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ABSTRACT

With this handbook, crime prevention practitioners have a guideline by which they can structure viable crime prevention programs for their communities. Every aspect of developing, organizing, and implementing strategies for urban community participation in crime prevention is covered. The handbook makes a compelling case for using local resources to the greatest extent possible. Much of crime prevention, both in the traditional sense and in the more current "watch out, help out" sense, assumes some base of community cohesion and bond on which to build. There are urban communities that do offer such a starting point, but the many communities that do not have a base of trust are real challenges for crime prevention. The following sections are included in this handbook: (1) "The Need--And Some Hope"; (2) "Understand Crime Prevention"; (3) "The Actors: Roles and Responsibilities"; (4) "Two Types of Urban Communities"; (5) "Know the Community"; (6) "Organize the Community"; (7) "Different Approaches"; and (8) "Action Planning." While the appendix on programs for children and adolescents contains much of interest to educators, the program profiles section, which presents brief descriptions of 50 urban crime prevention programs with their addresses, describes many school-based programs, including tutorial programs and afterschool programs. Five appendixes contain information on recruiting and keeping volunteers, neighborhood watch programs, programs for children and youth, and a list of resource organizations. (SLD)

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Preventing Crime in Urban Communities

Handbook and Program Profiles

National Crime Prevention Council
Washington, D.C.

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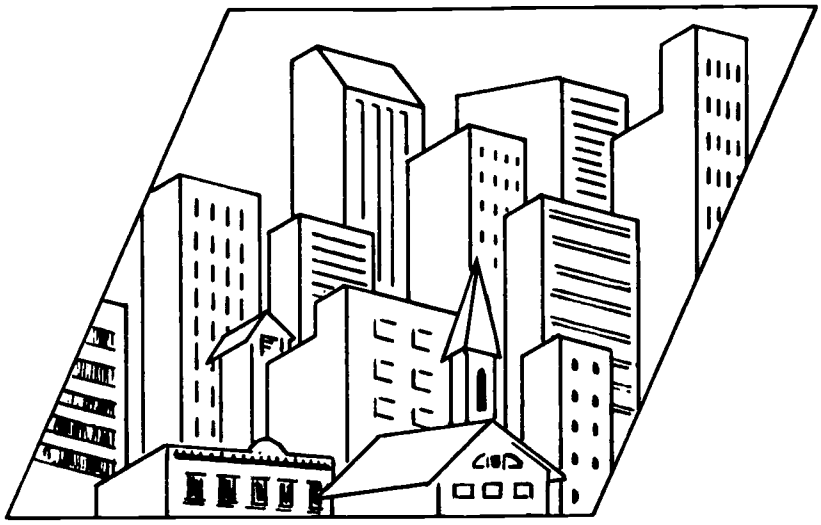

Preventing Crime in Urban Communities

Handbook and Program Profiles

National Crime Prevention Council
Washington, D.C.

The National Crime Prevention Council is a private nonprofit tax-exempt organization whose principal missions are to prevent people from becoming victims of crime and to build safer and better communities. It provides technical assistance, develops materials and monographs to assist local programs, coordinates the Crime Prevention Coalition (110 organizations and agencies who support crime prevention), and works with the Advertising Council, Inc. and the U.S. Department of Justice (Bureau of Justice Assistance) on the McGruff "Take a Bite Out of Crime" public service advertising campaign.

Research for and writing of this book was directly funded by a grant from the John D. and Catherine T. MacArthur Foundation, whose support is gratefully acknowledged. The Bureau of Justice Assistance provides the bedrock funding for NCPC activities and for the National Citizens Crime Prevention Campaign (Contract 86-MU-CX-K002). NCPC is also funded by private and public foundations, corporations, and individual donors.

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PREFACE

During the 1920s, the United States experienced an unparalleled explosion of crime that was dramatized in newspaper headlines from coast to coast. By 1931, the National Commission on Law Observance and Law Enforcement (popularly referred to as the Wickersham Commission) had studied and reported on this critical problem.

One of the Commission's recommendations was better training for police officers. While this was undeniably warranted, it was, as it turned out, not the sole answer to combating crime. Time was to teach us that the police, regardless of how well-trained, could not by themselves control or prevent crime. We in law enforcement have learned that as the citizens need us, so do we need the citizens.

Now comes the National Crime Prevention Council and the *Preventing Crime in Urban Communities* handbook. Long a leader in the fight against crime, NCPC has now entered waters heretofore barely charted. With this handbook, crime prevention practitioners now have a guideline by which they can structure viable programs for their communities. I was pleased when asked to provide these comments for the book. As anyone using it can readily discern, every aspect of developing, organizing and implementing strategies for urban community participation in crime prevention is covered.

This handbook makes a compelling case for using local resources to the greatest extent. Organizers of crime prevention programs, whether they are police officers or civilians, will be convinced that local resources in the form of community leaders must not be overlooked or underutilized.

Supplementing this solid body of information are excellent examples of community survey forms, volunteer information forms, crime victim survey forms, resource lists and program activity ideas.

For what this handbook teaches, crime prevention practitioners will be gratified, and criminals will be frustrated. More importantly, American cities, towns and villages will be safer.

Lee P. Brown
Chief of Police
Houston, Texas

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FOREWORD

Crime has two victims. One you see easily, the other you don't. One is the individual, the one robbed or abused. The other is the community — harder to quantify but no less important: citizens locked in, streets empty at night, boarded up businesses, civic ties loosened. Crime breeds isolation; isolation breeds more crime. Communities erode.

To be effective, crime prevention must take a two-pronged approach. *It must protect the individual* with proximate deterrents to crime — with neighborhood watches, home security devices, escorts for the elderly, safe homes for children. *And it must rebuild the bonds of society* with partnerships, employment opportunities, neighborhood improvement programs, and actions that strengthen communities and eliminate conditions that cause crime.

At the National Crime Prevention Council we promote both forms of prevention. We teach people to "watch out" by taking common sense measures to protect themselves and their property. And we teach them to "help out" via mutual assistance and increased community involvement.

Crime creates isolation; we encourage interdependence.

For a long time most crime prevention literature has been addressed to a particular audience. By and large, that audience owns property, does not move a great deal, and shares similar values. But most of the crime in this country occurs in areas where the opposite tends to be true: less ownership of property; higher rates of transience; dissimilar value structures.

We are deeply grateful to the John D. and Catherine T. MacArthur Foundation for funding us to tackle the extremely knotty issue of preventing crime in urban areas. Of necessity one must deal with basic issues of protection of self and property. But social dislocation, poverty, unemployment, people in despair, people throwing in the towel and letting neighborhoods go to seed, are issues which must be confronted if crime is to drop in our cities. The question becomes how to organize in areas which may have few entities around which to organize. Although crime has dropped over the last several years, one household in every four is still touched by crime annually. In urban areas, that figure is much higher. We must confront head-on the issue of crime in urban communities if we are to reduce the still horrifyingly high rates of crime we face.

As we dug into the subject of crime prevention in urban communities, we were moved by flowers of hope we found blooming amid landscapes of despair. We found individuals in collapsing communities who had finally reached their limit, saying "I've had enough. I won't live like this anymore." They began a watch program, or a day care center for kids, or an after-school program for teenagers. We found programs where teens were tired of being on society's fringe or being regarded as the community plague, teens who began to work for their communities and schools. We found programs in which groups previously suspicious of the police teamed up with them to increase crime reporting and to reduce the community's tolerance of crime. We found churches tackling the difficult issues of neighborhood cohesion, family values and teen pregnancy; we found people trying to turn the energy and commitment of gangs to positive ends. In the midst of a host of objective circumstances which shouted defeat, we found hope.

But let's not kid each other; dealing with crime in urban areas is tough. On one level the issues are extraordinarily complex and the problems multiple; on another level they are simple, and solutions can begin with a single voice which says, "I am ready to start."

Although one person, courageous and able, can start the process, no one can do it alone. It takes a certain critical mass of citizens who are committed to gain control over their neighborhood and their futures. They must work in conjunction with law enforcement and a full range of civil and government institutions, it takes a certain critical mass of citizens who are committed to gain control over neighborhoods and futures. The committed citizens must in turn galvanize the energies of others — from groups within the community to political forces that help shape its destiny.

Many people, as is customary at NCPC, had their hands in the formulation and writing of this document. But most of the credit goes to Gwen Hall, an ex-staff member, now a full-time law student at Howard University, who spent over a year digging into the issue, uncovering programs, interviewing dozens of people, gaining commitments, and assembling the basis of this document. Jean O'Neil, head of Policy Analysis and Research for the National Crime Prevention Council, was the prime editor.

My hand and heart go out to the thousands of people who are working in urban communities everywhere, saying "We can and will make things better." Those are the heroes and heroines, the ones to whom this work is dedicated.

John A. Calhoun
Executive Director
National Crime Prevention Council
Washington, D.C.
August 1986

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ACKNOWLEDGMENTS

Embarking upon uncharted waters — especially waters that are affecting the lives of every American citizen — is an awesome challenge. The challenge goes further to writing for the many community organizers — civilian, law enforcement, and volunteer — who are committed to a declaration issues are to be addressed. That effort was made. Where issues may have gone unchallenged, I am at fault.

But if this book helps community organizers to examine the linkages among crime's causes — such as unemployment, decline of the family unit, inadequate education and inadequate housing — and crime prevention; to become sensitive to ethnic and cultural differences and apply the awareness gained to community organizing; and to realize that every community has potential for improvement, then these efforts were not in vain.

If this book helps law enforcement and criminal justice officials, political leaders and other policymakers to understand the difference citizen participation can make in reducing crime and violence in urban communities, then the message "allow the people experiencing the problem to become a part of the solution" will become a reality.

If this book serves as a catalyst to mobilize crime prevention action among urban community groups to develop responsive programs to urban crime problems, then those who are sharing and caring will have made an impact.

If this book brings about positive change for an individual, a family, a school, a business, a community, and helps each to serve as a support system for the other, then community institutions are being revitalized.

Having the opportunity to develop this book provided me the chance to give back some of that which has been so richly given to me. My very special thanks to many persons across the country — youth, concerned parents, community organizers, law enforcement officials, school officials, policymakers, religious leaders, businesspersons — all of you who gave of your valuable time to help in the exploration of urban community crime prevention issues, to identify people and programs that are making a difference, and to discuss how many more can join in the fight against crime.

Consequently, this book is a celebration of a team effort. The extremely talented staff of the National Crime Prevention Council is well-deserving of a collective thank-you for their collective and individual critiques, guidance and tolerance. However, special thank-you's *must* be extended to Clay Hickson and Susan Warren for their indispensable and untiring roles as research assistants and word processing technicians, and to Jean O'Neil for her most valuable assistance as editor. Readers should thank NCPC's Allie Bird, Mary Jo Marvin and Terry Modglin for their development of the kits from which Appendices A,B,C, and D were taken. Thanks to Chief Lee Brown for his knowledgeable Preface and to Exspeedite Printing for their timely guidance.

Very special thanks to John A. ("Jack") Calhoun, NCPC's Executive Director, for his extended crime prevention vision, his unswerving support, and his belief in my abilities; to the ever-supportive NCPC Board of Directors, and to the John D. and Catherine T. MacArthur Foundation, which made it possible. An expression of warm appreciation to the twenty-member Review Committee who painstakingly reviewed each page of the document; most notably, Dr. Robert Hill and Betsy Lindsay; and to the Howard University School of Law, which challenges my potential and is preparing me to face tomorrow confidently.

Of most importance, whatever I am, whatever I shall become, I owe to the love, guidance, and support received from my parents, Henry (now deceased) and Emma Hall, who always taught me that "it takes something to be somebody in this world." Thanks also to that very special someone who was always there.

To everyone who helped bring this book to fruition and to those who hopefully will benefit from the fruits of these labors, *thank you*.

Gwen D. Hall

Consultant
National Crime Prevention Council
August 1986

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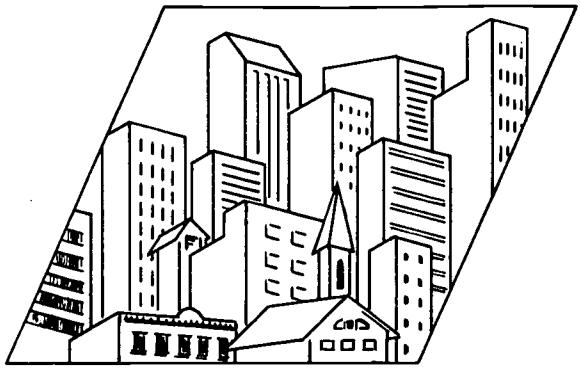

THE NEED — AND SOME HOPE

WHY URBAN COMMUNITIES?

Why "urban communities" as the subject of a handbook? What makes them worthy of their own crime prevention focus? Are they really that different from suburban and rural neighborhoods?

Urban environments are not limited to the nation's largest cities, although that is the image many call to mind. They can include older "suburban" areas, the cores and neighborhoods of many medium and small cities, sections of towns, and the like.

What these communities tend to have in common is that each is densely populated; its infrastructure (streets, sidewalks, buildings) is older and more likely to be in disrepair; its population will contain greater concentrations of minorities (both ethnic and racial), low-income families, and persons and families on welfare; it will have a preponderance of multi-family rather than single-family housing; demand for most public services will outstrip supply.

Urban communities offer amenities as well. They are convenient, diverse, active, and in many instances vibrant. But the fact is that crime is more likely in urban than suburban or rural areas. The hopeful fact is that crime *can* be prevented by citizens who are willing to do so.

A Question of Trust

Much of crime prevention, both in the traditional sense and in the more current "watch out, help out" sense, assumes some base of community cohesion and bond upon which to build. That base may be an active community association, a positive working relationship with police, sponsorship by a longterm community institution like a church. But there is *some* basis.

There are urban communities which indeed offer such a starting point or at least a base sufficient to permit expansion and rebuilding. These communities are generally amenable to "regular" crime prevention programs. To neglect them, as it is tempting to do when confronted with innumerable neighborhoods which urgently need more intensive effort, is to invite the beginnings of the cycle of decay seen too often in urban areas. Crime unchecked in a trust-linked community all too soon erodes the community's sense of self and of control, dissolving links and loosing bonds. Residents withdraw and eventually, dissatisfied with their changed environment, relocate. New residents are not bonded; the community weakens, crime worsens and the cycle accelerates.

For a variety of reasons, many — certainly not all — urban communities consist of distrusting concentrations of human beings rather than trust-bound and awareness-linked neighborhoods. Residents in distrusting communities have usually lost (or never built up) trust in themselves, their neighbors, the authorities and the future.

Urban communities which have no trust base on which to build are without question the most

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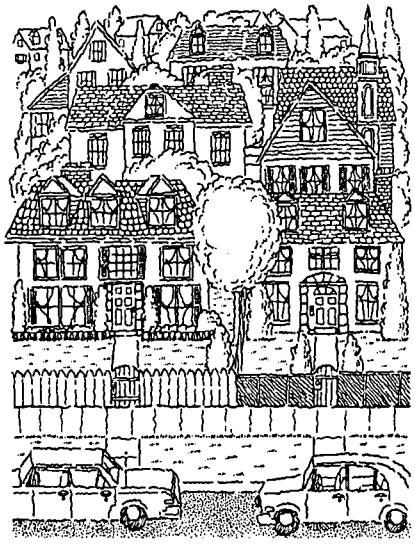

difficult challenge to the crime prevention community. The lack of trust and the problems of congestion and its attendant frictions compound every crime problem. Rather than building *on* trust, the crime prevention practitioner must *build* trust, or find some person or institution through whom to work to build trust. Only then can some actual crime prevention (even by the broadest definition) begin.

A Need for Patience

An effective crime prevention program requires that the community and its residents change. If there is little or no basis of trust, the necessary amount of change is just that much greater. The process of change means movement, which must first overcome the inertia of the community in question. Such movement takes times.

Human beings will not all respond to the same incentive or motive. Convincing a group to change can require several different approaches all at once or over time.

For crime prevention planners and practitioners, these add up to a need for patience — for an understanding that small gains in a difficult urban environment may take *more* effort and signify *greater* success than larger gains in a suburban community. Practitioners must be willing to take a year or more, rather than a month or two, to set up Neighborhood Watch, and must learn to rejoice in increased crime reporting as a sign that at long last, the people in that community have come to trust the police enough to summon them for help.

Look in Other Places

If this handbook and the program profiles which follow were to focus on specific crimes common to urban areas and how to prevent them, it would simply be replicating excellent work already available, and it would be over a thousand pages long. We have chosen to focus on the questions of understanding and organizing urban communities to enable them to use crime-specific prevention know-how.

Each of the other crime prevention disciplines deals with urban problems and offers valuable lessons. A classic study of community crime prevention in Hartford, Connecticut, showed that crime did decrease but rose again to pre-program levels about two years later. The startling finding was that communty residents of the North Asylum Hill area *still*, even with crime back up, felt *more secure* because of the changes brought about by crime prevention.

- Crime prevention through environmental design studies have highlighted the fact that building height is among the strongest correlates of high robbery rates in urban residential areas. Rather than tear down tall buildings, the practitioner can apply the follow-on lesson that the stricter the control over accessibility, the lower the robbery rate — and work with local housing inspectors and apartment managers' groups to design crime out of buildings wherever possible.

- Arson prevention efforts have demonstrated that getting local government to harass landlords of vacant or ill-kept buildings, coupled with citizen patrols attentive to such potential arson targets, can substantially reduce that threat in cities.

- Those who work with runaways can attest that these young people tend to congregate in urban communities where their lives almost inevitably are entwined with crime — from petty theft to prostitution to drug dealing — if they are away from home for more than a month. Programs to provide support, direction and reunification with families can reduce the crime problems these troubled young people would otherwise present.

- Problems of crime in parks, in schools and in transit systems are well addressed in the topical literature. They offer instructive messages for urban crime prevention as well. For example, Washington, D.C.'s Metro subway was designed to avert crime

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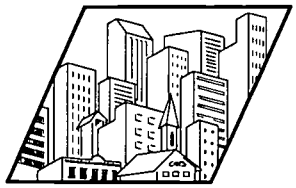
and graffiti — and the design has been effective. Metro is a clean, safe means of urban transportation.

The National Crime Prevention Council, National Institute of Justice, Office of Juvenile Justice and Delinquency Prevention, the National Criminal Justice Reference Service, the State crime prevention office and/or association in your area, and many national special focus groups can guide you to more detailed source lists on specific topics and crime-specific "how-tos."

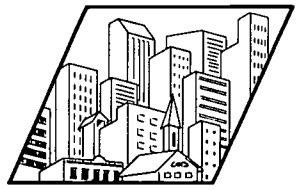
But the task which confronts you before you begin to put programs into place is how to understand, motivate, organize, and work with the communities in your urban area which need crime prevention help. This handbook is intended to help you get that start.



CRIME IN URBAN COMMUNITIES . . . MYTHS OR FACTS

True	False		
_____	_____	1.	Crime is just a way of life in urban communities.
_____	_____	2.	Young persons, age 12–24, cause most of the crime in urban areas.
_____	_____	3.	Social and economic problems, like unemployment and dilapidated housing, do not cause crime.
_____	_____	4.	Most crimes committed by minorities are against non-minorities.
_____	_____	5.	Youth are not the primary offenders against other young people.
_____	_____	6.	People who rent will not become involved in community crime prevention programs. They do not have a vested interest.
_____	_____	7.	Minorities will not participate in crime prevention programs.
_____	_____	8.	People who live in urban areas think crime prevention programs are "snitch" operations.
_____	_____	9.	Image improvements such as community clean-up have no effect on the crime rate.
_____	_____	10.	Most people will not report crime for fear of retaliation.

All the above are false



SOME SOBERING STATISTICS . . .

- People residing in urban areas are more likely to be victims of violent crime and residential burglary than those living in suburban or rural areas.
- Blacks are victims of violent crimes (rape, robbery and assault) at a higher rate than whites or members of other minority groups (Asians, Pacific Islanders, Native Americans, etc.).
- Young persons age 12–24 are the most frequently victimized age group for crimes of violence and crimes of theft. For victims beyond age 24, both violent and theft crime rates decrease markedly as age increases.
- Eight of ten crimes are committed by blacks on blacks or whites on whites.
- Hispanic households have higher victimization rates than non-Hispanics for household crime in general as well as for the specific crimes of burglary, household larceny and motor vehicle theft.
- Black renters are victims of burglary more frequently than white renters.
- During 1984, unemployed persons — whether male, female, black or white — were more likely to be victims of violent crime than their employed counterparts.
- Based on the number of vehicles owned, black households are victimized by motor vehicle theft at a higher rate than white or other minority households.
- Forty-three percent of violent crimes against teenagers are committed by offenders age 15–17.
- Fifty-five percent of all crimes of violence are committed by strangers.
- Only four in ten crimes are reported to police, but the greater the value of cash or property lost, the more likely the crime will be reported.
- The most frequent reason victims give for *not* reporting violent crimes to the police is that was a private (or personal) matter.

(Derived From: *Criminal Victimization in the United States, 1984.* Bureau of Justice Statistics, U.S. Department of Justice, May 1986)

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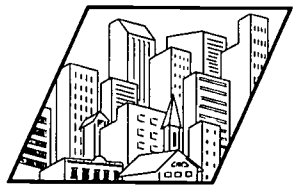


TAKE A HARD LOOK AT THE REAL COSTS OF CRIME

Crime levies SOCIAL costs . . .

- shatters and undermines the family;
- limits social interaction of all residents, especially young children and the elderly;
- increases anxiety, tension and stress;
- destroys community solidarity;
- reduces (or eliminates) civic involvement;
- prevents neighbors from trusting neighbors; and
- turns homes into fortresses.

and ECONOMIC costs . . .

- increases prices for goods sold by local businesses;
- destroys property as a result of arson and vandalism;
- increases unemployment;
- stalks the corridors of public schools, injuring persons and property, abetting drop-outs, and cutting into learning for all;
- forces the uprooting of businesses to the suburbs, resulting in lost revenue and jobs for urban areas; and
- forces a family which has lost its chief breadwinner because of victimization or disability to become welfare-dependent.

THERE ARE REASONS TO HOPE . . .

- In *Washington, D. C.*, burglary, robbery and arson reported to police declined by an average of 7% in 1985 compared with 1984. Chief of Police Maurice T. Turner, Jr. credited citizen crime prevention efforts.
- Four years ago, administrators of the East Bay Transit System in *Oakland, California*, offered jobs cleaning graffiti off buses to groups whose members were suspected of doing the damage. Vernon Lewis, 22, who used to deface the buses he now works to keep clean, says "The reason we were out there destroying buses is that we had nothing to do. We were the problem."
- The *Atlanta, Georgia* Police Bureau believes that crime prevention is the whole community's business. Neighborhood Watch, Home Security, Business Security and Operation ID Programs receive citywide community support. But that's not all. A corps of civilian security inspectors supports community groups. Officers teach personal safety to kindergarteners through 3rd graders. Eighth graders learn about practical law. The Police Athletic League (PAL) helps youth become involved in specialized sports, skills development, mentoring programs and crime prevention activities. And the elderly have crime prevention programs which specifically address their fear of crime.
- *Baltimore, Maryland's* "Stop the Killing" Campaign is spreading the word that teenage violence is burying the city's black community. Organizers are backing their public education effort with job opportunities and training programs for unemployed young people. Does it have community support? The owner of Jackson Oil Company has made a commitment "to provide whatever jobs we have to young folks to get them off the street corners and to the point where they can feel good about themselves and support themselves."
- The Victims Services Agency (VSA) in *New York City* became aware of adolescent victims' problems in a 1982 counseling project. This experience, coupled with the rise of school crime, led VSA to initiate a demonstration project on school victim assistance in the Clemente School of Arts in February 1983 with funding from the Florence V. Burden Foundation. The program includes in-school victim counselors as well as classes open to all. It has been expanded to include another intermediate school and a junior high in Harlem. These three schools have a student population of about 2,900 (about 2/3 Black, 1/3 Hispanic, with a small number of Asians). Among other crime prevention related issues, classes cover self-protection, assertiveness skills and crime reporting.
- COPE (Citizen Oriented Police Enforcement), a specially trained cadre of police officers in *Baltimore County, Maryland*, has had marked success with its approach of targeting communities for intensive crime prevention and organizing assistance and then helping to resolve community problems and build community institutions to a point where the community on its own can cope, in cooperation with the regular police force. COPE works in many areas which are as heavily urbanized as Baltimore City, which the County nearly surrounds.
- C.A.R.E.S. (Chemical Abuse Reduced through Education and Service) is a comprehensive drug abuse prevention program for young people, serving *Lucas County (Toledo), Ohio*. A common set of procedures is used by the schools, police, sheriff's staff, prosecutors, and judges to deal with substance abuse. Committees on public relations, schools, treatment, support groups, increasing family strength, juvenile justice/enforcement, and finance sponsor a wide range of activities to help students and parents conquer drug problems.

WE CAN BRING ABOUT CHANGE

"By empowering residents, we've changed attitudes. Poor people have the same dreams as everyone else."

Kimi Gray, head of tenant-managed Kenilworth/Parkside Public Housing Project, Washington, D.C., *U.S. News and World Report*, August 4, 1986

"When parents are able to meet basic family needs, identify institutional leaders, and experience a sense of belonging, they are likely to be adequate child rearers and to promote the social, psychological and moral development of their children to a level that makes them able to cope as young people and adults and reduce the likelihood of crime and violence to a minimal and manageable level in our society."

Dr. James P. Comer, "Black Violence and Public Policy," in *American Violence and Public Policy*, New Haven: Yale University Press, 1985

"We cannot claim to be advocates for victims of crime and ignore the majority of crime victims. Agencies have a responsibility to develop some credibility with the communities they serve. The traditional approach has not worked. It's time to review and revise our methods."

Aurelia Sands, Director, Atlanta Victim/Witness Assistance
National Organization for Victim Assistance Newsletter, May 1986

"Our task, as the middle generation, is to make secure both our elders and our young, our history and our future. It's time to rise, to come of age, to take charge of our lives, and to link arms with others who are committed to the uplifting of people."

Susan Taylor, Editor in Chief, *Essence* Magazine, May 1986

"The most important lesson I've learned is that I'm worth something."

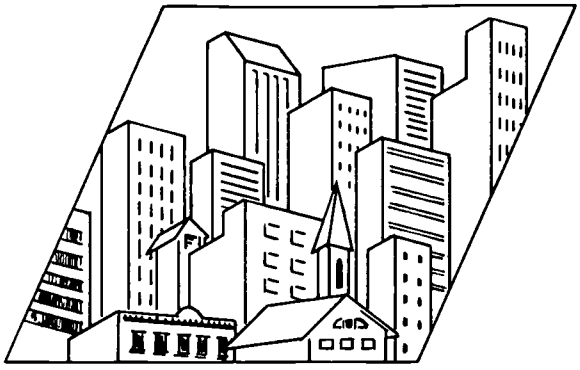
Heather, a teen who had just completed Phase I of a program for chemically dependent adolescents, *Newsweek*, May 17, 1986

"To break the cycle of crime and its causes, law enforcement's priority must be to make youth a part of the solution."

Lt. Gov. Julio Brady, U.S. Virgin Islands, Remarks, August 4, 1986

"We need to see drug pushers as terrorists, and neither age, race, status nor sex should be sanctuary . . ."

Rev. Jesse Jackson, *Ebony* Magazine, August 1986



UNDERSTAND CRIME PREVENTION

A LITTLE HISTORY

Although crime prevention is now regarded as an interdisciplinary field which encompasses law enforcement, social work, community development and other areas, it has not always been seen this way.

By traditional definitions, crime prevention includes the protection of person and property through strategies which reduce opportunities for or increase risks of criminal conduct. One widely accepted definition is "the anticipation, recognition and assessment of a crime risk with appropriate action to reduce that risk." The goal? To "give notice to the would-be offender that a criminal act may be more trouble than it's worth."[1]

As long ago as 1969, The National Commission on the Causes and Prevention of Violence emphasized the need for citizen involvement in the criminal justice system, suggesting that:

> Government programs for the control of crime are unlikely to succeed all alone. Informed private citizens, playing a variety of roles, can make a difference in the prevention, detection and prosecution of crime, the fair administration of justice, and the restoration of offenders to the community.[2]

Crime prevention became a recognized tool in crime control during the late 1960s and early 1970s. The crime rate was soaring; civil disorder had swept through cities across the nation; urban decay had become a costly social and economic problem. Americans were citing crime as their greatest personal fear and the greatest problem facing their communities.

Various federal programs tested what worked in restoring to communities a sense of safety and control. These programs helped train police, improve equipment for local forces, establish or upgrade criminal justice planning for state and local governments, and generate citizen crime prevention efforts. The Law Enforcement Assistance Administration (LEAA) has been credited with bringing citizens actively into the fight against crime.[3] Such agencies as the Department of Labor, the Department of Housing and Urban Development, and the Department of Health and Human Services began to recognize that crime prevention could not be left only to police, criminal justice and delinquency prevention agencies.

In 1979, the U.S. Department of Justice joined with the Advertising Council and major citizen organizations to form the National Citizens' Crime Prevention Campaign. This nationwide locally-based move to "Take A Bite Out of Crime" is embodied in McGruff, the trench-coated crime-fighting dog. The Crime Prevention Coalition, managed by the National Crime

Prevention Council, includes 110 federal, national and state organizations ranging from the International Association of Chiefs of Police and the National Sheriffs' Association to the National Association for the Advancement of Colored People, from the National Governors' Association to the Urban League to Boys' Clubs and Boy Scouts, from the General Federation of Women's Clubs and Jaycees to State criminal justice agencies and the national Hispanic umbrella group, La Raza. These groups have banded together because all recognize that crime prevention's scope is larger than law enforcement alone.

The National Crime Prevention Council serves as focal point for the nation's crime prevention efforts, managing the Coalition and the national McGruff advertising campaign. It provides technical assistance to national, state and local groups, develops state-of-the-art materials (like this workbook) for crime prevention programs to use, shares knowledge through its newsletter (*Catalyst*), links programs through a computerized data base, and develops ways to help build and expand crime prevention.

LEVELS OF PREVENTION AND THE COMMUNITY CRIME PREVENTION PROCESS

Crime prevention can be viewed as occurring at three levels. One level addresses the root causes of crime, such as unemployment, inadequate education, lack of recreational programs, broken families, and other factors which support a crime-prone environment. A second level refers to active measures to reduce criminal desire and criminal opportunity, such as the installation of dead-bolt locks. A third aspect deals with loss reduction, action to minimize the harm caused by a threatening situation.[4]

The usual focus of crime prevention in communities is the second level or opportunity reduction, as indicated by the millions of Neighborhood Watch participants nationwide. Crime preventon at its most basic must include individual and group actions to protect persons and property.

For crime prevention to be fully effective, it must extend its boundaries beyond opportunity reduction and become a collaborative approach encompassing all three levels. Many urban communities are doing just that — by using their Neighborhood Watch groups not only to "watch out," but also to "help out."

Crime prevention in urban areas especially should seek to prevent juveniles and adults from becoming offenders while continuing to prevent people from becoming victims. It should make a potential target of attack — the person or property — inaccessible or unattractive. It should make the attack itself dangerous and unprofitable to the criminal. And most important, it should take steps to prevent the attack from happening in the first place.

Helping Out in Detroit

A typical example of community prevention is the Detroit Police Department program. Crime prevention is a major concern of Detroit neighborhood organizations. Their concern stems from a perception that crime and neighborhood blight are a self-perpetuating cycle. An increase in crime is seen as causing fear, frustration and hopelessness, leading to apathy and flight.

Neighborhood Watch is at the core of Detroit's effort to reduce crime in the neighborhoods. Residents are trained in crime reporting, home security, Operation Identification, and general self-protection. In addition to crime prevention officers at headquarters and in each of the 12 precincts, 70 additional officers run the 56 mini-stations throughout Detroit's neighborhoods. The mini-stations are particularly oriented towards their neighborhoods' special needs. Detroit also has 28 active Apartment Watch and 60 active Business Watch groups.

To protect children on their way to and from school, a coalition including the Detroit Public School system and the police sponsors the Unified Block Parent Program. PAL provides constructive recreational opportunities for youth. Police Chief William Hart's Crime Prevention Advisory Committee, 26 community leaders representing over 600,000 residents, meets every two months.[5]

Mobilizing in Florida

The Florida Consortium of Urban Leagues' Black on Black Crime Prevention Program mobilizes community action to reduce crime committed by blacks against blacks. The Consortium includes the Tallahassee, Tampa, Jacksonville, Orlando, St. Petersburg, and Miami affiliates of the National Urban League.

Photo courtesy Florida Consortium of Urban Leagues

Running crime out of the black community was a popular theme in the Florida Urban Leagues' six-city campaign against black on black crime. Runs like this one in Tallahassee were one way the theme was emphasized.

Local programs determine what is needed for community revitalization, establish a crime prevention task force, conduct a media campaign, and implement specific crime prevention activities in support of the program's theme, "Crime is Not a Part of Our Black Heritage." Some of the activities include:

— a crime prevention run-a-thon, based on the theme, "Let's Run Crime Out of the Black Community," organized and held simultaneously by most participating affiliates to draw attention to the "black on black" crime problem.

— an education and awareness campaign in all six cities, including door-to-door canvassing, material distribution to businesses, presentations to numerous community groups, television appearances and outdoor displays, which reached over two million people!

