintaining the program does not require regular monthly meetings. Too many meetings is the quickest way to reduce participation: members will get tired of meeting all the time. It is important that the block meet at least twice a year to review crime prevention training and to maintain communication. The number of meetings the block should have will depend on the block captain and block members.

The CNWC maintenance program consists of the following:

1. NEWSLETTER: The newsletter will consist of articles from the area crime prevention officer, reports from the District Chairman and Neighborhood Watch Captains, crime prevention tips and other pertinent information. The newsletter will be hand delivered by the block captains. It will be published 4 times a year.
2. NEIGHBORHOOD WATCH CAPTAIN MEETINGS: Periodically, all the captains will meet with the District Chairman and the CNWC Staff for additional training and information.
3. ANNUAL BLOCK MEETINGS: One year from the initial Neighborhood Watch meeting, the CNWC will contact the block captain to help plan, coordinate and conduct a block meeting or social affair.

4. CRIME ALERT MEETINGS: The CNWC will be monitoring crime data in the Neighborhood Watch areas. If there is an increase of crime for a certain area the CNWC will assist the block captain in setting up a meeting addressing the specific crime problem.
5. ANNUAL AWARDS BANQUET: Yearly, the CNWC will plan a banquet honoring all Neighborhood Watch participants and give special recognition to police officers, participants and others who have done outstanding jobs in the Neighborhood Watch community.
6. SUPPORT OF BLOCK WATCHES: The CNWC will provide on-going support and assistance to all Neighborhood Watch participants and captains.

As crime becomes less of a problem in our community, citizens may broaden their scope to maintain the functioning of the group. Participants may concern themselves with the total quality of living in their neighborhood; for example, home and neighborhood beautification, parks and recreational development. Community pride may be a strong motivation in maintaining the program. At all times, however, crime prevention should remain the priority of the program.

MARKETING AND PROMOTION

Marketing of Neighborhood Watch, both to maintain support and participation and to generate new members, must be an essential function of the program. The recommended marketing approach is the strategy designed by the Neighborhood Watch Study Task Force.

Because of its importance, marketing management should be the primary responsibility of the Neighborhood Watch Director who will be assisted with public relations and publicity by the Public Relations Committee and the Commission's Public Relations Director. It is also suggested that local university journalism interns be used weekly to aid in publicity campaigns. A college class might even take on as its gradeable project a particular area of the marketing plan.

The Neighborhood Watch Director and Public Relations Committee, in conjunction with the Commission's Public Relations Director, will be responsible for establishing and implementing a marketing plan each year with actionable targets and timetables. The CNWC Chairman will act as official spokesman for the Council with the Neighborhood Watch Director acting as a backup.

Marketing Objectives:

1. To increase public awareness of the Neighborhood Watch Program.
2. To educate the public that Neighborhood Watch is a citizen action program organized to fight crime.
3. To encourage greater community involvement in Neighborhood Watch, both voluntarily and monetarily.
4. To demonstrate that Neighborhood Watch does reduce crime.

To reach these objectives, it is necessary to establish first year program strategies which are presented in Appendix D.

EVALUATION

During the first year of CNWC's implementation and while operational flaws are being corrected, it is recommended that a simple and basic evaluation approach be used. In the future, (18 to 36 months,) a more sophisticated evaluation technique can be developed and implemented, which will be discussed later in this section.

The following tools are basic and will provide the necessary information to measure the effectiveness of the CNWC for its first years of operation.

Questionnaire

At the first Neighborhood Watch meeting have the citizens fill out a questionnaire that will measure their crime prevention awareness and attitude towards crime in their neighborhoods. (See Appendix E for sample.) After six months, the citizens should be contacted and given the same questionnaire to determine whether or not a behavior and/or attitude change has occurred. This can be done by telephone or at another meeting.

Overall Evaluation - Psychological

A telephone survey can be conducted to measure the fear factor or "fortress mentality" that comes from feelings of isolation and helplessness. (This survey should be based on pre- and post- tests, random samplings of experimental and control groups.)

