



NEIGHBORHOOD WATCH

FORMING SUCCESSFUL PARTNERSHIPS

Community Training

Instructor's Book



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COURSE OVERVIEW – FORMING SUCCESSFUL PARTNERSHIPS

Summary: Over the past thirty years, Neighborhood Watch has enhanced public safety by creating community-based partnerships to fight crime and improve the quality of neighborhood life. In a continuing effort to promote professionalism in law enforcement and to build positive police/community relations, the National Sheriffs' Association, in cooperation with the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice, is producing and distributing Neighborhood Watch Toolkits to law enforcement agencies across the nation.

This training is designed to build the capacity of law enforcement officers assigned to work with Neighborhood Watch groups by providing specific instruction on each of the sixteen courses presented in the Neighborhood Watch Toolkit.

This course will increase participants' skill levels by teaching them the proper utilization of the tools and the most effective methods of maximizing the course's value for themselves and their communities.

Time Allocated: 1 hour.

Method of Instruction: This presentation will utilize adult learning methodologies including standard lecture, facilitated discussion and participant-based activities. Interactive discussion is encouraged, and activities are an integral component of this course. The training is displayed by PowerPoint presentation found on the Neighborhood Watch Toolkit Community CD. Tools and Handouts can be found on the CD or in the Appendix of this Handbook.

Instructional Resources Required:

- Facility: sufficient seating and tables for all participants
- Equipment: Presentation, Computer, LCD Projector, Screen
- Materials: Guide and Participant Book; Flip Chart for instructor and for each table or small group; blank paper and writing utensils for each participant

Terminal Learning Objectives: Participants will learn the characteristics of effective groups, the purpose of a Memorandum of Understanding, and how to form effective partnerships with individuals and agencies which can help them achieve their purpose.

PARTNERS

This training is brought to you by the National Sheriffs' Association in cooperation with a grant provided by the Bureau of Justice Assistance, Office of Justice Programs, U. S. Department of Justice.

The NW Toolkit was designed and produced by the Community Safety Institute.

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

Instructor's Note:

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

FORMING SUCCESSFUL PARTNERSHIPS

The topic for today is "Forming Successful Partnerships."

We'll discuss how partnering with other groups or organizations can help to make a Neighborhood Watch group even more effective and successful.

COURSE OBJECTIVES

This module has three parts.

Part 1 discusses characteristics of effective groups.

Part 2 defines Memorandums of Understanding (MOUs), their purpose and use.

Part 3 discusses sharing resources with prospective partner organizations.

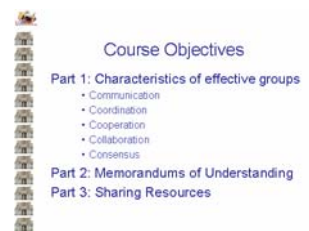
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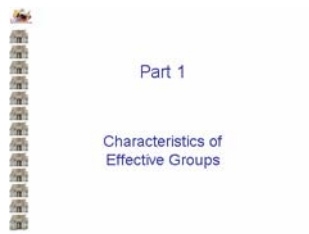
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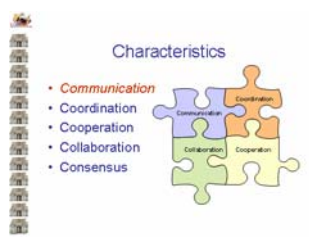
Slide #4



PART 1: CHARACTERISTICS OF EFFECTIVE GROUPS

In this first section, we'll discuss the characteristics of effective groups. There are some guiding principles to which all members should aspire in order for the group to function as efficiently and effectively as possible.

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CHARACTERISTICS: COMMUNICATION

- Communication
- Coordination
- Cooperation
- Collaboration
- Consensus

The first characteristic of effective groups that we will discuss is communication.

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COMMUNICATION

Effective communication is essential for your Neighborhood Watch group. To effectively communicate with one another, you will use written and spoken words, body language, and more to create understanding. You will want to effectively communicate with members, neighbors, and organizations in your community that can help.

You will also need to understand how to resolve disputes and conflict among members and neighbors.

