



National Crime  
Prevention Council  
Strategic Plan

# Introduction

**T**he National Crime Prevention Council (NCPC) has built an impressive record during 30 years of service to America. We have changed the way Americans look at crime and crime prevention. According to national surveys, more than 75 percent of adults now recognize that they have a role in ensuring safer communities. Today, we are helping to define crime prevention, not only by focusing on personal safety and property protection but also by staying ahead of emerging crime trends and focusing on community engagement, improved quality of life, and social and public health. We are committed to extending and enriching this record for the next 30 years and beyond.

To do so, NCPC will rely on four great strengths: our beloved icon, McGruff the Crime Dog®; our superb and dedicated staff; our executive and volunteer Directors' leadership grounded in experience, integrity, and accountability; and our solid reputation for providing exceptional evidence-based crime prevention advice to the field.

Prevention practitioners, justice-related organizations, and the business community—indeed all Americans—face ongoing threats to their safety. NCPC will sustain close relationships with professionals and organizations that work directly with citizens, even as we increase our own research capacity, distribution network, and brand impact. Through collaboration and education, we will continue to work to make America a safer and more caring nation.

NCPC will make a difference in helping communities reduce crime and the fear of crime, which can be as debilitating as crime itself. And we will strengthen our role as the clearinghouse for crime prevention activities throughout America.

This strategic plan focuses on the years 2013 through 2018. It also looks to the future. It does so because anticipating crime risk and impact is vital to prevention and saves both lives and money.

# Mission

**To be the nation's leader in helping people keep themselves, their families, and their communities safe from crime**

# Vision

NCPC envisions

**A safer and more caring nation**

...characterized by



**Community members, businesses and law enforcement working together to prevent crime through civic engagement and public education.**

# Approach

NCPC will make a difference in helping communities reduce crime. We will achieve this by using our expertise in public education to build awareness, change attitudes, motivate action, and anticipate and respond to crime trends. We will produce award-winning public service advertising; produce top quality public education campaigns; train law enforcement and communities; address campus crime; implement community-based programs; maintain online resource centers; and create practical tools to prevent crime using traditional and innovative media and techniques.

We will enlist our partners—law enforcement, crime prevention practitioners, families, academics, corporations, communities, and local, state, and federal agencies in the effort.

NCPC will work to...

-  Increase the number of individuals who are likely to be exposed to crime prevention messages
-  Increase awareness of how individuals can prevent themselves from becoming the victims of crime
-  Build and sustain a nationwide culture of prevention that is focused on safety awareness and observation, and watching out and helping out
-  Help communities understand and address the root causes of crime
-  Use McGruff the Crime Dog® strategically in our messages
-  Increase the number of crime prevention practitioners who are certified crime prevention specialists

NCPC will engage the power of new technologies and will develop programs, training, publications, and other tools that

-  Are based on scientific research, data evaluation, effectiveness evaluation, needs assessment in the field, and emerging or re-emerging trends in crime and crime prevention
-  Implement a quality improvement process with crime prevention practitioners that focuses on teaching and learning from the field about new crimes, trends, and effective prevention strategies
-  Leverage resources to provide tools for local groups at the forefront of crime prevention



# Strategic Importance of Funding and Partnerships

So that we can stay on mission, respond to breaking opportunities, and realize the power and efficacy of the private sector, NCPC will continue to increase private-sector funding and build throughout the organization a dynamic, entrepreneurial emphasis on revenue generation, coupling these actions for greater societal impact with our historic support from the public sector. We will build and sustain partnerships with nonprofit and for-profit organizations that are committed to our mission to prevent crime and improve quality of life. To increase revenue generation we will build and promote new lines of products in new venues. In this way, we will advance our mission, inspire our stakeholders, and improve the long-term health of the organization.