Evaluation - Burglary-in-Progress/Suspicious Activity Calls

Evaluation of progress in achieving program objectives may be measured by using the Police Department's computerized dispatch records, comparing "treated" areas to non-program treated areas.

Evaluation-Tracking and Logging Crime Statistics

On an on-going basis, the evaluation and crime analysis committee will collect crime data from OPD's Crime Analysis and compile statistics weekly for pin (grid) map utilizing color coding to note residential crimes per Neighborhood Watch area and unorganized areas. Monthly, a committee member will compile a report summarizing residential crimes that occurred during that month. This information collected will keep the CNWC up-to-date and aware of potential crime hot spots that may need targeting and extra crime prevention programming. OPD will send the CNWC all "hot spot" sheets circulated to patrol and alert the Council of areas that are having specific problems. Also, OPD's Data Processing will forward the CNWC a weekly computer print-out on all crimes reported.

Evaluation - Program Operations

A detailed record of the program's performance in service should be maintained (number of homes contacted, home security inspections completed, etc.)

Cost of Evaluation

The evaluation measures mentioned about can be conducted at very little cost to the program. It is believed that through a joint effort with the Orlando Police Department and the use of volunteers, that actual dollar expenditures will be minimal. In addition, support through in-kind contributions from local universities will also have an impact.

Future Program Evaluation

In 18 to 36 months after program implementation and depending on budget allocations, the following strategy can be executed:

Conduct both a pre-program and a post-program victimization survey. (An independent source of data is needed to assess the program's impact on burglary since two of the goals, that of (a) reducing burglaries and (b) increasing citizen reporting of burglaries to the police, have opposite effects on policy burglary data.) Sampling should follow the guidelines below:

- A. Conduct victimization surveys both by telephone and door-to-door.
- B. Select a statistically valid sampling group. The pre- and post-survey sizes should be similar.
- C. Select program tracts randomly rather than for high crime rates.
- D. Include an adjacent census tract as a comparison group to enable an assessment of the displacement of burglary to adjoining census tracts.
- E. Collect data from both program and non-program participants on a comparable pre-post basis.
- F. Utilize independent researchers to collect data in order to reduce likelihood of unintentional biases.
- G. Select project tracts for survey and program participation where no additional police activities, etc. will be occurring simultaneously with program activities.

BUDGET

The following recommended budget is a "bare-bones" budget and heavily relies on volunteer manpower and in-kind contributions. The budget has been broken down to reflect the financial responsibility of the Orlando Crime Prevention Commission and the Orlando Police Department. The proposed budget is dependent upon the approval of the Orlando Police Department's budget.

CITIZENS' NEIGHBORHOOD WATCH COUNCIL PROPOSED OPERATING BUDGET

	<u>OCPC/CNWC COST</u>	<u>OPD COST</u>
PAYROLL		
Director	16,000.00	
Admin. Assistant	12,000.00	
FL Unemp. Tax (\$189. ea)	378.00	
Benefits	850.00	
EXPENSES		
Travel	780.00	
Conferences	500.00	
Printing		10,000.00
Postage		3,000.00
Volunteer Training	500.00	
Supplies		2,000.00
Telephone (3)		2,137.60
Coffee	128.00	
Parking	600.00	
Office Furniture	1,106.02	
Typewriters (2)	1,800.00	
Office space	3,200.09	
Temporary Secretarial Service	900.00	
Subtotal	38,742.11	17,137.60
TOTAL		<u>55,879.71</u>