Keeping local control of a crime prevention program does not preclude help from regional, state and national agencies, associations and organizations, as the Florida effort demonstrates. Media and public awareness materials were provided by the National Urban League, the Florida Attorney General's Help Stop Crime! Program, and the National Crime Prevention Council.

FROM INDIVIDUAL ACTION TO COMMUNITY REVITALIZATION

"Crime prevention, if it is to work, goes beyond specific anticrime actions, to help re-weave the very fabric of neighborhoods and communities."[6]

"Successful community crime prevention will only work if community solidarity is generated. Communities must replace their feelings of powerlessness and isolation with a sense of control . . . a community (must) utilize its own resources to solve its problems."[7]

For the purpose of reducing urban blight and violence, crime prevention must be further interpreted. It must help urban communities view individual and group crime prevention actions as keys to community revitalization. A modern definition of urban community crime prevention could be:

> a challenge to parents, children and teens, concerned citizens, grassroots and community groups, businesses, law enforcement and the criminal justice system, churches, youth and social service workers, housing and employment systems, to
>
> ***ADMIT that their community has crime problems,***
>
> ***TAKE RESPONSIBILITY for solving these problems,***
>
> ***SET PRIORITIES for addressing various crime problems,***
>
> ***IDENTIFY resources available to tackle problems, and***
>
> ***WORK TOGETHER to solve or reduce the impact of the problems.***

NOTES

1. Center for Community Change, *The Community's Stake in Crime Prevention: A Citizens' Action Guide* (Washington, D.C.: U.S. Government Printing Office, 1979), p. 2.

2. National Commission on Causes and Prevention of Violence, *Law And Order Reconsidered* (Washington, D.C.: Government Printing Office, 1969), p. 278.

3. National Crime Prevention Council, *Making A Difference: Young People in Community Crime Prevention* (Washington, D.C.: NCPC, 1985), p. 19.

4. Paul Lavrakas, "Thinking About the Implementation of Citizen and Community Anti-Crime Measures" (Evanston, IL: Northwestern University Center for Urban Affairs and Policy Research, June 1986), p. 4.

5. Manufacturers Bank, *The Fourth Detroit Neighborhood Handbook* (Detroit: Manufacturers National Corporation, 1985), p. 9.

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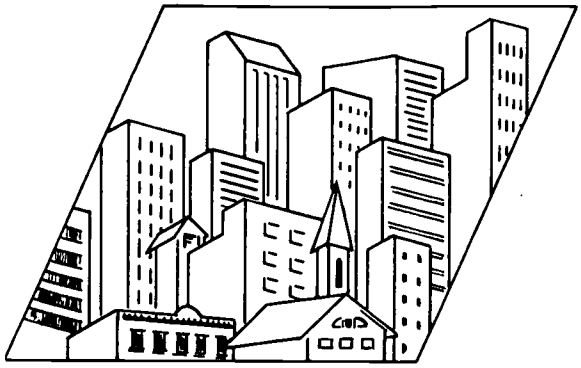
7. Joseph A. Pilotta, *A Community Networking Strategy for Crime Prevention* (Columbus, OH: The Academy, 1983), p. 37.



THE ACTORS: ROLES AND RESPONSIBILITIES

To understand crime prevention and make it effective, it is vital to identify the probable actors and what they might do. Key players in community crime prevention include the community's members (from tots to elders, from teenage students to experienced business owners), law enforcement, the organizer, and other government agencies.

Each of these actors has a role to play. The roles intertwine; each depends upon another and none can perform at full potential without the support of fellow cast members on the civic stage. The roles and relationships may change from time to time; one group or another may hold the floodlights through the course of the show. But by and large, the key relationships will remain among the community, the police, and other government agencies, with the organizer serving as catalyst, intermediary and promoter within and among the groups.

The most complex actor is the community, which has several key components in an urban area: individuals, community groups, businesses and youth.

The key authority and resource role is played by the law enforcement agency. It may or may not provide the organizer as well, but its active involvement with the program is crucial if it is to be taken seriously by citizens.

The organizer is usually an individual, though an agency could assume the role. Organizing is a balancing act; the organizer's role is to maintain both balance and forward program momentum, sustaining community ownership all the while.

Non-law enforcement government agencies have tended over the years to view crime prevention as a law enforcement job, especially at the local level. But their potential for helping crime prevention is enormous, and they can by the same token disrupt or destroy crime prevention efforts, by action or inaction, consciously or unwittingly.

THE COMMUNITY

"An active, involved citizenry is one of the basic ingredients of a successful crime reduction program."

Mayor Coleman A. Young,
The Fourth Detroit Neighborhood Handbook, Manufacturers National Bank of Detroit, 1985

Every person and organization in the community — teens, parents, teachers, local businessmen, religious leaders, laborers, churches and schools — has a role to play in crime prevention.

The community belongs to those who live and work there. Whether the community is safe depends in large part upon people's values and perceptions, the community standards they set, and the actions taken to bring about change.

Individuals can act in many ways to improve the community's level of protection against crime:

- Parents, working with Block Parents groups, Apartment Watch, Neighborhood

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Watch groups, alliances against drug abuse, developing youth recreational programs and community improvement projects, show how highly they value safe environments in which to raise families.

- Teachers, teaching crime prevention in classrooms, actively involved with parent support groups, PTAs, mentoring programs, youth recreational programs, Youth Crime Watch programs in schools and other activities, affirm their concern for the development of minds, the maintenance of safe schools, and parental involvement in education.

- Businesses, getting involved in Business Crime Watch, supporting Boys Clubs and other community programs, having active merchants' association community improvement projects, are working to keep the area around their stores and offices safe and secure because unsafe conditions drive customers away.

- Religious leaders and churches, major value setters, sponsoring family counseling, youth counseling, youth recreational programs, child care and summer school programs, testify by their deeds that they value all aspects of the congregation's life and by their engagement with the community that they want to engender caring and healthy neighborhoods.

- Tenant leaders in housing projects, by asserting the dignity of all residents, pressing self-help along with services from government, and refusing to accept crime as a given in their community, lift everyone in the project a notch — or more — higher.

Neighbors organized can share good times as well as work to solve problems.

Community Groups

Collective actions are also essential if the community is to be a healthy and safe one.

Many existing community groups are ready-made bases for collective crime prevention action. They can develop a wide variety of crime prevention projects and programs for their members and for the neighborhood at large. They draw, unlike new organizations, on existing networks and bonds. It is easier for them to enlist volunteer support and community resources to fight crime, and to mobilize cooperation between the police and the community.

Many things these groups are already doing are actually crime prevention activities — they just have other labels, like community improvement, local services, youth opportunity, or improved education.

In some instances — where trust was abused, or dissent and conflict have created factions — it may be necessary to form a new group to provide neutral ground for positive crime prevention action.

Survival tactics should be made a part of the foundation of any group — tactics such as earning community trust, working with community leaders, forming a working group, using volunteers, developing short-range and long-range goals, and focusing on a variety of community issues.

Businesses

An intensive study of two Chicago neighborhoods by that city's Department of Planning in 1983 documented the fact that industrialists are highly sensitive to crime and crime-related neighborhood conditions in their assessment of a neighborhood. The FBI in classifying robberies lists commercial establishments, but separately breaks out gas stations and convenience stores along with banks as likely business victims of this crime.

The need for crime prevention for and by businesses is critical to their very survival as economic units. Liability for workers' and customers' safety against crime has been established in courts around the country. This becomes another cost of doing business which must be passed along to consumers. Business owners who are robbed or who suffer shoplifting or bad check losses find insurance rates going up. Simply being in a neighborhood where there have been robberies can boost costs.

Less direct, but no less costly, businesses lose when other businesses fail because of crime. Neighborhood shopping centers viewed as unpleasant or unsafe tend to lose customers. If one business in a group of stores departs leaving a vacant storefront, the others will have fewer customers. Some of these will be unable to survive at the lower economic level, will go out of business, and will cut even further into the remaining businesses' activity.

Businesses can join in many ways to build safer communities. Merchants in Portland, Oregon's Union Avenue Corridor worked with local police in efforts to design crime out of their neighborhood, both by physically remodeling (new lighting, better lines of sight, removal of debris, and the like) and by changing behaviors to encourage crime reporting and to develop mutual support through a business version of Neighborhood Watch.

Some businesses have worked with city officials in economic development efforts to cut crime rates and attract new businesses into the neighborhoods. In the Watts section of Los Angeles, the Martin Luther King, Jr. Shopping Center is designed against crime. It includes fencing, closed circuit monitors, and private security guards, many hired from among community residents. Built in one of the most violent areas of the city, the shopping center has had no major acts of violence or vandalism; it earned roughly triple the average per-square-foot income of the typical first-year shopping center.

Photo courtesy CAMBA

Many neighborhood bnsinesses know that by working with commnnity crime prevention programs, their crime-linked costs will go down and the business climate will improve.

In the Williamsburg section of Brooklyn, New York, the Pfizer Corporation decided to resist the temptation to leave the company's founding location. Instead, it took both short-range steps (enhanced lighting, better security for employees) and long-range steps (a commitment to attract seven manufacturers with 700 jobs over five to seven years) to fight back against crime's effect on the community. New York City has opened a hospital employing 2,300 people just two blocks from the Pfizer plant.

Businesses can make many smaller contributions, as well. Frequently the donation of services or goods, a small and often tax-deductible gesture of goodwill, can make an enormous difference to a local watch group or community agency. A video store could donate or stock basic personal and neighborhood safety movies; a local delicatessen could provide samples of its specialties as snacks for a community board meeting; a convenience store could donate a case of sodas for the clean-up crew beautifying its block. The business's return? Not just goodwill; not just additional business from grateful residents; but actual improvements in the community and decreases in the crime rate!

Teens: Part of the Community, Part of the Solution

Adults often stereotype teens, blaming them for neighborhood problems and complaining that they are all irresponsible, but teens can demonstrate competence, usefulness, and belonging. Communities across the country are discovering that teens can be responsible and helpful, using their enthusiasm and talent to build safer and better communities for themselves, their families, and their friends. Some brief glimpses:

- The Flatbush Development Corporation in Brooklyn, New York, employed teenagers during the summer to plow through the

city bureaucracy to tow abandoned cars off the streets.

- The Special Forces Youth Patrol of the Spanish Harlem Youth Action Program patrols the streets and notifies police of suspicious activity. Young people came up with the idea of the patrol as a way to do something productive to help their community. The group receives guidance and support from the Youth Action Program project staff.

- Two cities are using former gang members and other young people to fight back against the activities of youth gangs. The Chicago Intervention Network is modeled on Philadelphia's Crisis Intervention Network. Teams of street-wise young people help to reduce gang strife by patrolling their own neighborhoods and working with parents and youth to resolve potential problems. The programs stress the need to channel youth in positive directions rather than just prevent crimes. Both programs have contributed to significant reductions of gang-related murders.

- Teens are serving as teachers, tutors and mentors for younger children, using their status in the eyes of their buddies to help first and second graders avoid becoming at-risk sixth and seventh graders in Cleveland, Ohio. The Big Buddies/Little Buddies program matching high schoolers and early elementary schoolers helps each.

THE POLICE

"People should go to the police and say 'We want to do some thing about crime. Can you help'"

Garry Mendez, Director,
Administration of Justice Division
National Urban League

A critical focus of the police department must be crime prevention — working to keep crime from happening. The police serve as the community's key resource in efforts to deal with crime, public safety, and control of disorder. The department must actively encourage the formation, support, and evaluation of crime prevention efforts throughout the city. It must be and remain firmly committed to assisting neighborhoods in the development, coordination, and maintenance of crime prevention strategies best suited to each part of the community.

While crime prevention is part of the job of every officer, certain units may be assigned the specific task of helping communities become involved in crime prevention. They can provide invaluable technical expertise and practical experience.

A typical urban police department might divide tasks this way:

- The Community Services/Relations Division serves as the community liaison, develops programs, and coordinates the department's crime prevention efforts.

- The Crime Analysis Unit provides up-to-date crime data that allow the police and the community to identify the nature and scope of crime problems.

- Each area or precinct commander assists groups organizing crime prevention programs. The commander establishes and maintains liaison with interested community groups in the area.

- The crime prevention officer, who may be assigned to a particular precinct or substation, works on a daily or weekly basis with residents, school groups, business owners, community groups and others to help organize and encourage participation in local programs. He or she maintains liaison with individuals and groups once a program has been developed, helps communities identify programs they can implement, and helps with actual execution.

- Neighborhood officers, often on foot patrol or working from "store-front" community sites, teach people how to protect themselves and help organize block clubs and other organizations as a part of day-to-day crime fighting strategy.

The effectiveness of localized, visible citizen/police contact has been documented in studies of police foot patrols in Flint, Michigan, and of police outreach through storefront offices in Houston and Newark. The Flint experience suggests that foot patrol officers can act as part of the community bonding process. Indeed, one community banded together essentially to protest the prospective transfer of "their" officer. The Houston and Newark experiences show that residents' *fear* of crime (regardless of the actual level of crime) is substantially reduced by

the community presence of police. The Houston and Newark studies also affirmed productive roles for the police as catalysts, resources and problem solvers for neighborhoods which want to prevent crime. These studies by the police foundation also suggested it is essential for the police in these community environments to have considerable flexibility, including room to fail.

The police do not have sole responsibility for crime prevention. The key to the success of any crime prevention program is a motivated, informed and involved public.

In cities like Detroit and Los Angeles, police have acknowledged the essential role of citizens. Advisory boards in both cities, consisting of broad cross-sections of the community, meet frequently throughout the year to provide guidance and advice. Everyone benefits from more effective programs and more in-depth communication.

Photo courtesy Detroit Police Department

Chief William Hart meets frequently with citizen advisory groups in Detroit.

THE ORGANIZER

"I tell residents, 'If you want crime, you've got it; if you don't want crime, you can stop it.' And they do."

Milt Cole, Security Director,
Boston Public Housing Authority

The crime prevention program organizer, whether law enforcement or civilian, paid or volunteer, stimulates and coordinates the community's crime prevention activities. He or she:

- promotes individual action by observing, recommending and teaching personal and property protection skills;
- locates and nurtures groups of citizens who want to make the community better;
- acts as catalyst for group action to undertake larger projects and programs with communitywide benefits; and
- helps the community in policy-making by identifying ways in which public policy can reinforce individual and group action and by aiding community participation in decision-making.

To be effective, an organizer must know "when," using a variety of tactics and skills which insure that the community builds and retains its sense of ownership of the program while building an effective program.

When To Speak and When To Listen

The organizer treads a narrow path. Too much talking can make it appear that the organizer intends to run the program. Too much listening can prevent the group from getting focused and moving as quickly as it might. The organizer in speaking must be sure that verbal and body language both press the community to claim the program.

Listening is also an active and acquired skill. The organizer must gather a sense not only of words and tone, but of body language, hidden messages, and reactions of other listeners as part of assessing the group. Listening can be a critical tool in identifying the true dynamics of the community and in pegging the actual rather than the stated problems and concerns.

When To Teach and When To Learn

Instruction in basic crime prevention skills, such as the best way to secure a window or door, may be well-suited to traditional teaching methods. Other teaching methods can be effective, though — especially those which directly involve the students. There are some skills which inarguably ought to be taught in a lecture format. But the organizer can often *learn* the skills to teach and the best way(s) to teach them,

the workings of the community and how to develop the most natural fit between that particular community's structure and crime prevention. The organizer must, for example, *learn* the community's perceptions of its problems — a lesson which only the community can teach.

When To Accept at Face Value and When To Analyze or Probe

The better the organizer gets to know the community, the more sensitive the organizer will become to situations in which the facts presented don't jibe with the rest of the picture in that community. Sometimes, it will be neither necessary nor desirable to press for the rest of the story or probe for the underlying truth. But in other cases, careful and thoughtful analysis and a search for the missing pieces may be not just a profitable step but an essential one. At such times, the organizer can learn key facts about the actual operation of the community, facts which are critical to the success of the program. A realization that there *are* such times (and equally times when probing is unnecessary or unwise) is often sufficient to sensitize the organizer about them; common sense usually suggests what should be done about each.

When To Direct the Action and When To Encourage Initiative

Directing the action is sometimes very tempting. The organizer *knows* from an overview position and maybe from past experience what's to be done, in what order, by how many people, where and when. Directing is at times the only rational way to get an activity started. It can extend from subtle guidance to overt orders. But refusing to direct can be essential for the formation of the group. It collectively (and its members individually) must learn to develop ideas and actions on its own. A sense of productive motion can be generated by directing the group, but it can be sustained only by generating the group's own mechanisms for encouraging ideas and putting them to work.

When To Bring Elements Together and When To Keep Them Apart

Organizers may have to trust a sixth sense in knowing when certain elements should not be made a part of the program. Some groups may be too belligerent to work with others, or may reject a basic principle held by the others in the coalition or group. Some friction can be productive; too much can be fatal. Trapping crime prevention in a turf battle between competing community groups does nothing to stop crime and much to discredit the program.

OTHER LOCAL GOVERNMENT AGENCIES

"We need a crime problem-solving process that will include *all* segments of our society. Americans can ill afford to accept crime as a way of life. By the same token, Americans can ill afford to ignore the factors that contribute to crime."

Chief Lee P. Brown, *Black Crime: A Police View*, Washington, D.C.: Joint Center for Political Studies, 1977

In the eyes of many local and state governments, crime prevention has been almost exclusively the task of criminal justice personnel, as a specialized subdiscipline of this field. As a consequence, important lessons about the need for active and informed citizen involvement, the requirement for sense of stake in community, and the benefits of paying close attention to prevention went largely unlearned outside crime prevention and criminal justice circles.

The greatest losses resulting from this institutional tunnel vision are the resources which government agencies outside law enforcement could have effectively brought to bear on reducing crime and the fear of crime. The opportunities should not be lost in the future.

Cities around the country are now discovering that crime prevention is an integral part of creating and sustaining livable communities. Crime prevention thinking needs to be woven throughout the community fabric, to be woven throughout the actions of various departments, divisions and agencies which provide the services which make our cities work.

Lest anyone think that this is a vision rather than reality, the town of Clifton, New Jersey, should serve as a landmark. It recently undertook a year-long self-assessment, developed a master crime prevention plan, and integrated crime prevention into the planning process. Agencies ranging from the school system to the fire department to the parks and recreation department are integrally involved in making Clifton a safer and better place to live and work. Milwaukee, Wisconsin, undertook a similarly extensive outreach effort in devising its city crime prevention plan.

Most public agencies can make significant contributions to crime prevention. Here are just a few examples of how:

- Planning, zoning, community development, public works, and traffic engineering units can prevent crime by such steps as rezoning mixed commercial/residential areas to cut down on heavy traffic flows through residential areas.

- Housing and building inspection units can enforce building security codes, and can stress the need for residential buildings and businesses to apply good building security practices.

- Schools can include instruction in "watch out, help out" philosophies, in curricula especially designed for children from preschool through junior and senior high school as part of their regular class work or as special activities.

- Public housing agencies can treat each project or development as a community or neighborhood and work with tenant leaders to educate residents about personal and residential safety and empower them to make their homes safer through organized action.

- Social services agencies can educate their clients in prevention and can work with law enforcement and community groups to develop programs which meet clients' special needs. They can also weave education about their services into the community structure of an ongoing active Neighborhood Watch.

- Recreation departments can operate after-school and/or vacation programs to help reduce youth boredom and provide an alternative to latchkey situations.

- Offices on Aging can sponsor educational programs at Senior Citizen Centers and homes for the elderly, coordinate senior volunteers, and arrange care programs.

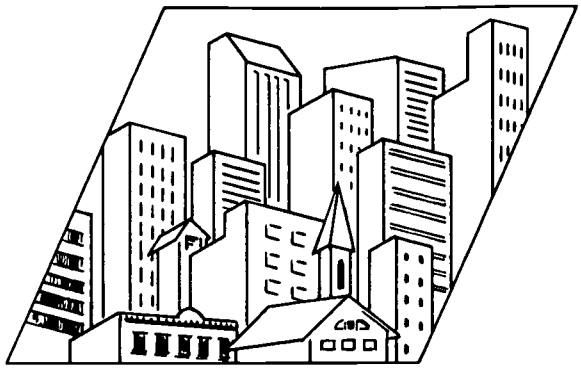
- Fire departments can integrate crime prevention services with their current building inspection and public education services.

- Legislative and executive units (Council, Mayor, etc.) can provide political and financial support for crime prevention programs, supervise comprehensive programming, direct other public agencies to participate, and take the lead on public policy development. It is within their power to make crime prevention a salient public issue.

Effective crime prevention in urban communities requires that all elements of local government adopt crime prevention as part of their agenda.

Photo courtesy Houston Chronicle

In more than 30,000 classrooms around the country, young people learn personal safety and drug and alcohol abuse prevention tips from McGruff, the friendly crime dog. PTAs, Lions' Clubs, business associations, civic groups and other community members have helped fund the Puppet Program and its 32-lesson curriculum for Kindergarten through 6th Grade.



TWO TYPES OF URBAN COMMUNITIES

Type A and Type B describe two extremes of urban communities. They are useful as concepts, not as exact descriptions.

Type A may be defined as:

1. stable, minimal turnover
2. middle-income
3. low unemployment rate
4. low overall crime rate
5. some instances of past mutual cooperation for community improvement
6. ample or adequate community resources

Type B may be defined as:

1. more transient
2. economically disadvantaged
3. high unemployment rate
4. high crime rate
5. few instances of past mutual cooperation for community improvement
6. few community resources

The many kinds of urban communities will usually have some mixture of the traits defining Type A and Type B. Any effort to categorize a community as purely Type A or purely Type B is extremely difficult and probably futile. But knowing which type your neighborhood or community more closely resembles can help in beginning to understand how it works, and will suggest which kinds of strategies for organizing will work best.

For example, while a community may be middle-income and have some history of past mutual cooperation for community improvement, it may be experiencing a rising home burglary rate because of a lack of citizen involvement in specific crime prevention activities such as Neighborhood Watch and Home Security. Citizens may have developed an attitude that their community is safe and will always be safe.

In many instances, a community organizer, whether civilian or law enforcement, may be faced with the task of organizing ethnically, culturally, economically or geographically different communities within his or her city. It is of utmost importance for the organizer to:

- recognize the ethnic, cultural, economic and geographic differences among the communities;
- have a keen awareness of the features of Type A and Type B communities;
- know which particular traits the community in question has;
- understand how to work with the residents of each type of community either to build and reinforce positive traits, or reduce or eliminate negative ones.

Following are two hypothetical situations describing a community with mostly Type A traits and one with mostly Type B traits, each suggesting different crime prevention strategies. You will see that in both cases, citizen participation for crime prevention must be mobilized and maintained to succeed.

THE TYPE A COMMUNITY

PROBLEM: You are the organizer. You have the task of starting a crime prevention program in a community where people generally work together to resolve community problems and share responsibilities for these problems. However, some of the people take it for granted that the community will never change. What is involved in crime prevention program planning for such a community?

POSSIBLE STRATEGY:

The Type A community may be middle-income, have a low crime incidence rate and some instances of past mutual cooperation for community improvement activities.

Outsiders may not have to carry the initial burden of organizing such a community. Existing groups, such as merchants' associations, fraternal orders, or social clubs may have worked on related community problems. Therefore, residents may easily organize for personal and community protection.

If residents of a community already tend to share concerns for the actions, behaviors and conditions that affect the welfare of the community, why the need for program planning?

- because there is no such thing as a crime-free community: there may be specific problems such as drug abuse or car theft;
- because everyone prefers better conditions given a choice; and
- because although a Type A community may appear to be organized, only a few people may be involved.

What does program planning for a Type A community involve?

- *Determine how crime prevention fits into other community endeavors*, and how crime and fear of crime relate to broader community issues.
- *Organize crime prevention activities through existing groups.* It is easier to enlist volunteer support and community resources to fight crime through existing groups because of the groups' credibility and community ties. It also reduces the chances of program abandonment. If crime prevention eventually takes a back seat to other programs, it can be more easily revived.
- *Address residents' needs.* People must see either a personal or community need that will be met by their involvement in an activity before they get involved or before they decide to *stay* involved. People need a reason for investing time and energy in crime prevention as opposed to another activity!
- *Maintain active participation by dealing with a variety of neighborhood problems.* For example, a Neighborhood Watch program can die out *even when the residents are organized and committed.* People will get tired of doing the same thing over and over again. Involvement in related activities can increase the program's lifespan.
- *Determine how a Type A community and a Type B community can work together.* As a community organizer, your responsibilities may be citywide. Crime can be reduced more effectively by encouraging communication and cooperation among adjacent neighborhoods. Program activities of a Type A community could be merged with those of a Type B community for mutual support.

  Another method is to follow the New Haven, Connecticut example. Watch group representatives meet monthly to discuss problems and progress, exchanging ideas on what works and does not work. Sgt. Robert McCarthy of the New Haven Crime Prevention Unit says, "Not every solution applies to all communities. Each has individual problems, but they all have similarities. By getting together and exchanging ideas, solutions can be worked out to help them all."

Even in communities where responsibilities for community protection are generally shared, there is no guarantee of permanency. Circumstances can cause a breakdown of community controls, leading to disorder and crime. As James Q. Wilson and George L. Kelling suggest in "Broken Windows" (*Atlantic*, March 1982):

> A stable neighborhood of families who care for their homes, mind each other's children, and

frown on unwanted intruders can change, in a few years or even a few months, to an inhospitable and frightening jungle. A piece of property is abandoned, weeds grow up, a window is smashed . . . (attitudes of adults, children and teens change for the worse). Such an area is vulnerable to criminal invasion.

Organized citizen action for crime prevention can help reduce the chance of such breakdowns of community control.

THE TYPE B COMMUNITY

PROBLEM: You are the organizer. You have the task of starting a crime prevention program in a community that is torn apart by crime and other problems such as unemployment. Although apathy, despair and mistrust are widespread, some of the people want to bring about positive change. Where do you start?

POSSIBLE STRATEGY:

A Type B community may be low-income, have a high crime rate and few past instances of mutual cooperation for community improvement activities.

Even so, it cannot be assumed that residents of these communities are less likely to enforce standards of decency in conduct and behavior. It is one thing to examine the negative aspects of a community, but it is equally important to consider the factors which can promote cooperation.

It *is* possible to reduce crime in a Type B community through self-help. Typical approaches to crime prevention, however, may be inappropriate.

In planning programs for Type B communities, it is especially important to avoid preconceptions. Work at understanding the social and economic conditions of the community since these contribute heavily to creation of criminal opportunities.

Become familiar with the community's culture and standards, and the expectation and values held by its families, adults and teens — values about work, money, education, home and perhaps even life itself.

Meet with social service and youth service providers, ministers, employment counselors and housing agency workers to obtain information on what services are being provided to the community and what plans exist for expansion. Encourage service providers to identify grassroot leaders from among their clientele. Also find out what services are provided by other community groups. Seek to link your program with theirs. Such links are especially urgent in building trust and credibility in a Type B community, and they will help you better meet residents' needs.

When planning:

- *Start small.* Establish, with law enforcement and the community's input, short-term, easily attainable goals as opposed to long-term ones. Small-scale successes may be less exciting but they will hold your group together and help you to earn the community's trust. A success might be putting into operation a Youth Crime Watch Program in the junior high school or developing five Neighborhood Watch Programs that month. Remember, success in this sense is whatever people in the community believe is a worthwhile accomplishment!

- Recognize that organizing the community will not be an easy job and cannot be done overnight. Whatever you do, *don't promise something you can't deliver!*

- *Search for stable community institutions* and groups such as churches, merchant associations, the Masonic lodge, funeral homes, barbershops, the Urban League, the barbecue place — groups that encourage and can get community cooperation. Launch a campaign to obtain their support.

- *Consider developing a Neighborhood Association.* The association could function as a "watchdog" to press each resident and local business to work toward community improvement.

- *Propose physical design changes.* Work with local government officials to restrict vehicular traffic through the neighborhood and channel through traffic onto only major streets in the neighborhood. Ask that some streets be made one-way. Physical changes, which may be accomplished in a reasonably short period of time at a modest cost, are

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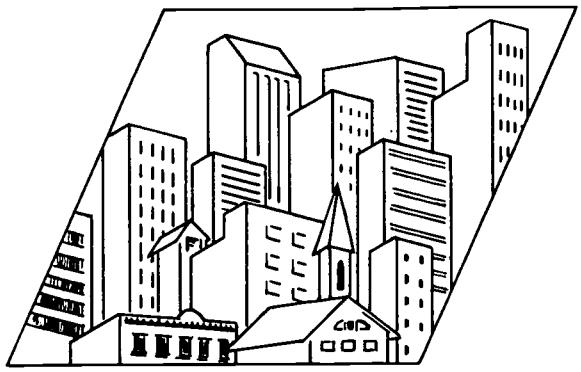
intended to make the neighborhood clearly "locally owned" — a place that belongs to the residents. Physical design changes can also reduce such problems as robbery and drug trafficking.

- *Encourage community self-help* rather than developing programs that rely primarily on outside funding. Efforts such as Teen Employment Programs, Fairs, Community Clean-up, school curriculum, Senior Escort Service, Child Safe Home Programs, and Community Patrol don't require massive cash resources. Also, provide a crime prevention information and referral service.

- *Communicate to the community* what the program is accomplishing. Good communication helps to reduce apathy, fear, despair, and misconceptions about the amount of crime in the community. Often, extensive news coverage of a few crimes increases fear and can lead people to believe that such incidents are daily occurrences in their community. Crime prevention programs, especially those that cause a decrease in crime, should be publicized so that the community becomes known as an area that is working effectively to fight crime.

If the community you are working with is closer to Type A than Type B, you may feel your crime prevention efforts are less important. On the contrary, preventing stable, resourceful neighborhoods and communities from eroding because of crime is critical to the overall success of urban crime prevention efforts. To neglect Type A communities invites a back-sliding to Type B.

If your community is more nearly Type B, you may feel an overwhelming sense of frustration and wonder if the sometimes low returns on your effort and the overpowering needs all around make the effort worth it. It is. Rebuilding trust — in themselves, in each other, in the authorities, and in the future — is a difficult but essential task if we are to move communities away from the Type B extreme.



KNOW THE COMMUNITY

START AT THE BOTTOM

"Starting at the bottom means obtaining total commitment to crime prevention. Once you have that commitment and everyone begins working together, the people become empowered. Empowering the community is primary. People must feel that they can make changes to reduce their vulnerability. Empowerment also helps people to develop relationships with law enforcement that were not there before . . . both sides then begin to see each other as human beings."

Gwen Dilworth-Battle
Executive Director
San Francisco S.A.F.E., Inc.

Hold informal talks with different people in the community — kids, teens, barbers, merchants, grocers, ministers, parents, acknowledged and appointed leaders. Find out how they view the community.

Conduct a planning survey. Ascertain what residents see as their most important needs, their perceptions about the crime problems, and actions they can take to reduce the impact of these problems.

Develop a sensitivity to cultural differences. Observe what motivates different cultural groups to take action.

Find out what institutions — family, church, school, etc., — **are important** to the people and discover how these institutions interact and support each other.

Establish necessary linkages with community institutions which could be part of crime prevention.

Develop credibility with the community. A presentation at a community church or school rather than someplace outside the community will help earn the community's trust and make people feel that they are a part of the solution.

Understand how one problem affects another and consider the need for a comprehensive approach to crime prevention.

Organize the community for crime prevention action. Plan activities that will help residents regain a sense of community pride.

Work together to implement a communitywide crime prevention program.

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ACKNOWLEDGED AND APPOINTED COMMUNITY LEADERS: KNOW THE DIFFERENCE

Acknowledged leaders are community-sanctioned, grassroots persons living in the community whom residents respect and will most naturally turn to in critical moments. An acknowledged leader's position is generally referred to as having been earned.

Appointed leaders are persons whose position within the community is politically decided or designated, or set by official employment or by prominence. Acknowledged leaders may also be appointed leaders. But only those appointed leaders whom the people feel are deserving are also seen as acknowledged leaders. They give back to the community, they make themselves available when needed, and they can represent the community because they have experienced the same problems and needs and are still a part of the problem-solving process.

For example, a professional athlete may be asked by his or her hometown to kick off its annual crime prevention run-a-thon. If the request is made because the residents believe that the athlete knows their needs, can articulate these needs, and can draw support from others, the athlete is an acknowledged leader. If the aim is merely to capitalize on the athlete's popularity, he or she is an appointed leader.

A process for identifying community leaders must be carefully thought out. Everyone is not a leader. A good rule of thumb to separate leaders from followers is to look at track records. Priority should be given to identifying leaders with a proven track record for effectively working with residents most likely to be victimized, such as teens, or with residents most in fear of crime's effects, such as the elderly. A local activist tenant leader is more likely to be an acknowledged leader, empowered by grassroots support, than a political appointee who has never lived in the area. A lay leader in the local church may or may not have the wide entré and acceptance that characterize the acknowledged leader — but may be excellent material for leadership development.

Be cautious. If all of the leaders you work with are appointed, severe harm may be done and community support lost because the acknowledged leaders were overlooked — persons who have already laid groundwork for what you want to get done. Overlooking or bypassing acknowledged leaders denies the essence of effective crime prevention — community empowerment. On the other hand, if you work only with acknowledged leaders, the community may be denied urgently needed access to local government institutions and networks which is available through appointed leaders' more formal contacts.

