

6. CLEAN AND SAFE INITIATIVE REPORT  
(ATTACHMENT - #6)



Florida's Dynamic  
Waterfront Community

# RIVIERA BEACH COMMUNITY REDEVELOPMENT AGENCY

---

2001 BROADWAY, SUITE 300  
RIVIERA BEACH, FL 33404  
PHONE: 561-844-3408  
FAX: 561-881-8043  
Website: www.rbkra.com

## MEMORANDUM

**TO:** Honorable Chair and Members, CRA Board of Commissioners  
City of Riviera Beach, Florida

**FROM:** Tony T. Brown, Executive Director, Riviera Beach CRA  
Ruth Jones, City Manager, City of Riviera Beach  
Clarence Williams, Police Chief, City of Riviera Beach

**DATE:** February 16, 2012

**CC:** Pamala Ryan, City Attorney  
Michael Haygood, Interim CRA Attorney

**SUBJECT:** Clean & Safe Program Initiatives

A handwritten signature in black ink, appearing to be "T. Brown", is written over the "FROM:" section of the memorandum.

---

### **Directive for Staff Actions:**

At the December 2011 Board meeting, you directed the Agency to present a plan to deploy more resources in known trouble spots. Given the Board's requirement for quick and responsive actions, the Executive Director worked under the parameters of the Agency's Procurement Policy and identified Lajuana Miller (Consultant) to help facilitate this discussion between the CRA and the City. The specific focus of the Consultant's deliverables was to evaluate the Clean and Safe Program in a manner that would produce an integrated Clean & Safe Strategic Plan between the Riviera Beach Police Department (RBPD) and the Riviera Beach CRA (RBCRA).

### **Recommended Actions:**

We recommend that we sunset the current Clean & Safe Program and re-allocate existing funding to implement the following:

- a. Hire a fulltime Public Safety Administrator to work as a liaison between the City, RBPD, RBCRA and the Community. Additional duties are outlined in the Consultant's report.
- b. Engage volunteers to serve as CRA/CITY AMBASSADORS...provide recognizable

clothing and equipment.

- c. Purchase energy efficient transportation for use by security personnel and ambassadors with recognizable lighting...for example, SegWays and Golf-carts with GREEN flashing lights.

We further recommend that private security be hired to address seasonal safety concerns at the Ocean Mall and the Municipal Marina. We will explore a plan with the business stakeholders to have these costs allocated to the tenants through a typical common area maintenance expense category.

### **Interlocal Agreement and Original Purpose:**

On April 15, 2009, the City Council authorized and caused to be executed an Inter-local Agreement between the Riviera Beach Community Re-Development Agency (CRA) and the Riviera Beach Police Department (RBPD). The Inter-local Agreement was designed and implemented to provide enhanced Law Enforcement services to our community specifically within the CRA boundaries.

The stated and agreed upon goals presented by the RBPD at that time were to reduce and prevent the number of Police service calls received in the CRA District. It was determined that the stated goals would be accomplished by **INCREASED PATROLS, INCREASED VISIBILITY and INNOVATIVE RESPONSES TO IDENTIFIED ISSUES**. Issues such as drug sales, prostitution, public drinking, robberies and other quality of life issues would be addressed consistent with Community Oriented Policing Strategies (COP).

As part of the Program implementation strategy, the RBPD was to identify and provide the following authorized services:

1. Identify Hot Spots in the CRA District.
2. Complete written list and update activity reports for the Hot Spots.
3. Work with RBPD Crime Prevention Officers to assist business owners and homeowners improve Safety and Crime Awareness.
4. Provide Directed Patrol and perform business checks.
5. Utilize surveillance resources to monitor Hot Spots.
6. Monitor Crime Prevention Programs and monitor Code Enforcement activities.

The RBPD, in support of the program initiatives, agreed to absorb a substantial amount of the personnel and administrative cost required to properly fund the program implementation. As a City that has wrestled with historical perceptions that are not necessarily rooted in fact, we should be cautious not to add fuel to the perception challenges. The perception that our City is unsafe is best addressed through a strategy of providing accurate information, educating our citizens, and exposing our customers to what is positive and good about our City.

To that end, the most recent addition to the City's management team, Mr. William Giles, Public Relations Manager, will certainly help us meet these challenges. The CRA has proposed to pay a portion of the public relations department budget to ensure that initiatives are comprehensive and beneficial to all parts of our city.