APPENDIX A

ORLANDO CRIME PREVENTION COMMISSION

5/83

NEIGHBORHOOD WATCH STEERING COMMITTEE

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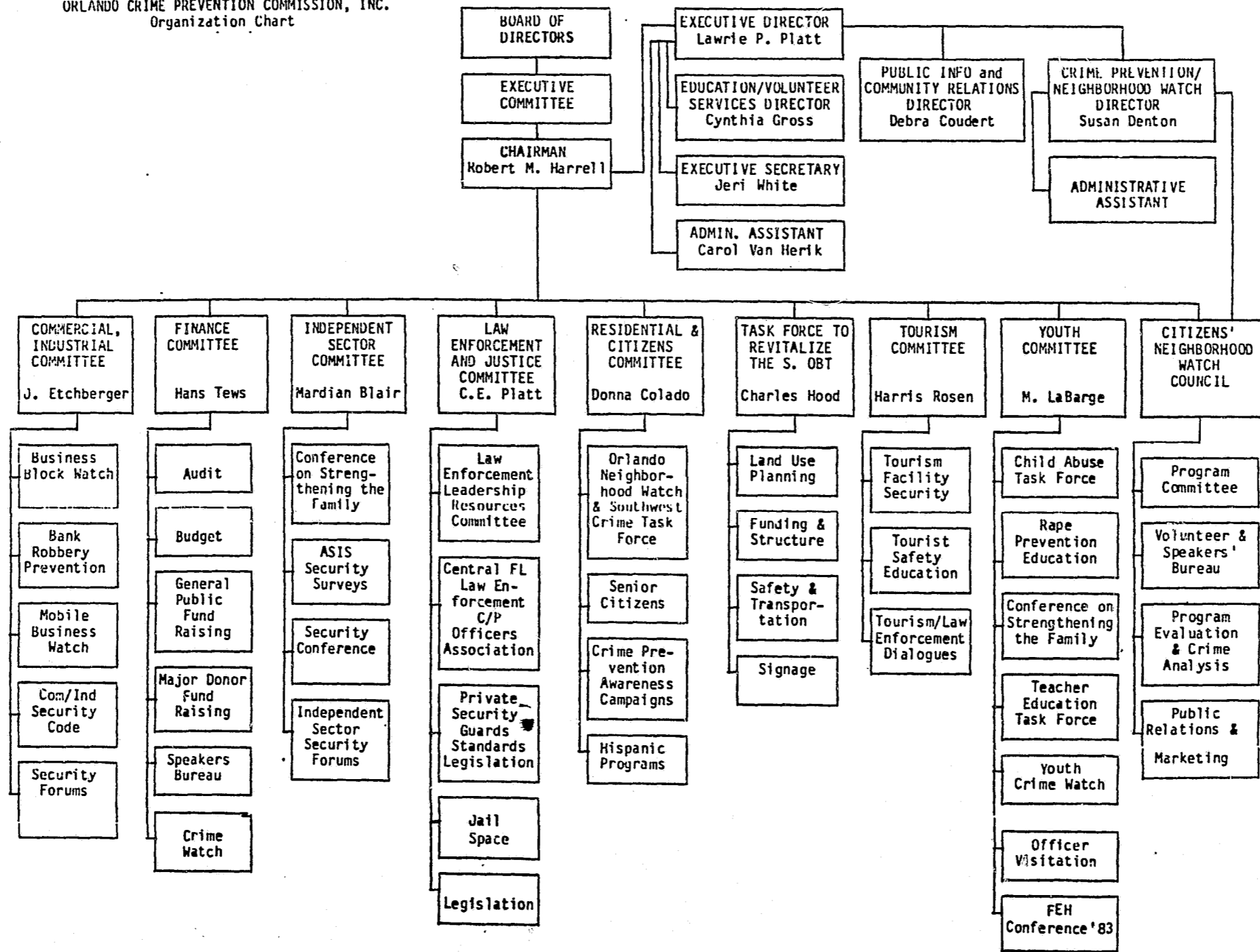
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STAFF

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ORLANDO CRIME PREVENTION COMMISSION, INC.
Organization Chart



APPENDIX B

APPENDIX C

NEIGHBORHOOD WATCH PRESENTATION

INTRODUCTION:

Explanation and purpose of the meeting
(Host or CNWC Representative)

Topics to be covered: - crime profile
- burglars
- what police can do
- what you can do
- what you can do as a member
of your community

TOPIC 1:

NEIGHBORHOOD CRIME PROFILE: (OPD)

- a) part-one crimes
- b) neighborhood crime problems
- c) ask if anyone has been a victim of a crime recently or knows someone who has been. (reasoning behind this questions is to let everyone know that crime does exist.)

