

With the private, non-governmental
Las Vegas case study, which resulted
in a record 75% reduction in crime.

Neighborhood Rescue 101

HOW TO FIX LOW-INCOME BLACK & HISPANIC COMMUNITIES

10 STEPS : 21 DAYS

- ✓ **Reduce crime**
- ✓ **Empower the residents**
- ✓ **Save money for taxpayers**
- ✓ **Bridge police with community**

By behavior expert and futurist
CHRISTIAN SCHOYEN

Neighborhood Rescue 101

By CHRISTIAN SCHOYEN



Los Angeles New York London

NEIGHBORHOOD RESCUE 101
How to fix low-income Black & Hispanic communities
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Published by Gaia
ISBN: 978-1-4675-8682-5
Library of Congress Cataloging-in-Publication Data
Second edition May 2017

Printed in the United States of America

The only intent of the author is to offer information to help conduct successful neighborhood rescues. The choices you make are entirely up to you. The author and the publisher assume no responsibility for the results of your actions.

This manual focuses on presenting a general overview of a proven action plan for “Doers”. If you are seeking more detailed information such as entity structures or similar we recommed books like; “Starting & Building a Nonprofit” by Nolo.

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134, 140, 142, 143, 146, 148, 150, 151, 173, 177, 182, 184, 188

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Istock, 21, 67, 71, 96, 132, 136, 160, 176, 192, 194, 198,199

Godfrey Mawema (Illustrations), 60, 65, 75, 76

Ellen Shotton, 11, 15, 17, 18, 20, 30, 38, 60, 77, 96, 136, 139, 166

Every battle is won before it is fought.
- War General Sun Tzu

Acknowledgements

Making a difference in the lives of others is often referred to as the best feeling one can have. Many of us, including myself, want our lives to count for something while creating a worthwhile legacy. For the heroes that participated in the Las Vegas case study presented in this manual, the mindset of being able to have a positive impact on the lives of the children and their pets in the struggling communities is what brought everyone together. I want to acknowledge these unique individuals, who have dedicated their lives in the services for others and who worked side by side in this extraordinary project; it being the community leaders which consisted of Julie Murray (Founder of Three Square Food Bank and the Greater Good Council), Gina Greisen (Nevada Voters for Animals), Fred Schultz (Positively Kids), Barbara Kenig (the Easter Bunny) who each have created legacies beyond their time, as well as the exemplary members of Las Vegas Police Department, who stand as role models as they put their life on the line each and every day to serve and protect the residents of Las Vegas. I also want to acknowledge the members of the Sons of Norway Vegas Vikings Lodge, Never Giver Up Foundation with Matt Cox, Guardian Angels with Weston Conwell, Big Brother Big Sister with Kyle Dunlap, Pastor Matthew Teis, homeowner Mark Asodoorian, Professor William Sousa, director of the Center for Crime and Justice Policy at the University of Nevada Las Vegas, Michael Libonati of South Point Hotel & Casino, the great volunteers and everyone else who ended up joining the group as we went. Also, I want to express a special thank you to the community pillars and members of the Greater Good Council; Diana Bennet, Myra Greenspun, Kris Overgaard and Tom Thomas for their essential financial contributions to the project, as well as the great Mayor of Las Vegas Carolyn Goodman and the dedicated city council who were instrumental in assisting me in the pre-phase of the project with the Hometown Heroes TV show at their KCLV Channel. It allowed me to get to know and unite the community leaders. Each and every one of these amazing individuals and organizations joined forces to help the local police department and church to turn around their struggling community that had been unfixable for the last 15 years. By the team members unselfishly taking time out of their busy schedules the most dangerous neighborhood in Las Vegas was rehabilitated, achieving a record 75% reduction in violent crime, creating a new future for the children and their pets. It was all the result of a unique collaborative initiative, where each member was equally important in the victory. It also allowed for the 10-step system for neighborhood rescue to be validated and fine-tuned so that it could be rolled out statewide and nationally by the Neighborhood Rescue of America organization.

About the Author

Christian Schoyen is an international expert in building world class teams, applying his signature model for recruiting, in both the corporate world and within the 501 (C)(3) non-profit organization Neighborhood Rescue of America, which he chairs. The non-profit's mission is turning around high crime low-income ethnic neighborhoods in an effort to provide a nurturing and safer environment for the children and their pets. In his work, he draws on his lifelong experiences in recruiting the “game changers” at ESR (Executive Search Research), a successful global recruitment company he founded in 1997, which he still actively presides as the CEO. His extensive work over the past two decades within the low-income ethnic neighborhoods and his background in psychology has also been vital for his philanthropic efforts.

As part of ESR's Corporate Social Responsibility (CSR) program Christian developed the 10-step system to facilitate the turn-around of struggling, low-income, African-American and Hispanic neighborhoods, where the employees of ESR have for now 20 years donated 10 days each year applying their core expertise to assist the struggling communities, as well as conducted both local and national work-shops for police departments. Christian received for his work in Nevada the honorary award; 'Recognition of Your Contribution to the Community' from Las Vegas Mayor Carolyn G. Goodman and the City Council.

He has also authored several books on recruitment and human behavior, including the US bestseller: *Secrets of the Executive Search Experts* and the educational manual: *Change your Life-Change the World*. Christian graduated with a BBA from Pacific Lutheran University in 1991, conducted his African-American studies at California State University and further studies in Psychology at Harvard University.

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The Problem

NO ESCAPE

Sociologist Karl Alexander of John Hopkins University and his fellow researchers tracked 790 school children in West Baltimore, which is demographically African-American, for a quarter of century concluding that if you are born into poverty that is where you will remain. The study revealed that only 4% of the children from the low-income families made it through college, and almost no one was able to change their socioeconomic status later in life. The same statistics were evident throughout the rest of the country and for the Hispanic communities, showing little or no historical improvement with the cycle repeating itself. In other words, your life within these communities is to a great degree pre-destined to failure.

LACK OF UNDERSTANDING

The struggling communities often gain little support from the “healthy” part of society in terms of understanding. Often those from low-income ethnic backgrounds are viewed as abusers and parasites of the system. An often-shared consensus is that every able-bodied person should hold a job and/or make a positive contribution to their community. The lack of understanding and empathy enforces the isolation and a growing distance to the rest of society.

EVERYONE AFFECTED

There are ethnic low-income communities in almost every city, with 24 million African-American and Hispanics living in poverty. Out of the 16 million children living in low-income households, approximately 4 million are African-American children and slightly above 5 million are Hispanic according to the National Center for Children in Poverty (NCCP). Statistics show that close to 40% of all African American children live in poverty and slightly above 30% of all Hispanic children. The African-American and Hispanic community combined contributes to less than 1/3 of the population, but constitutes close to 60% of child poverty. According to the study “Poverty and Education: Finding the Way Forward” by ETS, within the Hispanic and African American community over \$300 billion is spent annually, which is being carried by the remaining population. Poverty is not a problem just relating to the low-income communities. The financial impact affects everyone.

FEW SUCCESS MODELS

There have been few if any successful proven blueprints in the marketplace to turn around the struggling low-income neighborhoods. Due to there not being a proven “best practice model”, information is limited, causing the different cities to repeat the same mistakes over and over again. There are many intellectuals with ideas, studies and reports but few solutions. Many community partnerships have been

attempted, but unfortunately they usually are short lived and fail, as they often have been politically motivated. Historically speaking, after a riot or tragic incident, there is no limit to what measures are said to be put in place. Shortly after, people often witness the same situation all over again. The future, instead of getting better or remaining the same, often gets worse.

By learning from proven best-practice models, including the “the Las Vegas case study” I’m confident that a great deal of the struggles experienced by the low-income ethnic communities can be overcome, including breaking the destructive cycle for children in poverty. By taking action now and creating a ground zero for the change, the first step has been taken towards resolving what many have called the greatest challenge of our time, which most likely will not be fully resolved before the next millennium. The four key words used in the successful case study conducted in Las Vegas, referenced to as the Viking traits are: Vision, Imagination, Collaboration and Fearlessness. These traits are essential in order to succeed with a neighborhood turnaround and are represented throughout history as essential characteristics to possess in order to achieve any significant victory.

THE SOLUTION

Rebuilding Communities Step-by-Step

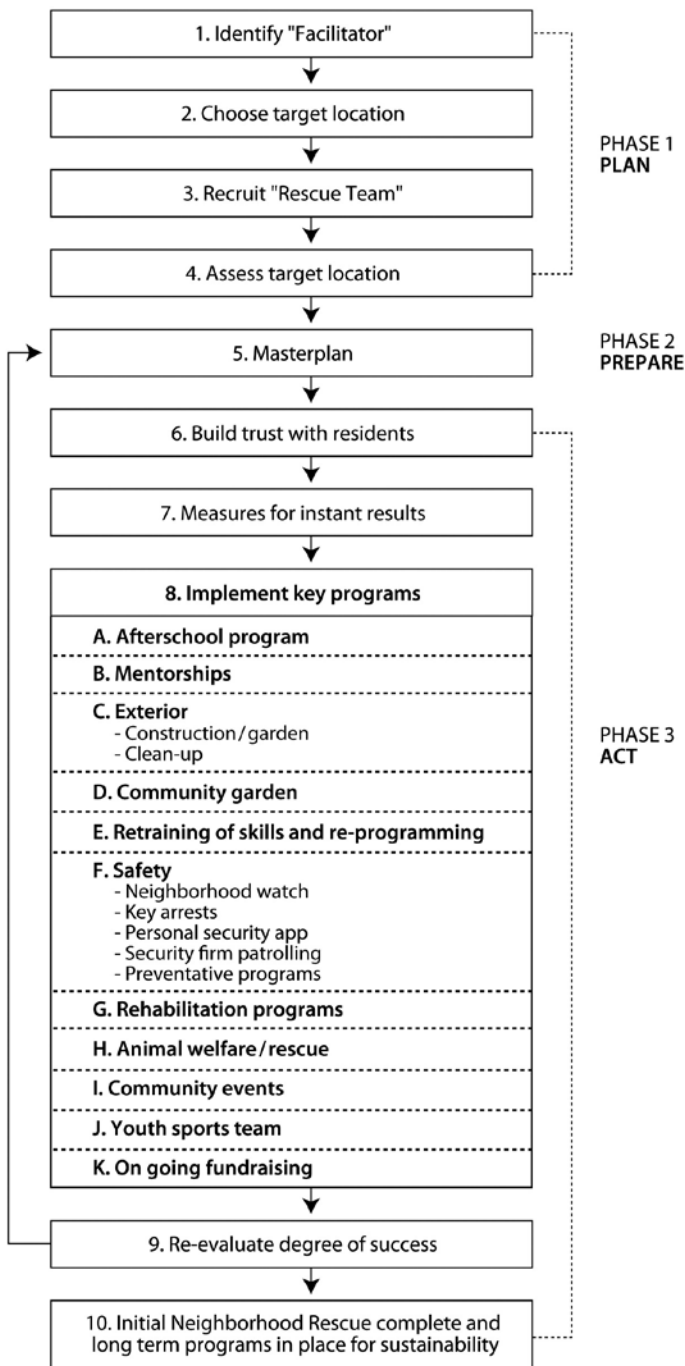


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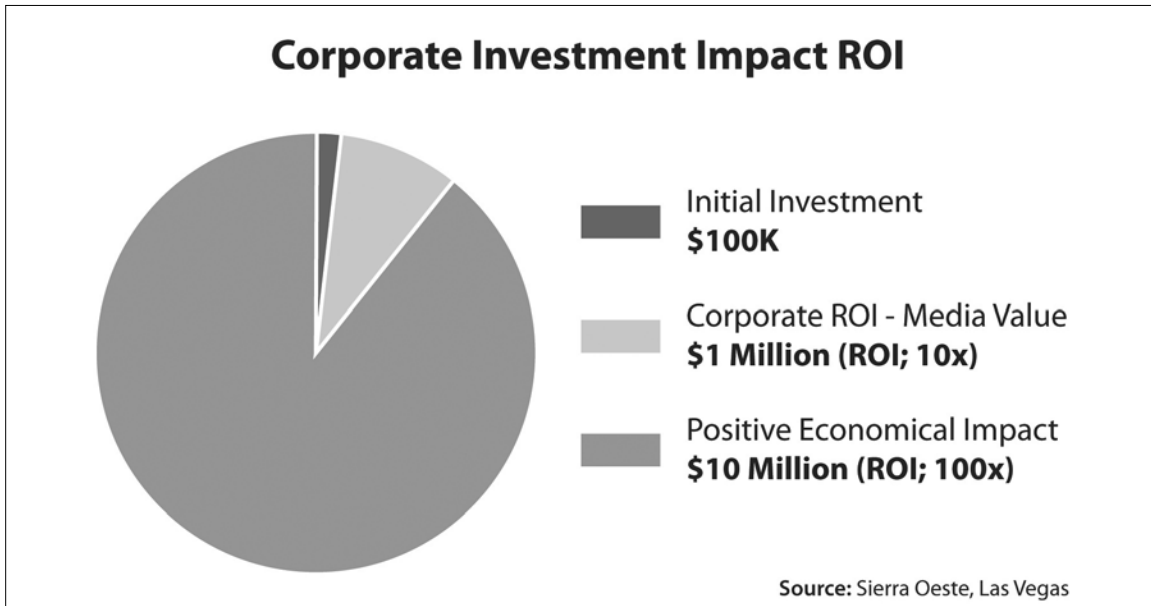
Foreword

This training manual presents a general overview for the seminars we conduct, and outlines the proven, simple-to-use 10-step system for neighborhood rescue. The focus of this book is geared towards ethnic children as they have the least chance of success. But, the guidelines outlined can be applied to any low-income neighborhood, it being White, Hispanic or Black. The goal of this book is to provide a tool for local police departments, community leaders, and socially conscious companies (CSR) to use. This way they can create a safer and better environment for the children and their pets living in the low-income Black and Hispanic neighborhoods.

According to National Center for Children Poverty (NCCP), more than 16 million children live in low-income families in America, which carries a total annual cost of over \$500 billion, and within this segment over 9 million are ethnic children. There is a social responsibility to create new and improved futures for these children. The current situation also carries a big economic challenge for the taxpayers and each state as a whole. In the case study used for validating the blueprint, the state of Nevada was chosen, due to it being among the places with the worst conditions in the country for children which, if improved, would have a very strong positive impact. According to recent studies by National Center for Children in Poverty (NCCP), 22% (138,446) of the Nevada's 640,149 children live in low-income families, which translates to an annual financial cost of over \$5 billion for Nevada. Child poverty affects everyone, it being the children and their families, as well as the taxpayers covering the expenses of the problem. The Sierra Oeste project in Las Vegas is where the 10-step system was tested, validated and fine-tuned. It was mainly a private, non-governmental initiative, based on volunteerism and private donations proving that a rollout to the U.S. is straightforward and fully doable.

Within each community, the pillars and the backbone for successful neighborhood rehabilitations are the community leaders, police, and locally socially conscious companies. For the companies, there are several direct benefits as well as side benefits and rewards. The (NRA) Neighborhood Rescue of America organization is geared towards providing a high ROI (Return on Investment) on its value proposition for a company's CSR (Corporate Social Responsibility) Program while at the same time offering the added bonus of extensive media branding opportunities through multiple media channels (National TV show plus Mainstream Media Coverage). This unique proposition also enables a company's non-profit arm, if desired, to involve their own employees, to partner with NRA in the select high-profile turn-key neighborhood rehabilitations.

The success of the Las Vegas turnaround was directly linked to the utilization of the Diagnostic Report, which was created in advance of the Nevada project. This pre-assessment contains all the vital data needed and to a great extent predetermines the success for any neighborhood turnaround. For more information about our Diagnostic Report service or our Zero Cost Turnaround proposal, please contact us.



Disclaimer: The numbers can vary depending on the nature and partnership of the community project. This is merely provided as a guideline.

CORPORATE ROI

DIRECT:

- **PR**
 - National TV show Viewership

INDIRECT:

- **PR**
 - Mainstream Press Coverage (TV/Print)
- **Productivity**
 - Involvement by corporate employees in CSR programs has proven to significantly increase overall productivity thereby impacting the corporate bottom line.
- **Overall Positive Community Economic Impact**
 - Turning around low-income neighborhoods and reducing crime has a direct correlation to increases in property values/taxes, decreases to child poverty and crime costs, etc (refer to the chapter entitled Economic Implications for additional information).

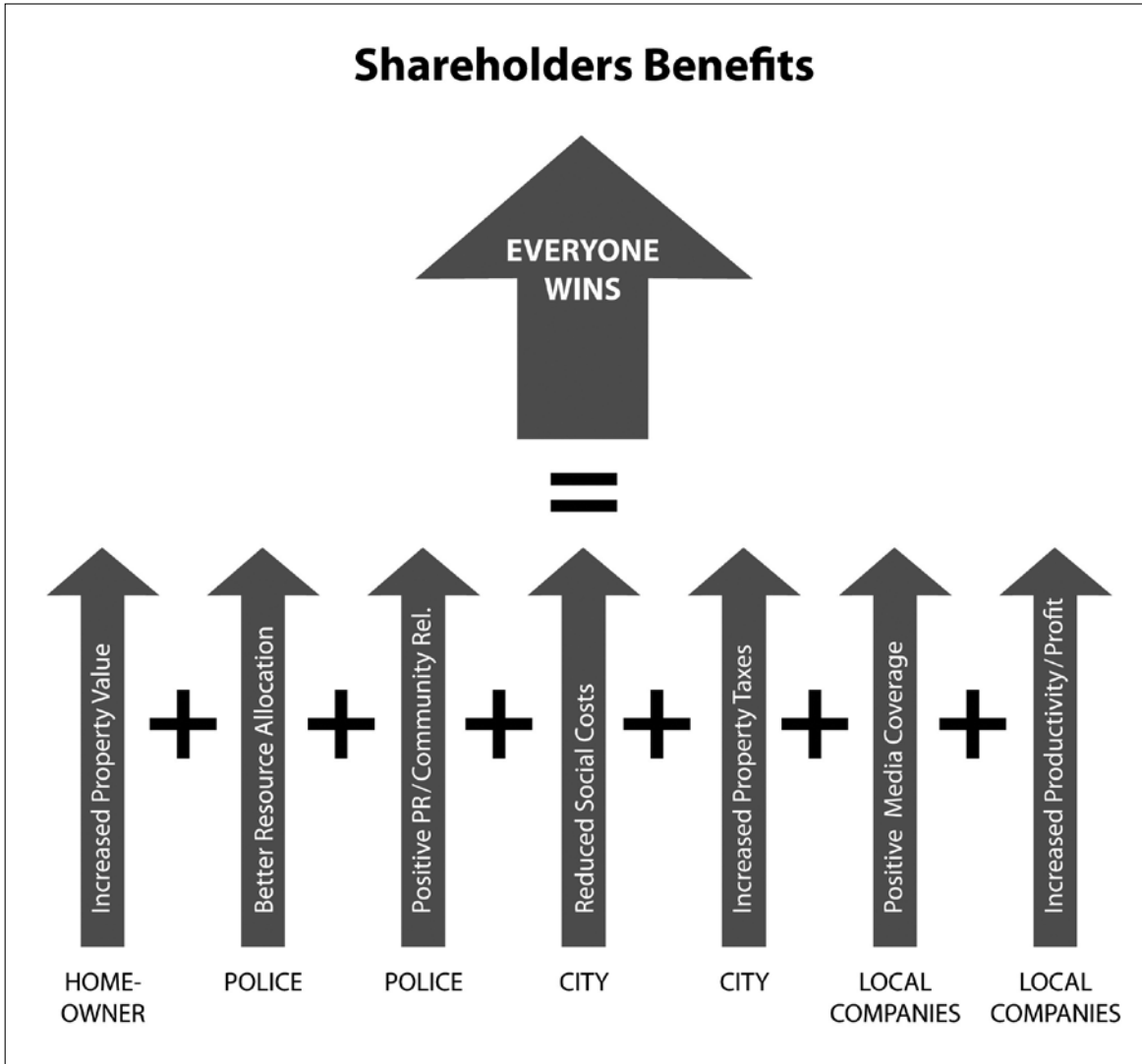
NRA conducted a feasibility study on the basis of the Sierra Oeste case study, which showed a 10X direct financial ROI for each dollar invested by companies with strong community involvement, plus an indirect ROI of 100X in regards to the social impact achieved.

The children in low-income ethnic neighborhoods, through no fault of their own, become victims doomed to a life of potential failure

Turning around the high crime low-income neighborhoods is a project that requires a team effort to be successful. Often, law enforcement devotes large amounts of their resources to the violence-stricken low-income ethnic neighborhoods, taking away from the other communities. This together with negative media coverage makes many feel unappreciated and disrespected, despite putting their life on the line to make a difference. Further, the police's main responsibility is not to conduct complete rehabilitations of communities. This manual outlines the details surrounding the several partnerships that need to work together in a collaborative effort to turn around a neighborhood. On a financial note, crime has a monetary cost, which can be broken down according to the RAND calculator in the next chapter and illustrates the astronomical negative impact on neighborhoods that have been "lost". Other "shareholders", include local landlords of which many have put their entire life savings into the dwellings they own, as well as the local businesses surrounding the struggling neighborhood, who all are negatively affected. For these aforementioned groups a turnaround will have a significant financial upside from day one. Benefits include, but are not limited to, an increase in property prices, a reduction in store theft, and an increase in customer traffic. For the local Government, they will see an increase on property taxes. In addition, the neighborhoods out of control also cast a negative light on elected politicians, as the general public typically feels it's their responsibility to begin with to seize control. On a national level, the "lost neighborhoods" represent a problem of such magnitude, that large parts of the country view them as "the enemy", and often end up segregating and isolating these physical locations. In a patriotic way it is important to reclaim these lost neighborhoods, integrate them with the rest of the country, and raise a U.S. flag in each neighborhood that is turned around similar to the way a U.S. territory is established in war. One of the key problems of the low-income high crime African-American and Hispanic neighborhoods is that the target group, the children, through no fault of their own become victims doomed to a life of potential failure. As briefly discussed above and in more detail in this book, when viewed strictly from a financial vantage point, there is a significant (ROI) for all involved.

Law enforcement devotes large amounts of their resources in the violent stricken low-income ethnic neighborhoods taking away from other communities

From a philanthropic level, I have always had a strong interest in making a positive difference in the lives of African-American and Hispanic children and their pets that are growing up in poverty. When I started my own recruitment company, ESR in 1997, it became a natural choice to create a socially conscious business. I felt compelled to build into the framework of my job a number of pro-bono days per year where I would not only give back and help the community but also in turn structure my company with a strong CSR Program. I wanted to ensure that my clients and employees saw ESR as a company that cared about more than just the bottom line. By donating our core expertise of being the best at recruiting and building winning teams in the marketplace, we were able to recruit rescue teams in the low-income African-American and Hispanic communities. Since the company's inception 20 years ago, just as experience is built brick-by-brick, the same has taken place for

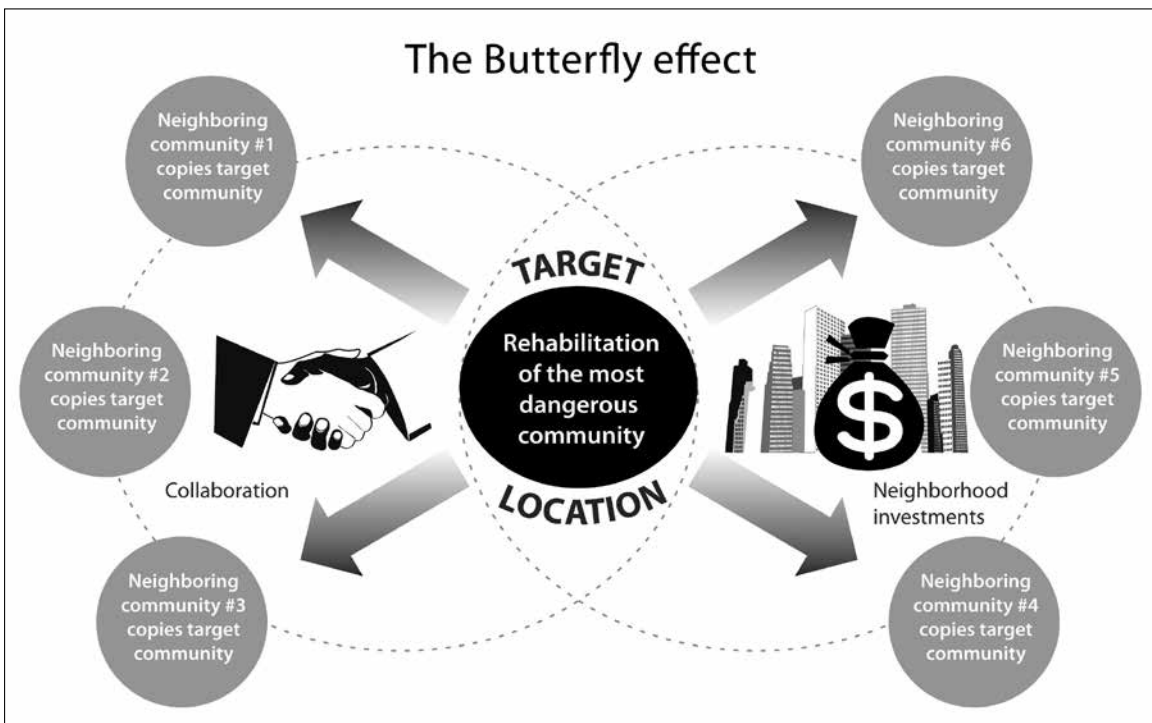


ESR's Corporate Social Responsibility (CSR) Program on a personal level. Seeing the no-change-status for the struggling high crime ethnic neighborhoods, creating the pro-bono program that would have the biggest possible impact was a challenge I was ready for. A much safer area could have been chosen, but the difference we made might not have been as powerful. The risk is high when working with the most dangerous neighborhoods in America, but the thought of the over 9 million ethnic children, within the group of 15 million children in poverty and their pets trapped and left behind by a failed system has been a strong motivation. I have so far been held at gunpoint four times and put myself at the forefront in the Sierra Oeste community in Las Vegas. I went in front unarmed, knocking door-to-door in

The graphical representation clearly illustrates how through community rehabilitation, everyone investing resources wins

The key strategy is to strictly focus on the most dangerous locations, which will be geographically targeted and “locked down” at the street level to seize full control

the most dangerous community in Las Vegas, to validate the 10-step program that I had created with the ESR team. But, as only action is what matters, and influenced by the Chinese Military strategist Sun Tzu; a leader leads by example and to be a project director requires this. When succeeding, the amazing inner feeling of being able to affect change in the world is priceless. I hope that this 10-Step model that has been validated through the turn-around of the most dangerous neighborhood in Las Vegas, Nevada is duplicated and implemented in as many struggling communities as possible. Sierra Oeste saw a 75% reduction of violent crime and a positive change throughout the community. The good news is that it is fully possible to turn around similar struggling low-income African-American and Hispanic neighborhoods all



Successful rehabilitation of target locaiaon = Butterfly effect

across America the same way, with the right team, project director in place and hot spot approach. The key strategy is to strictly focus on the most dangerous locations, which will be geographically targeted and “locked down” at the street level to seize full control, with a later anticipated “butterfly effect” to influence other struggling neighborhoods. Due to the size of the low-income neighborhoods, this is the only way to seize control. When shareholders collaborate to turn things around, and financial resources are invested into the community project, success follows.

What ultimately determines the success or failure falls on the team. If the right people aren’t involved, a neighborhood rescue is doomed to fail from the start. I feel

this is the #1 reason these projects don't succeed. Another key element is the lack of understanding of the psychology within these communities as to why things are the way they are, which I have explored in detail within this book. A key element for any rescue effort to work is the framework of an ideology, which I chose to be the Norse Viking methodology. Some will have challenges with securing sufficient funding, but that's a minor element, because if there is a will, there is always a way. The Las Vegas project was a private, non-governmental initiative, which was solely based on volunteerism, private donations and free from politics and bureaucracy. It is important to acknowledge that key partnerships such as those presented in the case study from Las Vegas are essential. The key is to create a similar grass roots movement as was done in Las Vegas, which creates a momentum inspiring others to join. To take on a turnaround of an entire community requires the collaborative efforts of multiple shareholders, in which each covers their own area of expertise and, in a united effort, present the complete solution. It is important to remember that success doesn't pertain to a single individual or organization.

There is now an opportunity with the proven blueprint described to create a new future for the millions of innocent ethnic children in the struggling low-income neighborhoods, who currently have a marginal chance of success. This is why I formed (NRA) Neighborhood Rescue of America, a non-profit 501 (c) (3), where ESR continues its donation of core competence during its annual pro-bono days, by providing complimentary workshops to train law enforcement and community leaders. This is in addition to the formation of Creating Legends, a double bottom line organization, which works towards the same objective of facilitating the turnarounds of the struggling communities. This is also the goal for this book, as well as the documentary: "*Vegas Vikings - The 21 Day Challenge*", which has been seen by over 150,000 people; in addition to international television broadcasts. It is also the reason why I created the educational system presented in the book: "*Change Your Life - Change the World*", which was written for the residents, as education is key for a complete rehabilitation. The ultimate goal for NRA, Creating Legends, ESR's CSR Program, and myself is to empower the low-income, ethnic communities and create safer environments for the children and their pets.

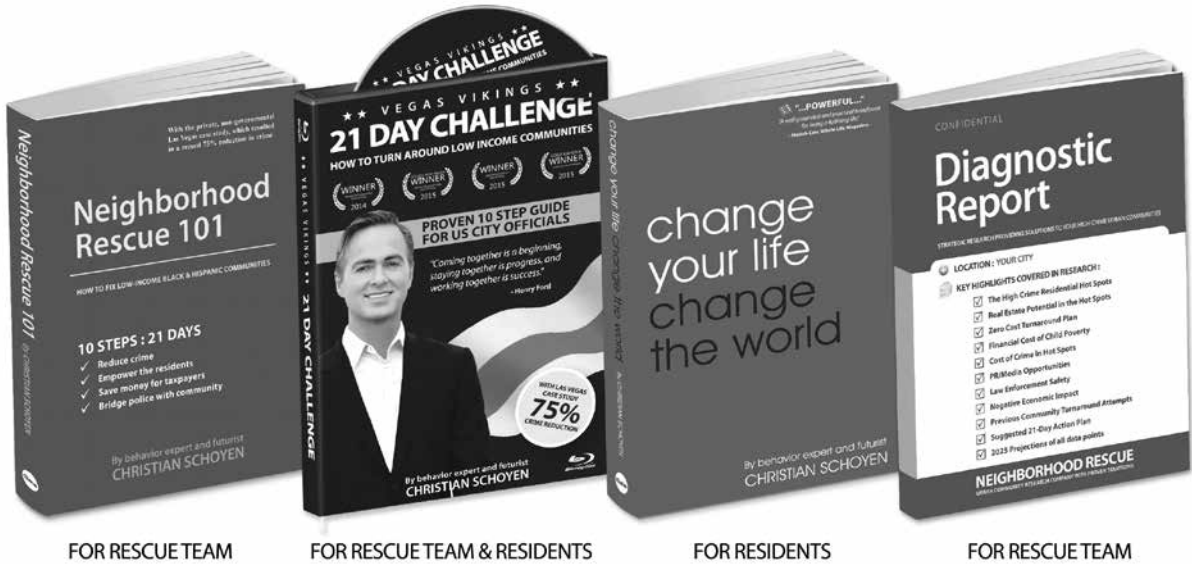
There are approximately 4 million African-American children in poverty, who, statistically, have experienced close to zero progress for the last 35 years, when demographical data began being compiled; we require drastic measures to change this historical gridlock and entrapment. The famous speech by Martin Luther King Jr. in August, 1963, now more than 50 years ago, where he said; "*I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin, but by the content of their character*" is unfortunately still far from true. According to Pew Research Center, a study reported that 9 out of 10 African-Americans in today's America still feel judged and victimized by racism. Despite this, it should be seen as an opportunity as we hold the key to the future. We need to take the Baltimore studies by Johns Hopkins University, where 800 children from the west side were followed for 25 years, showing a failure rate of 96% and

A successful community rehabilitation never pertains to just one single individual or organization. It is a team effort

According to Pew Research Center, a study reported that 9 out of 10 African-Americans in today's America still feel judged and victimized by racism

The resources created for neighborhood rescue which are made available through Neighborhood Rescue of America are:

Vital Tools for Neighborhood Rescue



FOR RESCUE TEAM

FOR RESCUE TEAM & RESIDENTS

FOR RESIDENTS

FOR RESCUE TEAM

Documentary for rescue teams & residents available on Youtube. Book for residents at www.issuu.com

focus on rehabilitating these neighborhoods. It is at that point that we can then re-run those studies and flip that failure rate to a success rate of 96%. When this takes place, Martin Luther King Jr's dream will one day become reality. When individuals in the struggling ethnic neighborhoods regain their inner strength and succeed, it means America succeeds.

Christian Schoyen
President
Neighborhood Rescue of America

Introduction

My journey of helping ethnic children was first triggered in 1978 when I was 12 years old. I had won a Scandinavian drawing competition where first prize was a trip to Disney World in Orlando, Florida. It was there that I was introduced to an African-American boy who was the same age as me. I got the chance to meet his family. They lived in low-income housing. When the father heard I came from Norway, I recalled him saying it was different for him and his family, as society was against them in the U.S. Being 12, I did not fully understand him at the time. But, as I later became interested in psychology to learn about what shapes and forms our behavior, my interest for what the father had said furthered my interest and made me want to learn more. The incident with the father in Orlando is what led to me enrolling as a full-time student in the African-American studies department in 1988 at California State University.



My studies in 1988 and 1989 involved regular field trips to the low-income African American and Latino communities in Los Angeles. This created greater empathy in me and resulted in experiences, which will never be forgotten. In particular was one of the very first field trips where I met a young African American boy around age 10 named Marvin who was standing with his dog. I encountered him on one of my visits to the city of Compton in Los Angeles County. I remember asking Marvin: *“What you are going to be when you grow up?”* His face lit up, as he answered eagerly *“I want to be a veterinarian”*. His mother Alicia was standing next to him. She looked at me in a serious manner shaking her head as she spoke: *“No, he won’t”*. As the little boy looked at her, she continued *“This is the life we were born into and Marvin is not going anywhere”*. Alicia soaked in the view of the run-down community around her. The year was 1988; four years before the Los Angeles riots took place. She then looked at her son with love

Children in low-income Black communities have little chance of success in life. Even their pets are at risk, being potentially faced with the worst degree of animal cruelty

There is a 96% failure rate within the low-income ethnic community

in her eyes, continuing; *“My son has everything stacked against him, and all I can hope for is that he does not turn to crime and that he gets the chance to grow up. I don’t want to discourage my son to say that he can be anything that he wants, which is not true”*.

I also learned Alicia was a widow. She had married her high school sweetheart. Sadly he was later gunned down in a drive by shooting. Alicia was working two jobs to get by so she could take care of her son. Leaving, I looked back at Marvin. He was standing there smiling with his dog next to him. He and his mother waved goodbye. That was the last time I saw them. At the time I felt what the mother said was horrible, just like the boy’s father in Orlando 10 years earlier and I did not want to believe that we all don’t have the same opportunities as I was raised to believe. My own conditioning was that we are all responsible for how our lives turn out and it is all about working hard and smart. But, with my studies, this changed.

Studies like the one in Baltimore validated the thinking that where you’re born is where you’ll remain. Of the 800 children followed in the study, only 4% went on to complete college, and almost everyone with no exception remained in poverty as adults. The life situation of Marvin is real, and what his mother told me is the harsh reality of life as they knew it. The same situation is valid for the 9 million African-American and Hispanic children in poverty today, as they stand little or no chance of social mobility and a better life; they have a higher chance of being killed. For the cities of America, which almost with no exception all have struggling neighborhoods, progression is difficult. I say we can’t give up on anyone and with certainty say YES WE CAN turn around these communities and as they say in sports if we can get all the players of the team out in the field to all play their best game then together we will succeed in a way that has never been done before. I made it my life’s quest to find a solution to change negative situations and I want to share it so that others can create change in their own communities.

The Las Vegas case study proves that you can change the future with its validated 75% reduction in crime

This book, *Neighborhood Rescue 101* presents ESR’s proven approach, which is based on the pro-bono case study we conducted in Sierra Oeste, where there was the highest concentration of gang activity in Las Vegas. To make the challenge as great as possible ESR had selected a city where we had no connections or personal network. The project took place over a 21 field day two-year period (2012 -2104) with follow-ups thereafter. In the Sierra Oeste community, over the course of 15 years there had been several attempts to turn the struggling neighborhood around, with little to no success. The problem remained the same until I recruited and formed “Heroes United”, which was a collaborative effort. I then led the rescue group as the project director, which resulted in a historic 75% reduction in violent crime of this struggling community. This was all due to a team effort where the victory was equally attributed to every partner of this initiative, not just a single individual or organization. The project was not to receive any government funding in its initial phase and was to be based strictly on volunteerism and private donations to show what was possible. The great success in the aftermath is that it has been sustainable and proves that any community or city can do the same. My intent and hope is that after this book is read, the proven blue print will be copied by city officials and politicians throughout Nevada and the U.S., and applied to their struggling low-income communities.

There are many inner linked dynamics that all need to work like clock work, with the most important elements being recruiting winning teams, collaboration and a basic understanding and mastering of psychology. Without these factors, success cannot be achieved. The Las Vegas case study proves that we can change the future for the Marvin's of America by turning around the low-income ethnic communities.



The 10-step system that was created and validated in Las Vegas was not something that fell from the sky. It was the result of years of pre-work and flawless execution due to the great partners of the project. As this book opens with the quote *“Every battle is won before it is fought.”* this is a core belief presented in this manual. In regards to the Sierra Oeste turnaround, every move was already anticipated, including the profile of every person to encounter, risk factors, and contingency plans in the event that something did not go as planned. I knew that the key would be in the preparation and I had no intention of travelling across the globe to fail. In the same exact way every struggling community across the U.S. can be won over, just like a game of chess, you need to be prepared for every possible counter approach, as this way you will always win.

I firmly believe that by everyone in the struggling communities regaining their inner strength and maximizing their true potential that there is no limit to the success to be achieved. But, as this book outlines, the only way to succeed is to create brand new environments that we need to positively nurture; in the same way plants and trees needs nourishment to grow and prosper, so do people and the communities where they live. When each individual prospers, so does each community, city and America as a nation.