The following Plan of Action is presently the most efficient use of resources as determined from our joint interests to address the most recent concerns related to safety discussed by the CRA Board. Further, the proscribed approaches provide the best resolution to both immediate and long-term issues.

### **Actions Implemented Immediately: FY 2012**

- 1. Ocean Mall Clean & Safe Sub-Station:** The CRA has proposed to lease space at the Ocean Mall and has presented a proposal to Catalfumo for in kind office space. If the proposed terms are accepted, we believe the fiscal impact of the operating expenses can be absorbed by re-allocating a portion of the Clean & Safe Budget. At issue, however, is the cost to build out the space (tenant improvements) and to purchase furniture and equipment. We propose a CRA Budget amendment to re-allocate \$100,000 of the \$823,633 in reserves associated with the carryover of the City Services Reimbursement from FY 2010/2011.
- 2. Surveillance Cameras:** The City and CRA are working jointly to build a state of the art system for addressing law enforcement through technology. The CRA desires to have the most advance network of surveillance cameras and license plate readers throughout our CRA and particularly in high traffic areas and hot spots notorious for criminal activity. In working together, we will present a propose budget amendment to re-allocate funds from this year's Clean & Safe Budget and place an annual amount in each year's budget to cover ongoing maintenance costs. We can supplement each year's budget with an active solicitation of our business community and large property owners to help build this high tech network for security cameras. In addition, the City and CRA will continue aggressively exploring Grant Funding to supplement the system.
- 3. Public Safety Administrator:** The CRA proposes to create another staff position in the Office of Community Development for a Public Safety Administrator. Exhibit B of the Consultant's Report outlines the duties for this position. The position will report to the newly created Community Development Office. In the interim, the current CRA Officers' duties will be expanded to include some of the duties anticipated to be performed by the proposed Public Safety Administrator and the CRA Officers will maintain their COP Law Enforcement responsibilities. The CRA will present a propose budget amendment to re-allocate funds from this year's Clean & Safe Budget to fund the position or secure consultant services to help design a Community Ambassador program as described in Exhibit C of the Consultant's report.

### **Actions Planned for FY 2012/2013 and Beyond**

The perception of our City as being unsafe may be among the challenges to our City's economic growth strategies. However, until we begin to address the infrastructures that support criminal activity we will simply continue going in circles. We cannot arrest our way out of blight. It is the blighted conditions that provides refuse to those who want to engage in illicit behavior. To that end, we will initiate a continuous and ongoing discussion between all stakeholders to consider the suggestions contained in the RECOMMENDATIONS of the Consultant.

**Riviera Beach Community Redevelopment Agency  
Clean & Safe Action Plan: February 17, 2012**

Goal	Objectives	Activities	Project Completion Date	Responsible Person(s)
<p><b>Administration</b> To establish an organizational structure that enables the Clean &amp; Safe Program to yield optimal outcomes</p>	<p>Staff RBCRA with a Public Safety Administrator with previously defined responsibilities. The position to report to the CDO.</p>	<p>Conduct search appropriate candidates</p>	<p>6/15/12</p>	<p>Community Development Officer</p>
	<p>Review, edit, and finalize a strategic plan for the Clean and Safe Program</p>	<p>Convene a meeting with representation from all stakeholder groups</p>	<p>8/1/12</p>	<p>Public Safety Administrator</p>
	<p>Establish a Riviera Beach CRA Public Safety Committee</p>	<p>Poll stakeholder groups for members</p>	<p>4/1/12</p>	<p>Public Safety Administrator</p>
	<p>Establish crime prevention plan for utilization of overtime and extra duty police details Establish a crime reporting and analysis system Establish Adult Volunteer Ambassador Program</p>	<p>Communicate expectations to off duty police details Contact Florida Atlantic University Criminal Justice Contact Palm Beach Gardens Police Dept. for helpful insights Define expectations for Adult Ambassadors Develop and distribute marketing materials to recruit participants</p>	<p>5/1/12 4/1/12 5/1/12 6/1/12 6/1/12</p>	