# The National Crime Grounded

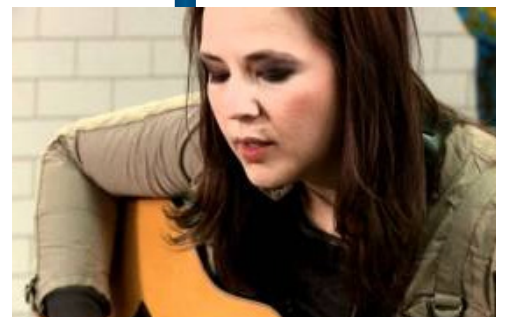
The National Crime Prevention Council is one of America's most powerful forces for citizen mobilization. Prior to the 1980s, most people did not believe that they had any useful role to play in preventing crime; they thought it was exclusively up to law enforcement to protect them. Thirty years later, thanks to NCPC and McGruff the Crime Dog, that has changed—and for the good of all. Now people everywhere understand that preventing crime is *their* business. Victimization is not limited to the target of the crime, it affects us all.

Founded in 1982, NCPC promptly became the nation's focal point for crime prevention, undertaking efforts that, by 2005, had helped America achieve its lowest crime rate in more than 30 years. During NCPC's first 30 years, millions of Americans learned from McGruff that they could "**Take A Bite Out Of Crime®**." They learned concrete steps they can take to make themselves, their families, their workplaces, and their neighborhoods safer and better places to live, work, and play. McGruff has sustained his strong, positive image over the years. In 2009, more than 90 percent of adult Americans agreed that McGruff is informative, helpful, trustworthy, effective, respected, caring, approachable, and relevant. Independent evaluations show that NCPC's work not only produces significant results but also does so cost effectively.

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# Prevention Council: in Experience

## In 30 years, NCPC

-  Trained hundreds of thousands of crime prevention practitioners and allies—law enforcement personnel, educators, parents, youth, local and state government officials, and community leaders—in key strategy and content areas to help communities reduce crime
-  Distributed tens of thousands of publications and kits that have been used to support and encourage local action for public safety. Millions of copies of reproducible NCPC brochures are distributed by communities each year
-  Provided local educational tools for millions of children, parents, teachers, law enforcement, community members, and others
-  Helped establish, sustain, and expand dozens of statewide and community-oriented, prevention-focused organizations
-  Took leadership in developing and testing new approaches to crime prevention and helping the field benefit from those that show real promise
-  Reached millions of children and adults through our presence on the Internet and social media sites
-  Produced current, relevant public service advertising that reached millions of Americans