Christian in Oslo, Norway preparing the game plan for the Las Vegas project - One year before activation of the Nevada Mission

Economic Implications

It is important to address how the transformation of low-income minority communities will benefit the economic development of stakeholders such as individuals, businesses, cities and states. Using statistical analysis, it is important to compare the costs currently incurred from poverty and crime within the failing neighborhoods (“the status quo”) to the positive economic impact achieved after a social transformation (“full improvement”). It is a straightforward process to document the great economical return on investment (ROI) potential to the “shareholders”, who are considering “investing” their time, money and/or other resources. The good news is that one can reap significant economical results quickly. Some measures will take place quicker than others, such as the reduction of crime can happen considerably fast, as well as increased property prices and increased property taxes paid to the government. But, for other measures such as an increase to the labor force, which would reduce unemployment and welfare costs, as well as reductions in healthcare due to healthier lifestyles it will take longer and be of a more gradual nature. For any kind of commitment by a partner, for the rescue of a low-income African-American or Hispanic neighborhood with a high crime rate, it is necessary to assemble certain key information, such as for Phase 1: Estimation of the current cost within the target neighborhood as a result of it struggling, Phase 2: Budget for turning around the neighborhood (see chapter “Creating a Budget on page 83) and Phase 3: The specific economic targets to be achieved. It is very important to conduct this exercise before taking on any community project, as a project needs to be transparent and use clear measures in financial terms. The information needs to be a part of the Master plan, which contains the strategy. With intention, this chapter for economic implications is simplified to make it easy to use and copy. Sub sections covering further breakdowns of financial numbers such as health, imprisonment and other relevant areas are not broken out separately, as they will be “run of numbers”, and they are all inner-linked one way or another. This is why there is strict focus on A) cost of crime, B) property prices, C) property taxes, D) cost of child poverty, E) zero poverty target and F) Cumulative Yearly Cost Savings. Group A and B are a result of many factors, which often overlaps, but can in this instance be used. Further financial breakdowns in this section will complicate rather than simplify, plus this is a manual for doers, not thinkers. The described measures are the key metrics required to be used, which the group members, general public and press can all understand and relate to.

COST OF CRIME AND PROPERTY PRICES

The two easiest numbers to monitor for progress are the financial cost of crime and property prices. The first group can be directly linked to the respective crime stats that are continuously made public. I recommend recording these statistics on a

Crime can be dramatically reduced when there is a geographical lockdown in a non-organic way

In the case project of Sierra Oeste we experienced a 75% reduction in violent crime. In the case of crime statistics, it is recommended that your group run monthly comparison analysis, always linking it up to the economic measures, and when doing so compare to the same time period for previous years, instead of focusing on just the year as a whole. This is not only good for the media but also for the morale of the group that is applying the time and resources to the project. When publically using the crime numbers, if your sample numbers only relate to a short time period, then simply state that based on a yearly basis, the progress made on an annual basis would be equal to such and such. Further also run a comparison-based change in percentage, which is also easy to obtain. As outlined in this manual, with the simple key measures presented, changes in volume of crime can (when geographically locked down to a zone, in a non-organic way) produce dramatic results rapidly. As crime is a key measure linked to property prices, a decrease will normally spotlight a rapid price increase. This will also be due to “high crime hot spots” having underappreciated properties, where there is room for great growth in prices. When first doing the analysis, the property potential can be identified by looking at prices of neighboring communities, as well as identifying the annual rent verses the cost to purchase the property. If the ROI is very high, such as the case in Sierra Oeste (+20%) along with neighboring communities being priced higher, it is certain that the property prices will soar. Also, when documenting the starting numbers for crime and property prices, always document everything in detail, plus cite sources.

In the Sierra Oeste project, which consisted of thirty-two buildings, private individuals owned all fourplexes. The estimated increase was in excess of 100%. In total for the community this meant an over \$4 million increase in the value of the properties. In addition when conducting a rescue, the “butterfly effect” often has a great impact on the value of surrounding properties, which often increases. Then there are also the additional property tax revenues to the government from increased property prices. When you assess the status at the start of the project, record in a table all properties sold in the same period and the price achieved with exact dates. Then as the project continues, keep recording the transactions taking place so that during each milestone you will know the price increase that is taking place, which you can relate to the project with the price totaled for all properties, as the impact affects all homeowners.

Also, create a separate table for the property taxes as the additional revenues for the local government also need to be attributed to the project.

The “butterfly effect” has a great impact on the value of surrounding properties, which often increases

FINANCIAL COST OF CHILD POVERTY

The estimates presented in the study “Poverty and Education: Finding the way forward” by The ETS Center for Research on Human Capital and Education indicates that the annual cost for child poverty is \$500 billion, which breaks down to \$3.7 million per child. This information is according to the organization KIDS COUNT project in Washington state (affiliated with the University of Washington’s Human Services Poverty Center), Loring Pffings; “The Cost of Child Poverty State by State” fact sheet

Year #	Price of Property (at start date)	Price of Property at year end assessment date	Price difference (Inc/Dec)	Property Tax (Inc/Dec)	Burglary	Larceny	Motor Vehicle Theft	Total Annual Cost of Crime
1								
2								
3								
4								

from Washington KIDS COUNT and “The Economic Costs of Poverty in the United States: Subsequent Effects of Children Growing Up Poor,” National Poverty Center Working Paper Series, by Harry J. Holzer.

The high financial number of cost per child is linked to, but not limited to, lost potential earnings, involvement in the criminal justice system, and the costs associated with poor health outcomes.

For the community rescue, in order to get the most accurate number possible, you must identify how many children there are in the early pre-assessment stage, as well as when going door to door. Use the child poverty calculator below:

Cost Per Child	Total Present Day Cost (Cost x Number of Children)
\$3.75 million	

In the case of Sierra Oeste, Las Vegas it was estimated that there were 100 children living within the community, which has a financial cost of -\$375 million. This shows the magnitude of the upside of making a positive difference. A change in the number of children “getting on the right career track” is possible to trend, if conducted the same way as the groundbreaking John Hopkins study, which followed close to 800 children over +25 years and showed a 96% failure rate. However, this time the goal is to reverse the 96% failure rate to a success rate. It is important to be ambitious, so estimate that, for each year the project is successful, the goal is 4% of the children each year being able to break the cycle. Take this target number and add it to the positive financial target upside for the project. With this, also the time perspective needs to be long term, such as +20 years, where the end goal is a total rehabilitation taking place. Use the template on the next page, which was used in the Sierra Oeste, for setting the overall goal for the project, with milestones:

Individual cost for a child in poverty = \$ 3.75 U.S. Million

When financial budget shows the economic impact, always total the numbers to create one number for the total impact, which needs to be backed-up with verifiable

sources. In the case of Sierra Oeste the total impact was in excess of \$10 million for the first year, excluding the economic impact for children breaking the poverty cycle, which will always represent the item of greatest economic value in the long run. The non-profit Neighborhood Rescue of America was created with one of the goals being to monitor the post- results of the rescues in the rest of the country, including tracking progress.

Year	Number of children breaking the poverty cycle (+ 5% per year)/Total number of children in poverty	Cost Per Child in Poverty	Total Annual Positive Economic Impact in Savings
1	5/100	\$3,750,000	\$18,750,000
2	10/100	\$3,750,000	\$37,500,000
3	15/100	\$3,750,000	\$56,250,000
4	20/100	\$3,750,000	\$75,000,000
5	25/100	\$3,750,000	\$93,750,000
6	30/100	\$3,750,000	\$112,500,000
7	35/100	\$3,750,000	\$131,250,000
8	40/100	\$3,750,000	\$150,000,000
9	45/100	\$3,750,000	\$168,750,000
10	50/100	\$3,750,000	\$187,500,000
11	55/100	\$3,750,000	\$206,250,000
12	60/100	\$3,750,000	\$225,000,000
13	65/100	\$3,750,000	\$243,750,000
14	70/100	\$3,750,000	\$262,500,000
15	75/100	\$3,750,000	\$281,250,000
16	80/100	\$3,750,000	\$300,000,000
17	85/100	\$3,750,000	\$318,750,000
18	90/100	\$3,750,000	\$337,500,000
19	95/100	\$3,750,000	\$356,250,000
20	100/100	\$3,750,000	\$375,000,000

Keep in mind that within the financials it will always be in two stages, where Phase 1 will secure the biggest impact from the reduced cost of crime and increased property prices, while Phase 2 will have a far greater economic impact, as it will be about people changing their behavioral patterns as they move out of the low-income group. This will only take place, however, if results achieved in Phase 1 are sustained

so that permanent changes in the environment start to take place. Unfortunately, almost everyone only aims for Phase 1, which technically does not resolve the problem at hand, as it is often conducted for political gain, or other personal advantage. When looking towards most major cities where there has been a total re-vamp, like the Bronx in NY or parts of downtown Los Angeles and Atlanta, a low-income neighborhood often means mainly a new hip high priced community which forces local residents to flee to new poverty stricken neighborhoods. For political reasons, it is excellent to focus just on short-term measures, as there is little personal gain after one departs a project, due to leaving political office, moving, getting a new job or retiring. But, for true long-term results, the change has to be about total behavioral rehabilitation, which again takes decades and a commitment that goes far beyond one's personal agenda. As earlier stated, trust gained by the residents is key for succeeding, as many of them believe that efforts are mainly political and neither genuine nor long term. For the rest of the cities, many view the low-income ethnic neighborhood as an isolated problem, not affecting them, which is why it is of utter importance that with the thorough quantifiable tables presented in this chapter showing the financial impact, to show how it affects everyone, as within any city everything is interconnected. With a high cost in a troubled community it means it's paid for by the tax payers, who will forego something else such as general safety, schooling, roads, medical, parks or something else in their daily life. Everyone loses when a neighborhood struggles.

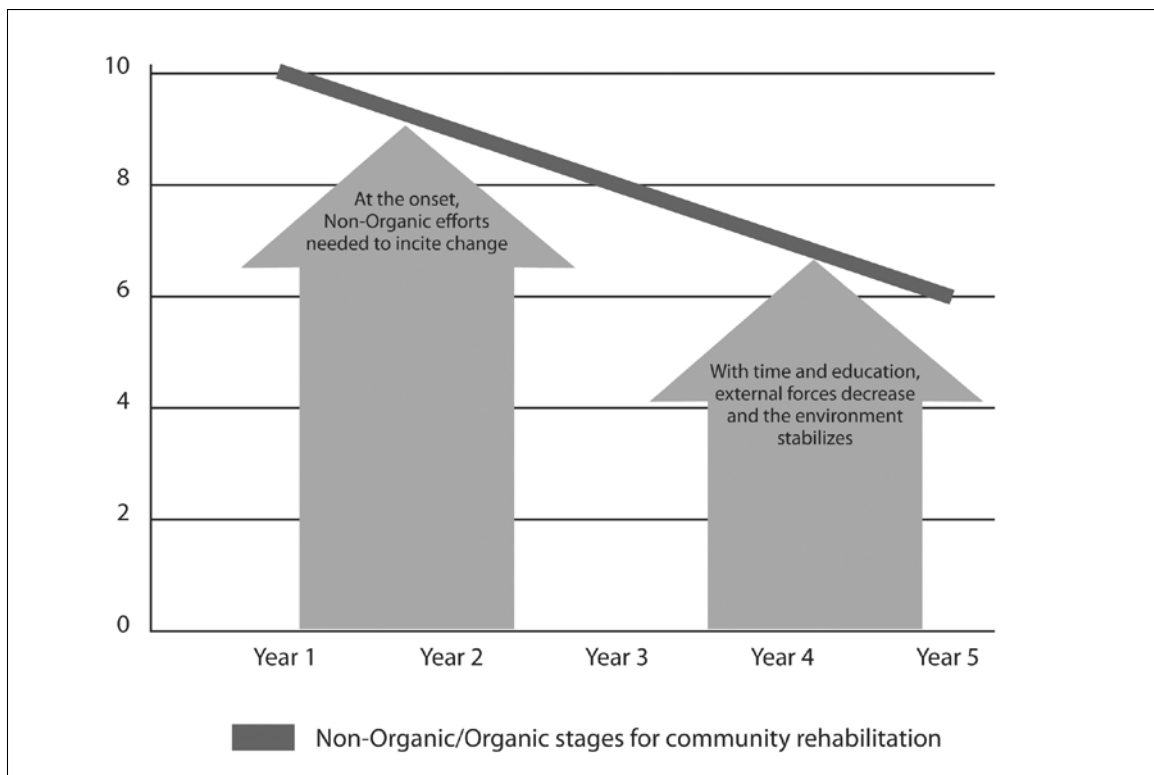
To achieve positive long-term results, the change has to be about total behavior rehabilitation

To see how you are trending yearly on your total annual savings associated with turning around a community, simply tally up your total cost savings from the charts above (as notated below).

Year #	Annual Cost Savings of Child Poverty	Annual Property Assessment Value (Inc/Dec)	Annual Property Tax Net Inc/Dec	Annual Cost of Crime Reduction	Total Annual Savings
1					
2					
3					
4					

Timeline and organic/ non-organic stages

Within any neighborhood turnaround, there are always two main stages; Phase 1 - defined as the non-organic stage, which means the success achieved is maintained due to extensive external forces being applied which ensures the desired outcome. Phase 2, the organic stage, is when the changes have internally taken a foothold causing the residents to voluntarily change their behavior patterns. It is also important to acknowledge that even in a “healthy” low-crime part of society the status will never reach a complete organic state, as a utopian reality like this seldom exists anywhere.



Timeline of Organic/ Non- Organic Stages

Within these absolutes, however, there is a range from 10 to 1 with 10 being maximum forces applied and 1 being when the community has been completely empowered from within to no longer need external forces to maintain the results achieved. When the latter has been reached, history can truly change. As outlined, with long-term thinking and strategy, the status quo will move towards the organic side.

I know for certain that the 10-step system created by myself and the ESR team can be duplicated in any struggling community across the U.S., where dramatic positive changes in the turnaround can be anticipated over only 21 field days. Some will be open to spend more days, but regardless, a rigid plan such as outlined is necessary. Also, it is important to acknowledge that that 21 field days only relates to actual days in the field, not the pre-planning stage and the necessary work that needs to be conducted behind the scenes, which will total a lot more days than the actual field days. The suggested timeline for the key steps in Phase II, which are the “in-the-field” days of action, represents the initiation of each activity, which has to be followed upon throughout the project. Please see the main guideline for activity/timeline schedule below:

Even in a “healthy” low-crime part of society the status will never reach a complete organic state. The police will always be a key factor for safety

ACTIVITY/ STEP	FIELD DAY #
Building trust with residents (Step 6)	1 & 2
Measures for instant success (Step 7)	3 & 4
Execution of 10 key programs (Step 8)	5 – 20 (16 Days)
Victory celebration-Event/Re-evaluate (Step 9)	21

There will always be some minor modifications within each neighborhood, in particular regarding which partners should be included in the rescue-team. The universal rules and steps as presented in this book, however, will always remain the same.

SUMMARY

- To fully understand the economical implications of a neighborhood turnaround, you must use statistical analysis to analyze the environment before and then after the transformation.
 - Important statistics to focus on include: Cost of Crime, Cost of Poverty, Price of Property, and Property Taxes
 - Understanding the ROI (Return on Investment) is key before beginning the project.
 - The RAND calculator is instrumental in calculating the Cost of Crime
 - There are 2 Phases to a turnaround: The Non-Organic and the Organic; both are equally important in order to achieve and maintain a transformation.
 - 21 Field Days is a requirement in order to complete Phase 1 (Non- Organic Phase)
-

Christian Schoyen from Norway

Changed Las Vegas

Christian Schoyen from Norway turned around the most dangerous community in the American city; Las Vegas. To document it, he filmed everything.

JOURNALIST OYVIND MO LARSEN
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Las Vegas is to most people known as the city where you can gamble and a place with the most spectacular lit up main street.

- But, Las Vegas also has a dark side, says Christian Schoyen to Romerikes Blad.

Low-income America

- It is two million people that live outside the lit-up Las Vegas Boulevard. There are a great many of these people that still struggles after the financial collapse in 2007, says Schoyen, who just completed the documentary film: "Vegas Vikings".

His film shows how volunteer organizations and individuals stood together in a project where the goal was to improve the childrens conditions in the most dangerous and poverty stricken part of Las Vegas; Sierra Oeste.

- Tell me about the film?

- The film document the process itself and the blue-print, describing how the volunteers take on the challenge of turning around the community to help the children living there.

- The success of the project is all due to the strong commitment of these unique individuals. They put aside time from their already busy schedule, to join together in this collaborative initiative in the part of the town with the highest concentration of gang members in all of Las Vegas. With achieving a 75% reduction in violent crime this project has been a great success, says Schoyen.

Working together is key

Behind the initiative and project director Schoyen says that his role has primarily been to recruit group members and make everyone work well together,

this being the 15 non-profit organizations, the volunteers, the local church, the police and local government. What was done here has never been done before says Schoyen.

- Where did you get the film title from?

- The first people and organization I approached in Las Vegas was the Vegas Vikings Lodge of Sons of Norway. Metaphorically the courage of the a Viking was necessary to enter the Sierra Oeste community.

- A key idea was that the Vikings took care of and watched out for their tribe, leaving nobody behind. It was this kind of mentality that each member joining the group needed. When reflecting on the enormous support gained for this collective community initiative, it is overwhelming. An entire city came together to give a helping hand to those who had fallen on the outside.

Wants to inspire others

- Why did you involve yourself in the first place in the problems of this community in Las Vegas?

- My belief is that if we all make a contribution to help those who are not so fortunate then many of the ones struggling can also succeed. It's a question about taking a responsibility for our community. With the success that has now been achieved in Sierra Oeste it is now fully possible to not only achieve the same in the other struggling parts of Las Vegas, but also in other cities.

- But, you worked for free for years?

- I was in the field for 21 days spread over two years.

In USA there is an expression called "Pay it forward", which means you do something positive for others without expecting anything back, except that your deed can inspire others to do the same other places.

- What is the onward journey?

- The documentary had a theatrical screening for companies and non-profit organizations in

Oslo, Norway on October 29th. Next is to take the film to the US, where there will be several screenings at film festivals.

- For the revenues of the project?

- The entire project has from my side been pro-bono, so any financials has gone straight into the project to help improve the living conditions for the children in Las Vegas.

- What has this project meant for you personally?

- This community project went far beyond what I originally had hoped for. The media coverage throughout the project was extensive, both in print publications and for television. I believe that one of the reasons for this is the uniqueness of an entire city coming together as such happened here to make a difference.

- The success achieved in this struggling part of the city means a lot for the State of Nevada and Las Vegas. But, also for the rest of the country does this project have a strong significance, due the proof that now exists of this proven work model, which can be implemented in also other US cities, says Schoyen.

FACTS

- Christian Schoyen is behind, plus project director for a unique initiative with the goal of improving children living conditions in the most dangerous, low-income part of Las Vegas.
- The entire project is documented in the documentary: Vegas Vikings - the 21 day challenge.
- The film just won the award: Best Nevada Documentary of the year at the Nevada Film Festival.
- The documentary is to be screened at a number of US film festivals throughout the year.
- Schoyen screened the film for Norwegian companies and non-profit organizations. Schoyen's profession in the corporate world is to retain talent and build winning teams, as a headhunter.
- The care for others wellbeing and helping those in need has followed Schoyen throughout his life ever since his university studies in African American studies at age 22.



UNITED: Christian Schoyen (middle) succeeded to unite the most dangerous community of the city. The goal was to improve the conditions and create the successful blueprint.



LOBBYING: Christian Schoyen used extensive time to promote the project to the entire City, including the city officials.



...n-profit organizations and local police in the American city Las Vegas to undertake the collective initiative in the most children's living conditions. The documentary is now complete and the goal is that also other cities in the US will imple-

ALL PHOTOS: FROM FILM "VEGAS VIKINGS".

P R E S S



THE FILM: This is the film cover of "Vegas Vikings".

PROUD: The police in Las Vegas was an essential part of the project. It was critical that they were part of it, says Christian Schoyen.



AWARD WINNING DOCUMENTARY: Christian Schoyen (left) is behind the documentary film: "Vegas Vikings", which documents a turn around of a high crime neighborhood in Las Vegas, USA.

PHOTO: FROM FILM "VEGAS VIKINGS".

Christian from Norway wins multiple awards with USA documentary

AWARD WINNING VIKING

Christian Schoyen's documentary about improving the living conditions for children in the troubled neighborhoods of Las Vegas has been noticed.

JOURNALIST OYVIND MO LARSEN
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The 49 year old from Norway is behind a film that shows how volunteer organizations and individuals joined forces with the ultimate goal to improve the conditions for children living in the most poverty stricken and dangerous community in Las Vegas; Sierra Oeste.

- The success of the project is all due to a collaborative effort by the local community, says Schoyen. He is behind the initiative as well as has been the project director, in addition to documenting everything in the film: "Vegas Vikings - The 21 Day Challenge".

Has won several awards
The documentary film has clearly been noticed since its initial release in November 2014:

- Winner of "Best Nevada Film" at the Nevada International Film festival.
- Winner of "Best Documenta-

ary" at Mexico International Film Festival.

- Winner of "Best Documentary" at Honolulu Film Awards.
- Winner of "Best Documentary" at Miami Independent Film Festival.

- Nominated in the category "Best Directing" and "Best Editing" at St. Tropez International Film Festival.

In addition the film is "official selection" at the Los Angeles Independent Film Festival and Vegas Indie Film Fest.

Going into several cities
-What happens next with the film and the project?

- I have been contacted by the top level of several of the organizations which participated in the Las Vegas project, including the Guardian Angels, which is a world wide organization. Guardian Angels is interested in a wide roll-out of the concept in several US cities, thereby it will be a phase 2 of this project, says Schoyen to Romerikes Blad.

- The film is according to plan to be screened in Baltimore, Detroit and Cleveland, where I will conduct interviews with local community leaders and the residents living in the struggling neighborhoods. Everything is being filmed and documented, so there will be a "Vegas Vikings 2".

★ ★ VEGAS VIKINGS ★ ★

21 DAY CHALLENGE

HOW TO TURN AROUND LOW INCOME COMMUNITIES

WINNER

2014

WINNER

2015

WINNER

2015

WINNER

2015

PROVEN 10 STEP GUIDE
FOR US CITY OFFICIALS

"Coming together is a beginning,
staying together is progress,
and working together is success."

- Henry Ford

OTHER CITIES: Christian's blue print which was implemented in Las Vegas, will next be also brought to other struggling neighborhoods throughout the US.

- In addition there is a US theatrical movie premier of Vegas Vikings which takes place on October 2nd in Los Angeles, concludes Schoyen.

There has been many requests from city officials around the country. This has resulted in me putting the entire Vegas Vikings documentary for free for everyone to watch on YouTube.

Satisfying

-What does this success means for you personally?

- The film and the project itself has achieved such positive recognition, and for me personally it is very rewarding to know that this collective initiative in Nevada has created lasting impacts for those living in Las Vegas. It also means a lot to me that the blue print will be implemented in also other US cities.

Schoyen has been back in the

US to review the sustainability of the project in Sierra Oeste.

- The community is totally "revitalized" and presents itself as a brand new neighborhood. There has been a sustainable 75% reduction in violent crime since the completion of the neighborhood rescue project 9 months earlier.

- These documentable results have been included in the revised edition of the documentary.

FACTS

- Christian Schoyen (49) from Norway has been behind the initiative and project director for a unique "neighborhood rescue" project to improve childrens living conditions in the most dangerous part of Las Vegas.
- The entire project was documented in the film "Vegas Vikings - The 21 day challenge".
- The documentary has received several awards at film festivals in the US.
- Schoyen has screened the film for large Norwegian corporations and non-profit organizations.
- Schoyen's job in the corporate world is retaining talent and building winning teams, as a corporate headhunter.
- The strong care and empathy for others has been a strong part of Schoyen ever since his African-American Studies in the US when he was 22 years old.
- There is extensive work with new neighborhood rescue projects, and the new documentary film: "Vegas Vikings 2".

P R E S S

I like to see a man proud of the place in which he lives. I like to see a man live so that his place will be proud of him.

- Abraham Lincoln

Viking methodology in neighborhood rescue

The framework used in the 10-step neighborhood rescue system was built around the ancient Nordic Viking principles, which are equally relevant to any person in any country. To have a Viking mindset or spirit is not linked to ethnic origin or where you are born, but to a way of life. When teaching and applying the Viking principles in a neighborhood rescue, it serves as good icebreaker with children. With adults, I like to share my own story from childhood. My father grandfather, who had a great sense of humor, told me in secret that I was directly related in bloodline to Harald Haarfagre, who was a famous Viking King. He further confided that this should be “our secret”. Being 10 years old and feeling very special it took me only a day before I could no longer withhold this secret and proudly told my classmates. The teacher of the class overheard this and announced to the entire class, “*Christian is a descendent of the famous Viking King*”, she paused, and then the punch line came; “*and so is the rest of the class*”, which made everyone, except me laugh. She continued: “*To be a Viking has nothing to do with heritage, as what the Vikings believed. It was a way of fearlessly living life, regardless of your family tree. It would determine if you were going to Valhalla in the afterlife. The actions you take in life would be the determining factor. With this anybody regardless of race, or where they originate from can be a Viking, as it is defined by how you live your life, not your skin color, social status or where you come from.*”

“Do you want to know who you are?

Don’t ask! ACT”

Action will delineate and define you.”

- Thomas Jefferson

It’s difficult to get through to the residents when their “defense wall” is at the highest

To fix the broken relationships between the low-income Black and Hispanic neighborhoods and the police is, as everyone knows, difficult. Equally difficult is getting the message of wanting to help through to the residents when their “defense wall” is at its highest. Trust can hardly be any lower within these communities. Despite the activities being geared towards helping the children, many of the young children share the suspicion, which has been passed on by their own parents and community. All they can relate to is what they see and hear, and law enforcement unfortunately represents to them an often-negative image. This is also why this manual emphasizes on rebuilding the trust between the community and local police,



so instead of the current alienation between the two groups, there needs to be a positive partnership, which is key. Trust is a necessary factor for success, as without it no neighborhood can be turned around. The Viking approach is an enabler in the rescue process and something that is often met with openness, as there is no preconceived notion to it. I can safely say that without the Viking approach used in the case study conducted in Las Vegas, success would have been impossible. Some of the key reasons it works to use this framework are:

- The Viking principles are universal and equally valid to everyone
- The Vikings represents an entity without any negative preconceived notion about it, which makes people lower their “guard”.
- In presentation form, children enjoy Viking storytelling
- The Viking outfits are met with great interest by the children and the community
- The Viking approach fosters a brand new way of thinking that people understand

On a personal level, when first taking on this project and mission 10 years earlier I knew that when attempting rescue missions within the struggling low-income ethnic communities a brand new approach was needed as nobody before had succeeded. It would not only be about creating a 10-step method based on best practice methods or only about the strategy of focusing on select communities within certain geographical perimeters but also centers around uniting all key organizations and police as one cohesive entity, which would work as ONE. Equally important is that it all had to take place within an ideological belief system which represented a holistic way of thinking to all group members, children, residents and everyone wanting to

The Vegas Viking Lodge with their ship and Viking gear was key in getting through to the children.

It is essential to rebuild the trust between the community and the local police

participate in the greatest rescue mission of all time in America. Personally I was born and raised with the Viking mentality, which is why it was not even a question to go across the planet to set out on this mission. Since early youth I was made aware by my own grandfather that there were four traits that made the Vikings undefeatable and they had to be followed and nurtured at all times.

The traits are: • **Imagination** • **Vision** • **Collaboration** • **Fearlessness**

The symbolism,
with the Viking
Valknut sign used
throughout the
project.



In the context of history these four core traits are timeless, universal and represent the characteristics of a modern true hero, as well as determines the success of a neighborhood rescue. When everyone commits to these principles, success follows. With the first discovery of America more than 1000 years ago by Leif Erikson, who with his 35 men sailed across the uncharted oceans, signifies an enormous amount of imagination to even dare to think of something of such magnitude. Secondly, it represents a vision, as without it there is nothing to strive towards. Further, no

matter how great of a Viking Leif Erikson was, he was successful because he worked with his team of 35 men, who in a collaborative effort together achieved the victory. And finally, fearlessness was essential to even dare to take on their mission into the unknown, not knowing if they would return, as there were no guarantee if they would even survive. On the ship that they sailed on across the vast oceans, the symbol of Valhalla was carved into the wood. This reminded them, in times of uncertainty, that they were protected by a higher power, which in advance had set a time for their afterlife and how they departed this world would determine their next life in Valhalla. This place was only for the few who had earned it. It was this ideology that made the Vikings historic and feared around the world. Despite being few in numbers, nothing would stop them, as their belief system made them strategically superior and their mindset was free of limitations and fear. Everything was possible. To children in



the struggling low-income communities, such stories, when seen in context of real Viking outfits, were of great interest to them. I noticed this both during school visits as well as within the communities themselves. Even the teenagers were excited and wanted to learn more about this new “other world”, which represented “new role models”. As story telling has been proven to be what works in education, this was the approach I introduced every chance I had. This would range from introducing the official Leif Erikson Day of Las Vegas, October 9th with the Mayor at City Hall, where I presented the story of Leif and his men to a drawing competition for all children that included having them connect the four Viking traits to their drawings. The connection to the Viking traits was a way to nurture this mindset in the children. This competition was the reason for later knocking on the doors of the residents in the struggling neighborhoods, which was key to gain their trust. When I did school trips together with the local Viking Lodge and when I presented the local role models

Conducting school trips in conjunction with the Leif Erikson Drawing Competition. Sons of Norway Vegas Viking Lodge represented by Rick Senzig, Christian Schoyen and Lodge president Bob Sturgeon.



Together with the Vegas Viking Lodge members I visited elementary schools in Clark County to teach Viking history, including the core Viking traits.

on a talk show on TV I created, it gave me an opportunity to get to know the local heroes taking part in the neighborhood rescue and also as a result, build trust. I chose the participants, meaning the heroes on the basis of them possessing the four key Viking traits. With this they were presented as the modern Vikings of our time, which is how I introduced them to the city and then re-emphasized their traits during the Hometown Heroes Leif Erikson Awards. The awards were created to honor and unite them, leading up to the big task at hand of turning around the struggling community in Las Vegas. Without the Viking theme, having a Viking Day for the city, the drawing competition, the heroes, the TV show presenting them, and the Viking awards there would never had been a Sierra Oeste turn around. In the case of validating the 10-step system for neighborhood rescue it was never based on luck, as every piece of the puzzle was long beforehand planned out, which I knew would lead to the success that would follow. Even in the context of press, which is essential in order to increase awareness to the public and is further explained in the chapter about press, when competing with hundreds of other news stories one has to stand out. This is the case when a Viking ship, followed by hundreds of people, led by a dozen people dressed as Vikings venture into the struggling communities to rescue those in need. This greatly helped to make every major TV network interested in covering what was done in Las Vegas and will trigger the same reaction in the other cities in America.

Extreme situations, such as the forsaken low-income ethnic neighborhoods, with its close to 9 million innocent children with a marginal chance of success in their lifetime requires extreme measures which truly works like the Viking method does. As mentioned in the introduction of this manual, what is presented here are methods that do work and are formula based and can be duplicated to any community. I personally know if I can work full time running a successful international headhunting company 70 hours a week and still travel myself across the planet to a random city to rapidly build a network from scratch, recruit a winning rescue team, implement my 10-step system, and 21 field days later succeed at turning around the most dangerous community in the city, then I or somebody else can easily do this a 100 times over throughout America. My motto is simple; *"words without action is only poetry"*. The key ingredients are the aforementioned Viking traits, which consist of believing the grand goal is actually possible and having the specific "vision" to battle the communities in the country with the highest crime rates. This goal is made possible due to *a collaborative effort* of likeminded people (as the success will never be linked to one person, but always a group) as well as the *element of fearlessness*, as one puts oneself in danger in the quest of making the world a better place. With this, one serves a purpose greater than oneself and is a key person in changing history, as well as creating a worthwhile legacy.

The four key Viking events, which I had to execute to first gain the trust within the "Las Vegas" community in order to successfully, create the set-up of the framework, and to be able to recruit the team for the Sierra Oeste project were:

1. JOIN GROUP

I became a *member of Vegas Vikings Lodge – Sons of Norway*, which also gave me a platform to work from, as this group's beliefs were aligned with my own.





2. INTRODUCE A SHARED VISION

At City Hall with Las Vegas Mayor Carolyn Goodman and the Vegas Lodge I made October 9th the official *Leif Erikson day* of Las Vegas, in conjunction with arranging a drawing competition for children in the Southern Nevada, to foster the positive 4 core Viking traits.





3. GET TO KNOW THE HEROES

I proposed the idea to the local TV station KCLV of doing the Hometown Heroes TV Show, to introduce to the city, the heroes, who are the modern day Vikings of the city and possessed the four core Viking traits. This also enabled me to get to personally know each one.



AWARDS PROGRAMS

- 19:00 - 19:15** *Eat and Greet*
- 19:15 - 19:25** *Welcome by Hometown Heroes Host
Christian Schoyen*
- 19:25 - 19:35** *Main speaker Steve Sisolak,
Chair, Clark County Commission*
- 19:35 - 19:40** *Leif Erikson Day and Viking Spirit by Erik Pappa,
President of Vegas Viking Lodge Sons of Norway*
- 19:40 - 19:50** *Viking Film*
- 19:50 – 20:30** *Awards presentation*

HOMETOWN HEROES LEIF ERIKSON AWARD

Patrick C. Burke
"Outstanding Bravery Risking His Life for Fellow Nevadans"

Gina Greisen
"Changed the Future for All Animals in Nevada"

Barbara Kenig
"Touched the Lives of 100,000 Nevadans"

Manda Kristof
"Fed Her Hungry Students and Behind Scholastic Record"

Karen Layne
"Brought 911 to Las Vegas"

Julie Murray
"Fed 100,000 Starving Nevadans"

Fred Shultz
"Saved 10,000 Children in Nevada"

Linda Smith
"Raised Over \$100 Million for Nevadans with Intellectual Disabilities"

Mary Vail
"Provided Food and Shelter to Over 3,000 Nevadans"

LEIF ERIKSON "VIKING OF HONOR"

LIFETIME AWARD

Las Vegas Metropolitan Police Department

Lt. John Pelletier
"For putting their lives on the line, to make Las Vegas safe"

HOMETOWN HEROES APPRECIATION AWARD

Award given to three special recipients who made Hometown Heroes possible.

20:30 – 20:40 *Closing and photo-opt with all award recipients
together with Host Christian Schoyen and
Leif Erikson*

20:40 *END*



4. UNITE THE HEROES

The fourth and final pre-Sierra Oeste step was to unite the local heroes, the ones interviewed, at the awards event created (Hometown Heroes Leif Erikson Awards), which was done in conjunction with the Leif Erikson Day. At this event, the heroes were honored with emphasis on their four traits and the goal of uniting them for their task at hand, which led to the rescue of the most dangerous community in Las Vegas.



SUMMARY:

- Framework of the 10-Step system is built around Nordic Viking Principles
- Viking principles are universal and equally valid to everyone
- Four Key Viking traits are: Imagination, Vision, Collaboration, and Fearlessness
- Utilizing the imagery of Vikings along with their way of life has proven to be instrumental in engaging children.

Collaboration

To succeed in turning around entire neighborhoods requires partnerships and a great deal of collaboration, as the task is too great for one person or entity alone. The Las Vegas project was successful as a result of the many unique individuals and organizations that were involved in the turnaround of Sierra Oeste.



The Las Vegas group represented by the local police department, community leaders, 15 non-profit organizations and myself as the project director and facilitator; discussing strategy, status, what has been achieved and what is next.

Whether it is for a community or a company, collaboration is everything; as best said once by Apple's founder Steve Jobs: *"Great things in business are never done by one person. They are done by a team of people."* It's all about individuals and organizations coming together for a shared goal, which can only be achieved by the efforts of the group. From personally working over two decades in the corporate world, every successful company I have ever encountered achieved their greatness as a result of extraordinary people working together in a setting which required the ego and indifferences to be put aside for the greater goal. The same was valid in the project taking place over 21 days in Las Vegas where everyone united for the single goal of turning around the struggling ethnic community of Sierra Oeste. When egos are put aside, the group dynamics work perfectly in almost all cases, as if all the individuals become one; "Strength Through Unity". This is when collaboration works at its very best. In such a setting it implies giving others credit, even for their own ideas and efforts, as the only thing that matters is the commitment from everyone to achieve the greater goal of helping the children and their pets.

It is not a question of "if" the neighborhoods can be turned around, but rather if people's ability to work well together. Collaboration, which is the heart center, has many factors weighing in as is outlined in the chapters for "team structure" and

“facilitator”. Collaboration is a key element that carries through all the 10 steps and it is the foundation for everything else. As with team sport victories, when asked what was the key contributing element resulting in triumph, the answer will be: ‘It all clicked, everyone gave it their best, and the dynamics of the team were excellent’. When the dynamics work, then everyone automatically gives it their best. And it is always a result of the sacrifice for the team, the greater good, as is also the same for a neighborhood turn-around. The success can therefore never pertain to just one individual or organization; if so, it is the ego kicking in, which is the preventer for any continued success or progress. When collaboration is maximized, there is absolutely no reason as to why the ethnic communities cannot be turned around in every city throughout America. On the basis of recruiting the right partners for the rescue team, they need to be willing to sacrifice the required time to see the project through, as was done in Las Vegas. It is an extraordinary experience to witness a team that sets the group’s mission as the ultimate goal. The positive energy arising from such a collaborative effort feeds even more energy into the group dynamic, and others on the outside end up joining the group as a result. When everyone works as one, this force becomes unstoppable and the positive quantifiable results take place rapidly, feeding even more of a winning momentum into the group. There is no greater reward or adrenaline rush than to experience the efforts of a group all come together to become maximized in order to achieve what others consider to be impossible.



Team effort. After the successful completion of the Las Vegas project the rescue team received the honorary award 'Recognition of Your Contribution to the Community' at City Hall from the Las Vegas Mayor Carolyn Goodman and the City Council

8 Key Rules for Maximum Collaboration

1. Each member and representative has an equal voice in each meeting.
2. Decisions are made on a democratic basis, majority rules, with one vote for each group.
3. Observers don't have a vote, nor can provide input unless invited to do so by the group.
4. Every member needs to make a valuable contribution, to avoid others feeling like they carry the group's efforts.
5. One member or organization cannot take away from another member's time, or opinion.
6. Every member is provided a set of assignments and targets.
7. Every meeting or event taking place is recorded on camera, including written documentation. Emails are stored and saved.
8. If one member exhibits resistance in being collaborative, does not collaborate at all or blocks the dynamics of the group, then this individual is to be removed immediately from the setting.

SUMMARY

- To be successful in transforming an entire neighborhood requires collaboration with multiple partners in order to be successful, as just one individual or organization is not able to succeed with such a task.
 - Ego has no place in a neighbor rescue project.
 - The 8 Key Rules are key to achieve maximum collaboration
-

21 Key Rules for Turnaround

There are a number of rules to be followed to increase the chances of success for a neighborhood rescue. Combined with my previous experience, I spent years before the Las Vegas case study in researching the best practice methods in not just America, but also overseas, which involved numerous in-the-field interviews to identify common patterns of what decides success or failure. Together with my ESR team, we created a complete diagnostic report to safeguard our success. To ensure that one stays on track, it is important to remember that the case always is, and needs to be greater than any individual or organization participating. Further, the premise must be that everything is possible.

It is important to acknowledge that the 21 field days are strictly for the initial turnaround. A considerable amount of time is spent in the preparation phase of the project and the key recruitments, which is the foundation for everything that follows. The reason for establishing a timeline is to make the plan rigid in regards to achievable milestones as well as to keep the team inspired and focused. In addition, everyone can commit to a foreseeable project, ensuring that the neighborhood rescue does not also negatively interfere with daily personal tasks.

It is important during the project that the only thing that matters is the project goals and the progress of the initiatives. Inherent in most humans is the need of feeling important, therefore praise and positivity are always important. There is no room for criticism in a team working to achieve a neighborhood rescue. It helps if the facilitator plants ideas for the team to work with. The idea is to not take credit, but to always make progress and achieve the greater objective. In such a setting this means giving others credit, even for their own work and ideas when needed to enforce a strong commitment by all group members, as it is all about helping the children and their pets. Nothing is more important than this task. A strong facilitator therefore can never fall prey to the ego. My own background and skillset made me, almost in all situations, know what would happen next and thereby also influence the steps and progress towards the goals set.