ACKNOWLEDGED LEADERS . . .

- have clout within community institutions and have earned the community's trust;
- are known and respected by the residents of the community;
- are usually residents of the community themselves and have personal knowledge of the community's problems;
- have a special bond with the community in that they have shared or are sharing some experience with the community, such as working to improve housing conditions;
- can speak for the community on many issues;
- can actively mobilize the community to participate in crime prevention and related causes;
- are readily available to residents.

APPOINTED LEADERS . . .

- are usually identified and chosen by persons outside of the community, in part because of some public accomplishment;
- may or may not have personal knowledge of the community's crime-related problems since they may or may not be residents of the community;
- may have to prove themselves as effective leaders;
- may have to work extra hard to earn the community's trust;
- may not be able to mobilize easily community participation in crime prevention causes;
- are not easily accessible by residents.

SURVEYS

Knowing what citizens think and do about crime is critical to the ability to design and evaluate a crime prevention program. Surveys are one means to measure changes in the attitudes, beliefs and behaviors of citizens.

Knowing the basic principles of surveying can help you avoid some common pitfalls which could make your survey incorrect or misleading. Recruiting qualified help — trained volunteers, advisory board, or other resources — will produce better results and better information. Unreliable results could produce program plans that do not meet needs.

How To Survey — Mail, In-Person, Telephone Interviews?

There are many trade-offs and choices to be made depending on how much money and time can be spent on the survey and how much volunteer help there is — not to mention how accurate the results should be. The key issue is the survey vehicle.

Mail

It looks easy. Just mail questionnaires to everyone in the neighborhood. Ask them to fill out and return the survey. But several problems creep in. The first and most serious by far is that only the specially interested respond and they tend to have biases and prejudices much stronger than the general population of your community. The second is non-response. Some people cannot read English or even their native language. Others simply don't want to bother. Still others just forget. In spite of these problems, mail surveys can be helpful, and they are inexpensive.

In-Person

While more time-consuming, in-person interviews insure that, if the interviewer is properly trained and the interview is granted, the form will be returned and will accurately state the interviewee's response. Interviews can also help spread the news about the program and fuel volunteer and participant enthusiasm.

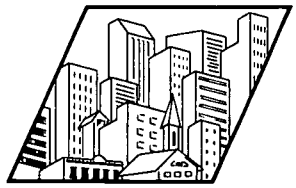
But they require great effort. Daytime-only residential interviews capture the opinions only of those who are at home during the day — housewives, the unemployed, retirees, those who are home sick from school or work, those who work at night. Because of the need to arrange interviews in the evening as well, interviewers' personal security may become an issue.

Interviewer training is necessary. There is need for some sort of positive identification for interviewers — perhaps photo IDs provided through the local police department.

Telephone

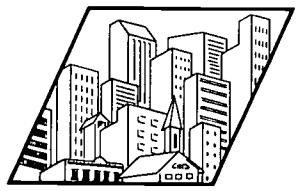
Telephone interviews are an attractive option but they do have drawbacks. Just as with in-person interviews, if calls are made during the day, they will only reach people who are in their homes during the day — not a sample which accurately reflects your community or neighborhood. Calls must be made during both day and evening hours. Some people are naturally (and appropriately) suspicious about calls asking personal questions, such as habits, fears and anti-crime measures. So publicizing the survey (to legitimize it) and providing for respondents to be able to phone back to check the validity of the survey call are good practices. In some urban communities, phones may be nonexistent or shared by families, or numbers may be unlisted which can complicate the survey process.

Phone surveys also require interviewer training. But overall, they are generally regarded as the least expensive for the amount of relatively accurate data obtained.



A CHECKLIST FOR SURVEYS

- ***Determine your objectives.*** What do you want to know from this survey Make sure those objectives are related to your program goals.
- ***Define the group*** to be studied. If your concern is with crime in elementary schools, surveying parents of high schoolers will not help. You would want to talk to parents and teachers of elementary students *and* the students themselves. Do you wish only long-term residents in the study Only teens? Only those who own their homes? Be sure your screening questions capture this.
- ***Specify the data you want to have as a result*** and insure that the questions are designed to produce those data. ***Pretest the questionnaire*** to insure against misreadings and misdirected responses.
- ***Decide what sampling unit you will use*** — household, block, individual, meeting attendees: Also decide how you want to count non-responding units (include them or exclude from totals), and whether you wish to survey a control group as well to compare results.
- ***Select the method*** — mail, phone, in-person — ***for contacting individuals.***
- ***Write clear, simple questions*** to get the information you need based on the objectives, the group, and the specific data desired.
- ***Construct a questionnaire document*** including response space which is suitable for the audience and the method of contact chosen.
- ***Design a tabulation system*** to capture results.
- ***Test the questionnaire*** to be sure it's understood as intended.
- ***Train interviewers*** in how to approach subjects, how to be noncommittal when asked how to respond to a question and how to clarify response questions.
- ***Select the actual sample.***
- ***Conduct the survey.***
- ***Gather responses,*** verifying as necessary.
- ***Tally responses.***
- ***Analyze the results.***
- Combine with other evaluation tools and ***report your findings.***



CRIME PREVENTION PROGRAMS

Have you heard of the _____ (name of local program)?

YES _____ NO _____ DON'T RECALL _____ REFUSED_____

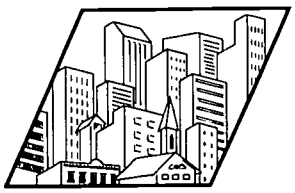
If Yes: Have you attended a meeting or other activity about the program?

YES _____ NO _____ DON'T RECALL _____ REFUSED_____

Within the past year, have you:

	YES	NO	PREVIOUSLY DONE SO	REFUSED/ DON'T KNOW
Had a crime prevention security of your home?	_____	_____	_____	_____
Installed/upgraded door/window locks?	_____	_____	_____	_____
Put in better outdoor lighting (even a stronger porch bulb)?	_____	_____	_____	_____
Used timers to turn indoor lights on/off?	_____	_____	_____	_____
Marked valuables with your ID number?	_____	_____	_____	_____
Watched a neighbor's house while he/she was away?	_____	_____	_____	_____
Reported suspicious activity in neighborhood to the police?	_____	_____	_____	_____
Participated in a community clean-up or other improvement?	_____	_____	_____	_____
Helped someone who was a victim of crime?	_____	_____	_____	_____
Taken part in a community program to help children/ teens?	_____	_____	_____	_____

Information from residents can be extremely useful in planning an anti-crime program for your community. This questionnaire is designed to help you learn more about how the community functions and how it sees crime problems.



THE PLANNING QUESTIONNAIRE

1. In general would you say this area has become a better place to live in the past year, a worse place, or about the same?

   BETTER ____ WORSE ____ SAME ____ DON'T KNOW ____ REFUSED ____

2. Here are some problems people often mention in their neighborhoods. Can you tell me whether any of these is a big problem, something of a problem, or little or no problem for *your* neighborhood?

	BIG	SOME	LITTLE	DON'T KNOW	REFUSED
SHOPPING	____	____	____	____	____
CRIME	____	____	____	____	____
SCHOOLS	____	____	____	____	____
NOISE	____	____	____	____	____
TRASH	____	____	____	____	____
TRAFFIC	____	____	____	____	____
KINDS OF PEOPLE HERE	____	____	____	____	____
ABANDONED/RUNDOWN BLDGS.	____	____	____	____	____
VANDALISM/GRAFFITI	____	____	____	____	____
UNSUPERVISED KIDS	____	____	____	____	____

3. Would you agree or disagree with this statement: "There's little my neighbors and I can do to solve problems in this neighborhood."

   AGREE _____ DISAGREE _____ UNSURE _____ REFUSED _____

4. What kinds of community groups are you active in? (check all that apply).

   Church _____
   Social Club _____
   Sports _____
   Other _____
   Fraternal/Service Club _____
   Political _____
   Youth _____

5. How do you feel about going out for meetings at night?

   Walking? Very Safe ____ Pretty Safe ____ Somewhat Unsafe ____ Very Unsafe ____
   Don't Go ____

   Driving? Very Safe ____ Pretty Safe ____ Somewhat Unsafe ____ Very Unsafe ____
   Don't Go ____

6. Do you and your neighbors get together for social events?

   Often ____ Sometimes ____ Occasionally ____ Rarely/Never ____

   For community needs discussion/meetings?

   Often ____ Sometimes ____ Occasionally ____ Rarely/Never ____

7. Here are some contrasting ways to describe this neighborhood. Please pick the one that is the closer to how you feel:

   a. ____ A real home . . . . . .or . . . . . ____ Just a place to live
   b. ____ People help each other . . . . . .or . . . . . ____ People go their own way
   c. ____ Easy to tell a stranger from those who belong . . . .or . . . . . ____ Hard to know who's a stranger or who belongs

8. If you really wanted to get something done for the neighborhood, whom would you ask to help?

   _____ _____

   _____ _____

   _____ _____

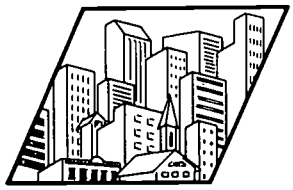
9. How many people in this neighborhood could you ask for a small favor (e.g., ride to the store if they are headed there anyhow)?

   # _____

10. How do you find out about news events in your neighborhood? Check all that apply.

    School ____
    Television ____
    Metropolitan Newspaper ____
    Neighborhood Newspaper ____
    Radio____
    Neighbors' chat ____
    Family/Friends ____
    Self (own observation) ____
    Other ____

This survey is for ongoing evaluation of your program and helps update your knowledge of community needs and attitudes. Several of the questions can be compared with the planning survey, or can be repeated at intervals so you can gauge progress.



NEIGHBORHOOD CHECK-UP SURVEY

1. In general, has this neighborhood become a better or worse place to live in the past year, or is it about the same?

   BETTER ____ WORSE ____ SAME ____ DON'T KNOW ____ REFUSED

2. In general, do you think this area will be better, worse, or about the same a year from now as a place to live?

   BETTER ____ WORSE ____ SAME ____ DON'T KNOW ____ REFUSED ____

3. Here are some statements. Please tell me whether each one is in your view mostly true or mostly false about you and your neighbors:

	MOSTLY TRUE	MOSTLY FALSE	DON'T KNOW	REFUSED
If I were sick, I could count on a neighbor to run an errand for me	____	____	____	____
If I have to be away from home for a day or two, I know a neighbor will keep an eye on my place	____	____	____	____
There is very little my neighbors and I can do to change things around here	____	____	____	____
Crime in my neighborhood is more of a problem than in other nearby areas	____	____	____	____
If I had to borrow $20 in a real emergency, I could turn to someone (not family) in this neighborhood	____	____	____	____
My neighbors and I talk about community problems and how to solve them	____	____	____	____

4. Have you heard of community group meetings to discuss local problems?

   NOT AT ALL ____ VAGUELY ____ YES ____

5. (If Vaguely or Yes) Did you ever attend such a meeting?

   YES ____ NO ____

6. Can you tell me, for each of the following, whether it is a big problem, something of a problem, little or no problem in your neighborhood, *compared with a year ago?*

	ADEQUATE	BIG PROBLEM	SOME PROBLEM	LITTLE PROBLEM	DON'T KNOW	REFUSED
SHOPPING	____	____	____	____	____	____
CRIME	____	____	____	____	____	____
SCHOOLS	____	____	____	____	____	____
NOISE	____	____	____	____	____	____
TRASH	____	____	____	____	____	____
TRAFFIC	____	____	____	____	____	____
KINDS OF RESIDENTS	____	____	____	____	____	____
ABANDONED/RUNDOWN BLDGS.	____	____	____	____	____	____
VANDALISM/GRAFFITI	____	____	____	____	____	____
UNSUPERVISED KIDS	____	____	____	____	____	____

Any new problems (s)?

_____

_____

CRIME VICTIMS

In the past year, have *you* personally been the victim of a crime or an attempted crime — that is, has something been taken/stolen from you or stolen from you outside your house, while still in the neighborhood; have you been threatened or assaulted by someone; have you been beaten up; been sexually attacked or raped?

YES ____ NO ____ UNSURE ____ REFUSED ____

If yes, did you report this incident or attempt to to the local police?

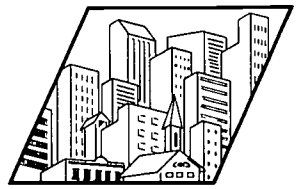
YES ____ NO ____ REFUSED ____

In the past year, has someone broken into your house (with or without stealing); stolen something from your yard or outbuilding/shed/garage; damaged or vandalized your property; stolen or tried to steal your car or something from your car while it was in this neighborhood?

YES ____ NO ____ UNSURE ____ REFUSED ____

If yes, did you report this incident or attempt to the local police?

YES ____ NO ____ REFUSED ____



FEAR OF CRIME

1. How safe do you feel being outside in your neighborhood at night? Do you feel . . .

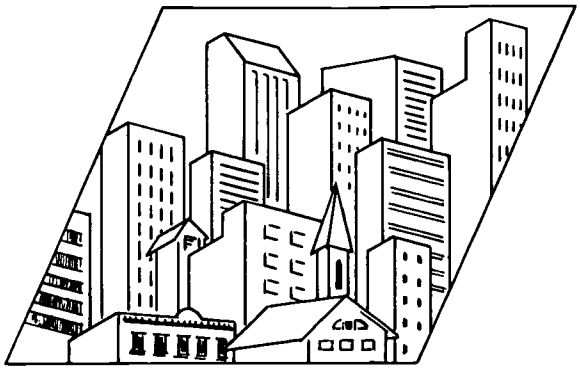
very safe ..... ____
somewhat safe ..... ____
somewhat unsafe ..... ____
very unsafe ..... ____
don't go out at night (during day) ..... ____
don't know ..... ____
refused ..... ____

2. In the past year, do you feel that crime in your neighborhood has increased, decreased, or stayed about the same?

increased ..... ____
decreased ..... ____
about the same ..... ____
don't know ..... ____
refused ..... ____

3. How worried are you now about what might happen in your neighborhood?

	VERY WORRIED	SOME-WHAT WORRIED	NOT WORRIED	N/A	DON'T KNOW
Someone will try to rob you or steal something from you in this neighborhood?	____	____	____	____	____
Someone will try to attack you or beat you up while you are outside in this neighborhood?	____	____	____	____	____
Someone will try to break into your home?	____	____	____	____	____
Someone will try to steal or damage your car in your neighborhood?	____	____	____	____	____
Someone will damage or vandalize your house or other property?	____	____	____	____	____
Someone will try to rape or sexually attack you while you are outside in your neighborhood?	____	____	____	____	____



ORGANIZE THE COMMUNITY

EARN COMMUNITY TRUST

Fear and suspicion can block any effort to involve residents in community groups for any purpose — Neighborhood Watch, economic development, community improvement in an urban area — especially in a community where many promises were made, no action was taken and trust was abused. But trust can be established or restored.

> "We go on the air many times with local police departments telling victims of crime to report it, that no one was ever deported because they were the victim of a crime," says Allan Klamer, general manager of WMDO, Montgomery County, Maryland's all-Spanish radio station. "Law-abiding non-English speaking Hispanics are beginning to understand that they do not need to fear the police."
>
> *The Chronicle*, Silver Spring, Maryland, April 9, 1986, p. 1.

What Are Some Ways To Earn the Community's Trust?

- *Understand the community's perceptions* of its crime problems. The community perception of problems and their severity may not agree with crime analysis results. Do not assume that you have all the answers about the causes and extent of the problems. Listen closely to residents' opinions and ideas. Let people know their concerns will be heard and responded to.
- *Develop a sensitivity to cultural differences.* Observe what motivates different cultural groups to take action. Use this knowledge in program planning and organizing.
- *Understand the public's perceptions of law enforcement* and the law enforcement agency's perception of citizen involvement in crime prevention. Negative perceptions may be major barriers to obtaining trust and encouraging community involvement. Despite its proven value in crime prevention, some police may still distrust community input in planning. A task force composed of members of the community and the police to help plan the program and air mistrusts will increase trust and build positive working relationships.
- *Do not duplicate existing efforts.* Residents are prone to be wary of a program that appears to compete with a trusted and proven program. To avoid surprises, do your homework. Find out about related services in the community. Build bridges with these trusted organizations and let the residents know that you are all working together on their behalf.
- *Ask for help from and work with community leaders.* Do not operate in a vacuum. Community leaders can help sell the program to potential participants, volunteers, and funding sources. They can also explain local politics, informal as well as formal networks, and potential partnerships.
- *Focus attention on residents' other concerns* while addressing crime prevention. De-

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Photo courtesy Arlington VA Police

Conversations with young residents can help break down barriers and develop a basis for trust on which effective crime prevention programs can be built.

spite its prevalance, crime may not be the community's most pressing concern. Being sensitive to residents' needs requires more than just sensitivity to their crime prevention needs.

The Citizens' Committee for New York City has pioneered a dual effort aimed at trust-building. It combines the Committee's long-standing expertise in community organizing for crime prevention, clean-ups and civic improvement with its recent program to train Community Patrol Officers in community development and organizing techniques. A key goal of the training for police officers: "to help build close links between Community Patrol Officers and community groups in order to identify and solve ongoing local crime and quality of life problems," according to the program's designers.

Cultural Awareness And Sensitivity — A Must

Generally, the same type of crime prevention program that is put in place in one community may be put in place in another. The difference lies in *how* the program is put into operation.

Language barriers and cultural differences may require that different techniques be used to set up programs and to obtain the community's acceptance and support. Significant variations in personal relations, family relations and values exist in Black, Hispanic and Asian cultures which, if not recognized, may lead to conflict, a lack of responsiveness and distrust.

QUESTION: What would be a good initial step for crime prevention program organizers and others who will be working with different cultural groups?

ANSWER: Personal communication with someone trusted within the culture is a good way to start. Try to earn that person's trust and friendship, and learn as much as possible. Seek insight into the proper interpretation of attitudes and actions. For example, the arrest of a Hispanic father may be seen as an attack on the authority figure, which must be resisted in defense of the honor of the father's status.

Read about the culture. Get to know as much as possible about cultural history and heroes, roles of the nuclear and extended family, values, customs and traditions, child-rearing practices, myths, the attitudes toward the police, and how the culture deals with human relations.

Learn some non-verbal actions and signals basic to the culture.

SAFE in San Francisco, like many other urban programs, has found that printing brochures in a wide variety of languages is essential to reaching its many ethnic groups with basic crime prevention education.

For example, whispering, looking eye to eye, pointing of the forefinger, and patting a person on top of the head are unwelcome gestures in some cultures.

You may learn that to be victimized is viewed as an insult to the victim and the family in some cultures. The personal nature of the insult and the disrespect for the person's well-being and his property may well stimulate the victim to seek revenge rather than report the offense to the police.

QUESTION: What is meant by the phrase "how the culture deals with certain problems"?

ANSWER: The dominant American culture's values, norms and sense of "rightness" may not be the same as those found within other groups. Essentially, culture is social heredity — behaviors, values and beliefs from past generations, existing presently, which in large part determine how people deal with the world.

Cultural norms suggest courses of behavior in given situations by either requiring, approving, permitting, condemning, or condoning certain actions.

For example, domestic violence, child abuse or sexual assault may not be dealt with by the particular culture in accordance with the dominant culture's standards. There may be a lack of awareness of the general law that governs such behavior. While still considered offensive acts, these may be incidents handled within the family and not to be reported to "outsiders." Part of a community organizer's job is to understand how the culture that he is working with deals with such problems, encouraging the culture to respect the law without imposing personal values.

QUESTION: How can a community organizer earn the trust of a community with a different cultural heritage?

ANSWER: Start by working with the community's acknowledged leaders. They may not have titles or fancy jobs, but they are the power brokers. A leader may be the night janitor who works in the local medical center, or the operator of the local laundromat. Through acknowledged leaders, try to get to know existing community groups. Meet with each group — get to know them on their turf.

Stay out of the community's politics. Do not identify with any one particular group. Spread yourself around to several groups; attend social and other functions sponsored by each.

Let the community know that you are concerned not only with personal and property safety, but also about the residents' general well-being. Build networks with other service agencies.

Deliver on promises made. It is one of the surest ways to build or rebuild respect.

Work through agencies that have already gained trust. The more clearly linked with trusted programs, the greater will be your acceptance.

Give credit to all who contribute. Be sure that residents know they, not the organizer or some unacknowledged leader, will be the stars of the program.

Once trust is obtained, build upon it. It is not automatically retained once gained.

QUESTION: What are some things to consider when trying to get active individual participation?

ANSWER: Because of language and cultural barriers, participation by first and some second generation immigrants may be more difficult than working with the younger, third generation.

For example, respect must be given to the most senior head of

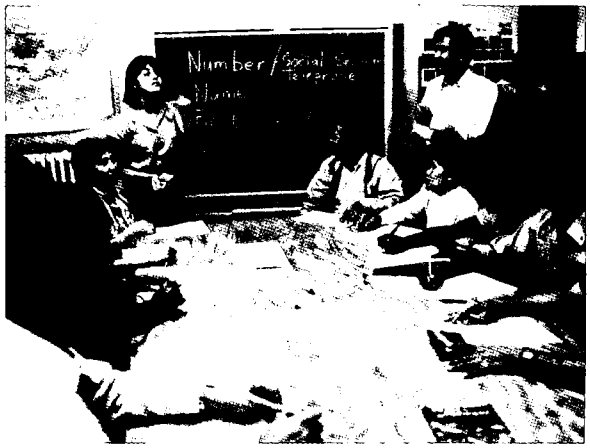


Photo courtesy CAMBA

English as a Second Language classes provide excellent opportunities to help many minority groups understand basic crime prevention strategies and to clarify the role of law enforcement agencies in the U.S. criminal justice system, a role often at substantial variance with that in their native land.

household within most cultures. Simply because a younger person may speak English fluently is no indication that you should first address that person. When you do home visits to encourage family participation in your program, ask to speak to the head of the household. If he or she does not understand English very well, ask if someone could serve as a translator. Also make sure that materials are translated into appropriate languages or dialects.

Don't forget programs for child protection. Programs which help children have a way of earning the support of parents and other adult relatives.

In certain cultures, male and female roles are strictly defined. Women may not be given the same level of respect as men. Become familiar with the role of the female within the culture. For example, if a female organizer alone makes a home visit or conducts a Neighborhood Watch meeting, there may be little or no community support.

In some instances, it may be better for a joint presentation to be done by a male and female, especially on subjects such as sexual assault.

Bilingual college students, especially native speakers of second languages, can be a special asset in educating members and urging participation.

QUESTION: Why do some people refuse to participate in community activities? Why do some resent being asked?

ANSWER: The refusal to participate may stem from any of several reasons. Most persons who have recently arrived in America live together in small groups with people of their own culture. Sometimes this is viewed as not wanting to participate. However, when a person neither speaks English nor understands the dominant culture, he tends to feel more comfortable with people of similar background.

Some who are fluent in English may be reluctant to join any police-related activity regardless of how positive, because of a negative image of police in their native country, even including police acts which resulted in brutality or the disappearance of relatives or friends. For some, the mere presence of an officer in uniform may be a negative reminder. Civilian clothing may be preferable.

QUESTION: What is being done across America to break down language and cultural barriers to crime prevention participation?

ANSWER: The National Crime Prevention Council has developed an entire kit of crime prevention materials in Spanish, *Trabajando Juntos Por Uno Comunidad Segura*. It includes brochures and articles in reproducible form on dozens of subjects.

Police in Oakland County, California, assigned to the Indochinese community receive cultural awareness training. The training focuses on such issues as home visits, routine patrol stops, and use of emergency cards. The videotape depicting this training is widely used by the Community

Relations Service Division of the U.S. Department of Justice.

An officer with the Montgomery County, Maryland, Police talks with ESOL (English for Speakers of Other Languages) classes to explain to non-English speaking people why there is no need to fear the police.

The Texas Discipline Management plan is translated into Spanish to explain to non-English speaking parents of Hispanic youth their role in reducing the school dropout rate.

A Korean employee of the Washington, D.C. Metropolitan Police Department translated crime prevention materials for the Korean community. A seminar is underway to discuss robbery prevention, local gun laws, and Korean and black community relations. Forty Hispanic graduates from a recent class of new recruits will work in the city's heavily Hispanic-populated districts. Two Mayor's Task Forces address needs and concerns of Hispanic and Asian/Pacific Island groups.

Arlington, Virginia Community Cable Television uses videotapes to teach immigrants and refugees about basic survival skills and public services — subjects ranging from health care and personal safety to using 911 emergency telephone lines. Each 12-minute tape is produced in English, Spanish, Vietnamese, Laotian, Khmer, and Afghan.

The Albuquerque, New Mexico Police Department meets personal and property safety needs of its sizable Hispanic community by using translated materials, including "How to Report a Crime," "Rape Prevention," and "What to do Before the Burglar Comes." Two counselors with the Department's Neighborhood Watch Program translated the program's materials into Cambodian, Laotian and Vietnamese.

The Orange County, Florida Sheriff's Department holds crime prevention awareness seminars for newly-arrived Hispanic refugees to provide information on local ordinances, crimes and crime prevention techniques. The refugees are referred to the Sheriff's Department by the County's Office of Refugee Resettlement. Hard work with the Cuban community paid off for the Sheriff's staff when crime prevention information was distributed at a Cuban festival attended by 8,000 residents.

ORGANIZE FOR ACTION

In recent years, more and more efforts have been made to reduce violent and property crime in urban communities. Innovative programs are being launched at national, state and local level to involve neighborhood residents, businesses, community groups, and youth in prevention and reporting of crime and the improvement of the community. Effective action *is* possible.

Individuals must, of course, take personal protective measures. Locks which remain unlocked do not deter burglars. People who are careless with their personal belongings invite thieves. But any program which restricts itself to personal protection creates or perpetuates a fortress mentality which further erodes the health of the neighborhood.

The fight against crime requires organized action. Neighbors must be willing to participate, to join together to report crime or suspicious behaviors to law enforcement authorities and reassert control over their communities.

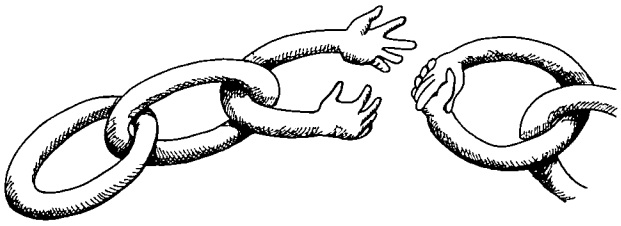
The most effective crime prevention does not consist of neighbors patrolling streets in a tit-for-tat exchange of protective behaviors. It is built instead upon a positive sense that the people who live and work in the community can and do control its destiny, a sense of caring about each other as neighbors and about the neighborhood as an entity which everyone wishes to sustain and improve.

A Starting Point

How do such neighborhoods get built? How do tenuous bonds of concern about crime or fear

for personal safety become forged into a powerful force to construct the kind of community which most residents truly desire?

The obvious answer is that the neighborhood or community must organize. People organize for several related reasons. They have a common aim or interest of some sort. They believe indivdually that it is possible to change conditions to reach a goal. They understand that reaching the goal is impossible for any single individual, but that the resources of all, when combined, can bring about desired change.



Linking up strengthens everyone

What does it take to get such an organization going? In New York City's Wise Towers, it took one resident fed up with broken elevators, darkened hallways, graffiti, and vandalism. She took it upon herself to post signs throughout the building calling a meeting of the residents to do something about poor maintenance. The result — Wise Towers maintenance dramatically improved, crime prevention patrols and activities were started and made available to all residents, and the quality of life improved for all.

One man in Detroit, the victim of a brutal robbery, refused to move. Instead, he gathered his neighbors together to put an end to crime in the neighborhood. It worked. Within two years crime had dropped drastically, and housing values had risen equally dramatically.

The keys to success in each case?

- ***first, a belief that conditions must change;***
- ***second, a belief that the people living in the area can change the conditions; and***
- ***third, the determination to persist until conditions are changed.***

A first step in organizing for any group or neighborhood is to identify common concerns. There is a simple way do this. It's called talking to each other. Talking in this case mean more than a reasonably friendly hello in the elevator or casual nod as neighbors pass each other on the street. Talking means exploring what is wrong with the community, what is right with the community, what could be better, and who shares an interest in making it better. It can be as formal as a scheduled meeting or as informal as an unscheduled Saturday gathering at the local shopping center.

Community Power

The next step, which can also be catalyzed by one or two individuals, is to recognize that the community itself holds a large part of the power to solve its problems. If responsibility for neighborhood safety is seen as belonging solely to the police or to a third party, then neighbors have to decide whether and how they want to reclaim power over their community. They must accept responsibility for the condition of the community if they are to control its fate.

If neighbors are in accord that conditions must improve, why is there a need to develop a formal organization? Because organizations are powerful. They allow the whole to become greater than the sum of its parts. Residents are able to use their special talents for the group and in return to benefit from the special talents of others. Economists have long known the advantages of specialization. Organizational theorists have also pointed out how the ability of a group to allow members to specialize extends and expands the power of the organization beyond that of any individual member and gives each a sense of stake and importance.

Positive, Not Negative Motives

Organizers in crime prevention have to overcome one problem which those working on be-

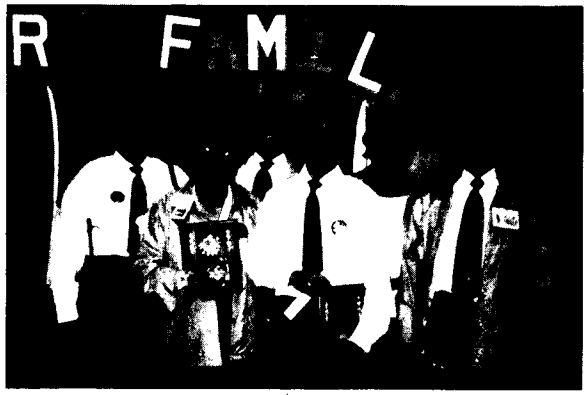


Photo courtesy The Eisenhower Foundation

Community groups can develop strong bonds. Social events and award programs are an opportunity to cement and celebrate those bonds.

half of other causes may not. That is that crime is a negative, and crime prevention is often seen as a response to and a means of easing fear.

It is far wiser and far stronger to bring a group together around a positive purpose. The lesson for crime prevention organizing is not to ignore the prevention aspect of the job, but to be sure that the organizing principle is not fear of crime but the curbing of crime, the ending of fear, and the start of something positive.

Existing Groups a Ready Base

The organization does not have to be a brand new group. It can be an existing institution in the neighborhood — community church, school, businessmen's group, neighborhood association, women's club, parents' group — whose members discover that in addition to the other purposes and goals which bind them, they also want to curb crime in their community.

The Driving Park Mental Health Clinic in Columbus, Ohio, found that it could successfully bring crime prevention to the community when police crime prevention organizing met with resistance (or at best apathy) from area residents. Groups in Chicago, New York, Washington, and other cities have also found that crime prevention can be added successfully to comprehensive community organization agendas.

If the aim is to organize crime prevention within an existing group, the organizer should know the group's structure and purpose well enough to explain how crime prevention fits in. The match must be shown on two levels — a fit with the needs of members and a fit with the aims and intent of the organization itself.

Existing community groups may resent attempts to create brand new networks to do the jobs they are already doing. It is far more profitable to cooperate with (and build upon the experience of) groups which have already done much of the spade work than to impose a new group.

It is inevitable, even when extraordinary care is taken, that there will be some conflict between the crime prevention mission and the group's original objectives and purposes, if the neighborhood's crime problem is at all severe. The organizer's task is not to insure that crime prevention triumphs, but that an organization reflecting the community's needs and desires emerges from whatever reshuffling of priorities takes place.

Action, Not Posturing

It may be tempting to organize a group simply to serve as a sounding board for rhetoric opposing crime. Any attempt to organize which does not capture the active participation of residents is doomed to failure.

It is critical that organizations have clearly defined and meaningful tasks which residents can do, and that these tasks be readily understandable in the context of crime prevention and community improvement. If a volunteer is asked to stuff envelopes for invitations to a neighborhood watch meeting, the volunteer should understand the vital communicator role that he or she is playing and should be recognized at the meeting for that contribution.

The people who will make up the operational core of the program will volunteer only if they believe that crime *can* be prevented and that citizens can do the preventing. It is essential for the organizer and for any supporting law enforcement agency to be able to provide evidence of crime prevention's success in combating problems similar to those that the neighborhood in question is facing.

Crime prevention practitioners who are accustomed to the pace of organizing in more traditionally receptive communities may find that getting a crime prevention group together — especially in an urban community which is facing stress — is an extraordinarily slow-moving task.

In Chicago, the Edgewater neighborhood faced a serious arson problem combined with the usual urban collection of rundown buildings. Area residents who agreed to organize were given specific tasks, such as patrol of areas where buildings might be subject to arson (backed up by radio communications through two-way and CB radios), the watchdogging of the legal process to declare a building or buildings abandoned to have them torn down, and advocacy for new methods to reclaim and restore buildings.

Why organize for crime prevention?

- **first, because more can be done with an organized community than with an unorganized one**
- **second, because organizations through existing groups allows you to focus on and build upon networks that have already been established; and**
- **third, because organizing is one of the best ways to bring neighbors together so that they will begin to reforge the social ties which once held communities together and fostered the sense of caring and commitment which is one of the greatest bulwarks any neighborhood can build against crime.**

FORM A TASK FORCE

"It is essential that a crime prevention task organized. The task force must be composed of a representative number of people who are a part of the community. Using people who are *there* helps to reduce uncertainties. A task force indigenous to the community enhances the credibility of the effort automatically."