**Riviera Beach Community Redevelopment Agency  
Clean & Safe Action Plan: February 17, 2012**

Goal	Objectives	Activities	Project Completion Date	Responsible Person(s)
<p><b>Crime Prevention</b></p> <p><b>4 target areas and strategies:</b></p> <p><u>Ocean Mall</u> - Private security, over time and extra duty police patrols and Substation staffed by Ambassadors</p> <p><u>Marina area</u> - Private security, Ambassadors, overtime and extra duty police, COPs on bike patrols</p> <p><u>Riviera Heights</u> Overtime &amp; extra duty police, and COPs on bike patrols</p> <p><u>Corridors – Blue Heron &amp; Broadway</u> Ambassadors, overtime and extra duty police, COPs on bike patrols</p>	<p>Create an ambiance of safety for Riviera Beach</p>	<ul style="list-style-type: none"> <li>- Establish Youth Ambassadors Program</li> <li>- Prepare grants applications</li> <li>- Solicit corporate contributions</li> <li>- Contact Florida Atlantic University Urban &amp; Regional Planning</li> <li>- Develop a fee- for- service landscaping program</li> <li>- CPTED reviews at abandoned properties and vacant lots</li> <li>- Code enforcement activities</li> </ul> <p>Educate residents about limiting opportunities for victimization</p>	<p>5/1/12</p> <p>5/1/12</p> <p>5/1/12</p> <p>6/1/12</p> <p>6/1/12</p> <p>9/1/12</p> <p>9/1/12</p> <p>9/1/12</p>	<p>Public Safety Administrator</p> <p>Public Safety Administrator</p>
<p><b>Beautification</b></p> <p>To visually enhance the Blue Heron and Broadway Corridors</p> <p>To visually enhance the Riviera Beach Heights neighborhood</p>		<ul style="list-style-type: none"> <li>- Use of grant incentives for businesses and property-owners</li> </ul>	<p>Ongoing</p>	<p>Community Development Officer</p>

**February 16, 2012**

**Riviera Beach Community Redevelopment Agency  
Clean and Safe Project**

---

**Project Assessment Summary**

**Prepared and submitted by  
J. Lajuana Miller, President, CRA Solutions, Inc.**

## Table of Contents

<u>Topic</u>	<u>Page Number</u>
I. Introduction	3
II. The Process	3 – 4
• Exhibit A. Summary of Persons Interviewed	4
III. Information Summary	5
IV. Clean & Safe Strategic Plan	
1) Structure and Resources	6
• RBPD Recommendations	6
• RBCRA Recommendations	7
2) Targeted Geographies – Require a Strategic Focus	8-9
3) Activities for sustainable optimal outcomes	
• Exhibit B – Possible Position Description for a Public Safety Administrator	9
• Exhibit C – Community Ambassador Program	10



## **I. Introduction**

In FY 2008/2009, the Riviera Beach Community Redevelopment Agency (RBCRA) launched a Clean and Safe Program. Its purpose was to implement crime prevention initiatives that would result in crime reduction in the CRA designated area of Riviera Beach Florida. To that end, the RBCRA provides funding for two dedicated Riviera Beach police officers. The Clean and Safe Officers are committed to a mission that includes preserving life and property, promoting teamwork, promoting individual responsibility, and fostering community commitment.

The Agency has entered into a Professional Service Agreement with an Ohio-based consultancy to assist the CRA evaluate and offer suggestions for restructuring the Clean & Safe Program. The Consultant, J. Lajuana Miller, President, of CRA Solutions, Inc., evaluated the program and facilitated a discussion between the Police Department, CRA and representatives in the community for ideas and actions. The CRA Board requested an update on the safety plan at the next CRA Board Meeting; including a plan for immediate actions at trouble spots and high tourist areas.

The Board requested solutions on how the Agency can help the City improve its image by addressing the perception of being an unsafe community. Given the Board's requirement for quick and responsive actions, the Executive Director worked under the parameters of the Agency's Procurement Policy and identified Ms. Miller to help facilitate this discussion. Ms. Miller was available on short notice to assist and brings over 18 years experience in consulting services in the areas of community development, training, research, and special event production.

The specific focus of the Consultant's report is to evaluate the Clean and Safe Program in a manner that would produce an integrated Clean & Safe Strategic Plan between the Riviera Beach Police Department (RBPd) and the Riviera Beach CRA (RBCRA). The Consultant's task is to facilitate a discussion between these parties for a joint presentation to the RBCRA Board of Commissioners. The joint memo from the Chief of Police and the RBCRA Executive Director serves as the final outcome of the Consultant's deliverable.