It is also important to acknowledge that there are two different main parts of the project, which are divided into pre-post and post project. During the first main part, the approach is based on “force” and will not sustain without extreme measures and can also be considered the “non-organic” stage, as everything is artificially kept up. This can be compared to a person’s rapid weight loss, which is often achieved through a short-term extreme diet, so the loss is created by force. The bigger question is, can the weight loss be sustained or will the weight be gained back as sustaining a change like this requires permanent lifestyle changes. The same is valid for a neighborhood rescue, where you first through force and extreme measures create an ideal situation with the goal of eventually making the situation self-sustainable. The second, or post part of the turnaround, is often the most critical as true success is when the results are

The reason for establishing a timeline is to make the plan rigid in regards to achievable milestones as well as to keep the team inspired and focused

For a neighborhood rescue to succeed, you first need to apply a non-organic approach to create an ideal situation with the goal of eventually making the environment self sustainable (organic)

It is only with a long-term perspective with the goal of changing an "entire" community that real change can take place

lasting. To sustain the results it is of great importance to have excellent educational and support programs to be continued throughout the post project. Without this the embedded destructive behavioral patterns will return, bringing everything back to where it used to be resulting in a failed project. This usually happens as many of the participants in a given turnaround move into new jobs, careers, or they got what they needed politically out of the project. This is also why I created the 501 (C)(3) non-profit organization Neighborhood Rescue of America, to ensure that a responsible entity would not simply be involved in the initial turnaround, but also the post project, so that the lives and futures of the residents in the rescued neighborhoods would not fall solely on the goodwill of the participants and members of the initial turnaround. It is only with a long-term perspective that a project with the goal of changing an entire community can take place, as it needs to be about re-educating the residents in the long run, with the mindset that failure is never an option.

When going into a rescue operation or considering to take on this commitment please be aware of the following 21 key guidelines:

1. The facilitator should be an outsider – It is not recommended that any of the groups run the project, as it will make the balance uneven in reference to the other participants. More information on this on Page 98 (Step 1: Why is it critical to first recruit the facilitator).
2. No single group should claim success. This is a normal human trait by the ego, which causes the project to derail or after completion never to be repeated again. An outside facilitator can help to prevent this. Everyone has to be credited equally, regardless of where the ideas originated.
3. Have a clear timeline with specific goals to be achieved and tasks to be given each member.
4. Always give people the opportunity to take ownership with the tasks they participate in.
5. Avoid bureaucracy. The group needs to operate fast and swiftly. Do not lean on government funding or approvals, but rather on private funding.
6. Everything, including each meeting, needs to be filmed. This is to document the success, as well to avoid any miss-communication that could take place.
7. Frequent meetings, preferably either monthly or bi-monthly where attendance is recorded. A document sharing the overall goal and mission statement along with weekly team member achievements should be shared with the team. It is important to determine the next task to be achieved before the next meeting by each member, with specific timelines.
8. At start of the project it is important to get information on who has worked in the low-income community previously, what has worked, what has failed and why, along with initiatives that have taken place, and time periods.
9. For Press – The facilitator should be the spokesperson. If another group or entity speaks to the press, there is a high risk that they will take credit for the entire project and not mention the other group members.
10. The size of group should be limited to a recommended maximum number of 10

key leaders, which should include a dedicated key property owner. The group members should be carefully chosen for their track record, current position and profile (see the chapter on recruiting members).

11. Clarity on what each member has to gain from participating (i.e.: positive press, who lives in the location to be fixed, who has a chance to promote their cause/ organization, prestige of being a member of a key group, promotions and raise in salary where they work.) Ensure to note who is on salary for being there, and who is not. These are important elements in understanding who everyone is.
12. Avoid conflict. The mission needs to be greater than anyone's ego or personal agenda; so all focus should be on the goal, with the mindset to reach the objectives according to the timeline. If conflict happens with individuals outside of the group or entities, it is usually due to misunderstandings and needs to be addressed and fixed on the spot to secure the speed of the project.
13. Use democratic votes and give everyone at each meeting the opportunity to share their input. Avoid politics, as the only thing that matters is the success of the project. One vote for each group or key member represented.
14. Monitor all monthly statistics of the various crime categories for the community and observe the progress made, which also should be tied to the economic impact.
15. Never let judgment towards the residents in the low-income community take place.
16. Create an external presentation with a brief background of each member of the group, particularly if a website is created.
17. Early on in the project, gain support from the residents, build trust with them, and follow up. Keep in touch with them throughout the project to get their feedback. This should also be filmed.
18. From Day 1 there should be a testimonial by each member on camera of their specific task to be achieved and the timeline, which should be quantifiable. At the end of the project, a final recording should take place where they state how they did, including positive results the project received.
19. Early on in the project, obtain information on the breakdown of the community, ethnicity, age groups, children (ages), male/female, plus also get info on the specific repeat criminals of the community. Find out who they are, how much of the total Cost of Crime they are responsible for and if they have children, where they live etc.
20. Use an online Collaboration Technology System if possible, where tasks are set and recorded, together with all emails and documents within the group to create transparency.
21. Create a clear plan for Phase 2 of the project. After the larger group has accomplished the turn around, determine which select group members should stay on to ensure sustainability of the progress made. In the case of Sierra Oeste, the local police and local church were the ones to ensure the progress continues.

System requirements & documentation

BY FUTURIST AND BUSINESS INTELLIGENCE EXPERT
NILS RASMUSSEN

Definition - Collaborative software or groupware is application software designed to help people involved in a common task to achieve their goals. One of the earliest definitions of collaborative software is 'intentional group processes plus software to support them.'

It is recommended that the control system to be used throughout the neighborhood rescue resides on a cloud-based collaboration technology for anywhere, anytime access. This technology should be used as an enabler to drive the project forward and also aim at creating transparency and fostering collaboration, while preventing any form of miscommunication. Such a system will also hold all information related to the project; including the master plan, press attained, video clips from testimonials, recorded sessions from meetings, the attendance ledger for each meeting, and all email correspondence relating to the project. Everything from budgets to emails and statistics will be in the centralized collaboration system that is organized and easily accessible.

A modern, cloud-based collaboration solution offers features like:

- Discussion groups (e.g. one group per event in the neighborhood rescue project)
- Email alerts when new posts are entered into a group (e.g. a team member enters an important notification, and all members of that group will be notified by email)
- Profiles with contact information and picture of each team member in the neighborhood rescue project makes it easy to see who has what expertise and to contact people when needed.
- Attachments allow team members to upload documents, video, etc.

So what are the ultimate high-level benefits of using a modern collaboration solution? *Research published by the Harvard Business School found that 85% of executive teams spend less than 1 hour per month discussing strategy and that only 5% of employees understand the organization's strategy.*

The first statistic is perhaps not so surprising. The second statistic however is truly shocking and begs the question, *'what plans are the rest of the people, (95%), working towards?'* With a good system in place it means it will have a strong positive impact on securing a full focus on the main strategy and goal of turning around the targeted neighborhoods.

WHY IS THE EXECUTION OF STRATEGY SO IMPORTANT?

“Less than 10% of strategies effectively formulated are effectively executed”

Fortune Magazine

Volunteer organizations, like Neighborhood Rescue, have less resources and less time than a company, and need to use collaboration technologies to minimize the risk of suffering the same inefficiencies that the above statistics are causing in the corporate world.

When a new neighborhood rescue project is started, the first activity that takes place is to set up a new site in the collaboration tool, send email invitations to the first team members inviting them into the collaboration portal so they can set up their profiles, and then to create the first discussion groups to start sharing project calendars, ideas and potential strategies.

This needs to be the same for every neighborhood rescue to ensure its success and for later use. Within a project everything needs to be continuously tracked and monitored, as it has been proven to increase efficiency. In the business world, productivity has shown to increase by as much as 25%. The goal of Neighborhood Rescue of America will include multiple cities and chapters, a centralized system with decentralized functionalities which are inter-connected to enable a reporting process and facilitates progress. On a grander scale it will provide the opportunity to learn from each other as well as to collaborate cross functionally when needed.

With a system, it is easier to integrate the project's vision and enforce it as all activities within the collaboration software are linked. It also helps to decide on what necessary steps one is required to take to get to the future goal when working backwards. When using the collaboration software, it is easy to pinpoint what went wrong when results are not as expected, due to the information being recorded throughout the process for further analysis, and vice versa. In the marketplace there are several good collaboration software solutions. My own technology company created PowerCollaboration, which also was used in conjunction with the Las Vegas project and Neighborhood Rescue of America, and proved to be very effective. There are additional software options which can be found through an Internet search using keywords such as “best in test collaboration software.” Many offer trial periods to test their solutions and their offerings are usually cloud based so nothing needs to be installed and maintained locally.

Due to the great importance of having good collaboration software in place, it is highly recommended that you benchmark the different solutions. Test them with

your own processes, and look up reviews. Some popular examples of collaboration software include Highfive, Box, Samepage, and Asana.

It is important for residents to take ownership of their communities by taking active roles to help improve their surroundings

Another key factor, and perhaps the most important is involvement from those within the community itself. It is important for residents of these neighborhoods to take ownership of their communities by taking active roles to help improve their surroundings. There are simple ways to do this and the first is by setting up a neighborhood watch. Neighborhood watch groups can be facilitated through social networking sites including Facebook and nextdoor.com. Facebook gives users the ability to set up private groups for communities where people can share information, set up community events, and ask for help. Nextdoor.com is a website set up specifically for neighborhoods where people can share information, set up events, and ask for help in a similar way that you're able to do in Facebook groups. Nextdoor.com offers a specific section where users can post information related to crime and safety. These are simple ways for neighbors to stay connected and share information in real time to help keep each other and the children safe.

SUMMARY:

- Cloud based collaboration software is key for a rescue project team to ensure transparency and keeping all members aligned with the objectives and targets.
 - It is utterly critical that the residents within the target community end up taking ownership of their community. Ways to ignite participation could be through initiatives such as Neighborhood Watch Groups, etc.
-

Post-project contingency plan

After the initial turn-around is in place, which is called Pre-post, it is of utter importance that there is a well thought out post project contingency plan in place. The reason, why most community projects fail is due to the lack of a good contingency plan. The biggest challenge is the initial turnaround (Phase 1), but this does not mean the job is done. The only true measure is that the progress is sustainable. If there is no follow up regarding measures for success then it is certain that the entire neighborhood turnaround will return to the previously destructive ways, bringing with it high crime. Human behavior is difficult to alter, which is why continuing the programs involved in making a change is crucial. From neighbors, community partners, and volunteers to law enforcement and corporate sponsors, there needs to be a bridge of communication and interaction in order to maintain progress. It is important for those involved to have a sense of ownership and a desire to make the world a better place. This why the facilitator's job is critical as s/he is responsible for not only what takes place in Phase 1, but also onwards. The activities can wind down a notch, but the strategy needs to remain clear, which is to ensure that new crime statistics remain low and the programs create the desired long-term results. The true success can be then measured in the number of people within the community making positive life changes, as true rehabilitation is not just about a new community surfacing with less crime, due to the residents moving out, but from each person receiving the necessary support.

The reason why most community projects fail is due to the lack of a good contingency plan

In the post rescue phase, the key elements are that the neighborhood has been empowered from within and have been able to take their neighborhood back again. To ensure it stays this way, there needs to be a strong community spirit first and foremost, along with an internal desire to retain the success. The homeowner's representative needs to make sure that everything stays nice and clean, to avoid what is known as the broken windows theory; which suggests that signals of urban disorder and vandalism lead to additional crime within a community. The theory endorses the monitoring and maintenance of urban environments to prevent crimes including vandalism or public drinking as a means to enforce order and lawfulness to prevent more serious crimes from occurring. Additional measures that can be taken include setting up a community watch, that everything works at all times in regards to cameras and street lights; and that patrol cars (police or private patrol) are present during the hours when crime is more likely to take place. Holiday events including Christmas, Easter, and Fourth of July should continue to maintain the community spirit; and churches can be an important participant. As animals are at a higher risk of being victims in the low-income ethnic communities, the programs

It is a key element that the neighborhood has been empowered from within

There needs to be programs in place to stop alcohol and narcotic abuse as violence and crime often occur when people are under the influence

need to continue, including free supplies and vaccines and/or nurturing programs. To assist in breaking the cycle, a cornerstone is having mentorship and after school programs to re-educate the children. Finally, there needs to be programs in place to stop alcohol and narcotic abuse as violence and crime often occur when people are under the influence. For the adults the focus needs to be on the re-training of skills and job coaching to facilitate a successful re-entry into the job market. All in all, for the success to continue the measures needs to remain to avoid the new patterns from being broken. As a result, the children will, for the first time, have a real chance of success in life. Also an ultimate goal is to recruit volunteers from within the community for other future rescue projects.

The risk of fall back is another reason I created the non-profit Neighborhood Rescue of America. One of the goals is to provide seminars for training law enforcement and community leaders to ensure the successful turnaround is maintained. This way an entity is established to ensure the sustainability of the Neighborhood Rescue initiatives. This is critical in order to achieve the butterfly effect, which means others will copy either all methods applied, or parts of it leading to many more people being helped. In the Las Vegas project, the great Las Vegas Police Department took on the responsibility with the homeowners and local church for the post project. When I went to revisit almost a year later, their efforts and dedication had paid off as the great statistics had been maintained. For the other cities where Neighborhood Rescue of America establishes chapters and takes on a turnaround, the non-profit will also take the responsibility for the contingency phase and continue using the collaboration technologies software to run the project in addition to maintaining a log of the statistics.

SUMMARY:

- Having post project contingency plans in place is very important after the initial turnaround as one of the main reasons most community projects fail is because this is missing.
 - Consistent measurements, post a turnaround, is important to ensure that the change is sustained.
 - Ongoing bridge of communication and involvement within the community is key to sustainability.
 - After School programs and mentorships are key in the re-education of the children
 - Programs need to be in place for Alcohol and Narcotic abuse prevention
 - For Adults, there needs to be re-training of skills and job market coaching.
-

Volunteerism

Embedded in the fabric of American culture is the spirit of volunteerism. It is the responsibility of every citizen to give back to his or her community. Some say that volunteer labor is the biggest economic force in the country. According to the national non-profit Independent Sector and www.volunteeringamerica.gov, about 62.8 million Americans, or 1 out of 4 adults, gave a total of 7.9 billion hours of volunteer service in 2014. This amounted to a total of \$184 billion worth of labor. In addition, statistics show that 50% of residents donate \$25 or more to charity each year. This is a testament to the deep commitment of Americans to their communities, and the possibility of people to unite based on a common goal of helping to transform struggling neighborhoods and strengthen developing communities. The will and spirit are already there. All we need to do is channel that energy in the right direction.

Volunteers are driven by the strong will to do good



Unfortunately, in many low-income minority communities, the spirit is lacking. When driving and walking through these communities you often see trash, graffiti and few signs of respect for ownership. In every city, there are brave individuals who go into these poverty-stricken corners of their cities, without pay or any personal incentive, but due to a strong internal desire to make a difference. The spirit of helping communities is in their blood. The focus for the Las Vegas project was in recruiting these types of people; people who possessed the traditional American spirit of generosity and helpfulness. These extraordinary individuals that I encountered are

Together with Julie Murray I lead the parade of police cars and Vikings ship into the low-income high crime community of Sierra Oeste

the only reason that cities do not fall into deeper trouble. They are non-political, driven not by a party or an ideology, but instead by their strong will to succeed. Inevitably, these kinds of heroes always do.

There are numerous examples of such individuals from my journey. No matter how grim the situation may look, people can always summon their inner will, tap into community spirit, and create major change. The legacies of each of these individuals will last beyond their time, because their actions were born from the volunteering spirit of volunteerism within them and not from monetary or political aspiration. They simply wanted to make Las Vegas and America a better place. In addition to those who worked on the Las Vegas rescue project, I met a number of extraordinary people who were able to join the rescue team. Some of these people were: Matt Cox of Never Give Up and Matt Kyle of Big Brothers Big Sisters of Nevada. The Sons of Norway Vegas Vikings Lodge, including Erik Pappa, Bob Surgon, and Lollo Sivert, as well as the other lodge members were all fundamental to our success. They worked tirelessly year after year on a pro-bono basis to preserve the cultural Viking heritage and its core values, in addition to actively helping those in need in their community.

The entire Las Vegas Sierra Oeste Neighborhood Rescue was based on the unique community leaders who all shared a life of unselfishness and a willingness to donate years of their life to making a positive change in the lives of others, without anything to gain, as well as inhabiting the core Viking traits: Vision, Imagination, Collaboration and Fearlessness. Being a Viking is strictly about these qualities, which shapes someone's life plan. They all had a built-in volunteer spirit, which America is built on and the belief that with unity anything can be achieved. Combined with the 10-Step system I created, I knew that success was guaranteed. The success of this project and enhancing the future for countless children in low-income ethnic communities was possible thanks to the amazing inspirational people in Las Vegas, who all took time away for their busy schedule to work together and show what is truly possible. There are likeminded people in every city of America, which makes it possible to achieve the same great success in every state and city. Further, the residents are key within every rescue as it's all about empowering these communities from within to ensure that sustainability is created. Their volunteerism and commitment is essential. With the signs of transformation and success being a reality, it always inspires the community to participate as they see hope, which is the key trigger for the rescue project entering the organic stage, defined as being rebuilt from within.

SUMMARY:

- Traits to look for in a volunteer: Possesses the traditional American spirit of generosity and helpfulness. They are non-political, driven not by a party or an ideology, but instead by their strong will to succeed.
 - It is key to empower the communities from within to ensure sustainability.
-

Understanding behavioral patterns

(EXCERPTS FROM THE BOOK "CAN PEOPLE CHANGE" WRITTEN BY CHRISTIAN SCHOYEN, W BOOKS, US)

A key area of study for me for over three decades has been on the subject matter of race and inequality. To fully understand the struggles of the ethnic communities of America, one has to be able to go far beyond what is seen with the naked eye. To me this translates to the psychological factors that determine behavior. Without a comprehensive understanding of the reasons behind the destructive behavior within the low-income communities, it is not possible to successfully provide a sustainable solution in a neighborhood turnaround. It is important to first understand, in general terms, how we become the way we are and why. In order to rehabilitate the low-income ethnic communities, it is imperative to have an educational component that educates children and adults on these "how's" and "why's". In order to best conduct the work of a neighborhood rescue, all members have to possess an attitude of non-judgment. This state of non-prejudice can only be a reality if there is complete understanding of the psychological factors that are behind the current destructive status of "no-change" as reflected in the steady unchanged 4 million African-American children in poverty, a number which has been unchanged for the last 35 years. A similar bleak situation is evident for Hispanic children in low-income communities.

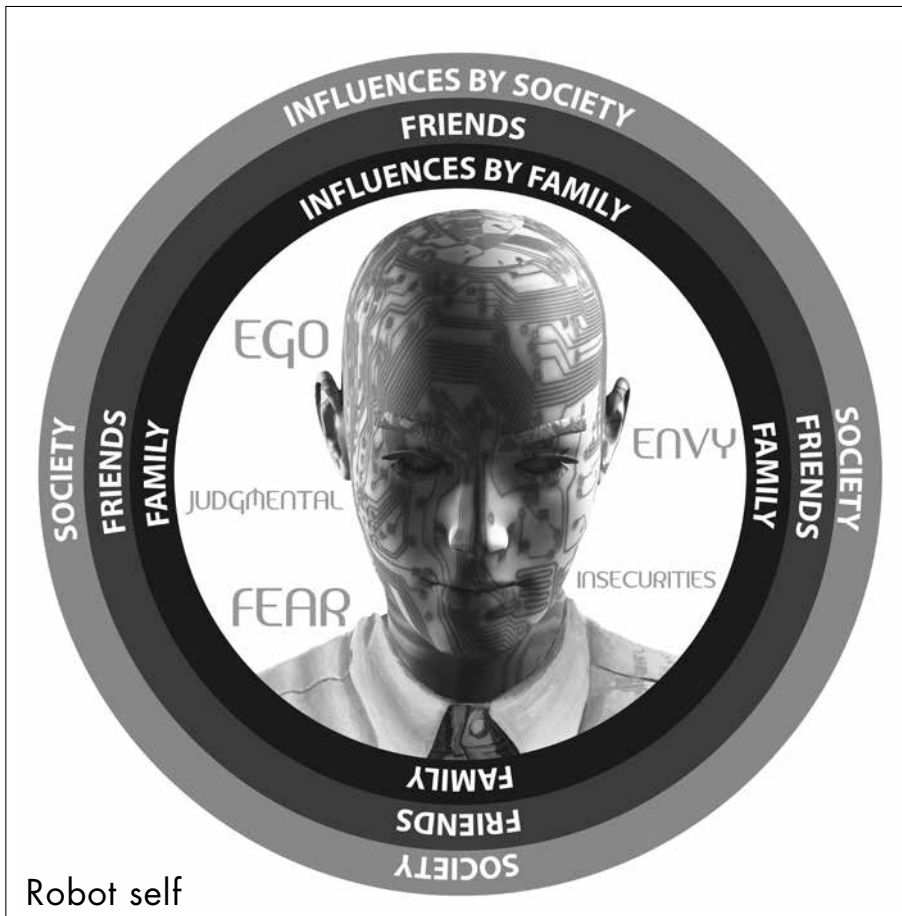
If we are all of same intelligence, then why does this gridlock situation exist for the unfortunate victims of the ethnic neighborhoods of America? This was the question that made me gravitate towards a journey that started close to 40 years ago in Orlando Florida. In 1988 I enrolled in the African-American studies department at California State University, Northridge, where I for the first time learned about the so-called "bubble of reality". The idea explained everything to me, which is based on the behavioral theories of the father of modern psychology; Carl Jung. He emphasized the core belief that all people are of equal intelligence and that limiting or self-destructive behavior is not one's own fault, but the result of conditioning (programming) that in almost all cases takes place without people realizing it. Further, at the starting point in life everyone is the same, but as conditioning takes hold everything changes in ways that are very unfair to many.

The easiest way to understand behavior is to compare the human brain to a computer. At birth each human being is connected to their true self (the main server) through their brain (hard drive). From that moment on, input is received from outside sources—parents, siblings, family members, society, television, radio, music, educators, books, friends, loved ones . . . on and on it goes. Each of these

There has been a status of "marginal change" in the low-income African-American community. This is reflected in the unchanged number of 4 million children in poverty, which has been the same for the last 35 years

All people are of equal intelligence and self destructive behavior is the result of conditioning (programming)

influences is like a software program being downloaded onto the hard drives of people, changing their original operating system and almost always disconnecting them from their true selves. Slowly it happens without anyone's agreement or knowledge and gradually we are separated from our original programming and unlimited potential. Instead of using the gifts of our true self in passionate pursuits that will bring us personal joy and fulfillment while we are also being of service to others and society as a whole, we operate more and more in obedient compliance to the software that is the will of society. Worse yet, during the process, most people are exposed to negative influences (viruses) that have an even more dramatic effect on their original operating system, leading them even further astray. It's not your fault that you've been programmed by all the influences in your life from birth until this moment and are essentially now living as a robot. After all, like a computer with new software, once certain information is downloaded into your brain, a given sequence of actions automatically occurs. In this program some receive good software that propel them to a life of boundless success, and for the children in low-income ethnic communities they are not as fortunate as they receive the "bad software".



Every person operates from two minds: the conscious mind and the subconscious mind. Whenever you are aware of what you are doing or want to do it's your conscious mind at work. The subconscious mind is where all your beliefs and memories are stored, which generate your emotions and unconscious actions. The subconscious mind is already programmed and set for 85% of us before we reach adulthood. And society's indoctrination—which is held in the subconscious mind—continues even when we are adults.

Subconscious—the hidden layers of the bubble, and the ego is the force that keeps the bubble together, preventing change from taking place.

Everyone's persona is shaped by the culture they are born into, which cannot be avoided any more than inheriting traits from our forebears. We are so influenced by our culture and our need to belong within it, that we accept it as "truth," which creates our colored perception of reality. Carl Jung's statement, "*Your outer world is merely a reflection of your inner world,*" explains how one's life is merely a reflection of their state of mind. When entering a low-income community, which is not well taken care of with trash floating around, it is possible to draw the conclusions as to what frame of mind is behind it. Everything we encounter, whether it is an event, an object, or a person, is interpreted based on predetermined assumptions that have been programmed into us. Although it may sound as though our assumptions are somehow force-fed into our thoughts and perceptions, our programming takes place quite naturally in the process of growing up, as these beliefs are reinforced at every turn and dictate how we experience everything in life. And since almost everyone around us shares the same beliefs, we don't even recognize the powerful influence they have on us. The programming of our individual bubble of reality that controls our thoughts and actions produces our patterns of behavior, which are repeated over and over again, as also stated Carl Jung; *Human behavior is not random, but predictable and classifiable.*

When viewing someone's life track, in almost all instances there is a repetition of behavior where after a certain age, people are more than likely on autopilot. This is best described with the idea that every person operates from two minds: their conscious mind and their subconscious mind (hidden programming). Whenever they understand what they are doing or realize what they need to do, their conscious mind is at work. "But consciousness is a small part of what the brain does, and it's a slave to everything that works beneath it," says Joseph LeDoux, a neuroscientist at New York University. What is working beneath the conscious mind is the subconscious mind, where all beliefs are stored—meaning layers of the bubble and memories, which then generate emotions and unconscious actions. According to LeDoux, much of what we "think" is really driven by our emotions. Every layer of the bubble is connected to emotions in its programming.

The subconscious mind is already programmed and set for 85% of us before we reach adulthood

Trash floating around in a low-income community is caused by behavior resulting from destructive conditioning, often taken place in formative years

Dark examples of when the emotions overrun logic are many; one example are racial riots. One I personally witnessed was in Los Angeles in 1992, where entire neighborhoods were burned to ground, as well as local stores robbed, and other crimes committed; all caused by residents living in the same community. There have been similar riots in Baltimore and around the country over the last few years. The same emotionally driven behavior can also be seen when people are intoxicated and tend to act in ways they otherwise would never do. In many ethnic low-income neighborhoods, drug and alcohol abuse are often linked to crime. In these instances the emotions, which are connected to the “bad software” causes extra bad behavior as the rational mind is no longer in control. This is when all the fears, anger, insecurities, rage, hate or other negative emotions start to roam causing great harm. With the goal to alter, shape and mold the young minds in the ethnic community, this has the greatest chance of success during the early years, when the slate is clean, as the subconscious mind is programmed and set for 85% of people before they reach adulthood. Therefore, once the programming, which comprises all the layers of the bubble, is in place, the walls of the bubble have become too thick to penetrate and people will be who they are, essentially unchanged forever. Even when change is attempted, the bubble protects itself from any deviation from one’s fixed programming and 99% of the time restores one’s mindset, behavior, or habits to the way they were before.

The forming and shaping of each person into who they are is a complex, systematic process that starts genetically while in their mother’s womb. Before birth, every person is surrounded by a protective bubble that contains the genetic memory of both of their parents and all of their ancestors, which contribute to the formation of the person’s core traits. While living in this isolated environment for many months, the influences of the outside world also begin to affect who a person will become. After birth, most people’s programming progresses in three stages:

STAGE 1 (0-12 Years)	STAGE 2 (13-18)	STAGE 3 (19-Death)
85% of reality layers of the bubble created	10% added to the reality layers of the bubble	5% added to the reality layers of bubble
Great chance of change/molding	Medium chance for change/molding	Low chance for change/molding
Most critical level	Medium critical level	Least critical level
Low degree of predictability	Medium degree of predictability	High degree of predictability
High degree of free will	Medium degree of free will	Low degree of free will

While growing from childhood to adolescence and then to adulthood, our individual bubbles of reality become thicker and thicker as we are being exposed to the thoughts, opinions, fears, values, and expectations of many sources outside of ourselves.

Eventually, each of us becomes a total of the thoughts and values of the outside influences we have been exposed to and absorbed. The 20th century philosopher and spiritual leader, Osho, in his book *Danger: Truth at Work: Accepting the Unknowable*, says, “*The child allows [external influences] for the simple reason that he does not know who he is going to become. Naturally he depends on his parents, elders: those who know better. And he is not aware that they don’t know better; they are in the same boat, as ignorant as the child. The only difference is the child is innocent...*” During this exposure, new layers are added to an individual’s bubble, one on another (like an onion). Regardless of whether or not something is factual or actually true, whatever one believes and accepts as the truth becomes one’s unchangeable reality. And when one’s truth is enclosed within their bubble of reality, it is likely to be unquestionably programmed into their framework of thought without their even knowing how it happened—which usually is not intentional, but a result of conditions or circumstances. When people don’t have questions, they’re not likely to be looking for answers. When reality is perceived as completely “known,” no investigation seems to be needed. We live our daily lives at face value and rarely look beneath the surface. Children mimic their parents’ insecurities, reinforcing Jung’s belief: *Children learn by what parents do, not say*. The bubble is very receptive to negative input and once it has been entered, the programming is fixed, meaning once something negative has been accepted as “truth” it cannot be erased. It needs to be said that most parents, grandparents, teachers, and authority figures do not set out to harm children or damage their psyches; instead, their words, actions, and guidance are based on their own bubbles of reality, which are all distorted in their own individual ways—every person’s bubble is different! They may be doing the best they can under the circumstances, but a cycle of creating and re-creating a false, limited reality continues. Parents unknowingly pass their bubble of reality onto their children, thus continuing the cycle. This is best described by John Locke’s quote; “*Parents wonder why the streams are bitter, when they themselves have poisoned the fountain.*” So, within this critical stage of conditioning there are two key paths, of which one leads to a rational bubble of reality, and one that leads to a pleasure driven reality. Each will determine from where every action is decided on, as the mind has a rational of its own. This process happens without anyone’s fault and will set in motion how life will play out, which will be an existence of success or failure. The key is to reach the young minds during their first years before their programming is locked and due to the environment always having the last word, it means there is only one solution, which is to change the entire environment through the neighborhood rescue outlined in this book. Otherwise the forces for a non-change status, leading to a pleasure driven rather than rational programming are too strong to fight as history shows us. As reflected by Jung, I can’t help asking who it is that trains the personality? First and foremost, we have the parents: ordinary, incompetent folk who, more often than not, are half children themselves and remain so all their lives. The environment indoctrinates the children according to end up with a pleasure-driven profile, which means low consciousness. This means life will play out accordingly, with a marginal chance of success. The table describes the two extremes, though there are degrees in between. When raised in low-income

Children learn by what their parents do, not say
- Carl Jung

The key is to reach the young minds during their first years before their programming is more or less locked at age 12

ethnic neighborhoods, the children unfortunately end up in a prison of a pleasure driven profile. As they grow older, their chance of changing this life path diminishes greatly.

Pleasure Driven Profile (Low Consciousness)	Rational Driven Profile (High Consciousness)
Reactive	Proactive
Self-Aware, but a reality with a colored perception, including denial to acknowledge an objective to truth. Often reluctant to change.	Highly developed self-awareness. Capable of seeing a reality free of colored perception. Often-high achievers, adaptable to change.
High degree of fear, even though not admitting it	Low degree of fear
Tendency to blame others or circumstances for their own shortcomings with the "world owes them mentality".	Takes full responsibility for own life
Lotto/inheritance mentality	Believes in "you reap what you sow" and only formula for life is goal setting, hard work, and endurance.
Pleasure driven in decision-making, little self-control. Emotions greatly affect behavior and how life plays out, but still creates puzzle for the person when eg. Mistakes are repeated resulting in same outcome each time	Strong self control and discipline. Emotions have little effect on behavior
Low/medium belief in own abilities and inner strength	High belief in own abilities and strong inner strength
In the moment, with short term thinking	Long-term thinking, goal driven mindset

Also within everyone's bubble of reality is what Jung called the "shadow self," which has a strong, ongoing impact on who we are and explains why people do things that are harmful to themselves or others. According to Jung, the shadow self can be a repository of fears, undesirable impulses, and other traits we would rather not acknowledge, and therefore, unconsciously keep hidden. As layers of the bubble are formed, most of them have some elements of fear within them, which creates one's ego. The ego's job is to protect the bubble of one's reality (identity), ensuring that every thought and belief is validated and enforced. As each layer of the bubble is added while a person grows up, the ego gets stronger and the person becomes more and more fixed in their ways. Everything a person unconsciously accepts becomes layers of their bubble, which is their reality and *truth*. If these layers and layers on top of each other are destructive, the reality that is created becomes a life of limitations, controlled by fear.

With the described universal laws for human behavior, it enables a logical

NO ESCAPE



The strong American belief in individualism reinforces the belief that people are responsible for their own poverty

explanation of why it is close to impossible to break the cycle of “non-change”. When further investigating the specifics of the programming, which has been one of many contributors to preventing the struggling communities’ progress, we find that there are the strong biases and stereotypes widely held toward people in poverty: that they ended up in such a predicament by their own choosing. This opinion is explored by Ann Chih Lin, Associate Professor of Public Policy at the University of Michigan, and David R. Harris, Professor of Sociology at Cornell, in their book, *The Colors of Poverty: Why Racial and Ethnic Disparities Persist*. They argue that the strong American belief in individualism reinforces the belief that people are responsible for their own



From the nationwide 2010 Awakening Tour, which took me to struggling ethnic neighborhoods throughout America. In picture with a great Detroit pastor, who was key in changing the future for 1000's struggling

poverty. The belief that low-income black neighborhoods struggle because a fault of their own strongly contradicts my own findings. I believe everyone initially has unlimited potential for a bright future, but free will to make choices that result in dreams being achieved are taken away by the conditioning of programmed beliefs that ultimately determine and control one's life course. Regardless of ethnic origin, race, or socioeconomic status, the vast majority of people who are programmed with—or endure—the same limiting influences, experiences, and environmental conditions as, say, the low-income African American or Hispanic community, will experience the same outcome. To gain the best possible understanding of the formation of the bubble and its implications for the African American community, I conducted both extensive statistical analysis and field studies, as this was the only way to obtain a

comprehensive understanding of the *why* and the *how* of behavioral patterns. During ESR's 10th annual CSR field study in 2010, which was during the Awakening Tour across America, I revisited many of the same disadvantaged neighborhoods I had been to more than 20 years earlier during my African American studies at CSUN.

The purpose was to study and understand the framework of thought underpinning the beliefs and behavior of people who live in these communities, which was vital for having the biggest possible impact with ESR's CSR program. Through numerous conversations with those who are struggling, I was able to see patterns that many shared. What I learned, unfortunately, was that conditions for low-income African



American communities had not significantly improved during the last 25 years. The facts and statistics for large groups of disadvantaged Americans who are trapped in challenging cycles were not encouraging as I compared my own analysis with hundreds of reports created by private, nonprofit, or governmental agencies, including the U.S. Census, all with similar findings. Based on available information, as well as our future forecasts and Carl Jung's theory for the bubble of reality, the limiting life cycles people find themselves stuck in are likely to continue to exist for many decades to come, if not centuries, unless radical measures take place such as what Neighborhood Rescue proposes and has already been successful with; consisting of turning around an entire neighborhood.

Further data which reflected the great inequality was evident in the income

The number of African-American children not living in two parent households has increased to 70%

differences showing that the earned income of the average white person in the U.S. was roughly 1.7 times higher than that of African Americans, the widest ratio since the 1990s, and the socioeconomic gap is increasing. According to statistics from the National Center for Health, the percentage of African American children without a two-parent home was 19 percent in 1940. Economist Walter Williams of George Mason University, author of *The State Against Blacks*, says that in the time period 1870 to 1940, between 75- 90 percent of all children of African American heritage had two parents. Yet by 2008, the number of African American children not living in two parent households had increased to 72.5 percent. Single-parent African Americans as a demographic also account for the largest group of people depending on government assistance, and a majority would lose such financial support if they got married. This demographic group also has the highest rate of teenage pregnancies. The financial implications of single parenthood in African American and Hispanic communities are spelled out in a new analysis of the U.S. Census Department data conducted by Wider Opportunities for Women (W.O.W.), a nonprofit organization that focuses on women and workforce issues. Their report, called “Doing Without: Economic Insecurity and America’s Families,” says, “*Very few families headed by single moms—only 18 percent—are living with economic security.*” 91% of Hispanic single mothers and 78% of African American single mothers are not able to cover their families’ expenses at current income levels. When weighed down by financial hardship, faith in a higher power often provides comfort and reassurance. This sentiment was expressed by those we spoke with, who had hope for a better tomorrow because, “*God protects us and will take care of us, and so everything will somehow work out.*” Religious devotion is more predominant within African American and Hispanic communities than in most White communities. This fact is confirmed by findings from the 2007 U.S. Religious Landscape Survey conducted by the Pew Research Center’s Forum on Religion & Public Life. The study found that nearly 8 in 10 African Americans (79%) identified religion as a key element in their lives, in comparison to a National U.S. Average of 56%. Religious devotion has a strong affect on how people tend to rationalize their thoughts and behavior. Focusing again on the abundant history and data of the African American community to gain as wide a perspective as possible, we took a look at history, which has a strong influence on the present and the future, as well as at external influences. Just as important as what the influences may be is what someone believes, which becomes one’s truth and reality, affecting self-perception, how they view their world, and interact with the outside world, meaning outside one’s confined community.

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At one time in history, members of the African American community were unpaid slaves traded as property. This can never be forgotten, and has not been forgiven by many of their descendants. And even though that type of slavery was abolished in this country, in too many ways the mindset of those times still exists. Even the government deserted the African American community over and over again long after slavery ended. The promise of 40 acres and a mule was broken, which was intended to compensate African American slaves for their imprisonment. Then deadly and secret medical experiments were conducted on a large number of African American

men. Without their permission, they were used as lab rats between 1932 and 1972. Only in 1967, after a Supreme Court ruling ended race-based legal restrictions on marriage in all states of the U.S. were African Americans free to marry whomever they chose, regardless of their race or ethnicity. Despite this, statistics show that open discrimination against mixed race couples continues to this day in many parts of the country.

The history of federal and public treatment of African Americans has resulted in the weakening of their communities and has created patterns of stress on their feelings of self-worth and sense of pride. During field studies in urban African American and Latino communities, we got people to let down their guard enough to speak candidly. Almost all of the adults I talked to struggled with the bitterness of feeling like they were victims of racism. A strong sense of anger and hurt was lurking underneath their words. Many had simply given up trying to elevate their status in a world where they felt powerless and deserted by a society that viewed them as a burden. The consensus in African American communities was that even if slavery legally ended over 150 years ago, they felt it was replaced with segregation (theoretically ended in 1964), but that racism still exists today. A clear majority felt there had never been an admission by others that their ancestors had been treated (as they referred to it) as sub-humans, and no recognition was given to their ancestors whose blood and sweat had helped to build the U.S. To add insult to injury, their current communities lack financial stability and economic opportunities. They do not have quality educational systems that can lead to the successful higher education that many feel is the only way for their young people to create better lives.

Many I spoke with expressed concern that values within the community, being passed on to younger generations by role models such as rappers and sports stars rather than lawyers and doctors, creates a false and unrealistic idea of success being about fast and easy money. Crime seems to be unavoidable, which fosters a lifestyle of instant gratification and consumerism. This conditioning implies that an individual's worth is correlated to superficial status symbols rather than the person themselves. This means that less is invested in personal development and growth and in-turn goes to consumer goods. The examples of this are many and highly visible as one enters the many low-income ethnic communities with extreme examples being the rims on the cars being more expensive than the vehicle itself or a high end car parked in front of a dwelling of far lesser value.

