

Community Participation in Homeland Security

REPORT OF THE NATIONAL WATCH GROUPS SUMMIT



BJA Bureau of
Justice Assistance

citizen★*corps*
UNITING COMMUNITIES
PREPARING THE NATION



NATIONAL
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COUNCIL



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Justice Assistance

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The National Crime Prevention Council (NCPC) is a private, nonprofit tax-exempt [501(c)(3)] organization whose primary mission is to be the nation's leader in helping people keep themselves, their families, and their communities safe from crime. NCPC's strategic plan for 2007 through 2011 is centered on four goals: protect children and youth; partner with government and law enforcement to prevent crime; promote crime prevention and personal safety basics; and respond to emerging crime trends. NCPC publishes books, kits of camera-ready program materials, posters, and informational and policy reports on a variety of crime prevention and community-building subjects. NCPC offers training, technical assistance, and a national focus for crime prevention: it acts as secretariat for the Crime Prevention Coalition of America, more than 400 national, federal, state, and local organizations representing thousands of constituents who are committed to preventing crime. It hosts two websites: www.ncpc.org for adults and www.mcgruff.org for children. It operates demonstration programs in schools, neighborhoods, and entire jurisdictions and takes a major leadership role in youth crime prevention and youth service. NCPC manages the McGruff® "Take A Bite Out Of Crime®" public service advertising campaign. NCPC is funded through a variety of government agencies, corporate and private foundations, and donations from private individuals.

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Executive Summary

On May 30–31, 2007, the Federal Emergency Management Agency (FEMA), Community Preparedness Division/Citizen Corps; the U.S. Department of Justice, Bureau of Justice Assistance (BJA); and the National Crime Prevention Council (NCPC) convened the first National Watch Groups Summit. The purpose of the Summit was twofold: to give Watch groups a national perspective on crime prevention and homeland security and to gather information from participants about what makes a Watch group successful.

Over time, the traditional idea of Neighborhood Watch has evolved to include other types of Watches—Block Watch, Business Watch, Farm Watch, Waterways Watch, and others. In order to get a

better understanding of what practices are working, the partners invited as many of these groups as possible. In preparation for the Summit, NCPC conducted a literature review, a needs assessment, and a program management review to gain insights from practitioners and to help shape the Summit's content and direction.

To set the stage for discussion at the Summit, a panel of experts summarized recent research on Watch groups and on the need to include community groups in a planned approach to all-hazards and emergencies. Meeting in small breakout groups, participants confirmed the findings from the needs assessment and program management review, and also identified ways to strengthen Watch groups and ways

Watch groups can strengthen their communities. They looked at the challenges to carrying out their missions and how to overcome them. And they discussed how to sustain member interest and build partnerships. Attendees also had an opportunity to share best practices and network among themselves.

The Summit resulted in eight recommendations for further action. The recommendations are not listed here in any order of priority.

- 1) A mechanism is needed for coordinated national support for the diverse array of Watch groups.
- 2) A second, larger National Watch Groups Summit should be convened for information-sharing purposes among the diverse Watch groups and to further determine what makes Watch groups successful.
- 3) A document on “best practices” should be written and disseminated to Watch groups across the country.
- 4) Watch groups need training and assistance in a range of skills, including data management and program evaluation, leadership, fundraising, developing relationships with local law enforcement organizations, and basic crime prevention techniques. Specific

guidance on topics should be provided in multiple forms, such as templates, job aids, on-line tutorials, and classroom-based training.

- 5) Law enforcement organizations must continue their efforts toward involving community members as valuable partners in law enforcement activities. Research on the effectiveness of Watch programs should be presented to law enforcement organizations to demonstrate the cost/benefit success of Watch programs.
- 6) Training and education is needed for both the public and law enforcement professionals (e.g., Fusion Center personnel) on appropriate roles, mutual collaboration, and standard processes for handling information reported by concerned members of the community.
- 7) All levels of government need to dedicate resources to crime prevention and the Watch concept.
- 8) Watch groups should seek both public and private partnerships for additional support.

Background

The ways in which states and localities have involved citizens in crime

prevention has changed and evolved over the years, but one thing has remained constant: citizen involvement is a critical and powerful force in preventing crime.

Citizen involvement in crime prevention can trace its roots back to the days of colonial settlements, when night watchmen patrolled the streets. The modern version of night watchmen—Neighborhood Watch—was launched in 1972 by the National Sheriffs’ Association, and was developed in response to requests from sheriffs and police chiefs who were looking for a crime prevention program that would involve citizens and address an increasing number of residential burglaries.

Neighborhood Watch counts on citizens to organize themselves and work with law enforcement to keep a trained eye and ear on their communities, while demonstrating their presence at all times of the day and night. The program took off quickly. In just ten years, the National Sheriffs’ Association data showed that 12 percent of the population was involved in a Neighborhood Watch.¹ Neighborhood Watch works because it reduces opportunities for crime to occur; it doesn’t rely on altering or changing the criminal’s behavior or motivation.

¹ O’Keefe, G. J. and H. Mendelsohn (with K. Reid-Nash, E. Henry, B. Rosenzweig, H. Spetnagel), “Taking a Bite Out of Crime”: The Public Impact of a Mass Media Information Campaign, National Institute of Justice, Washington, DC, 1984.

Neighborhood Watch brings citizens together with law enforcement to deter crime and make communities safer.

Various external factors have influenced the way Neighborhood Watch has been shaped and reshaped over the past several decades. The National Crime Prevention Council introduced the National Citizens' Crime Prevention Campaign with its spokesdog, McGruff the Crime Dog®, in the early 1980s. This massive public service advertising and education campaign was designed to change the way Americans viewed crime prevention and their role in it. Most Americans still felt that crime prevention was a role solely for law enforcement. As crime prevention messages and materials were disseminated in communities throughout the country, that attitude began to change. Citizens, and thus Neighborhood Watch groups, began to believe that they could and should have a role in preventing crime.

In the 1990s, law enforcement embraced the idea of community policing.² Community policing is a philosophy based on the idea that interaction with community members could help control crime. Citizens help identify suspects and bring

problems to the attention of law enforcement. Officers also get out of their cars and begin to walk the beat again, getting to know the people in the community that they are charged with protecting. It is through these daily interactions that law enforcement officers and community members build trust and work together to solve some of the crime and disorder problems of the neighborhood.

Neighborhood Watch groups that formed over this time period usually did so as a response to a recent high-profile crime or a small crime wave in a community. But successful Watches began to move beyond the basics of home security, watching out for suspicious activities and reporting them to law enforcement. They started sponsoring community cleanups, finding solutions to local traffic problems, collecting clothing and toys for homeless families, organizing afterschool activities for young people, helping victims of crime, tutoring teens at risk of dropping out of school, reclaiming playgrounds from drug dealers, and forming community task forces that influence policymakers.

In addition, the definition of Neighborhood Watch began to expand to include Town Watch, Community Watch, Park Watch,

Youth Crime Watch, Marina Watch, Waterways Watch, Cab Watch, Senior Watch, Farm Watch, and more.

On September 11, 2001, the world was rocked by terrorists' attacks on the United States. As details about the terrorists and their activities before the attacks emerged, it became evident that many citizens had crossed paths with these individuals and had witnessed suspicious activities and behavior. In his 2002 State of the Union Address, President Bush called upon Americans to commit 4,000 hours over their lifetimes to serve their neighbors and their nation. During this address, the president highlighted the role that citizens play in homeland security. "America needs retired doctors and nurses who can be mobilized in major emergencies; volunteers to help police and fire departments; transportation and utility workers well-trained in spotting danger," he said. Under the umbrella structure of Citizen Corps, Neighborhood Watch groups once again expanded their purview to include facilities and areas that might be potential terrorist targets and also include emergency preparedness activities. Port Watch, Airport Watch, Highway Watch, and others were born.

² Jihong Zhao, Ni He, and Nicholas P. Lovrich (2003), Community Policing: Did It Change the Basic Functions of Policing in the 1990s? A National Follow-up Study. *Justice Quarterly*, 20 (4): 697-724.

In 2003, the U.S. Department of Homeland Security (DHS) was formed and tasked with securing our homeland and bringing together the national network of organizations in securing our nation. Its mission: “We will lead the unified national effort to secure America. We will prevent and deter terrorist attacks and protect against and respond to threats and hazards to the nation. We will ensure safe and secure borders, welcome lawful immigrants and visitors, and promote the free flow of commerce.”³ In addition to coordinating the efforts of this national network of organizations, DHS saw the need to include the citizenry in homeland security and continued its partnership with the U.S. Department of Justice through Citizen Corps. Indeed, recent terrorist activities have been thwarted by the actions of alert, informed citizens, such as a planned attack on U.S. soldiers at Fort Dix, NJ.

In 2007, the Federal Emergency Management Agency (FEMA), Community Preparedness Division/Citizen Corps, and the U.S. Department of Justice, Bureau of Justice Assistance (BJA) partnered with the National Crime Prevention Council (NCPC) to convene a first-ever National

Watch Groups Summit. In preparation for convening the Summit, NCPC conducted a literature review, a needs assessment, and a program management review of Summit participants. The Summit would be designed to discuss the qualities of effective Watch groups, identify similarities, and identify challenges and recommend solutions to those challenges.

Pre-Summit Work

Literature Review

From the mid-1970s onward, the concept of “watch” (predominantly in the form of Neighborhood Watch) has been present in criminal justice and other social science literature.

Through the early 1980s, the literature consisted primarily of how-to documents and program manuals, with the landmark Seattle, WA, burglary prevention evaluation (of Neighborhood Watch) as the major exception.

During the 1980s, a mix emerged. Program methods and promotion materials were coupled with a number of evaluations. The evaluations were substantially focused on crime statistics, with some addressing the fear-of-crime issue in the latter half of the decade.

In the 1990s, the trend moved away from major U.S. studies of Watch movements, especially Neighborhood Watch. Outside the criminal justice and criminology literature, however, literature in other social science journals began to identify Watch programs, particularly Neighborhood Watch, as regular elements of communities, especially in articles that examined civic action, volunteerism, and related issues. So-called “gray” research, studies that were not published in peer-reviewed journals or general circulation magazines, were another significant source of Watch-related information. From the *FBI Bulletin* to the National Association of Town Watch newsletter, articles were published that reported on or mentioned Neighborhood Watch evaluations, successes, and challenges. For example, several documents published by NCPC over the years are not represented in these search results, nor are documents produced by such major crime prevention agencies as the California Attorney General’s Office.

The more recent Watch literature has emerged from the Home Office in Great Britain, which has produced a number of updated manuals and evaluations as part of the British crime prevention initia-

³ Department of Homeland Security, Strategic Plan—Securing Our Homeland. www.dhs.gov/xabout/strategicplan/index.shtm.

tive in the late 1990s through 2003. In 2006, Bennett et al. undertook a meta-analysis⁴ of Neighborhood Watch evaluations to determine whether the program has been effective in reducing crime. This analysis looked at 18 different evaluations and found that 14 of them (78 percent) showed a decrease in criminal activity in areas where there was an active Neighborhood Watch. The authors also conducted a narrative review of the 18 evaluations plus 18 additional studies that were excluded from the meta-analysis because the data were not presented in a usable form. Nineteen (53 percent) of the 36 studies showed that Neighborhood Watch was effective in reducing crime. Because so few statistical evaluations were available, the researchers suggested conducting more evaluations with advanced designs to more persuasively determine the impact of Neighborhood Watch.⁵

See Appendix A for the complete report of the Literature Review.

Needs Assessment

The Needs Assessment was conducted among Watch groups slated to attend the National Watch Groups Summit. The Needs Assess-

ment, conducted from February through March 2007, among confirmed National Watch Groups Summit participants, was designed to provide a snapshot of assistance that local, state, and national Watch groups might need in both program and management areas.

Of the 53 participants registered for the Summit at the time of the Needs Assessment, a total of 32 responded. Most respondents represented well-established organizations: 21 (nearly two-thirds) had existed for more than 15 years. Three had existed between six and 15 years, and eight had existed for five years or less.