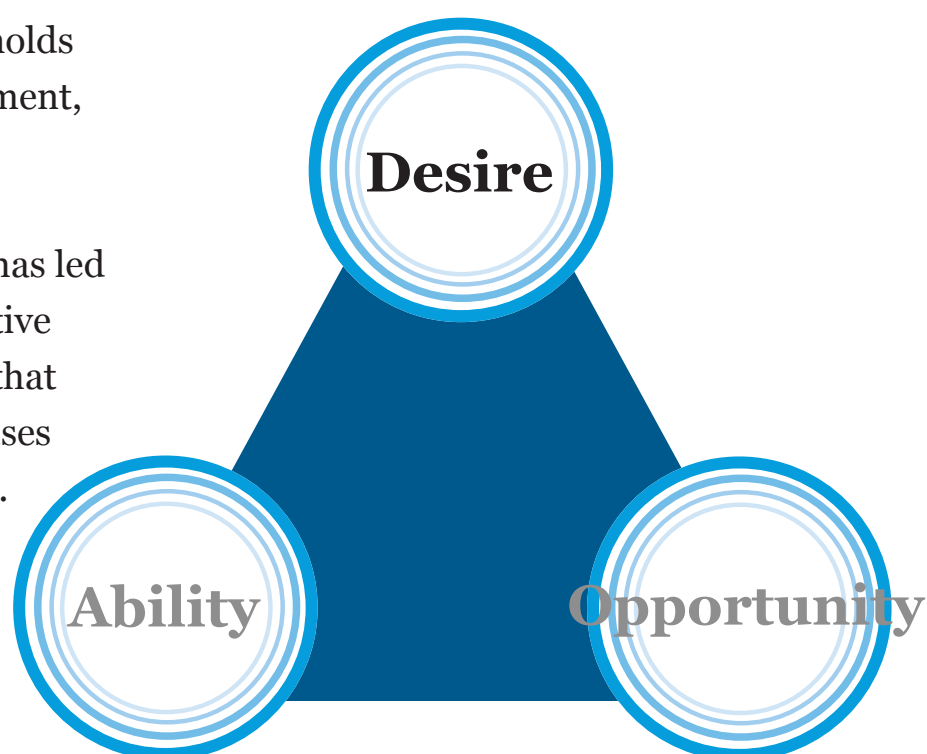
## CIRCLE OF RESPECT<sup>SM</sup>

In 2010, the 30th year of the McGruff campaign, NCPC introduced a new initiative, the Circle of Respect. It is a basic principle of criminal justice that for a crime to occur, three elements must be present: desire, ability, and opportunity. A basic principle of crime *prevention* holds that if you remove just one element, the crime cannot occur.

Throughout its history, NCPC has led the nation in developing innovative and multi-faceted approaches that address these fundamental causes of crime and break the triangle. NCPC continues to increase awareness and provide tools that reduce victimization

(*opportunity*) and support proactive community building that discourages crime and criminal behavior (*ability*).

Through the Circle of Respect initiative, NCPC will work to reduce the *desire* to commit crime. The Circle of Respect will focus its efforts on crimes that demonstrate a relational disconnect between individuals and between individuals and communities. Targeting crimes such as bullying, workplace harassment, dating violence, and gang involvement, NCPC seeks to restore and improve the relations that we have with one another. The Circle of Respect is interwoven with and supports NCPC's strategic goals.





# New Strategic Directions

NCPC will achieve four strategic goals in the next five years. These goals will focus the organization's work and enable us to leverage resources for greater impact. The goals are grounded in NCPC's commitment to make America a safer and more caring nation and to reduce crime's debilitating impact on society.

## GOAL 1

**Promote crime prevention**

## GOAL 2

**Partner with government, law enforcement, the private sector, and communities to prevent crime**

## GOAL 3

**Protect children, youth, and other vulnerable populations**

## GOAL 4

**Anticipate and respond to emerging crime trends**

NCPC will implement a strong business model to support these strategic goals. We will develop a stable, self-supporting center of crime prevention expertise and services that are nationally recognized and considered by the field to be exemplary and indispensable.

# G Promote

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NCPC will continue to provide critical programmatic support to local communities through training, tools, publications, and the evolving spectrum of communication techniques. We will continue to use McGruff's powerful credibility to deliver effective crime prevention information. We will reach out to affected industries in meeting these objectives.

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# Crime Prevention

## Objectives:

- 1)** Strengthen our public education efforts emphasizing individual and collective action to prevent crime and feature McGruff the Crime Dog, NCPC's icon and spokesdog.
- 2)** Communicate timely, relevant, and consistent messages to law enforcement and other local partners, families, and the general public about the benefits of crime prevention and community involvement.
- 3)** Provide a variety of strategies and tools that enable local law enforcement and their community partners to promote basic prevention strategies in response to local needs.
- 4)** Develop and promulgate national standards through training and certification to guide individuals, communities, and businesses in realizing the full value of crime prevention.
- 5)** Take crime prevention basics into the future by using new technologies, social media, and the Internet to broaden and deepen the impact of NCPC's messages.