Slide #7



INTERPERSONAL COMMUNICATIONS

Definition: a selective, systemic, unique, and ongoing process of transaction between people who reflect and build personal knowledge of one another and create shared meanings.

COMMUNICATION

Direct vs. Indirect

- Direct – face to face, phone, video
- Indirect – email, fax, letter

Verbal vs. Nonverbal

- Verbal – tone, pitch, loudness, emphasis, silence
- Nonverbal – body language

Potential problems

- Perception, listening, emotions, noise

DIRECT VS. INDIRECT

- Always be clear, simple, and concise.
- Select appropriate topics.
- Be friendly, using names when available to personalize your message.
- Ask for feedback and offer to answer any questions.

VERBAL VS. NONVERBAL

Verbal

- Language reflects culture
- Language is ambiguous and meanings are subjective
- Loudness, pitch, silence

Nonverbal

- Eye contact, expressions, gestures
- Touch
- Don't assume that your interpretation of someone's nonverbal communication is the meaning that they meant to convey to you.

Slide #8

Communication

Direct vs. Indirect

- Direct – face to face, phone, video
- Indirect – e-mail, fax, letter

Verbal vs. Nonverbal

- Verbal - tone, pitch, loudness, emphasis, silence
- Nonverbal - body language

Potential problems

- Perception, listening, emotions, noise

Slide #9

Direct vs. Indirect

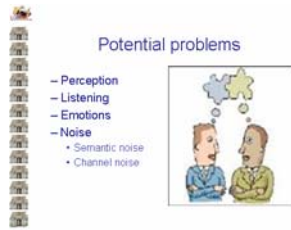
- Always be clear, simple, and concise.
- Select appropriate topics.
- Be friendly, using names when available to personalize your message.
- Ask for feedback and offer to answer any questions.

Slide #10

Verbal vs. Nonverbal

- **Verbal**
 - Language reflects culture
 - Language is ambiguous and meanings are subjective
 - Loudness, pitch, silence
- **Nonverbal**
 - Eye contact, expressions, gestures
 - Touch
 - Don't assume that your interpretation of someone's nonverbal communications is the meaning that they meant to convey to you.

Slide #11



POTENTIAL PROBLEMS

Perception – Be open to new ideas, different options, and communications. Be aware of your own internal biases and assumptions so that they do not color your interpretation of what is said or of what you say.

Listening – Mindful listening includes carefully listening to what the person has to say without letting one's mind wander or plan for their response. Listen for what isn't said as much as for what is said.

Emotions – Emotions color our perceptions and our communications. Be aware of this, select your words carefully, and consider a person's emotional impact on anything they say.

Noise:

Semantic noise – differences in language, accents, dialects, and culture may prevent us from conveying the meaning we and others intend to share.

Channel noise – problems with technical communications equipment (telephones, email, microphones, hearing aids) may negatively impact our communications.

Slide #12



HANDLING CONFLICT

- Strive for a win-win solution
 - There are usually ways to resolve any conflict so that everyone benefits and no one is hurt
- Be graceful and forgiving when appropriate
- Respect yourself, the person you have the conflict with, the relationship, and the common goal that you share
- Be aware that conflict may result from tension, and vice versa. What can you do to reduce tension?

CHARACTERISTICS: COORDINATION

Coordination relies on clear and effective communications, solid organizational skills, and mutual respect for everyone involved.

COORDINATION

- Work habits
- Learning styles
 - Visual - sight
 - Tactical – touch
 - Auditory - hearing
 - Kinesthetic – activity
- Life styles
- Relationships
- Information sharing

Coordination is one of the most overlooked of the partnership process elements, and yet the ways that the stakeholders relate to each other and share information is extremely important. It is also significant that the group members learn each others' work habits and interaction styles so that members can more effectively achieve results. Just as in sports, groups that are not coordinated and do not work together well as a team will not be as successful

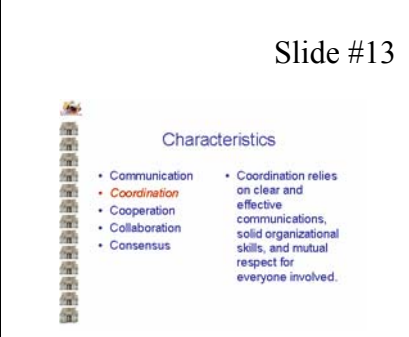
Addressing today's Neighborhood Watch issues demands a coordinated effort from all stakeholders.