The data gathered in the Needs Assessment strongly suggest that Watch groups (local, state, and national) have substantial areas of unmet needs. The most important and most urgent needs, as ranked by respondents, were for assistance with management of crime and incident data and with evaluations of program performance and effectiveness. Fund development, grant writing, communications training, and educational materials tailored to the Watch concept and various levels of need would also be highly valued.

See Appendix B for the complete Needs Assessment report.

Program Management Review

The principal goal of the Program Management Review was to identify some shared principles of Watch groups and their parent organizations, including the support that they need, the issues they should (and should not) cover, and the reach of the Watch concept. It was anticipated that findings from the Program Management Review would identify issues that would benefit from focused, face-to-face discussion and would be used to design the Summit agenda.

The Program Management Review was conducted via email in two rounds. A total of 16 persons replied in Round One; 14 persons replied in Round Two. Each respondent represented a different Watch group, some with localized memberships and others with state, regional or national scope. Despite the diversity among respondents, as a group they converged on several common core elements of a successful Watch program:

- Cooperation with law enforcement
- Communication
- Participation
- Organizational structure and leadership

⁴ A meta-analysis is a type of statistical analysis in which the results of several studies are combined and analyzed as if they were produced by a single large study.
⁵ Bennett, Trevor, Katy Holloway, and David P. Farrington (2006), "Does Neighborhood Watch Reduce Crime? A Systematic Review and Meta-analysis," *Journal of Experimental Criminology* 2:437-458.

- Consistent federal support
- Local focus and assessment
- Active outreach
- Quality materials and training

The respondents also converged on four factors considered essential in sustaining a Watch program: cooperation with law enforcement, commitment from the community, funding support, and updated flow of information. Respondents also reflected on common challenges facing Watch groups, strategies for establishing partnerships, and approaches to enhancing the visibility of their work.

A complete report of the Program Management Review is attached as Appendix C.

The Summit

Building on the information collected through the Needs Assessment and Program Management Review to design the agenda, the National Watch Groups Summit was held from May 30–31, 2007, in Lexington, KY. Members from Watch groups across the country and representatives from local, state, and national organizations that sponsor Watch groups attended. (See Appendix D for a list of participating groups.) The Summit had two distinct type of sessions: those that disseminated

information *to* the participants and those that gathered information *from* the participants.

Introductory Remarks

The Summit began with remarks from the three national partners: BJA, FEMA, and NCPC. (See Appendix E for the Summit agenda.) The speakers addressed the history of Neighborhood Watch and the changes it had gone through, framed the goals for the Summit, and summarized the advance work that had been done. BJA Director Domingo S. Herraiz introduced a concept that became a recurring theme throughout the Summit. He stated that although the federal government has a role in crime prevention, “crime is not a national concern; it’s a neighborhood concern. All of you wear two hats. You’re here in a business role but you go home and live in a community.” The ability to tailor programs to local needs and conditions is an important part of what makes a group successful.

FEMA Acting Deputy Administrator Corey Gruber set out the goals for the Summit: “[T]o tap into the expertise and energy you have demonstrated in meeting the challenge of engaging citizens in community safety, to determine what tools and strategies are needed

to sustain that momentum to create resilient communities, and to build a culture of preparedness throughout this country.” In addition to the role Watch groups play in preventing crime or terrorism, Mr. Gruber emphasized Watch groups’ connection to emergency management and the need to build a cadre of trained citizen volunteers to provide the initial response and recovery assistance in the event of an emergency. Watch groups can also support the effort to ensure individual citizens are prepared for emergencies. To achieve this expanded role, groups must build partnerships throughout all levels of government and with community leaders, emergency management, law enforcement, fire services, the private sector, the faith-based community, and other volunteer organizations to achieve and sustain preparedness.

NCPC’s CEO and President Alfonso Lenhardt summarized the information gathered from the participants through the pre-Summit inquiries: “We know you would like some help with fund development, grant writing, and communications. National and state groups see a distinct need for leadership development and training. Local, state, and national Watch groups would benefit from quality technical assistance, training, and materials.”

Panel Presentation

The next agenda item was a panel discussion entitled, “The Evolving Citizen Role in Public Safety, Security, and Preparedness.” Each of the three speakers focused on the need to involve citizens in preparedness activities.

Diane L. Zahm, Ph.D.

Diane L. Zahm, Ph.D., associate professor of Urban Affairs and Planning, Virginia Tech College of Architecture and Urban Studies, reviewed the history of Neighborhood Watch from its inception in the aftermath of the Watts riots in Los Angeles in 1965 to the present. She placed its genesis in the context of other movements in history, such as the War on Poverty and the National Environmental Policy Act, which required public participation and input. She also noted the role of the Law Enforcement Assistance Administration in supporting new research and initiatives, including Crime Prevention Through Environmental Design (CPTED).

Dr. Zahm defined Neighborhood Watch as a crime prevention program that

- Teaches citizens to reduce the risk of being victimized at home and in public

- Trains citizens on the importance of recognizing suspicious activities and how to report them
- Teaches participants how to make their homes more secure and properly identify their property
- Allows neighbors to get to know each other and their routine so that any out-of-place activity can be reported and investigated
- Creates a cohesive body of concerned citizens addressing issues that concern their neighborhood and the entire community

From 1980 to 1995, Neighborhood Watch was considered one of many “public-private partnerships” that flourished as government acknowledged the need for help in mounting large-scale public initiatives. Again, considering the historical context, this was the time of the War on Drugs and the advent of community policing and community-oriented policing, as law enforcement officers acknowledged that they, too, depended on collaborations with other agencies and the community.

Dr. Zahm referred to the present era as a time of “reconfiguration,” with the emergence of new technologies and increasing reliance on privatization, set against the background of terrorism and homeland security. Neighborhood Watch assumes even greater importance in this context.

Dr. Zahm then considered the question of whether Neighborhood Watch “works” and the challenges of evaluating this type of initiative. She described a recent survey of law enforcement agencies in the 15 largest metropolitan areas in the United States, along with a random sample of agencies serving communities of less than 100,000. Based on 560 responding agencies, it was determined that

- Agencies in jurisdictions larger than 25,000 were more likely to support Neighborhood Watch
- Maintaining Neighborhood Watch requires considerable energy and officers have limited resources
- Interest increased after 9/11 but then declined in many jurisdictions
- Officers recognize a relationship between Neighborhood Watch and homeland security

Dr. Zahm also reported on the results of a survey she recently conducted for the USAOnWatch⁶ National Advisory Committee. Survey participants identified and ranked the top five factors to study in order to better understand Neighborhood Watch:

- 1) Resident interactions with one

⁶ USAOnWatch (UOW) was created by the National Sheriffs’ Association to advance citizen participation in homeland security by encouraging the initiation and/or revitalization of Neighborhood Watch programs throughout the country.

another, and their knowledge of the neighborhood and the broader community

- 2) Resident understanding of crime and crime prevention, and the application of crime prevention strategies
- 3) Resident knowledge of and involvement in a Watch group
- 4) Levels of crime and fear of crime
- 5) Relationships between residents and the law enforcement agency

Monica Schoch-Spana, Ph.D.

The second speaker, Monica Schoch-Spana, Ph.D., senior associate with the University of Pittsburgh Medical Center (UPMC) Center for Biosecurity in Baltimore, Maryland, reported on the findings of a Working Group on Civic Engagement in Health Emergency Planning. This diverse group, representing decision makers from all levels of government, public health practitioners, community-based organizations, and a range of subject matter expertise, met in 2006 to generate recommendations for “why and how to catalyze the civic infrastructure for an extreme health event.”⁷

Dr. Schoch-Spana used the events of 9/11, Hurricane Katrina, and the Severe Acute Respiratory Syndrome (SARS) outbreak of 2003 to underscore the five principal findings of the Working Group, all lead-

ing to the conclusion that community engagement is an essential tool in preparing for, and responding to, public emergencies. These findings were as follows:

- 1) *Disasters and epidemics compel citizen judgment and action.* These are immense and shocking disturbances that far exceed the capacity of public agencies. Family members, friends, coworkers, neighborhoods, and strangers often carry out search and rescue activities, provide medical care, help to restore electricity and telephone service, find food and clothing, and provide myriad other services when disaster strikes.
- 2) *Civic infrastructure yields remedies throughout the disaster cycle of preparedness, response, and recovery.* Voluntary associations and social service organizations have the ability to transmit information to educate and raise awareness, to energize trust between authorities and communities-at-large, and to help coordinate the response and recovery roles of government, business, civic groups, and individuals.
- 3) *Leaders’ tools to tap civic infrastructure are unevenly applied.* Mass communication approaches are familiar to most leaders, but

community engagement methods are largely unused. Communication techniques are predominantly one-way, from officials to community, while consultation (e.g., surveys, polls, etc.) tends to be one-way from citizens to the officials. Community engagement, however, entails dialogue, joint problem-solving, and collaborative action.

- 4) *Decision makers gain wisdom and influence through community partners.* The potential rewards are both immediate and long-term.
 - ◆ Decision makers who proactively solicit community partners prior to a crisis may be better equipped to govern effectively during an actual event
 - ◆ With pre-event protocols in place, leaders can mobilize and integrate volunteers and community organizations quickly and efficiently
 - ◆ Grassroots organizations may reach certain populations more easily and effectively than official channels or mass media
- 5) *Certain ingredients are necessary for genuine community engagement.*
 - ◆ Commitment and leadership
 - ◆ Assessment of existing civic infrastructure
 - ◆ Agreement with community partners on top issues

⁷ A full report of the Working Group’s recommendations can be found in M. Schoch-Spana, C. Franco, J.B. Nuzzo, and C. Usenza (2007), “Community Engagement: Leadership Tool for Catastrophic Health Events,” *Biosecurity and Bioterrorism: Biodefense Strategy, Practice, and Science*, 5(1): 8-25.

- ◆ Resources
- ◆ Outreach to groups not traditionally at the table
- ◆ Attention to unresolved past traumas

Gregory V. Button, Ph.D.

The third speaker, Gregory V. Button, Ph.D., professor of Anthropology, University of Tennessee-Knoxville, reminded Summit participants that “all disasters are local.” Not only are community residents the true first responders to disasters, they are also the last to leave. Ordinary citizens often have a strong urge to help, often at great risk to themselves. Consequently, it is imperative for public officials to gain citizen input before disaster strikes.

Dr. Button cited research and several examples demonstrating that tapping into a community’s pre-existing community structures and networks can bolster the community’s resilience and responsiveness: the Exxon-Valdez oil spill, California wildfires, and the “Cajun Navy” that mobilized in New Orleans after Hurricane Katrina. He also highlighted the importance of obtaining input from all income levels of society.

He noted that there is other research that points to a shared sense of loss of control among disaster victims, which can impede

their capacity to respond productively. Dr. Button observed that these feelings can be exacerbated if “outside” groups or organizations impose their relief efforts on a community. By inviting broad-scale public participation, leaders can help to restore that sense of control.

Dr. Button also noted that many current citizen mobilization efforts place too much emphasis on individual households and not enough on the collective community. He warned that, “Robust research has demonstrated that government planners often ignore this community partnership at their own peril.”

Small Group Discussions

The afternoon of the first day and the second day of the Summit were dedicated to gathering information *from* the participants. Drawing from the results of the Program Management Review, BJA and Citizen Corps developed a series of eight questions for Summit participants to consider.

- 1) What are the five greatest opportunities that all Watches have to strengthen their communities, and how can they best tap those opportunities?
- 2) What national, state, and

regional allies (or partners) should Watch groups have? What would be the benefits for both groups—the Watch group and the allies?

- 3) What five roles could Watch groups play that would strengthen the Watch groups’ missions at the local, state, regional, or national levels? What would be the challenges of these roles?
- 4) What are the five major challenges that all Watches face? What are the best solutions?
- 5) What are the five educational areas that would be of most interest to Watch groups? What delivery formats would be most effective for Watch members (e.g., trainer-delivered, online, PowerPoint)? Any other considerations (e.g., delivery time required)?
- 6) How do Watches sustain members’ interest and involvement? What expanded mission areas or activities would be of most interest to Watch members and would sustain the Watch programs?
- 7) What are the top ten areas of support that would be of most value to Watch groups (non-monetary)?
- 8) What signs or indicators show that a Watch program is healthy and functioning well? What signs or indicators would suggest that a

Watch needs attention? How could Watches monitor and/or measure these signs and indicators?