# G O A L 2 Partner

NCPC will increase the quality and quantity of our partnerships with government, law enforcement, and communities, including the business community and online communities. We will continue to make our research, publications, and training valuable to law enforcement and front-line crime prevention practitioners. We will leverage our resources for academic institutions and community-based efforts. NCPC will serve as the national voice promoting state and local crime prevention efforts, working with local, state, and national constituents. In everything we do, NCPC will conduct our work and help partners conduct their work in ways that embody the ten action principles of crime prevention (listed on page 18).



# With Government, Law Enforcement, and Communities To Prevent Crime

## Objectives:

- 1)** Develop and strengthen evidence-based models that create vibrant public and public-private partnerships supporting individual and community crime prevention.
- 2)** Identify and deliver best practices and lessons learned to help strengthen these partnerships and improve their effectiveness in preventing crime.
- 3)** Collaborate closely with locally focused partners and stakeholders to integrate and synchronize crime prevention campaigns, initiatives, programs, and the use of McGruff to achieve maximum national impact against crime.
- 4)** Educate national, state, and local leaders about the cost effectiveness, importance, and other benefits of crime prevention.
- 5)** Establish with the field continuous quality improvement mechanisms to ensure that NCPC's efforts to respond to current needs are effective.



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# Protect

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NCPC is committed to safeguarding America's children and youth by working in partnership with parents, caregivers, schools, the business community, and law enforcement. NCPC will supply resources, tools, and training to reduce the opportunities for crimes committed against children and youth. We will offer programs that involve young people in making their communities safer. We will work to reduce both victimization of and victimization by this disproportionately affected age group.

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Other vulnerable populations, such as senior citizens, young adults, minority and immigrant populations, and at-risk youth, also need targeted messaging to help prevent them from becoming victims of crime. NCPC will produce age-appropriate materials in different languages, as well as materials that address some of the issues that are unique to these populations.

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Every new generation needs up-to-date information on how to keep itself safe from crime. Because the very nature of crime changes over the years, the techniques for addressing crime must be changed as well. Now more than ever, with technology-based crimes, cyberbullying, and identity theft, this need is vital.

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# Children, Youth, and Other Vulnerable Populations

## Objectives:

- 1)** Educate adults who care for children and youth to recognize and prevent situations that may put them at risk of victimization or delinquency and to provide them with the knowledge and tools to help increase their awareness and reduce these risks.
- 2)** Engage children, youth, and other vulnerable populations in positive activities that promote healthy communities.
- 3)** Provide research and training that enables law enforcement agencies, schools, and other community partners to increase neighborhood and school safety.
- 4)** Partner with other entities including local and national businesses to promote the safety of vulnerable populations.
- 5)** Build and expand programs proven to meet changing conditions affecting vulnerable populations.



# G Respond

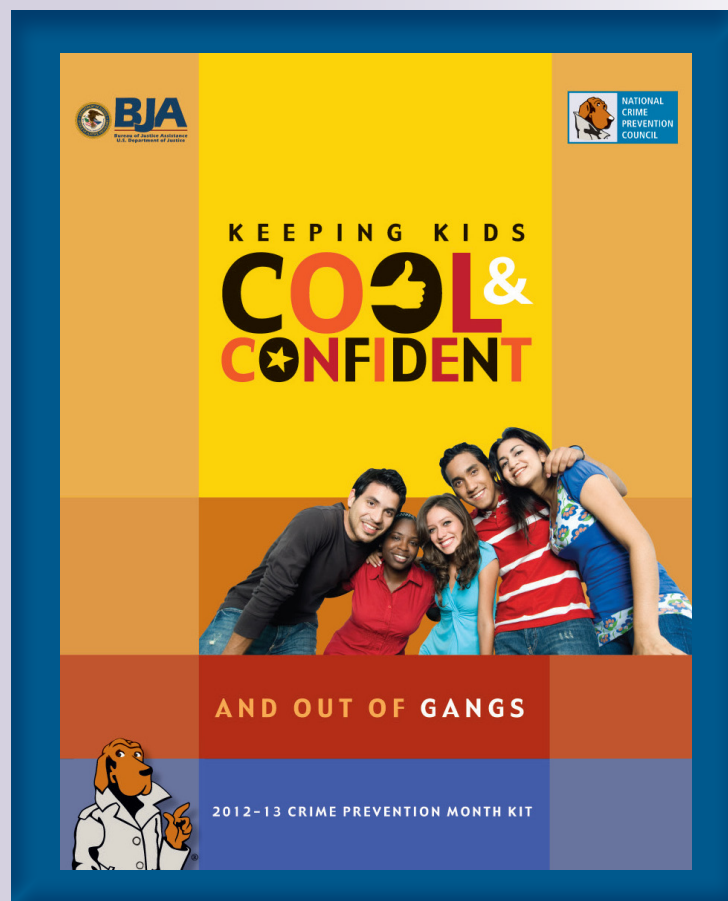
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NCPC is the leading national organization committed to crime prevention. In partnership with state, local, and national organizations, NCPC has the ability to identify emerging crime trends. We will increase our research and training efforts and focus on proprietary research and data collection that will support and strengthen effective community programs.