Rev. Ernest Ferrell, Coordinator, Florida Consortium of Urban Leagues' Black on Black Crime Prevention Program, February 1986

A crime prevention program should have, as part of its foundation, a citizen task force composed of diverse community representatives. This is particularly true in urban communities where views of and responses to crime prevention vary among different groups. A task force composed of persons with similar concerns and values, all from the same or a few groups, will not work.

Special consideration should be given to the make-up of a task force in a rapidly changing multi-cultural, mult-ethnic community. Acknowledged leaders of these groups should serve on the task force if the program wants to achieve maximum acceptance and support. The task force should be a manageable size, ranging from 10 to no more than 25 members.

How do you find members? By consulting other community groups for recommendations and by relying on your awareness of individual commitments and accomplishments. By identifying those with personal and economic incentives to put a stop to crime. By asking residents whom they turn to for leadership in solving a community problem.

Membership And Structure

Membership *may* include, but is not limited to:

- parents,
- educators (teachers, principals, counselors),
- church leaders,
- local small business owners and representatives from major corporations,
- teens,
- local government,
- media (TV, radio and newspaper),
- law enforcement and criminal justice personnel,
- senior citizens,
- victims of crime,
- tenants' council representatives,
- civic association representatives,
- service club representatives,
- persons from key professions (such as social work, medicine, law, financial planning, accounting).

The task force must organize itself, possibly with help from the organizer. Sometimes there will be clear consensus on who the chairman should be. In other cases, either recruiting a volunteer or choosing between two candidates may be necessary. Whatever the process, the officers of the task force (typically a chairman, vice chairman, secretary and, sometimes, a treasurer) must come from different organizations and must be in a position to give first claim on their time to the work of the task force, not the sponsoring agency or group.

Role

A task force is a hands-on working group. It not only suggests but has a direct part in design and execution of plans. Members should be aware that their posts are not merely honorary.

An advisory group does not usually have an operational role. Its suggestions and guidance can be invaluable in designing and conducting research projects. It may offer useful audit functions. An advisory assignment may attract

prestigious community members who do not have time to be part of a working task force.

You may find an advisory group useful. You will find a task force essential.

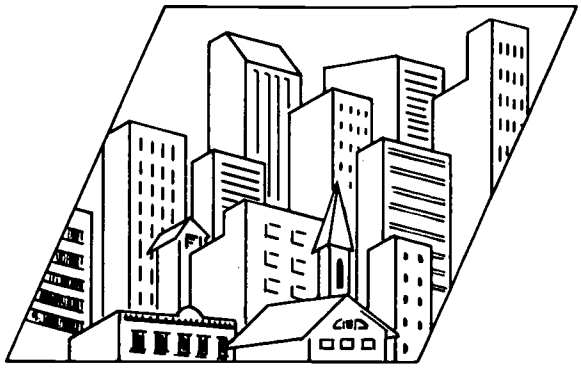
You will need to orient task force members to common goals. Once the task force is selected, oriented, and organized, the program's workplan should be developed and discussed. Committees for various subtasks should be established. Members should be allowed, as far as possible, to join committees based on their interests and expertise.

Responsibilities

A task force's responsibilities include helping to:

- identify crime problems,
- set achievable goals,
- determine areas of the community that need immediate attention,
- identify resources — both money and volunteers,
- select priorities,
- keep the program alive in the respective neighborhoods,
- help the program achieve its goals and objectives,
- assist in spreading news about program successes.

These responsibilities can be carried out by task force committees, volunteer corps or staffs, and/or other groups which have joined in a coalition effort. They are a shared burden to the extent that all members of the task force are expected to pool their best efforts to help the program work.



DIFFERENT APPROACHES

Most approaches to crime prevention fall under one of the following headings:

- Neighborhood Watch Approach
- The Individual Strategies Approach
- The Root Causes Approach
- The Comprehensive Approach

Crime problems and causes differ from community to community. The approach to crime prevention will also differ.

> "Family orientation, socioeconomic background, and ethnic composition affect the inclination of communities towards one approach or the other. Communities with a higher proportion of owner-occupied homes and children in the household are likely to be concerned with helping our kids and therefore to be inclined toward a social problems approach. Lower socioeconomic status, reflected in unemployment and substandard housing and environmental conditions also predisposes communities toward a social action perspective.
>
> The social problems approach typically includes positive programs for youth (e.g., recreation, employment, or counseling) and efforts to change the local, social, economic, or physical environment (e.g., neighborhood beautification, social integration). These activities are the result of a world view in which crime is seen as the result of social and economic conditions.
>
> The corollary of each of these propositions is that communities which are more affluent, less family centered, and less minority-dominated — for example, a white, middle-class, elderly community — demonstrate a greater sympathy for the victimization prevention approach to crime, which focuses on reducing the opportunity for crime to occur."[1]

A Word of Caution

In reading the descriptions of approaches, do not assume that your community's situation is being described and that particular approach is the solution. The task force and the organizer working together should determine what will work best for your community.

Your community's needs may require one or two different approaches or the comprehensive approach. Let the community needs, problems, and resources be your guide.

THE NEIGHBORHOOD WATCH APPROACH

Neighborhood Watch, Block Watch, Tenants' Watch — no matter what it is called, the Watch program is one of the most effective and least costly responses to crime.

Neighborhood Watch is organized action to identify, observe and report to the police any suspicious behavior taking place within or near a particular block, neighborhood, apartment building, business or school. A Neighborhood Watch program is an organization of concerned citizens working together to reduce crime in their community.

Many Watch groups have not only seen crime reduced, but have discovered that caring about

and sharing in improving the community's well-being — its image, its streets and parks, its local services and its recreation opportunities — offer far-reaching rewards.

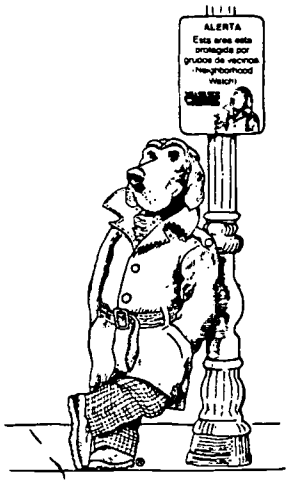
Watch groups are often the basis for other community crime prevention programs. They are highly effective in reducing fear. They help people get to know one another and the community and encourage sharing problems and resources. Watching out and helping out increase crime reporting, improve community cohesion, and enhance police/community relations.

If your group decides to adopt the Neighborhood Watch approach, call in your local law enforcement agency to help you get organized. Law enforcement can help you train Watch group members in basic home security techniques, observation skills, and accurate crime reporting — and educate residents about the types of crime to which the particular area is prone.

Organizers and group leaders must emphasize that Watch groups are not vigilantes or police. They only ask neighbors to be alert, observant, and caring — and to report suspicious activity or crime immediately to the police.

Watch groups should be small, led by people who live on the block or in the area or building itself and who are committed to developing and maintaining stronger relationships with those who live around them.

These groups can be a vehicle for other community services as well. Services such as after-school care, senior escort, community clean-up projects, and food and clothing assistance can be arranged and provided directly or indirectly by a well-organized and committed Neighborhood Watch group.



McGruff, the Crime Dog, supports Neighborhood Watch in any language.

Drs. James Garofalo and Maureen McLeod of the Hindelang Criminal Justice Research Center (SUNY-Albany) have just completed a study of Neighborhood Watch groups' operations around the country (in press, National Institute of Justice). They suggest that some neighborhoods are clearly less amenable than others to the Neighborhood Watch approach, especially highly distrustful or transient or extremely wealthy areas. Other approaches should be considered for organizing crime prevention in such communities.

STEPS IN ORGANIZING WATCH GROUPS

I. Work With Law Enforcement

II. Analyze Community Crime Problems

- A. Crime Rate
- B. Turnover Rate
- C. Type of Housing
- D. Social Factors

III. Identify Resources

- A. Neighborhood Associations
- B. Service Clubs
- C. Banks/Credit Unions
- D. Insurance Companies
- E. Churches
- F. Schools
- G. Hardware Stores, Alarm Companies
- H. Other Private Industry/Local Business

IV. Notify the Community

- A. Media Campaign
- B. Mass Mailings
- C. Door-to-Door Visits/Phoning
- D. Community-wide Meetings

V. Hold a Neighborhood Watch Meeting

- A. Introduction/Problem-Sharing
- B. Crime Statistics
- C. Discuss Strategies/Crime-Specific Training
- D. Select Leaders
- E. Assign Tasks
- F. Schedule Next Meeting

VI. Build Links

A. Social Get-togethers
B. Newsletter
C. Action on Other Topics/Problems

VII. Evaluate the Effort

A. Number of Watches Formed/Active
B. Reduced Numbers of Target Crimes
C. Reduced Fear

Adapted With Permission From The Eisenhower Foundation, July 1986.

THE INDIVIDUAL STRATEGIES APPROACH (AND HELPING CRIME VICTIMS)

The individual strategies approach seeks to prevent people (residents, local businessmen and non-residents in the community) and property from becoming victims of specific crimes, and to reduce opportunities for crime to occur. Its focus is victimization prevention.

This approach teaches specific strategies and tactics to reduce individuals' risks of and exposure to crime opportunities. It focuses on persons and property rather than neighborhoods.

It is needed because:

> "An estimated 35.5 million crimes were committed against individuals or households across the U.S. in 1984. Rape, robbery and assault — the most serious crimes because they involved confrontation between victim and offender and the threat or act of violence — made up 17% of the victimizations reported. The less serious offenses, personal and household larcenies, accounted for 64% of all victimizations in 1984. People living in urban communities face a greater chance of victimization than do residents of suburbs, small towns and rural areas."[2]

Should you decide on this approach, put into place only activities which are needed and will be supported by the community based on crime analysis and community studies. Remember, what the average citizen fears most are threats to self and family and violations of his property.

Some examples of activities to address these concerns include:

Personal Protection Activities

— Child Protection Education
— Teen Victimization Prevention
— Elderly Escort Services
— Latchkey Programs
— Safe Houses
— Self-Protection Classes

Property Protection Activities

— Operation ID
— Community Clean-up
— Arson Prevention
— Anti-Vandalism Campaigns

Even with individual strategies programs in place, crime will still occur. That's reality. But you can help. Build referral networks with victim assistance sources. What services might be made available?

— Counseling (e.g., rape and sexual assault counseling)
— Crisis intervention services
— Hotline referral
— Social services (e.g., Meals on Wheels, home health care, emergency child care)
— Community education programs

Most urban communities have victim services/assistance programs, often located in the District Attorney's or State Attorney's Office. Contact these local programs for assistance.

Brochures telling how to prevent specific crimes can help educate citizens to effective prevention strategies and provide ready references.

BEST COPY AVAILABLE

If you have also elected to use the Neighborhood Watch approach, there is a natural fit between Neighborhood Watch activities and assistance to victims. Neighbors can provide tremendous help to crime victims, if they are encouraged to do so and helped to understand in what ways their actions will be most effective. Making repairs, helping with errands or child care, accompanying victims to court, providing a home-cooked meal, and just being there to listen are all ways in which neighbors can ease a victim's trauma.

For additional help, contact:

- The National Crime Prevention Council (see Resources), which provides easy to use, camera-ready masters of brochures on personal safety, community prevention strategies, victim help by neighbors and friends, program guides, management tips, a national public service advertising campaign, and technical assistance to state and local programs.

- The National Organization for Victim Assistance (NOVA) (see Resources) provides program development technical assistance, tracks victimization legislation, and provides a resource directory. The organization has several committees, including the Minority Victims Committee, and has sponsored a National Minority Victims Conference.

- The National Organization of Black Law Enforcement Executives (NOBLE) (see Resources) offers technical assistance to law enforcement agencies interested in improving victim services. The organization implements a Law Enforcement Victims Assistance Project, with project sites in Baltimore, Boston, Chicago, Denver, Houston, Miami, Oakland, and the District of Columbia.

- The National Sheriffs' Association (see Resources), which has worked with sheriffs around the nation to coordinate victim assistance and Neighborhood Watch services.

Victim assistance can be as basic as a neighbor lending a sympathetic ear.

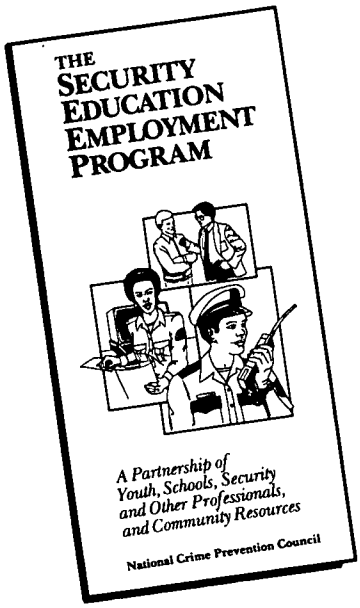
ROOT CAUSES APPROACH

> "The problem of controlling crime in the ghetto is primarily one of changing the conditions which tend to breed widespread violence rather than one of reforming the individual criminal. An apt analogy here may be to compare ghetto pathology to an epidemic. To prevent epidemics, necessary public health and sanitation measures are taken; one does not attempt to control the epidemic through the impossible task of trying to cure individuals. Yet, the tendency has been, in terms of ghetto crimes, to concentrate on imprisonment of individuals rather than to seek to destroy the roots of crime itself . . . And behind and beneath all of the crimes in the ghetto is the specter of unemployment, broken families and poor education."[3]

> "A more active approach that would focus most heavily on the twin issues of economic development and stable employment is a more realistic strategy. By tackling head-on the forces that both destroyed livelihoods and split family and community ties, such a strategy holds out the promise of something like the genuine reconstruction of community life."[4]

> "Families belong by birth or choice to religious groups, social organizations, and groups of friends and kin. This is their primary social network and is usually most important to them. It is the place or group of associations from which member families gain a sense of belonging, meaning and security. They identify with and are most influenced by the attitudes, values and ways (culture) of this social network."[5]

The root causes approach directs community energy toward the social, economic and other conditions which cause or make worse the community's crime problems. Rather than forcing



The Security Education Employment Program, now operating at three pilot sites (in Baltimore, Cleveland and St. Louis), blends community crime prevention and instruction in security techniques with job links to contract and in-house security operations through a locally based partnership.

the victim to avoid the criminal, a root causes approach seeks to prevent the potential criminal from developing into an actual criminal.

One problem in dealing with crime's causes is that multiple issues are involved, and these interact with each other. Some issues are outside the scope of a community group. But others are not. This approach calls on the community to work on those problems it can address in alleviating root causes of crime.

Let's take an example:

> Apple City has an alarming residential burglary rate and high unemployment, among other problems. Community C, located in Apple City, organizes to reduce home burglaries. Neighborhood Watch, Citizen Patrol, and self-protection training can help cut burglary, but police and residents know that many of the burglars are otherwise-unemployed young people. The root causes approach suggests that an employment program would help reduce burglaries.

The root causes approach might well include other activities, such as:

- enlisting schools to provide education on avoiding (or dealing with instances of) such social and family problems as child abuse, domestic violence, teen victimization, drug abuse and sexual assault;
- a citywide referral or networking system which can deliver comprehensive services from social services, youth services, employment and job placement, housing, health services and law enforcement agencies;
- joint law enforcement/social services programs to provide comprehensive crime prevention and social services programs, such as child abuse prevention programs, elderly crime prevention programs, and programs for children at home alone; and
- joint housing authority/crime prevention program initiatives for the development of public housing crime prevention activities such as Tenants' Watch, combined with improvements in living conditions.

Community self-help initiatives can build community spirit and pride. Self-help can be a remedy for many of the root causes of crime.

ROOT CAUSE	EXAMPLES OF SELF-HELP REMEDIES
Low self-esteem, sense of self-hatred and powerlessness	Adult males who believe that they have something positive to offer male teenagers can serve as role models. Many community groups are coordinating such help, like the Big Brothers and the Boys Club. Providing young people, especially young men, with responsible roles in the community can also build their sense of self-esteem and competence.
Breakdown of the family	Such resources as the church can strengthen those families which can be restored, and act as an alternative source of values, discipline and respect when families cannot be salvaged. Other groups and associations can also fill this role. Schools can offer instruction in effective parenting to help the next generation.
Inadequate housing	Tenants' management of public housing units, which also can reduce welfare dependence, increase employment opportunities, improve the quality of life in the community, and provide role models. Another example is tenants' repair of the buildings they occupy.
Substandard education	Community-based tutorial programs, adult basic skills education, alternative schools for high-risk youth, peer tutoring (older youth), and Cities in Schools Programs are but a few examples of efforts to improve education.
Unemployment	Community-based job training and placement program for disadvantaged teens and adults can directly help. The training must be for jobs which can realistically be obtained by the trainees. It is suggested that "there are powerful links between the prospect of a life of intermittent, unstable, poorly paid employment and the risks of criminal violence."[6]

The root causes approach recognizes that "we will never be able to mop the water off the floor unless we turn off the faucet that is causing the tub to overflow."[7]

THE COMPREHENSIVE APPROACH

The comprehensive approach suggests strongly the need for a citywide coordinating and orchestrating group. The police or another law enforcement agency may fill such a role; a community group or a comprehensive service agency such as a YMCA may do so.

It is unlikely that most beginning neighborhood organizations will have the personnel, financial resources, or time and energy to undertake all of the comprehensive approach projects in a coordinated fashion at one time. This is not to say that the comprehensive approach should bypass neighborhood and local community organizations. In fact, it is vital that each of these organizations have a role in the definition of needs, in the design of the programs to meet those needs, in the implementation of each program as appropriate for the neighborhood, and in the evaluation and reformulation of the programs.

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The comprehensive approach, as its name suggests, brings together aspects of Neighborhood Watch, victim prevention, and root cause prevention along with crime prevention's subject disciplines (such as arson prevention, shoplifting prevention, crime prevention through environmental design, child protection, and fraud prevention), integrating all of these to meet neighborhood and citywide needs.

Rather than focusing on a single problem or a single set of related problems, crime prevention efforts are aimed at a series of relatively high-priority problems which confront the community or communities in question. The approach is comprehensive not only in a geographic and a target crime sense, but in a methodological sense. The description of Detroit's program suggests the many kinds of crimes and neighborhood problems which might be addressed under a comprehensive program. Similarly, the outreach effort made by Florida's Urban Leagues, although focused on the black community, is comprehensive rather than restricted.

In some instances a layered approach will be useful in a city whose neighborhoods have distinct and separate problems, but whose civic resources must be focused for crime prevention purposes in one or two agencies. In Newark, in the mid 1970s, the Newark Coalition for Neighborhoods became an umbrella crime prevention group, providing resources and the backing for each Newark neighborhood to tackle its own problems individually within a comprehensive and coordinated framework. Chicago's CANS serves a similar purpose.

Photo courtesy The Eisenhower Foundation

If people of all ages get together to paint, it's more fun than vandalizing. Two young men in Newark put their talents to work on a mural to enhance their neighborhood.

Although is it unlikely that a small neighborhood will be equipped to undertake a comprehensive program immediately, these groups will find themselves becoming (or joining with) more comprehensive groups and institutions. The need to understand working within a comprehensive crime prevention framework may not be immediate for a neighborhood group, but it is nonetheless real.

Special requirements for using the comprehensive approach include:

- a coordinating mechanism to insure program integrity and the meeting of local needs;
- strong commitment on the part of the law enforcement agency on a citywide basis;
- thoughtful analysis of crime data and of perceptions of crime problems so that perceived needs of each neighborhood and of the community as a whole and the actual crime data are brought together to form a coherent picture of crime and crime prevention issues and needs for planning;
- a mix of local autonomy with some quality and process control on a jurisdiction-wide basis. The aim — that the program retain an integrity and a common message, while immediate neighborhood needs are met and the neighbors themselves feel a true sense of ownership of the program;
- development of a wider range of partnerships and a broader base of political and institutional support not only because of the variety of problems to be addressed, but because of the need to insure that crime prevention is given high visibility and high priority in the community's action agenda;
- a carefully constructed positive campaign which targets fear of crime as much as the crime itself. Fear is not a good organizing principle in crime prevention. It paralyzes rather than enables. Public education activities which emphasize fear, especially when they are citywide activities (as often happens in comprehensive programs), simply perpetuate the fortress mentality into which many crime-fearing residents have already fallen;

- directed planning, with clear goals and objectives for neighborhoods, for crime-specific programs, and for the comprehensive program itself;

- mechanisms which neighborhood can use not simply to involve residents in the local program but to enhance and affirm the identity of the comprehensive program to help it sustain itself;

- full support from a wide variety of city public and private agencies, including news media (television, radio, cable, and print), business leadership groups, heads of public works and other city service departments, key policymakers including the Mayor and City Council or the local equivalent;

- an evaluation plan which not only looks at local and citywide results but brings the two together in a positive package. It should show which activities have been effective, which are in need of reworking, and which should be sustained; and

- last but not least, a strong message that citizens *are* participating in a program which makes their neighborhoods safer and better places in which to live and work. Word of mouth may be sufficient at a neighborhood level to spread the news that the program works, but at a comprehensive level with a variety of audiences, a more formal message must be transmitted.

The comprehensive approach has the virtue of allowing a city to marshal its forces and the energies of its citizens to meet a variety of needs which may transcend neighborhood boundaries and to deal with a variety of problems which may cross over neighborhood and community zones. It also has the bonus of allowing specialized resources to be used by many neighborhoods without the need for each neighborhood group to acquire the resource or resources on its own.

The chief drawback to the comprehensive approach? The very fact that it is comprehensive. The managerial and operational problems inherent in the effort to do many things at once in many environments, for many kinds of people and groups, are a significant challenge to any department or agency. They can bury the actual prevention of crime in paperwork and process which have little to do with the end result.

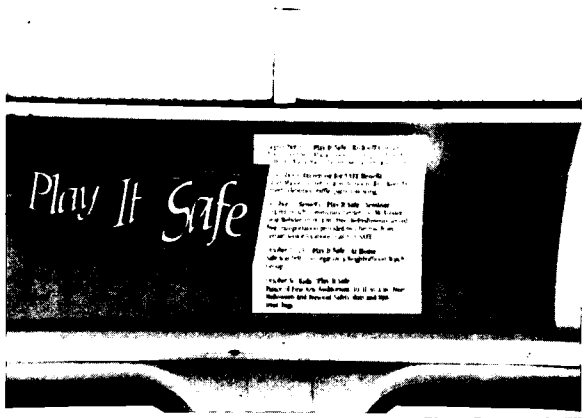


Photo Courtesy SAFE

A month of events for one and all makes October (National Crime Prevention Month) part of San Francisco SAFE's comprehensive strategy.

NOTES

1. Aaron Podolefsky and Fred DuBow, *Strategies for Community Crime Prevention*, (Springfield, Illinois: Charles C. Thomas); Aaron Podolefsky, *Case Studies in Community Crime Prevention*,(Springfield, Illinois: Charles C. Thomas, forthcoming).

2. U.S. Department of Justice, Bureau of Justice Statistics, Criminal Victimization in the United States, 1984 (Washington, DC: Government Printing Office, 1986).

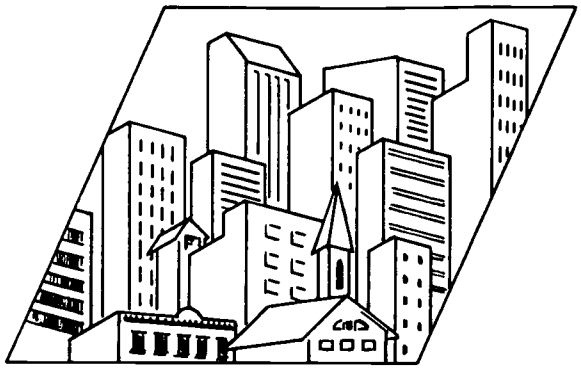
3. Kenneth B. Clark, *Dark Ghetto*, 1965.

4. Elliott Currie, "Crimes of Violence and Public Policy", *American Violence and Public Policy* (New Haven: Yale University Press, 1985), p. 92.

5. James P. Comer, "Black Violence and Public Policy", *American Violence and Public Policy* (New Haven: Yale University Press, 1985), p. 69.

6. James W. Thompson et al., *Employment and Crime: A Review of Theories and Research* (Washington, DC: National Institute of Justice, 1981), p. 2.

7. Comer, p. 85.



ACTION PLANNING

Limited fiscal and personal resources make it virtually impossible for most community organizations, neighborhood groups, grassroots leaders, and task forces to address every crime prevention need at once. Priorities must be selected from among problems that range from teen victimization to drug abuse, from home burglary to dilapidated housing, from assaults to inadequate transportation.

Although urgently requiring attention, some problems may not be within the immediate community's capability to address. Other resources — local government, businesses, skilled individuals, educational institutions, non-profit groups, the City Planner's Office, police, social service agencies, youth agencies, community and economic development offices, among others — may be able to provide not only services but assistance in changing conditions.

To lay the groundwork in planning your crime prevention program, here are some suggested steps:

Identify and Rank Crime Problems

Identify major crime problems in your community. Ask your crime prevention officer to provide detailed statistics for your community. Ask both residents and your task force what they perceive as the problems. Compare these perceptions and the actual crime statistics. Be leery of using only crime statistics. People know what is bothering them. Look at your surveys and interviews for clues.

For example:

AFFECTED AREA	PROBLEM OF THE COMMUNITY
a. Randolph Circle	a. Residential burglary
b. 15th and Sheridan	b. Drug abuse
c. 10th and Campbell	c. Assault
d. Varudum Point	d. Business burglary
e. School zones	e. Child safety

Priorities

Seeing priorities is no easy job. There are at least four ways priorities can be chosen by a group or organization:

a) *problem-driven*: ranked according to the problem's impact on the community (e.g., residential burglary may be considered to be more serious than vandalism).

b) *resource-driven*: determined by the availability of existing resources — both dollars and in-kind services (e.g., there may be $10,000 and five volunteers to implement a communitywide comprehensive program, so only two of the five priorities may be addressed.

c) *capability-driven*: based upon the skills and abilities of staff and volunteers (e.g., an all-volunteer program, with no paid staff, may be limited to implementing only two priorities).

d) *time-driven*: set according to *when* a problem should or must be addressed during the life

of the program (e.g., some priorities such as child safety may need immediate attention while others may be implemented later).

A fifth way to set priorities must be woven into the entire process. That is the "motivation-driven" method. It begins with a commitment, an attitude of "I've had enough, I can do something and I'm going to do something." People who have agreed to work with you to prevent crime do so because they know that they want change, and perceive that they can effect change.

Set Goals

Identify clear, realistic goals, and develop related objectives.

For example:

GOAL	OBJECTIVES
To organize ten Neighborhood Watch programs in our community in the first six months of the program.	1. Recruit five area leaders. 2. Have each leader recruit five block captains. 3. Hold 25 introductory block meetings. 4. Have each block meet once a month.

List Projects

Consistent with the ranking of crime problems, list projects addressing those problems that your community would like to undertake.

Work with law enforcement, the City Planner's Office, the Department of Social Services, and the Offices of Community and Economic Development, along with local businesses. They can provide your community with techniques for starting projects, setting goals, seeking funds, managing budgets, and organizing staff. Your community's program will still be its own, but it will have built in some tested survival techniques and skills.

CRIME PROBLEM	CRIME PREVENTION PROJECT
a. Residential burglary	a. Neighborhood physical improvement
b. Drug abuse	b. "Just Say No" club
c. Assault	c. Personal safety education
d. Child protection	d. Child abuse prevention education After school program
e. Business burglary	e. Business watch

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Identify Allies

Identify other crime prevention related services in your area (such as hot lines, halfway houses, teen employment programs) and develop alliances with them. Some possible allies include:

Child abuse prevention chapters
Hotlines
Senior citizen services
Runaway youth services
Family violence counseling program
Halfway house for troubled teens
Drug abuse prevention programs
Community development organizations

Calculate Needs/Costs

Calculate the estimated needs and their costs for your program — rent, utilities, office supplies, equipment, signs, printing, and the like — and your volunteer and paid staff needs.

Local government agencies such as the Office of Economic Development and state government agencies such as the Governor's Office of Volunteer Services or Private/Public Partnerships, local businesses, and other non-profit organizations may be able to help with these calculations.

For example:

PROJECT	STAFF NEEDED	ESTIMATED COSTS
"Just Say No" clubs	Three adult volunteers	printing - $30 buttons - $10 school donates meeting room
McGruff House	Volunteer coordinator 30 volunteers (houses)	house signs - $60 fliers - $15 police donate record checks
Business watch	One businessman/block (volunteer)	signs - $20

Explore Resources

Explore various sources of assistance, including in-kind donations, grants, self-help and fund-raisers.

Many crime prevention programs operate without formal funding, relying on self-help, in-kind contributions and donations. Local businesses are often glad to advertise in your newsletter; many will donate their products, services or space if doing so meets the needs of a number of potential customers or helps demonstrate their commitment to the community.

Sources which are particularly good for supplemental funds or one-time projects include such activities as a McGruff Fun Run, Race Against Crime, Walk-a-thons for Child Safety, giant (community) garage or yard sales, Teens Against Crime Disco, Neighborhood Newsletter subscriptions, McGruff doll sales, and Neighborhood Watch Days. Seek sponsorship and participation for these events from local businesses, fraternal organizations, and community groups.

Programs which require a more stable funding base should approach several sources. As your definition of crime prevention expands, the number of potential funding sources expands as well. Develop a list of likely funders in your area. Private foundations, corporations, business leadership groups, and service, veterans'

and fraternal clubs are among the most relied upon sources of funding for community groups. Check *The Foundation Directory* and *The Foundation Grants Index* in your public library for possible leads. See what local, state or federal funds might be available through local law enforcement, the Mayor's Office, the Governor's Office, and other public agencies. Don't forget that activities you classify as crime prevention may be considered eligible for government funds through community and economic development or preventive and mental health funding.

Most requests for substantial grants must be submitted in the form of a proposal. Help in developing a proposal can usually be found through excellent references in your public library or through umbrella-type civic associations and communitywide groups. Investigate possible help from interns in public administration, communications, or business administration at nearby universities in preparing funding requests.

CRIME PREVENTION PROJECT

a. Neighborhood physical improvement
b. "Just Say No" clubs
c. Personal safety education
d. McGruff Safe House
e. Business watch
f. Public education brochures

POSSIBLE RESOURCES

a. Hardware stores, city or state government
b. Teen leaders, local pharmacy
c. Grant from local school board or PTA
d. PTA, neighborhood businesses
e. Chamber of Commerce
f. Local businesses' art/printing departments

These are just some examples of resources you can muster for various types of projects.

Keep the Community Posted

Keep the community posted about its crime prevention activities.

Use a variety of existing networks. Get interns in broadcasting and journalism from a local college or university's department of communications to help prepare releases, public service announcements, and articles:

- in the local community/neighborhood association newsletter,
- through special programs on local radio and TV stations,
- by distributing information at Neighborhood Watch meetings,
- through announcements in local church bulletins,
- via other organizations' newsletters, brochures, and
- in regular newspapers and radio/TV news reports.

Obtain Feedback

Determine how the program will obtain community feedback. Find out how other agencies and programs have obtained community feedback and opinions both formally and informally. Obtain copies of the survey forms and reports. They might be modified for your use. Set up *regular* methods of getting feedback, and be sure to allow for and encourage negative feedback. Some ways to get feedback:

- survey Neighborhood Watch group members;
- survey or interview local business owners and professionals;
- conduct informal discussions with residents;
- conduct informal discussions with teens (in the schools, recreation centers, etc.) or other special interest groups like the elderly;
- conduct a formal performance evaluation.

ACTION PLANNING

1. Identify and rank the major crime problems in your community.

AFFECTED AREA	PROBLEM

2. Set priorities.

3. Identify clearly-defined, realistic goals and objectives.

GOALS	OBJECTIVES

4. Based on the crime problems ranked, list the related projects that your program has the potential to put into place.

CRIME PROBLEM	CRIME PREVENTION PROJECT

5. Identify other crime prevention services in your area (e.g., hotlines, halfway houses, teen employment programs) and consider the possibilities of working with these services.

6. Calculate the estimated costs of your program and volunteer/ staff needs.

PROJECT	STAFF NEEDED	ESTIMATED COSTS

7. Explore various sources of resources.

CRIME PREVENTION PROJECT	POSSIBLE RESOURCE SOURCES

8. Determine how the community will be kept posted on crime prevention activities.

9. Determine how the program will obtain community feedback.

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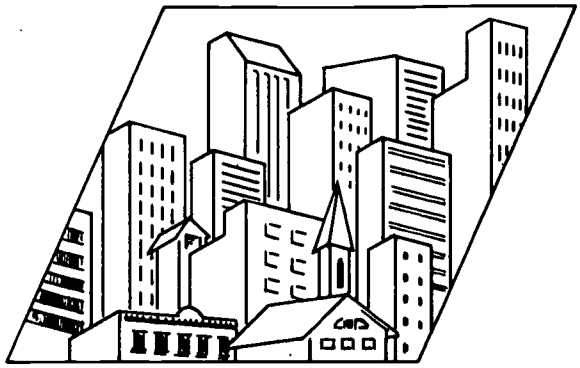

PROFILES: URBAN COMMUNITY CRIME PREVENTION PROGRAMS

PROGRAM PROFILES

These profiles give you a sampling of the many urban community crime prevention initiatives around the country. They are not blueprints but guide-posts. The name and address of the program and of a contact individual are provided together with a brief description. Programs are listed alphabetically by state, and within state by city.