Summit participants broke into four groups to discuss these questions, to explore commonalities and differences among Watch groups, and to develop recommendations for action. Over the course of these discussions, several overarching themes emerged. By and large, these themes echoed issues that were identified in the Needs Assessment and Program Management Review. The themes captured common elements, challenges, and ongoing needs of Watch groups across the country as described below.

Communication

Participants underscored the need for communication at multiple levels, in multiple directions. Better communication—with Watch group members, with the community, and among Watch group leadership—was cited as one solution to maintaining citizen interest, improving relationships with law enforcement, and overcoming the perception of Watch groups as an Orwellian “big brother” presence in the community. Maintaining effective channels of communication is seen as essential to a Watch group’s sustainability. Fostering ongoing

communication and feedback among their members is also a major challenge facing Watch groups. Summit participants sought assistance in better utilizing the Internet and other technology to help support and extend their networks through communication.

Outreach

Summit participants noted the ability of Watch groups to draw in community members and potential partners that share the goal of reducing crime and fear of crime in their neighborhoods. At the same time, they acknowledged the challenges of reaching out to nontraditional groups in their communities and the need to replenish their ranks when membership declines. Participants suggested they could expand their outreach through the media, by offering community education and training across age groups, and by building intergenerational partnerships.

Partnerships

Summit participants unanimously endorsed the importance of partnerships in building, maintaining, and sustaining effective Watch groups. Local law enforcement agencies were most frequently mentioned as essential partners, but participants noted a significant need to solicit a broader range of allies within their commu-

nities, including crime prevention practitioners, educational institutions, first responders, the private sector, and faith-based organizations. Participants cited numerous benefits of expanded partnerships: learning from each others’ experience and expertise, enhancing their credibility, extending their reach, pooling their resources, and reducing duplication of effort. Partnerships also help to diversify perspectives and attract new resources and funding.

Leadership

Many Summit participants emphasized the critical role of Watch group leaders as the linchpin connecting individual participants to one another, to the larger community, to partnering agencies and organizations, and to state, regional, and national issues and priorities. Watch group leaders serve as the cohesive force among the membership and the primary liaison to allied organizations within and beyond the local community. They are the conduit of information from national, regional, or state crime prevention authorities to their local membership. They are cheerleaders and fundraisers. Summit participants noted that Watch group leaders need to be both accessible and effective. In fact, leadership development was cited as one avenue towards

strengthening the mission of Watch groups.

Education and training

Education and training are perennial needs and challenges of Watch groups. Summit participants asked specifically for more training on general crime prevention strategies, homeland security, identifying suspicious activity, and disaster preparedness and response. They also requested training on management of Watch groups, including media relations, communication skills, monitoring Watch group participation and activities, and demonstrating the effectiveness of their work.

Participants identified five actions that would strengthen the effectiveness of Watch groups: training, recruitment, obtaining funds, leadership, and outreach to other groups and community members. At the same time, they recognized common challenges in performing these actions: limited resources, duplication of effort, threats to sustainability, poor communication capabilities (within the membership, with the media), and liability issues that surface in organizations that rely heavily on volunteers (e.g., background checks, insurance for volunteer drivers).

To help address the challenges facing them, Summit participants identified the “top ten” areas of

support that would be of most value to Watch groups (apart from funding).

- 1) Organizational skills
- 2) Partnership development
- 3) Internet and other technology training
- 4) Working with the news media
- 5) Support from law enforcement
- 6) Educational and/or promotional materials
- 7) Ways to secure in-kind donations
- 8) Political support
- 9) Positive recognition
- 10) Effective communication

Finally, Summit participants recognized a need to monitor their work and demonstrate its value. They named several indicators of a “healthy” Watch group.

- 1) A clean neighborhood
- 2) Reduced crime and fear of crime
- 3) An increase in reporting
- 4) An active membership, well-attended meetings, and a self-sustaining program
- 5) Healthy partnerships and positive media coverage

To monitor the health of their groups, participants suggested tracking the number of members, attendance at meetings, and frequency of calls reporting crimes or suspicious

activities. To measure the effectiveness of a Watch group, Summit participants suggested gathering crime statistics, recording problems that are solved or resolved, surveying group members, and surveying community attitudes through polls, focus groups, or interviews. They recognized, however, the difficulty in linking changes in crime statistics directly to their work.

Recommendations

The information collected through the pre-Summit inquiries led to a productive National Watch Groups Summit. Participants in the process were committed to the concept and the principles of Watch programs and are duly noted for their contributions. Based on the research and the discussions held at the Summit, the following eight recommendations (not in any priority order) are presented as an action plan to achieve greater success among Watch groups of all types nationwide.

- 1) A mechanism is needed for coordinated national support for the diverse array of Watch groups. This would provide Watch groups with a central hub for communication, sharing existing resources, and economies of scale in developing needed tools and training.

- 2) A second, larger National Watch Groups Summit should be convened for information sharing purposes among the diverse Watch groups and to further determine what makes these groups successful. Although it might be difficult to physically convene a larger group of people, at a minimum it would be helpful to try to survey more groups in preparation for the Summit. Some effort should be given to sorting and separating the responses from local, state, and national groups, because they each have different needs and different resources available to them.
- 3) From the second Summit and additional research, a “best practices” document should be produced for dissemination to Watch groups across the country. This document should include not only what general practices keep groups healthy and active, but also specific examples of what groups are doing.
- 4) Watch groups need training in a range of skills, including data management and program evaluation, leadership, fundraising, developing relationships with local law enforcement organizations, and basic crime prevention techniques. Specific guidance on these topics should be provided in multiple forms, such as templates, job aids, online tutorials, and classroom-based training. A train-the-trainer approach could also be used to provide consistency in the classroom training delivery.
- 5) Law enforcement organizations must continue their efforts toward involving community members as valuable partners in law enforcement activities. Research on the effectiveness of Watch programs should be presented to law enforcement organizations to demonstrate the cost/benefit success of Watch programs.
- 6) Training and education is needed for both the public and law enforcement professionals (e.g., including Fusion Center personnel) on appropriate roles, mutual collaboration, and standard processes for handling information reported by concerned members of the community. Training for the public should provide an understanding of what information should be reported, how to report the information, and what is done with the information after it is reported. Training for law enforcement professionals should include how to communicate with members of the public and how to solicit information effectively.
- 7) All levels of government need to dedicate resources to crime prevention and the Watch program concept. Resources can include monetary and nonmonetary support.
- 8) Watch groups should seek both public and private partnerships for additional support. Representation on their nearest Citizen Corps Council can facilitate this effort. Citizen Corps Councils bring together government and nongovernmental entities, including the private sector, faith-based and community organizations, and advocacy groups, to build community resiliency.

APPENDIX A

Literature Review Project for the National Watch Groups Summit

The modern “watch” concept in crime prevention got its impetus from Neighborhood Watch in the mid 1970s. The concept has been applied also as Apartment Watch, Block Watch, Town Watch, Park Watch, Marina Watch, Airport Watch, Campus Crime Watch, Youth Crime Watch, Highway Watch, and Wildlife Watch, among others. Among the more recent adaptations of the concept are those relating to terrorism prevention.

The National Crime Prevention Council, working with the Bureau of Justice Assistance (Office of Justice Programs, U.S. Department of Justice) and Citizen Corps (U.S. Department of Homeland Security) is holding an invitation-only National Watch Groups Summit in May 2007. Part of the purpose of the Summit is to help identify principles and sound practices that can apply to all “Watch” approaches and formats. Another element of the purpose is to identify various kinds of support that can benefit programs using the Watch concept. A third element is to identify ways and means by which to incorporate homeland

security elements into Watch-format programs.

Among the elements of work deemed helpful to this process was an examination of literature that has been written about Watch-style programs. Though not intended as a thoroughgoing literature review, this study was designed to examine and draw conclusions about the available literature and Watch-style programs.

Search Criteria

The world’s largest database of criminal justice documents is the National Criminal Justice Reference Service (NCJRS), with over a quarter of a million documents on file. The database of abstracts is available online at www.ncjrs.gov.

This database was searched in mid-November 2006 using the broad “* watch” search term (* is the wildcard indicator) and the command to search abstract texts as well as title and annotation lines. The initial search resulted in more than 700 identified abstracts. Individual reviews of each of the abstracts narrowed the search body to 365 abstracts, of which 275 were deemed relevant. The majority of

deleted abstracts involved reference to Klan Watch and Human Rights Watch. Though these organizations may be argued to have adapted the Watch concept to address specific types of crimes at a national or international level, their staff members augmented by a limited number of observers conduct the “Watch activities.”

A Google Scholar search in late December on the same search term (* watch) produced 507 articles; these were culled to 209 after further review, including removal of duplicates.

This initial series of searches identified 484 documents that discuss some level or form of the Watch concept. Additional searches are possible and in the longer term desirable.

Findings

From the mid-1970s onward, the concept of “Watch” (predominantly in the form of Neighborhood Watch) has been present in criminal justice and other social science literature.

Through the early 1980s, the materials are dominantly how-to

documents and program manuals, with the landmark Seattle burglary prevention evaluation (of Neighborhood Watch) as the major exception.

During the 1980s, a mix emerges. Program methods and promotion materials are coupled with a number of evaluations. The evaluations are focused substantially on crime statistics, with some addressing the fear of crime issue in the latter half of the decade.

In the 1990s, the trend moves away from major U.S. studies of Watch movements, especially Neighborhood Watch, to studies from the British Home Office on Watch and Watch-related issues, focused almost exclusively on Neighborhood Watch. Outside the criminal justice/criminology literature, however, literature in other social science journals begins to identify Watch programs, particularly Neighborhood Watch, as routine elements of communities, especially in articles that examine civic action, volunteerism, and related issues.

Based on an initial screening of some key documents, evaluative studies of Watch programs have been extremely limited over the past

decade or slightly longer. Even in the often-quoted *Crime Prevention: What Works, What Doesn't, What's Promising* (Lawrence Sherman, ed., 1997), there were few Neighborhood Watch evaluations noted that took place after 1990.

The more recent Watch literature has emerged from the Home Office in Great Britain, which has produced a number of updated manuals and evaluations as part of the British crime prevention initiative in the late 1990s through 2003. Though these were written in another nation, many of the findings appear transferable to the United States, though perhaps requiring modest adaptation.

In 2006, Bennett et al. undertook a meta-analysis⁸ of Neighborhood Watch evaluations to determine whether the program has been effective in reducing crime. This analysis looked at 18 different evaluations and found that 14 of them (78 percent) showed a decrease in criminal activity in areas where there was an active Neighborhood Watch. The authors also conducted a narrative review of the 18 evaluations plus 18 additional studies that were excluded from the meta-analysis because the

data was not presented in a usable form. Nineteen (53 percent) of the 36 studies showed that Neighborhood Watch was effective in reducing crime. Because so few statistical evaluations were available, the researchers suggest conducting more evaluations with advanced designs to more persuasively determine the impact of Neighborhood Watch.⁹

The searches to date have not tapped the wealth of information. So-called gray research—not published in peer-reviewed journals or in general circulation magazines—is a significant source of Watch-related information. From the *FBI Bulletin* to the National Association of Town Watch newsletter, articles are published that report on or mention Neighborhood Watch evaluations, successes, and challenges. Several documents NCPC published over the years are not represented in these search results, as a further example, nor are documents produced by such major crime prevention agencies as the California Attorney General's Office.

The major finding of this literature search is that there is a great deal more literature to (1) identify,

⁸ A meta-analysis is a type of statistical analysis in which the results of several studies are combined and analyzed as if they were produced by a single large study.

