



# NEIGHBORHOOD WATCH

## STRATEGIC PLANNING

### Community Training

### Instructor's Book



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## **COURSE OVERVIEW – STRATEGIC PLANNING**

**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-Rom. Tools and Handouts can be found on the CD or in the Appendix of this Handbook. The handouts and/or tools used in this training are:

- Visions Worksheet
- Mission Statement Worksheet
- Action Steps Worksheet
- Strategic Planning Pyramid

**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 a step-by-step process for developing an action plan; will learn how to begin identifying neighborhood issues or concerns; will learn how to write goals, objections, and action steps; and will learn how to evaluate the success of their strategic plan.

## 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.

## STRATEGIC PLANNING

The topic for today's course is "Strategic Planning."

## COURSE OBJECTIVES

Let's review the course objectives for today's training:

- To provide an overview of the planning process.

This will include a step-by-step process for developing an action plan.

- To help you begin identifying your neighborhood issues or concerns.

We will help you begin to identify the risks, resources, obstacles and priorities in your neighborhood through an assessment process.

- To teach you how to write goals, objectives, and action steps.

We will look at characteristics of effective goal statement objectives and action steps. The training will conclude with an overview of evaluation, a necessary part of any plan.

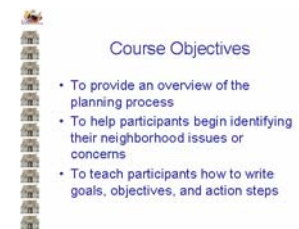
Slide #1



Slide #2



Slide #3



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Let participants know that each step in the pyramid above will be reviewed in greater detail.

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## STRATEGIC PLANNING STEPS

Let's begin by looking at the steps involved in developing an action plan. They are **Vision, Mission Statement, Assessment, Action Planning** and **Evaluation**. We will examine each step, its importance and the process for completion.

We hope that you will leave this training with a process to use in your planning for your neighborhood.

## BENEFITS OF STRATEGIC PLANNING

The planning process often leads to the following response from members:

- Goal ownership
- Sense of pride and achievement
- Satisfaction in being a part of the team
- Sense of direction for the group

Goal ownership occurs when all neighbors have a voice in the development of plan. Participants should also feel a sense of accomplishment as they participate in the planning process.

The planning process also contributes to team bonding. Participants feel a sense of satisfaction by being a part of process that is making a difference in their neighborhood. The strategic planning process also provides a sense of direction for the group. The plan serves as a map for the team.

Can you think of any other benefits of strategic planning?

## VISION

A vision is an expression of the standards you want to see implemented in your neighborhood. We will begin by developing a vision for your community. Understanding your vision for your neighborhood begins by understanding who you are and what you stand for. Your vision will serve as the team's guiding light. It helps steer your actions and initiatives. Without vision, your group will drift around and be exposed to forces of fate and chance.

A good example would be going on a trip without directions. What would the outcome of the trip be without directions telling you how to get from Point A to Point B?

## ACTIVITY #1: VISION

Imagine it is ten years from now. Looking into a crystal ball, you can see everything about your neighborhood- what it looks like, how it operates and how the people interact. Take a few minutes to imagine your neighborhood, and then write down words or thoughts that describe it.

What are some of the key phrases and concepts that appear often? These phrases become the descriptors of your vision.

Let's take the next few moments to develop the vision for this neighborhood. The vision statement should be a few sentences long (more like a narrative), yet concise.

Let's now move onto the Mission Statement.

## MISSION STATEMENT

The mission is the bridge between the vision and the goals. It is the statement of understanding among your group members that guides the focus of your plan and activities.

Let's begin looking more closely at the mission and how the team develops a Mission Statement.

## MISSION STATEMENT COMPONENTS

The mission statement consists of three parts: **Identity, Belief and Action.**

The identity is a statement of who you are. The statement identifies the group.

The belief portion of the mission statement is tied directly to your vision. It is a statement of your beliefs as a group.

The last component is action. The action portion of your mission is a general statement of what you are going to do as a group.

The development of a Mission Statement can be relatively easy if you focus on these three components. Let's look at a sample Mission Statement:

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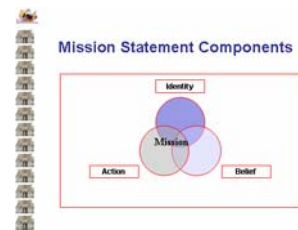


Lead the participants through this visioning exercise. After their individual activity, develop a vision statement and write it on your poster.

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Review each component of a Mission Statement.

Write the example on a board or flipchart in front of the class. Illustrate the three identifiable components within it. They are:

**Identity:** River Oaks Neighborhood Watch  
**Belief:** The right to live in a safe community  
**Action:** Support and communicate with each other to prevent violence and promote safety.