We have attempted to highlight programs which deal with different kinds of urban problems. There are probably numerous others equally as effective. Their omission here speaks only of our limits, not their quality.

NCPC has not visited or audited these programs. The information is the most current and accurate available, based on telephone interviews and the programs' own materials.

Please understand that these are not technical assistance providers, and that they, like you, have limited resources. You may be asked to pay for reproduction of materials, postage, or detailed technical assistance.

The best way to build safer, better urban communities is to learn from each other. If you would like information on other urban programs, NCPC can, through its Computerized Information Center (202/393-4603) supply the most up-to-date list possible. The CIC would like to include your program to let others in the field know about your good work. Call or write for your program questionnaire. Join in! Let the National Crime Prevention Council (733 15th Street, Suite 540, NW, Washington, DC 20005) know about your program.

PROGRAM PROFILES LOCATOR

Washington, DC: Shiloh Baptist Church
Tallahassee, FL: Florida Black on Black Crime Prevention Program
Atlanta, GA: Atlanta Police Bureau
Honolulu, HI: Community Relations Division, Honolulu Police Department
Des Moines, IA: Bureau of Refugee Programs, Department of Human Services
Chicago, IL: Chicago Alliance for Neighborhood Safety
Evanston, IL: Evanston Police Department
Louisville, KY: Kappa Alpha Psi B.E.S.T. Program
Bethesda, MD: "Just Say No" Clubs
Baltimore, MD: (and St. Louis, MO and Cleveland, OH): Security Education Employment Program
Cockeysville, MD: COPE (Citizen Oriented Police Enforcement)
Boston, MA: Boston Housing Authority
Boston, MA: Bureau of Neighborhood Services, Boston Police
Dorchester, MA: TIES/The Dorchester Youth Collaborative
Detroit, MI: Crime Prevention Section, Detroit Police Department
Minneapolis, MN: Whittier Alliance
Las Vegas, NV: Nevada Association of Latin Americans, Inc.
Albuquerque, NM: Youth Development, Inc.
Brooklyn, NY: Church Avenue Merchants Block Association (CAMBA)
Brooklyn, NY: North Flatbush Arson Prevention
New York, NY: Andrew Glover Youth Program
New York, NY: Citizens' Committee for New York City
New York, NY: New Immigrants Unit (Community Affairs)
New York, NY: New York Police Department/"Youth Dialogue" Program
New York, NY: School Victim Assistance Project
New York, NY: Teen Troubleshooters
New York, NY: Youth Action Program
Charlotte, NC: Charlotte Public Housing Crime Prevention Program
Raleigh, NC: North Carolina Department of Crime Control and Public Safety
Toledo, OH: CARES (Chemical Abuse Reduced through Education and Services)
Philadelphia, PA: Crisis Intervention Network
Philadelphia, PA: Northwest Victim Services
Philadelphia, PA: Walnut Hill Community Development Corporation
Charleston, SC: Operation CareAlert
Austin, TX: Communities in Schools Programs
Dallas, TX: The Southland Corporation
Houston, TX: Houston Police Department
Houston, TX: Police Officer Language and Cultural Training Program
Fredericksted, St. Croix, VI: Police Athletic League
Seattle, WA: Seattle Police Department
Milwaukee, WI: Council for Spanish Speaking, Inc.
Milwaukee, WI: El Centro De La Comunidad Unida Delinquency Prevention and Youth Outreach Program

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Southeast Asian Community Crime Resistance
Garden Grove Police Department
Lt. Dan Abrecht
11301 Acacia Parkway
Garden Grove, CA 92640
714/638-6697

In 1976, Garden Grove recognized the existence of ethnic and cultural conflicts in the Indochinese community. That community was experiencing increasing gang violence, gambling, auto theft, burglary and fraud.

Garden Grove has coped with two problems of special interest in multi-ethnic urban areas: low crime reporting rates, arising from lack of knowledge of how to report crime or from fear (or mistrust) of police; and lack of understanding of community crime prevention aims and methods.

Tactics to increase crime reporting include holding small group meetings in the community, publishing newsletter articles on citizen responsibility for crime reporting, and increasing public education outreach efforts. McGruff's "Don't Let Em Knock Your Block Off" brochure has been translated into Vietnamese.

Special approaches were used to overcome a variety of cultural barriers and fears: neutral sites for Neighborhood Watch, civilian clothes for Community Service Officers, door-to-door contacts, and solicited support from community organizations.

On March 14, 1986 the Garden Grove Police Department opened a storefront operation in the heart of the Vietnamese business community. That outreach center serves also as base for two Community Service Officers. The Department and the program work with resettlement groups, English for Speakers of Other Languages classes, churches, schools, businesses and neighborhood groups.

Bay Area United Youth
Michael Lange, Director, C.V.P.
c/o Community Values Program, Inc.
1900 Fruitvale Avenue, #3E
Oakland, CA 94601
415/532-5420

Oakland, California, a polyglot working community, confronts a variety of crime problems, many of which are youth related — vandalism, graffiti and school violence.

The Alameda County Transit Authority joined with local civic leaders to attack constructively the problem of graffiti on buses. The buses had to be cleaned; young people in Oakland faced chronic and pervasive unemployment. Leaders of street organizations (gangs) were offered jobs, and the ability to help locate other potential workers to clean the buses.

Result? Buses got cleaned; young people got jobs; and the word was out that marking up buses was not "cool" because cleaning them was tough work.

Even better — Bay Area United Youth became a real force. Small business owners and corporate executives joined police, youth work personnel and other civic officials to help the group. B.A.U.Y. members have produced plays and radio public service ads, developed a public housing safety and cleanup program, begun conciliation and mediation to curb violence in schools, and are working to clean up business properties in their neighborhoods.

These young people sense their power to lead others in more productive directions and effect positive changes in the community. Their bargaining skills have been honed and refined; they deal with corporations, foundations and national organizations and get results.

La Familia Counseling Center
Anita Barnes, Program Director
2111 28th Street
Sacramento, CA 95816
916/452-3601

La Familia, funded by Sacramento County, has been helping families throughout the jurisdiction. Although a large proportion of its clientele is Hispanic, the program's twenty-two staff and ten volunteers provide services to all.

Volunteers from the Hispanic community help Hispanic families get full assistance and services as well as access to the program.

Gang-related problems, domestic violence and unemployment are major problems for Sacramento County. La Familia tackles these problems through prevention education, gang diffusion programs, and job training opportunities.

The program encourages residents to report crime and has increased outreach efforts in economically disadvantaged communities rather than waiting for residents to come in for services. Public service announcements in Spanish, door-to-door visits in housing units, and locating meetings in areas where clients live are among the outreach activities. People may not know what resources a program has to offer or they may be too intimidated to ask for help, so outreach is essential.

La Familia emphasizes comprehensive services to the family. Almost all family outreach is done in the home. After resolving the basic needs, the program teaches preventive measures through family counseling.

San Francisco SAFE, Inc.
(Safety Awareness for Everyone)
Gwendolyn Dilworth-Battle,
Executive Director
850 Bryant Street, Suite 555
San Francisco, CA 94103
415/673-SAFE

San Francisco SAFE, Inc. in cooperation with the San Francisco Police Department encourages residents and merchants to become active in crime prevention.

SAFE is designed to increase public awareness of crime prevention measures, to improve communications between law enforcement and the community, to reduce opportunities for crime, and to encourage neighborhood responsibility for crime reduction.

SAFE works closely with community groups, churches, youth and youth organizations, businesses and individuals to dispel apathy, distrust and isolation and to ignite community pride. To do so, SAFE establishes and works with community Task Forces to bring about long-term improvements.

SAFE's components include Neighborhood Alert, Crime Reporting, Operation ID, Personal Safety, Child Safety, Home Security, Merchant Security and Crime and the Elderly Programs. SAFE emphasizes that crime can be reduced only if residents are willing to do their part.

SAFE produces public education materials for all of its programs and publishes a newsletter entitled *On the SAFE Side*. It also makes available information on other crime prevention resources in the community such as the Child Adolescent Sexual Abuse Resource Center at San Francisco General Hospital and the Family Service Agency — Family Street Unit.

Pros For Kids
Delvin Williams, Director
1710 South Amphlett Boulevard
Suite 300
San Mateo, CA 94402
415/342-2848

In Pros For Kids, professional athletes provide drug abuse education and related services to older children and teens. Founded in 1982 by former San Francisco 49ers Delvin Williams and Larry Schreiber, it is active throughout California and in neighboring states, and plans to expand to the East Coast. It capitalizes on the hero status of professional sports stars to reach young people who are at a vulnerable age.

The preventive education curriculum was developed by a former junior high school teacher. The curriculum covers these topics: importance of learning; staying in school, identifying and understanding obstacles that prevent success; dealing with stress; goal-setting; how to establish and use a support network; substance abuse prevention information: and career education. Each athlete is taught the preventive education curriculum and how to present it, as well as the approach to be used when discussing personal experiences.

A standardized format is used. First, the athlete discusses personal experiences he or she has had with any of the curriculum topics. Next, the athlete reinforces the concept of staying away from drugs and alcohol. Finally he or she teaches the curriculum material.

International Refugee Center of Colorado
Hoang Nguyen, Director
4380 S. Federal Boulevard
Englewood, CO 80110
303/797-3335

The International Refugee Center of Colorado has been in existence since March 1983. It was started by refugees who had suffered the hardships of resettlement and wanted to ease the burden for others similarly situated.

Seven staff, including Vietnamese, Cambodian, Laotian, Hmong, and Afghan, along with forty-two volunteers, provide the program's services.

The Center's services include:

- cultural awareness and sensitivity training for police officers assigned to the Asian community;

- a large range of language services, including interpretation and translations for the Police Department's Community Relations Division;

- an outreach counseling program in the schools for high-risk youth to reduce the drop-out rate;

- interpretation, translation, transportation and employment services for refugees;

- crime prevention efforts, focusing on crime reporting to reduce home burglaries and thefts.

The greatest problem encountered is educating the refugees about the American culture—its laws, services, how to seek help, how to recognize societal differences. The Center also seeks to educate Americans about the refugees' cultures.

Cabbies on Patrol
James Hines, Coordinator
Metropolitan Police Department
300 Indiana Avenue
Washington, DC 20005
202/727-4174

Cabbies on Patrol solicits help from cab drivers in crime reporting. Brochures and posters on the need for drivers' participation in crime prevention are placed at cab companies' central dispatch locations.

A reward program is designed to encourage reporting of serious crimes, including armed robbery, assault, rape, homicide, burglary and arson. A cab driver who overhears talk in his or her cab about a crime or a planned crime, drug drop, etc. is encouraged, once the passenger has left the cab, to call and report to 911 or the program's special number. If the report leads to an indictment, the cab driver can receive up to a $1,000 reward.

Kenilworth/Parkside Resident Management Corporation
Kimi Gray, Manager
4518 Quarles Street, NE
Washington, DC 20019
202/399-8050

Kenilworth/Parkside Public Housing Development, a 464-unit public housing complex, is one of the few in the nation that is completely managed by its residents. Since tenants began running the public housing project in 1982, crime, teenage pregnancy and welfare dependence have decreased significantly. Kenilworth/Parkside collects its own rent, maintains buildings and grounds, screens residents, keeps accounts and complies with all D.C. Department of Housing and Community Development regulations.

In addition, residents have taken the initiative to provide jobs and services for themselves. The corporation has opened a thrift store, a co-op supermarket, a barber shop, a beauty parlor, and a catering service. These businesses are all run by the residents, some of whom were previously welfare recipients. Two day care centers, a mini-employment agency, a job training center and a program called "College Here We Come" (which provides tutoring and assistance with admission processes) are part of the supportive community the tenants have developed. A health center, legal services and family counseling services are also available.

Funding for these initiatives come from Kenilworth/Parkside's own fundraising committee and various grants. Residents have raised over $13 million, which enables Kenilworth/Parkside to continue to expand its services.

Shiloh Baptist Church
Rev. Henry C. Gregory, III, Senior Minister
9th and P Streets NW
Washington, DC 20005
202/232-4200

Located in the Shaw area of Washington, DC, Shiloh has been active in the black community combating social ills since the congregation was first organized by a group of former slaves from Virginia in 1863.

Shiloh embodies a rich tradition of the church serving as an extended family not only to its

congregation but to the community as a whole. Says Rev. Gregory, "We take the holistic approach to the individual and the family unit." Most notable is Shiloh's Family Life Center, which is designed to reinforce family values through structured social, recreational and employment activities.

More than 90 activities are sponsored by Shiloh in response to the various issues confronting the black family. Included among these are a mentorship program for young men, a senior citizens club, a missions program to feed the homeless, tutorial and other educational programs, a singles club, job counseling, investment clubs, Boys' Club, Girl Scout and Boy Scout programs, a day-care center, and a restaurant.

Strengthening the individual, the family and the community is Shiloh's way of fighting crime's causes.

Florida Black on Black
Crime Prevention Program
Rev. Ernest Ferrell, State Coordinator
Tallahassee Urban League, Inc.
923 Old Bainbridge Road
Tallahassee, FL 32303
904/222-6111

A special program of the Florida Consortium of Urban Leagues and the Florida Attorney General's Office has been working in six Florida cities since July 1984 to reduce black on black crime. Urban Leagues in Tallahassee, Tampa, Jacksonville, Orlando, St. Petersburg, and Miami have been developing and implementing community-based strategies to help cut crime rates in predominately black communities.

Education is the program's primary tool. A sense of community empowerment is built up, along with the idea that informed, concerned citizens working with law enforcement, can address and ultimately resolve the problems.

Neighborhood workshops and training sessions teach various crime prevention techniques, such as domestic violence prevention, personal safety and protection of property. Meetings are held at neighborhood centers, housing complexes, churches and schools. Community relations programs help bridge the gap between law enforcement and the black community — especially youth. Emphasis is given to developing skills which will help citizens bring about positive change in their communities.

The program targets areas in each city where there are concentrations of black residents. It seeks grassroots leaders to spread the word that "crime is not a part of our black heritage" (the theme promoted nationwide by the National Urban League). A crime prevention task force in each city insures that the program addresses local needs and priorities.

Atlanta Police Bureau
Crime Prevention Section
Major Jimmy Hill, Commander
175 Decatur Street SE
Atlanta, GA 30335
404/658-6778

The Atlanta Police believe that crime prevention is the whole community's business. Neighborhood Watch, Home Security, Business Security and Operation ID Programs receive citywide community support. But that's not all. Community groups are pressed to become involved in crime prevention. A corps of civilian employees, security inspectors, works closely with such groups.

Partnerships Against Crime (PAC) is a Bureau-wide effort. Citizens and the Police Bureau together determine what problems are occurring in communities and what can be done about them. A contract, signed by community and Bureau representatives, specifies responsibilities. Follow-ups are made to see if each party has performed. This effort greatly improves police-community relations.

Officers teach personal safety to kindergarten through 3rd graders. Eighth graders learn practical law. The Police Athletic League helps underprivileged youth become involved in specialized sports, skills development, mentoring programs and crime prevention activities. And the elderly have crime prevention programs which specifically address their fear of crime, including escort services to the bank to deposit social security checks.

Employees of Georgia Power, Southern Bell and MARTA (Mass Transit) operate Citizens Alert to aid in reducing crime in neighborhoods by reporting suspicious activity to police through their 2-way radios.

A comprehensive drug abuse prevention program is specifically designed for each grade level, and is taught, upon request, as part of the health class curriculum.

Community Relations Division
Honolulu Police Department
Major Barry N. Fujii
1455 S. Beretania Street
Honolulu, HI 96814
808/943-3351

The population of Honolulu City and County is a mixture of many nationalities. About half the residents are Asian, a mix of native born and immigrants. Two programs address the needs of Asian communities.

One deals with the Laotian/Cambodian/Vietnamese population, particularly in public housing areas. In cooperation with the Inter-Agency Council for Immigrant Services, the Honolulu Police Department administers an educational effort aimed to foster understanding between differing parties when conflicts arise from differences in cultural backgrounds. Classes are held with the cooperation of the Department of Education, structured especially for adult public housing residents. Basic survival skills such as shopping and banking are taught.

A multi-lingual telephone service is operated by a Volunteer and Referral Service agency. The free service makes available interpreters for refugees in many of the major languages, including Japanese, Filipino, Laotian, Vietnamese, Cambodian, Samoan, and Chinese. Two booklets produced by the Honolulu Police Department are designed to assist others in understanding Japanese and Laotian cultures.

Cultural sensitivity awareness training is provided for police recruits. A person from the particular ethnic background to be discussed is asked to come into the classroom to teach cadets about their culture, attitudes, and perceptions.

A number of programs for the general population also help minority communities — such as DARE (Drug Abuse Resistance Education), PAL (Police Athletic League) and Community Profile (studies to better tailor prevention services for a particular area).

Chicago Alliance for Neighborhood Safety
Reginald Griffin, President
50 E. Van Buren
Suite 709
Chicago, IL 60605
312/461-0444

The Chicago Alliance for Neighborhood Safety (CANS), is a multiethnic, multi-racial community crime prevention coalition. The work of the Alliance (begun in 1981 as the Urban Crime Prevention Program of the Citizens Information Services) is based on volunteer involvement in crime prevention programs such as neighborhood watches, business strip watches, crime-incident map analysis and school monitoring. These programs are part of the broader neighborhood improvement agendas carried out by member organizations of the Alliance, which together represent nearly 600,000 low to moderate income people, approximately 33% black, 37% white, and 25% Hispanic.

The CANS training unit provides neighborhood watch training for all member organizations, an excellent example of shared resources. The staff are experienced trainers. In addition, the unit is a major training contractor with the Chicago Intervention Network (CIN), and is developing a model crime prevention program at three of the Chicago Housing Authority's developments.

The newsletter *Neighborhoods* is issued six times a year as an effective forum. The newsletter also publishes articles on current crime prevention research, crime trends, costs of crime and successful crime prevention programs.

During the four years that the organizations have been involved in crime prevention activities through CANS, they have:

- Organized more than 500 block watches protecting over 80,000 people.
- Enlisted 40,000 volunteer hours in carrying out crime prevention programs.
- Reduced the fear of crime by 23% in the neighborhoods surveyed.
- Involved hundreds of youth in recreational and cultural activities.

• Conducted a survey of student attitudes toward crime in eight Chicago high schools.

• Worked to involve parents in school decisions, improve the schools and reduce the dropout rate.

• Secured the right of access to Chicago Police Daily Activity Reports for all community organizations.

Evanston Police Department
Crime Prevention Unit
Chief William H. Logan
1454 Elmwood Avenue
Evanston, IL 60204
312/866-5019

The Evanston Police Department has adopted a comprehensive approach to crime prevention, implementing activities for children, teens, the elderly, the general community and the business community. These include school crime prevention, Law Enforcement Exploring, Neighborhood Watch, Operation ID, Victim/Witness Assistance, Home Security, Senior Citizen Crime Prevention Education, and Commercial Crime Prevention.

A major asset for the city, a racially and ethnically mixed urbanized "suburb" of Chicago, is a corps of community aides. Though formally designated as consultants and contact points for community services, the aides are in reality a highly flexible and remarkably dedicated group of crime prevention and community support volunteers.

The program has been in place since the mid-1970s, borrowing from a concept first used by the Fellowship of Afro-American Men in building volunteers for youth programs. Dormant from the early 1980s until the Fall of 1984, the Community Aides program now includes 15 volunteers who are providing more than 4,000 hours of assistance. Their efforts are as varied as the neighborhoods with which they work. Some Aides recruit residents to join special home security programs; others work with youth in schools; still others assist neighbors in securing social and community services.

The Evanston Crime Prevention Unit has another distinction it shares with others in Region 4 of the Illinois Crime Prevention Association. This group sponsors "Sock Hop With The Cops," a dance show similar to *American Bandstand*, in which teens enjoy the latest music and compete for prizes for crime prevention knowledge. A new show is produced monthly and is aired on several cable networks.

The Department publishes a newsletter entitled *Alert*, which provides city-wide crime statistics and is distributed to residents through all Neighborhood Watch groups.

Bureau of Refugee Programs
Iowa Department of Human Services
Marvin Weidner, Program Director
4646 SW 9th Street
Des Moines, IA 50315
515/281-3119

Indochinese refugees in Iowa are being taught how to protect themselves against crime in a program sponsored by the Des Moines Police Department, the Neighborhood Priority Board, Iowa Refugee Services, the Catholic Council on Social Concerns and Polk County Victims Services. The Police Department's Crime Prevention and Foot Patrol Units implement the program.

Many problems experienced by the refugees originate from a lack of understanding of the American culture. In some cases, relations with police are difficult because of past negative experiences with police in native countries. There is an obvious language barrier when refugees try to report crime. Available services go unused because refugees do not understand them. Large amounts of cash are kept on persons and in homes because refugees do not understand or trust the American banking system. Refugees are easy and profitable prey for robberies, muggings, and burglaries.

A crime prevention program for the Indochinese community has been launched in Des Moines to counter these problems. The goal is to improve intercultural relations and familiarize refugees with survival strategies — banking and business techniques, crime prevention measures, language skills, local laws, and various community services. Refugees are encouraged to help design the programs to ensure that their needs are met.

Indochinese cadet officers translate crime prevention material and serve as interpreters. The Department has a pamphlet entitled, "40 Ways

to Protect Your Home" in Laotian. Multi-language emergency cards and slide show are available.

Kappa Alpha Psi B.E.S.T. Program
c/o Louisville Urban League
Robert Evans, Director
2600 West Broadway
Louisville, KY 40211
502/776-4622

The Basic Educational Skills Tutorial (B.E.S.T.) Program provides supplemental tutoring services for elementary and secondary school youths. It is coordinated by Kappa Alpha Psi (a major black fraternity) and the Urban Leagues of Detroit, San Diego, and Louisville.

The program in Louisville is open to children in grades 1-12 who have parental permission. The students are recruited by guidance counselors. Once a student shows interest, a meeting is set up among the student and the parents. A tutoring schedule is set. A monthly report is given to the parents so that they can stay abreast of their child's progress. Students meet with their tutors about two hours per week for the entire school year and occasionally engage in extra-curricular activities, such as field trips.

Kappa Alpha Psi provides the tutors — students recruited from the University of Louisville, members of the Guild (an auxiliary group of Louisville Urban League members) and members of Kappa Alpha Psi. The program helps push borderline students over to the passing side, boosting confidence while increasing academic achievement.

B.E.S.T. is funded by the Kappa Alpha Psi Foundation. The majority of the money goes toward field trips, supplies, and stipends for the University of Louisville students. The Louisville School District provides tutors with the same textbooks that the students use, and give tutors access to student records and other services and equipment.

Community Services Division
Detroit Police Department
Commander Dorothy Knox
1300 Beaubien, Room 439
Detroit, MI 48226
313/224-1803

Police Chief William Hart's Crime Prevention Advisory Committee, consisting of 26 community leaders representing over 600,000 residents, meets every two months to discuss prevention issues.

The Detroit Police Crime Prevention Section is the largest crime prevention unit within a police department in the country. The Central Crime Prevention Section has a staff of 35, supplemented by a crime prevention officer in each of twelve precincts. In addition, 56 mini-stations in neighborhoods are specifically oriented to meet local needs.

Neighborhood Watch is the pivotal residential crime prevention program. Residents are trained in crime reporting, home security, Operation Identification and general self-protection. Detroit also has active Apartment and Business Watch groups. There are approximately 5,000 Watches in operation.

CB Radio Patrols act as watchdogs in the neighborhoods and report suspicious behavior to the police while keeping the suspect under observation. The Eyes and Ears Project enlists utility companies' employees and vehicles in a similar way. Several programs are offered for senior citizens, including free security hardware installations for those on fixed incomes and transportation for shopping, doctors appointments, banking, etc.

To protect children on their way to and from school, a coalition including the Detroit Public School system and the police sponsor the Unified Block Parent Program. The Police Athletic League (PAL) offers constructive recreational opportunities for youth. A Victim-Witness Assistance Program aids those injured by crime.

Security Education Employment Program
Harbor City Learning Center, Baltimore, MD
Vashon High School, St. Louis, MO
Shaw High School, East Cleveland, OH
c/o National Crime Prevention Council
Terrence W. Modglin, Program Manager
733 15th Street, NW
Washington, DC 20005
202/393-7141

In these three cities, a remarkable public and private partnership has provided training in the fast-growing security industry for nearly 100 high school students in its pilot year, with prospects for employment for urban teens who otherwise might be among the one out of five jobless young people in our nation.

BEST COPY AVAILABLE

The Program brings together students, school, local security professionals, a contract or proprietary private security employer, and local funding resources to provide 64 hours of training, usually over the course of a semester (several times the training some security officers receive) to high school students who have been screened for interest in the security field, good behavioral and academic standing, and motivation.

The curriculum and the program are not confined to security topics, however. Students are required to undertake a community crime prevention project and are instructed in crime prevention and in job competencies and workplace skills.

A sponsoring firm or group of firms agrees to employ students who successfully pass the firm's examination, complete the Program training and graduate from high school.

The Program has been conducted as part of regular classroom training (Baltimore), as an after-school club which in the 1986-87 year will be awarded credit (Cleveland) and as a regular after-school activity (St. Louis).

The community benefits because more young people have marketable skills, because more citizens are trained in crime prevention and because the professionals who donate their time build lasting bonds with the students and the schools.

"Just Say No" Clubs
c/o The Pacific Institute For Research and Evaluation
7101 Wisconsin Avenue, Suite 612
Bethesda, MD 20814
301/986-0301

"Just Say No" Clubs are peer groups in which young people band together to resist social pressure to use alcohol and drugs. A club is made up of children (primarily ages 7-12) who are committed to growing up free of drug use, who support one another in this commitment, and who encourage their friends and classmates to make the same commitment.

The activities of the club provide a stimulating and positive drug-free environment. Capitalizing on peer teaching and positive peer pressure, members learn about the harmful effects of drugs and alcohol. The children take part in recreational and social events that allow them to learn and to be creative, and have fun without using drugs or alcohol.

Start-up and operating costs for "Just Say No" Clubs are minimal. A place to meet (such as a school, a church, or a home), a concerned adult leader (such as a teacher, scout leader, or parent), and a group of children committed to being drug-free are all that are required.

The Foundation publishes a "how-to" book on the formation of a club, along with buttons, posters, T-shirts, and activity suggestions, available at a nominal fee.

COPE (Citizen Oriented Police Enforcement)
Baltimore County Police
Lt. Veto Mentzell, Commander COPE, Area II
111 Wright Avenue
Cockeysville, MD 21030
301/494-COPE

Baltimore County nearly surrounds the City of Baltimore. Many of its population centers, though not parts of a central city, are unquestionably highly urbanized. COPE was begun in the early 1980s as one response to a burgeoning citizen fear of crime.

Forty-five officers, evenly divided among the three County patrol areas, were specially tasked not just to go into troubled communities with traditional crime prevention information but to engage actively in building communities and community institutions as well.

COPE officers found themselves becoming ombudsmen for residents who were facing a complex array of problems. In one early experience, officers led citizen efforts to secure a playground reopening to give young people in the neighborhood a gathering place.

The goal of COPE's intervention efforts is twofold: address the immediate crime and fear problems which brought the team into the community in the first place, and build community institutions which can help form and sustain a safer and better neighborhood.

How to accomplish such a complex mission? One COPE officer put it succintly: "We do whatever we have to do to stop crime. It's not confined to the traditional." "Whatever" may

include drug arrests, or community organizing, or working with public works, or teaching personal safety or simply introducing residents to each other.

COPE's success has been documented in a formal evaluation. Of 37 COPE-assisted communities, crime decreased in 29, remained stable in five and increased in only three, during a period when crime and calls for police service were rising in the county as a whole.

Boston Housing Authority
Milton Cole, Superintendent of
Crime Prevention/Community Services
52 Chauncy Street, 4th Floor
Boston, MA 02111
617/451-1250

In Boston's varied public housing complexes, a variety of approaches to preventing crime are used. Every audience is addressed — youngsters, teens, the elderly, family groups — and the definition of crime prevention expands beyond basics to prevent the causes of crime.

Younger children as Junior Safety Officers, and older ones as Junior Crime Prevention Officers take responsibility for reporting unsafe conditions or building damage. The Housing Authority guarantees immediate (within 10 hour) action.

Borrowing from the Neighborhood Watch concept, residents are enrolled in Window Watch, a neighborhood approach especially popular with older tenants. Hallway Watch and Emergency Buddy System links apartment residents not just in basic mutual assistance with crime prevention, but with the information on emergency contacts in case the neighbor is ill or injured.

From Boston's Public Housing Sports Jamboree has grown the Massachusetts Public Housing Sport-o-rama, which brought 12-19 year-olds from 9 cities around the state to Springfield College for a two-day event featuring basketball, softball throw contests, double-Dutch jump rope competitions, and more traditional track and field events. The Boston program is open to children 4 to 19, giving younger children an incentive to compete for the privilege of representing their city in statewide competition.

In addition to Housing Authority police, the developments are patrolled by TEAM Police from the Boston Police Department. To help build communications between TEAM forces and community, the Crime Prevention Office gives each group $300 per project for a jointly executed family day. The police locate firms which will donate or give discounts on foodstuffs and prepare and serve a cookout meal. The Tenants' Association coordinates entertainment for all family members, ranging from face painting to horseback rides to games and contests. Local businesses, residents, and police meet on neutral and highly informal ground.

On the Boston Housing Authority's crime prevention agenda in the near future is a program to teach young tenants such skills as meal planning, shopping and bill paying. The likely teacher corps? Senior citizens who live in the same complexes.

Bureau of Neighborhood Services
Community Disorders Unit
Boston Police Department
Sgt-Det. William Johnston,
154 Berkeley Street, Room 109
Boston, MA 02116
617/247-4257

Crime prevention includes preventing community disorders and reducing ethnic and culturally-related crime problems.

The Boston Police Department's Community Disorders Unit (CDU) not only investigates civil rights complaints (its original mission) but works also to prevent disorders and violence.

The Community Disorders Unit has grown in scope and experience since its formation in 1978. Orginally assigned to the Office of the Police Commissioner, the Unit is now a component of the Bureau of Neighborhood Services, which emphasizes victim-oriented assistance and neighborhood participation in the development of proactive anti-crime strategies.

With the influx of Southeast Asian immigrants, a whole new series of problems emerged. There were language problems, inbred fear of the police, and unfamiliarity with laws and constitutional rights.

The Unit hired two Vietnamese interpreters. Notices were posted in Cambodian, Vietnamese and Laotian explaining how to contact the unit, which worked closely with refugee organizations, asking them to pass on any information regarding Civil Rights violations. Currently, the Unit is drafting a "Field Language Manual" to help patrols obtain basic information when there is a language barrier.

The CDU has sponsored Victim Awareness Seminars.The officers of the Unit have also taught civil rights at English as a Second Language classes. The Unit has held seminars at schools, community associations and private homes.

TIES
The Dorchester Youth Collaborative
Hal Phillips, Project Director
1514A Dorchester Avenue
Dorchester, MA 02122
617/288-1748

"Ma'am, I'd probably try to grab your purse instead of hers. Just look how loose you're holding it!" A crime prevention officer? A community worker? No, a teenager talking with senior citizens about what young muggers would look for. And the talk is similarly candid with merchants: "I walked out with $100 worth of your stuff last year. Now let me show you how to fix it so somebody else can't do the same thing!"

Add to this an eyes and ears program which helps spot likely vandalism and arson targets for swift preventive action, together with break-dancing performances and other recreation, and you begin to sense the flavor of TIES.

Its objective: to reduce and prevent crime in the Fields Corner area of Dorchester working through a broad coalition of youth, the elderly, police, schools, courts, business people and block club members.

One tool is TIES Prevention Clubs, positive outlets for young people using sports, dance and other focal points. Each club uses local facilities, has a positive and internally reinforced incentive system, and includes a key community service component such as anti-crime patrol, substance abuse prevention shows, and community clean-ups.

The price of Club membership is "staying in school, off drugs, and out of trouble with the law." Other than that, costs are picked up by group earnings (the break-dancing Electric Generation has earned as much as $1,000 in one performance) and by donations from local merchants.

TIES is seeking to expand its prevention activities by helping form block watch clubs and by gathering merchants into an active community-linked association. The elderly are being asked not just to listen to lectures, but to help supervise teen work crews, serve on the advisory board, and participate in senior watch patrols.

Whittier Alliance
Kay Storye, Crime Prevention Coordinator
9 East 26th Street
Minneapolis, MN 55404
612/871-7756

Residents and business owners in the Whittier Community in Minneapolis formed the Whittier Alliance in January, 1978 to stop and reverse the decline of the neighborhood. The Alliance seeks to create and upgrade housing, to provide housing for low and moderate income residents, to promote a vital business community, to increase security and neighborhood identity, and to address other needs of residents.