⁹ Bennett, Trevor, Katy Holloway, and David P. Farrington (2006), "Does Neighborhood Watch Reduce Crime? A Systematic Review and Meta-analysis," *Journal of Experimental Criminology* 2:437-458.

(2) locate, and (3) review from a structured platform.

The Search Results

The results of the two major searches and overviews described

above are shared in two documents. The first lists National Criminal Justice Reference Service numbers (which instantly locate abstracts through the NCJRS search engine), the article title (and journal if relevant), and the year of publica-

tion. The second provides a bibliography listed alphabetically by author documenting the results of the Google Scholar search and review. These documents can be found on NCPC's web site: www.ncpc.org.

APPENDIX B

Watch Groups Summit Needs Assessment Report

The Needs Assessment was conducted among Watch groups slated to attend the National Watch Groups Summit, held May 30–31, 2007.

This assessment, conducted from February through March 2007 among confirmed National Watch Groups Summit participants, was designed to provide a snapshot of assistance that local, state, and national Watch-style groups might need in both program and management areas. The Summit includes representatives of many different types of Watch groups, including but not limited to: Neighborhood Watch, Airport Watch, Cab Watch, Park Watch, Waterway and Maritime Watch, Youth Crime Watch,

agriculturally focused Watches, and college-related crime Watches.

This report summarizes key findings and observations from the responses received. Both counts of respondents and the percentage that each group represents of those responding are shown.

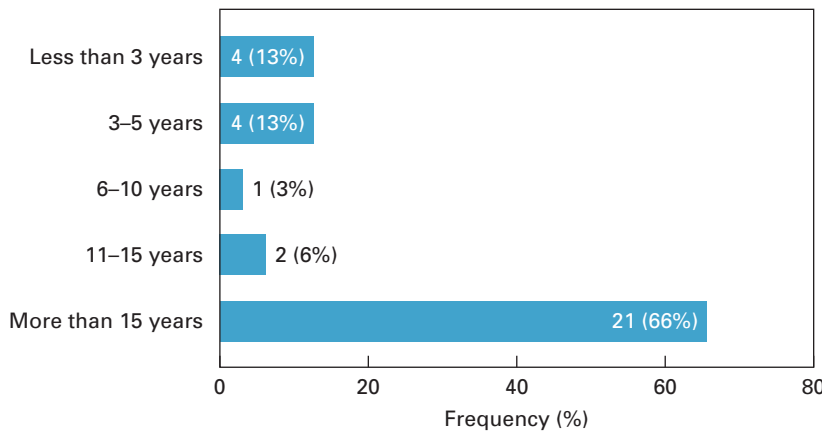
Who Responded to the Needs Assessment?

A total of 32 Summit participants completed the Needs Assessment. Most respondents represented well-established organizations, with 21 organizations (66 percent) having been in existence for more than 15 years. Eight (26 percent) have

been in existence for five years or fewer; three (9 percent) have been in existence between six and 15 years (Figure 1).

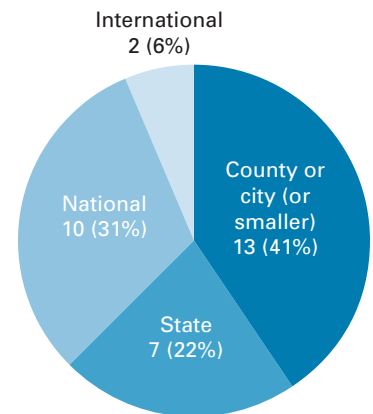
As the Figure 2 below illustrates, the respondents represent a

Figure 1. Participant Profile (N = 32)



Note: Totals do not equal 100 percent due to rounding.

Figure 2. Types of Organizations Responding to Needs Assessment (N = 32)



reasonable balance among local, state, and national groups, with two of the participating organizations being international in scope.

What Kinds of Management Help Were Sought?

Respondents were asked to indicate whether they desired help in any or all of a series of program management areas.

Figure 3. Management Assistance Sought

Type of Assistance	Number	Total Responses
Engaging/partnering with agencies other than law enforcement	20 (65%)	31
Data management for crime and incident data	19 (61%)	31
Communications training	18 (60%)	30
Data management for Watch membership	18 (58%)	31
Other fund development training	17 (55%)	31
Leadership development training	16 (52%)	31
Grant-writing training	15 (48%)	31
Support in improving use of technology	14 (47%)	30
Board of directors training	13 (45%)	29
Improving relations with law enforcement	13 (43%)	30
Working with news media	12 (40%)	30

As seen in Figure 3, the most sought-after subject matter was engaging/partnering with agencies other than law enforcement, followed closely by data management for crime and incident data and communications training. Working with news media received the lowest rating among the 11 options offered.

What Management Assistance Was Deemed Most Urgent?

Respondents were asked to choose as many as two areas in which their need was urgent; however, some respondents chose one and others more than two. Three individuals did not answer the question. Four need areas were most frequently rated urgent: grant-writing training, data management for crime and incident data, other fund development training, and engaging/partnering with agencies other than law enforcement. No one selected

“working with news media” as one of the most urgent needs (Figure 4).

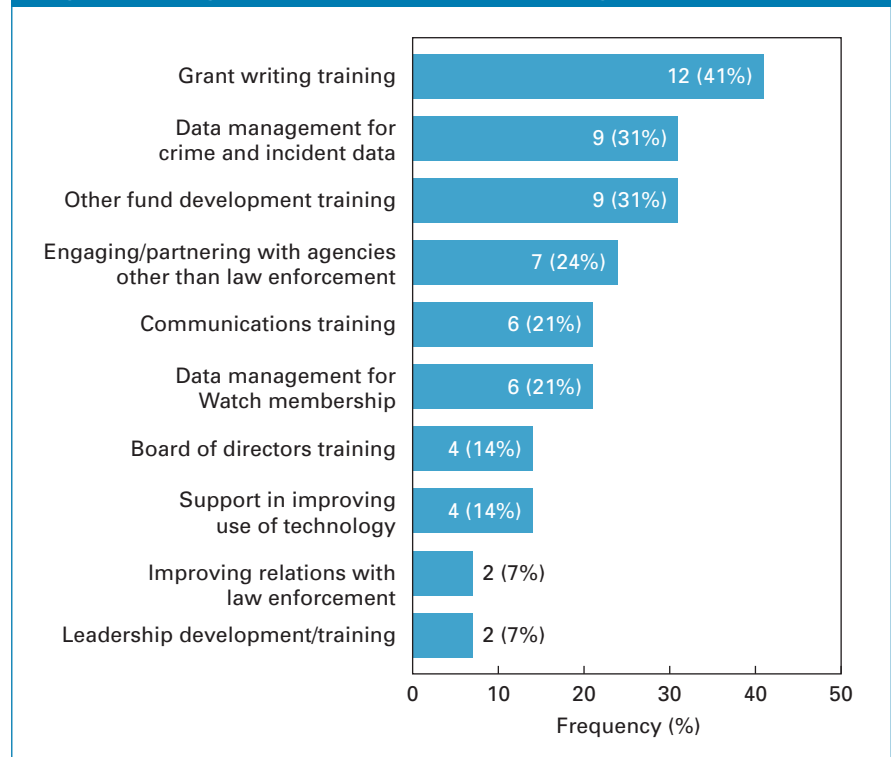
What Management Assistance Was Deemed Most Important?

Participants were allowed to choose two of the 11 management areas that

they felt were most important to their organizations’ Watch efforts. Again, some respondents chose only one and others more than two; four individuals did not answer the question. The areas deemed most important were data management for crime and incident data, communications training, data management for Watch membership, leadership development/training, and engaging/partnering with agencies other than law enforcement (Figure 5).

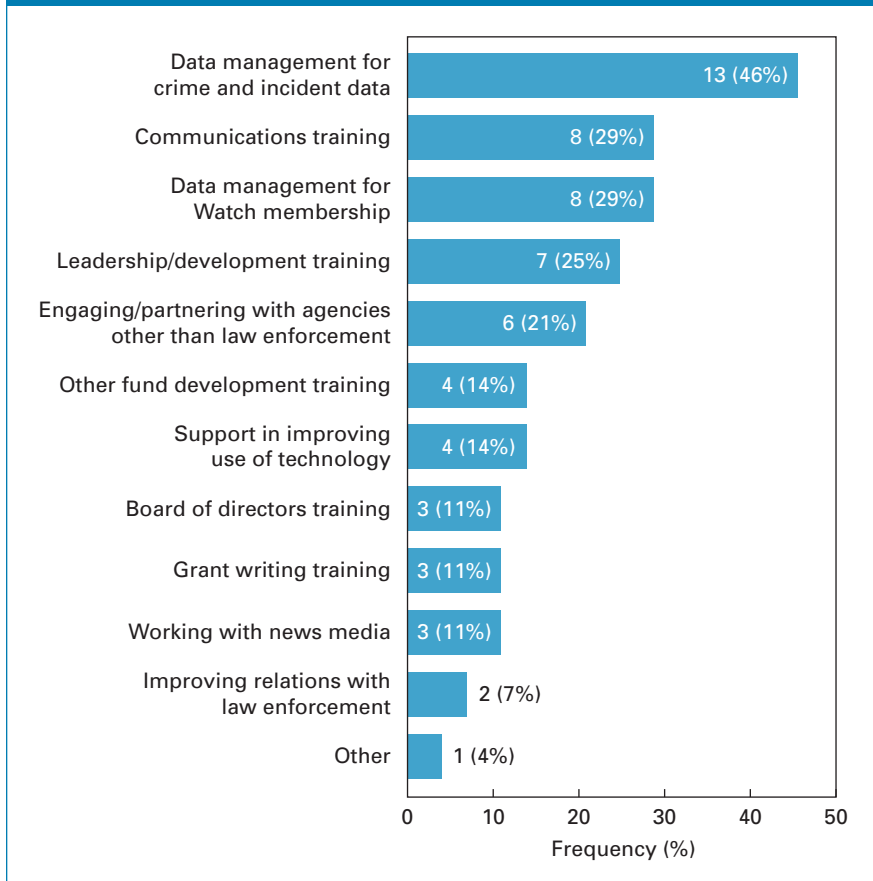
Among the areas of management assistance sought, only data management for crime and incident data ranked high in both urgency (second) and importance (first).

Figure 4. Management Assistance Seen As Most Urgent (N = 29)



Note: Percentages exceed 100% due to multiple answers.

Figure 5. Management Help Rated by Importance (N = 28)



Note: Percentages exceed 100% due to multiple answers.

What Kinds of Program Content Help Were Sought?

Program content issues relate more directly to the operation of Watch programs and the Watch concept than to organizational management and development. The strongest need for program content support emerged for developing evaluation/evidence of effectiveness and ensuring faithful program implementation. Linking local Watch with other relevant local groups and training materials for local/regional Watch leaders also received high scores (Figure 6).

What Program Content Was Deemed Most Urgent?

Participants were allowed to choose up to two subjects in this category. Some respondents chose more than two and others only one. Four indi-

viduals did not answer the question. The need for developing evaluation/evidence of effectiveness was considered the most urgent need, followed by training materials for local/regional Watch leaders, training materials for Watch members, and developing effective community education materials (Figure 7).

What Program Content Was Deemed Most Important?