Hand out copies of the Mission Statement Worksheet and work through each section as a group.

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Slide #11



Slide #12



*The River Oaks Neighborhood Watch group believes in the right to live in a safe community. Therefore, we will support and communicate with each other to prevent violence and to promote safety.*

Before we develop our own mission statement, let's identify the three components in the example.

## ACTIVITY #2: MISSION STATEMENT

Let's complete the Mission Statement Worksheet. We will start by writing at the top of the page the vision we created a few moments ago. Fill in the rest of the blanks as we discuss each topic.

Now that we have completed our Mission Statement, let's move on to the next step in strategic planning: Assessment.

## NEIGHBORHOOD ASSESSMENT

The purpose of assessment is to identify conditions in a neighborhood or community that contribute to its vulnerability to crime and other problems.

Assessment is an important step for any group. Without assessment, the group risks focusing on issues that may not exist.

## NEIGHBORHOOD ASSESSMENT

There are four areas in the assessment process: **Risks, Resources, Obstacles** and **Priorities**. When you begin the assessment process, begin by identifying the risks to your neighborhood. Risks can be in terms of the physical environment, access to the neighborhood, or group behaviors such as gangs.

Resources include a variety of items that are currently present in the neighborhood and can provide support.

Obstacles are elements that can interfere with or sabotage your efforts, such as lack of “buy-in” from neighbors.

The last area is priorities. Once you have drawn the assessment process to a close, you will begin identifying the priorities that need immediate attention. Those priorities will become the goals of your action plan.

Let's begin looking at some of the different sources of data.

Where would you begin your search for information about your neighborhood and your neighborhood's needs?

### **ASSESSMENT DATA SOURCES**

The first and most obvious source of information can be found right within the neighborhood. Your neighbors are a great source of information. You can obtain valuable information by speaking one-on-one with them or communicating via telephone or e-mail. Another good way to obtain information from your neighbors is with surveys. By communicating with your neighbors, you can begin to learn neighborhood concerns and fears.

By obtaining the latest police reports for your neighborhood you can get an accurate picture of what is happening in your neighborhood.

You can also look to your schools and your community for information.

### **RISKS TO YOUR NEIGHBORHOOD**

Risks are often a concern in many neighborhoods and communities. Theft, vandalism, gangs, drugs, and many other dangers are often the reason a Neighborhood Watch group gets started. Eliminating risks is an important issue for most Neighborhood Watch groups.

Let's take a minute or two to talk about our concerns. What types of risks are we dealing with at this moment? What other risks might we face?

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### Slide #15



#### Neighborhood Resources



- Resources include:
- Financial
  - Personnel
  - Materials
  - Training
  - Organizations

Ask participants to think about obstacles they think they might encounter in their planning and implementation efforts.

### Slide #16



#### Obstacles



- There are different obstacles that can affect your plans:
- Funding
  - Time
  - Lack of support from neighbors
  - Readiness issues

## NEIGHBORHOOD RESOURCES

Let's now look at neighborhood resources. Think about your neighborhood. Here are some of the resources we identified: **financial, personnel, materials, training and organizations.**

Financial resources can include both individual and outside agency resources. Personnel resources can include items such as individual skills or possessions. Materials can range from items such as training materials to building materials. Training resources can also come from individuals or outside agencies such as your local law enforcement agency. Let's not forget the organizations themselves. Organizations can include social service agencies or civic groups such as Kiwanis or Rotary. These groups can provide everything from speakers to volunteers.

Building partnerships within your community can add strength to your Neighborhood Watch group. Don't limit yourself! Be creative when looking for partners and resources.

## OBSTACLES

Obstacles can often get in the way of your group's success. They can include a lack of funding, time, or support.

Lack of support can sometimes be considered a "readiness issue."

There may be times when you need to prepare your neighborhood for the Neighborhood Watch program. For instance, if your NW group wants to focus on a drug problem in your neighborhood, then you will need to determine if the neighborhood is aware that the problem exists. If some neighbors are in denial, then you will need to educate them in order to get their support before you begin your prevention efforts.

## PRIORITIES

Once we have identified our potential risks, resources and obstacles, it is now time to set some priorities.

As we have discussed these items, what are the issues that concern you the most? It is important as you begin the planning process to focus on items you think are achievable. It helps to keep the group motivated if you can experience success with your plan.

## ACTIVITY #3: NEIGHBORHOOD ASSESSMENT

Let's divide the class into three small groups.

One group will discuss **risks** they view in their neighborhood. The second group will focus on the neighborhood's **resources**. The third group will address the **obstacles**.

In each group, discuss how your topic relates to your neighborhood.