Hard work is not rewarded, and out-of-wedlock births and single parenthood is encouraged, instead of embracing traditional family structure values. There is validity in their concerns. According to a March 5, 2012, *Time* magazine article, out-of-wedlock births accounted for 73% of births among Blacks, 53% among Latinos, and 29% among Whites, as compared to 1965 when 24% of births among Blacks and 3% of those among Whites were out of wedlock. Socioeconomic status, insofar as it is indicative of educational achievement, further reflects that almost 70% of births were to high school dropouts and 51% of high school graduates are out-of-wedlock. This is compared to 34% for those with some college and only 8% for those with a college degree. The long-term implications of these statistics are also discouraging,

Historical federal and public mistreatment of African-Americans has resulted in the weakening of their communities

The low-income ethnic communities lack financial stability and economic opportunities

The Baltimore studies of 800 children where only 4% graduated from college concluded that if you are born into poverty that is also where you later end up, without a fault of your own

as noted in the *Time* article. According to University of Virginia sociologist Bradford Wilcox, children raised in two-parent households are more likely to graduate from high school, finish college, become gainfully employed, and enjoy a stable family life themselves. So children born into disadvantaged socioeconomic communities face a steeper climb in order to achieve a high school diploma, much less a higher education, and being born out-of-wedlock saddles them with an even greater chance that they will not be able to elevate their status in life beyond that of the community in which they are born. This is validated in the Baltimore studies by John Hopkins University, where only 4% of the close to 800 in the low-income part of the city, which where followed over 25 years went on to graduate from college, with the conclusion that if you are born into poverty that's also where you end up. The children in low-income neighborhoods of America are trapped in a life of limitations through no fault of their own. Further, adults in African American communities expressed exasperation that use of the n-word, which has become the norm in lyrics of black rappers, has encouraged young people within their community to address each other in this way, reinforcing the "lesser than" label created by a white society—a label no longer commonly used by whites, and when used is viewed as a glaringly offensive racial insult. Another value of concern being passed to younger generations is the need to prove socioeconomic equality by overcompensating with expensive cars and clothing. And the media uses and encourages such stereotyping to reinforce everything that keeps the disadvantaged trapped in a bubble of reality limiting their socioeconomic progress by creating a mindset of insecurity and fear of not living up to society's standards of "success." When such values are reinforced by one's environment (family, friends, music, and other influences), the result will be a pleasure-driven belief system controlled by emotions. The core of this conditioning is consumer driven, which statistically reveals behavioral patterns. Examples include gambling, which also represents a "lotto" mentality with the instant gratification way of thinking. In the *Journal of Gambling Studies* (Dec 27, 2011) it was determined that a person's socioeconomic status was directly correlated. "Respondent's in the lowest fifth socioeconomic status" had "the highest rate of lottery gambling and the highest mean days of gambling in the past year as highest proportion of their disposable income" according to a North Carolina report from NC Policy Watch.

The conditioning within low-income communities is often consumer driven, representing a "lotto" mentality with an instant gratification way of thinking

All of these beliefs—from the feeling of being abandoned by society, grudges for past wrongs, hopelessness and helplessness, wrong values enforced by negative role models and the media, as well as pleasure driven mentality—represent layers of the bubble that create a subjective reality that determines how one sees himself or herself in the world in which they live, how one is viewed by the rest of society and determines every thought and action. Fixed negative thoughts and beliefs are often lurking in the subconscious mind, without individuals being aware of it. Many people who think they do not hold racist beliefs and are not influenced by racism actually test high on an Implicit Association Test (IAT) that determines racism. This does not mean they are lying to themselves, but indicates biases are hidden below the level of conscious awareness, so they just don't realize they are there. Some of



A study shows that a company would rather hire someone white who just got out of jail, rather than an African-American with no criminal history

these biases may be surprising— such as the fact that many African Americans test as biased against other African Americans, and gay men are prejudiced against gay men—until you consider the fact that these attitudes are subconscious and implanted by the society around us when we are still very young.

The unfortunate outcome is that too many young people in disadvantaged socioeconomic communities are “lost” in a vicious cycle of no escape. According to the book, *The Colors of Poverty: Why Racial & Ethnic Disparities Persist*, authors David R. Harris and Ann Chih Lin conducted a study on discrimination, which showed that companies hiring for entry-level positions were twice as likely to hire a white applicant versus an equally qualified African American. The study further showed that a company would rather hire someone white who just got out of jail,

rather than an African American with no criminal history. U.S. Department of Labor unemployment statistics of August 24, 2011, show that young people in the 16 to 24-year-old age group have been hit the hardest, with unemployment rates of 31% among African Americans, 20% among Hispanics, and 15.9% among whites. There are strong links between unemployment and the devastating effects of poverty on children. A 20/20 television special on “Hunger and Poverty in America” presented statistics showing that as many as one in four children in America live in poverty, with the majority in low-income African American and Hispanic communities. Many of these children were not just physically affected, but also psychologically: as astonishing as it may sound, they felt it was their own fault they lived in poverty. Such a belief, which is formed in the early years, is likely to stay with them throughout life, as 85% of programming takes place during the ages of one to twelve. As 20/20 concluded: *“The children experiencing this severe suffering during the time period when they are being developed, ended up with a broken foundation.”*

Statistics of the U.S. Department of Health and Human Services also show that in low-income minority communities there are alarmingly high rates of people being overweight and obese, which first develops in childhood, progresses into adulthood, and subsequently causes serious health problems later in life. Even worse is the large number of people living within the same communities who do not have access to healthy and nutritious foods. According to recent studies by the Urban Institute, it shows that more than 80% of African-American women are overweight or obese. A study by the Sloane Epidemiology Center at Boston University, which conducted an extensive study tracking 59,000 African-American women over a 12 year period, from 1995 showed a strong link between racism and obesity.

The existing 80% obesity rate of African-American women has shown to be linked to racism

The challenges of living in low-income African American or Hispanic communities are great, and history shows that despite attempts to improve their lives, everything is working against them. Widespread mortgage discrimination occurred in U.S. inner city neighborhoods from the 1930s until the late 1990s, making it nearly impossible for African Americans, Hispanics, and other minorities to secure home loans from lending institutions. When President Bill Clinton made changes to the Community Reinvestment Act in 1993 so that banks were encouraged to make mortgage loans more obtainable for lower income and lower-middle income families, little changed. In 1995, despite creditworthiness, the rejection rate for African American and Hispanic applicants was about 1.6 times that for whites. A study of FHA (Federal Housing Administration, a Federal Mortgage Program) loans issued in Syracuse New York, between 1996 and 2000 showed that 78.1% went to white neighborhoods, and only 1.3% to predominantly minority neighborhoods. In 1998, the Federal Bank of Boston issued a report entitled *“Closing the Gap: A Guide to Equal Opportunity Lending,”* intended to serve as a guide to loan officers to help curb discriminatory lending. But the opposite occurred. Banks were encouraged to shift high-risk, low-income applicants to sub-prime mortgages and the compensation structure for loan officers working with lower income applicants was sweetened. These nationwide standards did enable many people who could not previously qualify for a mortgage

to buy a home. But minorities, in far greater numbers than whites, also willingly—because they had no experience or advocate to guide them—accepted the terms of subprime mortgage loans loaded with fees without reading the fine print. Ultimately, most could not keep up when their payments increased over time, which resulted in higher rates of default and foreclosure for African American and Hispanic borrowers. During the U.S. housing bubble of 1997-2005, ethnic and minority communities that had largely been ignored by most lenders were suddenly viewed as fertile ground for subprime mortgages. Also during this period, mortgage fraud increased by 1,411% percent. A 2010 *New York Times* article talks about how banks offered “high-cost loans to many black borrowers during the subprime lending boom, even though many of the applicants could have qualified for lower interest rates and closing costs.” From 2007 to 2009, the N.A.A.C.P. filed suit against 15 lenders because of such lending practices. What’s worse, some banks had agreements with churches in African American communities, where the pastor would deliver “wealth building” sermons, and in return for every new mortgage application the bank would make a donation to the church. N.A.A.C.P. President Benjamin Todd Jealous said, “... *as a result, borrowers often believed that lenders’ offers were trustworthy.*” But apparently loan officers knew their marketing techniques were exploitive, because they referred to African Americans as “mud people” and to subprime lending as “ghetto loans.” Such so-called “affinity marketing” techniques (in churches and other community networks) were particularly effective among working-class African Americans who wanted to be part of the nation’s home-owning trend. Kenneth D. Wade, the chief executive of Neighbor Works America, a nonprofit group that assists homeowners, said, “*People of color were disproportionately impacted by the subprime debacle... And it’s likely going to result in the largest loss of wealth for African-Americans and Latinos in the country’s history.*” And since we are all connected, the law of cause and effect resulted in everyone being affected when the wave of mortgage foreclosures caused the fading U.S. housing market to take a nosedive, which strongly contributed to the nation’s economic fall of 2008/2009.

Attempting to regain control of their financial lives, many minorities turned to the only option available, bankruptcy. But again, this did not go as they hoped or expected. A January 2012 *New York Times* article entitled “Blacks Face Bias in Bankruptcy, Study Suggests,” talks about the results of a survey conducted by a bankruptcy expert and law professor, along with a psychology professor. They found that bankruptcy attorneys were more than twice as likely to steer blacks than whites to file Chapter 13 bankruptcy rather than the alternative Chapter 7, even when they had identical financial situations, and the process was not as good for them financially because Chapter 7 tends to have a higher success rate and is less expensive. The survey concluded that such practices occurred partly because of biases that may or may not have been conscious, but does not suggest discrimination is evident.

Biases are often based on stereotyping groups of people, which has occurred throughout history. Most stereotypes are preconceived notions based on observations of similar actions, behaviors, and even physical appearances that establish patterns among specific groups of individuals. There are often elements of fear associated

Low-income ethnic communities have often been victims to misguided mortgage advice and have suffered financially as a result

Studies have found many are likely to mistake a cell phone for a gun when it is in the hand of an African-American man. Similarly, if a black man is jogging, he is not exercising but being chased by the police

with the development of stereotypes. Groups of immigrants who settled in America brought with them habits and customs, and indeed languages, which seemed “foreign” to people who had been here longer. Fear of the unknown “strangers” caused people to stereotype them in order to define them, which created a sense of knowing what they were likely to do, or not do. Even when the qualities associated with stereotypes are not true, those being stereotyped are either not able to, or do not care to dispel them because they connote a specific image, which is better than being invisible. Regardless of whether the stereotyping is good or bad, it creates an identity that makes people feel recognized, providing a feeling of belonging, and therefore becomes a part of their bubble of reality that is difficult, if not impossible, to change. This is unfortunate when people start living up to stereotypes, which makes them a reality and creates more difficulties for them in daily life. One example would be stereotypes of African American or Hispanic young men who are too often viewed as criminals, gang members, or illegal immigrants because of their behavior, their manner of dress, or their physical demeanor. Admittedly, statistics also are not in their favor. African American men do commit more crimes than members of other groups of society, and are more likely to serve time in prison. But this is in large part because they are more consistently and deeply disadvantaged than other groups. Even though some African American men have reached the pinnacle of power, too many languish in deplorable circumstances and environments with no way to escape. As a result, strangers often fear them. Consequently, they are not welcome into certain neighborhoods or are scrutinized or even harassed when they go to such places. The unfortunate truth is, African American males are perceived as threatening.

Studies have found that research participants are more likely to mistake a cell phone for a gun when it’s in the hand of an African American man. Being African American and male too often causes people to perceive a threat even when there isn’t one. In fact the threat, it turns out, is actually against African American males. Because of such skewed perceptions, African American males are in greater danger—not only outside of their communities, but within them as well. According to Marion Wright Edelman, president of the Children’s Defense Fund: “Black males 15 to 19 years old are eight times as likely as white males to be gun homicide victims. According to study by The Brookings Institution, there is nearly a 70% chance that an African-American man without a high school diploma will be imprisoned by his mid-thirties and further that the homicide rates are so high for young African-American men that they lose more years of life before age sixty-five to homicide than to heart disease, which is the nation’s leading “killer”. In 2008 and 2009, 2,582 black children and teens were killed by gunfire. Black children and teens are only 15% of the child population, but 45% of the 5,740 child and teen gun deaths in those two years.” *The Guardian* newspaper says in an article in January 15, 2012, that there is a 50% risk for African American males age 16 to 19 to enter the criminal justice system. The high numbers of incarcerated black males has made it more of a norm than something rare, which contributes to a feeling of being trapped by life with nowhere to go. Christopher Uggen, Ph.D. in sociology at the University of Wisconsin, in his Policy Brief #16 for the National Poverty Center, states that according to his studies of the African American male population, 23% have

When people start living up to stereotypes making them a reality, it creates even more difficulties in daily life

a criminal record that stops them from being full members of society, even long after they have served their time. Uggen points out that legal restrictions prevent anyone who has been in jail from being eligible for federal college grants or loans, and since lack of higher education or a college degree can lead to struggles in the job market, it also can contribute to being given the cold shoulder by society. These are all strong factors that add to and/or reinforce beliefs created by the bubble of how one views oneself and the world, or how one is viewed by others.

There is a 70% chance that an African-American man without a high school diploma will be imprisoned



During the 2010 Awakening Tour I saw firsthand the power of stereotypes and the strong feelings they generate. In a socioeconomically challenged neighborhood of Detroit, coming out of a welfare office where I had conducted an interview with a case worker, we witnessed a confrontation between two people of different races. They were three generations apart and as a result had differing beliefs built into their bubbles of reality. An older white man was screaming at a young African American man wearing a T-shirt that said: 'Work Harder, Millions on Welfare Depend on You.' *"You no good parasite,"* the older man screamed. *"My tax money that should go for my Medicare is going to lazy sons of bitches like you!!"* Obviously what I witnessed was an attitude from within the bubble overrunning logic and being acted upon as the power of emotions took over. I don't know whether the older man's attack was based

on racial prejudice or simply due to offense taken by what was written on the young man's T-shirt. But I wonder if the older man's reaction would have been the same if a white man had been wearing the same shirt. This confrontation was an example of the strong forces behind someone's fixed, subjective opinions, a reminder of the stereotyping many people face each day, and how it could result in African Americans and Hispanics feeling unsafe. Besides stereotyping, any similarity in human behavior

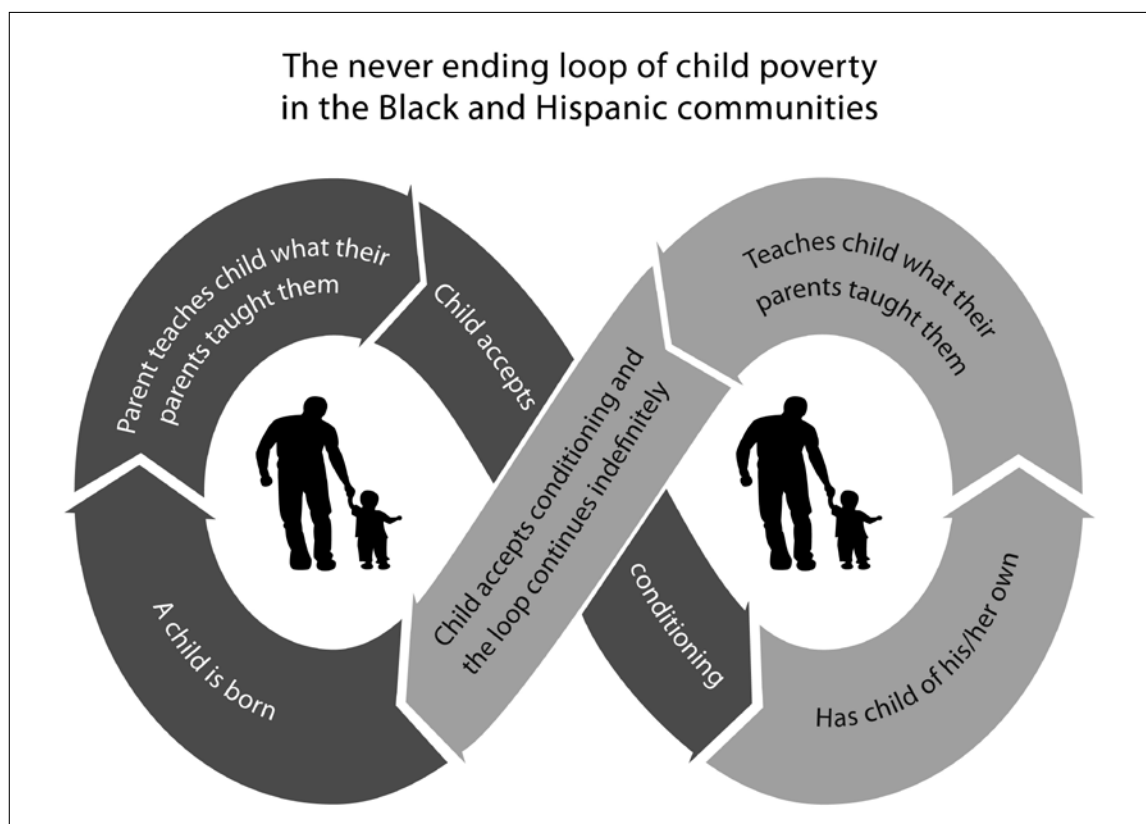


There are more African-American males locked up in jails and prisons than there are attending universities

among a number of people makes it easy to create models for forecasting future behavior. The more evident the patterns, the easier it is to accurately predict the future. According to our study, the long history of discrimination toward people in disadvantaged communities, which still exists today, will not only continue, but will likely rise as society becomes more transparent, causing even greater separation. With limited educational, employment, and financial opportunities or a means to escape the prison of the bubble, too many people exist in a so-called double trap, an inescapable form of modern slavery, leaving them internally feeling judged as lesser human beings by the more fortunate. Many people in such circumstances simply give up and do the best they can each day just to survive.

When I asked adults in disadvantaged communities why they didn't move to

a place with better opportunities, most said, “We cannot afford to move, so we do the best we can with what we have.” They added, “Besides, this is what we know, it’s our community and where our family and friends live.” The stereotyping throughout history of ethnic, minority, and disadvantaged groups, including African Americans, Hispanics, and poverty-level whites, has created a strong separation from the rest of society. Making matters worse is society’s consensus that people are struggling



through some fault of their own, usually because of laziness or having an attitude of entitlement. Facing such judgment from others makes it even more difficult to turn around an already negative situation or circumstance in life. People in these groups are often judged as lesser, second-class citizens, and a burden to the system. Safety is therefore found in familiar surroundings among friends, family, and with people sharing the same struggles, as well as values. As a result, the history of segregated communities continues to repeat itself, as do the stereotypes attached to them as a whole. A large part of the community is dependent on government support, crime and jail are the norm, and living a day-by-day mentality prevents a life of growth and getting ahead. Despite the dreams they may have of a better tomorrow like the rest of society, they are stuck in a bubble. But their reality presents greater challenges,

Adults (role models) are the reason for the life patterns and limitations being repeated in the dispiriting cycles of the children they influence

because they have to win two fights to get ahead: one against the bubble that controls them, and another, which is society's bubble of beliefs in the stereotypes that label them from the very beginning. Even if they break free from their environment, they can never break free from themselves. Many attempts have been made to stop the destructive patterns of disadvantaged communities, but little success has been achieved due to the difficulty of eradicating the bubble. Government-sponsored projects are usually short-lived not only due to limited results, but because they are more often initiated for political gain. The facts remain that too few young people are able to complete high school, much less go to college, and the harsh reality is that there are more African American males locked up in jails and prisons than there are attending universities. And among those who do seek higher education, the completion rate is half that of average white Americans. The patterns are always the same, with few if any being able to escape what is to become their predetermined future unless something intervenes to alter the reality of such communities, the way they see themselves in the world, and the way they are viewed by the world.

On the flip side, it's also important to acknowledge a media event in the 1980s that had a universally positive effect. As a result of the television series *Roots*, African American departments in universities across the U.S. were strengthened and became increasingly popular as a new sense of identity and pride prevailed in African American communities. Hispanics also began enrolling in newly developed classes in Hispanic American studies. But then something interesting was pointed out by my professor of African American studies: "The coming back across the river idea did not work," meaning when someone in the Hispanic or African American community succeeds and makes it, their obligation is to go back to their community to help others cross the river, but the follow-up has been less than encouraging. The bubble holding a firm grip on disadvantaged communities has mostly remained unchallenged. My professor's reasoning for why this is the case is that once a person becomes successful despite all the odds against it, they transition from the beliefs of their old environment into those of a new socioeconomic class, and the element of their race or ethnicity is no longer a factor in their decisions or actions. Based on patterns in history and human behavior, African Americans, Hispanics, Native Americans, and poor whites have remained victims of stereotyping. Everyone in society, inside or outside such communities is affected, because everything is connected. As a result, such socioeconomic groups are a large part of society in terms of numbers of people—close to a quarter of the U.S. population. Within this group a significant number of people fall into the low-income segment, and as the U.S. Census Bureau announced in May 2012, this group will continue to grow. For the first time in history, more than half of children born in the U.S. are racial and ethnic minorities, but the same segment of the population as a whole is predicted to become the "majority" by 2050. And because framework of thought is extremely difficult to alter, beliefs so ingrained that they have become "truths" are not likely to change anytime soon, which is an unfortunate situation for low-income minorities who, through no fault of their own, are being "left behind." Still, a fundamental change within the bubble can take place in one of two ways. First, within the reality of young

people under age 12, while their bubble of reality is being formed. This would require the parents of these youngsters to be able to step outside of their own programming and realize their “reality” does not necessarily create the best opportunities for their children in the future. This is a critical phase for the 10-step system for turning around the low-income ethnic neighborhoods. This is where the book *Change Your Life – Change the World* comes in; to provide insight in how they would better understand that they decide their children’s future, and in this process learn how to be a positive role model. As Jung expressed, children are educated by what their elders do, rather than by what they say. So adults’ (role models) life patterns of limitations are repeated in dispiriting cycles in the lives of the children they influence.

To break the cycle of poverty, despite the children having the greatest chance of success, it needs to be a journey for the entire family and community, young and old, to go on together. This is essential for everyone, regardless of each member’s probability of success. The awareness of parents that their child has a chance of a different life is critical.

To break the cycle of poverty, it needs to be a journey for the entire family and community, young and old to go on together

Watch your thoughts, they become your words.

Watch your words, they become your actions.

Watch your actions, they become your habits.

Watch your habits, they become your character.

Watch your character, it becomes your destiny.

Author Unknown

The truth is, people living in disadvantaged communities share the same dreams as everyone else, especially in their youth, but everything changes as young people grow up and are faced with the limitations of their bubbles; dreams fade, and are replaced with a harsh reality of just doing the best they can to get by. So the limiting beliefs that are currently impacting disadvantaged communities, both internally and externally, reinforce their entrapment now and are likely to do so into the future. It is always hard to break free as Carl Jung illustrates: “*To the man in the street it has always seemed miraculous that anyone should turn aside from the beaten track with its known destinations, and strike out on the steep and narrow path leading into the unknown.*” But, despite this, all hope is not lost.

Change is always about breaking free of the bubble of reality that not only controls each person individually, but also controls their environment through interactions with family, friends, neighborhood, and community; entrapping people in patterns that not only limit their opportunities in life, but also limit their ability to adapt and change. Only through dissecting the programming of beliefs that create one’s bubble is it possible to fully understand how they became who they are, and see what the future will bring. No behavior “just happens.” Everything can be explained by objectively seeing beyond (or into) one’s own or someone else’s actions and getting

to the source: the thoughts and beliefs that trigger their actions or reactions. Only by understanding the source can preventive measures change the programming of beliefs and actions for next generations, because the mindset of adults is more or less permanently set. Still, initiating or instituting such a change first requires an acknowledgment that something needs to be fixed or questioned. But even recognizing this need is usually absent because of denial, the key trait of the bubble and the survival mechanism that prevents the realization that anything is incorrect or wrong—thereby blocking logical input from the conscious part of the mind.

As Peter Ralston explains in *The Book of Not Knowing*, most people have had some experience where “playing the victim,” or acting out an internal scenario in which they were the hero, the martyr, or some other role that could support their persona or “tell their story” in given situations or circumstances. Our individual stories help shape not only the image we present to the world, but also our self-image even when we realize we are playing a part. We make up stories, tell stories, and act out an endless stream of stories, which serve to define who we believe we are, or even motivate us to demonstrate our role and place in the world. When analyzed, behavior patterns can be recognized. When we reflect on our lives, both early and recent, it becomes clear that much of it exists as stories; and what we say to others and ourselves, reveals how we view the way things were and are. These stories serve a purpose. They encapsulate, reorganize, and oftentimes even alter past events so they make sense and are consistent with beliefs we hold about them. Patterns emerge because our behavior is a reaction to circumstances we always view from our own set of personal beliefs, which continue to produce the same interpretations, reactions, and outcomes. As these patterns emerge, they are identified as traits. And these traits will be thought of as part of who we are, and will therefore also be influential in how we deal with our next set of encounters or circumstances. As people adopt certain concepts about who they are, these concepts determine their behavior—the actions and reactions. For example, if one believes that a central aspect of their self is that they are “lesser than” others in society, this “lesser person” will be the one who interacts in most circumstances. A person who believes they are “lesser than” will likely view life as being difficult and unfair, and that other people seem to have more opportunities and more luck. An example is the belief shared by the majority of those in the African-American community that slavery never ended, but rather changed form, with current mass incarceration as a systematic criminalization of African-American males, to profit through their labor while in prison. With this the past is still the present for them, as many feel they live in a world where they are treated like second class citizens and they have no way of winning or escaping. There is a strong sentiment by many that the way they are portrayed as criminals and out of control in the media and the entertainment industry feeds into the stereotypes about race.

By feeling disadvantaged and lacking confidence in the first place, like many in the low-income ethnic communities do, a person is likely to experience failure in dealing with difficult and confusing events in life. Each person’s “life history” will show consistency if for no other reason than the person they believe they are is telling a story largely created by the concepts they adopted and accepted as beliefs, or the

To gain the trust of the residents, one has to come from a place of non-judgment, which takes place when one fully understands the challenges that plague the African American and Hispanic communities

“truth,” as they interact throughout life. And one’s self-concepts and life perceptions will be self-fulfilling, enforcing mental slavery and unfortunately, preventing change for the better from taking place. For those taking on the rescue mission of the low-income Black and Hispanic neighborhoods, it is essential to understand the psychological factors that are behind the behavior in these communities. In order for the rescue mission to be successful, the results have to be lasting, which only takes place if there is a strong element of education and rehabilitation applied. In addition to gaining the trust of the residents, one has to come from a place of non-judgment, which takes place when one fully understands the challenges that plague the African American and Hispanic communities.

As most people have no knowledge of how they became who they are, there is little or no chance of fixing something that they don't understand, or even worse, are not aware of.

SUMMARY:

- Every person initially has unlimited potential for a bright future, however free will to make choices that could result in dreams being achieved is taken away by the conditioning of programmed beliefs that ultimately determine and control one’s life course.
 - Some socioeconomic groups of society struggle more than others in situations that are not their own fault, but are created by the limitations built into their bubbles of reality through their history and circumstances.
 - Unresolved past history, such as with the African American community, where no guilt has been admitted for wrongdoing, becomes an important part of the bubble of reality. Feelings of being second-class citizens are reinforced by lack of support and opportunities in key areas of life, such as financial stability and quality educational systems for their communities.
 - When someone from Hispanic or African American communities succeeds, their obligation is to go back to their community to help others, but the follow-up has been less than encouraging. Too often when a person becomes successful, despite all odds against them, they transition from the beliefs of their old environment into those of a new socioeconomic class and the element of their race or ethnicity is no longer a factor in their decisions or actions.
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Fundraising

Ralph Waldo Emerson said “*Nothing great has ever been accomplished without enthusiasm*”. This is undoubtedly true; the impossible question must begin with a dream. Energy, passion, and will power are required to pursue that lofty goal of changing the world. It takes a heroic amount of inspiration to alter our negative patterns of fatalistic thinking. These internal resources — grit, hope, and imagination — are indeed invaluable. However, the exterior world makes its own demands, and so there are practical needs. For example, let us look at the Vikings, which were used as the framework in the Las Vegas case study.

Despite his desire to explore the northern seas, Leif Eriksson the Viking who discovered America could not simply dive into the water and start to swim. The great Viking needed a vessel. He needed supplies, provisions, and an able-bodied crew. Most importantly, he had to devise a plan in order to support a potential distant settlement, should he succeed in his epic journey. Zeal alone was not sufficient. This is America, and in America nothing comes for free. The Neighborhood Rescue project needed a budget and a long-term plan for financial support that every future Viking can follow.

For decades now, I have traveled the United States, sharing insights from my experience as a corporate strategist, elite executive recruiter, and renegade philanthropist. I often meet with the leaders of struggling communities. Sitting across the table from politicians, law enforcement professionals, and religious figures, I explain that I have a proven 10-step method for completely transforming the most desperate neighborhoods in America in 21 field days. When people hear the numbers — the 75% reduction in crime, for example — their most common reaction is disbelief. However, the statistics do not lie, and neither does the evidence. The documentary “*Vegas Vikings*” has won multiple awards at international film festivals and has been viewed by more than 200,000 people. In my experience, only hard facts can break through our social conditioning, like a glass cocoon of stasis and failure. It has not been difficult for people to agree to a plan that will reduce the crime rate so drastically. However, humans embody that unique blend of idealism and pragmatism. We may have the desire like the Vikings to sail around the world time after time, but first we need a vessel. This is why the most urgent question from my audience is also the most mundane: How do we *pay* for this? When looking at the cost it will and should always be at a small fraction of the economic impact.

I am here to tell you what I always tell them: any person can participate in a Neighborhood Rescue in any community across America, and we can start right now. In this chapter, I will show that the funds for neighborhood rescues exist. The question is not *how it is possible*, but rather *through what means*. In fact, there are many options to fund the Neighborhood Rescue project. There is the conventional route, with which many non-profits are familiar. There are also opportunities available due to the strong impact on economic development for the city where

the local government could raise funds through the creation of bonds. In the case of Sierra Oeste, it was a private initiative, not receiving any funding from the local Government. This was done to show that a neighborhood rescue can be very successful even when conducted in a non-traditional private way. Despite that a great many companies are willing to donate for free their products and services to help out, or worst case provide them at very discounted prices; some cash is always necessary. From the experience of the Las Vegas project as well as what others told me, you will be surprised at how helpful local merchants can be to help out. This also minimizes the cash requirements, and as mentioned in the introduction of this manual, whether a rescue takes place or not will never be about the funding, as creativity can easily overcome that challenge. Key efforts should always be geared towards homeowners in the struggling neighborhoods, who will experience great increases in property value due to the efforts of the project. In the situation of Sierra Oeste, which experienced a price increase of over 100%, the rescue effort did not just help the residents, but also the landlord as their fortune greatly increased.

Key fundraising efforts should be geared towards homeowners renting out their dwellings to low-income families as they will experience great property value increases

“Money is the material shape of the principle that men who wish to deal with one another must deal by trade and give value for value.”

- Ayn Rand

CREATING A BUDGET

The first step to a successful fund raising campaign is creating a budget. The budget will serve as a road map for the neighborhood rescue project. We cannot simply enter the “battlefield” without the proper weapons or tools. After all, Leif Eriksson, who we refer to in context of the Viking framework used in the Nevada project, had to prepare himself for his expeditions. The more organized and prepared that we are, the more problems that we will solve at the outset, which means that we will have fewer problems in the long run. Also, with an organized, efficient, and detailed budget, the partners teaming up will trust us because we will demonstrate that we are serious and capable of executing our goal. Countless people claim to have a dream, but what helps separate the dreamers from the doers, in the business world, is a budget. The budget should include what funds are needed for materials, labor, and operational costs. After deciding upon a time limit for the project, we can calculate how much is needed. For example, the Vegas Viking mission was a 21-Day Challenge, but the preparation alone had taken even a far greater amount of time than what was actually spent in the field itself to execute the mission. The volunteerism was key, as well as the resources being brought into the project by each key member. But, despite this, there will always be additional items that need to be acquired, for which a cost quote is required. This took time and effort, but the budget was absolutely necessary. A business without a budget is like a Viking ship without a compass. When creating a budget, make a simple table with five columns, for 1.) order of importance, 2.) item description, 3.) quantity, 4.) deadline (for goods and services to, at latest, be in hand),

5.) required (is the item a “must” or a “nice to have”), and lastly 6.) the cost. There will be two totals, where one specifies the bare minimum needed and one total, which sums up both the must have items and the nice to have. Also, do not calculate a salary to anyone for the efforts in the initial rescue. This could however be up for discussion for post phase, which is to ensure sustainability, unless a member of local church, police or representative for the landlords/apartment building owner decides to take it upon him or herself with this responsibility.

Order of importance	Item Description	Quantity	Deadline	Required (Yes/No)	Price

Total Cost (required) _____

Total Cost Everything _____

When creating a budget, just like a professional business, the project needs to be financially healthy and there need at all times to be full control of the financials. It is highly recommended that a local accounting firm, if possible at a discounted rate, run the books and provide full transparency at all times for all members of the rescue team. In addition, parallel to the cash financials also record the time, meaning the manpower put into the project at an hourly figure, as well as the value of donations, including goods/services from companies donating or helping out by giving discounts. This way an actual value of what was put into the project can be created.

INVESTMENT, NOT DONATION

On the popular television show *Shark Tank*, viewed by millions of people each week, aspiring entrepreneurs are afforded the opportunity to pitch their business ideas to a panel of renowned multimillionaire investors. The program offers the American public a window into the world of high-level investment deals. The investors sit on an elevated platform in a fancy room, waiting for the regal doors to reveal a poor, frightful minnow with a briefcase. The investors are called the “Sharks” because of their ruthlessly aggressive style. The show is humorous and entertaining, but the episodes are always educational. These Sharks reflect the prevailing attitudes of the business community, in which people are concerned first and foremost with their own bank accounts. No one is willing to part with his or her money unless he or she is certain that there is a clear path ahead toward a profitable return. I have watched carefully as a few entrepreneurs have promoted social justice causes inside the Shark

Tank. The fact of the matter is that, in a capitalist society, the aiding of humanity is fundamentally still a business proposition. Despite how much the Sharks may want to help, corporate decision-makers would always rather do good while still making a profit. I have seen this for myself, while facilitating and negotiating major deals at the highest levels of corporate management.

The Vegas Vikings project, a non-profit initiative, excluding the man-hours, had a direct cost, which included the documentation of the project on film. It was key to invest in creating the *Vegas Vikings* documentary to prove the case study, as well as create a medium, which others could copy later on. This was our “ask;” when we walk into the Shark Tank to pitch the business, so to speak, we were to target this amount of money. Now, there are many ways to raise money in the corporate and non-profit worlds. But, no matter who you solicit, there is an essential mindset that separates successful fundraising campaigns from those that fail. The greatest mistake in the non-profit world is that fundraisers talk about “*donations*” rather than “*investments*.” To talk strictly in terms of donations, a giveaway, is to undersell the potential of the Neighborhood Heroes project to offer a viable and valuable partnership. For the Neighborhood Heroes program, we were looking for investors.

When I reach out to a potential partner, I do not tell them what *I* need from *them*. Instead, I ask “What can I do for you?” The key to the “Neighborhood Heroes” project, like all public service projects, is to have “buy-in” by offering something of equal or greater value in return for their investment. In order to make his voyages sustainable, Leif Eriksson traded with Norwegian society. King James of England sent the colonizers to America with the specific mandate for economic prosperity, which settlers would pay back to their ruler. The key concept, in economic terms, is Return on Investment (ROI). The question for the Neighborhood Rescue quest is: What do we have to offer? Keep in mind that you are competing with the larger, well-established and organized non-profits, which have based their entire operation on grants and solicitation and as a result, have gone to great lengths, such as having professional call centers and placing all their donors on the board to ensure that they keep funding them. But, with the mentioned mindset of thinking like a business person all you need to ask yourself is what is of value in the neighborhood to be rescued that I can sell off? Then again think of who else other than the landlords have a lot to gain, which of course is the city, meaning the local government. With this you have in reality assets that few others possess. Due to you not asking for funding from the city, what you could do is contact members of the city council, who represents the district where the struggling community is located, and ask them for permission to sell street signs in the troubled neighborhood. In addition, ask the city if the buyers of the street signs can also get recognition for their contribution to the city, as well as a picture with the Mayor. The goal is to make the package you are selling as attractive as possible. For the signs sold they can even be done for a limited fixed time period at less cost or alternatively for an indefinite period of time, with the first package not including recognition by the Mayor. Realistically depending on the size of the city a sign package to be sold to an individual or company should realistically achieve anywhere from 5K to 15K

The greatest mistake in the non-profit world is that fundraisers talk about “*donations*” rather than “*investments*”

The key concept, in economic terms is, Return on Investment (ROI). The question for the Neighborhood Rescue quest should always be “What do we have to offer?”

for each sign, and considering there are several streets within a community this would be a great revenue. For the community itself the grand prize would be to sell off for the entire neighborhood name, which would be a very attractive value proposition for most companies as it would mean a great branding on maps, which after a turnaround would also directly link them to the positive event. Another idea as trust has been built with the residents is to consider involving the teenagers in the community. This could be easily done by having them provide gardening, painting as



Many people would like a street named after them. This naming right represents a great asset to sell to raise money for the community

well as other tasks where they get to keep part of the money for themselves, while the rest goes back into the community to be rescued. You could also combine the fundraising with a neighborhood activity such as a rap contest, where for example the top 10 hits get recorded on a CD, which is then sold directly in the streets by the teenagers, from which the proceeds also go back to the community. The financial donations are not expected to be considerably high in regards to this last activity, but it will help the residents of the neighborhood to feel that they are a part of fixing up where they live. These are just a few ideas. Another method would be to create T-shirts for the project with the corporate “investor’s” logo on it, which is to be worn by the rescue team and residents at all events where the news is coming to cover, as well as when filming of the project takes place. These are just a few ideas, as the list is endless when creativity and out of the box thinking is applied together with the perspective of thinking like the one you are pitching: what’s in it for me?

MAKING THE CALL

Now that we calculated our budget and tapped into creative revenue streams, we are ready to seek an investment. We must first identify potential funders. We call this *building a prospect list* (www.TheFundraisingAuthority.com). Ideally, we want to

start with people with whom we may have personal relationships. We would also like to choose people who may have an affinity with our mission, like-minded individuals that would also like to see conditions improve in low-income neighborhoods. For example, church leaders and law enforcement officials often make for great partners, which also technically are the ones we help out when conducting a rescue, as this is their geographical territory. They also help legitimize the project. Within the context of fundraising it is important to acknowledge though that the police are



not allowed to actively conduct soliciting for funds. I took on this responsibility of approaching the landlords in the first phase of the project. The key to making contact with a potential funder is to get as close to the person as possible. Phone is always preferable over email as you want to make your pitch directly, without having to make it through an assistant.

Once we have our target on the phone, it is time for our Shark Tank pitch. Remember: we are not asking for a handout, but offering a business proposition:

“Hi, I’m Christian calling from Neighborhood Rescue of America and we’d like to reduce the crime rate by a significant percentage in YOUR neighborhood. Do you have time for a 2 minute chat right now?”

1. Being straightforward and transparent is the best way to make the donor feel at ease.

You may have seen us in the documentary Vegas Vikings. If you have not, let me send you a link to the trailer together with my contact info. We basically managed to reduce the crime rate in the most dangerous neighborhood in Las Vegas, Nevada by 75%.