## **II. The Process**

In order to obtain a comprehensive view of the Clean and Safe Program, the Consultant conducted face to face interviews with 22 individuals, and telephone interviews with 6 individuals. See Exhibit A - Summary of Persons Interviewed. The affiliations of the interviewees included:

- 9 City of Riviera Beach Officials (2 City Council persons, City Manager, Interim Deputy City Manager, Police Chief, 2 Assistant Police Chiefs, 2 police officers)
- 5 Riviera Beach Mainland residents
- 2 Riviera Beach Singer Island residents & representatives of civic associations
- 3 Riviera Beach Business Owners
- 2 Police Officers from neighboring municipalities
- 6 RBCRA staff members

Documents reviewed:

- Riviera Beach CRA Clean & Safe Program Strategic Plan
- CRA Community Policing Goals for 2012
- CRA Clean and Safe Program Monthly Report for November 2011
- Riviera Beach CRA Commercial Realtor & Property Owner Roundtable Report of 9/30/11, prepared by the Broadway Reinvestment Coalition
- Two CPTED (Crime Prevention Through Environmental Design) reports prepared by Officers Spence and Cheeseman

**Exhibit A. Summary of Persons Interviewed**

<b>Last Name</b>	<b>First Name</b>	<b>Title</b>	<b>Organization</b>
Barone	Jules	Police Officer	Palm Beach Gardens Police Dept.
Brown	Tony	Executive Director	CRA
Carsillio	Kelly	Police Officer	West Palm Beach Police Dept.
Cheeseman	Chuck	Police Officer	Riviera Beach Police Dept.
Clark	Michael	Viking Developers	Viking Developers
		/Master Dev.for the Marina District	
Davis	Judy	Councilperson &	City of Riviera Beach
		Pres. CRA Board of Commissioners	
Evans	Scott	Director of Planning	CRA
Gonstead	Bob	President	Singer Island Civic Association
Habner	Vivian	Resident (Mainland)	Member of Citizens on Patrol
Habner	Don	Resident	City of Riviera Beach
Harris	David	Assistant Police Chief	City of Riviera Beach
Hatcher	Darlene	Administrative Director	CRA
Herring	Bruce	Resident	Mainland
White	Paul	Interim Community Development Officer	CRA
Pasarell	Elia	Staff Accountant	CRA
Jones	Danny	Interim Deputy City Manager	City of Riviera Beach
Jones	Ruth	City Manager	City of Riviera Beach
Madden	Michael	Assistant Police Chief	City of Riviera Beach
Pardo	Dawn	Councilperson & CRA Commissioner	City of Riviera Beach
Slosser	Michael	Resident	Singer Island
Spence	Neimah	Police Officer	Riviera Beach Police Dept.
Ward	Gerald	Resident/Consulting Engineer	Coastal Environmental
White	Steve	Resident&	City of Riviera Beach
		Pres. CRA Exec. Dir. Advisory Committee	
Williams	Clarence	Police Chief	City of Riviera Beach
Yisreal	Amon	Resident	City of Riviera Beach

### **III. Information Summary**

Upon review of all data gathered from the interviews, documents, and consultant observations, a list of factors that impact the CRA Clean and Safe Program was developed. These factors, listed below, represent enhancement opportunities for the Clean and Safe Program. The project timeline and limited direct access to information resulted in the consultant conclusions being shaped, in large part by this information. The consultant is willing to revisit any conclusions that resulted from information deemed to be inaccurate.

#### **Interviewee's Comments, Attitudes, and Observations<sup>1</sup>**

- The housing authorities in four municipalities funnel their residential clients to Riviera Beach, resulting in an ongoing disproportionately high level of poverty in Riviera Beach.
- There is an indisputable cause and effect relationship between poverty and crime.
- The reality of crime in Riviera Beach is grossly inconsistent with perceptions about the level of crime in Riviera Beach. According to RBPD, overall crime in the city experienced a 45% decrease over a nine (9) year period. Since 2006, RBPD reports a 40% decrease in crime.
- 65% of the housing stock in Riviera Beach is rental property.
- Too few residents are involved with the clean and safe initiatives in the CRA area. The RBCRA could rectify this perception by involving the Executive Director's Advisory Committee.
- Financial resources have impacted code enforcement such that visible changes in target areas or changes in the behavior of chronically penalized property owners are not readily apparent.
- The major thoroughfares of Riviera Beach (Blue Heron and Broadway Streets) have limited availability of trash receptacles.
- Riviera Beach stakeholders have allowed others to shape and communicate the City's public image.
- No entity has assumed active responsibility for seeking funding for clean and safe programs from national sources, for example: Department of Justice (DOJ) Weed & Seed, DOJ Project Safe Neighborhoods, DOJ Community Policing Development Program, MetLife Community Police Partnership Grants, Home Depot Community Impact Grants, etc. A few examples were noted by RBPD. RBPD applied for DOJ Community Policing grant funding for 5 additional police officers specifically for the CRA. It was denied. The Police Department was involved in Weed and Seed for 13 years. Weed and Seed funding ending in 2005.