SHOW SLIDE PRESENTATION OR FILM: (optional)

TOPIC 2:

BURGLARS AND THEIR METHODS (OPD)

- a) who are the burglars
- b) methods commonly used

TOPIC 3:

WHAT CAN THE POLICE DO (OPD)

- a) train citizens to assist in crime prevention and detection
- b) respond to calls for assistance
- c) traditionally, police react to crime verses prevent crime
- d) unable to be everywhere at the same time

TOPIC 4:

WHAT YOU CAN DO -- Residential Security (OPD)

- a) locks -- doors, windows
- b) lighting
- c) shubbery
- d) personal safety
- e) crime reporting
- f) operation identification

Appendix C, cont'd.

TOPIC 5:

FIRE PREVENTION TIPS OR HANDOUT - (OFD)

TOPIC 6:

NEIGHBORHOOD WATCH (Citizens' Neighborhood Watch Council)

- a) definition
- b) structure/duties
- c) telephone/communication chain
- d) block maps
- e) review of leadership duties
- f) selection of Captains. (Host to coordinate)
- g) fill out maps
- h) turn in index cards

Q & A:

CLOSING:

Adjourn meeting. Thank everyone (host)

HOST AND CNWC Representative -- FILL OUT MEETING REPORT

APPENDIX D

Marketing Campaign Slogan

To create continuity in the overall marketing program comprised of public relations/publicity, advertising and sales (in field), it is necessary to develop an overall campaign slogan. It is recommended that the Public Relations Committee develop the slogan. A suggested example might be "ERASE CRIME" through Neighborhood Watch. The word "CRIME" could be dotted as if disappearing and the word "ERASE" could be set in an eraser slanted near the left hand side of the word "CRIME" in a graphic display. Whatever the slogan, it is important that it be usable in all forms of media -- billboards, brochures, news releases, PSA's, bumper stickers, etc.

Once the campaign slogan is established, it will be the focal point of the marketing plan outlined via elements under Public Relations/Publicity, Advertising and Sales.

Public Relations/Publicity

Development of the following promotional vehicles is important to the overall awareness of CNWC.

1. News Releases

The Public Relations Committee and volunteers should be responsible to the Neighborhood Watch Director for developing numerous written news releases for Central Florida area media (both print and electronic). The news release paper should carry the slogan somewhere on the front pages, preferably top left of the paper.

Suggested releases should include: overall fact sheet on the CNWC; story outlining new campaign to fight crime in the community (here the slogan is tied in); story on the viability of the Neighborhood Watch Program with statistical data to back effectiveness of program as already established nationwide and locally; feature stories on unique community people involved in the program (example might be a Watch Captain who is handicapped but performs beneficial duties to the program to help fight crime); success stories from neighborhoods which are seeing results; features on neighborhoods with high community involvement and how they maintain their momentum.

2. Public Service Announcements (PSA's)

Developing continuous "Crime Prevention Tips" could be useful in implementing a public service announcement (PSA) campaign. Such PSA's could be usable in print as well as electronic media.

For example, the ERASE CRIME PREVENTION TIP of the week could be a safety tip on securing one's home against burglary, or a tip on personal defense. The list is almost endless on tips that could be developed into a PSA campaign. These Crime Prevention Tips could also be used in short two-paragraph news releases for fillers in newspapers or as a weekly column.

Local television stations usually work with nonprofit organizations to develop air quality spots such as these.

Sometimes celebrities visiting the community can be persuaded to do the PSA's.

3. Photographs

Not to be overlooked as a key element of publicity for CNWC are actual news or feature photographs usable not only by the media but also as an element of the newsletter to the community Watch members.

Such photographs could stand alone. For example, a shot could be taken of a Watch leader who helped the local police crack a burglary ring. Or, the photographs could be used with a news release, such as a feature on a specific person's involvement with Neighborhood Watch Program.