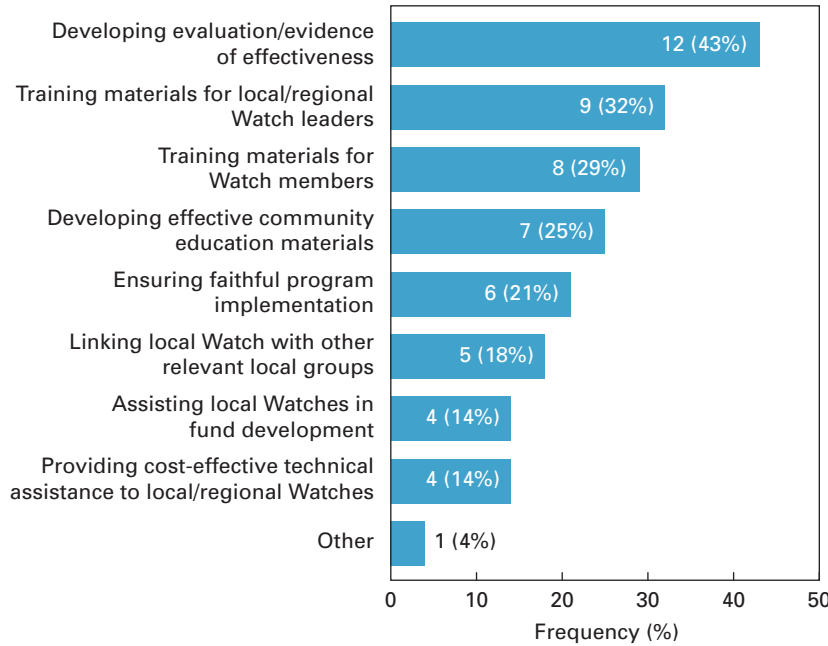
Participants were allowed to choose two of the 11 program content areas that they felt were most important to their organizations' Watch efforts; some chose more than two and some identified only one. Four individuals did not answer the question. The three most frequently named areas were linking local Watch with other relevant local groups, developing evaluation/evidence of effectiveness, and ensuring faithful program implementation (Figure 8).

Among the program content needs, developing evaluation/evidence of effectiveness ranked high in

Figure 6. Program Content Help Sought

Type of Content Help	Number	Total Responses
Developing evaluation/evidence of effectiveness	22 (71%)	31
Ensuring faithful program implementation	21 (70%)	30
Linking local Watch group with other relevant local groups	20 (65%)	31
Training materials for local/regional Watch leaders	20 (65%)	31
Developing effective community education materials	19 (61%)	31
Training materials for Watch members	18 (60%)	30
Assisting local Watch groups with fund development	12 (40%)	30
Providing cost-effective technical assistance to local/regional Watch groups	11 (38%)	29

Figure 7. Program-Content Needs Deemed Most Urgent (N = 28)



Note: Percentages exceed 100% due to multiple answers.

Figure 8. Program-Content Needs Deemed Most Important (N = 28)



Note: Percentages exceed 100% due to multiple answers.

both urgency (first) and importance (second).

Other Important/Urgent Needs Identified by Respondents

Respondents were asked to identify up to two important or urgent needs of their organization that were not covered in the rest of the Needs Assessment. Two predominant themes emerged from the responses. The answers have been sorted into these two themes and a third category that encompasses the answers that did not fit into the other two categories.

Need To Enhance Watch Group Membership

- Recruiting and managing volunteers
- Motivating, maintaining, and sustaining volunteers
- Reaching out to immigrants
- Working with faith-based groups

Need To Strengthen Watch Group Capacity

- Creating a national clearinghouse for Watch group information and resources, including a centralized website and directory of Watch groups
- Developing a national network structure and criteria for Watch groups

- Coordinating communication across organizations, from industry to government
- Providing resources for Watch items, such as signs or decals and training materials in other languages
- Supporting replication by creating templates and providing grants or funding
- Offering opportunities for regional/national leadership development

Other suggestions included incorporating emergency preparedness into Watch programs and recognizing the maritime nexus among traditional land-based police agencies.

Conclusions and Next Steps

The data gathered by this Needs Assessment strongly suggest that Watch structures (local, state, and

national) have substantial areas of unmet needs. These groups identify the need for data management regarding both incident tracking purposes and membership. One way of accomplishing this could be by coordinating with local law enforcement agencies as well as by providing tracking templates that could be localized. Also, Watch groups express a strong desire to demonstrate the effectiveness of their programming at the local, state, and national levels through evaluation.

Areas in which Watch groups feel they need immediate assistance were fund development, grant writing, ensuring faithful program implementation, and communications training, particularly if each of these areas could be tailored to the specific Watch program and the various levels of need. Watch groups also reported seeing a distinct need for leadership development and training.

Further analysis of the responses may produce some trends and modest insights, but the subgroup populations are small from an analytic perspective. The findings demonstrate, however, that unmet needs are widespread even among this relatively small sample. The extent of these needs can be further refined through a survey of larger numbers of sites. Meeting those needs offers the opportunity to provide updated concepts, doctrine, and perspectives at the same time.

The findings from this needs assessment will be shared with National Watch Groups Summit participants in May. Findings will also be incorporated with the Program Management Review results and the Summit discussion results, and will be included in the report and recommendations emerging from this project.

APPENDIX C

Report of a Program Management Review National Watch Groups Summit Project

The National Watch Groups Summit, sponsored by the U.S. Department of Justice, Bureau of Justice Assistance (BJA), and the Federal Emergency Management Agency, Community Preparedness Division/Citizen Corps, and facilitated by the National Crime Prevention Council (NCPC), was being held May 30–31, 2007, in Lexington, KY. As part of the preparation for the Summit, NCPC conducted three kinds of research. The first was a literature search that produced more than 400 research references to Watch programs. The second was a Needs Assessment of management and program aspects of Watch activities. Separate reports are available on these projects. The subject of this report is the third research activity, findings from a Program Management Review that sought to identify areas that would offer fruitful ground for discussion among Summit participants.

Two rounds of inquiry were conducted via email. A total of 16 persons replied to Round One and 14 replied to Round Two. Although the number of respondents was small, each individual represented one of a variety of national, regional,

state, and local Watch initiatives.

The findings provide directional information, but they may or may not reflect nationwide Watch characteristics and needs nor do they guarantee consensus. Together with the Needs Assessment and literature search, the results of this Program Management Review suggest a number of areas in which assistance could be provided.

Analysis of responses to each of the queries commences on the next page. Note: Queries numbered 1.n were part of Round One; those numbered 2.n were part of Round Two.

Query 1.1

Based on your experience, what are five key elements that are vital to the success of your Watch program? Would you say that this element is a core concept for all or most kinds of Watches, or is it a core element limited to your particular situation? Please briefly explain your reason(s).

Participants were asked to name up to five element(s) that help engender

success. The nine elements that follow were each common to at least five respondents, and generally to more. With respect to each of the elements below, those naming them formed a mixed group by focus, by geography, and by national/state/local status. These responses offer clues to the kinds of needs, interests, and concerns that face Watch programs of all sorts. They suggest areas in which mutual needs can be addressed to the benefit of all, and they indicate strengths and weaknesses of the Watch format that merit further attention.

Element: Cooperation With Law Enforcement

Consistently, Watches at national, state, and local levels (and at local levels across the nation) named cooperation with local law enforcement as a core element that is common across Watch programs. Indeed, participants felt that one of the most important elements in a successful Watch is a positive, reinforcing attitude on the part of local law enforcement toward the Watch's benefits and membership. A number of comments suggested that law enforcement officers' atti-

tudes could directly, either positively or negatively, affect both member involvement and program effectiveness.

In addition to a core positive relationship between Watch and law enforcement, many comments suggested that a sense of trust and mutual respect were also central to an effective relationship. One participant observed that if law enforcement assigns a low priority to Watch programs, Watch members and leaders can become disengaged. At least two Watch members observed that they needed to be able to look to law enforcement for leadership and to feel included in creating their own safety.

Element: Communication

According to respondents, communication plays several fundamental and vital roles in a successful Watch program. These include communication between Watch and law enforcement, communication among Watch leaders, communication between Watch leaders and Watch members, and communication with those who have not yet joined the Watch program. Content needs to include current local crime situations, strategies for prevention or risk reduction, and suggestions and guidance in sustaining and improving the Watch program.

Beyond this, communication both informs members of the Watch and keeps them engaged in the organization. Communication also amplifies the impact of recognition and is vital in neighborhoods whose residents speak a variety of languages.

In a third major role, communication builds support for the program from groups in and outside the neighborhood, and it is vital in selling the Watch concept to those who are curious about starting a program.

Several respondents pointed out that communication is also central to the relationship between the Watch members and law enforcement. Both sides have important information to share and need the other's information. The quality of the relationship rests, at least in part, on the quality and quantity of communication.

Element: Participation

No Watch group can function without participants. Whether located in a geographic unit such as a residential neighborhood or in a more dispersed community of boaters or ranchers, the people who observe, report, and engage in prevention are the engine of the program. On that point, all respondents were emphatically clear.

Participation, however, must be invited and nurtured. This point

was eloquently made by many respondents. Invitation requires establishing program visibility, value, and credibility, as well as a manageable level of involvement, among other things. Nurturing includes developing a mix of types of activities that engender some level of neighborhood cohesion. Communication is a cohesive element that adheres participants to the program, but such activities as block parties, special clean-up days, potluck suppers, National Night Out (especially for Neighborhood Watch), frequent meetings of the group, organized sporting events, and involvement in longer-term problem-solving are among the strategies named by respondents that help invite and sustain participation. From the comments received, such strategies are vital to Watch success, certainly over the long term.

Respondents recognized that sustaining quality relationships with members is essential to the maintenance of an effective program. It is important for members of a program to see themselves as a team and to understand that the effectiveness of their Watch group depends largely on their relationships with each other. The day-to-day irritations that may separate members of the group can be counterbalanced with communication,

team-building, group activities, and good leadership.

Some respondents noted that when working with people from diverse ethnic groups in a given area, it is vital to educate everyone to be aware of and take into consideration each other's cultural backgrounds. This can be critical in maintaining healthy relationships both among group members and between the group and its leadership elements.

Element: Organizational Structure and Leadership

Watch groups require sound organization, effective leadership from both citizen volunteers and law enforcement partners, and management skills (including leadership development). These elements were found to be essential to all successful Watch groups. To maintain participation and effective communication, Watch groups must have strong leadership and organization. Without them, the program will become far less effective. To create and maintain high levels of organization, frequent communication with local leaders and between those leaders and their constituents is needed. To accomplish high levels of organization and leadership, respondents suggested structured activities, community

meetings, and meetings with local law enforcement.

Element: Consistent Federal Support

Several respondents mentioned that the support from the federal government for various Watch activities and resources is important, both as a national signal of Watches' value and as a resource in itself. As one participant observed, federal backing often implies stability, credibility, and reliability that make local fundraising easier.

Element: Local Focus and Assessment

Respondent Watch groups reported that local focus and local needs assessment are a fundamental element of success. Programs at the local level need to be specific to the locale—neighborhood, lake, trail, school, park, street, or other setting—that Watch members have agreed to oversee. Specific characteristics, local needs, and local crime patterns and trends are the elements that make the program meaningful to members and effective as programs. Local tailoring makes programs more relevant and helps encourage and sustain participation (provided that the information is effectively communicated). Each program needs to know its operat-

ing environment and set its goals accordingly.

Element: Active Outreach

Several respondents suggested that Watch groups need to view recruitment as a constant task, not an episodic event. People change jobs, move out of neighborhoods, or become involved in other activities—but this can be viewed as an opportunity to bring others into the Watch framework, and not just as a loss of experienced Watch participants. Those individuals managing programs on a community-wide or larger basis responded that there is always opportunity for expansion in almost any setting, which increases program visibility, recognition, and support base. Active outreach refreshes, replenishes, enriches, and extends program lifespan and benefits. To that end, respondents observed that Watch groups benefit from a strong organizer who can develop partnerships with other groups.

Element: Quality Materials and Training

To a number of respondents, the availability of quality training and materials is essential. Knowledge and skills are part of the backbone of Watch programs. As one respondent put it, "Unless your members are well informed, they are not

going to know what to look for, or what to do when they observe something.” A common challenge was that there typically was a lack of monetary resources to acquire training and materials needed.

Observation: Technology may provide assistance here, through such tools as listservs, DVD formats, and distance learning.

Query 1.2

What two things have played a major role in sustaining your Watch program? Why?

This question sought to isolate those elements that help keep Watches functioning. In any effort to support the Watch movement, it is important to understand what elements seem to sustain (as well as initiate) programs. Not surprisingly, there is some overlap between responses to this query and the query above. However, clear themes for what sustains Watches did emerge.