CHARACTERISTICS: COOPERATION

Cooperation is a willingness to agree and a willingness to help despite disagreements.

Cooperation puts aside personal preferences to people work together to achieve a common goal.

Slide #13



Slide #13: Characteristics

- Communication
- **Coordination**
- Cooperation
- Collaboration
- Consensus
- Coordination relies on clear and effective communications, solid organizational skills, and mutual respect for everyone involved.

Slide #14



Slide #14: Coordination

- Work habits
- Learning styles
 - Visual - sight
 - Tactical – touch
 - Auditory - hearing
 - Kinesthetic - activity
- Life styles
- Relationships
- Information sharing



Slide #15



Slide #15: Characteristics

- Communication
- Coordination
- **Cooperation**
- Collaboration
- Consensus
- Cooperation is a willingness to agree and a willingness to help despite disagreements.
- Cooperation puts aside personal preferences so people work together to achieve a common goal.

Slide #16

Cooperation

- Openness vs. privacy
- Creativity vs. conformity
- Competition vs. cooperation
- Freedom vs. conformity
- Abstractions vs. relationships
- Respect and values

COOPERATION

- Openness vs. privacy
- Creativity vs. conformity
- Competition vs. cooperation
- Freedom vs. conformity
- Abstractions vs. relationships
- Respect and values

Cooperation is key to successful partnerships. Listed on the slide are some issues that can be discussed about partners and cooperation.

Open partnerships do not necessarily mean that all information is shared by all parties. This is especially true when dealing with juvenile justice issues and the many confidentiality laws surrounding minors. Partners must understand this fact and respect the privacy issues involved. Partnerships should be creative and seek innovative solutions to mutual concerns. Often stakeholders or partners will fall back on what they have always done or what they know best, instead of trying to build new solutions utilizing their combined knowledge, resources and talents.

When partners gather to solve common concerns, the emphasis should be on cooperation and not on competition. The goal should be to help the community, and not on who or which group will receive the “glory.” Everyone should celebrate and promote the success of the group effort.

Finally, it is essential that stakeholders respect the values and views of others, as creative methods are developed to resolve problems.

Slide #17

Characteristics

- Communication
- Coordination
- Cooperation
- Collaboration
- Consensus

- Collaboration is when everyone contributes toward the common goal, sharing their ideas, resources, talents, and skills for everyone's benefit.
- Synergy - the whole is greater than the sum of the parts

CHARACTERISTICS: COLLABORATION

- Collaboration is when everyone contributes toward the common goal, sharing their ideas, resources, talents, and skills for everyone's benefit.
- Synergy - the whole is greater than the sum of the parts

COLLABORATION

- Goals
- Beliefs and attitudes
- Roles, rules, order, discretion
- Accountability
- Responsibility
- Authority
- Decision-making
-

Some of the key elements of collaboration are shown on this slide.

Groups working together should have common goals and a formal process to reach those goals.

Stakeholders or partners should be held accountable for their work and be responsible to not only their own organizations but to others in the partnership.

CHARACTERISTICS: CONSENSUS

Consensus is the collective opinion or general agreement that will allow the process to move forward.

CONSENSUS

Develop consensus with:

- Stakeholders
- Partners
- Sub-committees

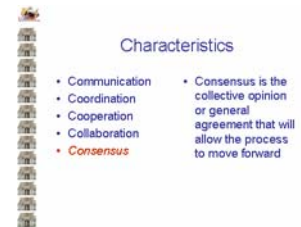
It is important to develop consensus among stakeholders, partners, sub-committees or other interested parties concerned about the same issues and working towards shared goals.

Consensus does not mean total agreement or acceptance. Consensus can occur when group members or partners wish to move forward with the process. Consensus should not be about winning or losing, but should be about progress.