Whittier was one of ten neighborhoods in the nation selected to participate in the Eisenhower Foundation's Neighborhood Anti-Crime Project. In 1985 the coordinated efforts of the Anti-Crime Advisory Committee and six task forces accomplished the following:

- sponsored two personal safety workshops for residents and employees, and one commercial crime prevention workshop for businesses;

- produced an educational slide show on the anti-crime program, community involvement and crime prevention;

- developed a program for youth including a Youth Council which has sponsored a dance, car washes, and other activities; a commercial clean-up project in which teens were hired to clean commercial areas all summer; and the "Odd Jobs" program which employed over 120 teens in temporary work;

• continued coordination of the anti-prostitution and anti-street harassment project through public education, and frequent police arrest sweeps;

• created the Commercial Crime Task Force involving nine businesses all working to reduce commercial crime.

• started working with owners and managers of four high crime apartment buildings to improve security in each;

• initiated efforts toward the creation of a city-wide "Harassment Hotline" for women in Minneapolis.

A major focus of the Alliance for 1986 is drug trafficking and drug abuse, particularly among youth.

Nevada Association of Latin Americans, Inc.
Dr. Avi L. Almeida, Director
323 N. Maryland Parkway
Las Vegas, NV 89101
702/382-NALA

The Nevada Association of Latin Americans (NALA) was formed in 1969 to provide comprehensive social services primarily to Hispanic citizens in southern Nevada. It sponsors or serves as catalyst for a wide variety of programs, such as:

• Pre-school/day care services,

• Youth drug and alcohol abuse prevention,

• Youth and family counseling,

• Treatment services program for runaways and sexually/physically abused youth,

• Domestic violence prevention,

• High school work experience,

• Job referral, through arrangements with local firms.

Youth Development, Inc.
Chris Baca, Executive Director
1710 Centro Familiar SW
Albuquerque, NM
505/873-1604

High arrest rates for major crimes and recidivism among Hispanic youth were the catalysts for the 1971 creation of Youth Development, Inc., which provides services to Albuquerque's youth, particularly its 70% Hispanic community. There are more than 60 full-time staff, many of whom grew up in the barrios, left to attend college and came back to work with youth.

The comprehensive program is designed to meet the needs of youth who have been in trouble and to prevent others from becoming either victims or offenders.

Why provide such a wide range of services? A youth arrested for shoplifting may have several needs: employment, individual counseling, family counseling, recreation. Youth Development can meet each of these needs in a coordinated fashion. Programs and services offered include:

• The Mentors Project. Youth, ages 16-21, express interest in a certain profession or field. Youth Development provides a paid internship. Youth are matched with mentors who are committed to helping them learn about the profession and assisting with career planning. The interns then compete for a $20,000 college scholarship provided by the American Express Company, Inc.

• The Youth/Senior Citizen Project: Teens do minor repairs at senior citizen's homes.

• After School Recreation Program. Over 300 youth get involved in baseball, basketball and other activities.

• Alamos Community Center. A youth employment and a drop-in counseling center.

• Graffiti removal, river restoration and landscaping projects.

• The Runaway Shelter. Approximately 400 youths are provided needed services each year.

• Diversion Program. Alternatives to incarceration help point youth in positive directions.

To sustain its many projects, Youth Development conducts fundraisers and receives city, county and federal dollars.

Church Avenue Merchants Block Association (CAMBA)
Joanne Oplushl, Executive Director
1720 Church Avenue, 2nd Floor
Brooklyn, NY 11226
718/287-2600

CAMBA was established in 1978 to provide social, youth, employment and educational services to immigrants and refugees who have settled in Brooklyn's communities. The Program serves the entire Brooklyn area, but has specific services for the Asian community (7% of the population) and the Hispanic community (16% of the population).

Services include English as a Second Language (ESL) classes, individual and family counseling, job training and placement for refugees and immigrants, a youth program, a Neighborhood Watch and crime reporting programs. CAMBA reaches out to network with other agencies, to increase social services for the area, and to provide job placement help.

The ten staff members and five volunteers, most of whom are from the community and have worked with refugees before, train police officers in sensitivity awareness. Crime Prevention Officers attend ESL classes at least once a month and provide training to large and small groups on basic personal and property safety techniques and domestic violence concerns, with consideration given to cultural differences.

CAMBA's Parenting and Troubled Youth Project for the Southeast Asian community addresses rising drop-out rates among older teens who are becoming involved in criminal activity. CAMBA provides family counseling to help resolve problems.

CAMBA has developed a Community Guidebook and a Medical Guidebook (in Khmer and Vietnamese), and a Business Guide (in Khmer, Vietnamese and Chinese). Community spirit is fostered through an annual Calendar featuring local activities and businesses.

North Flatbush Arson Prevention
J. Ronald Hine, Director
Flatbush Development Corporation
1418 Cortelyou Road
Brooklyn, NY
718/469-8990

Arson had become a serious problem in the Flatbush area, particularly with respect to apartment buildings. The North Flatbush Arson Prevention project developed a strategy which has sharply reduced arson in such situations, and has applied a similar strategy to reduce commercial arsons in the area.

The residential arson prevention strategy had three aspects: housing, insurance, and law enforcement. A formula was developed to identify those buildings which were likely candidates for arson. A weighted calculation included four factors: previous fires, vacancy rate for the building, number of serious building code violations, and number of units in the building.

The housing strategy included such tactics as sending in a tenant organizer to help residents press for better living conditions, taking the landlord into court for housing code violations, seizing the building for failure to pay back taxes, speeding foreclosures in the cases of mortgages in default, and in one or two cases buying the building outright from the landlord.

The insurance strategy aimed at helping insuring firms upgrade their underwriting practices. Insurers for as many buildings as possible were identified. If a building scored high on the arson probability scale, the insurer was notified of the various reasons it might wish to have the property reinspected.

The law enforcement strategy brought New York City fire marshals in to visit the property and the owner. The owner was left with a clear understanding that the property would be closely watched by authorities and any suspicious fires thoroughly investigated.

This highly regarded "early warning system" against residential arson was working but commercial targets had not been addressed.

An exhaustive study of commercial arsons helped identify the characteristics of arsons or suspicious fires. A formula for predicting commercial arsons in Flatbush emerged. The for-

mula has 8 components: previous fires, unknown or suspicious fires, one lien, more than one lien, vacant apartment upstairs or vacant building, less than three years at location for the business, food-related business, history of suspicious fires at other locations.

The intervention strategy follows the law enforcement pattern used in residential housing arson prevention. Teams of fire marshals visit stores based on their arson scores, and conduct carefully structured interviews which not only check fire safety and include a building inspection, but inform the merchant of the marshals' intent to respond swiftly and vigorously against *any* suspect fire.

Andrew Glover Youth Program
Angel Rodriguez, Executive Director
100 Center Street
Manhattan Criminal Court, Room 521
New York, NY 10013
212/349-6381

The goals of the Andrew Glover Youth Program, a privately-funded, grassroots organization, are to protect the neighborhoods of the Lower East Side from crime victimization; to steer youth from the personal devastation that typically accompanies incarceration and a life of crime; and to provide non-institutional alternatives for youth accused of crime.

The Program, founded in 1974, primarily serves sizable black and Hispanic youth populations residing in the Lower East Side of Manhattan. The Glover Program cooperates with the police, the courts, social services, youth services, and other groups to provide counseling, crisis intervention, gang mediation, street law education, family counseling and housing assistance.

As Robert Siegel, founder of the program, pointed out in *Youth Policy*, (January 1986) there are eight basic points other community groups should consider to if they wish to develop and implement a similar program:

- The youthworker must live in the community, and be available 24 hours a day, seven days a week.

- The program must operate on the streets where youth spend most of their time.

- There must be constant moral counseling to make youth aware of the consequences of criminal behavior and peer group reinforcement of non-criminal behavior.

- There must be continual contact and cooperation with the courts and legal and social service agencies, and a good working relationship with the police.

- There must be no differentiation of function within the program; court representation and street counseling are performed by the same youthworker.

Citizens Committee for New York City
Felice Jergens, Director, Anti-Crime Resource Center
3 West 29th Street
New York, New York 10001
212/684-6767

Since its creation in 1975, this nonprofit group has focused on nurturing community organizations throughout the City of New York to improve the quality of life, through grants, publications, conferences and technical assistance. Among its major concerns has always been community safety and security, so the Committee has long been active in promoting prevention strategies and more important, establishing indigenous community groups to sustain such efforts.

In 1984, the Committee turned its talents toward assisting the New York Police Department. The newly established posts of Community Patrol Officers were designed to get the Department back in touch with the neighborhoods. Officers needed to know how to identify neighborhood groups and organizations, and how to work with them — as well as how and why to help neighborhoods organize themselves for community safety and problem-solving. Officers were to deal, in their foot patrol rounds, with "quality of life" offenses such as loitering, street drug sales, vandalism, and unruly youth. Handling such offenses had been covered in basic police training; organizing communities to deal with crime and other problems was a new skill to almost all officers.

Thus the Police and Community Training Program (PACT) was born. The Committee provided intensive training to Patrol officers in community development skills and link them

with community groups. Follow-up refreshers and technical assistance by telephone and on-site if necessary are also included. In the first year of the program, over 350 officers were trained; 31 precincts' personnel had received follow-up training; 94 technical assistance requests had been answered.

The Committee is active in other leading edge areas of crime prevention: a citywide "Cops and the Community" conference enabled more than 200 civic and criminal justice leaders to meet and exchange ideas; the Ford Foundation-funded "Block Boosters" program is taking a two-year look at how block associations are best maintained and what their roles are in crime prevention and community development; a demonstration victim aid project has trained block association volunteers to assist crime victims in three New York neighborhoods.

The just-established Anti-Crime Resource Center will centralize crime prevention efforts. Its initial focus will be helping community groups organize against drugs.

New Immigrants Unit (Community Affairs)
New York City Police Department
David Goldberg, Program Director
Christine Leung, Asian Liaison Police Officer
1 Police Plaza
New York, NY 10038
212/374-5370

New York City Police Department has had specialized programs for ethnic and cultural communities at the local level for years, but began implementation of a city-wide coordinated effort through the New Immigrants Unit in April, 1985. The Program has two paid staff and two volunteers.

Community leaders attend police roll call to provide cultural sensitivity training to officers in all the precincts. Ethnic group members' attitudes and perceptions about crime and its impact on the community are discussed.

The Unit contacts community groups to inform them of available services and programs and encourages them to spread the word to the residents. There is an ethnic officer in each precinct to organize Block Watch groups, Operation ID, Crime Reporting and Civilian Patrol programs.

The Unit coordinates these efforts and designs public education materials on youth, school, and senior citizen safety. Many of the precincts have bilingual receptionists to take crime reports and to assist callers. Efforts are made to match a bilingual receptionist with the dominant language of the precinct community.

To further increase citizen involvement in crime prevention, efforts are made to personalize crime prevention. Crime prevention officers go to the community in business attire to give talks, and use volunteers from the community to help facilitate greater trust.

New York Police Department —
"Youth Dialogue" Program
c/o Sgt. Milton Williams
1 Police Plaza
New York, NY 10038
718/352-2350

Youth Dialogue, a program run by the New York Police Department, allows police and precinct youths to discuss mutual topics of interest and get a better understanding of each other and how each perceives problems in the community.

A session takes place in a neutral setting and includes approximately 30 students, ranging in age from 8 to 18, accompanied by school counselors and police officers. The program lasts an entire school day and includes discussions on topics like crime and drugs and role playing workshops, followed by recreational activities between police and youth teams.

Youth Dialogue, which is totally funded by the New York Police Department, has been a part of the Department for over 18 years. It has positive feedback from the police and parents. The police see a difference in attitudes of Youth Dialogue participants and a difference in their opinions about officers, as well as a generally improved relationship with all young residents.

School Victim Assistance Project
Terrie Collins, Director
144 West 125th Street
New York, NY 10027
212/316-2100

Teens are the most frequently victimized age group in New York, as well as in other parts of

the country. They are also the least likely to report crime. The Victim Services Agency (VSA) in New York City became aware of adolescent victims' problems when it worked with high school students in a 1982 counseling project. This experience, coupled with the rise of school crime, led VSA to initiate a demonstration project on school victim assistance in the Roberto Clemente School of Arts in February 1983 with funding from the Florence V. Burden Foundation and is now funded by the Youth Bureau and the Community School Board.

The program has been expanded to include another intermediate school and a junior high school in Harlem. These 3 schools have a student population of about 2,800 (about 2/3 Black, 1/3 Hispanic with a small number of Asians). Classes cover self-protection, assertiveness skills and crime reporting, among other crime-related issues.

Response from school staff has been positive, and the administration has become increasingly involved in the program. Victim assistance coordinators attend staff meetings on a monthly basis, listening to teachers' concerns and educating them about victims' needs. According to the coordinator at one of the intermediate schools, "The teachers' job is to teach. They see that kids have problems, but there's just so much you can do."

Though the education and empowerment process sometimes seems slow, it does produce results. In a recent incident, a student was harassed and assaulted on the school steps; the police had to be called. A student witness positively identified the attacker. He had been victimized twice, and after several months of counseling and support, felt strong enough to step forward.

Teen Troubleshooters
Washington Heights — Inwood Coalition, Inc.
John Swauger, Executive Director
652 West 187th Street
New York, NY 10033
212/781-6722

Teens in Washington Heights-Inwood helped design Teen Troubleshooters, a program which diverts teenagers from delinquency and helps them develop leadership skills through community service.

The teens, most of whom are low-income immigrants from the Dominican Republic, ages 12-19, have contributed valuable time and energy to community service. Over the past two years:

- Fifty-eight Teen Troubleshooters escorted elderly residents on 115 trips in the neighborhood; no seniors were victimized while being escorted. Because virtually all Troubleshooters were Hispanic and virtually all the seniors they helped were Jewish, this service improved relations between ethnic groups in Washington-Inwood.

- Twenty-one members of a gang fixed up a local park and decorated it with a mural.

- Twenty-two youths served as translators for Spanish-speaking disputants who brought their cases to the Coalition's community mediation services. Some of these teenagers have begun to help adult mediators settle conflicts involving other youths.

- Twenty-five junior high school students made presentations about lead paint poisoning to classes in their school and helped distribute 13,000 flyers on the topic throughout the neighborhood.

- Seventeen junior high school students wrote a safety newsletter for distribution to entering students.

- Forty members of a notorious gang earned their neighbors' respect by organizing a successful block party.

- Ten youths assisted with community-wide conferences on teen health and neighborhood issues.

- All participants attended biweekly leadership development and group counseling sessions.

Teen Troubleshooters is sponsored by the Washington Heights-Inwood Coalition, which includes Broadway Temple Methodist Church, Church of St. Elizabeth in Washington Heights, Hellenic American Neighborhood Action Committee, Jewish Community Council of Washington Heights-Inwood, Latin American Chamber of Commerce, and Yeshiva University.

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Although all of the 200 youths who have been Troubleshooters came from backgrounds that could easily lead to delinquent behavior, fewer than 5% were arrested or suspended from school while active in the program and 95% were employed or regularly attended school when queried three months after leaving the program.

Youth Action Program
Carla Precht, Program Development Director
1280 Fifth Avenue
New York, NY 10029
212/860-8170

The Youth Action Program is a community organizing and educational program serving the large numbers of black and Hispanic teenagers in East Harlem. It is based on the premise that young people have excellent ideas and strong motivation for community improvement, but lack the skills and confidence to implement them.

Youth Action's projects are examples of young people and adults taking action together:

- In Housing Rehabilitation for the Homeless, 250 young people fully rehabilitated a four-story building to create housing for homeless youth, against enormous odds, including the initial absence of any funding.

Youth Action is now rehabilitating three more buildings to provide 39 units of permanent housing for homeless young adults.

- Home Away From Home sponsors three transitional residences for young men, young women, and young mothers with their children. The Young Mothers' Cooperative also has a childcare center.

- East Harlem Youth Congress has conducted several youth leadership conferences and has developed the East Harlem Youth Agenda for the Eighties.

- Elders and Youth Together with Their Friends in the Johnson Housing Projects involves young people who serve as escorts, companions, and crime prevention patrols for senior residents. Youth Action is helping several other housing projects develop similar programs.

- The Young People's East Harlem Resource Center was created by teens who, despite the opposition of local drug dealers, transformed a large empty lot into a children's park owned by the block through a Public Land Trust.

The group has also created a colorful youth center from a barren, flooded cement basement adjacent to the park.

Charlotte Public Housing Crime Prevention Program
William "Butch" Simmons, Crime Prevention Coordinator
Housing Authority of the City of Charlotte
1301 South Blvd., P.O. Box 36795
Charlotte, NC 23236
704/332-0051

Since 1979 the Housing Authority of Charlotte has been tackling the problem of reducing crime and fear of crime in its public housing complexes. Crime rates in public housing were three to five time higher than in other residential areas. Fighting residents' sense of dependency and powerlessness and their fear of crime and retaliation meant developing ways to counter an informal set of survival rules which seemed to demand non-participation in community activities.

Evaluations, conducted on a regular basis, have documented impressive results. In the program's first site, Fairview Homes, nonassault offenses fell 32% between 1980 and 1982. Crime rates have continued to decline in this complex and now approach those in middle-income residential areas.

The Crime Prevention Program works closely with tenant councils to identify their problems — whether crime, unemployment, drug dealing or addiction, or lack of constructive activities for youth. It employs three residents full-time and seven part-time as outreach staff and coordinators in the individual complexes. They are supervised and supported by one professional staff member. The coordinators implement basic crime prevention activities like Neighborhood Watch, Operation Identification, Carrier Alert, organizing building captains, and Elderly Watch. But their duties extend far beyond the traditional crime prevention into victim assistance, social service referral, and dispute resolution. These activities give the

Crime Prevention Program much of its credibility.

Coordinators are trained to use other agencies in the community to assist residents. On the average, each coordinator has 15 to 20 people a week asking for such help and makes five to seven formal referrals to social services.

Another important program is dispute settlement and mediation. High rates of arrest give the impression that many public housing residents are criminally oriented, but most arrests are related to domestic disputes and few result in convictions. Conflicts can often be resolved by simply getting people together with a trained mediator to talk about the problem.

The Crime Prevention Program sponsors at least one clean-up day a month to renew pride in neighborhoods and sustain a vested interest in keeping them clean. It also has been involved in employment counseling and referral, youth programs, and monitoring tenant lease violations. Because of its multi-faceted approach and demonstrated success, the Housing Authority's Crime Prevention Program has been used as a model throughout North Carolina.

North Carolina Department of Crime Control and Public Safety
The North Carolina Urban Housing Program
Richard Martin, Coordinator
P.O. Box 27687
Raleigh, NC 27611
919/733-5522

For nearly 5 years, crime prevention officials in North Carolina have been waging a statewide campaign to reduce crime in public housing areas. The effort has three major goals:

- to make those involved in public housing aware of the need for crime prevention action;

- to educate residents and management of housing communities across the state on crime problems;

- to provide training on effective community crime reduction strategies.

The Division's emphasis is self-help. A series of seminars across the state challenged over 1,200 managers and residents to solve their projects' specific problems with custom-fitted solutions.

Each housing authority has a crime prevention coordinator who establishes a Crime Prevention Planning Committee composed of residents. The Committee identifies problems and steps that must be taken to reach solutions — short-range as well as long-range. The Committee has helped to build useful networks with law enforcement, churches, social service agencies, schools, and management of the housing development among other groups.

Resident involvement is crucial. In addition to actually reducing crime rates, resident participation boosts morale, decreases apathy and fear, and increases social cohesion and a sense of community empowerment.

Special efforts are made to involve youth. Full Court Press Against Crime uses the sport of basketball to enlist youth participation. Before a game, teams can score points by providing crime prevention services to their neighborhoods.

Over 85% of the public housing authorities responding to a recent questionnaire had established at least one crime prevention program. Over 80% of those reported that crime rates had declined. While others did not see actual crime rate reductions, many felt that the programs were responsible for bringing residents closer together.

Crisis Intervention Network
Benny Swan, Director
415 North 4th Street
Philadelphia, PA 19123
215/592-5600

Philadelphia's Crisis Intervention Network (CIN), a non-profit program, was begun in 1975 to prevent youth gang violence, at a time when 40 young people were being murdered each year. CIN's mediation, diversion, Community Patrol and violence prevention activities have heped reduce gang related murders to approximately two per year.

Trained streetwise youth teams using two-way radios patrol their neighborhoods. The teams, which include former gang members who grew up in the neighborhoods, intervene to prevent

conflict, report suspicious activity to police, and work with youth and parents.

In addition to preventing street crime, CIN runs summer sports leagues and holds workshops on career awareness, male/female teen relationships, and black history. These activities respond to problems of teen unemployment, lack of recreational activities, high rates of pregnancy and lack of self-awareness.

Though gang violence has decreased, there are still major tasks confronting CIN's nearly 60 staff members. As long as gangs remain organized and active, there is potential for violence. CIN's effectiveness and methodology are being shared with other urban areas. The City of Chicago has adopted the model and reports similar reductions in crime.

Northwest Victim Services
Catherine Bachrach, Director
6008 Wayne Avenue
Philadelphia, PA 19144
215/438-4410

The concept of integrating "watch out" (as embodied in neighborhood or block watches) and "help out" (as embodied in the growing victim assistance movement in the United States) has been brought clearly to the fore in Philadelphia's Northwest Victim Services.

The program, until July 1986 a part of the Northwest Interfaith Movement but now an independent non-profit, pulls together block watchers, police, and victim services providers to benefit each.

Director Catherine Bachrach had been in charge of a Philadelphia community crime prevention program and knew block watch organizations first-hand. She knew many crimes were unprosecuted because witnesses were unable to or afraid to show up in court to testify. She sensed that block watch participants, already committed to curbing crime, might be willing to help solve this further crime problem.

Northwest Victim Services brings the interests of neighbors in reducing crime together with victims' needs for support and help, by training block watchers in how to work with victims, by using block watches to help with outreach to crime victims for other services, and by encouraging block watchers to routinely work with victims to follow cases through the criminal justice system. Assistance from block watch neighbors can range from emotional support and a friendly ear through practical assistance with immediate repairs to help in applying for victim compensation.

Initially, the program operated outside the regular police structure. As the partnership between victim services and block watch proved itself, police became more willing to be formally involved. Detectives assigned to the case are now advised of whether a block watcher can accompany the victim to a hearing or lineup; training is done jointly; police suggest candidate block watches for victim assistance training. After attending one training session in another District, the commander of Philadelphia's busiest police district invited the program into his bailiwick.

Walnut Hill Community Development Corporation
Calvin Moore
5418 Locust Street
Philadelphia, PA 19139
215/472-3363

The main purpose of the nonprofit Walnut Hill Community Development Corporation is to improve the economic and social conditions of the West Philadelphia neighborhood it serves, by bringing community residents together to better the community.

Walnut Hill services offered are to all groups. The youth program includes sporting and cultural events and a counseling program; the local YMCA houses some of these events. The senior citizens program holds monthly meetings and plans arts and crafts events and field trips, and has a large turn-out. Walnut Hill's victim assistance program helps acquaint victims with the judicial process and informs them about receiving compensation due them. Block Watch has been successful in cutting down crime. Walnut Hill offers a job training program and employs workfare recipients. It also rehabilitates abandoned homes purchased from the city for resale to low income families and weatherizes neighborhood homes to help reduce utility bills. Community participation is promoted by phone calls, public service announcements, newsletters, and by an annual community fair.

The staff at Walnut Hill is small: four full-time and two part-time workers, five workfare recipients and several volunteers. It receives funding from the Eisenhower Foundation and from federal, state and local agencies.

CARES (Chemical Abuse Reduced through Education and Services)
Judge Andy Devine
1 Government Center, Suite 400
Toledo, OH 43604
419/245-4153

CARES is a comprehensive drug abuse prevention program for young people serving Lucas County (Toledo), Ohio. It develops, implements and evaluates a program to reduce the pervasive problems of substance abuse through prevention, treatment and rehabilitation.

The Juvenile Court is at the center of the effort, which was initiated by Judge Andy Devine and the local Junior League after a survey revealed that 70% of the juveniles who appeared in court were "on something" at the time of their offenses. A common set of procedures is used by the schools, police, sheriff's staff, prosecutors, and judges to deal with substance abuse among young people.

Committees on public relations, schools, treatment, support groups, increasing family strength, juvenile justice, and finance draw on citizens' talents to sponsor a wide range of activities: developing peer pressure motivation in schools, promoting awareness of chemical dependency among the general public, promoting in-service training for school personnel, having law enforcement representatives educate students on laws about the use and sale of drugs, organizing support groups for families.

Communities in Schools Programs
Jill Shaw, Coordinator
P.O. Box 12428
Austin, TX 78711
512/463-1960

Communities In Schools (C.I.S.) was developed to reduce Texas's drop-out rate and incidence of juvenile crime. The Program works with pre-delinquent youth, delinquent youth on probation, youth involved with drugs or alcohol, and victims of child abuse and family violence.

Referrals are made by school counselors for students who would benefit from the Program's services. Staff are from agencies within the community that serve youth and families. Students are not removed from the school setting to receive services. Instead, the program comes to the school. C.I.S. staff and volunteers provide recreation activities to elementary and high school students. Summer employment is made available for high school students.

Presently, C.I.S. is in operation in Houston, El Paso, San Antonio, Austin, and Dallas. It will expand shortly to Corpus Christi and Ft. Worth.

C.I.S. is a private/public partnership: it has a private/public Board of Directors and receives funds from government and private services. Major corporations, local businesses, and the Chamber of Commerce provide support. A number of the Directors, including the Chairman, are from the private sector.

Each local Board helps to set direction for the Program, to obtain funding support and to assist in the Program's evaluation. Consequently, the Directors, including Junior League, Council of Jewish Women, social and youth service agency executives, and the Chair of the Private Industry Council, see themselves as "shareholders."

C.I.S. is under the auspices of the Governor's Office and has a statewide Advisory Council composed of representatives from each Program city.

The Southland Corporation
Lloyd Scott, Director of Security
2828 North Haskell Dallas, TX 75221
214/828-7451

Southland owns and franchises 7-Eleven convenience stores throughout the nation. Its policy is to encourage and support community involvement both by corporate-owned and franchised stores. That involvement frequently takes the form of community safety projects.

Over 1,000 7-Eleven stores in the West, including every store in Colorado and Utah, has qualified as a McGruff House, where children (and adults) can turn for trained guidance if they are harassed or in need while away from home. Clerks in these stores have responded to over 200 requests for assistance, ranging from deliv-

ering babies to reuniting parents and lost children, from summoning help for sexual assault victims to aiding in emergency lifesaving situations.

In Minneapolis, kids, often in large groups, were disturbing a neighborhood as they gathered at the all-night 7-Eleven. Residents, tired of the noise and the litter and leery after some vandalism had occurred, invited the 7-Eleven manager and a Parks Department representative to a meeting. The store manager agreed to enforce a policy of no minors in the store from midnight to 5:00 a.m., to clean up litter in the area and to build a wall to block off a major source of foot traffic.

Hundreds of stores around the country have featured McGruff crime prevention brochures free at checkout counters.

The 7-Eleven attitude is a combination of corporate "from the top" enthusiasm and support with a true grassroots understanding by managers, clerks and callers that they are being rewarded with a safer community for all.

Houston Police Department
Community Services Division
Capt. M.D. Brown, Director
Floyd Stewart, Crime Prevention Coordinator
61 Reisner Street
Houston, TX 77002
713/221-0656

Crime prevention is a department-wide effort in the Houston Police Department. Houston's chief believes that if crime prevention pervades the law enforcement agency, the community can see the department's level of commitment and will be more eager to become involved.

Community involvement plays a major role in the Department's crime prevention activities, which include neighborhood watch, home security, operation ID, some 35 school crime prevention programs, crime reporting, a crisis team, Crimestoppers, and Crime Prevention for the Golden Years.

In fact, Houston (along with Newark, New Jersey) was one of two cities which took part in a formal study to gauge the impact of various police-linked strategies on crime and the fear of crime in urban areas. The study was conducted by the Police Foundation (see Resources). It documented the value of Houston's community mini-stations (or "storefront stations") to reduce the fear of crime, which is often far more debilitating than crime itself from the community health standpoint.

The Department also has crime prevention programs specifically designed for the Hispanic and Asian communities. Regular activities have either been adapted or are being modified for these communities. The Division is planning a Volunteer Service Bureau that will assist the Hispanic and Asian communities, has an orientation program to explain to residents that the police are there to help them, and has met with Asian leaders to discuss the necessity of crime reporting.

Cards in Spanish and Vietnamese are used to help officers communicate with persons of different languages when making police stops.

Law Enforcement Language and Cultural Training Program
Houston Police Department and University of Houston
Dr. Guadalupe C. Quintanilla
400 E Cullen
Houston, TX 77004
713/749-7341

Houston has a substantial Hispanic population. Its police have for nearly a decade been given training in basic cultural differences between Anglo and Hispanic communities. The program now extends beyond cadet training to encompass inservice training for experienced officers as well.

The underlying belief which drives all the cultural awareness training in Houston is that failure to communicate, whether because of verbal language barriers or body language or any other cultural block, can only add stress in already stressful situations. In what might be positive relationships between police and citizens, such as crime prevention instruction, cultural and language barriers prevent useful exchange.

Officers already on duty become part of a remarkable program in which the Hispanic community itself provides the trainers. Classes in Spanish and in the culture, leadership and organization of the Hispanic community are held at Ripley House, a community center in the

middle of a Hispanic area. Lectures and discussions cover cultural taboos and local slang — such as two Spanish words which mean knife in the slang of Houston Hispanics (navaja and fila). Words acceptable in Castilian Spanish are in some local uses highly insulting.

Cultural differences in views of time, in touching and eye contact taboos and acceptable actions, and in descriptions and responses to authority are explored.

Bringing all these together is the special role-playing which brings in volunteers from the Hispanic community — adults and young people — to act out situations so that officers can immediately use what they've learned. Volunteers act as victims, witnesses, culprits, complainants — whatever is necessary. Because some research showed that traffic accidents, domestic violence and traffic violations are frequent situations in Hispanic contacts with police, these are usually depicted. Not only do police officers learn how to deal with potentially high-stress situations constructively; they are expected to provide information on crime prevention and police work to educate the volunteers in return.

Operation CareAlert
Crime Prevention Unit, Police Department
Sgt. Lillian Impellizeri
P.O. Box 98
Charleston, SC 29402
803/577-7434

The problem: many older people live by themselves and do not have relatives nearby who would check on them every day. Some may experience medical or other problems but be unable to summon help.

The solution: Operation CareAlert, in which Charlestonians age 60 and over, at no charge, enroll in a network which ensures that they will get a phone call daily, if they wish, to make sure they are all right. The callers are for the most part other senior citizens, though others have been welcomed.

Signing up for CareAlert includes providing a vital statistics summary which the police communications room can use in emergencies. Medications, medical histories, physician's or clinic's name and hospital preference are recorded along with the resident's desired emergency contacts.

Volunteers, once screened, are assigned seniors to call based as much as possible on mutual interests, likes and dislikes. Daily calls blossom in many cases into real friendships, with joint shopping trips and social events. Volunteers offered a chance to rotate calling assignments have adamantly refused!

If a volunteer's call is not answered within two hours, the volunteer notifies the police dispatcher, who arranges a check of the residence. Appropriate help is summoned if necessary.

Although the core of Operation CareAlert is the telephone check-up system for older Charlestonians, it addresses many other concerns of older people living in urban areas. Crime prevention tips in the newsletter to program members focus on confidence games and fraud, housebreaking, mugging and purse snatching. City services for seniors are advertised in the newsletter, which also includes informative articles about issues which concern seniors. Police provide home security surveys and arrange to check the homes of seniors who are on trips.

Operation CareAlert goes beyond the basics of checking physical well-being and safety to crack the barriers which build a wall of isolation and loneliness around many urban seniors.

St. Croix Police Athletic League
Sergeant Raymond Matthew
P.O. Box 2022
Fredericksted, St. Croix, Virgin Islands 00840
809/773-8090

The St. Croix Police Athletic League (PAL), active since 1964, is completely self-supporting. Volunteers provide most of the services. All needed funds are raised through local efforts for the 700-800 kids involved in the summer and 300-400 during the school year.

The goal of PAL is to prepare the youth of St. Croix to become responsible citizens and community leaders. Formal leadership training is provided through role playing and other activities. For older teens, a strenuous 72 hour leadership course is presented.

Scouting programs are an important part of PAL. The Law Enforcement Explorers program prepares youth for criminal justice careers. Through the Boy Scouts' Citizenship Day Program young people are given a chance to over-

see the workings of various government agencies for a day.

Many other programs and activities teach youth to become responsible, productive citizens:

- tutoring—in history, Spanish, basketball, softball, and vocational skills.

- boxing team—athletic activity provides another route to recognition. Silver and gold medals have been earned at the national level and the bronze medal was won from the International Boxing Tournament.

- Families in Crisis—facilitates mutual understanding between kids and their parents and helps the kids to understand their parents' roles and responsibilities.

- Officer Friendly and Officer Lunch Box—teach and reinforce good safety habits to elementary school kids.

- fundraising activities—farming and beekeeping teach youth self-sufficiency and provide funds for crime prevention activities.

Seattle Police Department
Community Crime Prevention Program
Maxine Chan, Community Relations Officer
610 Third Avenue
Seattle, WA 98104
206/625-5555

The Seattle Crime Prevention Program has been providing services citywide for many years. The Program began its focus on Asian community needs two years ago in response to the crime-related deaths of 15 members of the that community.