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# To Emerging Crime Trends

## Objectives:








- 1)** Identify trends that directly and indirectly affect the types, methods, and commission of crimes.
- 2)** Increase nationwide awareness of emerging crime threats and ways to reduce individuals' and communities' risks from these threats.
- 3)** Develop partnerships with academic institutions, government agencies, professional associations, private industry, and others that can help identify and develop responses to emerging crime trends.
- 4)** Develop partnerships with academic institutions, government agencies, professional associations, and others that can help identify and develop responses to emerging crime trends.
- 5)** Leverage technology and other resources to promote innovation and efficiency in responding to new and re-emergent crime trends.
- 6)** Identify those crimes having the most impact on particular communities, age groups, and geographic regions of the country, and develop evidence-based solutions adapted to those needs.

# Defining Success: Beyond Products



We at NCPC commit ourselves to monitoring and assessing our progress toward the goals and objectives of this strategic plan. Evaluative measures will manifest themselves in performance measures for all of the NCPC programs, services, and products that support each objective.

In general, NCPC achieves success when ...

- 1) We regularly meet or surpass our stated impact measures. These measures, which will be defined in program goals and objectives, will focus on reducing the incidence of crime and the fear of crime and on building a nationwide culture that recognizes that crime prevention is everyone's business.
- 2) NCPC experiences continuous and sustainable growth in the following:
  -  Members of NCPC's constituent organizations
  -  Partners—for-profit, nonprofit, and local, state, and federal government
  -  Use and application of NCPC's expertise, services, and products not only by federal and state officials but also by local agencies and groups that deal with the day-to-day realities of crime and crime prevention
  -  Requests for training
  -  Number of visitors to NCPC's websites and social media sites
  -  Awareness of NCPC's public service advertising messages
  -  Recognized as experts in media outlets

Key to achieving these goals is NCPC's commitment to developing and maintaining a high-quality staff focused on achieving national impact. To retain such a staff, NCPC will provide all employees competent leadership and extensive training and other mentoring opportunities. Together we will work to make our nation, its families and children, and all of its communities safer.



# 10 Action Principles

## Support NCPC's Work

The ten action principles listed below were developed by 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. These principles are the foundation upon which NCPC was built. In the ensuing years, these principles have been reaffirmed by NCPC and the Crime Prevention Coalition of America.

1. Preventing crime is everyone's business.
2. Preventing crime is more than security.
3. Preventing crime is a responsibility of all levels and agencies of government.
4. Preventing crime is linked with solving social problems.
5. Preventing crime is cost effective.
6. Preventing crime requires a central role in law enforcement.
7. Preventing crime requires cooperation and collaboration by all elements of the community.
8. Preventing crime requires education.
9. Preventing crime requires tailoring to local needs and conditions.
10. Preventing crime requires continual evaluation and improvement.



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

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