In meetings with homeowners I used an online payment system to solicit funds for the project

2. Recapitulate on past accomplishments for credibility, and be direct about what you want.
We're now launching a similar campaign in City X, which is based on volunteerism. We know that we can achieve the same results, but we need your help.
3. Engaging the potential funder directly helps keep them involved.
We have a number of unique sponsorship opportunities, with the goal of providing something of high value for those who partner with us. One of the things we are doing is selling off street signs, which includes a meet and greet with the Mayor, as well as other marketing opportunities. Mass media is expected to cover this the same way as was done in Las Vegas so your company name would be very visible to the public. Is this something that could be of interest to explore further?
4. Pose the value proposition in order to show that this is a business deal.

Remember: When in doubt, we can always ask “What can I do for you?”

I SAW THE SIGN

As mentioned the truth is that the answer for where the money is to be found is all around us. Even low-income neighborhoods have civic property of potential value. In fact, every aspect of a city can be monetized, and most assets belong to its citizens. For example, streets are a taxpayer-funded city asset. Naming rights can be extremely valuable, and some cities are just giving them away! Would you give away your house or your car? Of course not! Cities shouldn't be wasting this opportunity either. After the financial crisis of 2008, many cities are seeking to close budget gaps by selling the naming rights to civic properties such as street signs. This is a brilliant tactic to monetize an existing property and raise the funds necessary to help communities in need. According to a 2010 [Wall Street Journal article](#), “Hundreds of naming rights are up for sale nationwide at schools, parks, government buildings and boat launches.” Sun Prairie, Wisconsin, a city of thirty thousand people, sold the naming rights to its school facilities. Philadelphia, Pennsylvania and Brooklyn, New York have sold the naming rights to subway stations. Chicago has sold the rights to a bridge, and California, Virginia, and Maryland have all sold the rights to parks. This common business transaction can generate tens of millions of dollars for civic projects. Selling an exit sign or an on ramp will generate almost four million dollars over the next thirty years for a municipality in Ohio. According to [The Los Angeles Times](#): “The city of Milwaukee has inventoried city assets with the goal of leveraging these assets to create marketing partnerships between the city and private sector businesses and nonprofit organizations in areas including advertising, naming rights, sponsorships and in-kind contributions. This helps compensate for budget shortfalls, whether from catastrophic market circumstances or regular fluctuations in tax revenue.”

For the Neighborhood Rescue initiative, we have even more to offer. All of our equipment, such as surveillance towers and security patrol uniforms, can be sponsored by companies. I did numerous media appearances for the Vegas Vikings mission and all across it was a natural fit for sponsoring companies. Who wouldn't want to invest funds in exchange for good will and great advertising? In a 2016 op-

To finance a rescue, “money” can be found all around us. All neighborhoods have civic property of potential value, which can be monetized and most belong to its citizens

ed in the Burbank Leader, a resident complained that the city gave away the naming rights to a street without charging money. “Streets are a taxpayer-funded city asset and ordinarily, naming rights are sold and not given away,” she wrote. She cited examples in San Diego, Ohio, and Milwaukee. Not only would the street names have provided a financial gain but they might have also been popular. The sale of naming rights for streets, signs, and other civic property is an easy way to generate seed funding for the Neighborhood Rescues projects.

If you are interested in pursuing this option, contact a local councilperson from your district or your local 4-H chapter. 4-H is a national youth development program, serving 6 million young people throughout the United States as an extension of their 110 land-grant universities. 4-H utilizes 611,800 volunteers, 3,500 professionals, and more than 25 million alumni. On their website, www.4-h.org, you can click “Find your Local Chapter” for a mapped list of the closest group near you. In addition to your local politicians, this non-profit can help you organize and plan your pitch.

Be sure to bring up past examples, listed above, in order to prove that there is in fact a way.

National 4-H Council
7100 Connecticut Avenue,
Chevy Chase, MD 20815
(301) 961-2800
www.4-h.org

BONDS

The so called mini-bonds have become a popular way to raise money and many cities have had great experiences, such as in Colorado, where they issued the mini-bonds to raise \$12 million, which were sold at \$500 apiece versus the traditional \$10,000 and over. Further these bonds were made only available to Colorado residents, and they could not be resold. The thinking behind the mini-bonds was to provide a good return to the investors (the local buyers of the bonds), and safeguard against them going to bankers on Wall Street. Due to the bonds remaining in local hands, measures are in place to avoid incidents such as bankruptcy, like those of Detroit and Stockton; which ultimately led to the cut of pensions to employees of the city. The run time, which is fixed, provides a certain return; and, for security, the bond is guaranteed by the local Government.

ONLINE FUNDRAISING PLATFORMS

Online fundraising is a new and highly effective way to raise money for local community projects. There are many online outlets; however, some are better than others. The best choice, which was used in Las Vegas, is Indiegogo. People have raised over \$900 million from 10 million backers in over 200 countries. In order for Indiegogo to work, there needs to be a fundraising goal, which is related to the projected budget. It is important to remember that the success rate decreases as the

goal becomes higher. Indiegogo works because the fundraisers offer their backers rewards to incentivize their donations. For example, you might offer that the backers' name would be written on a bench or another piece of property in the revitalized neighborhood. Indiegogo does take a fee of around 10%, but this is still the best way to raise funds, because it is convenient and accessible to people all over the world who might sympathize with your cause. For more information, see www.indiegogo.com/how-it-works.

For Sierra Oeste, we created our own video with a pitch by the project members. We set a specific target to raise money for surveillance cameras, with fundraising geared towards benefitting the homeowners within the community. As a rule in fundraising, it was important for us to clearly define what the investment would be supporting. The online community creates an opportunity to reach far beyond a single neighborhood and surrounding areas for support. Additional crowd funding sites like www.gofundme.com, www.youcaring.com, www.crowdrise.com, and www.giveforward.com (listed in the top 10 crowd funding sites by www.gofundme.com) offer similar platforms to raise money for causes and projects.

In the neighborhood of Washington Heights, New York City, local residents decided to open up a non-profit community bookshop and art space to serve the community, which was around 80% Latino, with 25% of the population under the age of 18. They founded an organization called Word Up and were able to raise over \$60,000 on Indiegogo to rent their own retail space, which is still operating 5 years later. If a band of diverse individuals could have success with their dream, so could you, aided by Indiegogo.

City: Washington Heights, Manhattan, New York City

Organization: Word Up Community Bookshop

Platform: www.Indiegogo.com

Amount Raised: \$60,252 by 746 backers (100% of \$60,000 goal)

Mission: 100% volunteer-powered community bookshop and arts space fostering positive environment for literacy, arts, and education in Northern Manhattan. Offers space to share and create with people from all backgrounds, ages, and abilities.

Demographics: 54,000 residents (25%) of population under the age of 18

Contact Information:

Veronica Liu

2113 Amsterdam Avenue

New York, NY 10032

www.wordupbooks.com

info@wordupbooks.com

For more creative and interactive fundraising opportunities, there is a new and exciting option called "IOBY," which stands for In Our Back Yard. Their motto is to "bring neighborhood projects to life, block by block." With over \$2 million

given to over 650 projects, IOBY is smaller in scope than Indiegogo but far more personal. The average fundraising goal is just over \$4,000, and fundraisers can seek both money and volunteer participation. IOBY has been featured in many national publications such as The Wall Street Journal and TIME magazine and promises to be the tool of the future for local people like you who want to make a difference. They call their approach “crowd-resourcing,” the combination of “crowd funding” and “resource organizing.” You can get in touch at info@ioby.com, at www.ioby.org, or by calling (917) 474-4515. IOBY has helped people from Cleveland to Seattle to New York City and everywhere in between, but their greatest success may be in the city of Memphis, as you can see:

City: Memphis, Tennessee

Organization: Livable Memphis

Platform: www.ioby.com

Mission: Citizen-led projects for safer, greener, more livable and more fun neighborhoods.

Projects: Leadership Memphis

Amount Raised: More than \$500,000 from 2,139 individual donors for 170 projects in 19 zip codes throughout the city, each with an average budget of just under \$4,000. During the initial fundraising launch, 60% of project leaders had never raised money online before.

The important rule to follow when dealing with anyone assisting in the project is to give these helpful people the same courtesy and respect back by making sure to thank them at every chance, plus also provide an update of the project on a regular basis. After all, they made it possible, just like the volunteers and the rescue team. The simple rule is that you always treat people the same way as you want to be treated yourself.

SUMMARY

- The first step is to create a budget to serve as your roadmap.
 - When raising money, think of the people or companies as investors and not donors and then determine what their ROI will be.
 - Utilization of civic property is an often-missed opportunity when fundraising.
 - Online Fundraising (i.e. www.IndieGoGo.com) can be useful, but team needs to fully research all online opportunities first to determine the best fit.
-

Media/ Press

An important part of a community turnaround is to gain support from the rest of the city, which first takes place through grassroots efforts and from the on-going results achieved. There is no denying that getting press for the various victories helps to both validate the work done as well as to gain support. This includes obtaining recognition from organizations wanting to join, recruitment of volunteers and potential financial backers. Advertising is expensive; and, ideally, funding already in place would most likely be allocated to the work being done, rather than press. The competition for the media's attention is great, and getting coverage is never an easy task. Despite this, there are certain ways to increase the chances of media coverage.

First, consider which media outlets you want to garner attention from. Due to the local nature of a neighborhood rescue, it automatically means local press, which includes both local newspapers and television stations. In the case of the Las Vegas project, I was fortunate enough to secure editorial press for an estimated \$1 million. This included the project appearing over 280 times on television, as well as articles in leading newspapers. The television stations covering the project were the local KCLV and local affiliations for NBC, FOX, CBS, ABC, and Telemundo. The leading Nevada newspaper also ran several articles. In addition, the project was also covered nationally. For tracking this press, there are great services that can be used such as Television Monitoring Services, Inc., which will obtain information on when stories run, as well as the number of viewers. It is then important to perform an estimate on how much advertisement would cost with similar viewership; keep in mind that editorial coverage always has a higher value than regular commercial time. For any part of a rescue project, make every facet quantifiable, including the estimated press worth. This data is important for future projects, as it could help attract partners, as branding for their own organization within the project could be very helpful to them. Please see the media collage from Lab Vegas on the next page:

For any part of a rescue project, make every facet quantifiable including the estimated press worth

If cost is a concern, using social media to create traction and “buzz” for a project is an alternative option. People spend a great deal of time scrolling through social media feeds on their phones, often ‘liking’ and ‘sharing’ things that they can relate to. Creating a social media campaign for those in the local community to share with friends and family with a request to repost the information can be a good way to get people talking. Work with organizations in the community to share the project through their social channels as well for a broader reach. It doesn't cost much – if anything at all to click and share.

The second question to answer is why a media outlet would be interested at all. Define why your story would be newsworthy compared to other stories. As mentioned more in detail in the section about when to do a rescue, major holidays are often the most beneficial, as they are often the times when many are open for positive news. Competition for coverage during these times can be a challenge and



creativity is often helpful. In the Sierra Oeste project, a parade was held before the food was served and proved to be a very effective visual, rather than a group of people just eating. This isn't guaranteed to be enough, so if combined with some exciting news, such as a kick off, or celebration related to statistical information, it could be very beneficial.

Keep in mind that involving key members is important. In the case of Sierra Oeste, the participation of the police department helped greatly, and legitimized the project and event for the media to show interest. We also included the Vegas Viking Lodge, as they were a key partner. They brought their Viking ship to the events, which always drew a lot of attention. Imagine a full ship in the parade, with fully dressed Vikings. This was of great interest not only for the children, but also for the media as it stood out from other events around the community.

A golden rule is to also always consider that the news you want to shed light on should be of interest to the general public. The media's goal is to bring newsworthy information that is captivating to their audience. It is also of great importance who

The successful Las Vegas project received media coverage by the local TV channels KCLV, ABC, NBC, Fox and Telemondo at an estimated \$1 million worth



When dealing with the press, the facilitator should be the main point of contact to ensure that everything is presented in “we” form

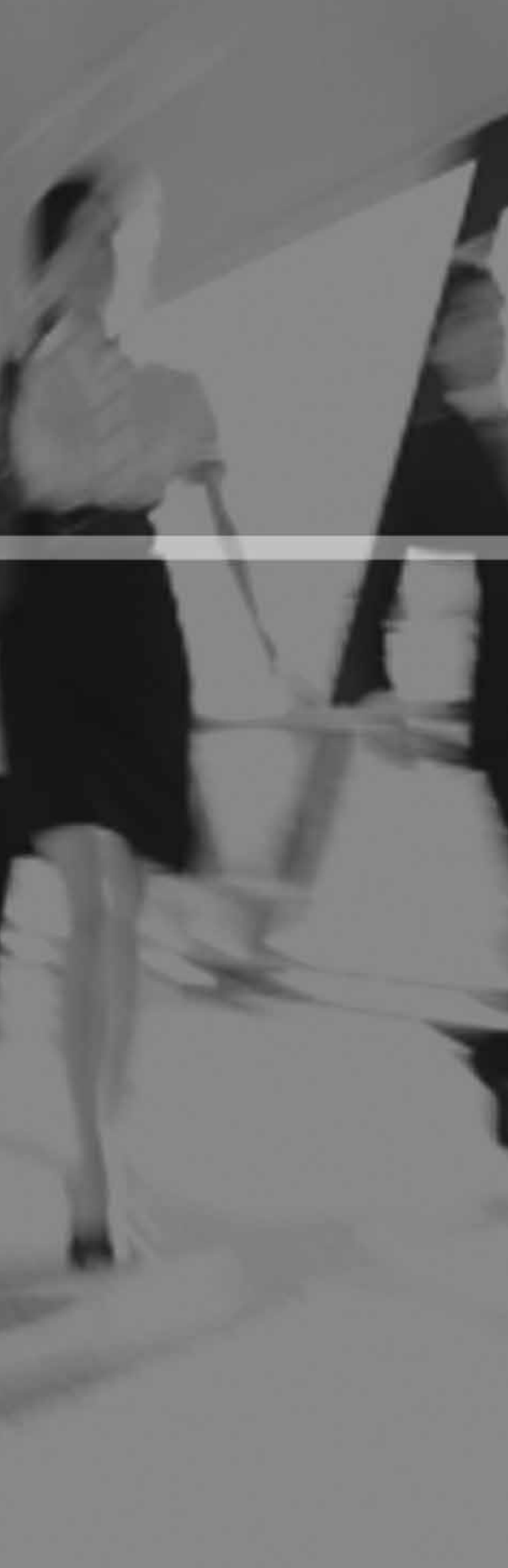
contacts the media and sends out the press release. In some cases it makes a very big difference who contacts the media outlets. This was my responsibility as the project director, but I also knew that it was important that the press release statement came from the police department as they had dealings with the media on daily basis. With this approach, I knew that the pitch I presented when calling and emailing, followed with a press release by the police department, would be seriously considered. Later, the media contacts confirmed that this approach helped to increase our chances of press coverage.

When dealing with the press, it is very important that the facilitator, who is neutral, be the main point of contact to ensure that everything is presented in “We” form. If any of the partners contact the press it can be very tempting to use the “I” form, which will portray the project as an individual effort, rather than a partnership between many groups where everyone plays an equally important role. A key element for any project of similar nature to be repeated is often linked to the amount of recognition given to all key members.

SUMMARY

- It is important to quantify the dollar value of press received. There are various services in the market to assist with this (i.e. Television Monitoring Service, Inc., etc.)
 - Social Media is a cheaper method of running a media campaign, and should be considered a vital element in advertising of the project.
 - You must understand your product (aka Neighborhood Rescue) and why a media outlet would be interested. Holidays are often great opportunities to showcase this project as news outlets are often looking for uplifting stories during this time.
 - The facilitator on your project should always be the point person for the press, providing one voice for the overall project.
-





STEP

1

Identifying
and recruiting
the “facilitator”

Every great
victory is a result
of a team effort

WHY IS IT CRITICAL TO FIRST RECRUIT THE FACILITATOR?

One of the very first tasks in a neighborhood rescue is to identify and recruit the facilitator for the mission, who is especially critical in the first parts of the project, as his or her task is not only to recruit the team, but also to ensure that the project is successful. Every great victory is a result of a team effort. This means not only having the best possible rescue team in place, but also the best possible partners attached. For anyone that considers taking on the task in their own neighborhood or city, always know that the facilitator determines success or failure, as everything boils down to the team itself.

In this chapter I have included a template, which is recommended for use in both clarifying the profile, target group of where candidates should come from, as well as a great document to share with potential candidates. If other information is needed to be supplemented, or some information needs to be modified, please do so, as the key is that you have a clear profile of the facilitator, just as you have a clear game plan and strategy with timelines for the entire project itself.

WHERE AND HOW DO YOU FIND CANDIDATES?

When recruiting, there are two primary ways to go. One is to post ads online; this is known as the arena of active job seekers. The second way is where the passive candidates are found, which is the expertise of ESR, my own company, which for over 20 years has focused on this form for recruitment in the corporate world. But, the same principles apply here. The second method is based on mapping suitable candidates without initially contacting them. Keep in mind that when contacting people for this task, it is a unique offering, as the appointment involves doing something groundbreaking on a grand scale, where no one else has before succeeded. Due to the specific nature of the profile requirements, the advice is to go wide in the search, despite the main focus on the mapping process, which will be further explored below. In my case, the task started years earlier, so it was more a question of timing, which will also be the same for others.

The biggest
challenge is not
to turn around
the struggling
neighborhoods, but
to recruit the best
possible facilitators

Candidates who have the right background might not have the necessary time available to commit to the task, but may be interested at a later point. It is important to stay in contact with these individuals for future networking purposes. For the Neighborhood Rescue of America, the biggest challenge is not to turn around the struggling neighborhoods, but to recruit the best possible facilitators. Thereby, when thinking about potential candidates please review the profile template, but keep in mind that there is also chance for candidates that might not fit the exact profile to be suitable, if there is no other option. The personal characteristics are paramount, as there are certain specifics in personality traits that make someone's chances of success greater. If you identify somebody you feel has potential, also keep in mind that even if some experience is short or lacking, another team member can make up for this. This is the essential element of building a winning team: to create a group with skills that supplement each other. The question of where to look can be a wide



range, including someone like myself, who traveled from Norway to Las Vegas for the mission. But, even if the whole planet is your target market, the general rule is to focus all your energy on finding someone local, as this way you will have the greatest chance of succeeding.

In the process of recruiting or identifying potentials, bear in mind that an appointment can be broken up if necessary. This might be beneficial to those who are interested, but feel that they don't have the time to take on the full commitment to see the entire project through, or perhaps would prefer to work in partnership with someone for the project. Here are some important key elements to know about when looking for qualified candidates for the facilitator appointment.

- It is important to have the necessary background of success, as someone with a proven, successful track record has a great chance to again repeat these traits.
- Focus the efforts locally, meaning it's most realistic for somebody already living in the city.
- The Facilitator should be fearless and motivated to make a difference. The appointment involves a risk factor as the turnaround project will take place in the most dangerous neighborhoods. This means the potential candidate might very likely be someone with a patriotic mentality possessing a military or police background, or has had some experience from working in these neighborhoods.
- Consider people wanting to go into public service and later run for political

The right recruitment strategy, with thorough mapping and cross checking of the entire marketplace, ensures the best possible facilitator and team members for the project.

office. These candidates come from all walks of life. Try looking at local elections and candidates running, who have not served in office previously. It is recommended that the individual does not enter political office parallel to the assignment. Individuals who are resourceful, often from business, and have interest in community work could also be suitable candidates. When looking for candidates, the template in this section can be helpful in locating backgrounds.

- A technique used in the recruiting field is called “sourcing,” which means you ask people for suggestions of other potential candidates. As a general rule, “high performers” usually have a few names to offer. This is also a great way to have someone in the target group suggest themselves if you are reaching out to them directly to share information about the project and ask for their suggestions. In this process you can also email them information, which they can also share with others. When you want to further qualify someone, you cross-reference with other sources who may know the individual, which is an additional form of vetting. This is often an indicator that you have an objective recommendation, rather than subjective, which is the ultimate goal when identifying the best possible facilitator.
- It is important that in the first phase of the recruitment, only name gathering takes place, meaning no one is asked if they are interested in the mission. The reason for this is to compile a complete list of names and profiles to work from to investigate further. It is important to review backgrounds prior to reaching out to potential candidates in order to have a full understanding of their accomplishments, interests, and involvement in the community. When further assistance is needed, contact Neighborhood Rescue of America for input, guidance or simply forward the names, which Neighborhood Rescue can then review further.

The interview process is something that NRA will conduct following internal protocol, as well as the mandatory background checks, as the appointment of facilitator will mean teaming with law enforcement in some locations. This leadership role comes with great responsibility and requires a proven record of integrity to gain the trust necessary to succeed.

NEIGHBORHOOD RESCUE *of America*

PROFILE INFORMATION

Client: Neighborhood Rescue of America (NRA) – Las Vegas / www.neighborhoodrescue.org
Contact: Christian Schoyen, President
Telephone: 702-442 0222
Assignment # : 1
Start date for recruitment: ASAP
Completion date (deadline): 3 weeks
Geographical coverage: Chicago, Illinois
Recruitment method: Semi-search (candidate mapping, followed with direct approach)

INFORMATION ABOUT POSITION/ORGANIZATION

1. Position title: Facilitator/Project Director

2. Location of position: Chicago, Illinois

3. If the job position isn't new, what happened to the predecessor and why?

It is a new position.

4. Background to predecessor/ qualifications:

It is a new position.

5. Organizational descript. (history# of employees/ turnover/ products/ customers/ org. structure):

History & mission

Neighborhood Rescue of America (NRA) is a 501 (c)(3) non-profit organization which was founded by Christian Schoyen in Las Vegas, Nevada in December 2016, with the mission to turn around low-income, high crime ethnic neighborhoods throughout America to foremost help the children and their pets living there. The focus for NRA is to fix the most dangerous neighborhood in each city and thereafter maintain control to ensure sustainability. These selected geographical targeted communities will serve as inspiration to the other parts of

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the city, with the next goal to ignite a “butterfly effect” for others to copy the efforts, or even parts of the project, so that eventually the success will affect the entire low-income ethnic community, meaning all neighborhoods. But, for NRA the target is strictly on one neighborhood in each city.

During the years 2012 – 2015 Christian Schoyen put his 10-step system he created to work in the most dangerous neighborhood in Las Vegas; Sierra Oeste. The system resulted in a 75% reduction in crime, in the community where every previous effort in the past had been unsuccessful. The low-income community consisted of 50% Hispanics, 30% African-America and 20% white. Nevada had been chosen by Christian for testing of his system due to having the worst conditions for children in the US. After the validation in Las Vegas, NRA was formed to duplicate the proven work model to be used in other states and troubled low-income ethnic neighborhoods across the US. The goal is now to create local chapters across the country.

Documentation and educational tools

The entire Las Vegas neighborhood rescue project was documented in the feature film, Vegas Vikings – 21 Day Challenge, which Christian created in order to later use to help build trust with the residents in the other low-income ethnic neighborhoods his organization aims to fix. The film won 5 first prize awards at domestic and international film festivals, including “Best Nevada film” and was nominated “best documentary” at 5 other festivals. The film has been seen and downloaded by over 150,000 people to date, together with the educational life manual: Change Your Life – Change the World, which is a key component in the 10 step system for neighborhood turnarounds. In March 2017, Christian’s manual; “Neighborhood Rescue 101 – How to fixing low-income Black and Hispanic communities” presenting his 10 step system, for those taking on the task of turning around the neighborhoods was released.

Services provided/ customer group

NRA offers its assistance in turning around the most troubled, high crime, ethnic neighborhoods of America, in partnership with other local and national organizations. The services consists of 1) Recruitment of local rescue teams, 2) Creation of financials for cost/benefit analysis for the particular neighborhoods to be fixed to show the economic impact, and 3) Strategic advice. The three services are provided by the NRA to cities that are interested in improving the conditions of their struggling ethnic communities that they themselves have not been able to fix.

Organizational structure

Neighborhood Rescue of America (NRA) is structured with Founder Christian Schoyen as the president, based in Las Vegas, with local chapters organized under the NRA umbrella, with responsibility for their city, which is run by local facilitators/project directors. The goal of central NRA is to build and support local chapters, with resources ranging from

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recruiting assistance, assisting in the first phases to ensure the local group and their goal of turning around the most dangerous low-income ethnic community will succeed in their efforts, provide ongoing support, including technological tools for running the local project and tracking results, as well as preparing financials and budgeting. The goal is to maintain a flat structure for the future as local chapters are created throughout America.

6. ORGANIZATIONAL CULTURE:

The culture is informal, dynamic and very result driven. The environment is influenced by the important pioneering work being done, and the great importance of succeeding with NRA's mission of turning around the struggling low-income ethnic communities in an effort to help the children and their pets.

7. BACKGROUND OF PEOPLE LINKED TO THE POSITION:

Founder/President Christian Schoyen created the 10-step system used in NRA's turnarounds, which he applied when turning around the Sierra Oeste neighborhood in Las Vegas, which resulted in a record 75% reduction in violent crime. He was recognized for his work by Mayor Carolyn Goodman, with the honorary award; 'Recognition of Your Contribution to the Community'. For over 20 years, Christian has owned a successful international recruiting company he founded, which he stills presides as the CEO, with offices in Europe and the United States, where he has been involved in over 3500 key recruitments for Fortune 1000 companies. Christian has also assisted in building hundreds of management teams and boards. In addition to being an expert in building winning teams, Christian has an extensive background as a motivational and educational speaker from traveling for two years to the struggling low-income ethnic communities of America in conjunction to his professional work. Before he entered the field of recruitment he founded a newspaper and worked as Editor-in-Chief covering the job market, where he re-trained and coached thousands of people in need of jobs. Christian has a bachelor in Business Administration from Pacific Lutheran University; he conducted his studies in African-American studies at California State University and further studies in psychology at Harvard University. His strong interest in human behavior has resulted in several books he has written on recruitment, job-search, self-help and psychology, including the U.S. bestseller, "*Secrets of the Executive Search Experts*," the educational book for residents in struggling communities: "*Change Your Life – Change the World*" as well as the guide for the rescuers: "*Neighborhood Rescue 101- How to fix low-income Black and Hispanic communities*".

In addition there is a support team providing assistance to each local chapter.

8. AREA OF RESPONSIBILITY FOR THE POSITION:

1. Operate and manage the neighborhood rescue group in Baltimore to ensure success for the turnaround, followed with responsibility for post-project to ensure sustainability for results achieved.
2. Full responsibility for the local NRA chapter of Chicago, with the local neighborhood rescue turn around project that falls under the chapter.

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3. Being able to put together detailed, statistical progress reports on crime, within each category on a continuous basis, including a full statistical evaluation of the target location to be fixed.
4. Responsible for creating the analysis for the budget for the turnaround, as well as the positive economic impact the success would mean.
5. Participation in recruitment of partners to the rescue project(s).
6. Distribution of the educational manual created for the field work; *Change Your Life – Change the World*, as well as holding the training session for the residents on the program for the book. In addition, there is the responsibility for presenting the film *Vegas Vikings – 21 Day Challenge* for viewing, along with the distribution of the manual; *Neighborhood Rescue 101 – How to fix low-income Black and Hispanic communities*.
7. Responsibility for invitations to each group meeting with the team partners and distributing the agenda at the beginning of each meeting, which includes targets for next meeting for each participant, as well as what was achieved since the last meeting by each member.
8. Coordination of each meeting itself, which means ensuring everything flows, and that each member has an equal say, while making sure the group remains on track.
9. The facilitator/project director is expected to be in the forefront in building trust with the local residents when knocking on doors.
10. Be the key contact for press, including creation of press releases and anything relating to communication with mass media.
11. Responsible for documenting each meeting in its entirety on film, getting video statements of each active member and their specific tasks and responsibilities, as well as ensuring that everyone has signed release forms prior to filming.
12. Responsible for running the collaboration technology system for the group including tasks to be accomplished, which also serves as the communication center for all correspondence.
13. P&L, with responsibility for the financial budget ensuring that everything is recorded on the centralized NRA financial system.
14. Participation in various local speaking events to share information about NRA's efforts.
15. Together with NRA central, identify programs for grants that the local chapter could qualify for, as well as potential sponsors relating to both materials and financial donations.
16. If any partners are not aligned with the rest of the group the facilitator is responsible for immediate removal of the group member to ensure nothing interferes with the progress or timeline of the project.
17. Participate in the monthly NRA teleconferences, as well as the annual conference, which is held in Las Vegas.

Note: There is high safety risk involved, particularly in the initial phase of the project. One must be willing to face danger in the high crime neighborhoods being turned around.

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9. GOALS FOR POSITION (targets to be achieved within a set timeline):

The first task, which is expected to take place in a matter of weeks, is to assist in the recruitment of the local members to build a winning team. Then next in matter of a few months the target is to kick off the rescue operation, which is the main task for the chapter and the facilitator. Within six months from the start it is expected to have conducted and completed a full turn-around, and started on the post-project to ensure sustainability. Both tasks are the responsibility of the facilitator.

10. REPORTING (to/from position):

Direct report by facilitators takes place to Christian Schoyen, President. There is no one reporting directly to the facilitator, except local team, interns and volunteers of the chapter. The project is based on partnerships where the advisory board members are all equals.

11. PERSONNEL RESPONSIBILITY:

Within the project there is no direct personnel responsibility as it is all partnership based where everyone has an equal vote. But, despite this NRA is running the project and has the overall responsibility to enforce all guideline to ensure that the every rescue succeeds as anticipated.

12. REQUIRED TRAVEL (days per year):

Little travel is anticipated. But, as NRA grows there could be some travel to assist other chapters. It is expected for the facilitator to participate in the annual NRA conference.

13. COMPENSATION (salary range):

During phase one of the project the position is on a non-paid, volunteer basis, but as funding from local sponsors and grants takes place, there will be a base numeration in the range of \$1,000 per month, as it also directly relates to the time required for the appointment as facilitator. It is not anticipated that the position will require more than a part-time commitment and should in no way interfere with someone's full time work.

14. WHAT IS ESPECIALLY POSITIVE ABOUT THE POSITION, WHY SHOULD CANDIDATES BE INTERESTED?

The facilitator/project director will hold a key appointment as he/she will be responsible for not only a turnaround where everyone else has previously failed, but also be among a select few in America who will change the future for the low-income ethnic neighborhoods in America. This is in addition to creating a quantifiable economic impact of large proportions to the city and state. There is great prestige and responsibility in the appointment, which is very visible outwards as the facilitator will be the group's spokesperson in mass media. For someone later considering seeking political appointment this will be an excellent way to build a track towards such a goal. But, also noted is that the appointment in itself is so ground breaking in its role, that the achievement in itself as well as the mission is to most sufficient.

PROFILE REQUIREMENTS

15. IDEAL BACKGROUND PRE-REQUISITE FOR CANDIDATE (underscore what skills, background, which is a necessity to poses):

Necessary requirements

- Previous or current experience within “grass roots” America, this includes working with low-income ethnic neighborhoods in relevance to professional work or pro-bono work.
- Within previous background, sales/marketing or other human facing experience.
- Experience in recruiting people, and strong skills in management.
- Most important, experience with strategy in motivating and uniting people.
- Excellent communication and people skills, ability to assume a natural leadership position within a group.
- Democratic leadership style, but firm in execution once targets are set.
- Must feel great empathy for people struggling, and possess a natural “calling” of wanting to help and make a difference.
- It is key to possess the four core “modern day” Viking traits; imagination, vision, collaboration and fearlessness, which should be reflected in candidate’s experience.

Advantageous background/skills

- From current or previous positions it is helpful if they have experience with all facets of a business organization, meaning financial, management, sales, and strategy.
- Media experience is a plus.
- Experience in problem solving, ability to think outside the box to find new, creative solutions.
- Very strong negotiation and deal making skills at all levels.
- Minimum 10 years relevant work experience, which includes preferably building from the ground up and running a business and/or a non-profit organization with a minimum of 10 employees, with a successful track record of accomplishments.
- Analytical abilities, with experience in conducting projects involving multiple partners/employees, while working with tight timelines and budgets.
- Helpful if the candidate has worked with training people, particularly in the job arena.

16. EDUCATION:

Minimum four year university degree. Equivalent work and community experience considered.

17. PERSONALITY:

- Two key words describing the ideal candidate: strategist and motivator
- Must be a doer, who is fearless, willing to be in the forefront (high risk involved) with related relevant experience as there is danger involved. He or she must “walk the talk”.

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- Must possess a likeable personality, be a strong communicator, and demonstrate the ability to gain trust from people of all walks of life.
- Proactive, with a mindset that everything is possible.
- Must be a natural team leader who is not someone who dominates, but rather a person who understands that success is a result of a team effort.
- Must be a direct, but diplomatic person, who seeks alternatives to conflicts and finds ways to compromise when necessary, never letting the ego get in the way of progress.

18. LANGUAGE SKILLS REQUIRED:

Fluent in English.

19. OTHER FACTORS:

For someone to be successful it is important to have success in their track record and possess a competitive nature in regards to succeeding, but always on behalf of the group.

TARGET COMPANIES/ ORGANIZATIONS

20. WHICH TARGET GROUPS ARE TO BE COVERED

1) Competitors 2) Parallel industries 3) End users

Target groups are: A) Other non-profit organizations working in the same low-income neighborhoods (only former employees), B) business leaders, C) someone with background from law enforcement, or D) military personnel in a leadership capacity.

21. OVERVIEW OF COMPETITORS:

There are presently no clear competitors or organizations that currently provide a complete turnaround solution with focus on low-income ethnic communities in America.

22. EXAMPLES OF COMPANIES/ORGANIZATIONS/DEPARTMENTS (if other competitors) WHERE POTENTIAL CANDIDATES CAN BE IDENTIFIED.

Managers of local businesses, former police and military personnel with leadership backgrounds are preferred.

23. NAME COMPANIES/ORGANIZATIONS WHICH ARE NOT RELEVANT (EXPLAIN WHY):

Companies and organizations linked to any of the other current group members are not of relevance. No one from the government, including elected officials are to be recruited if NRA themselves are doing the entire turnaround project.

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24. JOB TITLE PRESENTLY USED BY POTENTIAL CANDIDATES:

Managing Director

CEO

Manager

President

Director

Team leader

Police (retired) – someone with supervisory experience

Military – someone with supervisory experience

25. COUNTRY (GEOGRAPHICAL AREA) TO BE COVERED:

USA

OFF-LIMIT ORGANIZATIONS

No recruitment to take place from any of the organizations that participate in the neighborhood rescue or other entity within the local government, this includes elected politicians if NRA is running the entire project. All non-organizations, including police departments/churches are off-limit.

SUMMARY:

- Identify and recruit a facilitator.
 - The facilitator will be responsible for recruiting the team and ensuring project success.
 - Create a target profile to recruit the ideal candidate.
 - Focus on candidates who want to be involved in the community and make a difference.
 - Seek referrals from ideal candidates who aren't available themselves.
 - Work with candidate and NRA to complete application process.
-

TARGET LOCATION:
LAS VEGAS, NEVADA
UNITED STATES OF AMERICA





STEP

2

Choosing target location

*(Isolated community with
clear entry, exit and
"highest crime," close to
"good place," time of year)*

The two most important questions before starting to plan a Neighborhood Rescue are: (1) What location do you select, and (2) When do you start the project?

In order to be successful with a community rescue, extensive preparation is necessary. For Neighborhood Rescue of America, everything boils down to advanced research, followed by a clear strategy. What will determine the success of a turnaround is not only the selection of the right location, but also the acquisition of as much knowledge as possible about the target community and its residents. Armed with this information, you will be able to adjust your strategy accordingly. The NRA strategy is to identify the most crime-ridden, low-income neighborhood in each city. This is where children have almost zero chance of succeeding in life, and where help is more urgently needed than anywhere else. Plus, by succeeding where nobody has before, we set an example for fixing other neighborhoods. Although the problem of failing low-income communities with millions of suffering people is widespread, NRA can only select one geographical location at a time. Despite the fact that there are other children in the same dire situation nearby, we cannot spread ourselves too thin in order to be effective. By starting with one location, we trigger a larger phenomenon. Through the butterfly effect, other neighborhoods beyond the target location eventually will change, but unfortunately this will not happen in the first phase of the project. When our efforts are spread across a vast geographical territory, full control is impossible to achieve. There are guidelines for choosing a target location:

- **The ownership structure** – Are there multiple buildings with private owners, or just one or two “slumlords”? If the first category, then there is a chance to get support from the homeowners, which is key.
- **The size and geographical structure of the neighborhood** – Can the community be physically isolated—meaning is it possible to draw perimeters around the neighborhood to sort of isolate the target location?
- **The structure of the buildings** – Is it a high-rise, where one can hide away or make it difficult for others to physically get to some of the residents? Or does each living area allow easy, direct access? This is key, since, in a bigger setting, is possible to isolate the target problem area within the neighborhood, without affecting the other, more healthy parts.
- **Layout of the neighborhood** – Are there many access points to the target neighborhood? If three or less it’s easier to control entry and exit points; if more, then it is more difficult.
- **Key Advice:** Create a detailed drawing of the area using Google Maps and other digital tools.

After choosing a physical location, we have to choose our starting time. Certain times of year are better to start than others. For example, it is always better to start the project during the cold season, as crime rates are typically lower, and as more people spend more time indoors. In addition, it is beneficial to link the kick off during public holidays such as Christmas or Easter, since this gives a natural opportunity for parades and block parties, encouraging the unity required for the project.

SUMMARY:

- Choose a target location and project start date.
 - Identify neighborhoods where children have a very low chance of succeeding in life by reviewing graduation rates, crime statistics, and substance abuse statistics.
 - Determine if the selected community can be geographically isolated for the project.
 - Make sure residents of the community are able to easily interact.
 - Select a start date close to a holiday where people are more likely to come together and celebrate, with an emphasis on the children.
 - Host a kickoff event for the community.
-





STEP

3

Recruiting the
"rescue team"

The difference between success and failure is a great team

There is a famous saying that the difference between success and failure is a great team, which I have myself witnessed on multiple occasions working in the corporate world, as well as during my Las Vegas project. In each and every team-oriented scenario, I have witnessed success as a result of excellent team efforts in some instances the facilitators reasoning for accepting the appointment can be greatly influenced by who the team consists of, and vice versa. Some key rules to acknowledge are:

- Each member must represent the interest of the group (according to the programs offered), possess the desired personality traits which complement the other members in the group, and possess the desire to succeed.
- Recruit and present the title to the group member as “Advisory Member” in a committee capacity, which will operate mainly as a Think Tank, and, when necessary, be representatives in certain field activities.
- When recruiting members, ask yourself the following question: who is getting paid to be there, and what does each member have to gain? It is great if each member has something to gain beyond the mission. In my role, being from out of town, not running for political office, and not being paid caused some to question my motivation, which is understandable. My reason was that it was strictly my calling and that the reward was to have a strong, positive impact in the lives of others, while creating a better environment for the children and pets in the community. This motivation is shared by many, but from a recruiting standpoint it still is natural for others to think that there is “a catch” for someone to commit to the group.
- One of the members should represent the homeowners. The neighborhood rescue is of great benefit for the homeowners due to the rapid price increases, which most often take place when a complete turnaround occurs. To get the owners on board is key due to the financial funding needed. They will also remain involved during phase 2, which greatly eases the workload when they are committed.