Bilingual service providers trained in cultural awareness and sensitivity work with the city's approximately 131,000 Asians. Staff conduct a variety of outreach efforts. Community groups and services such as English for Speakers of Other Languages (ESOL) classes, services for the elderly, schools, businesses, and neighborhood organizations are brought into the network. For example, training is given in the ESOL classes on use of the 911 number, personal and property protection, and the importance of citizen participation in activities like Block Watch.

Crime reporting, Operation ID, Neighborhood Watch, home security, domestic violence prevention and minority outreach are the chief crime prevention activities. Brochures on home safety tips, holiday safety tips, 911 emergency number use and personal safety are available in many languages for door-to-door distribution. Articles for neighborhood newsletters to be used with various community education projects are also provided.

The program relies heavily on volunteer support. Many of the volunteers are community leaders who encourage participation in the program and help build trust in the police.

Council for Spanish Speaking, Inc.
Daniel Soto, Program Director
614 W. National Avenue
Milwaukee, WI 53204
414/384-3700

The need to increase cultural awareness and sensitivity, and to reduce confrontation resulted in the formation of the Council, which serves the Hispanic and Asian communities of Milwaukee.

Most residents of these communities do not speak English. This causes a multitude of problems which are compounded by lack of understanding of the law, and lack of awareness of available services and how to obtain them. Cultural differences in dealing with such problems as family and youth gang violence also compound language difficulties.

The Council maintains referral networks with local agencies and community groups. Bilingual students help overcome language and cultural barrier problems. The Council implements other activities, including:

- *Victim Assistance* - providing help with obtaining compensation and with preparing lawsuits;

- *Crime and Elderly Project* - police officers give personal and property protection tips to elderly residents;

- *Child Abuse Prevention Puppet Show* and *Coloring Book* in Spanish;

- *Housing Assistance Project* for persons who do not speak English or speak it poorly.

• *Family Counseling Communication Project* in Spanish to help resolve problems causing family violence.

• *Crime reporting project*, - teaches residents how to observe and report crime.

El Centro De La Comunidad Unida
Delinquency Prevention and
Youth Outreach Program
Carlos Perez, Director
1028 S. 9th Street
Milwaukee, WI 53204
414/671-5700, 384-3100

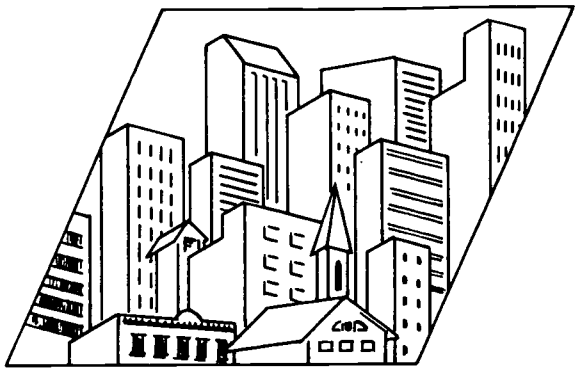
Gangs became a major problem in Milwaukee's Hispanic communities around 1979. El Centro was organized to offer high-risk Hispanic youth alternatives to anti-social behavior through education, employment and recreation. It provides supportive assistance to youth who are having difficulties in school or in the community.

Staff are from the Hispanic community and are empathetic to young people's needs. They make available a range of services to reduce crime and violence, and change behavior:

- individual and family counseling
- group counseling and rap group sessions
- advocacy
- information, referral and follow-up
- recreational programs
- gang mediation

All services are free and provided confidentially. El Centro conducts outreach efforts to involve youth in its activities. The program works with schools, police, probation officers, local businesses, neighborhood groups, English for Speakers of Other Language classes, and other groups to provide comprehensive services.

El Centro's ability to place high-risk youth in jobs is one of its important achievements. But the key to its success is having everyone working together.



APPENDIX A

HOW TO RECRUIT, COORDINATE AND KEEP VOLUNTEERS

On Recruiting Volunteers

James R. Lindsay, Executive Director of the Volunteers' Clearinghouse of the District of Columbia, is responsible for the recruitment, screening, and referral of volunteers for 600 non-profit agencies located in the Nation's Capital. He recruits approximately 3,000 volunteers a year, ranging in age from 11 to 80. The following remarks are adapted with his permission from a recent newsletter article he wrote.

"Finding volunteers is difficult regardless of race, creed, or color. We are at the crossroads of a new phase in volunteerism where most volunteers are people who work every day. What do these changes mean for recruiting minority volunteers? Recruiting minority volunteers is no different than recruiting majority volunteers. In fact, I don't even like the word minority because of the stereotypical stigma it implies.

"When I was charged to work with 'nontraditional' volunteers at a major conference on volunteerism in California, my assignment was to find out how a national organization could reach out to the minority community. 'Nontraditional' volunteers included blacks, Hispanics, the disabled and gays, I was told.

"It was clear after all the debates that minorities volunteer as much or more than anyone else. Citizen participation is a distinct part of their cultural heritage as it is for most people who live in America.

"Often people volunteer but they don't call it volunteering. They use terms such as 'helping' and 'caring.' While it appears that everyone in our society shares this common denominator, many organizations still are unable to tap the tremendous potential in the minority community. How can this be changed?

"First, the most effective method for recruiting volunteers is word of mouth. If people are not aware of your programs and services, you have a marketing problem. Find at least one member of the minority community you are trying to reach to help you market your program. Your next task is to find those groups that might be most sympathetic to your cause. Many black fraternities and sororities are involved in community service projects. Another base for citizen participation continues to be in church. This is true for many minority groups.

"All brochures and printed material should be colorblind. A strategy we have used in our Hispanic outreach is to print all materials in Spanish and have Spanish-speaking staff and volunteers to do the in-take. Common ways of advertising services do not work. Often, we place notices on trees and telephone poles.

"You have found someone to market your program, you have changed your brochures and have targeted the groups most likely to be interested in your cause and you still don't have any minority volunteers.

"The conclusion? You do not have a well-organized volunteer program. There is a plethora of information on volunteer management. These techniques work. If you have not planned, organized, and evaluated your needs effectively, you will not get volunteers. We are sometimes our own worst enemies. We don't prepare good job descriptions or design our orientation and training programs to maximize the volunteer's potential.

"A well-managed volunteer program that is sensitive to the needs of the community will attract volunteers, whatever the racial or ethnic mix. Loving, caring and sharing have never been restricted to one group."

TIPS AND CHECKLIST FOR STARTING AND BUILDING YOUR VOLUNTEER PROGRAM

MOTIVATION:

- Want to protect family and friends
- Have been victimized by crime
- Want to meet others in the community
- Seek responsibility and community recognition
- Want to gain new knowledge, develop new skills
- Want to see a change in the community

RECRUITMENT TECHNIQUES:

- Word of mouth, letters, phone calls
- Each volunteer commits to recruit others
- Speaking engagements
- Displays at fairs, malls, meetings
- Articles in local newspapers
- Community or special newsletters
- Church messages
- Newspaper ads
- TV/radio announcements
- Notices on library and community bulletin boards

SOURCES:

- Schools, colleges, and universities
- Membership groups, youth groups, civic and fraternal associations, tenant groups, neighborhood associations
- Teens
- Housewives
- Retirees
- Handicapped
- Victims of crime
- Persons with special professional/educational interest
- Community organizations
- Business and professional associations
- Church groups and church leaders
- Corporations and businesses
- Courts

YOUR NOTES

SCREENING TECHNIQUES:

- Ask why a person volunteered
- Assess what she/he can contribute. Any special skills
- Talk about interest, work experience, family to learn about the person
- Do a police background check when necessary
- Ask for references

PRINCIPLES OF VOLUNTEER MANAGEMENT:

- Plan a distinct role for volunteers in your program
- Set tasks and goals which are achievable in reasonable length of time
- Keep weekly/monthly time commitment short. Better less time per week than no volunteer at all.
- Insure that professionals and paid support staff are committed to use of volunteers
- Initiate activities to earn publicity, goodwill, more volunteers
- Screen and carefully select volunteers
- Provide supervision and direction
- Monitor and evaluate the volunteer

TRAINING GOALS:

- Communicate the organization's goals and standards
- Motivate volunteers through participatory methods like role-playing, discussion by panel of experienced volunteers
- Educate volunteers about criminal justice processes and role of citizens in crime prevention
- Provide transitional on-the-job training
- Be thorough. Make sure the orientation and training cover everything the volunteer needs to know

SUPERVISION:

- Use same management principles as for regular employees
- Write a personal contract/agreement when appropriate
- Insure that staff treat volunteers as full members of the team
- Provide graduated levels of responsibility
- Let volunteers know results of their work
- Provide recognition: awards, certificates, annual dinners or picnics, a newspaper article, parking spaces

YOUR NOTES

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BUILD PROGRAM:

- Publicize the number of volunteer hours and their dollar value
- Have volunteers testify at public hearings
- Document all accomplishments and use this information to ask individuals and businesses to sponsor activities
- List what could be done with more volunteer help
- Report periodically to government, civic, and private leaders on volunteers' achievements

EVALUATION:

- Collect information on each volunteer and his or her tasks (what, when, where). Document work performed.
- Solicit feedback from volunteers on a regular basis
- Assess specific performance areas: reliability, staff relations, sensitivity, creativity, ability to work under pressure
- Estimate dollar value of volunteer services
- Ask for a periodic self-evaluation and discuss the results
- Ask for staff members' perceptions of volunteer performance
- Conduct exit interviews as volunteers leave the program to obtain suggestions and for program improvement

YOUR NOTES

ELEMENTS OF A VOLUNTEER JOB DESCRIPTION

Volunteers are viewed in some organizations as expendable resources who can be used interchangeably in any of several tasks. These organizations generally don't retain volunteers. The groups which do use such tools as formal job descriptions to give due status to volunteers' contributions.

A job description should be an organization's primary tool for the recruiting, coordinating and keeping volunteers. It should clearly inform volunteers of the skills required, their roles and responsibilities, and the time required.

VOLUNTEER JOB DESCRIPTION

Job Title:

Purpose:

Major Responsibilities:

1.

2.

3.

4.

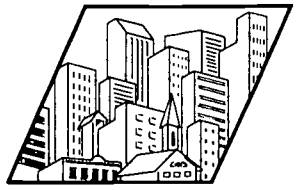
Qualifications:

Training and/or Preparation Needed:

Time and Place Requirements:

On-the-Job Supervisor:

Benefits of Position:



VOLUNTEER INFORMATION RECORD

NAME _____

ADDRESS _____

_____

PHONE NUMBERS (Home) _____ (Work) _____

CONTACT IN CASE OF EMERGENCY _____

PHONE NUMBER _____

1. How did you find out about this program?

_____ Personal knowledge _____ Church _____ Other
_____ Media _____ Recruited

2. Are you a resident of the community served by the program?

_____YES _____ NO

3. How many years have you lived at your present address?

_____ Less than one year _____ 3 to 5 years
_____ 1 to 3 years _____ More than 5 years

4. What is your opinion of what the program is all about?

_____

_____

5. What do you feel would be your greatest contribution to the program?

_____

_____

6. Please list special skills.

a. _____ d. _____

b. _____ e. _____

c. _____ f. _____

7. Please describe any previous volunteer experiences.

_____

_____

_____

a Please provide references:

NAME _____ PHONE _____

NAME _____ PHONE _____

8. Why do you want to volunteer with the program ?

_____

_____

_____

a. What do you personally want to obtain from volunteering with the program?

_____

_____

_____

9. How many hours would you be able to volunteer on a weekly basis?

Day of the Week	Number of Hours	Times Available
1.	1.	1.
2.	2.	2.
3.	3.	3.

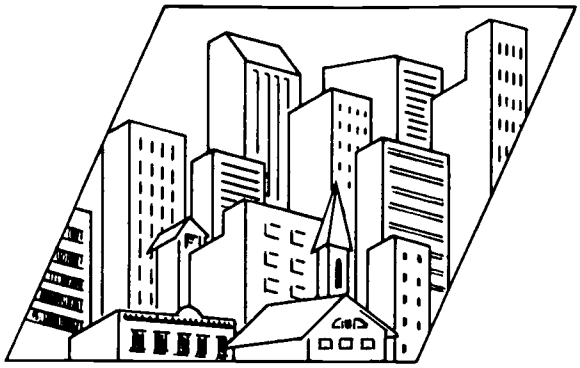
10. Must you be reimbursed for transportation costs?

____ YES ____ NO

11. This program constantly solicits input from staff, both paid and volunteer, on suggested improvements. Could we count on you being a part of this aspect of the program?

____ YES ____ NO

EACH VOLUNTEER IS CAREFULLY SELECTED. BACKGROUND INVESTIGATIONS ARE CONDUCTED. ONCE SELECTED, YOU WILL BE PROVIDED TRAINING AND ORIENTATION ON THE ORGANIZATIONAL STRUCTURE, GOALS, STANDARDS AND EXPECTATIONS OF THE PROGRAM. WE HOPE YOU WILL BECOME A PART OF THIS TEAM.



APPENDIX B
NEIGHBORHOOD WATCH MINI-KIT

Adapted from *Partners for a Safe Community* Kit, National Crime Prevention Council

NEIGHBORHOOD WATCHER'S GUIDE

By reducing opportunities for crime, looking out for your neighbors, and acting as extra eyes and ears for law enforcement, you as a member of a Watch group can improve the quality of life in your community.

First, check security in your own home. Your police or sheriff's department may provide a free home security survey. Make sure there are good locks on exterior doors and windows and use them. Don't forget to lock up when you go out, even if it's only for a few moments. Trim shrubbery that hides doorways or windows and join Operation Identification to mark valuables. If you leave for a vacation, use timers on lights and radios to make your home appear lived-in and have a neighbor take in your mail and newspapers. Make an effort to know your neighbors and their daily routines. Keep your block map near the telephone for emergencies. Check your neighborhood for things that might contribute to crime like poor street lighting, abandoned cars, vacant lots littered with debris, or boarded-up buildings.

An important responsibility of Watchers is to report anything suspicious to the police or sheriff's department. Look for:

- Someone running from a car or home.
- Someone screaming. If you can't determine what the screams are for, call the police and report it.
- Someone going door-to-door in the neighborhood or looking into windows and parked cars.
- A person who seems to have no purpose wandering in the neighborhood.
- Any unusual or suspicious noise that you can't explain, such as breaking glass, or pounding.
- Vehicles moving slowly, without lights, or with no apparent destination.
- Business transactions conducted from a vehicle. This could involve the sale of drugs or stolen goods.
- Offers of merchandise at ridiculously low prices. The goods are probably stolen.
- Property carried by persons on foot at an unusual hour or place, especially if the person is running.
- Property being removed from closed businesses or residences known to be unoccupied.
- A stranger entering a neighbor's home or apartment that appears to be unoccupied.
- A stranger in a car stopping to beckon to a child.
- A child resisting the advances of an adult.

HOW TO REPORT

The police need to have accurate information as quickly as possible about a suspicious activity or crime in progress.

- Give your name and identify yourself as a member of a Watch group.
- Describe the event in as brief a manner as possible. Where, when, how, and who did it?
- Tell if the crime is in progress or if it has occurred.
- Describe the suspect — what sex, race, age, height, weight, hair color, clothing, accent, beard or mustache, and distinctive characteristics or clothing.
- Describe the vehicle if one was involved — color, make, model, year, license plate, special markings, dents, which way did it go?

KEEP NEIGHBORHOOD WATCH GOING AND GROWING

Just because crime declines, don't let your Neighborhood Watch group die. Stay alert and aware, be neighborly, and look to other activities to enhance community safety and well-being.

- Conduct home security surveys and Operation Identification for elderly and handicapped residents.
- Organize citizen patrols to walk around streets or apartment complexes and alert police to crime and suspicious activities. Cars with CB radios can patrol.
- Organize meetings that focus on current issues such as isolation of the elderly, drug abuse, crime in schools, after-school programs, child safety, and victim services.
- Publish a newsletter that gives local crime news, recognizes block captains and other persons who have helped the police by reporting, and highlighting community activities.
- Make a resource list for your Watch group of numbers to call for emergencies, child abuse, victim services, lighting, street repair, mediation services, youth activities, etc.
- Work with local building code officials to require adequate locks and other security devices in new homes and buildings.
- Organize a community clean-up day.
- Start a Safe Home Program for children.
- Don't forget events like a Fourth of July parade or a pot luck dinner that give neighbors a chance to get together.

AN INVITATION

Dear Neighbor:

This is an invitation to you to help crime-proof our neighborhood.

We are getting together to talk about Neighborhood Watch, a simple neighbors-helping-neighbors program that has helped other communities reduce crime by as much as 65%. Many Watch groups have not only seen crime go down, but have discovered a new feeling of caring and belonging among neighbors. Many have used their combined efforts to improve their streets and parks, recreational opportunities, and local services.

All of us are concerned about becoming the victim of a crime, but no one of use can fight crime alone. Not even the police can do it without our help. And isolating ourselves behind locked doors, not knowing our neighbors, actually makes it easier for burglars and other criminals to take advantage of our neighborhood.

At the meeting you will learn about the activities of a Neighborhood Watcher. What's asked is really quite simple, such as picking up the newspapers and mail when your neighbor's away on vacation. Or keeping an eye out for unusual activity like a strange person snooping around a house, then alerting the police and neighbors. Or escorting a frightened shut-in to a community meeting. Or visiting someone who's been the victim of a crime.

You can help decide the best ways to protect our neighborhood by telling us what concerns you. Please be sure to attend. Many thanks.

Let's Talk About Neighborhood Watch.

Time _____ Date _____

Place _____

Contact for more information _____

_____

Phone _____

Adapted from *Partners for a Safe Community* Kit,
National Crime Prevention Council

AN ORGANIZER'S HANDBOOK FOR NEIGHBORHOOD WATCH

People Working Together Can Make a Difference!

Each year, one in four households in the United States is touched by crime; over 6 million crimes are committed annually against young people aged 12 to 19. Between 1.3 and 1.8 million children are reported missing annually, although most are runaways or victims of non-custodial parent's abduction. An estimated 1.3 million children are reported abused each year.

Crime and fear of crime threaten any community's well-being — people become afraid to use streets and parks, suspicion erupts between young and old, and shops gradually leave. Crime in turn feeds on the social isolation it creates. Increases in single-parent families, increasing mobility, and other forces contribute to isolation and lack of community ties.

You and your neighbors *can* prevent or break this vicious cycle, and in the process, build your community into a safe, friendly, and caring place to live. Statistics tell the story. Police and sheriff's departments in cities throughout the country report substantial decreases in crime because citizens have joined with law enforcement in self-help education and preventive efforts.

Start with a Neighborhood Watch group and then move into other areas such as educating residents about child protection, victim rights and needs, and domestic violence. Explore circumstances in the community that might contribute to crime — physical design of apartment buildings, traffic patterns, lack of jobs or recreational opportunities for children and teenagers, inadequate housing — and look for long-range solutions as well as immediate reductions in opportunities for crime to occur.

THE FIRST BUILDING BLOCK — NEIGHBORHOOD WATCH

Neighborhood Watch, Block Watch, Apartment Watch, Business Watch — no matter what it's called, it is one of the most effective and least costly answers to crime. Watch groups are the foundation of community crime prevention and a stepping stone to community revitalization.

GETTING STARTED

Organize a meeting for neighbors from your street, block, or apartment house to discuss the problem in your area, residents' concerns, and the Watch concept. Publicize your meetings five to seven days in advance and follow up with phone call the day before. (You'll find a convenient reproducible invitation explaining Block Watch and providing space for meeting time and date elsewhere in the workbook.) Stress that a Watch group is an association of neighbors who look out for each other's property and families and alert the police to any suspicious activities or a crime in progress, not auxiliary police or vigilantes.

When the group decides to adopt the Watch idea, it should select a coordinator and block captains. The block captains recruit other neighbors into the program, serve as a liaison between the neighborhood and the police, and communicate crime prevention and community information to Watchers. One block captain can serve as coordinator for the Watch area, or the group may decide to select one individual to coordinate all the blocks' activities. With the help of the local law enforcement agency, the Watch trains its members in basic home security techniques, observation skills, and accurate crime reporting, and educates residents about the types of crime to which the area is prone.

A neighborhood map showing names, addresses, and phone numbers of all households should be prepared and distributed to members. Block captains keep this map up-to-date, contacting newcomers to the neighborhood. When the Watch group meets eligibility requirements set by the local law enforcement agency (usually 50% of all households must be enrolled and some crime prevention training conducted), Neighborhood Watch signs are erected.

Organizers and block captains must emphasize that Watch groups are not vigilantes or police. They only ask neighbors to be alert, observant and caring — and to report any suspicious activity or crimes immediately to the police.

Watches are adaptable. There are Park Watches, Apartment Watches, Window Watches, Boat Watches, Realtor Watches, and Business Watches. A Watch can be organized around any geographic unit.

TIPS FOR SUCCESS

- Keep the structure simple.
- Provide residents with a regular opportunity to meet and get to know each other, and to collectively decide upon programs, strategies, and activities. But remember, Neighborhood Watching is more than meetings — it's a daily activity of observing, caring, and participating.
- Consider working through an existing organization, such as citizens' association, community development office, tenants' association, housing authority.
- Endorsement by the police or sheriff's office is critical to a Watch group's credibility. These agencies are the major sources of information on local crime patterns, home security, crime prevention education, and crime reporting.
- Establish a telephone network to get out information quickly.
- Gather the facts about crime in your neighborhood. Check police reports, victimization surveys, and residents' perceptions about crime. Often residents' opinions are not supported by facts, and accurate information can reduce fear of crime.
- Don't overlook physical conditions that might contribute to crime. Work together to correct them.
- Seek out neighborhood go-getters — acknowledged and appointed leaders — to be your advocates.
- Link crime prevention to activities promoted by other groups: child protection, anti-vandalism projects, arson prevention, neghborhood beautification. Share resources and promote each other's efforts.
- Publicize your program and its successes in the local media. Start a community crime prevention newsletter. Block captains can distribute the newsletter, which also helps them keep in touch with their Watchers.
- Ask local businesses and organizations to help pay for fliers and a newsletter, provide meeting places, and distribute crime prevention information. Make them part of the Watch if you can.

HOW TO KEEP YOUR NEIGHBORHOOD WATCH GOING AND GROWING

A variety of activities other than watching and patrolling is the best insurance against a Watch slowly dying when crime drops. Blend crime prevention into other community concerns. Have Watchers accompany victims of crime to court, or monitor city services such as trash pickup and streetlight repair which can improve neighborhood appearance and, left uncorrected, create opportunities for crime. Get landlords to hire local teenagers to clean graffiti off buildings and do other clean-up, fix-up chores.

Give volunteers feedback on the success of their efforts and recognize block captains' contributions through awards, annual dinners and parties. Neighborhood Watches can sponsor meetings that address broader issues such as drug abuse, self-defense tactics, isolation of the elderly, crime in the schools, and child safety.

A major tool in recruiting Watchers and maintaining involvement is a newsletter that gives local crime news, recognizes people who have helped police by reporting, and highlights community activities. Pins, tee shirts, hats, coffee mugs with the group's name all enhance identity and pride. Don't forget events like a Fourth of July parade or a pot luck dinner that give neigh-

bors a social chance to get together. Ultimately, promoting social interaction and fighting isolation may be the most effective weapon against crime.

BEYOND NEIGHBORHOOD WATCH

Have your Watch group identify the neighborhood's strengths and problems. Then brainstorm together on what members can do to improve the quality of community life. Here are some ideas to get you started.

- Start a Block Parent or Safe House Program to help children cope with emergencies while walking to and from school.
- Encourage schools to teach crime and child abuse prevention in the classroom.
- Cooperate with PTAs, recreation departments, and schools in organizing after-school programs for children of working parents.
- Get a local Boys Club or other youth organization to help the elderly with marking valuables or going to the store. In turn, senior citizens can help with tutoring or recreational programs.
- Organize star high school athletes to teach crime prevention and talk about alcohol and drug abuse to younger children.
- Turn a vacant lot into a community garden.
- Ask retired people to coordinate Operation Identification.
- Work with small businesses to clean up run-down store fronts and create jobs for youths.
- Link up with victim services to train your watchers in short-term crisis intervention with victims of crime.
- Get utility workers, cab drivers, and others who serve the community to be auxiliary watchers.
- Ask housebound people to be "Window Watchers," looking out for unusual activities in the neighborhood.
- Encourage businesses to hold lunch-time crime prevention seminars and special events for employees and their families.
- Start a Speaker's Bureau to educate the community and recruit new members.
- Sponsor a crime prevention fair in a shopping mall.
- Get banks and other businesses to mail crime prevention tips in statements and bills.
- Start a hotline with crime prevention tips.
- Work with the telephone company to teach emergency telephoning and arrange emergency communication for the elderly and the handicapped.
- Sponsor a seminar for the elderly on con games and fraud.
- Get a local theatre group to produce a play teaching children how to protect themselves from crime and abuse.

Whatever you decide to do, start small but think big. Take on one manageable activity at a time and give it a name. When people see their efforts make a difference, their energies build and they're willing to tackle other things.

BASIC WATCH ACTIVITIES

- Home security surveys. Don't forget the elderly and the handicapped.
- Operation Identification. Get a local youth group to help.
- Community clean-up days to remove debris from vacant lots and alleys.
- Cooperative lock and lighting projects. Buying deadbolts in large quantities saves money and improves home security. Approximately half of all residential burglaries might be prevented if everyone remembered to lock their doors and windows!
- Obtain crime prevention information from local law enforcement agencies and national groups and get it out into the community.
- Organize citizen patrols to walk around streets or apartment complexes and alert police to crime and suspicious activities. Cars with CB radios can patrol.

NEIGHBORHOOD WATCH
SAMPLE FAMILY DATA SHEET

Family Name: _____

Home Address: _____

Home Telephone: _____

Adults of Household	Work Telephone
_____	_____
_____	_____

Children: _____ age _____ _____ age _____

_____ age _____ _____ age _____

_____ age _____ _____ age _____

Other residents: _____

Individual to contact in an EMERGENCY:

Name: _____

Address: _____

Home Telephone: _____ Work Telephone: _____

Family Vehicles:

	YEAR	MAKE	MODEL	LIC. PLATE
No. 1	_____	_____	_____	_____
No. 2	_____	_____	_____	_____
No. 3	_____	_____	_____	_____

Any special family health/medical problems: _____

_____

Any special emergency medical training/skills? _____

_____

Any other pertinent/important information: _____

_____

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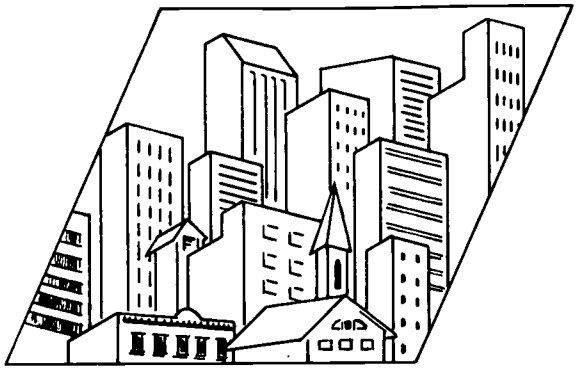

APPENDIX C
KEEPING KIDS SAFE— PROGRAM AND ACTIVITY IDEAS

Adapted from *Keeping Kids Safe: Kids Keeping Safe* Kit, National Crime Prevention Council

Here are almost two dozen ideas for activities and programs that your community can initiate to help prevent crimes against children. The success of any of these activities depends on people working together — parents, schools, law enforcement, service organizations, government agencies, young people, businesses and media — as partners in protecting children.

Be creative. Everybody can help. Check with your law enforcement agencies to see what groups in your community are already working to protect children. The National Crime Prevention Council can also provide information on specific programs and contacts. Call the Computerized Information Center at 202/737-4603.

SAFE HOMES/BLOCK PARENTS

Volunteers assume responsibility to provide their homes as safe havens for children in an emergency (such as child in trouble, followed, molested, bullied, or injured). Safe homes display a sign or sticker agreed upon by the community. Volunteers must submit a release form so that background checks can be made. Block parents can establish a phone network to react quickly to reports of children in trouble or missing. Coordinate with local law enforcement and with safety education at school.

Potential Sponsors: PTAs, Neighborhood Watch groups, law enforcement, community organzations, parent groups.

CHILD WATCH

Parents and other volunteers actively patrol their neighborhoods to watch for dangers and threats to children. Parents may also take turns before, during and after school watching for suspicious activity around their children's schools and play areas.

Potential Sponsors: Neighborhood Watch groups, parent groups, schools.

WARM LINE

Volunteers operate a telephone "warm line" during specified after-school hours to give children who are home alone someone to talk to, safety advice, and positive direction. Children are notified of the service at school, through recreation departments, churches, and the media.

Potential Sponsors: School volunteers, neighborhood organizations, senior citizens groups. (One such program is run by the Amercan Association of University Women, For more information, Contact Phone Friend, Inc., AAUW State College Branch, P.O. Box 735, State College, PA 16804.)

CHILD SAFETY DAY

Action, the National Volunteer Agency, has published an excellent project handbook for a community child safety day, using law enforcement personnel and volunteers. The project is designed to educate the community about the problem of missing children, to furnish each child with safety education and to help the parents assemble a package of practical information for use if their child should ever be missing. The step-by-step guide includes a 10-week planning schedule, and a list of committee chairmen to appoint with an outline of their duties. It indicates how many volunteers you will need to recruit with each task. For a copy of the handbook, send $0.50 to: Consumer Information Center, Pueblo, CO 81009. Specify publication #402 N. Make check payable to the Superintendent of Documents.

SCHOOL CALLBACKS

Early in the school day volunteers or school staff call the parents of children whose absence has not been verified. Early notification can save critical time in the case of a missing child. School callbacks have a positive effect on school attendance and community support for the school. The National Crime Prevention Council can provide further information on request.

Potential Sponsors: PTAs, schools, retired citizens.

EXTENDED-DAY PROGRAMS

Recreational and learning programs are held before and after regular hours at school facilities for two or three hours — an alternative to leaving children at home alone while parents work. These are a clear break from school routines and are available at a reasonable cost.

Potential Sponsors: Department of recreation, schools, non-profit and community organizations, churches.

CRIME PREVENTION CURRICULA

Lessons and instructional modules teach children in kindergarten through 12th grade strategies to avoid being victimized, and positive behaviors and attitudes about crime prevention, including such innovative approaches as a McGruff classroom puppet and tape program for elementary grades and a 13-lesson *Teens, Crime, and the Community* curriculum unit for high school students. A listing of nationally distributed curricula and audiovisual materials is available from the National Crime Prevention Council.

Potential Sponsors: Schools, police and sheriff's departments, day care centers.

DRUG/ALCOHOL EDUCATION

Drug and alcohol problems are closely associated with crime, including youth crime. Awareness and positive peer pressure can help to prevent and reduce substance abuse. Star athletes and outstanding students often serve as role models for their peers and younger children. "Just Say No" clubs, Youth Crime Watch Groups and other school groups provide drug abuse prevention education and tips.

Potential Sponsors: law enforcement, mental health agencies, drug and alcohol abuse agencies and support groups, churches.

CRIME PREVENTION FAIRS/DISPLAYS

Fairs and displays help generate interest in (and new volunteers for) crime prevention. Showing the community its accomplishments builds an organization's self-esteem and pride — especially important for youth organizations. Young people can design creative education displays, which can be set up in malls, schools, hospitals, businesses and community centers. Combine with activities such as child safety talks, demonstrations or plays.

Potential Sponsors: All types of organizations

VICTIM/WITNESS ASSISTANCE

Efforts to monitor the court system and to safeguard the rights of all victims, including children, are an important means to prevent further exploitation and victimization. Children particularly need special help when they are victims.

There is a strong national momentum for services to help victims and witnesses, such as counseling for victims and their families, helping children testify in courts, help with filing compensation claims, accompanying witnesses and victims to court and helping them learn how the court system works. For more information, contact the National Organization for Victim Assistance, 717 D Street, N.W., Washington D.C. 20001 202/232-8560, or the National Legal Resource Center for Child Advocacy and Protection, American Bar Association, 202/331-2250.

Potential Sponsors: Prosecutors' offices, law enforcement, probation departments, family service agencies, mental health centers, crisis intervention agencies, community organizations, churches.

YOUNGER PEOPLE AS COMMUNITY RESOURCES

Young people are not only served by crime prevention programs, but can also be valuable and enthusiastic partners in preventing crime and creating a positive spirit in their communities. The following activities enlist the participation of young people and are examples of the types of programs now working successfully in many areas.

ANTI-VANDALISM AND CLEAN-UP CAMPAIGNS

Organize young people to conduct a vandalism awareness campaign in their schools and the community. Use films, posters and brochures available from civic clubs, law enforcement, and business organizations. Organize volunteer crews to clean up vandalized and run-down areas that attract crime. Local businesses will often donate supplies for painting and repairs. Add activities like planting gardens or trees and flowers in vacant lots. NCPC's *Making A Difference* offers tips for successful youth involvement projects.

Potential Sponsors: Youth groups, service clubs, law enforcement, schools, recreation centers, government agencies

YOUTH CRIME WATCH

In Schools: An organized Youth Crime Watch, in its simplest form, asks students to observe and report crime in their schools. Less directly, the program aims to alter young people's attitudes through crime prevention education and uses peer pressure to make schools into safer and more pleasant places where effective instruction can take place.