Support From Local Law Enforcement

Law enforcement—especially local law enforcement—is widely seen as one of the central sustaining elements of Watch programs. Law enforcement provides vital data, is able to spot trends, and can offer

preventive and follow-up assistance against crimes. It provides the information the program needs as well as the follow-up response that Watch members seek. Two sources of law enforcement support were addressed: support from rank-and-file officers and support from command staff. Some noted that law enforcement support is a vital source of credibility as well.

Commitment From the Community

Commitment is central to sustaining a Watch program. This includes commitment from leadership as well as members. A productive program must have participants who believe in it and who act on their belief. It must have value as well as purpose. Similarly, commitment is needed from Watch leadership and law enforcement officers to maintain quality programs, sustain communication, develop leadership, and engage participants. Individual members need to feel they are a part of a committed organization, or else their participation is likely to suffer.

Funding Support

Federal, state, or ongoing local funding enables a program to plan ahead, to strengthen training, to reinforce program foundations, to maintain consistent program fea-

tures (or enhance them), and to develop a local or regional base of support. Funding could enable programs to provide refresher training, training on additional topics, and other supportive services, or even to expand their scope.

Updating the Flow of Information

For a number of respondents, regular updates are essential to sustain a program. Watch groups need to keep members informed of current and emerging crime trends. Consistent, timely information can help groups update program strategies and activities. Local Watch leaders, in turn, need updates and refreshers from the state and national levels. Relevant civic and law enforcement leaders in the community should be periodically updated on the operation and successes of the Watch effort, to encourage their involvement and support.

Query 1.3

A very thoughtful report by two British researchers suggests that, for Neighborhood Watch at least, the roles and focus for the program may vary with circumstances. (For a downloadable copy of this report *Policing and Neighbourhood Watch: Strategic Issues* by Gloria Laycock and

Nick Tilley, visit www.homeoffice.gov.uk/rds/prgpdfs/fcdps60.pdf.)

The report suggests that

- In low-crime areas, Neighborhood Watch can aim to keep the crime rate low, maintain public confidence and good police/public relations, reduce fear, guard against vigilantes, and reinforce community commitment to crime-free standards.
- In medium-crime areas, the Watch program can seek to reduce the crime rate, increase informal neighborhood control by residents over minor incivilities and general nuisance, and improve police/public relations.
- In high-crime areas, the Watch program can work to reduce crime and fear, increase community control and public confidence, and increase confidence in police. The authors also suggest that in high-crime areas (generally urban), the Watch program may be different in gentrified areas of cities and in poorer areas.

Query for Neighborhood Watch-related programs: From your perspective, does this model seem to make some sense? Do or should Neighborhood Watches act with different emphases depending on

crime rates in the community? Are there other criteria on which Neighborhood Watch should operate differently? Please give explanations with your response.

On the whole, respondents found this model to be a plausible one, based on their experience. Many cited changes within their own local Watch programs over time, as crime was reduced. Others noted that Watch groups in their area exhibited differences in dealing with areas of higher crime rates than lower crime rates, the primary difference being that areas of high crime were more focused on stopping crime directly, whereas low-crime rate areas were more interested in general community-service issues.

A few dissented, noting that although overall crime rates in an area may be lower, there may well be specific crimes that could demonstrate relatively high rates. One respondent gave the example of driving while intoxicated; another pointed out that designer drugs could be a localized issue. Others questioned the model, noting that fear could be high even though the actual crime rate could be low. These respondents felt that such perceptions drive Watch groups as much as (or even more than) actual crime rates.

The question of what other criteria affect the running of a Watch group had several answers. These included the readiness of community to take action, how much active participation can be expected from a neighborhood, cultural needs, trust in local law enforcement, and mobility of community members in and out of the neighborhood.

Query for other Watch programs: In your experience, do your Watch groups focus, act, or form up differently depending on differences in one or two generalized circumstances? Please give explanations with your response (e.g., for a program called Transit Stop Watch, watching over stops in urban areas might require different emphasis and/or needs than in rural or suburban areas).

Other Watch programs concur in general that their programs focus, act, or form up differently depending on differences in the areas under discussion. Some respondents said that density and geographic nature of the target audience(s) would create a differential approach. For example, in Marina Watches, formats would change based on whether the site was a lake, river, port, or military area. At least one other program felt there would be a

shift of approach in Watch groups that focused on preventing terrorist attacks compared with those preventing crime. One respondent observed that a program's focus may depend on the interests of its leadership and offered the hypothetical example of an administrator who valued publicity over the program's potential to prevent crime.

Query 2.1

Many Watch organizations have taken on activities beyond surveillance, situational awareness, and reporting. Please list up to five such activities your group has undertaken (from patrols to community programs to national initiatives); indicate for each the biggest benefit to you and your community as well as the toughest challenge.

Responses indicate that Watch groups have embraced a wide range of activities. At the local level, that range of activities included National Night Out, Community Emergency Response Team (CERT) training, general disaster assistance volunteer training, self-defense training for women, information booths at community events, organizing cookouts and dessert socials, taking part in citywide (and local area) clean-ups, volunteering to help students

affected by Hurricane Katrina, linking immigrants in the community with those who speak both their language and English, and more. State and national agencies were likely to name work with other organizations and programs; some had started complementary or supplemental programs for children, for seniors, and for other special groups. Several noted that their programs provided additional volunteers to local areas; one listed a national conference it conducts. One respondent noted a *Los Angeles Times* report about the 1994 Northridge earthquake to illustrate the value of Neighborhood Watch branching out and being prepared: "Most of the aid that morning didn't arrive with sirens and flashing lights. It came from Neighborhood Watch block captains who had rallied their troops before the disaster."

Respondents reported that the benefits of their expanded activities are many and varied. Chief among benefits at the local level is building and sustaining interest in the program and connections among neighbors. Other benefits include distributing crime prevention information, involving many people rather than a few, holding "normal" social activities to build a feeling of community (as opposed to meeting only for crime prevention), and building positive connections with

law enforcement personnel. A program providing security assistance for the elderly on a block-by-block basis helped neighbors understand special needs of older residents and what assistance might be required in emergencies, as it built community. At the state level, the synergy built by partnerships and joint projects was highly valued.

Challenges were varied as well. At the local level, membership commitment, recruiting those skeptical of anonymous reporting, maintaining and developing local leaders, communicating effectively, convincing residents to "prepare ahead," sustaining interest, and starting programs in new areas were among the challenges. A recurring theme for several was the needed time for training and recertification in various programs—an obligation that is difficult for many to meet. At the state and national levels, respondents noted additional challenges: complex notification and communication structures, getting volunteers accepted by the professionals in the community, and securing funding to maintain and expand efforts.

Query 2.2

What has been your organization's most productive partnership with another organization (not law enforcement)? Why?

The list of partnerships among the respondents reflects the potential for Watch groups to develop varied and effective community links. At the local level, a grocery chain; the mayor's office; schools and PTA/PTO groups; local Volunteers in Police Service (VIPS), Citizen Corps, CERT, and Retired Senior Volunteer Program (RSVP) programs; Special Olympics; the sheriff's Community Law Enforcement Partnership Program; the state crime prevention association; a rape crisis center; and a housing authority were among those named. State and national groups cited partner organizations that help them publicize and promote involvement in their programs, existence of a formal structure (through the partner group) for communicating with special target groups, and groups that provide funding.

Respondents valued these partnerships for a variety of reasons. For example, partnerships enable Watch groups to combine resources, volunteers, and awareness, resulting in a stronger outcome for all, and to build positive relationships with various community members through involvement in non-crime-related projects. Partnerships also generate public leadership support for the program; pragmatic help with recruitment of and communication with local

communities and specialized audiences; and a shared mission that is mutually reinforced. Partners can provide valued training and technical assistance and help meet the needs of specific communities.

Query 2.3

What partnership would you like to have but have not established? What has been your chief obstacle?

Several respondents stated that they had all the partnerships their programs required at this time, and therefore did not name an unattained partnership.

Two organizations mentioned a desire to partner with faith-based or faith-focused groups, but noted difficulty in persuading these groups that their expertise and assistance were a good fit with crime prevention.

Several respondents sought partners to provide funding. Desired partners ranged from government agencies to nongovernmental entities, such as private sector and community-based organizations.

Program-related assistance was sought to engage key audiences statewide who apparently denied the need for Watch activities, to involve all states in recruitment of the specialized audience involved in the program, to cooperate in prevention

strategies with adjoining jurisdictions, to find ways to involve a specialized audience who should have a natural interest in the program, and to engage local businesses as outreach and communication partners.

One group noted that it sought to renew engagement with the detective bureau of its law enforcement agency because the prior partnership had been beneficial to both parties.

Challenges included lack of commitment to the program, constraints of government regulations, the proposed partner's inability to see a connection with the Watch program, failure to find an advocate in the proposed partner group, and difficulty engaging student leaders who were overloaded with other issues.

Observations: The partnerships sought are generally innovative, mission focused, and reasonable at face value. The challenges very possibly could be overcome with imaginative technical assistance from peers or persons with experience fostering partnerships.

In both Queries 2.2 and 2.3, the evidence is clear that the Watch groups taking part in this Summit understood the value and mutual benefits of partnerships. Whether this applies more generally is subject to further research.

Query 2.4

In looking at your work to educate the public and the Watch community, what message has been the most difficult/challenging to convey effectively? Why?

A major theme emerged here: effectively delivering the message that continued participation is essential to program success is a significant challenge for most respondents. One pointed out that part of the message is that communities needed to become involved before “bad things” happened. Another observed that interest peaks “only after someone in the neighborhood is victimized,” a pattern deemed unacceptable. All respondents who commented felt that effectively delivering the message that ongoing participation is necessary is a vital one for Watch effectiveness.

A secondary theme reflected concern over recruitment. To increase recruitment for both existing and new programs, respondents believed that certain perceptions about Watch-style programs need to be overcome, including perceptions that the program requires formal membership for participation, that crime reporting is not truly anonymous, and that there is only one Watch type of program.

One respondent noted that “one size” does not fit all in Watch programs, pointing out that rural community beliefs, practices, and attitudes were not those of urban or suburban community residents, and that differential messaging is necessary for such areas.

One additional challenge of note is linked with issues raised elsewhere in this report. How does one quantify the various benefits of Watch programs? This issue was viewed as important in order to reach public officials in both executive and legislative arms of state and national government.

Query 2.5

What has been your most successful strategy to gain positive attention to promote your Watch?

Celebrating success was a theme that emerged on both state and local levels. In one case, a statewide program was recognized by a state crime prevention association as an outstanding crime prevention effort in one year and was a featured element of the next year’s conference. The program found that this award and the accompanying conference exposure recruited new participants in the program. At a local level, providing for recognition of various Watch groups for their continuing efforts

has proved effective in delivering the message that ongoing participation is vital.

Outreach and media education formed a second theme. One state group had a media advisory team of volunteers who advised and supported the Watch group’s efforts. Two national groups have had success by featuring local groups, including success with national media. Ongoing contact with specialized reporters and trade press has benefited a national special-audience Watch group. Another national group has its local affiliates brief incoming freshmen about the local chapter’s work.

At the local level, guest speakers, social events, and door-to-door recruitment are all mentioned as successful strategies for gaining positive attention. Another respondent suggested a structured Watch program with effective communication that involves frequent neighbor-to-neighbor contact. Others noted support and recognition by the community, including public leaders and law enforcement.

Query 2.6

Knowing what you know now, what is the one piece of advice you wish you had when you started working with your Watch program?

Three respondents reported that there was no advice they wished they had “up front.” One felt too much of a newcomer to reflect on this effectively. The remainder listed a variety of points, which are paraphrased below.

- There are a lot of resources and partnerships out there.
- Put the training (for the specialized program) on a video to make it easier and less time-consuming.
- Sustainability is important.
- Don’t let apathy reign. Don’t take no for an answer. Capitalize on eventual results—not getting there. Just do it. We are there to encourage and enable.
- Don’t rely on your elected officials—state or federal—to help get funding.
- I wish I’d had block captains to assist with the program.
- Treat everyone with respect, even those who are being difficult and opposing you. If you treat them as professionals, they will act like professionals.
- Focus primarily on developing private and corporate funding.