Note: Also keep in mind when assembling the team that each person has a network of contacts they will bring with them. Those that have contacts, including donors, press, law enforcement, or others, can be very valuable and speed things up.

WHAT DO YOU LOOK FOR IN THE TEAM MEMBERS?

As mentioned earlier in this book, the people on the team are what determine the degree of success or failure. Someone’s ego and/or politics can derail a project. It is paramount to choose team members very carefully. Some rules that are helpful to follow:

- Identify individuals who have proven unselfish acts of either bravery or humanitarian art, and who had a proven track record of these traits to show for, such as the extraordinary heroes participating in the Las Vegas project.
- Further, if the individuals have had little personal gain from their accomplishments, it reflects their true nature.
- Teamwork-oriented and able to work with others to achieve common goals.

- They have placed their cause before themselves.
- Extensive experience behind them, with a minimum of 10 years.
- Highly creative nature and mindset; problem solver; doer rather than thinker.

WHERE DO YOU LOCATE THE POTENTIAL TEAM?

Based on the traits described in the previous section, the candidates have to be mapped and contacted directly, in the same manner as was suggested in the process of recruiting the facilitator. The heroes identified in Las Vegas were the perfect examples of individuals that could change the world. They each had already created extraordinary legacies, and stood out as role models with the most selfless nature. My approach to get to know them better, as well as do something for them, was to create a TV show. I interviewed the candidates, and the local channel KCLV agreed to air the interview. I presented them as the “modern-day” Vikings who possessed the four traits; imagination, vision, fearlessness, and collaboration. The name of the program was Hometown Heroes (the same name as the awards, discussed later). I later asked if they wanted to join the neighborhood rescue, many said yes.



My belief is that when you ask for something, you should always be able to give something back. My idea was to promote the unique individuals and their causes to the city of Las Vegas. My route for finding them was based on several sources, including cross-referencing, a method in corporate headhunting. This meant to first Google key words such as “heroic deed Las Vegas” and when doing so, I received information about a number of people. I wanted a lifetime pattern of people doing good things in the community. Next, I looked online at the Red Cross annual awards for heroes, and then from the names of last year’s winners, researched their

In first Las Vegas meeting, where the master plan is reviewed and discussed.

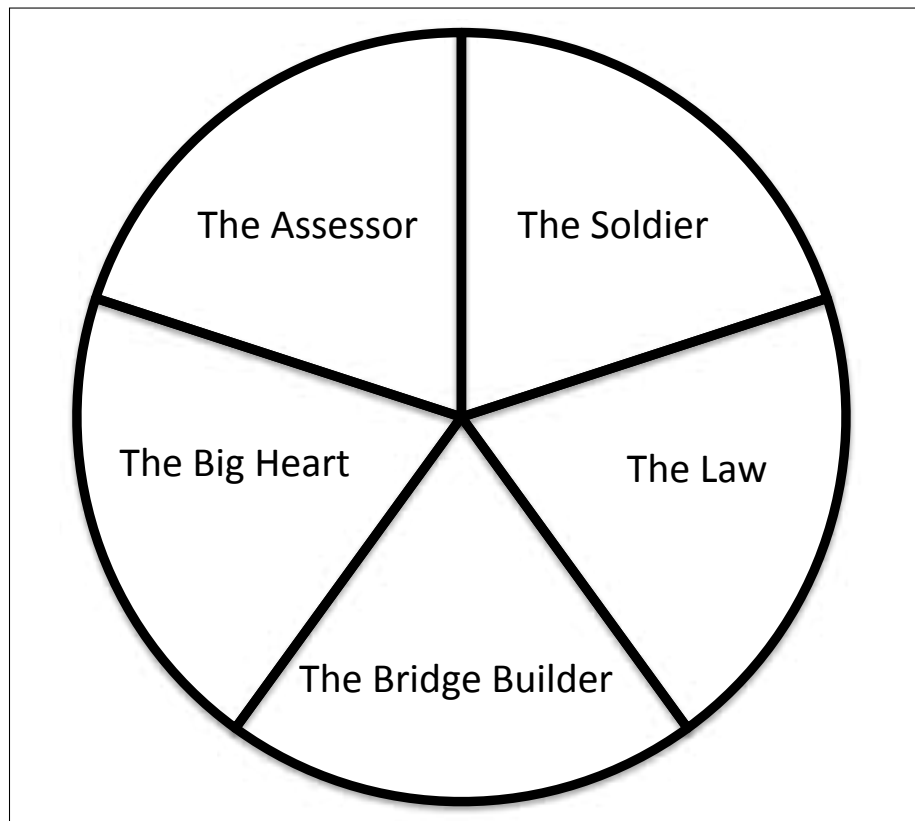
backgrounds further. I also spoke to local journalists and the communication office for the Las Vegas Metropolitan Police Department. Finally, I asked each of the heroes I identified for additional names. After several names were repeated, additional vetting was conducted and I knew with certainty who the final “dream team” would be.

After the TV interviews, I partnered with the local Sons of Norway Vegas Viking Lodge to arrange the Hometown Heroes Leif Eriksson award to honor as well as unite the heroes, before the rescue mission. In your case you don’t necessarily need to go through the same efforts I did. I saw no other way as I was coming from the outside, and this kind of project had never been successfully done before. A final tip for finding potential team members is to look towards the “feel good” stories of local TV stations and the internal award ceremonies of police departments.

WHAT IS THE BEST TEAM STRUCTURE?

The key to a successful team lies in their individual, unique track records, and also how they complement each other--both in terms of the interest groups needed for the rescue, and each person’s skill set. For the core group, which were the heroes and community leaders, it was necessary that their representation would match one

An important component for a successful team is that they compliment each other’s skillsets



of the 5 listed categories: A) a bridge builder, B) an “in-the-field,” “boots-on-the-ground,” “soldier” for the greater cause, C) Assessor—someone who would question, and provide alternative solutions D) Someone with a big heart who had extensively been working in the same types of neighborhoods spreading kindness E) Hero from law enforcement/military, with strategic leadership abilities. They would also each represent one of the key causes, if possible, which are a) food, b) animal welfare, c) safety, and d) education.

The second group was the Sons of Norway Vegas Viking Lodge, which was an essential part of the project because my concept was educational; it was based on certain values represented in the Viking spirit, which I had built in. This group was key for the inspiration of a drawing competition for the children. They incorporated Viking costumes and a full-sized Viking ship as a method of reaching the children, as well as a bridge for the community to lower their guard to build the necessary trust.

The third group was Big Brother Big Sister of Nevada, as well as the Never Give Up Foundation with Matt Cox, a representative of the homeowners, and Guardian Angels, who specialize in changing behavior. This group was essential as well, due to the important factors of effectively reducing crime. They also provided educational tools on the basis of the other pieces of the project.

The fourth group was a local church. This element is helpful because it is a local entity that is already established, and already has certain programs in the troubled neighborhood. The local Liberty Baptist church worked in a similar way that the Sons of Norway Vegas Vikings Lodge did, with providing support to children.

Based on specific areas to be covered in the community rehabilitation project, the following key tasks/areas and groups need to be integrated:

- Neighborhood Watch
- Animal welfare
- Food
- Mentorship/Education
- The Homeowners
- Law enforcement
- Job/skill re-training
- Community activities

Of the members I recruited from the Hometown Heroes group that I interviewed in conjunction with the TV show, everyone was perfect for the group. So it was more a question of who had available time, as they all had very busy schedules. The five community leaders below were the ones that became the essential core group of the Neighborhood Rescue Team, who together with the other partners were behind the turnaround of the Sierra Oeste community. What these five leaders share is that they are non-political and that they all have done extraordinary deeds and accomplishments from their heart throughout their lives. They unselfishly lead through example as they inspire others through their actions.



Fred Schultz (Profile: “The Assessor”)

– Saved 100,000 children in Nevada

In the late 90’s, working from the trunk of his car, Fred started Positively Kids to help medically fragile children. He built his organization up to what would become a support center for now more than 10,000 children and their families.



Julie Murray (Profile: “The Bridge Builder”)

– Fed 100,000 Starving Nevadans

To fight hunger in Nevada, Julie Murray created Three Square Food Bank from a concept drawn up at her kitchen table to an operation that today distributes 16 million meals annually, feeding over 100, 000 starving Nevadans.



Gina Greisen (Profile: “The Soldier”)

Changed the future for all animals in Nevada

Gina Greisen is an animal activist who introduced Cooney’s Law for animal justice to end cruelty changing the future for all animals in Nevada. Through a lifetime of caring for others, she has helped thousands of both people and animals.



Barbara Kenig (Profile: “The Big Heart”)

Touched the lives of 100,000 struggling Nevadans

Barbara, known as the Jewish Easter Bunny, has for over 20 years delivered thousands of baskets with food, candy and toys to families with children living in shelters, in cars or on the streets, together with a dedicated group of volunteers.



Lt. John Pelletier (Profile: “The Law”)

– Rescued woman from burning car

John is an exemplary policeman who was driving home as he noticed a burning car on the opposite direction of the freeway. He immediately stopped his car, ran through traffic to get to the car and cut a pregnant woman loose.

Keep in mind that there is a Fred, as well as a Gina, Julie, Barbara and John in every major city of America, which again means the same success can be anticipated across the entire country, if recruiting is done correctly. The magnitude and impact of these extraordinary people working together is enormous, and when these “profiles” are recruited in the same way as was done in Nevada, throughout the 50 states of America, means a total of 250 community leaders and true heroes. We will then, when working together with dedicated volunteers, have the power to change the future for the 9 million children living in the low-income ethnic communities.

HOW TO APPROACH THE POTENTIAL ADVISORY GROUP CANDIDATES:

When contacting the names on your short list, follow the template below and ask a prospect if this is something that could be of interest to them? Turning around an entire community requires a team, and cannot be accomplished by just one person or entity. When you approach the individuals on the short list, it is very important to remember that what you say and how you approach them will make all the difference. First, you need to ask them to fill in an advisory capacity, which will consist of the foremost leaders like themselves who will meet over a working lunch to come brainstorm: to come up with solutions to the challenge of turning around the struggling ethnic neighborhoods. What you need from them is a commitment to attend a meeting once a month and during holidays; and based on their schedule, attend functions in the neighborhood. Remember, it is their vast experience that will make all the difference, as they have already been there before. Further in approaching them it is important to inform them that the group's solutions will be behind a one of a kind turnaround situation, which will include press, and also an opportunity to promote their organization, as this will always be appealing. The group will consist of two groups, one of the mentioned heroes/community leaders (non-political), and the other group will consist of necessary organizations such as Big Brother Big Sister of America or Guardian Angels, both which are essential in the neighborhood rescue operations across America. Together they will form the core team, which represents the ideas, followed by action and execution.

In addition, you also need volunteers to make it all possible. It does not matter how big or small the efforts are, as it's the sum of the efforts that matters. The facilitator and core organizations will work side-by-side in the field with the volunteers, who will work together to make the success a reality, as everyone is equally important in the puzzle.

NEIGHBORHOOD RESCUE *of America*

PROFILE INFORMATION

Client: Neighborhood Rescue of America (NRA) – Las Vegas / www.neighborhoodrescue.org

Contact: Christian Schoyen, President

Telephone: 702-442 0222

Assignment # : 1

Start date for recruitment: ASAP

Completion date (deadline): 3 weeks

Geographical coverage: Chicago, Illinois

Recruitment method: Semi-search (candidate mapping, followed with direct approach)

INFORMATION ABOUT POSITION/ORGANIZATION

1. Position title: Advisory Board Member

2. Location of position: Chicago, Illinois

3. If the job position isn't new, what happened to the predecessor and why?

It is a new position.

4. Background to predecessor/ qualifications:

It is a new position.

5. Organizational descript.

(history, # of employees/ turnover/ products/ customers/ org. structure):

History & mission

Neighborhood Rescue of America (NRA) is a 501 (c)(3) non-profit organization which was founded by Christian Schoyen in Las Vegas, Nevada in December 2016, with the mission to turn around low-income, high crime ethnic neighborhoods throughout America to foremost help the children living there. The focus for NRA is to fix the most dangerous neighborhood in each city and thereafter maintain control to ensure sustainability. These selected geographical targeted communities will serve as inspiration to the other parts of the city, with the next goal to ignite a “butterfly effect” for others to copy the efforts, or even parts of the project, so that eventually the success will affect the entire low-income ethnic community, meaning all neighborhoods. But, for NRA the focus is strictly on one neighborhood in each city to this way create a model success story, which will then inspire to other turnarounds.

During the years 2012 – 2015 Christian Schoyen put his 10-step system he created to work in the most dangerous neighborhood in Las Vegas; Sierra Oeste. The system resulted in a 75% reduction in crime, in the community where every previous effort in the past had been unsuccessful. The low-income community consisted of 50% Hispanics, 30% African-America and 20% white. Nevada had been chosen by Christian for testing of his system due to having the worst conditions for children in the U.S. After the validation in Las Vegas NRA was formed to duplicate the proven work model to be used in other states and troubled low-income neighborhoods across the U.S. The goal is now to create local chapters across the country.

Documentation and educational tools

The entire Las Vegas neighborhood rescue project was documented in the feature film, *Vegas Vikings – 21 Day Challenge*, which Christian created in order to later use to help build trust with the residents in the other low-income ethnic neighborhoods his organization aims to fix. The film won 5 first prize awards at domestic and international film festivals, including “Best Nevada film” and was nominated “best documentary” at 5 other festivals. The film has been seen and downloaded by over 150,000 people to date, together with the educational life manual: *Change Your Life – Change the World*, which is a key component in the 10-step system for neighborhood turnarounds. In March 2017, Christian’s manual; “*Neighborhood Rescue 101 – How to fix low-income Black and Hispanic communities*” presenting his 10-step system, for those taking on the task of turning around the neighborhoods was released.

Services provided/ customer group

NRA offers its assistance in turning around the most troubled, high crime, ethnic neighborhoods of America, in partnership with other local and national organizations. The services consists of 1) Recruitment of local rescue teams, 2) Creation of financials for cost/benefit analysis for the particular neighborhoods to be fixed to show the economic impact, and 3) Strategic advice. The three services are that are provided by NRA for cities

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interested in improving the conditions of their struggling ethnic communities that they themselves not been able to fix.

Organizational structure

Neighborhood Rescue of America (NRA) is structured with Founder Christian Schoyen as the president, based in Las Vegas, with local chapters organized under the NRA umbrella, with responsibility for their city, which is run by local facilitators/project directors. The goal of central NRA is to build and support local chapters, with resources ranging from recruiting assistance, assisting in the first phases to ensure the local group and their goal of turning around the most dangerous low-income ethnic community will succeed in their efforts, provide ongoing support, including technological tools for running the local project and tracking results, as well as preparing financials and budgeting. The future growth will result in recruitment of another three people at central NRA, while the goal is to maintain a flat structure for the future as local chapters are created throughout America.

6. ORGANIZATIONAL CULTURE:

The culture is informal, dynamic and very result driven. The environment is influenced by the important pioneering work being done, and the great importance of succeeding with NRA's mission.

7. BACKGROUND OF PEOPLE LINKED TO THE POSITION:

Founder/President Christian Schoyen created the 10-step system used in NRA's turnarounds, which he applied when turning around the Sierra Oeste neighborhood in Las Vegas, which resulted in a record 75% reduction in violent crime. He was recognized for his work by Mayor Carolyn Goodman, with the honorary award; 'Recognition of Your Contribution to the Community'. For 20 years, Christian has owned a successful international recruiting company he founded, which he still presides as the CEO, with offices in Europe and the United States, where he has been involved in over 3500 key recruitments for Fortune 1000 companies. Christian has also assisted in building hundreds of management teams and boards. In addition to being an expert in building winning teams, Christian has an extensive background as a motivational and educational speaker from travelling for two years to the struggling low-income ethnic communities of America in conjunction to his professional work. Before he entered the field of recruitment he founded a newspaper and worked as Editor-in-Chief covering the job market, where he re-trained and coached thousands of people in need of jobs. Christian has a bachelor in business administration from Pacific Lutheran University; he conducted his studies in African-American studies at California State University and further studies in psychology at Harvard University. His strong interest in human behavior has resulted in several books he has written on recruitment, job-search, self-help and psychology, including the US bestseller; *"Secrets of the Executive Search Experts,"* the educational book for residents in struggling communities: *"Change Your*

Life – Change the World” as well as the guide for the rescuers: *“Neighborhood Rescue-Turning around low-income ethnic communities”*. Next to his work for NRA and next to running his global recruitment company, Christian enjoys working in the community.

8. AREA OF RESPONSIBILITY FOR THE APPOINTMENT:

1. The main task for the advisory member is to assist in providing solutions in resolving how to turn around the target struggling low-income ethnic community, which involves making it safer by reducing crime.
2. In a panel with the other advisory members, the goal is to come up with new solutions and approaches to improve the conditions for the neighborhood children.
3. Within the advisory group all members are equal, with the goal to plan, prepare and execute the various initiatives and programs within the struggling community to be fixed.
4. Attendance is expected on monthly basis, and more frequently during the most intense part of the project.
5. In each meeting, which is conducted as a working lunch, there are three key parts of the 60 minute meeting. The key members are to discuss and “brainstorm” the current and next steps to take place for the project, followed by assignment of tasks for each member leading up to the next meeting. A walk-through of status and accomplishments taken place from the last meeting should also be conducted. Throughout the meeting participation from all the committee members is anticipated. Decisions are made on a democratic basis, with each official group member having one vote each, with the majority ruling.
6. Each advisory member will have access to the collaboration technologies system for instant status of the project and tasks at hand, along with programs to be implemented, ability to add input, make suggestions, as well as an opportunity to provide assistance with other tasks beyond their own area.
7. Among key items: identify suitable partnerships, solutions for fundraising, how to best build grass roots efforts, strategize community events and trust building efforts with the residents, and always strive to find the best possible approaches to all work done to ensure the best possible results achieved.
8. Attendance at key public events, such as block parties, parades and other select events. Be available for press during these occasions.
9. Pending availability, one can be more active of so desired beyond the strategic meetings.
10. Be open to be part of the documentation of the project, which is recorded on film, in writing with methods and statistical progress, for further use and distribution to other parts of the city itself for them to do the same.
11. Participate in the a final “sign off” sermon, with Q & A to the city and public, which takes place at the completion of phase 1, before the pre-post stage, of which the group’s participation is reduced to quarterly meetings, as this phase is for monitoring and re-enforcement of programs in place, with the goal of securing sustainability and further statistical validation.

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9. GOALS FOR POSITION**(targets to be achieved within a set timeline):**

The main task is to come up with solutions that result in a successful turnaround and sustainable results. For the timeline, the key is to first succeed with phase 1, which consists of the initial turnaround. (Pre-post). The timelines is set to reach the target within a number of fixed field days taking place with a certain timeframe agreed upon, based on the member's schedule. The objective for NRA and the group is focus all efforts on strictly one neighborhood at a time.

10. REPORTING (to/from appointment):

The advisory members are treated as equal, but there is a reporting to the project director/ facilitator, who in capacity operates as the group secretary, as well as the projector for the execution in-field.

11. PERSONNEL RESPONSIBILITY:

There is no personnel responsibility, rather than partnerships which all are treated as equals.

12. REQUIRED TRAVEL (days per year):

Little travel is anticipated as the project takes place locally.

13. COMPENSATION (salary range):

The appointment is strictly on volunteer basis, with no pay. It is not anticipated that the advisory role will not in any manner affect ones daily schedule significantly.

14. WHAT IS ESPECIALLY POSITIVE ABOUT THE POSITION, WHY SHOULD CANDIDATES BE INTERESTED?

- The advisory group of the city is a very prestigious group, both in regards to the mission at hand, but also in reference to the members selected.
- As a member of a small and select group one will be in pioneering work, aligned with a proven formula, which will not only change the course for resolving one of the city's biggest problems, but which also gather local, if not national attention due to its nature and importance.
- Being a member of the group will go far beyond being part of a key group, but will in aftermath could be refereed to on a quantifiable accomplishment of great magnitude for not just the low-income ethnic community, but also in in terms of economic development for the city as one can on group basis take the responsibility for what is achieved.
- The pioneering work, can help to further advance once opportunities, this being for oneself or the organization one represent.
- The media element of the project could provide a unique opportunity also promote ones interest group/cause, as everyone is promoted on equal basis, in the "we form" as no single entity or organization can claim the project.

PROFILE REQUIREMENTS

15. IDEAL BACKGROUND PRE-REQUISITE FOR CANDIDATE (underscore what skills, background, which is a necessity to poses):

The advisory group consists of four different key groups. What all the members share is the strong will and desire, together with proven record for making a difference in the struggling neighborhoods.

Another common factor is to have clean background, strong standing in the community, and 10+ years of work experience.

There are five groups represented in addition to the facilitator/project director, within the advisory group:

Group #1 - Minimum five (5) community leaders with a lifelong path of making a difference in the lives of others, who has accomplished extraordinary things throughout life. These 5 should ideally each represent one of the following (without two being the same): A) a bridge builder, B) an “in-the-field,” “boots-on-the-ground,” “soldier” for the greater cause, C) Assessor—someone who would question, and provide alternative solutions D) Someone with a big heart who had extensively been working in the same types of neighborhoods spreading kindness E) Hero from law enforcement/military, with strategic leadership abilities. They would also each represent one of the key causes if possible which were a) food, b) animal welfare, c) safety, and d) Education. These 5 will all with their extensive experience have been there, done it before, and all have a strong standing and network within the community.

For the core group, which was the heroes/ community leaders it is necessary for them to represent one of the 5 listed categories: They would also each represent one of the key causes if possible which where a) food, b) animal welfare, c) safety, and d) Education. Note: The key to a successful team in addition to their unique track record is that they complement each other both in the interest groups, but also in regards to their personal profile.

Group #2. The second group in Las Vegas was the Sons of Norway Vegas Vikings Lodge, which was an essential part of the project as my concept was educational; based on certain values represented in the Viking spirit, which I had built in. This group was key for the inspiration of a drawing competition for the children. They incorporated Viking costumes and a full size Viking ship as a method of reaching the children as well as a bridge for the community to lower their guard to build the necessary trust.

Group #3 would be mentoring organizations like Big Brother Big Sister of Nevada, as well as the Never Give Up Foundation with Matt Cox, a representative of the homeowners and Guardian Angels, specializing in changing behavior. This group was

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essential as well, due to the important factors of effectively reducing crime. They also provided educational tools on the basis of the other pieces of the project.

Group #4. The fourth group was a local church. This element on the basis of the local entity already being established with certain programs in the troubled neighborhood could be helpful. The local church worked in a similar way that the Sons of Norway Vegas Vikings Lodge did with the children.

In addition on the basis of the specific needs, additional partnerships were formed, representing group #5.

- Neighborhood Watch
- Animal welfare
- Food
- Mentorship/Education
- The Homeowners
- Law enforcement
- Job/skill re-training
- Community activities

Members of all the groups should possess the four core Viking traits, to ensure maximum collaboration and results achieved.

16. EDUCATION

Minimum four year university degree. Equivalent work and community experience considered.

17. PERSONALITY:

Each member of the advisory group needs to show traits and personality reflecting a strong sense of wanting to make a difference in the world. A requirement is to not have a big ego, but a “we mindset”, rather than “I,” as the group and project is based on a group effort. A mindset of “everything being possible” is important, and being a doer, rather than thinker, which are all traits reflected in each member’s background.

18. LANGUAGE SKILLS REQUIRED:

Fluent in English.

19. OTHER FACTORS:

For someone to be successful in the advisory capacity it is important to have proven success in their track record.

TARGET COMPANIES/ ORGANIZATIONS

20. WHICH TARGET GROUPS ARE TO BE COVERED 1) COMPETITORS (INDIRECT)

Target groups are A) Other non-profit organizations which works towards same low-income neighborhoods, B) individuals with background from law enforcement, C) leadership capacity in the military is highly relevant. Target group can also be individuals next to their work is involved in community work and who has been successful with their efforts.

21. OVERVIEW OF COMPETITORS:

There are present no clear competitors, meaning organizations, which at current provides a complete turnaround solution in low-income ethnic communities of America.

But, there are several that it is of great interest takes place, such as organizations with focus on mentorships (such as Big Brother Big Sister of America), neighborhood watch (such as Guardian Angels) and other organizations involved in youth oriented work or programs for children within these low-income ethnic communities.

22. EXAMPLES OF COMPANIES/ORGANIZATIONS/DEPARTMENTS (IF OTHER COMPETITORS) WHERE POTENTIAL CANDIDATES CAN BE IDENTIFIED.

A key rule when recruiting advisory board members is to look for individuals with a proven track record reflecting a lifetime of extraordinary achievements rather than the group they represent.

1. Google with such key words "heroic deed "city name"
2. Identify local awards honoring unique individuals such as Red Cross (there are also many others)
3. Contact local newspaper journalists and TV stations.
4. Contact the police department and their communication office and ask for officers, who has been recognized for extraordinary deeds and who works in the respective jurisdiction (area command).

23. NAME COMPANIES/ORGANIZATIONS WHICH ARE NOT RELEVANT (EXPLAIN WHY):

No one from the Government, including elected officials are to be recruited if NRA themselves are doing the entire turnaround project (except police), for Phase 1 (pre-post).

24. JOB TITLE PRESENTLY USED BY POTENTIAL CANDIDATES:

Managing Director
 CEO
 Manager
 President

9/9

Director

Team leader

Police (retired) – someone with supervisory experience

Military – someone with supervisory experience

25. WHAT COUNTRY (GEOGRAPHICAL AREA) TO BE COVERED:

Driving radius to Chicago

OFF-LIMIT ORGANIZATIONS

There are no off-limits except elected officials or local Government employees (with the exception of police).

SUMMARY:

- Recruit members from community organizations to join the rescue team
 - Seek individuals who are not looking for personal or political gain, that have demonstrated a desire to improve the community
 - Consider individuals with contacts to help to spread the word - i.e. connections to law-enforcement or media outlets
 - Build a team where the leadership team members compliment each other's skill sets.
 - Choose individuals who have proven to be selfless in the past.
 - Work closely with NRA throughout the recruitment process.
-





STEP

4

Assessing Target location

*(Demographics, crime
categories with statistics
and time, and gangs)*

After a location has been identified, the next step is to gather all the necessary information about the residents, the current status, and the crime statistics. Below are the guidelines regarding what information you should gather:

SIERRA OESTE DEMOGRAPHICS :

50% HISPANIC*
30% AFRICAN AMERICAN*
20% WHITE*

RISK FACTOR:
MOST DANGEROUS
PLACE IN LAS VEGAS

CHILDREN:
100+

*Estimation



For safety measures some might feel less at risk with a bullet proof vest on their first trip. To gain trust I never wore it again after my initial trip.

- Establish the demographics, identifying the number of adults verses the number of children. Classify age groups and ethnic breakdown, and also notate how long the residents have lived there. The United States Census, available online, is the best resource.
- What measures are currently in place from non-profit organizations, police departments, the city or community itself? What efforts have been made in the past, and what were the results? Also, you should include information about any neighborhood associations, surveillance cameras, or community watches, along with their current status.
- Assess the crime statistics for different categories from the current year as well as from previous years. Go back as many years as possible to identify trends and try to explain the numbers. Get a current break down from the police department for last 12 months in the entire neighborhood, highlighting specific houses,

troublesome categories, and evidence for repeat offenses. It is also helpful to know the names of both residents and officers. This information will be helpful as it will enable you to mark the houses with the most severe criminal activity on a map in order to remain aware in your rescue mission.

- The final assessment is based on gang activity, and which ones operate in the neighborhood. Any other organized criminal activity is also relevant. We need to know which of the residents are involved.

This essential information will increase the chances of success as well create a more targeted approach, enabling a better understanding of the situation and how people live there. After all, you need to gain the trust of the local residents in order to be successful, otherwise you will never succeed. This means that residents need to become familiar with the approach and see results. Support from within the community is key. In the end, sustainable results will depend on the people of the community taking back their own neighborhood.

SUMMARY:

- Assess target location and compile resident information, status of the community, and crime statistics.
 - Understand demographics and resources currently available to the community, as well as what resources residents would like to see made available.
 - Create a sustainable action plan.
-



STRATEGY

MARKETING

TIMELINE

TEAM

OPERATIONS

COMPETITOR

**MASTER
PLAN**

STEP

5

Introduce Masterplan/ activate fundraising

(Timeline set with deliverables, each member's role, and budget. Initiate and activate "Collaboration Technology System", Rules of the game, film pre-testimonials, continue tracking of statistics for crime and internal reporting)



Within a neighborhood turnaround, there should always be a second and third backup plan for potential worst case scenarios

When you are traveling on the road, you need a map so that you know the distance to the destination, what route to take, and when you can make pit stops, if necessary. In the same way, when you initiate a neighborhood rescue, a master plan needs to be in place, which is what everyone works from as a guide. Within this plan, everything is worked out; and, if something is missing, it shouldn't be more than minor details. It is not just about setting the milestone deliverables, but also who will be responsible for each task, as well as guidelines to follow in the event that someone is unable to continue as planned or unforeseen events takes place. There should always be a second and third back-up plan for potential worst-case scenarios, as there will be obstacles; but, unlike others in the past who failed, success will be ensured by being well prepared. A master plan provides clarity on all tasks to be executed.

When the master plan is introduced in initial meetings, the following needs to take place:

- The Collaboration software needs to be activated
- After reviewing the master plan and the tasks at hand, each member should be recorded on film/video while stating their responsibility and specific objective with their timeline. This creates a sense of ownership and commitment. Then, after the pre-post phase is complete, there will be additional testimonials to share what accomplishments took place.
- Review and approval of master plan by all participants, which will also be approved in the collaboration system.
- Walk through the 20 rules on page 49, which will affect success or failure. This first meeting, like every other meeting, will be recorded. There is no room for misunderstanding.
- If, for whatever reason, someone does not want to (or needs special permission to) be on camera, then this person should not be part of the core project team, as this may be a red flag for future complications. The Las Vegas project was able to operate quickly and dynamically as a result of swift decision-making, without any requirement to wait, i.e. longer than it takes to approve a parade. In the Las Vegas project, the local government did not participate in the meetings or project itself, but was helpful in the post project, in closing one community entrance as well as in renaming of the neighborhood from Sierra Oeste to Dessert Meadows. The Nevada project is therefore classified as a private, non-governmental neighborhood rescue, which was based entirely on volunteerism and private funding.
- Complete review of the neighborhood's status and all statistical data available in the master plan.

The master plan is the complete breakdown of the project itself--with all the steps, timelines, and each person's responsibilities.

Recorded Testimonials

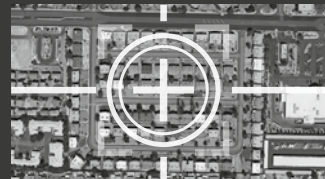
Pre/post project recordings, with targets & achievables



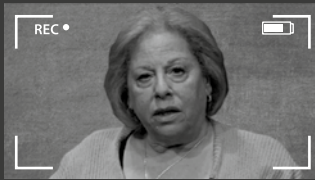
Strategist



Facilitator / Strategist



Location : Sierra Oeste, LV







STEP

6

Building trust
with residents



Children always enjoy Santa Claus and McGruff the Crime Dog, as well as a Viking, with a favorite being to hold the steel sword.

The key word for helping residents in any struggling low-income neighborhood is the same as for any relationship: trust. There has to be an element of trust in order to succeed in your mission. Anything is possible once you gain the confidence of the community. It is important to acknowledge that people in struggling communities are just like you; but, due to circumstances or missteps, they have ended up in an unfortunate situation. This is often the result of their own parent(s), as the circle of behavior, good or bad, is difficult to end. If they believe that you truly want to help the children, their trust will be gained. Many people in these communities often feel judged; and they have a fear of the authorities. When an officer comes knocking on the door, it is usually a bad sign. In any neighborhood rescue, civilians need to be the ones knocking on the door as a means to build trust.

In the Sierra Oeste neighborhood project, that was my job, along with Gina Greisen. The two of us knocked on 320 doors in what was the most dangerous community in all of Las Vegas at the time. For safety measures, the police were down the street, in case something happened. We did not wear bulletproof vests to avoid showing any sign of distrust. What is important to know is that these communities are used to people coming there during Christmas or some other holiday, usually



with a news crew, and then never showing up again. The idea was to make residents truly believe that our help was genuine, and that we would not just leave them stranded once the mission was complete.

During the process of going door-to-door, it is important to link your message to an announcement. We connected ours to the upcoming block party and the drawing competition that I, along with the local Sons of Norway Lodge, had arranged for the children. The focus of this process was to get to know the residents and to introduce myself. Building trust is an ongoing process, which takes several meetings to establish. The door-to-door was merely a starting point. By focusing on the children, and mentioning the parade with a Viking ship, residents were willing to open their doors and listen. As a bonus, we followed up with gifts for all the children. In situations where there were no children, we encouraged people to still join the rest of the community, as we were throwing a holiday party with food and music for all ages. It took Gina and me two days to walk door-to-door. When the doors opened, we always introduced ourselves with a smile. We were told that no one previously walked door to door like we did, which was a first time experience for the neighborhood. I do strongly believe this is the only way to get in. The residents need

In order to gain the trust of the residents, Gina and I knocked on the over 280 doors in Sierra Oeste

to meet and connect with you. If they sense you are judging them for any reason, or you have a hidden agenda, it's over and walls go up.

To build additional confidence, it was greatly beneficial to greet the residents we previously met when the first block party took place. Spend time and talking with them, like you do with any other friend or acquaintance on a genuine level. People



The drawing competition I arranged with the Vegas Vikings Lodge enabled the children to further develop the four core traits, which was part of their drawings.

can sense right away who you are; and, if you give the right signals, then trust is quickly built. The book *Change Your Life – Change the World* was distributed to each adult participant, as the base premise and foundation for the rescue is education and it is highly recommended that this manual is distributed to everyone, followed by training sessions. The complimentary documentary *Vegas Vikings – 21 Day Challenge* should also be distributed to everyone as it shows the goal of the rescue and proves that it is fully possible to succeed. You can even consider hosting a screening at a community event.

Another challenge in struggling communities is the lack of trust between citizens and police officers. With the increased focus around questions of police brutality, most notably in low-income, ethnic communities, there is apprehension on both sides. Police want to do their job to protect the citizens and communities they serve; however, they are fully aware of the belief that police officers cannot be trusted. On the civilian side, members of the community want to feel safe in their neighborhood, but there is a fear of being judged because of the way they look or where they live. People begin to fear the police and this mentality creates the ideal environment for

increased crime. If the people are afraid of the police, who is going to call them when a crime is being committed?

This is why it is so important for police officers to interact with members of the community. When community events take place, neighborhood leaders should reach out to local departments to invite officers to participate in functions and activities



to show citizens that the police aren't simply there to fight crime and make arrests, but to ensure a good quality of life for those within and around the neighborhood. To build this trust is essential. Further, respect for the police is key. Those joining the ranks of the police departments do this to protect and serve, as they fight evil, putting their lives on the line each and every day to make the communities of America safe; they deserve the highest respect.

The great partnership between the local community leaders and police was a key factor in the 75% reduction of violent crime in Sierra Oeste

SUMMARY:

- Build trust with residents by showing them that you aren't there just for publicity and that you really want to help them improve their community.
 - Take time to connect with residents and understand what their needs are.
 - Have something to offer without wanting anything in return, i.e.: host a community event.
 - Involve law enforcement to help ease tensions between police and the community.
-





STEP

7

Implementing Security Measures

*(Temporary police camera,
target patrolling, floodlight,
cleanup, gate control for
entrance/exit)*



I was able to participate in night watches by the great crime prevention organization Guardian Angels, which was formed by Curtis Sliwa in 1979. Now a worldwide organization with 130 chapters.

When taking on a neighborhood rescue, also remember that there are three main phases: (1) the initial extreme makeover which kicks starts everything, (2) the implementation of programs that will operate continuously, and (3) the post project, which is to ensure sustainable results so that all the resources, including time and money, are well worth the investment. If everything is done correctly with the best possible team and strategy, then you will have a victorious project.

The very first phase will instantly create dramatic visuals with quantifiable results, as the crime continues to decrease as a result of the turnaround. Building up the morale for the project to gain support across the board will help to build on the momentum so that the project becomes strong in itself. In this initial extreme makeover phase, it is important to know that the timing, actions, and measures take place in a cohesive manner, as the challenge is approached non-stop from various angles. This stage is artificial in the sense that it is artificially created, but

utterly critical as you need a positive ground zero for the project in order to build a better community and move forward. In many ways this is where the control of the struggling low-income ethnic neighborhood is seized.

If this first phase fails, the rest of the project can fall apart, if it even gets off the ground. It will merely be poking at the problem, which means there ultimately won't be a resolution for the neighborhood, and the old environment will overshadow any previous efforts of improving the community. In this critical maneuver, more time and effort is required from each participant in the rescue mission.

In the Sierra Oeste community, which is used as the case study, it was estimated that over 400 cases of domestic violence took place, with the children frequently witnessing their protector abused--an imprint that destroys and marks any child. Children were constantly exposed to very unhealthy lifestyles, leaving them unable to see a brighter future that many other children in America have the privilege to see. When their basic foundation is broken, it is very hard to fix later.

When school comes into the picture and children spend several hours a day outside of the home, the environment where the child spends most of his/her hours will prevail, as statistics have shown. This is why the efforts have to include changing the entire environment in select locations. It is important to quickly create a new, positive environment, and establish hope and support from within. When this takes place, that's when the true success will follow; as the core essence of the project is about empowering people and giving them the tools, resources, and guidance necessary to regain control of their lives.

In regards to the collaboration software, everyone is recommended to be logged in, to ensure that no miscommunication takes place and that all tasks are executed as planned. Actions during the initial phase need to include:

- Trust-building efforts (Door to door)
- Block party or community event
- Neighborhood patrol during the peak crime hours (based on the statistics gathered in pre-phase)
- Neighborhood clean-up for community event
- Installment of high voltage streetlights
- Temporary police camera
- Checkpoint by entrance/exit points

In regards to the timeline, the 8 instant measures should take place in a tight window of time, such as four weeks with an immediate start, all leading up to the community event, which will then represent the official kick off. This approach will generate a significant turnout for the event, and there will generate a lot of mass media interest as a result of decreasing crime.





1. Extensive graffiti was removed as part of the clean-up in Sierra Oeste.
2. The trash floating around the streets was picked up; this is key in rehabilitating a struggling community.
3. The dedicated police and community leaders hard at work preparing for the X-Mas event for the children.
4. The temporary police camera was installed early on in Sierra Oeste, showing instants results for the project.