---

<sup>1</sup> The information highlighted represents comments and perceptions shared by others. These statements are repeated here and may not necessarily be supported by facts, which was beyond the scope of this engagement.

#### **IV. Clean & Safe Strategic Plan**

The Consultant was contracted to facilitate a Clean and Safe Strategic Plan discussion between the Police Department and the CRA. The interviews with select community representatives help to form the Consultant's perspective and to engage these two government entities. The parties have agreed to construct their own joint memo from the basis of this report. It is our belief that an effective strategic plan results from a process whereby all stakeholders are represented in a structured exchange of ideas and information. Therefore, the consultant submits this summary of recommendations as the basic framework for a more comprehensive community driven strategic plan. The summary of conclusions is divided into two categories under the heading 1) Structure & Resources and 2) Targeted Geographies.

##### **1. Structure & Resources**

Background - The existing arrangement whereby the RBCRA funds two police officers dedicated to law enforcement activities within the CRA is inconsistent with the service delivery model desired by the RBCRA. The RBCRA and the RBCPD agree that a new model for Clean & Safe is required.

###### **a. RBCPD Recommendations:**

1. Discontinue deployment of Community Oriented Officers now assigned to Clean & Safe efforts in the CRA.
2. Discontinue deployment of Code Enforcement Officer now assigned to Clean & Safe efforts in the CRA.
3. Create a specific formula suitable to determine and charge non-routine city service from routine services provided by the City to the CRA.
4. Deploy private security personnel in key area of the CRA – emphasis Ocean Mall and the City Marina.
5. Reallocate existing Clean & Safe funds to purchase capital infrastructure items, such as:
  - Build-out of proposed Ocean Mall substation
  - Purchase MESH Surveillance Cameras throughout the CRA
  - Purchase 5 Automatic License Plate Readers at key locations and traffic choke points in the CRA
  - Expand Shot Spotter technology in the Riviera Heights area

b. **RBCRA Recommendations:**

1. Hire a Public Safety Administrator to manage the Clean & Safe Program and serve as a liaison between RBPD, RBCRA and the community.
2. Define the job duties of a police officer assigned to the CRA, consistent with Community Oriented Policing principals. RBCRA believes these officers should have distinct uniforms and be visible on Segways or bikes.
3. Discontinue funding the Code Enforcement Officer but assign resources to acquire dilapidated and vacant properties – i.e., a “Nuisance Property Acquisition” Budget.
4. Establish an overtime budget to allow the RBPD to deploy police and detectives to address specific hot spots notorious for criminal activity or to ensure a police presence in retail areas at night and on weekends. For instance, sting operations could be conducted for areas notorious for open illegal drug trades.
5. Similar to the property owner on Broadway, the RBPD should be provided in kind space to operate a sub-station at the Ocean Mall. RBCRA proposes to fund the cost to build out the space and allocate a line item under the clean & safe budget for utilities and other miscellaneous expenses. The source of funds for the build out should be charged against the City’s Service Reimbursement Reserve for FY 2011 that is pending.
6. The tenants/owners of the Ocean Mall and Marina should pay for private security as a common area maintenance expense or the City should allocate a portion of its revenues from the enterprise fund.
7. The RBCRA should participate in the Department’s MESH Program and pay a share of funding for surveillance cameras and other technology.

**2) Targeted Geographies – Require a Strategic Focus:**

**Ocean Mall and the Municipal Marina**

Two of the City’s top three tourist destinations<sup>2</sup> are located in the CRA (Ocean Mall and the Municipal Marina). These two areas require a targeted plan for safety and cleanliness with emphasis on weekday nights, weekends all day and Holidays. The

---

<sup>2</sup> The Largest is the Rapids and is located in the western portion of the City, attracting 2.5 million visitors per year.

present CRA funded Clean & Safe Program is insufficient for addressing these areas with just two law enforcement officers.

**Blue Heron and Broadway Corridors**

The opportunity to increase employment and draw more commercial business for retail and office space exists at the Blue Heron and Broadway corridors. These business corridors have witnessed redevelopment activities and investments from Publix, Rybovich, Lockheed Martin and Viking Yachts. Yet, the vacancy in Class A office space is trending higher and the retail properties along the commercial corridors are uninviting and non-distinctive. The CRA needs to make a focused investment to change the appearance of these corridors and help to create a welcoming environment conducive for commerce.