Slide #18



Slide #19



Slide #20



Slide #21



Consensus Building Activity

- Use the three fingers method to vote on the most important issue for your Neighborhood Watch group:
 - Drugs and alcohol
 - Burglary and theft
 - Speeding



CONSENSUS BUILDING ACTIVITY: INDIVIDUAL EXERCISE

Use the “three fingers method” to vote on the most important issue for your Neighborhood Watch group:

- Drugs and alcohol
- Burglary and theft
- Speeding

This class exercise demonstrates a consensus building model. The three fingers method is a way that the group can decide for or against a proposition or issue that is under discussion. This is a verbal exercise, and flip charts are not necessary.

Tell the class that 1 finger means you agree, 2 fingers means that you neither agree nor disagree but are willing to move forward for the benefit of the group, and 3 fingers means you disagree.

For example, in the slide shown, participants should vote on each issue. In the first vote, participants will use 1, 2 or 3 fingers to signal:

- that drugs and alcohol are the most important issues facing their Neighborhood Watch group today;
- that they are not sure, but can live with that premise;
- that no, they disagree that drugs and alcohol are the most important issue facing their Neighborhood Watch group.

After voting on each issue, narrow the three items down to one that everyone can cast a 1- or 2-finger vote for, and complete the exercise.

If a participant holds up three fingers, ask them why and have them explain their position. The goal here is to have everyone agree on one answer, or at least agree to move forward and complete the exercise. Everyone's opinion should be heard and valued.

Depending on the group, the facilitator may have to work to get the group to come to consensus. It is possible with some groups that consensus on certain subjects cannot be reached, so common ground must be found in order for the group to move forward and continue its work. Some groups may simply have to agree to disagree.

The purpose of this exercise is to demonstrate that there are consensus-building techniques available to groups to assist them in their decision-making.

This is a simple exercise, and with discussion should not take more than 15 minutes to complete. This exercise is significant because a large and more complex group consensus building exercise will occur later in the course.

CONSENSUS OCCURS WHEN

There is a general agreement or solidarity of opinion and harmony among the group.

Consensus is important when building partnerships, forming inter-agency teams, and addressing your Neighborhood watch group's concerns and issues.

Consensus is not the only model of decision-making, but it can be an effective one when diverse groups are brought to the table to discuss important topics.

INDIVIDUAL EXERCISE

Scenario – A series of smash-and-grab thefts has occurred in the downtown business district. One suspect is a local high school student. The offenses are occurring between 9:30 a.m. and 11:30 a.m.

- Exercise – Write down how your group would respond to this scenario, utilizing all of your combined information and resources.

GROUP EXERCISE

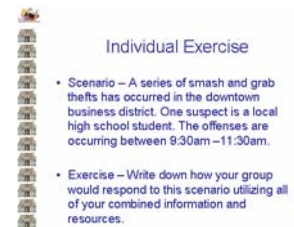
Instructor Note: Read out loud the scenario described above. Then have each group write down what they would do as a Neighborhood Watch group, using all of their combined information, skill and resources.

Have them record their information on the flip charts provided. When all groups are finished, have them present to the entire class. After presenting the groups' responses, tape the flip chart pages up on the wall.

Slide #22



Slide #23



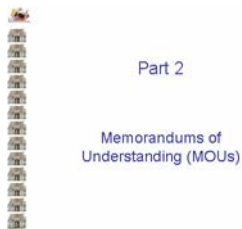
After all groups have completed reporting, select a few individuals to read their individual responses from the earlier exercise. Then tape some of these individual responses up on the wall.

Point out that even though each one of us may work hard at resolving a particular problem, when we combine our talents and resources we can develop much more comprehensive solutions.

This exercise is designed to demonstrate the value of partnerships when addressing community issues.

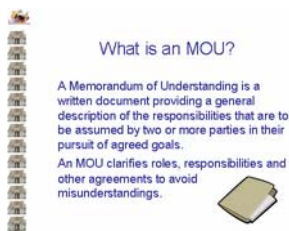
This exercise should take 40 minutes to complete.

Slide #24



PART 2: MEMORANDUMS OF UNDERSTANDING (MOUs)

Slide #25

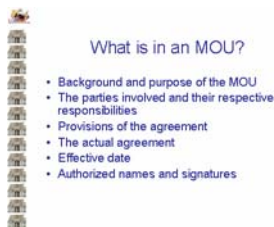


WHAT IS AN MOU?