4. Newsletter

A newsletter is a resource in coordinating the Neighborhood Watch community. This marketing tool is invaluable in helping communicate new developments and maintaining high morale in the program. Likewise, the newsletter is helpful as another means of communicating with media on what's happening with the CNWC.

It is suggested that the newsletter be distributed to all Watch members by Block Captains on a quarterly basis.

Initially, the newsletter could be one page, front and back, on standard 8 1/2 by 11 paper with special front-page masthead. Later, the newsletter should be developed into four pages in large-sheet format with center fold.

5. Speakers' Bureau/Slide Presentation

A 15-20 minute slide presentation featuring the local community and its leadership should be developed for use by the Program Director at various civic/community luncheons or dinners explaining the Neighborhood Watch Program. Its purpose would be to generate community and corporate financial support as well as volunteers.

The Junior League of Orlando/Winter Park, Inc. has developed a slide presentation to be used at Neighborhood Watch meetings.

Advertising

Although the following detailed areas are listed here as advertising support for the CNWC, please note that actual dollar expenditures may not need to be spent should the Neighborhood Watch be able to get community leaders/business to donate time/talent to implementing these marketing tools.

1. Bumper Stickers

Using the campaign slogan on a bumper sticker would help increase community awareness. Sticker could be distributed to those persons active in the Neighborhood Watch Program for more than three months, thus acting as an incentive piece to keep morale high in the program. Also small window stickers could be designed, using the same graphics as the bumper stickers, for Neighborhood Watch Program members to place in a prominent window in their home. This sticker could work very similarly to the Neighborhood Watch Program signs and act as a constant reminder to participants that they have made a commitment to the program and their neighbors.

2. Brochure

Suggest developing a two or three-panel brochure on the program (one or two colors only) as a collateral handout to prospective Watches. Orlando Police Department's Community Relations Section already has a brochure which could serve as a basis for this brochure. OPD's brochure explains the program, Operation Identification, etc., but needs to include additional information on the NWP guidelines established by this task force. The brochure could be designed so the back panel has a blank space for overprinting by companies who will

Also included on the back panel of the brochure should be a "mail back" coupon for additional information or donation to the CNWC.

3. Billboards

Both painted boards or posters could be designed using the campaign slogan as the focal point. It is suggested that the boards be in key locations within the community boundaries on local arteries traveled heavily by residents (i.e. Highway 50 or 17-92.)

Often for the cost of paint only or paper for the posters, outdoor companies will donate locations to community service causes such as this program.

Boards are the most effective reminder and awareness communicator and priority should be given to this marketing tool.

4. Ads

Just as PSA's are valuable "free advertising" on the airwaves, local ad councils often donate their services to develop community service ad campaigns. Publications will carry these ads as fillers or public service "free" advertisements.

To totally keep the continuity of the program, use of the slogan in a thought-provoking series of ads (three or four at most) would help increase awareness as well as overall participation in the program.

Sales

To increase active participation in CNWC and maintain that participation, it is important that a "sales" plan be implemented. This terminology is a little different from the normal marketing "sales" definition and is explained below:

1. Welcome Wagon Tie-ins

It is suggested that the CNWC coordinate with the local Welcome Wagons. By establishing lists of specific Neighborhood Watch Captains and making them available to the Welcome Wagon teams, new resident awareness and participation in the program could be established early. Likewise, it is suggested that Welcome Wagon members be trained in the Neighborhood Watch Program so they can act as "ambassadors" for the program in the community.

2. Special Events and Seminars

Special events always help keep momentum going in a community. Therefore, planned events themed to the Neighborhood Watch Program should be an important part of the yearly marketing plan.

It is suggested that a particular week, month or whatever be established annually as a CNWC focal event. This week, month, etc., should be the same time each year to build continuity in the program.

Suggested mini-events within the overall campaign could be community-wide same day CNWC picnics set up strategically within the city boundaries. These could be covered dish gatherings with key community civic and law enforcement leaders as special speakers. Another event could be a week-long concerted community-wide effort to enlist new members in Neighborhood Watch. Outstanding blocks or Watches could be recognized for their successful efforts.