Big Brothers Big Sisters
of Southern Nevada



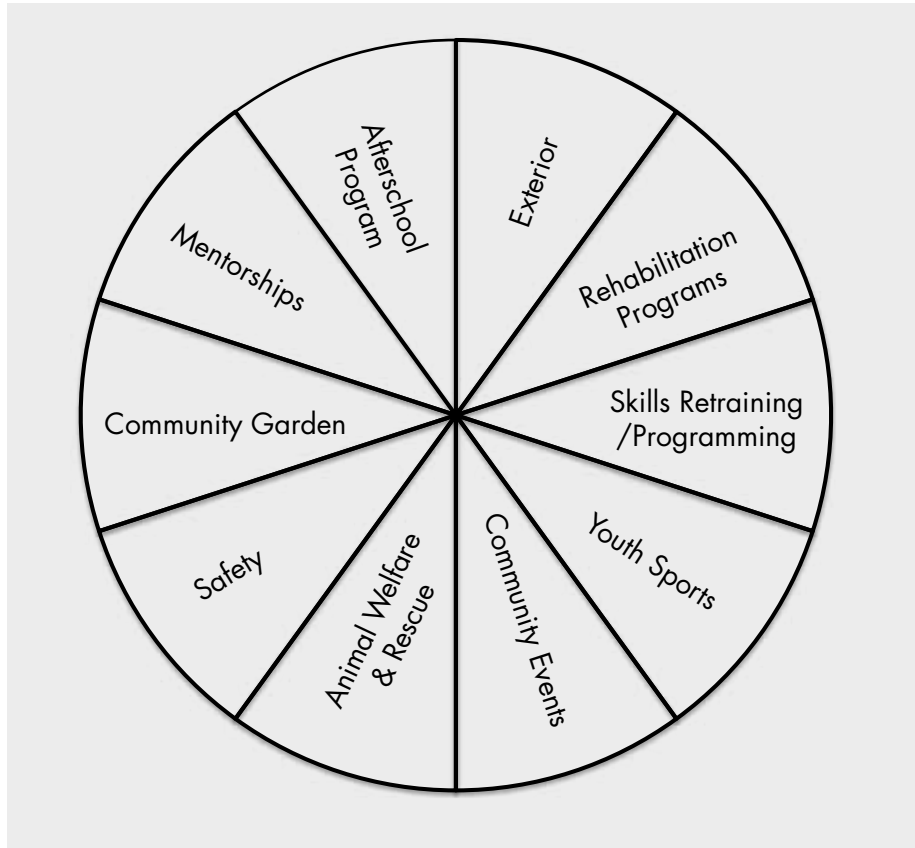
STEP

8

Simultaneous
Implementation
of the 10 Key
Programs

After all the necessary preparations outlined in the previous steps are complete, then it is time to implement the 10 key programs. These key programs ensure that the neighborhood rescue functions smoothly and achieves the major results that we expect. Below you will find the best practices for each program, including case studies and contact information for people and organizations that might help you set up the programs in your own neighborhood.

Successful rehabilitation of an entire neighborhood requires multiple programs to take place simultaneously, as they each represent a part of the solution. It is only when they all work together at the same time that a complete turnaround can take place



Afterschool programs are a key way to target at-risk youth, but you must intervene early in order to help change potentially dangerous patterns of behavior

AFTERSCHOOL PROGRAMS

Afterschool programs are a key way to target at-risk youth, but you must intervene early in order to help change potentially dangerous patterns of behavior. The benefits of afterschool programs, which have been proven by scientific studies, include improved school performance, increased workforce preparedness, reduced juvenile and adult crime, reduced need of social services, and improved health outcomes. Afterschool programs are an important part of the 10-step plan, because they affect many of the negative results that are typical of failing neighborhoods. Afterschool programs can potentially help to alleviate many risk factors, and thus benefit society.

They have become especially important for African American youth, who often do not have a parental figure or a mentor available. A 2006 survey of over 600 California 12 to 17 year olds found that teens and adolescents left unsupervised three or more days per week were three times as likely to engage in criminal behavior. Nearly one million, or 30% of California teens, are left unsupervised three or more times per week. Thus, they spend most of their time after school alone, which is when bad behaviors such as crime and drugs can become a problem. African-American children are two times more likely to participate in an afterschool program compared to Caucasian children. The resources for these programs--including money, time, and labor-- usually come from some combination of public, private, and donated funds. According to a study by the University of Minnesota, the cost of operating an afterschool program amounts to \$3,000 per participant per year, on average. However, the benefits are almost 3 to 1. A UCLA analysis of a Los Angeles afterschool program estimated benefits of \$2.50 for every dollar spent, counting only reduced crime benefits! A Minnesota study estimated \$2.72 in benefits per dollar spent on quality afterschool programs, while another Minnesota study estimated \$4.89 benefits per dollar spent on early intervention programs with high-risk youth. Therefore, by any metric, afterschool programs for low-income and at-risk youths are a terrific social investment. Ten million children currently participate in afterschool programs, and students in the bottom 25% of income showed the greatest improvement.

The risk of dropping out of high school is extremely high in failing neighborhoods. Dropping out is a key indicator of a negative life outcome. The average high school dropout can expect to earn an annual income of \$20,241, which is \$10,386 less than the typical high school graduate (according to the 2012 census). Economists suggest that the value of graduating from high school instead of dropping out is \$263,000 in income and \$98,000 in tax revenue (in 2008). The poverty rate among dropouts is 30.8%; among 18-24 years olds, dropouts were more than twice as likely as graduates to end up in poverty. Drop outs are more likely to end up poor and on welfare, but they are also more susceptible to becoming criminals. The incarceration rate among dropouts between the age of 16-24 is 63 times higher than among college graduates. Residential treatment in juvenile correctional facilities costs society \$75,300 per person. Juvenile crime costs America \$56.7 billion each year. In total, estimates say that a single dropout will end up costing the taxpayer \$292,000 over a lifetime. In addition, anxious parents miss an average of eight days of work per year dealing with their childrens' out of school time, which costs businesses up to \$300 billion annually. All that an afterschool program has to do is to help a single child to graduate, and it will offset the cost of program operations. Lastly, all of these numbers are calculated based on *full public underwriting* of afterschool programs, which is extremely rare. If private funds or donated resources are incorporated into the model to help fund the afterschool program, the return on investment increases even more.

Afterschool programs in the U.S. are of different types — public, private, tuition-bearing, free — and are conducted in a variety of settings. The Boys and Girls Club of America is an example of a great, trustworthy organization that operates in many cities around America. There are opportunities to start a club under the umbrella

An afterschool program in Chicago increased graduation rates by 20%

of the national organization. During a study in San Francisco, recounted at www.FightCrime.org, five housing projects who received Boys & Girls Club treatment were compared to five that did not. At-risk youth who did not attend the program were two to three times more likely to be arrested. Vandalism and stealing dropped by two-thirds, violence and concealed weapons dropped more than half, and total arrests were cut in half. For more information, you can call (404) 487-5700 info@bcga.org and ask about how to set up a local chapter.

Not only do afterschool programs keep youths in school, they also improve academic performance. In addition to raw academic scores, afterschool programs have been shown to improve attendance, classroom behavior, and academic aspirations, reducing the likelihood of dropping out. Afterschool programs reduce drug use. Afterschool programs also benefit working families and businesses because parents do not have to worry about the safety of their children. The 21st Century Community Learning Center initiative, funded by the national government with programs across the country, has improved reading and math grades in 40% of students. Again, the success rate does not have to be 100% in order to make a considerable impact, given the numbers. The initiative also funds summer programs, are essential for supervising kids while they are out of school. To learn more about these programs, and how you can set one up in your neighborhood, contact the Afterschool Alliance at (866) KIDS-TODAY or go to www.afterschoolalliance.org

The results are undeniable. At After School Matters in Chicago, students had fewer school day absences, a graduation rate of nearly 20% higher, and lower dropout rates across the board. The Quantum Opportunities Program (QOP), enrolled 580 9th grade students at sites across Cleveland, Fort Worth, Houston, Philadelphia, Memphis, Washington D.C., and Yakima, Washington. Sixty-eight percent were African-American and 26% were Hispanic. After four years, there was an increase in the graduation rate by 21%, 26% more for secondary school, and 27% fewer dropouts. In a program from LA's BEST in California, enrolling children aged 5-12; the savings were calculated at \$1,800 per child. California's School Learning and Safe Neighborhoods program saves \$20 million per year, based on the decrease in grade repetition and a low cost (\$1.67) of enrollment per student. That is a low cost for a great return, which is why afterschool programs must be implemented immediately in your neighborhood.

For every dollar invested in quality youth mentoring programs, studies have shown a \$3 return in benefits

MENTORSHIPS

One specific kind of afterschool program that is proven to have great results is mentoring. Studies have shown that mentors from outside of the school community can help at-risk youths succeed academically. As we have seen, the difference between a high school graduate and a dropout are extreme for society. According to a report called "The Mentoring Effect," young adults who are not connected to a school or career cost society \$93 billion annually in lost wages, taxes, and social services. Results showed that, among at-risk young adults, those with a mentor are 25% more likely to consider enrolling in college. Mentees are more likely to participate in extracurricular

activities, take leadership roles, and volunteer in the community. Nevertheless, there are up to 9 million children with no caring adult in their lives. A Brookings Institution economics study analyzed the effectiveness of mentoring programs, using the Big Brothers Big Sisters of America program as a model.

Big Brothers Big Sisters of America, a national organization in over 5,000 communities, pairs one child with one role model to facilitate a helpful developmental relationship; Big Brothers Big Sisters provides mentors to about 200,000 adolescents nationwide. With rigorous screening, training and supervision of their mentors, the program has shown to be the best at improving academic performance across the board. In addition, youths participating in BBBSA, after 18 months, are 46% less likely to begin using illegal drugs, 27% less likely to begin using alcohol, 52% less likely to skip school, 37% less likely to skip a class, and 33% less likely to hit someone. These are all major factors in reducing crime, dropout rates, and other antisocial tendencies. For every dollar invested in quality youth mentoring programs, studies have shown a \$3 return in benefits. However, Big Brothers Big Sisters is especially impactful. The cost is estimated at \$1,530 per participant, but the Brookings study showed that the benefits exceed the costs by an almost 5 to 1 ratio, or around \$7,500 per child in expected benefits. Perhaps most importantly, the project is self-sustaining, as 9 of 10 mentees express a desire to become mentors, and so it is not hard to find volunteers.

Big Brothers Big Sisters is a larger 501(c)(3) supported by the federal government. However, it would not be difficult to mirror their practices and apply the technique to smaller communities. In fact, many mentoring programs around the country have continued to do so, starting community partnerships under the historic umbrella. For more information, see www.bbbs.org, which lists the local chapters by zip code. You can also call (813) 720-8778 for more information about how to start your own.

EXTERIOR

A. Construction

It is not just the people who need attention in failing communities. The physical environment of low-income minority neighborhoods can also affect the psychology and behavior of their inhabitants. Studies have shown that lower income and minority neighborhoods have fewer play spaces, which can contribute to unhealthy lifestyles for children--not to mention the obvious psychological effects. Parks, playgrounds, and rest areas are essential to the well-being of a community. According to scientific research, beginning in early childhood; play is essential to the social, emotional, cognitive, and physical health of developing human beings. According to a report by the National Center for Education Statistics, children who attend schools with high poverty rates in urban settings are more likely to have reduced recess time, which means that they are at a play disadvantage, in addition to everything else. Moreover, there tends to be a lack of safe play spaces in lower-income areas; and those that are present may be compromised by crime. Therefore, lower-income, minority children

The physical environment of low-income minority neighborhoods can also affect the psychology and behavior of their inhabitants

are deprived of play and exercise opportunities, which hinders their physical and mental health, costing the government money in the future. For this reason, there have been projects that attempt to transform dangerous spaces into positive ones.

The best work in this area has been done through public-private partnerships. For example, the multi-billion dollar construction company Lowe's has a charitable foundation that provides grants to help furnish playgrounds, educational centers, and other community spaces. Their focus is on community improvement projects and public education. Like Home Depot, they only provide funding to 501(c)(3) nonprofit organizations. In 2015, they gave a total of \$18.6 million for community improvement projects. Their "Holiday Refresh Blitz," a nationwide project with hundreds of volunteers worked to build homes for the holidays. In Washington DC, almost one hundred volunteers, teamed up with Rebuilding Together and Carter's Kids to make home repairs and build a playground as part of the Rebuild-A-Block program. They also conducted repairs in Monroe, Washington; Billings, Montana; and Dallas, Texas. If your neighborhood or your community has an idea for a way to improve the environment, know that there are plenty of ways to fund your project. In Denver, Colorado, the College of Architecture and Planning at the University of Colorado created "Learning Landscapes," renovating old, neglected school yards into attractive, safe and multi-use spaces for local community use. This led to significantly higher rates of physical activity on school yards, with obvious health and psychological benefits for kids. Using volunteer and professional manpower, local and city governments have undertaken this task as well. In Los Angeles California, the City Project constructed a park in downtown Los Angeles, with the goal of fighting childhood obesity and giving access to green environments. The project has created nearly 1,000 jobs, provided by water, education, and park bonds, which generated an estimated \$43 million in wages and \$130 million in local business revenue annually. For more information, contact James F. Sallis, Ph.D., program director at Active Living Research at the University of California, San Diego Department of Family Medicine and Public Health, or at ALR@ucsd.edu.

B. Clean Up

Low-income minority children are deprived of play and exercise opportunities, which hinders their physical and mental health, costing the government money in the future

In addition to constructing new areas for recreation use by low-income neighborhood residents, there needs to be a transformation among the structures that exist. Struggling neighborhoods tend to be in disrepair, which conveys a sense of neglect that affects the psychology of inhabitants. The presence of graffiti and litter, for example, is correlated with higher rates of crime and poorer health. Studies have shown that more litter leads to rats and other vermin, which create the risk of bacteria and disease. People who live in greener and cleaner spaces also have better physical and mental health, whereas those who live in filthy and grim environments tend to experience more anxiety and depression. Moreover, people who live in areas with more graffiti and litter are less likely to be physically active, and are therefore at a higher risk for weight gain and obesity. As we know, this increases the risk of diabetes, heart attacks, and strokes, which, in turn, demands more from the health

care system. Litter and graffiti also increase the rate of crime. People are more likely to engage in antisocial behavior in the presence of trash and disuse. According to a 2008 study by the Robert Wood Johnson Foundation, the physical environment—such as the construction of the neighborhood—can affect smoking, exercise and obesity. Even cleaning up graffiti, vandalism, and litter will help encourage people to exercise and therefore be healthier. According to *Health Effects of Neighborhood Demolition and Housing Improvement*, home improvement may lead to small, short-term mental health benefits. According to *Health Poverty Action*, crime and delinquency, education, psychological distress, and various health problems are affected by neighborhood characteristics. Studies have shown that thresholds of poverty within a neighborhood will start to bring the quality of life down rapidly for all, including housing prices, crime, etc.

According to a 2002 study, it costs \$12 billion each year to clean graffiti in the United States. Litter clean-up costs an additional \$11.5 billion each year. Therefore, the combined cost of litter and graffiti in the United States is astronomical. This is not to mention the hazardous consequences to our environment, such as water toxicity, which also has an economic effect. In addition, there are indirect costs to the vandalism. For example: a study by the National Visible Litter and Litter Cost study revealed that 93% of homeowners would decrease their assessment of a home's value in a littered neighborhood, by between 10% and 24%. Thirty-six percent of business development officials said that litter impacts a decision to move to a particular community. Fifty-five percent of realtors think that litter reduces property values by about 9%; 60% of property appraisers would reduce a home's value if it was littered. The presence of litter decreases property values by over 7%. This dwindles the tax base and costs the government revenue due to lower property tax and fewer occupants. The downsides of litter and graffiti are massive, and yet cleaning them up is not difficult at all.

There are established steps for how to organize a clean-up project. For example, the city of Long Beach, California has a program that provides materials and supplies to community, volunteer, and neighborhood organizations. The city of Irving, Texas does as well. Washington, D.C. has a "Helping Hand" program that lends tool kits including rakes, brooms, shovels, and trash bags for volunteers to work on Saturdays. The organization Keep America Beautiful (KAB) launched the "Great American Cleanup." Every spring, 20,000 communities engage in this program, with 4 million volunteers. Other key contributors are local affiliates and partnering organizations, and corporate sponsors. The Cleanup returned more than \$175 million in measurable benefits over the last five years. Keep America Beautiful has more than 620 community-based affiliates. For every \$1 invested by a local government, Keep America Beautiful affiliates return an average of \$34 in local community benefit. Their established, reliable framework will help accommodate any local project. KAB provides funds and products to expand improvement programs, such as grants for beautification, greening, litter prevention, and recycling. Grants have totaled around \$12 million, and your community could easily secure one. You can call (203) 659-3000 or email info@kab.org.



COMMUNITY GARDENS

The absence of graffiti and litter is a good start to transforming the physical environment of struggling neighborhoods, but there is more work to do. Other external factors can also have a profound impact on a neighborhood's viability, for example vacant or abandoned properties, or lighting. This also gives further evidence to the broken windows theory described previously. One of the biggest problems facing the housing markets of depressed communities is vacant and abandoned properties. According to the Center for Community Progress, a study in Austin, Texas found that blocks with vacant buildings had 3.2 times as many drug calls to police, 1.8 times as many theft calls, and 2 times the violent calls as those without. Every year, more than \$73 million in property damage results from the more than 12,000 fires that break out in vacant structures, more than 70% of which are due to arson or suspected arson. Over the past five years, the city of St. Louis has spent \$15.5 million demolishing vacant properties, or nearly \$100 per household. Detroit has spent \$800,000 per year just to clean the lots and Philadelphia has spent \$1,846,745. These projects took \$49.6 million over twenty years just to maintain properties where no one can even live. These costs drag down a neighborhood over time, as all property values are affected.

One of the biggest problems facing the housing markets of depressed communities is vacant and abandoned properties

A 2001 study showed that houses within 150 feet of a vacant or abandoned property experienced a net loss of \$7,627 in value. The longer a property remains abandoned, the more expensive the renovation will be. Most are abandoned and neglected because the cost of maintenance and operation exceeds the value of the property. They strain the resources of police, fire, building, and health departments locally; lower property value, reduce property tax revenue, attract crime, and degrade quality of life. Studies have shown that the crime rate doubles on blocks with vacant or abandoned buildings, and is twice as high on blocks with vacant/abandoned properties were the most determining variable of crime. Abandoned or vacant homes dwindle the tax base, because homeowners have left and decrease the value of those properties that remain. Homeowners living close to abandoned property will find their insurance premiums raised or even policies cancelled.

A study in St. Paul, Minnesota confirmed this "neighborhood effect," which extends from a single house out into the whole neighborhood like a plague. Houses within 150 feet of the vacancy incurred a net loss of \$7,627 in value. Houses within 150 to 300 feet, a net loss of \$6,819. Houses within 300 to 450 feet, a net loss of \$3,542. Demolishing the property led to a \$26,397 loss in tax revenue over a twenty-year period. Vacant lots produce \$1,148 in property taxes over 20 years, but the estimated maintenance costs are \$7,141. On the other hand, rehabilitated properties generate \$13,145. This is the financial motivation for rehabilitating these properties. The overall loss for a single demolished house is about \$7,789. The loss in potential property tax revenue is equivalent to \$3 - 6 million annually, that is no longer available to local government and school districts.

The question is: What should we do with those spaces? Fortunately, there has been a recent movement in "greening." The conversion of vacant or abandoned

areas in neighborhoods into working gardens has proven greatly valuable. Studies have shown that merely 100 square feet can yield an average of \$160 in produce per season, as well as great jobs. The average economic profit is \$5-\$10 per square foot to \$40 per square foot in well-maintained gardens. In San Francisco, transforming vacant lots into urban agriculture sites saved the Department of Public Works an estimated \$4,100 a year per site. This does not take into account the possibility for more business to move in due to decreased insurance rates, increased property values, etc. Converting abandoned or vacant spaces into productive gardens can help employ people, teach youth, and most of all feed and beautify the community.

A pioneering Bronx, New York City case study tracked 636 new gardens and their effect on 26,760 property sales between 1977-2000. The cost of the gardens was an estimated \$131,000 to develop and maintain, but the benefits totaled an estimated \$1.5 billion. Even houses as far as 1,000 feet away from the gardens gained thousands of dollars on their sale price. The total in tax revenue gains over an estimated twenty years was \$563 million. In the case of New York City, the government subsidized the garden projects with \$83.5 million, and the net tax benefit would be \$480 million, or \$750,000 per garden. In New Kensington, Pennsylvania, the New Kensington Community Development Corporation (NKCDC) and Pennsylvania Horticultural Society (PHS) teamed up to green their neighborhood. A resulting University of Pennsylvania study examined 3,000 home sales from 1980-2013, and found that vacant land improvements resulted in surrounding housing values increasing by as much as 30%. New trees planted within 50 feet increase surrounding housing values by approximately 10%. The project yielded benefits of \$1.54 for every \$1 in costs, or \$158 million for a \$100 million investment over twenty years. This does not take into account the possibility for more business to move in due to decreased insurance rates, increased property values, etc.

Moreover, the benefits of greening and community gardens extend to the realm of employment, health care, and food markets. In Milwaukee, Wisconsin properties within 250 feet of community gardens experienced an increase of \$24.77 per foot of greening, and the average garden was estimated to add approximately \$9,000 per year to the city tax revenue. From 1978-1989, \$8.9 million worth of produce was grown in the Milwaukee community gardens. According to a 2013 UC Davis review, the movement toward locally supplied fruits and vegetables in Michigan would result in nearly 1,800 jobs and \$211.5 million in income. Savings ranged from \$475 a season for individual gardens to \$915,000 worth of food for an entire community gardening program. The cost of a garden was about \$25 per plot on average. In New York, the gross tax benefit generated by all community gardens over a 20-year period amounts to about \$563 million. The presence of these gardens led to an increase in tax revenue of about \$500,000 per year per garden over twenty years. Greening a neighborhood not only removes the depreciated cost of abandoned properties and adds real estate value, it also saves money in the long run on health costs and unemployment. In 1999, fifteen New York gardens produced 11,000 pounds of fresh fruits and vegetables, 50% of which was donated to feed the hungry. Gardeners save money on produce, between \$75 and \$380 in food costs every season. There are also

mental and physical health benefits, which cannot be quantified in terms of dollars and cents but are proven scientifically. Last but not least, greening or community gardens have a profound effect on the rate of crime. In Chicago, public housing buildings with a high level of vegetation that you can see over (such as garden plants) had 52% fewer crimes than those with no landscaping. Buildings with medium levels of vegetation had 42% fewer crimes. Therefore, it is evident that the “greener” the environment, the safer the community. In Philadelphia, burglaries and thefts in one precinct dropped by 90% after police and residents cleaned up vacant lots and planted gardens. If the local government were to subsidize the entire provision, which is rare, the total investment would have been \$83.5 million. Therefore, the estimated net tax benefit would be about \$480 million, or over \$750,000 per garden.

The most exemplary community gardens project is the Urban Farming project. This excellent organization seeks to create an abundance of food for people in need by fostering community gardens on unused land. This has an effect on education, health care, and sustainable economy. In 2005, Urban Farming, a non-profit, partnered with Kraft Foods to plant 65 community gardens in 21 cities. Now there are 60,000 community gardens around the globe. Anyone can register their garden for the Urban Farming 100 Million Families and Friends Global Campaign. For additional information go to Urban Farming’s website at www.urbanfarming.org or email them at give@urbanfarming.org.

Studies show that when police and residents have cleaned up vacant lots and planted gardens, burglaries and thefts have dropped by as much as 90%

Retraining of skills and re-programming

(TRAINING/WORKSHOPS)

As mentioned in the introduction, the core of NRA's neighborhood rescue mission is educational--which is only a part of the holistic thinking that contains many ingredients. Within the new setting, a positive, nurturing neighborhood with little crime, and a high community spirit, it becomes more likely for the educational element, which is also fundamental for the success to end up being sustainable and eventually organic. There are two key areas of education, next to the traditional education one has to achieve in: 1) Re-training of job skills 2) Core life traits. The first program re-trains adults to become productive members of society, and role models for their children; and the second educational element is for both adults, youth and children, and aims to nurture the practical life skills necessary to be successful--it is both pragmatic and psychology-based. The thinking is, if one does not fully understand what causes the situation to be as bad as it is, how can one fix it? It is only with the two mentioned areas that a radical change can be anticipated, which is why they represent the foundation of the turnaround. For myself, after college, I founded a newspaper that focused on the labor market and job training; I wrote several books on the subject, and ran workshops for thousands of people; I can say with certainty that the only way for someone to get back on the right track in reference to work is to have a skill-set that someone needs. But, further, having the right skills is only half the equation, as mentality and mindset play an equal, if not even more important, part for someone to be successful beyond just getting the job. But, again after over two decades in the corporate world being an expert in the recruitment field, I do know the true unlimited potential if someone gets the right coaching and support. For the children, due to them being in their formative years of conditioning, it's important that they receive the right programming. In other words if they have the right "software" so-to-speak, the outcome of actions will be default, which is almost in all cases within the low-income ethnic communities without a fault of their own.

Retraining people's skills is a requirement for the rescue, and is thoroughly covered in the manual created for the residents in *Change Your Life - Change the World*; of which one of the key sections covers the job market. Consider discussing the educational elements in conjunction with the holidays in classroom-based, mini-seminars. How do you get people to come? Half of it is trust. The second half is to introduce a reward such as food, raffles, or another exciting incentive. It can even be connected to the children, and serve as a reward for them as well. Key rules for the mini seminars are:

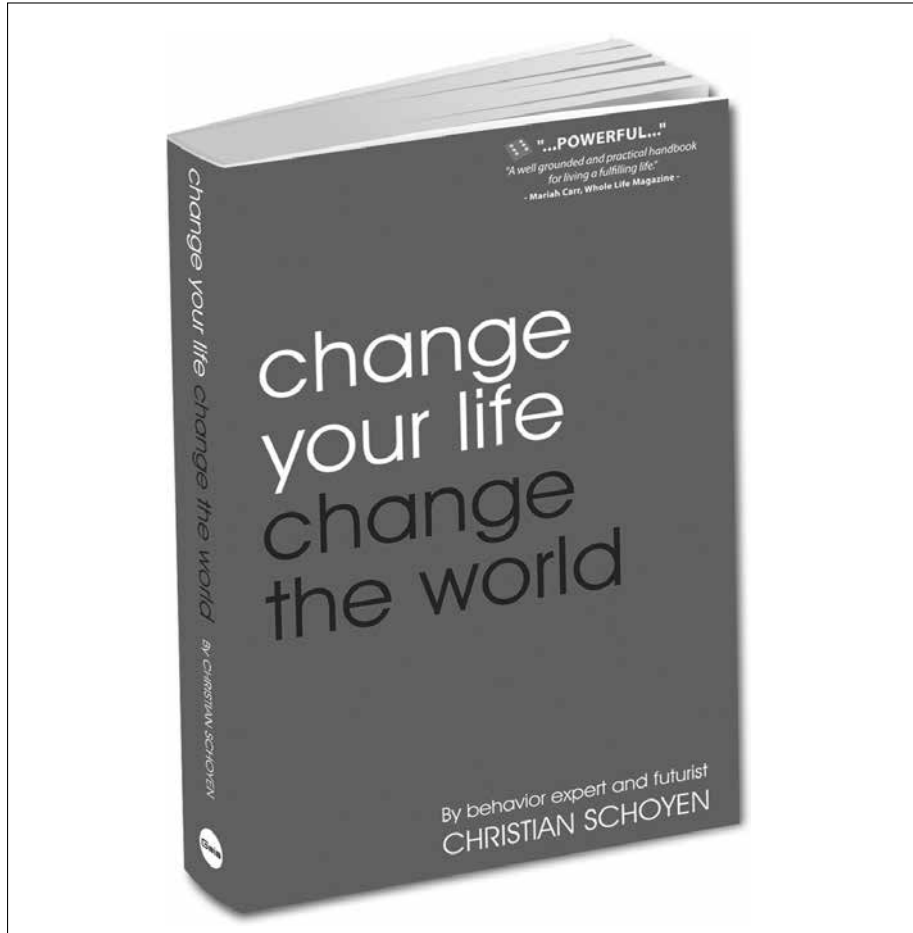
1. Everyone needs to have the manual “Change Your Life – Change the World.”
2. It needs to include humor when the teaching takes place, as that’s a great ice breaker.
3. Let people ask questions.
4. Know each attendee’s name, and address them as such.
5. Keep it short, maximum 90-120 minutes, followed by food and small talk afterwards
6. Keep the focus on the basics
7. Include “role play” where the attendee’s participate.
8. Let people have access to you later to ask questions.
9. Have the goal of igniting further interest to read more of the book.
10. Include presentations by someone that broke free from the low-income community or similar who achieved great success.
11. Keep a strict focus on the subject area, for example “life skills” or “job market.” The sessions must have a strict focus throughout.
12. Run job seminars, for example a program with a graduation ceremony that includes certificates to those who complete. Follow up with phase two (after the initial 3 sessions), which is the support seminars for attendees who enter the workplace. Some will apply to jobs with regular job applications and knock on doors; others will get internships with select organizations to acquire the necessary skills (these companies are pre-recruited and partners of the rescue project). Part of the process when entering the job market is receiving support to put together bios and get advice on how to approach jobs and companies. In these next 3 sessions, the participants will share their experiences and learn from each other as they go onwards. There will be a total of 6 sessions in this job-related course.
13. For the seminar covering the core success traits and the “why me” question, which will run parallel to the job series, there will be a total of 3 sessions. You want the job seekers to also attend these sessions as they will further improve their chances of gaining employment. In these sessions, the children and teenagers should be present as they are the main target group. In Las Vegas, I went on educational tours to schools together with the Sons of Norway Vegas Lodge, where the Viking elements were used as tools, which was very successful. In these sessions the goal is to focus on the four core traits as well make people understand the importance of conditioning. The goal is to get through to the children, making them more aware of how they are responsible for themselves. A proven method we used is teaching through storytelling and interaction, which helped to engage the participants.

When conducting the total of 9 (6 for job and 3 for success traits) workshops, keep in mind that in addition to building necessary skillsets, a sense of community spirit is also built, as well as a hope for a new and better future. This energy will be the determining factor for the struggling neighborhood’s future, as they stand united,

and better equipped than before. A ripple effect took place as a result of the Las Vegas neighborhood turnaround, and the amount of children seen outside grew by nearly four times. Eventually everyone in the neighborhood participates, which creates a sense of pride in the community. For a child to be in the midst of such a project is a profound life experience that positively influence him or her.

The two seminars are to be held three times each (these are merely suggestion due to limited time, as a higher number of workshops over a longer period of time will increase results).

The educational manual provides information and teachings that serve as the foundation for the seminars by Neighborhood Rescue of America and is available for free on www.issuu.com



JOB WORKSHOP

The second workshop focuses on gaining employment, and is further outlined in the job section of *Change Your Life - Change the World*. The workshop will include role rehearsal events to empower residents. Also, key rescue team members will approach various businesses in the community for job openings that focus on developing skills, with the goal of training people for paying jobs. Close follow-up

and monitoring of the residents is recommended for further guidance and to ensure results are achieved.

“WHY ME”/ SUCCESS TRAITS WORKSHOP

There will be screening of the Sierra Oeste documentary *Vegas Vikings* to engage the residents to show that it is possible to succeed, plus the separate “*Change Your Life – Change the World*” workshop for those interested; also include food and a raffle for a plasma television for the attendees. (Food/Raffle needs to take place post event to ensure participation) The focus of this seminar will be on the residents learning about how they became who they are, and how to break their patterns. The session will also include identifying what each person’s unique skills and strength are.

SAFETY

A. NEIGHBORHOOD WATCH

According to a White House report, a 10% increase in police hiring led to a crime decrease of approximately 3%-10%. This does not result from arrest but rather through deterring crime. It is long-known that much of crime has been shown to take place in certain “hot spot,” or concentrated areas of criminal activity, usually in urban settings. Using computerized databases that analyze crime data, police can determine the cluster of addresses, street segments or blocks, and/or street intersections or corners where calls for police service are most frequent. According to a 2015 study by Weisburd, 5% of an area might account for 50% of police calls. Places such as donuts shops, bars, hotels, and street corners might be focal points of activity. In addition, facilities such as bars and clubs, public transportation hubs, and large thoroughfares are likely locations. According to a 1989 paper, even within the most crime-ridden neighborhoods, crime clusters are a few discrete locations, with other areas relatively crime-free. By 2008, 9 out of 10 agencies used aspects of “hot spot policing” to help reduce crime. In Chicago, 10 areas that cover 2% of land but account for 10% of crime were targeted with 200 extra overtime hours per night, effectively reducing violent crime in most circumstances. According to www.CrimeSolutions.gov, there are multiple strategies to control crime in “hot spots,” including order maintenance, drug enforcement crackdowns, gun searches, and zero-tolerance. Aggregating the results from 10 randomized controlled trials, a 2012 study found that hot spot policing decreased crime by 11%, allowing law enforcement to channel their limited resources toward the most effective results. Unfortunately, police departments do not always have the resources to increase their deployments to dangerous neighborhoods. The annual cost of salary and equipment for a single police officer is about \$150,000. The problem of crime in low-income neighborhoods has been persistent enough to warrant an unconventional solution. The police are dedicated and brave, but unfortunately their resources are lacking. In this vacuum, individuals from at-risk communities have started to band together and effectively curb criminal activity in the form of “neighborhood watch” patrols.

The effectiveness of neighborhood watch is believed to be between 16% and 26% in crime reduction

In 2000, 41% of the American population lived in populations covered by neighborhood watch. In a neighborhood watch, residents report and look out for suspicious activity. Some major components of neighborhood watch include property-marking, home security surveys, and foot patrols. Some also increase signs of occupancy in vacant homes by cleaning, mowing lawns, etc. Neighborhood watch programs are more popular in the United States. Studies showed that as few as 1 house (UK) had a neighborhood watch program compared to for example residents in Manhattan Beach, CA (30,000 residents). Residents report and look out for suspicious activity. Increasing signs of occupancy in vacant homes by cleaning up, mowing lawns, etc is a deterrent.

In total, neighborhood watch leads to increased surveillance, decreased opportunities for crime, and enhanced informal social control. The effectiveness of neighborhood watch is believed to be between 16% and 26% in crime reduction. In Miami, Florida, the Miami-Dade Police teamed up with AT&T Wireless Services and Florida International University for the “Cellular Watch” program. 11 county neighborhoods were selected based on cultural diversity, crime rate, involvement in other community programs, and willingness to participate.

The key in this case was the private-public partnership. 50 phones and 200 minutes per phone per month were given to participants to form a hi-tech neighborhood watch: to report any observations of crime or deteriorating “quality of life” instantaneously. The Cellular One Company of Florida underwrote the equipment and airtime.

The results were a 35% reduction in burglaries, 14% decrease in robberies, and 17% decrease in theft in the highest crime area of an apartment complex. There were also substantive decreases in most neighborhoods for crimes such as burglaries, robberies, and auto thefts. In the 1970s, in Portland, Oregon, residents of a neighborhood developed a community crime-prevention strategy to reduce and prevent burglary in high-crime areas, specifically in individual households. The result was lower burglary rates in those that participated in the program versus those who did not. The same occurred in 1987 in Cincinnati, showing almost a 10% reduction in burglary after the implementation of the neighborhood watch. A 1997 study in Seattle showed a 57% decrease in burglary. Going by the national average, each burglary costs an estimated \$2,145, and so any reduction saves money.

Improved lighting leads to increased surveillance of potential offenders by improving visibility and increasing the number of people on the street as deterrence

B. STREET LIGHTS

Even with no one patrolling, there are features that can help reduce crime and make a neighborhood safer. Improved street lighting has been used to try to decrease instances of crime in public spaces. Improved lighting leads to increased surveillance of potential offenders by improving visibility and increasing the number of people on the street as deterrence. Improved lighting also signals community investment in the area and that the area is improving, leading to increased community pride, cohesiveness, and informal social control. A study in Milwaukee, Wisconsin, showed that, with a seven-fold improvement in lighting conditions, crime decreased by 29.2%. Similarly, in a study in Fort Worth, Texas, a three-fold improvement in lighting conditions decreased crime by 21.5%. According to a 2007 study, a review of

13 studies from the United Kingdom and the United States spanning four decades, areas with improved street lighting decreased their crime by 21%.

C. CCTV

In addition to better lighting, surveillance or CCTV can reduce crime immensely. In the Greenmount neighborhood of Baltimore, Maryland, 500 cameras were installed for a population of over 8,000; 95.6% of them African-American, with a crime rate of 57.4%. The installation of surveillance cameras were meant to monitor activity, with a team of trained-retired police officers assigned to monitor live video feeds around the clock and anticipating the movement of crime to more vulnerable areas. The cameras were clearly visible to passersby with blue flashing lights, a conspicuous deterrence. The cameras could record crime in progress; capturing images of getaway vehicles, helping police retrieve weapons used during a crime, and compelling witnesses to cooperate with police. There was a significant decline in total crime, violent crime, and larceny over five years. No evidence existed that crime was being displaced. In fact, the opposite occurred; crime prevention effects spread to other neighborhoods beyond surveillance. The results were that after four months, 30 fewer incidents per month occurred on average. After three years, numbers remained steady. Crime declined on average 10% due to the surveillance program, which cost \$8.1 million (\$224,000 per month for 36 months) including start-up costs, maintenance and repairs. The benefits, however, were \$12 million (\$334,000 per month) including police, court, and corrections resources. For every dollar spent, the city saved \$1.50. Similar results were found in Chicago, where a wireless network of 8,000 cameras was accessible by all police officers. The results were a 12% drop in the crime rate. Average monthly crime for drug-related offenses and robberies fell by 1/3, or 30% fewer offenses per month. There were no signs that criminals moved elsewhere. The cost was \$6.8 million (\$190,000 per month over years), mostly related to personnel, but the benefits were \$815,000 per month on criminal justice and victims' financial and emotional costs. For every dollar spent, the city saved \$4.30

CCTV studies have resulted in over a 30% reduction in crime for drug-related offenses and robberies

For more information, contact:

The Guardian Angels
www.guardianangels.org/contact

National Crime Prevention Council
 3624 Chapel Lake Drive Suite B
 Gambrills, MD 21054
 (443) 292-4565

National Neighborhood Watch Institute
 PO Box 4208
 Santa Fe Springs, California 90670-1208
customer_service@nnwi.org
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D. KEY ARRESTS

In addition to the “hot spots” theory, it is an established fact that a certain number of individuals are responsible for a great percentage of crime. It has long been a tenet of crime theory that the majority of violence is attributable to a relatively small number of bad individuals. These “career criminals” are personally responsible for much of the destruction in struggling neighborhoods. Some estimates say that 10% of criminals commit as many as half of the crimes. This fact has led law enforcement officials to rely on a program of “targeted arrests,” aiming to corral violent repeat criminals who are wanted for homicides, sexual assaults, and aggravated assaults. In 2016, the US Marshals Service, running Operation Violence Reduction 12 arrested more than 13,000 individuals with open warrants. Targeted arrests are now accepted best practices for law enforcement around the country, which is why every struggling neighborhood should implement the plan. The VCIT, or Violent Crimes Impact Team, partnered with federal and local law enforcement agencies for “Operation Violence Reduction.” The program targeted 12 cities with high rates of violent crime, including Baltimore, Washington D.C., Chicago, Milwaukee, Wisconsin and New Orleans. The month-long operation brought over 8,000 fugitives off the street, and in the process arrested an additional 5,000 or so. 559 homicides, 946 sex offenses,

Some estimates say that 10% of criminals commit as many as half of the crimes

646 gang members. 500 targeted individuals were arrested, 3000 firearms were confiscated, \$2 million was seized, and 2,500 other criminals were arrested. The crime reduction numbers were major across the board; 72% fewer homicides in Albuquerque, 65% fewer homicides by firearm in Philadelphia. Given the cost of murder, almost \$9 million each, these brief but aggressive missions can be hugely impactful.