Definition – A Memorandum of Understanding, or MOU, is a document providing a general description of the responsibilities that are to be assumed by two or more parties in their pursuit of some goal(s).

Purpose – An MOU is used to clarify roles, responsibilities, and other agreements so that each party is fully informed and understands what they are to perform. An MOU helps to prevent confusion, duplication of effort, and other misunderstandings.

Slide #26



WHAT IS IN AN MOU?

- Background and purpose of the MOU
- The parties involved and their respective responsibilities
- Provisions of the agreement
 - Modifications, confidentiality, termination, and other relevant situations that may alter the MOU
- The actual agreement
- Effective date
- Authorized names and signatures

SAMPLE MOU

A sample MOU may be found on the NW Foundation CD.

How may your group need or use an MOU?

PART 3: RESOURCES

Now let's consider Part 3: Resources for Successful Partnerships.

COMMUNITY PARTNERSHIPS

A community is an association of collaborative private and public sector groups or organizations working together, sharing a common vision, interest, value, goal, and/or benefits and risks.

A variety of public organizations are available to support Neighborhood Watch groups.

Slide #27



Sample MOU

- View sample MOU form on the NW Toolkit Foundation CD.
- How may your group need or use an MOU?



Slide #28



Part 3

Resources for Successful Partnerships

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Community Partnerships

- A community is... an association of collaborative private and public sector groups or organizations working together, sharing a common vision, interest, value, goal, and/or benefits and risks.
- A variety of public organizations are available to support Neighborhood Watch groups.

Slide #30



BENEFITS OF PARTNERSHIPS

- Leverage resources
 - Time
 - Knowledge
 - Experience
 - Wealth
- Spread risk
- Build relationships

Slide #31



RESOURCES

- Business and volunteer groups
- Nonprofit social services agencies
- Government agencies
- Faith-based organizations

Countless resources are available. Together, the whole is greater than the sum of its parts. That's synergy – one reason partnerships can be so effective.

We have listed four types of resources available to Neighborhood Watch groups. Take a few moments to list some organizations in each category.

The next slide will list some potential partners through government's Citizen Corps partner agencies.

Slide #32



Citizen Corps councils help drive local citizen participation by coordinating Citizen Corps programs, developing community action plans, assessing possible threats, and identifying local resources.

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

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

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

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

PROSPECTIVE PARTNER:

FAITH-BASED

- Churches, synagogues, etc.
- Faith-based organizations that provide social services

PROSPECTIVE PARTNER: BUSINESSES

An additional valuable resource can be found in your local business community. Local businesses share your concern for neighborhood safety.

PROSPECTIVE PARTNER: LAW ENFORCEMENT AND SECURITY

- Police
- Sheriff's Department
- Highway Patrol
- Security agencies
- College criminal justice programs
- Campus police

Slide #33



Slide #34



Slide #35



Slide #36

Prospective Partners:
Civic, Social, and Service Groups

- Rotary, Lions Club, Kiwanis, etc.
- American Red Cross
- United Way member organizations



**PROSPECTIVE PARTNER:
CIVIC, SOCIAL AND SERVICE GROUPS**

- Rotary, Lions Club, Kiwanis, Masons, etc.
- American Red Cross
- United Way member organizations

Slide #37

Seeking Resources

...encourages fundamental changes in the relationship between the police, governmental agencies and the people they serve.

SEEKING RESOURCES

...encourages fundamental changes in the relationship between the police, governmental agencies, and the people they serve.

Slide #38

Questions?

QUESTIONS?

Are there any questions about today's topic?

Thank you for your participation in the *Forming Successful Partnerships* training. You should feel confident that you have the knowledge and skills necessary to form effective partnerships for your NW groups.

Slide #39

Register Today



www.usaonwatch.org

REGISTER TODAY!

To take advantage of Neighborhood Watch online services such as Neighborhood Watch manuals, articles on current events, and other resources, register your Neighborhood Watch group at www.USAonwatch.org.