



STRATEGIC PLAN



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INTRODUCTION

The National Crime Prevention Council (NCPC) has built an impressive record during 25 years of service to America. Now we plan to extend and enrich this record for another quarter of a century 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 leadership grounded in experience, integrity, and accountability; and a powerful new focus on measurable societal impact.

Over the next five years, NCPC will seize opportunities to address the challenges incumbent on the nation's—and the world's—premier center of excellence for crime prevention. We will aggregate this work under a powerful unifying theme, Safer With McGruff.

Prevention practitioners, justice-related organizations, and the business community—indeed all Americans—face ever-increasing 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 make America a safer and more caring nation.

NCPC will make a quantifiable difference in helping communities reduce crime. And we will strengthen our role as the clearinghouse for crime prevention activities throughout America.

This strategic plan focuses on the years 2007 through 2011, but it also looks to the future. It does so because anticipating crime risk and impact is vital to prevention and saves both money and lives.

MISSION

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

VISION

As the nation's center of excellence for crime prevention,
NCPC envisions

a safer and more caring nation characterized by
neighbors watching out and helping out.

APPROACH

NCPC will promulgate a National Crime Prevention Agenda, aggressively deploying the wholesale model to prevent crime in measurable ways.

NCPC will work to

- Reduce sharply the incidence of crimes
- Reduce the fear of crime, which can be as debilitating as crime itself
- Build and sustain a nationwide culture of prevention, focused on safety and vigilance
- Identify and help communities address the causes of crime
- Make America Safer With McGruff

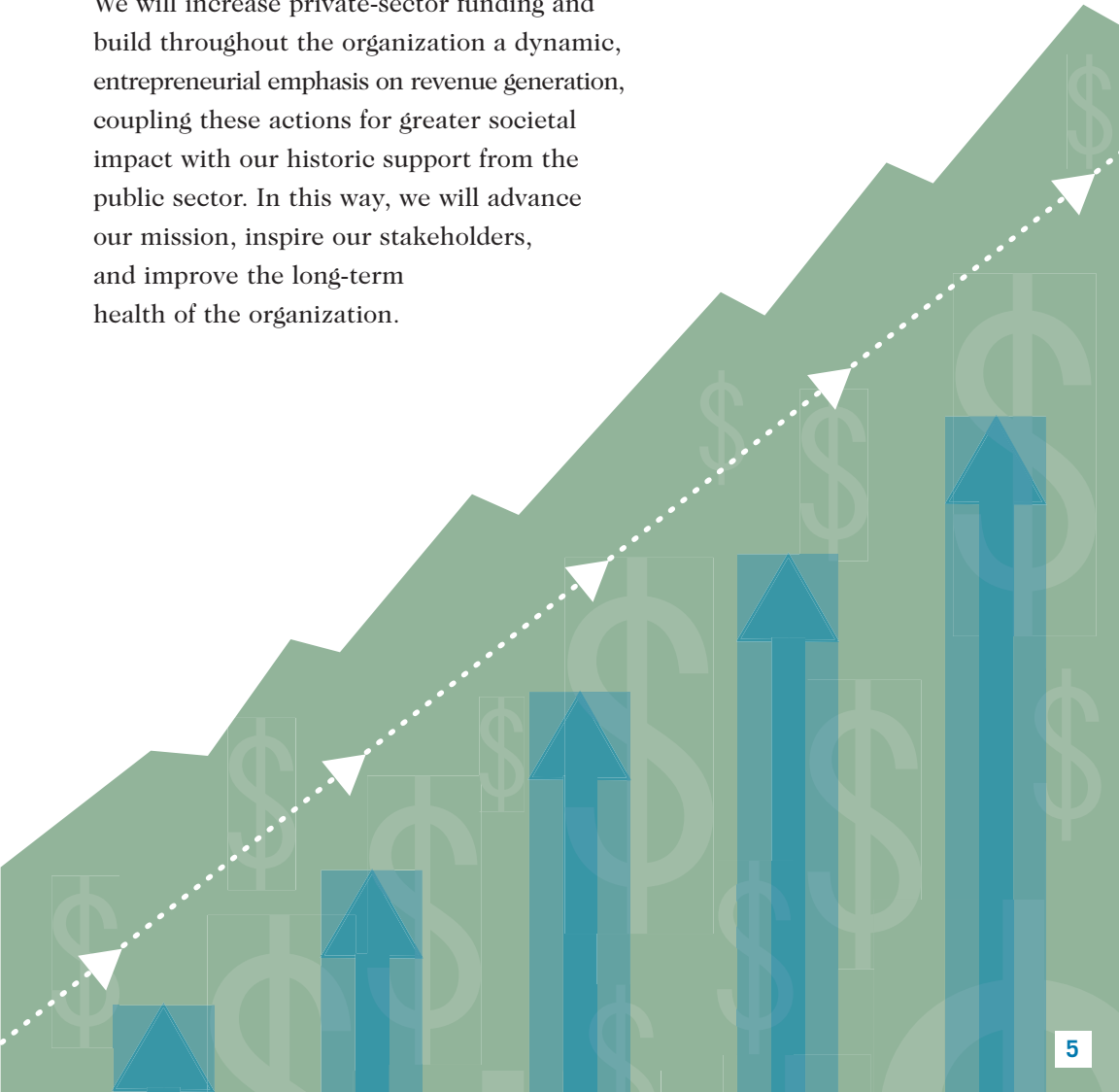
NCPC will engage the power of new communications technologies and will develop education, training, publications, and other tools that