Contact Information:

U.S. Department of Justice
Bureau of Alcohol, Tobacco, Firearms and Explosives
Office of Enforcement Programs and Services
Firearms Enforcement Branch
(202) 927-7770

Nancy G. La Vigne
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2100 M Street, NW
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(202) 833-7200
paffairs@urban.org

E. SAFETY APPS FOR PHONE

The cost of one armed guard is estimated to be \$80,000 per year, whereas the app is free and allows users to continue feeling safe, rather than being surrounded by armed officers or metal detectors. It is an essential tool in the digital age, being implemented now in schools and business around the country. There are many apps in the market.

(1) Red Panic Button

This is a mobile application that has the ability to send emergency messages to any email or phone number with the press of a button. It contains the ability to transmit preset information, such as a preset message and contact information. The application is GPS based so as long as you have reception, it will determine your exact location.

For more information, contact:
Website: www.redpanicbutton.com
Email: info@redpanicbutton.com

(2) Siren GPS

This is another GPS based mobile application that will send alerts at the press of a button. The difference with this application is that instead of sending messages to only your preset selections, it will contact 911 and send your location information to the police, paramedics, and fire station. There are preset buttons on the application for the three aforementioned support agencies.

For more information, contact:

Website: www.sirengps.com

Email: info@sirengps.com

(3) Guardly Mobile

This mobile application is geared more towards companies as opposed to the average consumer. This tool can be used for security operation departments and/or dispatchers to send emergency alerts to their staff as well as any other critical recipients.

For more information, contact:

Website: www.guardly.com

Phone: 1-844-482-7359

(4) MyFlareAlert

This mobile application is a “digital flare gun” that will signal for assistance in the event of an emergency. It will call 911 as well as any preset internal contacts. It also has the ability to text and email up to 5 preset contacts. Additionally, the app has the ability to record video and has a police siren alert.

For more information, contact:

Website: www.MyFlare911.com

Email: info@myflare911.com

F. SECURITY FIRM PATROLLING

In Manhattan New York, the use of a security firm patrolling resulted in a 20% reduction in crime after 2 years, 36% after 3 years, and 53% after 5 years

In cases when a neighborhood watch is not possible or not sufficient, private security firms are an excellent option. A survey showed that residents are willing to spend \$100-150 a year for a program that reduces crime by 10%. If the community would prefer more professional patrol, then private security firms are a great option. Private security firms are already operating in housing complexes, neighborhood associations, and university campuses and shopping areas. Private police have been shown to reduce murder, robbery, auto theft, and especially rape. In the wake of increasing crime rates in many major American cities, some concerned residents are turning to private security firms to help protect their neighborhoods. Although police departments do an excellent job, sadly they are overwhelmed by the amount of criminal activity in certain areas. For example, in Seattle, residents each paid \$250 annually for a handful of off-duty police officers to patrol near homes and businesses. The services has 100 subscribers, which buys 400 hours of patrolling. The service has successfully deterred criminals, many believe. When guards observe crime, they can call 911 and have the city police take over. Essentially, they are acting as a neighborhood watch force that is trained, licensed, and experienced with crime prevention. In New York City, the Grand Central Partnership, a group of 6,000 businesses located in central Manhattan, hired a private security force with uniformed guards and plainclothes investigators to guard a 70-block area in daily shifts. The cost was \$10 per hour per guard (\$21,000 per year) and the budget was

\$1 million. The result was a 20% reduction in crime after two years, 36% after three years, and 53% after five years.

G. BACKGROUND CHECK FOR NEW TENANTS

To ensure the safety of neighborhoods, background checks should be conducted on all new tenants. It is critical to have a key point of contact representing the owners in these scenarios. Local police departments also assist with free background checks. Homeowners, landlords and tenants should be on board.

SUMMARY

- Implement a Neighborhood Watch Group (Private Security also an option)
 - Review/Improve Street Lighting in Community
 - Investigate implementation of Surveillance Cameras in Community
 - Perform Key Arrests of “career criminals” in Community
 - Adopt the use of Safety Apps on personal Mobile Devices
 - Background check implemented on all new tenants to Community
-

Rehabilitation programs for former convicts and substance abuse users

Most violent crime is related to substance abuse

Most violent crime is related to substance abuse. There are programs available to help those who are struggling with drugs or alcohol and want to change their lives in a positive way. Depending on where you live, there are options available within your community; but if you're just getting started, you can refer to the Substance Abuse and Mental Health Services Administration to find a location near you.

SAMHSA

1-800-662-HELP(4357)

1-800-487-4889 (TDD)

REHABILITATION PROGRAMS FOR EX-OFFENDERS

Within 5 years of someone's release from jail, 76.6% are rearrested

The Neighborhood Rescue blueprint was designed for conducting a total transformation of the environment, because this is where children are growing up. Permanent rehabilitation takes effort and an individual's commitment to successfully change their destructive behavioral patterns. Studies show that many of those entering the criminal justice system repeat their offenses, which in turn becomes their fixed "loop". There are, however, effective programs that are successful at offering ex-offenders a different path. One example, which is from Las Vegas, Nevada is the 501 (c) (3) non-profit organization; Hope for Prisoners founded by Jon D. Ponder. The organization provides training and support programs to help ex-prisoners re-enter society as productive members. Known for a proven mentoring program and vital partnerships to secure the best possible results, the achievements have received national recognition. Behavioral patterns are more difficult to alter as one gets older, as further explored in the chapter "Understanding Behavioral Patterns" on page 59; which is confirmed by the statistics by National Institute of Justice (www.nij.gov) revealing that within five years of someone's release from jail, 76.6% are rearrested. This book (which targets children) and the proven programs (such as Hope for Prisoners) are instrumental in ensuring that negative repeated behavior is stopped, and we break the destructive and repetitive cycle of crime.

Hope for Prisoners

3430 E flamingo Rd, Ste 350

Las Vegas, NV 89121

(702) 586-1371

www.hopeforprisoners.org

To achieve sustainable results, rehabilitation of the entire community needs to take place, and therefore it is important to include this element within the turnaround. For cities and states outside of Nevada, you will need to look for similar programs like the Hope for Prisoners Organization.



ANIMAL WELFARE AND RESCUE

Failing neighborhoods not only affect the health and welfare of human beings, but also animals. It is no trivial matter. According to the Animal Legal Defense Fund, neglect of an animal is often associated with neglect of a child, elder or dependent. The city of Detroit has as many as 50,000 abandoned dogs. In depressed areas, city services such as police fire, and trash collection are already overstretched, leaving no leftover funding for “luxuries” like animal control. The hundreds of dollars required each year for pet care can be an unaffordable expense for people with no disposable income whatsoever. There are approximately 70 million stray cats and dogs living in the United States, with 20 million cats and dogs entering animal shelters each year, according to a Brown University study. This burden falls to the taxpayers. The United States spends an estimated \$2 billion each year to impound, shelter, euthanize, and dispose of homeless animals. The cost to spay or neuter an animal is at least one-quarter of the cost. This potential benefit of \$500 million is why comprehensive spaying/neutering programs are key features for any neighborhood improvement. The leader in this field, the nonprofit organization ASPCA, performed over 75,000 spay/neuter surgeries in 2015, saving an estimated

Las Vegas police officer Dustin rescuing an abandoned puppy in Sierra Oeste, left behind by a tenant who had moved away

Part of gang initiation is to throw pets out of car windows on the freeway

\$5.8 million. In the state of New Hampshire, between the years 1995-2001, the International City/County Management Association (ICMA) spent around \$1 million on spaying/neutering, which led to a 34% decrease in shelter intakes and 75% decrease in euthanasia. The estimated benefits were \$3.2 million saved in impoundment costs, or \$3.23 for every dollar invested. In New Jersey, from 1993-2000, the Animal Population Control (APC) reduced co-payment for almost all veterinary procedures, including spay/neuter for low-income individuals with proof of public assistance. The cost to the state was \$6,387,998, which achieved 25% fewer dogs and cats impounded, and raised the adoption rate by approximately 40%.



A study by the Chicago Police Department revealed that 65% of people arrested for animal crimes were also arrested for battery against a human, with almost half of convicted murderers admitting to torturing animals

The estimated benefits were \$20,567,496 saved, or \$3 for every dollar invested. In Santa Cruz, California, the law dictates mandatory spaying/neutering of all pets, which has reduced the cost of rescue, shelter, and care for stray, abandoned, and unwanted pets. It has also reduced danger of transmittable diseases (including rabies), attacks, bites, and property damage by roaming strays.

However, there is another reason why animal welfare is important: the established correlation between animal cruelty and human violence. Both children and animals are at risk in the low-income, ethnic neighborhoods. A 2001-2004 study by the Chicago Police Department revealed that 65% of people arrested for animal crimes were also arrested for battery against a human, with almost half of convicted murderers admitting to torturing animals during their adolescent years. I have personally encountered people who have rescued surviving pets next to the freeway as a result of the gang initiation ritual of throwing pets out of car windows on the

freeway while driving full speed. An incident that has stayed with me in particular is what I witnessed while driving in Los Angeles—driving on Crenshaw Boulevard, in the low-income African-American community of Crenshaw as I was volunteering for a youth program. As I was leaving the ministry, I saw a pitbull that was running scared and confused against traffic in the middle lane during rush hour. Next to the road, there were a group of young, African-American men who were laughing and cheering, as a bet had been placed as to how long the dog they had unleashed into the traffic would make it, before being hit and killed. I stopped my car and tried to run into the street to rescue it, but the trucks refused to break, as I heard the



crushing sound of the innocent animal being killed. These stories are not unique, but a part of daily lives, making it unsafe for not just the Marvin's of America, but also their pets. The proof that animal cruelty is severe in low-income neighborhoods and the link to other crimes including violence against people, property crime, and drug or disorderly conduct offenses is found in studies and news stories around the country. Dog and cockfighting, for example, can be part of larger criminal operations, including drug trafficking, domestic violence, firearms, gambling, theft, vandalism, and child abuse. This is why the FBI and Department of Justice have started tracking animal abuse alongside felonies such as arson, burglary, assault, and homicide. According to the Department of Justice website, intervening to address animal cruelty can be key to help change patterns of long-term criminal behavior. A new cell phone app "LiveSafe" allows regular citizens to help combat these awful crimes. LiveSafe users can document conditions of neglect and abuse and submit different

According to the study by Michael G Vaughn published by the National Institute of Health, within the low-income communities, the pets are faced with the worst kind of animal cruelty



The extensive outreach efforts by the Las Vegas police helped build trust with the children

forms of evidence to the police and other authorities. The leading organization in this effort is the ASPCA (American Society for the Prevention of Cruelty to Animals), which operates mobile surgical units seven days a week, offering discounted prices to those receiving public assistance. You can contact them to find out how to receive their services at www.aspc.org or (855) 772-9752.

COMMUNITY EVENTS

Once a community is cleaned up and safer, there is an intangible factor that leads to success; and that is a sense of unity. Unity is an important factor to the success of neighborhoods. The residents of an area have to feel close to their neighbors in order to work together and want to help. Like it or not, there are shared spaces and interests, and the fate of a neighborhood is tied together to a certain extent. This is why many neighborhood improvement projects have focused on regular community events to promote a sense of commonality. These events can focus on crime prevention or have an anti-drug message, or they can simply be opportunities for people to get together and have a good time.

Holidays and the first days of the month are great times to hold barbecues and other events. Local restaurants have been known to donate food, and other establishments can help support the effort. If the community board is operating well, then the residents of a neighborhood can raise an issue for the event or suggest something to celebrate. Collaboration with police and fire departments can foster a good feeling between residents and the local institutions. All it takes is a few dedicated individuals with the idea and the vision, and any neighborhood may start a tradition



that lasts for generations. It is important to hold regular neighborhood meetings in order to build consensus and promote collaboration. A Harvard University Study concluded that block parties were associated with increased bonding social capital in African-American neighborhoods. These parties can be leveraged to promote positive topics such as gun control or dietary health. In addition, there can be financial benefits. But the main benefit of community events like block parties are to create the infrastructure, promote social cohesion, and sow seeds for future work. The block party to launch the 21-Day Challenge, and another one on the final day to cap it off, are both essential.

In Lawrence, Massachusetts, the Lawrence Community Works (LCW) has thousands of families as members, who get together for Neighborhood Circles, when 8 to 10 families meet at a host's home three times a month. They work together on projects such as playground cleanup, street lighting improvement, and organizing block parties. These meetings have generated an estimated \$25 million in new neighborhood investments. In Bellevue, Washington, a program called Neighbor Link has sponsored over 300 neighborhood celebrations and raised over 3,000 pounds of food and donated hundreds of dollars to charity.

Occasionally, when an event is well-planned, there can be direct financial benefits as well. In Ocean Springs, Mississippi, a town of 18,000 people, the Peter Anderson Arts Festival draws 119,000 people in attendance annually, generating more than \$22 million spent on food and drink, lodging, merchandise, gasoline, and other expenses. Community events cannot be organized by a single person. The keyword is 'community.' A committee can be created to act as the main hub for organizing events.

The Easter Bunny by Barbara Kenig was an important part of the Sierra Oeste project

Responsibilities can be divided between individuals so that someone is overseeing logistics, vendors, communications/ outreach, entertainment, and of course, safety during the event. Ensure that everyone has what they need to oversee their section and reach out to the community if something is missing. People like to feel involved and chances are there is someone who has access to the things you need who will be willing to help.

YOUTH SPORTS

Youth sports can create habits that lead to the alleviation of health problems such as obesity and drug addiction

Another way to positively impact low-income minority communities is through youth sports programs. The physical, social, and psychological benefits of sporting activities are well documented. Youth sports can create habits that lead to the alleviation of health problems such as obesity and drug addiction. More than that, youth sports can have a profound influence on human behavior. Throughout the world, organized sports are being used to curb political extremism and to facilitate peace. In 2007, the United Nations established a “Global Sport Fund” to engage youth in conflict regions; the program targets young people at an age when the temptation to experiment with drugs is high. In the United States, sports can be part of a program that helps reduce youth crime by providing a positive framework for identity, empowerment, and leadership under adult supervision. Millions of children have little to no adult supervision and can fall into dangerous and unhealthy habits. It is important that these programs be fully funded and self-sustaining; unfortunately, there has been a recent trend of “pay-to-play” programs, which have priced out up to 20% of children in low-income families.

*“Putting more . . . unsupervised youth back on those same streets is not the answer
— neither economically or ethically.”*

-a parent council member from the Chicago Public School system

Community centers and programs like the Boys and Girls Clubs of America offer opportunities for kids and teens to get involved in sports as well as other activities in the arts to channel energy, help build positive habits and express themselves. According to LIVESTRONG.com, youth sports are beneficial to kids for many reasons, including physical health and psychology. Studies have shown that physical activity reduces the risk of high blood pressure, heart disease, osteoporosis and other chronic diseases. Sports help promote the healthy growth of the heart, lungs, muscles, and bones. As opposed to Internet, television, and computer games, which increase the risk of obesity, physical activity encourages improved fitness. Starting these habits at a young age can help people be active for their whole lives. Another benefit of youth sports is improved social skills. Sports are proven to enhance self-esteem, increasing a sense of belonging while teaching selflessness and cooperation. The behavioral advantages are overwhelming. Sports can help reduce stress levels, anxiety, and even behavioral problems. According to the Australian Sports Commission, youth who

play sports are less likely to commit crime because of less unsupervised free time and boredom. In addition, due to the demands of physical engagement, smoking, drinking, and drugs are less appealing to these young people. Women who play sports, in addition to learning key life skills, are less likely to have sex or get pregnant at any early age. This reduces the number of children that are born into welfare and end up in the criminal justice system, which can save the government billions of dollars.

In Kansas City, Missouri, the Kansas City Police Department hosted evening and midnight basketball, which led to a one-third to two-thirds reduction in juvenile crime among African-American youth. Similarly, in Alexandria, Virginia, the Road Runners Club of America hosted a running club that contributed to a reduction in crime among participating young women. In Bristol, England, a sports program for at-risk youth in eight communities led to a 43% reduction in crime. The leading organization in this mission is the Police Athletic League, with 400 member chapters throughout the country in 1700 facilities in 700 cities, and serving more than a million youth ages 5 to 18. Not only does the PAL help kids stay in school, exercise, and stay out of trouble, it also fosters better trust between people and police, which is essential to neighborhood unity.

Contact Information:

National Association of Police Athletic/Activities Leagues, Inc.

(561) 745-5535

copsandkids@nationalpal.org

www.nationalpal.org

Boys and Girls Clubs of America

National Headquarters

Phone: (404) 487-5700

info@bgca.org

www.bgca.org

SUMMARY:

Implement sustainable programs for community enrichment

- Programs for Ex-Convicts and Substance Abuse
 - Afterschool programs
 - Mentorships
 - Corporate sponsorships, i.e.: construction programs, community clean-up.
 - Community gardens
 - Life skills programs
 - Community events
 - Youth activities
-





STEP

9

Re-evaluate
Degree of
Success

*(According to key goals
in master plan in step 5,
evaluate if corrections
needed, checklist form)*



Nils Rasmussen, a strategist in the Las Vegas project, monitored the statistical information and progress, which is key for any neighborhood rescue

After the initial turnaround of the neighborhood, it is important to evaluate the progress by reviewing the results achieved and doing a full status check of all running programs. In particular, it is important to monitor the quantifiable statistics, such as crime. The overall goal of the project is to create a safer environment, which causes the negative statistics to drop. Once phase 1 is complete, a full check and evaluation must be done, where everything is scrutinized; with constant review and improvement, one can insure the mission's progress will be sustainable. If targets are not met according to the goals that were set, crime reduction will be much less than expected, and the support will be less than anticipated. Additionally, if some of the measures are not meeting their targets (for example, community patrols, landlords not enforcing background checks, fundraising efforts), then it is important to return to step 5. Here, we look at the master plan, evaluate what is not working, and correct the problem. This process should be repeated until the desired success has been reached. One key is to always celebrate the small milestones, but still question how and what you can do differently and better to always achieve better results.

In order to properly evaluate the overall status of the rescue project, it is imperative that you fill out the evaluation form below and be as detailed as possible. Your concrete findings and detailed form will assist future projects in the same community or similar neighborhoods to at least match your successes, if not surpass them, due to your solid analysis.

“If everyone is moving forward together, then success takes care of itself.”

Henry Ford

CHECKLIST FORM

PHASE 1 - PLAN

Task	Task description	Completed	Partial Completion	Not Completed	Additional Information
1	Identify Facilitator				
2	Choose Target Location				
3	Recruit Rescue Team				
4	Assess Target Location				

PHASE 2 - PREPARE

Task	Task description	Completed	Partial Completion	Not Completed	Additional Information
1	Create Master Plan				

PHASE 3 - ACT

Task	Task description	Completed	Partial Completion	Not Completed	Additional Information
1	After School Program				
2	Mentorships				
3	Exterior				
4	Community Garden				
5	Retraining of Skills and Programming				
6	Safety				
7	Animal Welfare/ Rescue				
8	Community Events				
9	Youth Sports Team				
10	Initial Neighborhood Rescue complete				

EVALUATION OF SUCCESS

Task	Task description	Pre-Phase I Data	Post Phase III Data	Net Impact	Target Data
1	Cost of Child Poverty				
2	Avg Cost of Property				
3	Avg Cost of Property Taxes				
4	Total Net/Target				

Was Target Met	Yes/No
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MEMBERS OF CORE LEADERSHIP TEAM

Last Name, First Name	Title	Organization

FINDINGS/WAYS TO IMPROVE FUTURE PROJECTS

--

FORM COMPLETED BY

Date	Full Name	Title	Organization





STEP

10

Initial Neighborhood
Rescue complete – Long
term plan is in place

*(Field day 21, finale celebration
w/parade, block party, results
announced w/crime stats, post
testimonials filmed,
contingency plan activated)*



The ribbon cutting I did with Julie Murray, Captain Chris Tomaino and Pastor Matthew Teis represented the new beginning for Sierra Oeste, which became renamed to Meadow Dessert

After the initial turnaround is in place, which we call “pre-post,” it is of utter importance that there is a well-planned post-project contingency plan in place. The reason why most community projects fails is the lack of a good contingency plan. The biggest challenge is the initial turnaround, which is phase 1, but this does not mean the job is fully done. The only true measure is that the progress is sustainable. If measures for the success are not followed up on, then it is certain that the entire neighborhood will return to its destructive old ways with high crime. Human behavior is difficult to alter, which is why strict enforcement needs to take place along with the various programs that are continuous. This why the facilitator’s job function is utterly critical as he/she is responsible for what takes place after phase 1. The activities can wind down a notch, but still the strategy needs to be clear, which is to make sure that new crime statistics remain low, and the programs create the desired long-term results. In the pre-post phase, the key element is that the neighborhood has been empowered from within. To make sure it stays this way, there first needs to be a strong community spirit and an internal desire to retain the success. The homeowner’s representative needs to make sure that everything stays nice and clean, and sees that everyone makes use of the free background checks by the police department’s crime prevention specialist. A community watch needs to remain in place where everyone remains vigilant of cameras and street lights, and that patrol cars (whether police or private patrol) are active during the hours that crime is statistically most-likely to take place. The holiday events, such as Christmas,

Easter, and Independence Day, need to continue to ensure the community spirit; churches can be important participants in these celebrations. Similarly, animal welfare and pet rescue programs must continue supplying and nurturing pets. Then the cornerstone of our program, which is educating the children to “break the cycle,” means continuing the mentorship programs and afterschool programs. There also should be programs in place to stop alcohol and narcotics abuse as well as to create preventive measures, as violence and crime tend to take place when people are under the influence. For the adults the focus needs to be on the re-training of skills and job coaching to facilitate successful entry to the job market. All in all, for the success to continue the measures need to continue. If this is followed, patterns can be broken, and the children will, for the first time, have a real chance of success in life.

The risk of fall back is also why I created the non-profit Neighborhood Rescue of America: to ensure there was an entity which would stay on after the initial turnaround. To me it was important that the success remained for many reasons; one was so that the residents involved got a new chance at life, the other was so that the “new neighborhood” would stand as a role model for the nearby communities, which, due to the butterfly effect, would either copy all (or part) of our methods, and in turn improve the lives of more people. With this it was of great importance that NRA stayed on. In the Las Vegas project, the great Las Vegas Police Department took on the responsibility with the homeowners and local church for the post-part. When I went to revisit almost a year later, their efforts and dedication had paid off as the great statistics had been maintained. For the other cities where NRA establishes chapters and take on a turnaround, the non-profit will actively assist in the post phase to ensure that the success is sustained.

It is important to announce the project’s victories often, such as the crime reduction and programs in place. It’s further important with a big turnout to show the support from both within and outside the neighborhood. Media should also be invited to these events.

Further, on day 21, it is important to get everyone’s testimonials video recorded according to targets set in initial meetings, with the success achieved.

If behavioral patterns can be broken, children will for the first time have a real chance of success in life

SUMMARY:

- Ensure long-term plan is in place.
 - Review turnaround success and implement measures to maintain achieved results.
 - Ensure implemented programs continue to run.
 - Gather testimonials from rescue team and community residents.
-





2042

Neighborhood
Rescue 2042

This book started with the story of Marvin, the young 10-year-old African American boy and his dog, whom I met close to 30 years ago in low-income Compton, Los Angeles. He is representative of the close to 800 children that were followed for 25 years in the groundbreaking study by sociologist Karl Alexander at John Hopkins University, which concluded the following: if you are born into poverty, that's where you will end up. In the group, only 4% went on to graduate from college. Other studies have shown that the number of black children in poverty has not changed for the last 35 years (4 million children); also, 9 out of 10 blacks currently have felt discrimination due to their skin color. All of this shows a history of little progress. For the Marvin's of America, one can be optimistic, just like when you buy a lotto ticket, but the harsh reality is your chance of winning is close to zero. Then to make matters worse, almost all initiatives that have been attempted to change the bleak situation of no hope for the community have been sporadic, usually after riots in order to calm matters down. They are short-lived, politically driven, and often result in failure, everything returning to the way it was. In many cases, the impact is *higher* crime rates. The politician's slogan is often, "If I get elected, I will make sure that the inner cities get all the help needed". This is a great political punch line for a campaign; but for the children living within these struggling communities it usually does not make much of a difference. Considering the decades of talks and shedding light upon the struggling low-income ethnic communities, with no progress, what future is then ahead for the Marvin's of America?

I see two paths: the first path is one of hope and true change, which is a result of a total rehabilitation of the struggling low-income ethnic neighborhoods. This would lead to positive nurturing environments with low crime for the children and their pets. Based on my own experiences I see this as an obtainable goal. If I can travel by myself across the globe, to a random city, then turn around the most dangerous community in Las Vegas, Nevada, a struggling ethnic neighborhood of literally no hope, all privately done, non-governmental, based on volunteerism and private donations, by following a 10 step system I had created, then I know it is fully possible to succeed with this grand mission to do the same all across America. I have proven that one can fix the low-income neighborhoods of America even without government funding, meaning tax money, if these resources are not available. I also know that I can easily duplicate the Las Vegas project 100 times over throughout America, as this initiative was never based on luck. The "fire drill" conducted in Nevada was to validate and fine-tune the 10-step system, which now any community leaders and/or police can implement themselves. I am the CEO and founder of an international headhunting company, and the Las Vegas project was done as part of my company's Corporate Social Responsibility (CSR) program, where, for the last 20 years, 10 days each year have been applied to helping children and their pets in low-income ethnic neighborhoods in the U.S. I made this decision close to 30 years ago, after meeting Marvin, that one day my wish was to be able to make a positive contribution for these children and their pets, who have no one else. As described throughout this manual, a complete neighborhood rescue is never the result of just

There are two paths for the future: One with hope and positive change and one with the current situation greatly worsening

one person, or a single organization--but a team effort, where everyone is equally behind the success, which is also the case with the Las Vegas project. The victory belongs to the rescue group and residents. The path of hope I see is contingent on “peoples’ ego” or politics not kicking in and becoming more important than the task at hand, which are the children. If the adults for a moment can join forces in taking their pride, indifferences and politics out of the equation and focus all their energy on the mission of creating a new future for the ethnic children and their pets, then the grand vision this manual presents of a total rehabilitation of the low-income Black and Hispanic neighborhoods is fully possible.

The second path is rather bleak, and the likelihood for it becoming a reality is unfortunately high. The fact is that a great many of the cities have already lost control of their inner cities, which is like a volcano ready to erupt. Some believe that the movement of Black Lives Matter (BLM) and the power of social media will organize and channel the rage and anger by the black community in a more strategic manner towards treatment they feel has taken place from the time of slavery through to the present day. The sentiment and building of resentment, together with the feeling that they have nothing to lose anyway, could very possibly escalate into a future level of conflict that we have not seen before. Looking towards South Africa and the strong separation between the African-American and white community due to a “no-change approach”, actions could spiral out of control the same way. In South Africa, safety is only secured if you are living within an armed gated community. When leaving these secure zones, your life could be at risk, all due to the non-intervention approach within the struggling, low-income black communities. Instances include stories of white families living outside gated communities being tied up by blacks and covered in gasoline in the middle of the night; being burned to death is something of the norm. The hate towards whites is escalating for the injustice felt among those in the black community who often feel as though no one has been held accountable. This together with the mentality of having nothing to lose, I can envision a similar future scenario in America with great uncertainty and high crime, as experienced in South Africa, if drastic measures such as Neighborhood Rescue are not implemented. Non-ethnic communities have never directly experienced the effects of the anger in the African-American community in times of riots, as they have been safely secured and protected in their own neighborhoods. However, as times change and people in the future become more informed, socially aware, connected and organized; it is likely that African-Americans will stop “burning down” their own neighborhoods and instead take their frustration and anger directly to the neighborhoods of those they feel have oppressed them. Together with this more organized anger we now see, I can also envision the crime being brought into both the white middle and upper class neighborhoods. It is with certainty that several riots are on the horizon, as the question is not “if” but rather when, where and to what extent. Also, it is possible that what we know as the traditional uproar will even change form and structure, as witnessed in Dallas and Baton Rouge, with the deadly African-American retaliation towards police or with the local gangs in South Chicago armed with automatic

Many cities have already lost control of their inner cities, which is like a volcano ready to erupt

The resentment from being mistreated, together with the feeling of having nothing to lose, can very possibly escalate into a future level of conflict not seen before

weapons to be used towards law-enforcement. This may only be the tip of the iceberg in a new era where control is lost, due to necessary changes not taking place.

With a new transparent society, which is highly economy- and corporation-driven, and with new technology being introduced to more effectively fight crime, we may see a very unfortunate future for the low-income ethnic neighborhoods. From this the law of cause and effect, of a more business driven society, will bring to light the real financial cost of the struggling communities, which can be broken down to the dollar. This together with the astronomical financial cost of the riots that are on the way will enforce an even stronger sense of judgment, racism and isolation. As an example of cost, according to NPR the Los Angeles riots in 1992 had damages



It is very likely we will also see certain criminals have an RFID implant for tracking 24/7, as the cost of having people incarcerated will be too costly

of more than one billion dollars. Many will ask the question, why put more money into a rescue effort that will not change anything anyway? With less willingness to provide extra resources for preventive measures (which will impact schooling, lack of opportunities, and so on), the repeated cycle of conditioning will cause even worse results than today--worse than the less than 4% change of escaping one's socioeconomic status. Very much like the movie *The Hunger Games*, the future will bring even more segregation and clearer differences in the subsections of the cities. The U.S. will see similar trends as the Latin American countries, especially in the outskirts of Mexico and Rio, where Favelas consist mainly of low-income African-American and Hispanics neighborhoods. As presented in the chapter on behavioral patterns, once someone breaks free from their socio-economic group and becomes

part of the financial elite, their new belonging is no longer connected to their race, but rather their new economic “group”, which makes the chance of getting help from those who made it out very small. These struggling communities of the future will foster more crime, making it even more unsafe for African-Americans, which also due to technological advances statistically face an even greater chance of being arrested and spending time in prison. The racial profiling taking place will become stronger than it is now. The high safety risk for the police will increase as the turmoil grows and America becomes even more divided. Looking towards South-Africa and the strong separation between the African-American and white community, due to a “no-change approach,” actions will most likely spiral out of control the same way.



This new segregated world will present even more negative studies of “no hope” to the mass public, since bad news always sells; this again will strengthen the stereotyping and racism that exists among the public, and in their belief of no-hope for these struggling neighborhoods. In the new era that we have entered, which will be very efficient driven, there are business models that have been proven to change the way we think, examples of this includes: privately owned prisons, outsourcing of U.S. military, Uber, and AirBnb. These examples all share the philosophy of maximizing efficiency and resource utilization. With self-serving interests being stronger than what is good for the community, also reflected in the low turn-outs of even down to the 10% level in some cities at local elections, the motivation will be even less as time progresses to make big financial investments to implement the necessary dramatic

A scenario is that African-Americans will stop “burning down” their own neighborhoods and instead take their frustration and anger directly to the neighborhoods of those they feel have oppressed them

measures needed to turn around the struggling low-income ethnic communities. Many will not be open to pay the price of having to cut down on their own standard of living, as it will affect the local schools where their own children attend. It will also affect police and safety in the community and local parks, as many will believe the stereotypes of African-Americans being criminals and abusers of the welfare system. In addition, the chance of making a difference within the low-income ethnic communities will be viewed as more or less hopeless as the problem within these neighborhoods continues to grow. With this, the chances for the low-income population to be rescued decreases substantially.

There is also a good chance of a new model coming into place in the future, which will reprimand bad behavior and encourage good behavior, reflected in monetary terms, which will negatively affect the low income African-American and Hispanic communities. One element could very likely be a strong link to the local tax revenues affecting what goes back into the local community, rather than the external funding that currently takes place. This means worse schooling and less police. As a result, those who struggle will have an even harder time, while the neighborhoods with high tax revenues will do even better. It is to a great extent already like this today, but the future could hold even stricter enforcement of this mindset. In addition, those causing crime can lose their benefits, and face labor-based sentences as way to financially make up for their actions. It is very likely we will also see certain criminals have an RFID implant for tracking 24/7, as the cost of having people incarcerated will be too costly. This development will most likely cause an uprising of the African-American community, which will view this new era as a full circle back to slavery, with the chains now being replaced with RFID tracking devices, taking away their freedom.

This manual is created because I truly believe it is possible to turn around the low-income ethnic communities, reduce crime, and regain control. But, in order to be successful in conducting a rescue, it is important to acknowledge from what place those you are helping are coming from, and what you are up against. The methods described are universal and can be applied to any city, and as this book and final chapter outlines, it is possible to regain control of these neighborhoods and help the children; however, it will gradually become more difficult with time as we enter further into the future. Eventually the chances of success in life for the ones born into these communities will possibly go down from current 4%, to 1 %, as reflected in the Baltimore study by Johns Hopkins University. In other words, at some point, the chance of failing will be very close to 100%, making life more or less pre-destined for these children when they grow up. This situation, when there is no longer any hope and further enforcement of the mindset that there is nothing left to lose, is not a good situation. However, as previously outlined, I believe it can be changed--but only if we approach the situation right now before it's too late.

In regards to technological advancements to fight crime, this will take place regardless of path 1 or 2 taking place. Our own work at Neighborhood Rescue of America (NRA) involves a crime preventive safety app, which will be downloaded on the residents mobile devices and be interlinked with drone technology (where

Unless a dramatic change takes place now, it is very likely that the 96% failure rate will increase

the local regulations allow it), the live-feed street cameras, improved street lighting, GPS location ID and instant alert to local neighborhood watch groups to come to the rescue. This interlinking with technology will also, as NRA completes its pilot projects, be implemented in other locations as part of the turnarounds. For the technological era we now have entered, facial recognition will also eventually be implemented on both drones and through the street cameras, as well as number plate match-ups. Currently, the selfie-drone with facial recognition software is already being sold to the mass market, which confirmed the described future of surveillance is already here. These technologies already exist today, but the difference in the future is that they will work automatically in conjunction with each other across the board. In addition, algorithms based on individual and neighborhood patterns will be applied to prevent crime, as well as be matched up to an individual's personal network, as the famous saying in human behavior holds true: "the best indicator of an individual's behavior is to merely examine everyone the target person knows or is linked to as one is the sum of them all". Part of the current program for Neighborhood Rescue of America already includes the use of statistical information for predictive crime prevention. The end result will be a safer environment as well as a more efficient, cost effective, streamlined ability to resolve crimes committed in the low-income neighborhoods.

This chapter lays out an alternative future which is fully achievable if people are able to put their personal indifferences aside and focus on the greater goal, which is to help the struggling ethnic communities regain their inner strength and focus on helping the close to 9 million Marvins in poverty break the destructive cycle. For the positive future Neighborhood Rescue of America is working to achieve, the approach has to be pro-active, as it will never just happen by itself. The true change can only take place if the focus is on the children--when we providing them with a brand new positive environment to in, this goal will eventually complete the turnaround of their low-income neighborhoods. To change consensus to a more positive outlook, another study, such as the one done in Baltimore needs to take place, and instead of just monitoring how life plays out for 800 children, the focus needs to be on actually supporting a group of similar size over the same time period for the next 25 years, and instead be able to present statistics showing a success ratio of 96% as opposed to the current failure ratio. Only then can people from both within and outside the community believe change is possible. To succeed with the neighborhood rescue initiative, city-by-city, neighborhoods need to be transformed and the target should be 800 children. By 2042, it will represent the change and hope for the future.

With this I say that we now have the tools to create the future we want. With the recruitment of the right winning rescue teams across America, which includes law enforcement as a key partner, I'm certain we can do a national rollout to transform the most dangerous low-income ethnic neighborhoods in America. This was proven by the blueprint used for turning around the high crime community of Sierra Oeste in Las Vegas. As this book opened with the quote by Abraham Lincoln, I would like to re-emphasize the mindset reflected by this quote, which states if that if we are fully aware that we hold the key to the future, then it will happen as we want it to play out.

To change the consensus, new positive statistics revealing progress and hope needs to be presented

If people are able to put their indifferences aside and focus on the greater goal of helping the children, then change is fully possible

We can turn around the struggling neighborhoods, eradicate poverty and crime, and provide a positive, nurturing, and safe environment for the children and their pets; as well as ensure they will have the same opportunities as everyone else in life. This will then validate the premise of the American dream to be true for everyone in what I believe is the greatest country on earth, as here everything is possible, including turning around the struggling ethnic neighborhoods.

'The best way to predict your future is to create it.'

Abraham Lincoln

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"A TOTAL TRANSFORMATION!"
- CBS (Channel 8) -

"Sierra Oeste went from one of the highest crime rates
in the city to being a great place to raise a family"
- ABC (Channel 13) -

"Violent crime reduced by 75%"
- FOX (Channel 5) -

TRAINING MANUAL FOR POLICE AND COMMUNITY LEADERS IN HOW TO REBUILD THEIR LOW-INCOME BLACK AND HISPANIC NEIGHBORHOODS

This is an instructional manual on how to turn around any low-income African-American and Hispanic neighborhood in the US with a high crime rate, in only 21 field days, through applying a proven, easy to follow, 10-step program utilizing a non-organic/organic approach. Learn through this manual:

- ✓ How to ensure every "stakeholder" investing achieves a high ROI
- ✓ How to build trust and bridge the gap in the community with the police
- ✓ How to recruit and build winning rescue team, plus how to conduct fundraising
- ✓ How turn-around the neighborhoods for long-term, sustainable results
- ✓ How to get positive press coverage to create awareness and support

The system, which is based on best practice methods was first validated in the most dangerous community of Las Vegas, the ethnic neighborhood of Sierra Oeste, where violent crime was reduced by record 75%. The Nevada project was a private, non-governmental initiative and was based entirely on volunteerism and private donations. The participants of the collaborative neighborhood rescue was the local police department, multiple non-profit organizations and Christian Schoyen as the facilitator and project-director. The positive economic impact was estimated to be in excess of \$10 million, including a +100% increase in property values, as well as PR of +\$1 million for the project and the group members was achieved (Fox, NBC, ABC, Telemondo, KCLV). The multi-award winning documentary titled "Vegas Vikings – The 21 day challenge", which documented the entire project, can be viewed on Youtube. The blueprint presented is based on universal principles and can be applied to any low-income ethnic neighborhood in the US.



ABOUT THE AUTHOR

Christian Schoyen is an international expert in building world class teams, applying his signature model for recruiting, in both the corporate world and within the 501 (C)(3) non-profit organization Neighborhood Rescue of America, which he chairs. The non-profit's mission is turning around high crime low-income ethnic neighborhoods in an effort to provide a nurturing and safer environment for the children and their pets. In his work, he draws on his lifelong experiences in recruiting the "game changers" at ESR (Executive Search Research), a successful global recruitment company he founded in 1997, which he still actively presides as the CEO. His extensive work over the past two decades within the low-income ethnic neighborhoods and background in psychology has also been vital for his philanthropic efforts.

As part of ESR's Corporate Social Responsibility (CSR) program Christian developed the 10-step system to facilitate the turn-around of struggling, low-income, African-American and Hispanic neighborhoods, where the employees of ESR have for now 20 years donated 10 days each year applying their core expertise to assist the struggling communities, as well as conducted both local and national work-shops for police departments. Christian received for his work in Nevada the honorary award; 'Recognition of Your Contribution to the Community' from Las Vegas Mayor Carolyn G. Goodman and the City Council.

He has also authored several books on recruitment and human behavior, including the US bestseller: *Secrets of the Executive Search Experts* and the educational manual: *Change your Life-Change the World*. Christian graduated with a BBA from Pacific Lutheran University in 1991, conducted his African-American studies at California State University and further studies in Psychology at Harvard University.

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ISBN 978-1-4675-8682-5
5 7900 >
9 781467 586825