- Recognize the difficulty of motivating students to do what is in their best interests in order to prevent victimization.

Query 2.7

What is one thing you would like to learn from other participants in the Summit?

This query is highly specific to the event, but it also reflects top-of-mind needs that are probably typical of local programs in particular. The responses are paraphrased below.

- How others’ programs have involved the community’s youth
- How to motivate commitment by citizens and agencies
- Sources of funding and how they were developed
- Success stories
- How to efficiently and effectively organize new groups
- How to apply mainstream procedures in rural environments
- What is going on across the country

- What works for others, particularly funding and partnership opportunities that work
- Best practices and resources
- How others quantify success for Watch programs and how they get funding
- How people balance the time needed for Watch groups with other commitments
- How to keep groups interested and involved
- How to overcome the problem of Neighborhood Watch being considered a low-prestige organization
- What are some future trends and what form and role will Watches assume in future years? How can we remain in contact for mutual benefit?
- Sustaining the effort and motivating people to report crime, especially in the college environment

Although the Summit may not address all of the needs listed, the comments reflected in this report provide a valuable initial list of areas for consideration and potential support.

APPENDIX D

Program/Agency Descriptions

AGRICULTURAL

AgroGuard, New Mexico

AgroGuard is a rural Neighborhood Watch program focusing on terrorism and natural disasters related to farming and ranching areas. Participants receive information on plant and animal diseases that could impact them and the symptoms they should be aware of. They are also asked to watch for unusual activities that could denote terrorist activities. Posted signs give the contact number for the state police.

<http://cahe.nmsu.edu>

Contact: ***Kennie Warren***

Farm Watch, California Farm Bureau Federation

California producers are victims of more than a tenth of all U.S. farm crimes. The need for added security measures is obvious. The “Farm Watch” program has been designed to meet this demand, by increasing awareness, fostering relationships between neighbors and local law enforcement agencies, and striving to prevent thefts and vandalism of property.

www.cfbf.org/programs/ruralcrime/farmwatch.cfm

Contact: ***Danielle Rau***

Ranch Watch®

The Ranch Watch Program® prevents criminal activities in ranching and rural communities through crime prevention and safety education.

www.ranchwatch.com

Contact: ***Phillip Stubblefield***

South Carolina Ag-Watch

South Carolina Ag-Watch is modeled after the local police Neighborhood Watch program and works with animal, plant/crop, and food producers and processors to increase awareness of agricultural threats and all-hazards catastrophic events to counter terrorism and integrate these entities with the county and state’s emergency response plans. Activities include educating stakeholders on recognizing agricultural and food production threats; advocating biosecurity measures; producing manuals, training courses, and promotional materials; and initiating an on-site biosecurity certifica-

tion program to increase readiness of agricultural producers and processors to prevent or to recover more quickly from an agroterrorist event. www.scagwatch.com

Contact: ***Julie D. Helm, DVM***

BUSINESS

Brockton (MA) Business Watch

The purpose of the Business Watch Program is to assist businesses in crime prevention and eventually bring them together with the Neighborhood Watch programs. In addition, the program offers businesses burglary prevention surveys, employee training regarding robbery and larceny, personal safety lectures, and statistical data.

www.brocktonpolice.com/comed/bizwatch.htm

Contacts: ***Officer Adam Rees and Officer Al Gazerro***

Business Crime Watch, Fremont (CA) Police Department

The Business Crime Watch Program is a joint effort between the Fremont Police Department and local businesses, providing businesses with crime prevention resources and

strategies. Its design and goal is to improve the relationship between the law enforcement agency and local businesses through contact and current information regarding shoplifting, internal theft, burglary, robbery, and other aspects of crime prevention geared specifically toward businesses.

www.fremontpolice.org/com_engagement/business.html

Contacts: ***Karen Blount and Martha Matthiesen***

Business Watch Program, Stafford County (VA) Sheriff's Office

The Stafford County Sheriff's Office has a Business Watch program that fosters a positive and cooperative relationship between area businesses and local law enforcement. The sheriff's office has also begun a Scam Busters program in which local businesses and Stafford Sheriff's Office members discuss crime trends specific to the area and surrounding counties in hopes of identifying targeted merchandise, motives, and suspects.

www.staffordsheriff.com

Contact: ***Deputy Jim Hamilton***

Kent County (MI) Business Watch

The mission of the Kent County Sheriff Department Business Watch is to help promote a safe environ-

ment for people to work, shop, and live in. Businesses and law enforcement work together to reduce crime in the work place. The primary objective is to educate business owners and their employees to recognize crime and risks. The secondary objective is to train business owners and employees to take steps in reporting and preventing crime accurately.

www.accesskent.com

Contact: ***Sergeant Steve Dabkowski***

Realty Watch, Wisconsin Crime Prevention Practitioners Association

The Realty Watch program began in 2005 after members of the Kenosha Police Department Crime Prevention Unit became aware of an assault of a real estate agent who was showing a home. The city of Kenosha has more than 500 real estate agents, many of them women who advertise using their photos, names, and phone numbers. Concerned about the safety of agents who work alone when showing houses, the state met with representatives from the Kenosha Realtors Association and Shorewest Realtors to discuss ways to promote safety among real estate agents, provide crime prevention tips for agents to use, and create a safer community.

Contact: ***Officer Dennis Gladwell***

COMMUNITY

Brockton (MA) Neighborhood Watch

Brockton is proud to boast approximately 23,000 active members of Neighborhood Watch. Per capita, this city has one of the largest crime Watch groups in the nation. Because of a reduction in crime, the city has seen a reduction in participation in neighborhood crime Watch programs and is reaching out in an attempt to reinvigorate the program and get new residents involved.

www.brocktonpolice.com/comed/neighborwatch.htm

Contact: ***Mablene Bennett***

Citizens' Crime Watch of Miami-Dade County, Florida

Citizens' Crime Watch is a nonprofit county-wide crime prevention program. When Neighborhood Watch is fully operative, neighbors become the eyes and ears of the local police department, calling the police at the first hint of suspicious activity. Citizens' Crime Watch operates most effectively at the neighborhood level.

www.citizenscrimewatch.com

Contact: ***Carmen Caldwell***

Hawaii State McGruff Truck Program

In September 1988, the Department of the Attorney General

Crime Prevention and Justice Assistance Division, together with private utility companies and county police departments, pioneered the McGruff Truck Program. This program helps individuals in distress, especially children, seek the assistance of trained utility company personnel. McGruff Trucks bear special yellow decals on their front and rear bumpers. Upon being waved down, the drivers of these trucks radio for help using their companies' standard emergency procedures.

www.ncpc.org/programs/McGruff_House/index.php

Contact: ***Kristell Corpuz***

National Association Citizens on Patrol (NACOP)

Citizens On Patrol is a generic name used by many to describe a special group of law enforcement volunteers. As the name implies, Citizens On Patrol are citizens who, after being screened, background checked, and trained by their local law enforcement agency, patrol their communities acting as eyes and ears for law enforcement. The NACOP is a nonprofit organization dedicated to supporting existing Citizens On Patrol groups in addition to law enforcement agencies and community groups

wishing to start one. The NACOP is an all-volunteer organization.

www.nacop.org

Contact: ***Arthur Femister***

National McGruff House Network

The National McGruff House Network supports the McGruff House and McGruff Truck programs. The Network, which is licensed by the National Crime Prevention Council, mobilizes grassroots crime prevention efforts and lobbies on behalf of local McGruff House programs to improve local, state, and national laws that help communities keep their children safe.

www.ncpc.org/programs/McGruff_House/nmhn.php

Contact: ***Tibby Milne***

Neighborhood Crime Watch (CA), Fremont Police Department

Neighborhood Crime Watch is a partnership between residents and law enforcement to improve safety and prevent crime. The goals of the program are to learn who your neighbors are and how to work with them, how to use a neighborhood map and roster to communicate, how and why crime happens, how to improve home security and personal safety, and how to recognize and report suspicious activity.

www.fremontpolice.org/ncw/ncw.html

Contacts: ***Karen Blount and Martha Matthiesen***

Neighborhood Watch, Chatham County (NC) Sheriff's Office

www.chathamsheriff.com

Contact: ***Sergeant Joe Birchett***

Office of Neighborhood Involvement, City of Portland (OR)

Portland's crime prevention services are offered through the Office of Neighborhood Involvement and are designed to get neighbors involved in community policing efforts. Crime prevention coordinators work closely with public safety activists, police precincts, community members, neighborhood associations, state agencies, city bureaus, businesses, and local service providers to address crime and livability issues.

www.portlandonline.com/oni/cp

Contact: ***Stephanie Reynolds***

Rancho Palos Verdes (CA) Neighborhood Watch

Rancho Palos Verdes Neighborhood Watch is a volunteer organization sponsored by the City of Rancho Palos Verdes and the Los Angeles Sheriff's Department Lomita Sta-

tion. Its objectives are to foster community awareness and response to criminal activity and create emergency preparedness organizations to deal with natural and man-made disasters.

<http://home.netcom/~rpnw>

Contact: ***Gail Lorenzen***

USAOnWatch, National Sheriffs' Association

USAOnWatch was created by the National Sheriffs' Association, in conjunction with several well-known federal agencies, to encourage the initiation and/or revitalization of Neighborhood Watch programs throughout the country.

www.usaonwatch.org

Contacts: ***Robbi Woodson and Chris Tutko***

Volunteers in Police Service (VIPS), International Association of Chiefs of Police

The Volunteers in Police Service (VIPS) Program works to enhance the capacity of state and local law enforcement to utilize volunteers. Volunteers prove to be an invaluable resource to law enforcement. Using free resources, trainings, and a program directory, law enforcement officers have the tools to manage a volunteer program at their finger-

tips. The International Association of Chiefs of Police manages the VIPS Program in partnership with Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice.

www.policevolunteers.org

Contact: ***Nancy Kolb***

ENVIRONMENTAL

America's Waterway Watch

America's Waterway Watch is a public outreach program, encouraging participants to simply report suspicious activity to the Coast Guard and/or other law enforcement agencies. Unlike some Neighborhood Watch programs participants do not formally join an organization—there are no meetings, membership cards, or membership requirements—and they do not become agents of the Coast Guard or any other law enforcement agency.

www.americaswaterwaywatch.org

Contacts: ***LTJG Brian Zekus and Mary Larsen***

Citizen's Action Network, United States Coast Guard

This program allows residents living near waterways to become associated with the Coast Guard and help conduct its missions. The Coast Guard will call on Citizen's Action Net-

work members to help investigate cases such as search and rescue, the status of aids to navigation, stolen vessels, and pollution incidents. The program puts volunteers right in the heart of the action, and in turn helps the Coast Guard better use its limited resources. The Citizen's Action Network also acts as a force multiplier for the Coast Guard and Coast Guard Auxiliary.

www.uscg.mil/d13/can

Contact: ***P03 David Marin***

Coastal Watch/Citizen's Action Network, Royal Canadian Mounted Police (RCMP)

The Canadian RCMP Coastal Watch program has partnered with the USCG Citizen's Action Network to enhance homeland security along an invisible, seamless border in the Strait of Juan de Fuca, Pacific Northwest, and the San Juan/Gulf Islands area. Citizen's Action Network educates the public about the types of crimes being committed and indicators of marine crimes, and solicits input from the public regarding their observations. This program is easily adaptable to any geographic location (marine or otherwise) and relies upon local knowledge and community involvement to support law enforcement.