- Are based on research, evaluation, the needs of the field, and emerging or re-emerging trends in crime and prevention
- Energize a continuous dynamic of teaching and learning from the field, about new crimes and effective prevention strategies
- Leverage resources to provide tools for local groups at the forefront of crime prevention
- Create national-level shifts in crime prevention awareness, skills, and application

NCPC will develop a Crime Reduction Index that will chart for the nation how well our citizens and their communities understand and implement crime prevention strategies. The tool will gauge how much is being learned and applied in addressing the nation's most urgent crime issues, providing an ongoing indicator of the success of NCPC's efforts.

THE STRATEGIC IMPORTANCE OF FUNDING

So that we can stay on mission, respond adroitly to breaking opportunities, and realize the power and efficacy of the private sector, NCPD will change fundamentally our revenue model. We will 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. In this way, we will advance our mission, inspire our stakeholders, and improve the long-term health of the organization.



THE NATIONAL CRIME PREVENTION GROUNDED IN

The National Crime Prevention Council is one of America's most powerful forces for citizen mobilization. Prior to the 1980s, most people didn't believe that they had any useful role to play in preventing crime; they thought it was exclusively up to law enforcement to protect them. A quarter of a century 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!

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 25 years, hundreds of millions of Americans learned from McGruff that they could "Take A Bite Out Of Crime®" and make themselves, their families,

their workplaces, and their neighborhoods safer and better

places to live. Studies in 1999 and 2000 documented that people who know McGruff are significantly more likely to take measures that reduce the risk of crime.

Independent evaluations show that NCPC's work not only produces significant results but does so cost-effectively.

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TAKE A BITE OUT OF

CRIME®

COUNCIL: EXPERIENCE

IN OUR FIRST 25 YEARS, NCPC

- Trained 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 them help their communities reduce crime
- Distributed hundreds of publications and kits that have been used to support and encourage local action for public safety. Tens of millions of copies of reproducible NCPC brochures are distributed by communities each year.
- Provided local educational tools for millions of children and their parents and teachers
- Helped establish, sustain, and expand dozens of statewide and city-specific 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



10 ACTION PRINCIPLES SUPPORT NCPC'S WORK

In the years to come, NCPC's work to create a nation that is Safer With McGruff will be guided and energized by the ten action principles listed below. These principles were developed by the Crime Prevention Coalition of America, more than 300 national, federal, state, and local organizations representing thousands of constituents who are committed to preventing crime. NCPC serves as the secretariat to the Coalition.

- 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.

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 PROTECT

Statistics show an increase in crime against and among children and youth. NCPC is committed to safeguarding America's children by working in partnership with parents, caregivers, schools, and law enforcement. Under the umbrella of *Safer With McGruff*, 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.

Every new generation of parents and children needs up-to-date information on how to keep children 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 Internet-based predators, cyberbullying, and identity theft striking even young children, this need is vital.

CHILDREN AND YOUTH



OBJECTIVES

1



Enable 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 reduce these risks

2



Increase crime prevention awareness and skills in children and youth and engage them in service to their communities

3



Provide dynamic leadership that enables law enforcement agencies, schools, and other community partners to increase school safety

4



Identify issues and trends that promote the safety of children and youth; develop and disseminate appropriate research and promising practices

5



Build and expand programs proven to meet changing conditions affecting children and youth

GOAL

2 PARTNER

NCPC will increase the quality and quantity of our partnerships with government and law enforcement agencies. We will make our research, publications, and training more and more 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 in tandem with the Crime Prevention Coalition of America. In everything we do, NCPC will conduct our work and help partners conduct their work in ways that bring to life the ten action principles of crime prevention (listed on page 8).