**Neighborhood Safety**

Neighborhood safety should focus at areas with high police calls for service and alleged areas of open illegal drug trafficking or gang activities. The use of overtime and extra-duty police officers, surveillance cameras and coordinated sting operations should be initiated for improving neighborhood safety. The CRA and the Police Department should coordinate resources to improve the environment through aggressive code enforcement and an active neighborhood improvement program.

## **Exhibit B – Possible Position Description for a Public Safety Administrator**

- Funds Development – grant writing, soliciting corporate contributions, and developing a fee-for-service program.
- Organizing a Riviera Beach CRA Public Safety Committee, inclusive of representation from the police department, civic organizations, the corporate/business community, CRA neighborhoods, developers, and any other relevant stakeholders. This committee would meet monthly to review and respond to crime issues.
- Advocacy – organizing community stakeholders to address code enforcement issues, housing authority funneling, etc.
- Communication – partner with the City’s new PR staff person to shape and distribute accurate and less explosive information about crime in the CRA area.
- Crime Analysis & Reporting - establish a partnership with a college that offers Criminal Justice degrees to facilitate analysis and reporting of crime statistics in a format that would be readily accessible and easily understood by community stakeholders. (Florida Atlantic University offers Bachelors and Masters degree programs in criminal justice, which are headquartered at the Boca Raton campus. A specific course CJE 4663 Crime Analysis provides an introduction to crime analysis and crime mapping and examines types of techniques used to study crime and disorder patterns and problems in law enforcement today. It covers the theory, data collection methods, and statistics used as well as the history of and career opportunities for crime analysis.)
- Education - establish and implement a crime prevention education program to change the behaviors that result in crime victimization
- Beautification – manage the CRA’s Beautification Grant program incentive to design a beautification plan that starts with the main thoroughfares (Blue Heron and Broadway Streets) and expands into the remaining CRA areas. (Florida Atlanta University, School of Urban & Regional Planning, offers a Bachelor of Urban Design degree program that provides a broader knowledge of the principles and practices of urban design. It is only the second urban design program at the undergraduate level in the nation. Urban design includes: architecture, landscape architecture, and urban & regional planning. The CRA could partner with a college like FAU that offers a landscape architecture program to help with design themes.)
- Manage the Community Ambassador Program described in detail in Exhibit C.

### **Exhibit C – Community Ambassador Program**

Many municipalities throughout the country have established Community Ambassador Programs. The Ambassadors are usually trained in public safety and serve as the “eyes and ears” of the local police department for the designated area. They usually wear uniforms that easily identify them as individuals focused on enhanced cleanliness and customer service. The number of Ambassadors may vary by the size of the area to be covered and the service menus are customized for the areas of focus. Some locations utilize a Youth Ambassador Program, others have Adult Ambassador Programs, and some have programs consisting of mixed age groups. Specific duties may include:

- Looking out for disorderly conduct,
- Helping the local police department reduce crime and panhandling,
- Removing litter and graffiti,
- Implementing beautification programs, and
- Ensuring a welcoming environment for residents and visitors.

RBCRA should tour several sites and converse with program managers. Two areas are recommended in the event the agency desires a site visit: Cincinnati, OH: Downtown Cincinnati, Inc. and Philadelphia, PA: University City.

### **Recommendation:**

Manage a community safety & clean manpower team of paid and volunteer staff:

- Adult Volunteer Ambassadors - organize an adult volunteer ambassador program to engage citizens in crime prevention.
- Youth Ambassadors - organize a youth ambassador program whereby youth would be paid to engage in beautification activities: litter control, street cleaning, planting flowers, beautification of boarded building, etc. This program would enable the youth to: earn money, have a sense of belonging, and possibly pursue careers in landscape architecture. ([www.teenhelp.com](http://www.teenhelp.com) - Some of the reasons teens join gangs include the opportunity to **make money**, thrill seeking, protection from bullies, desire for prestige, and a chance to belong. In some urban settings, it was found that even though only 14 percent of teens are in gangs; these teens are responsible for 89 percent of violent crimes. Teen violence is quite prevalent with involvement in gangs.)
- Adult Paid Ambassadors – supplement the above Ambassador groups with adults to help manage a clean and safe environment.