Contact: ***Corporal Anne Clarke***

Eagle Eye Neighborhood Park Watch Program, Illinois Association of Park Districts

The Eagle Eye Neighborhood Park Watch Program is an effort to prevent crime and vandalism to playground and park equipment, to alleviate suspicious activities in parks, and to promote public awareness for parks, recreation, and conservation agencies.

www.eagleeye.org

Contact: ***Cindy Deiters***

Office of Safety and Occupational Health, U.S. Department of Agriculture (USDA) Forest Service

The USDA Forest Service has developed a separate law enforcement division to patrol the national forests and provide protection and information to forest visitors. The primary jurisdiction is enforcement of National Forest System rules and regulations and federal law. The law enforcement division also coordinates patrol and investigation activities with other local, state, and federal agencies to provide the best coverage and protection for forest visitors. Law enforcement personnel are usually cross-designated with local agencies to provide coverage and back-up to other agencies for crimes against persons and property. The agency also provides information to visitors

about their personal safety while visiting the forest and how to contact the appropriate officials to report a crime or suspicious behavior. The Forest Service also participates in local crimestoppers programs.

www.fs.fed.us

Contact: ***Caroline Deaderick***

Waterway Awareness, United States Power Squadrons® (USPS)

Waterway Awareness is a maritime homeland security outreach program for recreational boaters and waterfront users, developed by United States Power Squadrons to increase recognition of and the ability to report suspicious activity of potential harm to our nation's waterways and surrounding infrastructures to appropriate authorities.

www.usps.org/national/executive/Grant.htm

Contacts: ***Priscilla Clarke and William Husted***

Wildlife Crime Watch

The Wildlife Crime Watch program came about as an effort to improve communications between the Virginia Department of Game and Inland Fisheries (VDGIF) and the citizens of Virginia. The emphasis is on wildlife and conservation issues, but the program also includes traditional crime preven-

tion issues.

www.dgif.state.va.us/wildcrime/index.html

Contact: ***Bill Rose***

GOVERNMENTAL

Bureau of Justice Assistance, U.S. Department of Justice

The Bureau of Justice Assistance (BJA) is a component of the Office of Justice Programs, U.S. Department of Justice, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, and the Office for Victims of Crime. BJA supports law enforcement, courts, corrections, treatment, victim services, technology, and prevention initiatives that strengthen the nation's criminal justice system. BJA provides leadership, services, and funding to America's communities by emphasizing local control, building relationships in the field, developing collaborations and partnerships, promoting capacity building through planning, streamlining the administration of grants, increasing training and technical assistance, creating accountability for projects, encouraging innovation, and communicating the value of justice efforts to decision makers at every level.

www.ojp.usdoj.gov/bja

Contacts: ***Cornelia Sorensen
Sigworth and Paul Steiner***

Citizen Corps, U.S. Department of Homeland Security

Citizen Corps works at the community level, providing a single platform where government and nongovernment resources can come together to coordinate the involvement of community members in emergency preparedness, planning, mitigation, response, and recovery. Through its network of state, local, tribal, and territorial Citizen Corps Councils, Citizen Corps fosters activities to increase preparedness and response capabilities through public education, outreach, and training and volunteer service.

www.citizencorps.gov

Contacts: ***Cindy Taylor, Heather King, and Jacqueline Snelling***

Kentucky Justice Cabinet

The Kentucky Justice and Public Safety Cabinet is the state entity responsible for criminal justice services which encompass law enforcement and training; prevention education and treatment involving substance abuse; adult and juvenile incarceration; autopsies, death certifications, and toxicology analyses;

special investigations; paroling of eligible convicted felons; and long range planning and recommendations on statewide criminal justice reform issues.

www.justice.ky.gov

Contact: ***Justice Secretary BG
Norman E. Arflack***

Kentucky Office of Homeland Security

The Kentucky Office of Homeland Security is responsible for the distribution of millions of dollars in federal homeland security funds and has been charged by the governor to lead the state's coordination and collaboration efforts with public and private preparedness partners to ensure a Ready and Prepared Kentucky.

<http://homelandsecurity.ky.gov>

Contacts: ***(Ret.) Major Alecia Webb-Edgington, Jason Keller, and Jaime Shipley***

HEALTH

Kansas Meth Watch

The Kansas Meth Watch program helps curtail the theft and suspicious sales of pseudoephedrine products, as well as other common household products used in the illicit manufacturing of methamphetamine in small, toxic labs. A key goal of this

program is to promote cooperation between retailers and law enforcement to prevent the diversion of legitimate products for illegal use. www.kdheks.gov/methwatch/index.html

Contact: ***TJ Ciaffone***

TRANSPORTATION

Airport Watch

The Aircraft Owners and Pilots Association has partnered with the Transportation Security Administration to develop a nationwide Airport Watch Program that uses the more than 650,000 pilots as eyes and ears for observing and reporting suspicious activity. The Airport Watch Program includes warning signs for airports, informational literature, and a training video to teach pilots and airport employees how to enhance security at their airports.

www.aopa.org/airportwatch

Contact: ***Leisha Bell***

Cab Watch

Cab Watch provides free safety training to New York's 100,000 plus cabdrivers so they can effectively report emergencies, crimes, and dangerous situations via the 911 system. To date, more than 14,000 drivers have been trained in partnership with the New York City Police

Department. A taxi bearing the Cab Watch logo tells riders that they are in one of the city's safest cabs.

www.citizensnyc.org

Contact: ***Eddie Arrabito***

Highway Watch®

Funded by the U.S. Department of Homeland Security and administered by the American Trucking Associations, Highway Watch® provides anti-terrorism and safety training to truck drivers, school bus drivers, highway workers, law enforcement, first responders, and many others to help them recognize and report suspicious activity and safety hazards. The Highway Watch® program also includes a Highway Watch® Information Sharing and Analysis Center that works with the U.S. Department of Homeland Security and other intelligence-gathering agencies to analyze data streams that could reveal terrorist activity.

www.highwaywatch.com

Contacts: ***Dawn Apple and John Willard***

School Bus Watch

School Bus Watch provides anti-terrorism and safety training to school bus drivers. School Bus Watch training enables you and your school bus industry colleagues to learn how to

observe, assess, and report safety or security incidents while in the normal course of your professional duties. School Bus Watch was developed by Highway Watch® in concert with the National School Transportation Association, the National Association for Pupil Transportation, and the National Association of State Directors of Pupil Transportation Services.

www.yellowbuses.org/sbw.htm

Contacts: ***Dawn Apple and John Willard***

YOUTH

College Crime Watch

College Crime Watch involves college and university students in making their campus and student environment a safer and more hospitable place, conducive to peaceful living and learning.

www.collegecrimewatch.org

Contact: ***Terry Modglin***

Kid Watch, University of Southern California (USC) Family of Schools

Kid Watch mobilizes volunteers to provide safe passage for more than 9,000 neighborhood children as they walk to and from school, local parks, museums, libraries, and other neighborhood cultural and recreational facilities. More than 1,000

volunteers keep alert and inform law enforcement officials of anything that might harm a child. Kid Watch represents a partnership between the USC Department of Public Safety, Los Angeles Police Department-Southwest Division, and the Los Angeles Unified School District Police Department. It is administered by USC Civic and Community Relations.

www.usc.edu/ext-relations/ccr/programs/kid_watch/

Contact: ***Katharine Diaz***

Safety Patrol Program, New Jersey State Police

The Youth Leadership Safety Patrol Program offers an educational safety awareness curriculum in the classroom as a means to recognize and prevent natural and created pressures that may harm or influence children. The program delivers preventive measures to heighten those protective components with a specific emphasis on family, school, and community bonding strategies. The New Jersey State Police in partnership with the New Jersey Association of School Resource Officers, New Jersey Citizen Corps, and the New Jersey Department of Education provide students with opportunities to acquire knowledge and skills concerning transportation, law, social norms, physical fit-

ness, proper nutrition, acceptable behavioral practices, as well as adverse peer pressure and resistance techniques.

Contact: ***Trooper Steve Shallop***

Youth Crime Watch of America (YCW)

Youth Crime Watch of America is a youth-led program bringing youth of all backgrounds together to identify and correct problems unique to their schools and communities. The YCW program empowers youth to take an active role in addressing the problems around them. Youth take ownership of their own YCW program for their school, neighborhood, public housing site, recreational center, or park.

www.ycwa.org

Contact: ***Jerry Rudoff***

OTHER

American Radio Relay League (ARRL)

ARRL is the national membership association for amateur radio operators. When disaster strikes, hams and others turn to this site for news and information.

www.arrl.org

Contact: ***Steve Ewald***

Extension Disaster Education Network (EDEN) Homeland Security Project

EDEN reduces the impact of disaster through education. EDEN delivers programming at the county level with about 15,000 educators nationwide.

www.eden.lsu.edu

Contact: ***Steve Cain***

Kentucky Crime Prevention Coalition

www.kycrimeprevention.com

Contact: ***Bob Douglas***

Ohio Crime Prevention Association (OCPA)

The OCPA develops policies, programs, publications, and training seminars and workshops for crime prevention practitioners. Through its members, OCPA is involved in crime prevention initiatives in most communities throughout Ohio.

www.ocpa-oh.org

Contact: ***Eric Poklar***

National Crime Prevention Council (NCPC)

The primary mission of the National Crime Prevention Council

(NCPC) is to be the nation's leader in helping people keep themselves, their families, and their communities safe from crime. NCPC's strategic plan for 2007 through 2011 is centered on four goals: protect children and youth; partner with government and law enforcement to prevent crime; promote crime prevention and personal safety basics; and respond to emerging crime trends. NCPC offers training, technical assistance, and a national focus for crime prevention, and acts as secretariat for the Crime Prevention Coalition of America, more than 400 national, federal, state, and local organizations representing thousands of constituents who are committed to preventing crime. It also operates demonstration programs and takes a leadership role in comprehensive community crime prevention strategies and youth crime prevention. NCPC manages the nationally recognized McGruff® "Take A Bite Out Of Crime®" public service advertising campaign. NCPC participates in the Combined Federal Campaign.

www.ncpc.org

Contacts: ***The Honorable Alfonso E. Lenhardt, Drew Carberry, Judy Kirby, Jim Wright, and Brian Snyder***

APPENDIX E

National Watch Groups Summit Agenda

Wednesday, May 30, 2007

7:00 AM – 9:00 AM Registration

8:30 AM – 9:00 AM Continental Breakfast

9:00 AM – 10:00 AM Welcome and Summit Overview

The Honorable Domingo S. Herraiz
Director, Bureau of Justice Assistance
U.S. Department of Justice

Corey D. Gruber
Acting Deputy Administrator National Preparedness Directorate
Federal Emergency Management Agency
U.S. Department of Homeland Security

The Honorable Alfonso E. Lenhardt
President and CEO
National Crime Prevention Council

10:00 AM – 10:15 AM Break

10:15 AM – 11:45 AM Panel Discussion

“The Evolving Citizen Role in Public Safety, Security, and Preparedness”

Moderator:

BG Norman E. Arflack
Secretary
Kentucky Justice and Public Safety Cabinet

Panelists:

Dr. Diane Zahm
Associate Professor
Urban Affairs and Planning
Virginia Tech University

Dr. Monica Schoch-Spana
 Senior Associate
 Center for Biosecurity
 University of Pittsburgh Medical Center

Dr. Gregory V. Button
 Professor
 Department of Anthropology
 University of Tennessee at Knoxville

12:00 PM – 1:30 PM

Working Lunch

Presenter Introduction by Alfonso E. Lenhardt, NCPC

Luncheon Presentation

Major John Hunt
 New Jersey State Police

1:30 PM – 1:45 PM

Break

1:45 PM – 3:15 PM

Breakout Sessions

Group 1: Facilitator, Kimberly J. Dalferes, NCPC
 Group 2: Facilitator, Jim Wright, NCPC
 Group 3: Facilitator, Christy Sharp, NCPC
 Group 4: Facilitator, Drew Carberry, NCPC

3:15 PM – 3:30 PM

Break

3:30 PM – 5:00 PM

Breakout Sessions Continue

5:00 PM

First Day of Summit Concludes

Thursday, May 31, 2007

8:00 AM – 8:30 AM

Continental Breakfast

8:30 AM – 10:00 AM

Breakout Sessions Reports

10:00 AM – 10:15 AM Break

10:15 AM – 10:45 AM Closing Remarks

(Ret.) Major Alecia Webb-Edgington
Executive Director
Kentucky Office of Homeland Security

11:30 AM Final Day of Summit Concludes



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Justice Assistance

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Washington, DC 20531
202-616-6500
www.ojp.usdoj.gov/bja



500 C Street, SW
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www.citizencorps.gov



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