WITH GOVERNMENT AND LAW ENFORCEMENT TO PREVENT CRIME

OBJECTIVES

1

Develop and strengthen 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, improve their effectiveness in preventing crime, and avoid redundancies

3

Collaborate closely with locally focused partners and stakeholders to integrate and synchronize crime prevention campaigns, initiatives, and programs to achieve maximum national impact against crime

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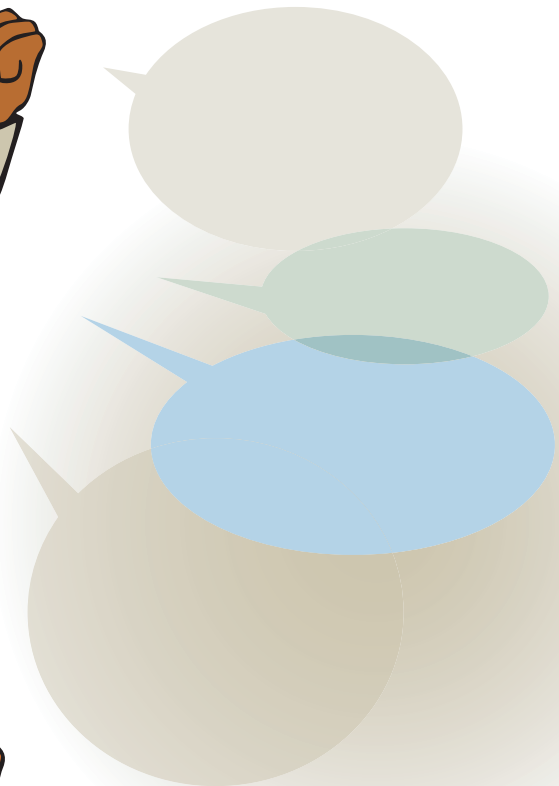
Educate national, state, and local leaders about the cost-effectiveness and other benefits of crime prevention

5

Evaluate these partnerships based on mutually established goals

GOAL 3 PROMOTE

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 brand equity to deliver memorable crime prevention messages.



CRIME PREVENTION AND PERSONAL SAFETY BASICS

OBJECTIVES

1

Strengthen the National Citizens' Crime Prevention Campaign emphasizing individual and collective action to prevent crime and featuring McGruff the Crime Dog as the campaign's icon and spokesdog

2

Communicate consistent and timely messages to law enforcement and other local partners and to the general public about the benefits of crime prevention

3

Provide a variety of strategies and tools that enable local law enforcement and community partnerships to promote basic prevention strategies in response to local needs; use McGruff to educate and to brand these strategies and tools

4

Develop and promulgate national standards to guide individuals, communities, and businesses in realizing the full value of crime prevention

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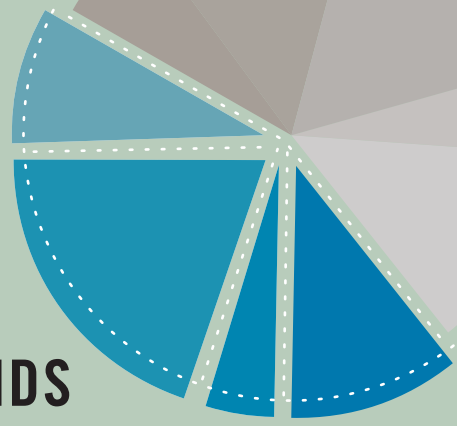
Take crime prevention basics into the 21st century by using new technologies and the Internet to broaden and deepen the impact of McGruff's messages

GOAL

4

RESPOND

NCPC is the only national organization committed solely to crime prevention. Leading a coalition of state, local, and national organizations, NCPC has the ability to identify emerging crime trends and to deliver national results against such crime. We will increase our research and training efforts and focus on proprietary research and data collection that will support and strengthen effective community programs.



TO EMERGING CRIME TRENDS

OBJECTIVES

1

Strengthen NCPC's capacity to identify both direct and indirect trends that affect the types, methods, and commission of crimes through the analysis of our research and that of others

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, and professional associations that can help identify and develop responses to emerging crime trends

4

Leverage technology and other resources to promote innovation and efficiency in responding to new and re-emergent crime threats

5

Maintain the flexibility to identify those crimes having the most impact on particular communities, age groups, and geographic regions of the country, and develop 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 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 NCPC's operating plan, will focus on reducing the incidence of crime and the fear of crime and building a nationwide culture of prevention.
- 2.** NCPC experiences continuous and sustainable growth in the following:
 - a.** Paying members of NCPC's association
 - b.** Partners—profit-making, nonprofit, and government
 - c.** Crime prevention market share
 - d.** Mind-share among key constituencies (our work will be seen as essential not only by federal and state officials but also by local agencies and groups that deal with the day-to-day realities of crime prevention)

Key to achieving all these aims is NCPC's commitment to developing and maintaining a high-quality staff focused on achieving national impact. To sustain and nurture such a staff, NCPC will supply to all employees competent leadership and plentiful training and mentoring opportunities. Together we will work to make our nation, its families and children, and all of its communities Safer With McGruff!





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