Additionally, seminars on various crime prevention related topics should be arranged for Block Captains. Topics could include new home security alarms, rape prevention, Operation Identification, etc. These seminars act as training forums for the key Neighborhood Watch Program community heads and aid these leaders in establishing continued programs within their own neighborhood which they can lead.

3. Fund-raising

In addition to funding through the Orlando Crime Prevention Commission and the City, the CNWC may want to raise funds for specific projects.

Two suggested fund-raising ideas are listed as examples below. Numerous other should be the development responsibility of the sales committee of Neighborhood Watch Programs.

A themed "roast and toast" dinner could be an ideal way of raising money for CNWC projects. These events have proven successful in the Central Florida community. It is suggested that a well-known celebrity, such as a member of the "Hill Street Blues" television show, act as the main draw to such an event and that awards to active volunteers, etc. be given. Such an event is possible and would be profitable.

A "Lick Crime" Campaign is another suggested fund-raiser for CNWC. The Sperry-Hutchinson Company (S&H Green Stamps) works closely with community service projects to raise monies. Green Stamp books could be a community drive project redeemable to S&H for money (instead of products.) In addition to the money gained from such a project, the local (as well as definite national) publicity coverage would be extremely valuable to the program.

In conclusion, this brief overview is suggested as a guide for the CNWC Director and Public Relations Committee to follow in establishing marketing for the program. Numerous additional elements could be interjected as the program matures.

APPENDIX E

Name _____
Address _____
Telephone _____
Age _____ Date _____

QUESTIONNAIRE FOR NEIGHBORHOOD WATCH PARTICIPANTS

Please circle the appropriate:

1. How fearful are you of crimes happening to you, your family, or your property?
 - 1 - Very fearful
 - 2 - Somewhat fearful
 - 3 - Slightly fearful
 - 4 - Not at all fearful
 - 0 - Don't know

2. How safe do you feel, or would you feel, being out alone in your neighborhood at night?
 - 1 - Very safe
 - 2 - Reasonably safe
 - 3 - Somewhat unsafe
 - 4 - Very unsafe
 - 0 - Don't know

3. Have you done anything in the last year to protect this house (apartment) from crime - things like stronger locks, outside lighting, protected windows?
 - ___ Yes (Go to 3a.)
 - ___ No

- 3a. What have you done?
 - 1 - Stronger locks
 - 2 - Outside lighting
 - 3 - Protected windows
 - 4 - Alarms
 - 5 - Dogs
 - 6 - Other (Specify)

4. Have you marked your personal possessions with any permanent identifying marks?
 - 1 - Yes
 - 2 - No

5. Have you been a victim of a burglary within the past two years?
 - 1 - Yes
 - 2 - No

6. Would you say, in general, that your local police are doing a good job, an average job, or a poor job?
 - 3 - Good job
 - 2 - Average job
 - 1 - Poor job
 - 0 - Don't know

7. Within the past year or two, do you think that crime in this neighborhood has:

- 1 - Increased
- 2 - Remained the same
- 3 - Decreased
- 4 - Other

8. Do you have an arrangement with any of the neighbors on your block to watch each others houses while you are away?

- 1 - Yes
- 2 - No

9. Have you ever reported a crime or suspicious activity to the police? If so, were you very satisfied, somewhat satisfied, not too satisfied, or not satisfied at all with the way the police handled your call or report?

- 1 - Very satisfied
- 2 - Somewhat satisfied
- 3 - Not too satisfied
- 4 - Not at all satisfied
- 5 - Don't know
- 6 - Never called or reported

10. Have you attended any Community or Block Club Meetings in your area in the last year?

- 1 - Yes (If yes, approximately how many?) _____
- 2 - No

11. What do you feel is the greatest crime problem in your neighborhood?

- 1 - Burglary
- 2 - Larceny
- 3 - Robbery
- 4 - Auto Theft
- 5 - Sex Offenses
- 6 - Other (Specify) _____
- 7 - None

END