Now that we have discussed some of the issues, let's briefly share what each group has discussed.

Now let's take a few minutes to prioritize our issues.

## ACTION PLAN

We are now ready to begin development of the action plan. An action plan is the foundation for your group's work. It serves as your road map. You wouldn't go on a trip without a map or directions, would you? Probably not. Thus, your group needs a plan to guide your actions.

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### Priorities

It is important that you set priorities when developing your action plan.

What are the most serious issues you face in your neighborhood or community?

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### Activity #3: Neighborhood Assessment

Let's take a closer look at your neighborhood. What do you view as being the risks, resources, obstacles and priorities?

After each group has discussed their topic, have the entire class discuss neighborhood priorities. If possible, keep this activity under 15 minutes.

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### Action Plan

The action plan is the foundation. A group without a plan is similar to a driver taking a trip without a map.



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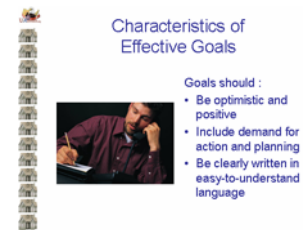


Write your goals on your poster.

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Slide #22



Write your goals on your poster.

## ACTION PLAN PROCESS

There are four steps in the action planning process. They are: **Goals, Objectives, Action Steps and Evaluation.**

We will now review each step. As we review these steps, refer back to your priorities. Your priorities will most likely become your goals.

## GOALS

Goals are broad statements of intent, generally one to three years in duration. Goals are the target toward which you are working. Your goals will likely grow out of the priorities you identified earlier.

An example of a goal would be: To strengthen community involvement.

## CHARACTERISTICS OF EFFECTIVE GOALS

As you begin writing your goals, be sure they:

- are optimistic and positive
- include a demand for action and planning, and
- are clear and easy to understand

Let's write our goals now.

## OBJECTIVES

Objectives are specific, short-term outcomes necessary to ensure movement towards the goals. Unlike goals, objectives are written with hope of accomplishment in a six month to one-year time frame. Here's an example of an objective:

- To increase the level of participation in Neighborhood Watch activities by 25% in 2005.

The example shows how much more specific the objective is compared to the goal. The objective states what the action will be, how much, and in what time frame.

## CHARACTERISTICS OF EFFECTIVE OBJECTIVES

In order to write objectives that are effective, they must be:

- Action oriented
- Specific
- Time limited
- Quantifiable, and
- Realistic

We talked about several of these characteristics when we introduced objectives. Let's take a few minutes to focus on "quantifiable." Quantifiable means measurable. If the objective is not quantifiable, you will have difficulty being able to evaluate it to determine if it was successful.

## ACTION STEPS

Action steps are specific or tangible actions or steps, which need to be accomplished in order to implement the objectives. As seen in the photo on this slide, the man has to walk up several steps before he can reach the top, his goal.

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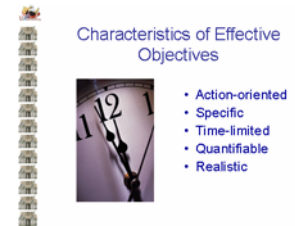


Objectives

Specific short-term outcomes (usually six months to one year) necessary to ensure movement towards stated goals

Example: To increase the level of participation in community crime prevention activities by 25 percent in 2005.

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Characteristics of Effective Objectives

- Action-oriented
- Specific
- Time-limited
- Quantifiable
- Realistic

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Action Steps

Specific and tangible actions or steps which need to be accomplished in order to successfully implement objectives.

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## CHARACTERISTICS OF EFFECTIVE ACTION STEPS

Action steps are statements that answer the *Who, What, When, Where* and *How*. These statements identify:

- who will be responsible
- what you are going to do
- when it will occur
- where it will take place, and
- how it will be accomplished

If you can write action steps that address those questions, then you will be well on your way to success!

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- Determines success or progress
- Determines if goals and objectives continue to align with group's vision and mission
- Provides opportunity to seek continual improvement

## EVALUATION

The last topic we will discuss is evaluation.

Evaluation is critical to your plan. Evaluation determines if you were successful in meeting your goals, if your action plan is aligned with your vision, and also provides an opportunity for the group to determine if additional action needs to take place.

Evaluation can be thought of as a time of reflection and redirection for your group.

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## THANK YOU!

Are there any questions?

We hope this training has been helpful to you as you begin the strategic planning process.

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Register Today

[www.usaonwatch.org](http://www.usaonwatch.org)

## REGISTER TODAY!

To take advantage of Neighborhood Watch on-line services such as Neighborhood Watch manuals, articles on current events and other Neighborhood Watch resources, register your Neighborhood Watch group at [www.USAonwatch.org](http://www.USAonwatch.org).