The students have an adult team to help them — volunteers, school administration, teachers, police officers, and school security personnel — but a Youth Crime Watch program, at its best, is students solving *their* problems, in *their* schools.

In the Community: With proper instruction, young people can patrol their apartment buildings, housing areas, or neighborhoods to deter crime. Cooperation with law enforcement is essential.

Making A Difference and *Watch Out/Help Out, The Teen Action Kit*, both available from NCPC, provide more details on these and other programs.

Potential Sponsors: Student and youth organizations, schools, law enforcement, neighborhood organizations.

YOUTH AND SENIORS

Young and old working together to prevent crime benefit everybody. Youth groups can organize escort services to walk with older citizens to the bank and on other errands, conduct home security surveys and Operation I.D. for their older neighbors, organize Courtesy Patrols and errand services in senior citizen housing, install special security locks for needy elderly. Senior volunteers can help out in neighborhood patrols to protect children, and can help working parents by watching out for younger children after school.

Potential Sponsors: Senior centers, youth organizations, community associations, law enforcement

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TEENS AND YOUNGER CHILDREN

Teens as teachers, "heroes" and role models for younger children can exert enormous positive influence. Specific curricula, general instruction, plays, skits, games, displays, and other activities for children can often be executed by teens as well as —sometimes better than — adults, with only a modicum of adult coordination and oversight.

Potential Sponsors: 4-H Scouts, Campfire, school service clubs, student government groups, teen/youth centers

YOUTH COUNCILS

A Youth Council as part of a community crime prevention task force or local government or school helps young people make a real contribution to the policies that affect their lives. Councils can study security problems and help take action to make their schools and communities safer. Councils can also serve as good forums for young people to work out problems with officials or one another.

Potential Sponsors: Community crime prevention task force, student organizations, local government, schools, neighborhood organizations, churches

STUDENT COURTS

Student judges, lawyers, jurors, bailiffs, and court clerks, trained by local justice system experts, hear and try cases involving their fellow students. Student courts are not mock courts — they hear real cases, make real judgments, and pass real sentences. Student courts give everyone a chance to learn firsthand about the court system. They also help reduce the burden on local juvenile courts, and cut student crime. May be established in schools or in the regular criminal justice system.

Potential Sponsors: Schools, juvenile bureaus, local domestic relations courts, youth organizations, judges

LAW-RELATED EDUCATION

This network helps blend regular classroom subjects with practical examples and applications of our judicial system. One aspect of the curriculum is community involvement projects that put law principles and processes into practice. Projects range from distribution of child abuse prevention pamphlets and posters to anti-shoplifting awareness campaigns which may be carried out in the school itself or the neighborhood. Among the groups active in promoting such education is the National Center for Citizen Education In the Law, 25 E Street, N.W., Washington, D.C. 20001, 202/662-9620.

Potential Sponsors: Schools, PTAs, community organizations, business co-sponsors

DIRECTED SPORTS

This expansion of the team sports concept can reward young people's involvement in skill-building and community activities. Athletes score points toward the game total not only for baskets, goals or runs, but also for specific activities. These activities may include crime prevention projects to help build a safer, better community. Many groups find directed sports a successful vehicle for involving young people because it builds on a natural enthusiasm for athletic competition.

Potential Sponsors: Recreation departments, housing developments, security offices, youth organizations, police associations

SPEAKERS' BUREAUS

Young people present their own tips and suggestions for reducing crime. Formats can include presentations to community group meetings, radio and TV talk shows, presentations to businesses, schools, and government agencies. A speakers' bureau of young people and community leaders can help young people develop their skills and participate effectively in the fight against crime.

Potential Sponsors: Youth organizations, student associations

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CRIME BITER CLUB

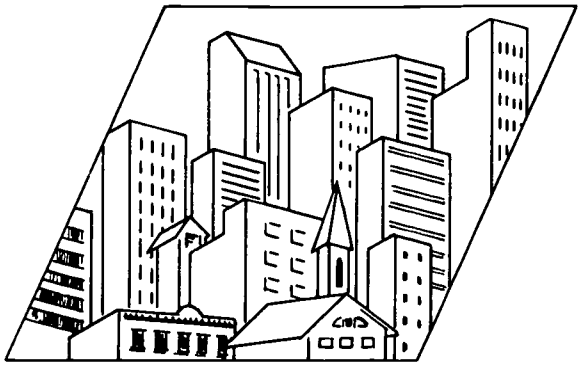
Crime Biter Clubs have been formed in many areas to help kids learn how to fight crime and protect themselves and others. Clubs meet about once a month and carry out specific crime prevention activities.

Potential Sponsors: District Attorney's Offices, service organizations, law enforcement

SPORTS CARDS

The National Football League and other groups have printed sports playing cards with crime prevention tips on the back. These popular cards are distributed through schools and youth organizations and traded among young people.

Potential Sponsors: Sports team and media personalities in cooperation with law enforcement departments or associations



APPENDIX D
TEENS HELP PREVENT CRIME: A PROGRAM PRIMER

Adapted from WATCH OUT/HELP OUT, The Teen Action Kit, The National Crime Prevention Council

Crime affects all residents in a community, including teens. Young people can perform many of the same tasks adult volunteers undertake, and in some instances teens can do a better job. Youth involvement has many positive effects, including greater self-esteem for participants, re-directed peer pressure, and safer schools and streets for everyone.

This primer shows how teens — with imagination, determination, and hard work — can help out and watch out for themselves, their friends and families, and their communities.

CLEAN UP/FIX UP

Are the walls at local schools covered with graffiti? Is there a neighborhood park that is overgrown and full of litter? Is there an abandoned house nearby with broken windows and rotten floors that presents dangers? Teen Clean-Up/Fix-Up Days can help bring the community together to remedy these problems and boost everyone's pride.

Teens can organize, publicize, and run clean-up/fix-up days as one-time events or as part of an anti-vandalism campaign. Cleaning up is hard work, but it can be fun when a group pitches in together. Local businesses can be asked to help with equipment, materials, and refreshments.

Clean-up/fix-up projects show schools and communities that teens care. They also send a message that the community's young people won't accept the destruction of their neighborhood. And when teens spend time and energy fixing up an area, they'll work hard to keep it that way.

CRIME WATCH

Whether it is a city block, a high-rise apartment building, school hallways, a ball field, a park, or a housing subdivision, crime watch programs ask volunteers to keep an eye out for suspicious persons or activities and to report them to law enforcement or school officials.

Crime watches can significantly reduce violence, robberies and vandalism in and around schools and their neighborhoods. Teens, parents, law enforcement, and school officials can work together to organize watches and patrols. To plan an effective watch program, it is essential to learn the kinds of crime problems facing the area and to establish a working relationship with law enforcement officers.

Teen volunteers patrol and report any suspicious activity to the police; they do not intervene directly. Teen crime watchers should be part of an identifiable group. Having regular meeting and getting jackets, hats, buttons, or tee shirts can help promote this sense of identity.

In Redondo Beach, California, Operation School Watch is a competition among participating schools to encourage students to observe school property before and after school, to teach crime reporting techniques, and to emphasize that students share the responsibility for keeping their schools safe. An award is given at the end of the school year to the school with the least crime. For more information contact:

Operation School Watch 213/379-2477
Crime Prevention Unit, Redondo Beach Police
401 Diamond Street, P.O. Box 639
Redondo Beach, California

OPERATION I.D./HOME SECURITY SURVEY

Operation Identification (Op ID) is a theft prevention program that involves marking property with an identifying number and displaying a warning sticker to alert thieves that valuables are marked for identification purposes. Many police departments believe that Op ID discourages theft and helps in tracing stolen property and returning it to the rightful owners.

Home security surveys involve checking areas in and around a house or apartment — doors, windows, locks, landscaping — to ensure that they are as safe and secure as possible. Individuals conducting surveys also recommend measures to improve home security. Operation ID and home security surveys are excellent community projects for teens because they allow young people to learn about crime prevention techniques and share that information with others. They also can bring teens together with adults, especially senior citizens and disabled persons, who appreciate the protection but may find it difficult to use the engraver.

Members of the Magical Keystone Club in Louisville, Kentucky, made appointments by phone to engrave valuables in neighborhood homes. The young people were trained by the Louisville Police, who also provided engravers, Op ID stickers, and other materials. For further information contact:

Magical Keystone Club 502/774-2305
Parkland Boys' and Girls' Club
3200 Greenwood Avenue
Louisville, KY 40211

PEER COUNSELING

Peer counseling means young people helping each other through informal group sessions, scheduled appointments, or hotlines. Counseling topics include all the issues that affect teens — drug and alcohol abuse, teen sexuality, career choices, difficulties at school or home, peer pressure. They give teens a chance to discuss problems with someone close to their own age, which can make it easier to talk candidly and may mean the listener can more easily identify with the problem because of a similar experience.

Teens can take full responsibility for organizing and running a peer counseling program, but adults must be readily available to give advice and guidance. Effective peer counseling depends on professional training and support in counseling skills, feedback techniques, role playing, conflict management, and referring clients experiencing serious trouble to appropriate professionals. Local school counselors, psychologists, and medical doctors can be asked to help with training and support.

At the Runaway Youth Coordinating Council in Nassau County, New York, young people participate in an extensive training program and then work under supervision of social workers to provide direct counseling and services to their peers. For more information contact:

Runaway Youth Coordinating Council 516/489-6066
80 North Franklin Street, Suite 200
Hempstead, New York 11550

POSTER AND ESSAY CONTESTS

Poster and essay contests are creative ways of getting teens involved in community crime prevention. They can be adapted to any age group, organized quickly, and used as the kick-off for a crime prevention day, publicity for a crime prevention fair, or a way to raise community awareness and citizen involvement. These contests also help teens improve their design and writing skills and learn about a serious social issue.

The contest rules, deadlines, and prizes must be well publicized to attract many entries. Judging can be done by community leaders, parents, teachers, peers, law enforcement officials, elected officials, or a combination of these. Winning entries should get recognition in the local media and be posted in high traffic areas such as libraries, schools, and local businesses and distributed through neighborhood newsletters to alert the community to crime prevention issues.

The Northeast Independent School District in San Antonio, Texas, uses writing contests as part of a campaign to reduce vandalism and restore school pride. The high school-wide writing competition reflects English skills stressed in each grade, such as a definition for ninth graders and a choice of poem, narrative, or essay for seniors. For more information contact:

Project PRIDE 512/657-8693
Northeast Independent School District
10333 Broadway
San Antonio, Texas 78217

WARM LINES

"Warm lines" provide a friendly voice to people who are lonely, afraid, or have a problem. The warm line (as opposed to a crisis or hotline) can be effective in helping callers deal with their feelings as well as with situations which require decisions the caller needs support in making. Callers may be children at home alone after school, teens with a concern, or senior citizens who just want someone to talk with. The phone-answering panel can include teens, senior citizens, or other community volunteers.

Key steps in setting up a warm line include locating space (a community agency or other non-profit organzation may be willing to donate an office), recruiting volunteers, deciding hours of operation which best meet the needs of callers, and publicizing the service and its phone number. Volunteers sign up for as many hours as they'd like and provide support, encouragement, and some friendly conversation to those who call. Training of volunteers involves discussing possible questions, available resources and emergency situations which could arise and how to handle them. Proper screening, training, and adult supervision are essential in any warm line using teen volunteers.

PhoneFriend, a program started by the American Association of University Women, operates during after-school hours to help young kids at home alone. For more information contact:

PhoneFriend 814/466-7524
P.O. Box 735
State College, Pennsylvania 16804

YOUTH TEACHING YOUTH

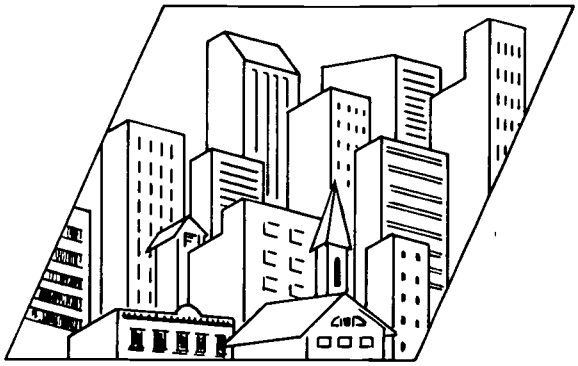
In all communities, young children look up to and emulate teens. Who better to teach them about personal safety and the prevention of drug and alcohol abuse, sexual abuse, vandalism, and shoplifting? Teens can quickly capture the attention and respect of elementary and middle-school students. Information about the dangers of walking alone or taking rides from strangers has a greater impact on children when it comes from admired individuals close in age.

With some initial training from adults, teens can be responsible for developing lesson plans and activities, maintaining classroom discipline, and testing their students' knowledge and progress. Partnerships between teen teachers and schools, libraries, or possibly a local mall provide opportunities for children to learn invaluable lessons in safety and for teens to gain experience and confidence.

The Positive Youth Action Team, composed of Wisconsin high school students, teaches fifth, sixth, and ninth graders about topics such as sexual assault, drug abuse, and suicide prevention. For more information contact:

Wisconsin Positive Youth Development 608/255-6351
30 West Mifflin Street, Suite 1010
Madison, Wisconsin 53703

For more information on designing programs in which young people make responsible contributions to community safety and betterment, see *Making A Difference, Young People in Community Crime Prevention*, available from the National Crime Prevention Council, Washington, D.C. ($10.00).



APPENDIX E
RESOURCES

This list includes a variety of groups which crime prevention, program management, working with special populations or on particular topics, or other areas that will be of help.

Every effort has been made to include all groups known to NCPC as capable and helpful in their fields. Inclusion of a group on this list, however, should not be construed to be an endorsement. There are other groups, undoubtedly, which can also offer help. Their omission from this listing reflects our limitation, not their ability.

Please check local listings for chapters, clubs and affiliates in your area.

ACTION
806 Connecticut Avenue, NW, Room 1000
Washington, DC 20525
(202) 634-9424

Provides support to community-based volunteer organizations through its "mini-grant" program. Also operates the Retired Senior Volunteer Program (RSVP); Volunteers in Service to America (VISTA); and Peace Corps.

American Association of Retired Persons (AARP)
1909 K Street, NW, Room 596
Washington, DC 20006
(202) 728-4363

Seeks to reduce criminal victimization of older people, to train law enforcement to deal more effectively with older people, and to promote a crime prevention/volunteer concept among older people and retirees. Training slides, tape programs, and a limited number of crime prevention and related brochures are available.

American Citizens League
1756 Sutter Street
San Francisco, CA 94115
(415) 921-3225

Concerned with basic civil and human rights, with emphasis on Japanese Americans; also involved in the preservation of the cultural and ethnic heritage of Japanese Americans.

Asia Society
725 Park Avenue
New York, NY 10021
(212) 288-6400

Serves as a consultant on curriculum development and multi-media materials; offers assistance to educators to develop new ways of teaching about Asian peoples and cultures.

Law Enforcement Explorer Program
Boys Scouts of America
1325 Walnut Hill Lane
Irving, TX 75062-1296
(214) 659-2000

Provides young men and women with an opportunity to become involved in a variety of crime prevention and law enforcement projects.

Big Brothers and Big Sisters of America
117 S. 17th Street, Suite 1200
Philadelphia, PA 19103
(215) 567-2748

Is a federation of professionally-staffed local agencies administered by volunteer boards of directors. The local agencies provide children from single-parent homes with an adult friend who can give regular guidance, understanding, and support. The federation serves local agencies by ensuring compliance with standards and objectives established by the national board of directors.

Boys Clubs of America
771 First Avenue
New York, NY 10017
(212) 557-7755

Helps young people gain competence, usefulness, and a sense of belonging through the Targeted Outreach Program. A variety of resource materials are available.

Camp Fire, Inc.
4601 Madison Avenue
Kansas City, MO 64112
(816) 756-1950

Offers a variety of locally-based clubs and programs for ages 5–18 to help young people, through informal education, to realize their potential.

Center for Community Change
1000 Wisconsin Avenue, NW
Washington, DC 20007
(202) 342-0519

Assists urban and rural poor community groups in making positive changes in their community. Designs and delivers technical assistance to these community organizations, focuses attention on national issues dealing with human poverty, and works to make government more responsive to the needs of the poor. Publishes *Citizen Action Guide* and other periodicals.

Children's Defense Fund
122 C Street, NW, Suite 400
Washington, DC 20001
(202) 628-8787

Has legislative as well as public education mission to encourage the nation to meet the survival needs of children. Seeks to place the needs of children and families on the national public policy agenda. Provides a wide range of materials on such topics as teen pregnancy and federal policy toward children.

Child Welfare League of America, Inc.
440 First Street, NW, Suite 310
Washington, DC 20001 (202) 638-2952

A confederation of major child welfare agencies, public and private, around the nation. Provides consultation; conducts research; maintains 3,000-volume reference library and information service; conducts agency and community surveys; develops standards for services; and administers special projects. Publishes books, monographs and newsletters on various topics.

Congress of National Black Churches
2021 K Street, NW, Suite 701
Washington, DC 20006
(202) 429-0714

Seeks answers to problems that confront or are of interest to blacks in the U.S. and Africa, including economic development, family support, social support, housing, unemployment, education, and foreign relations. Focus is on religious education.

Congressional Black Caucus Foundation, Inc.
1004 Pennsylvania Avenue, SE
Washington, DC 20003
(202) 543-8767

Supports and conducts non-partisan research, technical assistance, training, education and informational activities and programs to advance political participation by blacks and other minority groups. Works closely with the Congressional Black Caucus.

Congressional Hispanic Caucus Institute, Inc.
504 C Street, NE
Washington, DC 20002
(202) 543-1771

Serves as a clearinghouse for programs, mainly educational, designed to heighten the Hispanic community's awareness of the operation and function of the American political system. Highlights the contributions of Hispanics in the private sector. Is a branch of the Congressional Hispanic Caucus.

Consortium of National Hispanic Organizations
2717 Ontario Road, NW, Suite 100
Washington, DC 20009
(202) 232-7373

Aims to enhance national awareness of the contributions and history of Hispanics in the U.S., to promote justice and eliminate discrimination.

Crime Stoppers International, Inc.
8100 Mountain Road, NE, Suite 104
Albuquerque, NM 87110
(505) 841-9405

Serves as a resource organization for 650 local Crime Stopper programs. Their objective is to help stop crime through the partnership use of television, the community, and police and relies on rewards for anonymous reporting, raised from local sources, to apprehend criminals.

Eisenhower Foundation
National Urban Crime Prevention Project
1725 I Street, NW, Suite 504
Washington, DC 20005
(202) 429-0440

Provides training and technical assistance for community-based organizations to support their anti-crime and development activities. Focuses national attention on the causes and prevention of violence.

Girl Scouts of America
830 Third Avenue
New York, NY 10022
(212) 940-7500

Offers leadership training, international exchange programs, conferences and seminars on topics ranging from management to child development through various scouting programs for girls and young women.

Girls Clubs of America
205 Lexington Avenue
New York, NY 10016
(212) 689-3700

Conducts programs in career guidance, physical fitness, sports, health, arts, education in sexuality, self-awareness and other areas. Works to help girls learn and grow to their fullest potential.

Indochina Resource Action Center
1118 22nd Street, NW, Suite 300
Washington, DC 20037
(202) 223-8866

Helps refugee organizations initiate self-help projects in their communities, and provides technical assistance to communities working with refugees.

International Society of Crime Prevention Practitioners, Inc.
(ISCPP)
2204 Beset Street
Alexandria, VA 22204
(703) 780-1962

Supports a permanent network of crime prevention practitioners who provide leadership, foster cooperation, encourage information exchange, and seek involvement from all segments of society to extend and improve crime prevention programs internationally.

Kiwanis International
3636 Woodview Terrace
Indianapolis, IN 46268
(317) 875-8755

Local community club undertakes a wide range of community projects to help groups such as the young and the elderly, to develop community facilities, to support programs safeguarding against crime, and to eliminate alcohol and drug abuse.

League of United Latin American Citizens (LILAC)
400 1st Street, NW, Suite 721
Washington, DC 20001
(202) 628-8516

An umbrella organization which focuses the efforts of Hispanic civic groups to assist underprivileged and unrepresented Hispanic Americans.

National Association for Equal Opportunity in Higher Education
2243 Wisconsin Avenue, NW
Washington, DC 20007
(202) 333-3855

Publicizes the needs and concerns of black colleges and universities, acts as their unified voice, and monitors national policies affecting blacks in higher education.

National Association for the Advancement of Colored People
4805 Mount Hope Drive
Baltimore, MD 21215
(301) 385-8900

Conducts programs in voter education, housing and prison reform, rural development, and advancement of equal employment and education opportunities.

National Association of Black Social Workers
271 West 125th Street, Room 317
New York, NY 10027
(212) 749-0470

Enhances the social welfare of the black community and assists the black social worker in professional development. Conducts forums for the exchange of ideas among its constituency and significant members of the community. Publishes two professional journals.

National Association of Blacks in Criminal Justice
P.O. Box 28369
Washington, DC 20005
(202) 829-8800

Represents the interests of blacks employed within the criminal justice system by monitoring in the field to ensure equitable treatment for all persons.

National Association of Counties (NACo)
440 1st Street, NW
Washington, DC 20001
(202) 393-6226

Provides information exchange research and reference services for county officials and represents county officials at the national level.

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

Promotes and encourages participation in crime watch programs by providing groups with the opportunity to pool resources, develop networks, and share program tips.

National Association of Neighborhoods (NEON)
1651 Fuller Street, NW
Washington, DC 20009
(202) 332-7766

Provides information, training and technical assistance to neighborhood groups nationwide, as well as communicating to constituent groups about news, developments, and legislation that would affect neighborhoods.

National Bar Association (NBA)
1225 11th Street, NW
Washington, DC 20001
(202) 842-3900

Association predominantly comprised of black attorneys include legislative advocacy, seminar development and technical assistance to members in specific legal areas.

National Black Police Association, Inc.
1517 West Gerard Avenue
Philadelphia, PA 19121
(215) 565-9077

Promotes better relations between law enforcement agencies and the communities they serve, and works for the eradication of police brutality for handgun control legislation, and increasing the numbers of women and minorities in police work.

National Center for Missing and Exploited Children (NCMEC)
1835 K Street, NW, Suite 700
Washington, DC 20006
(202) 634-9821

Maintains registry of missing children; works with counties and law enforcement and legislative agencies on missing and exploited children issues.

National Center for Neighborhood Enterprise (NCNE)
1367 Connecticut Avenue, NW
Washington, DC 20005
(202) 331-1103

Provides support and technical assistance to enable grassroots organizations to expand their role in the revitalization of urban communities.

National Center on Child Abuse and Neglect (NCAN)
Department of Health and Human Services
P.O. Box 1182
Washington, DC 20013
(202) 245-2856

Administers federal funds for child abuse prevention and treatment programs, research, and education. Has a number of free publications, some available in bulk quantities.

National Clearinghouse for Drug Abuse Information
Parklawn Building
5600 Fishers Lane
Rockville, MD 20857
(301) 443-6500

A federal agency that maintains an inventory of over 200 publications — many free — which are available to the public in response to inquiries about drug abuse prevention.

National Coalition Against Sexual Assault
Austin Rape Crisis Center
P.O. Box 7156
Austin, TX 78172
(512) 472-7273

Acts as an advocate for and on behalf of rape victims. Disseminates information on sexual assault prevention.

National Coalition of Hispanic Mental Health and Human Services Organizations
1030 15th Street, NW, Suite 1053
Washington, DC 20005
(202) 371-2100

Expands and improves services, research and training opportunities for the advancement of the health status and quality of life of Hispanic families, youth, aged, and handicapped.

National Committee for the Prevention of Child Abuse (NCPCA)
332 S. Michigan Avenue, Suite 950
Chicago, IL 60604
(312) 663-3520

Helps prevent child abuse, which includes non-accidental physical injury, emotional abuse, neglect, sexual abuse, and exploitation of children. Publishes guides and brochures. Conducts mass media public education campaign. Sponsors research.

National Conference of Christians and Jews
71 Fifth Avenue
New York, NY 10003
(212) 206-0006

Promotes justice, amity, understanding and cooperation among all races and religious groups through education and persuasion. Analyzes, moderates and works to eliminate intergroup prejudices which distort relations.

National Congress of Parents and Teachers (PTA)
700 N. Rush Street
Chicago, IL 60611
(312) 787-0977

Works to unite the home, school, and community on behalf of children and youth. Provides materials on parent education, adolescent sexuality, television's effects on children, drug and alcohol education, career education, school absenteeism, and relationships among parents, teachers, and school administrators.

National Council of Juvenile and Family Court Judges
University of Nevada
P.O. Box 8970
Reno, NV 89507
(702) 784-6012

Has two primary divisions: the National College of Juvenile Justice, the Council's educational arm, and the National Center for Juvenile Justice, a research facility. Services include continuing judicial education on such topics as child abuse and neglect, and alcohol and substance abuse. Publishes extensively to keep members current on juvenile justice and family law developments.

National Council of La Raza
20 F Street, NW, 2nd Floor
Washington, DC 20001
(202)628-9600

Works to advance the social and economic well-being of Hispanic communities and promote public policy legislation, community assistance programs, special projects and media attention of benefits to Hispanic Americans.

National Council of Negro Women
701 North Fairfax Street
Alexandria, VA 22314
(703) 684-5733

Encourages its constituents to address the social, economic and political aspects of community life. Works to improve the quality of life for all persons through such services as prenatal and postnatal care for teenage mothers and their children, counseling programs for youth.

National Crime Prevention Council (NCPC)
733 15th Street, NW, Suite 540
Washington, DC 20005
(202) 393-7141

A non-profit corporation whose mission is to prevent people from becoming victims of crime and to build safer, more vital communities. The Council manages the 103-organization Crime Prevention Coalition and, together with the Justice Department's Bureau of Justice Assistance and The Advertising Council, Inc., conducts the McGruff "Take A Bite Out of Crime" public education advertising campaign. The Council also publishes books, monographs, kits filled with reproducible materials, and posters on a wide variety of subjects. Has available an extensive computerized file of crime prevention programs. The Resource Center provides information and referrals on a wide range of crime prevention topics. The Youth Programs Division has pioneered programs in security officer education for high school

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students and generalized crime prevention curricula for teenagers. The Council also holds meetings for state crime prevention leaders, conducts research and studies of program operations in the field, and works with other leading crime prevention and community-building institutions. NCPC is the focal point for Crime Prevention Month every October.

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

Trains police officers, criminal justice planners, private sector security personnel, and community representatives in crime prevention for the establishment of crime prevention programs, and provides information and technical assistance to these groups.

National District Attorneys' Association (NDAA)
1033 N. Fairfax Street, Suite 200
Alexandria, VA 22314
(703) 549-9222

Carries out educational and informational programs to keep prosecuting attorneys informed on issues of criminal justice and individual civil liberties as well as providing a forum for exchange of information on effective programs.

National Education Association (NEA)
1201 16th Street, NW
Washington, DC 20036
(202) 822-7008

Works to improve education at all levels. Its committees focus on affiliate relationships, higher education, human relations, instruction and professional development, legislative and financial support, political action, and teacher benefits.

National Governors Association (NGA)
Committee on Criminal Justice and Public Protection
Hall of the States
444 North Capitol Street, NW
Washington, DC 20001
(202) 624-5320

The focus for state executive branch policy issues at the national level, NGA has committees on key topical areas. The Criminal Justice and Public Protection Committee is responsible for coordinating public policy on crime prevention policing, courts and corrections, among other topics.

National IMAGE, Inc.
317 SW 4th
Corvallis, OR 97333
(503) 753-5007

Concerned with the employment of Hispanics and the need to seek equality with other groups in employment and social practices. Its major projects are Vacancy Outreach Service (VOS), Hispanic Employee Legal Project (HELP), and National IMAGE Career Change Scholarship Program for Hispanic Women (Project Cambio).

National Institute on Alcohol Abuse and Alcoholism (NIAAA)
5600 Fisher Lane
Rockville, MD 20857
(301) 443-2954

Federal agency that conducts research on alcohol abuse, awards grants for prevention demonstration programs, publishes materials on alcohol abuse prevention and alcoholism treatment.

National Institute on Drug Abuse (NIDA)
5600 Fisher Lane
Rockville, MD 20857
(301) 443-6500

A federal agency that publishes educational materials on recognizing and preventing drug use and abuse. Sponsors research, model programs, and technical assistance for drug abuse programs nationwide.

National Criminal Justice Reference Service (NCJRS)
Box 6000
Rockville, MD 20850
(800) 851-3420

Maintains the largest criminal justice library in the world. Provides bibliographical data searches, free and cost documents, and statistical services.

National League of Cities (NLC)
1301 Pennsylvania Avenue, NW
Washington, DC 20531
(202) 626-3000

Develops and pursues a national municipal policy which can meet the future needs of cities and help cities solve critical problems. Offers training, technical assistance, and information to municipal officials to help them improve the quality of local government. Maintains 20,000-volume library.

National Network for Runaway and Youth Services (NNRYS)
905 6th Street, SW, Suite 411
Washngton, DC 20024
(202) 488-0739

Promotes development of responsive local services for youth and families; acts as information clearinghouse; and sponsors educational programs for policymakers and the public. Studies causes of problems within the family; conducts research, training conferences, and workshops.

National Organization of Black Law Enforcement Executives (NOBLE)
1221 Pennsylvania Avenue, SE
Washington, DC 20003
(202) 546-8811

Works for greater community involvement in the criminal justice system and increased sensitivity of law enforcement agencies to the problems of victims and the black community; promotes more black police officers at all levels; and works for the elimination of racism in the criminal justice system.

National Organization for Victim Assistance (NOVA)
717 D Street, NW
Washington, DC 20004
(202) 232-8560

Offers technical counsel, referrals, services and public support to victim assistance programs. Also provides services to victims directly. Serves as clearinghouse on state and federal legislation.

National Pan-Hellenic Council
875 Bear Tavern Road
Trenton, NJ 08628
(609) 882-6169

Coordinates activities of sororities and fraternities active on black college campuses and in the communities. Makes recommendations for the involvement of these organizations in programs designed to assist minority communities; such as family reinforcement activities, teenage pregnancy counseling programs, and image-building programs for black youth.

National School Safety Center
7311 Greenhaven Drive
Sacramento, CA 95381
(916) 427-4600

Works to insure the safety and well-being of young people through education programs.

National Sheriffs' Association (NSA)
1450 Duke Street
Alexandria, VA 22314
(703) 836-7827

Offers consulting and technical assistance to local peace officers and county jail officials. Sponsors Junior Deputy Sheriffs' League, National Neighborhood Watch Program, and National Sheriffs' Institute.

National Urban Coalition
1120 G Street, NW, Suite 900
Washington, DC 20005
(202) 628-2990

Works to improve economic and job and educational opportunities for the urban disadvantaged.

National Urban League
600 East 62nd Street
New York, NY 10021
(212) 310-9000

Works to eradicate racial discrimination and champions political and economic equality for black Americans. Offers programs entered around employment, education, adequate housing, improved social services, and criminal justice reform.

National Youth Employment Coalition
1501 Broadway, Room 111
New York, NY 10036
212/840-1801

Provides guidance in locating a variety of programs to develop and secure jobs for young people and train them for jobs.

Organization of Chinese Americans
2025 I Street, NW, Suite 926
Washington, DC 20006
(202) 223-5500

Works to advance the cause and foster public awareness of the needs and concerns of Chinese Americans in the United States; promotes participation through advancement of equal rights, responsibilities and opportunities; promotes cultural awareness; and works to unite Chinese Americans, uphold the U.S. Constitution, and support democracy.

Police Executive Research Forum (PERF)
2300 M Street, NW
Washington, DC 20037
(202) 466-7820

Seeks to stimulate public understanding and discussion of important criminal justice issues. Encourages development of new knowledge through research and experimentation; disseminates research information.

Police Foundation
1001 22nd Street, NW, Suite 200
Washington, DC 20037
(202) 833-1460

Supports innovation and improvement in American law enforcement. Provides research and technical assistance for those involved in criminal justice.

U.S. Conference of Mayors
1620 I Street, NW
Washington, DC 20006
(202) 293-7330

Promotes improved municipal government by encouraging cooperation between cities and the federal government. Provides educational information, technical assistance, and legislative services to cities.

U.S. Hispanic Chamber of Commerce
829 Southwest Boulevard
Kansas City, MO 64108
(816) 842-2228

Serves as a national network for those interested in strengthening the Hispanic business community.

Postal Inspection Service
U.S. Postal Service
Office of Criminal Investigation
Washington, DC 20260-2100
(202) 245-5317

Serves as the investigative arm of the U.S. Postal Service. Insures the security and integrity of the mail and protects the public from being victimized by mail fraud. Educates consumers and businesses on how to protect themselves from being victimized.

YMCA National Headquarters
101 N. Wacker Drive
Chicago, IL 60606
(312) 977-0031

Provides physical and health education facilities and training, residential facilities, aquatics instruction, camping, group and club activities, informal and formal education facilities, youth sports activities, parent-child programs, child care, world service work, and counseling.

YWCA National Headquarters
726 Broadway
New York, NY 10003
(212) 614-2700

Provides health education, recreation, clubs and classes, counseling and other assistance to girls and women in the areas of employment, education, human sexuality, self-improvement, volunteerism, community citizenship, emotional and physical health, and juvenile justice.

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