Take Anguilla Back!

"Take Anguilla Back!"

Criminals have taken over the minds of many in Anguilla. We residents feel unsafe in our homes. And now, since the attempted Blanchard robbery (January 31, 2013) tourists feel unsafe in their villas or while picnicking at remote beaches.

The former is unacceptable. The latter risks our national livelihood.

What is the truth? We are not as safe as we thought we were pre-Blanchards and we are probably safer than we realize post-Blanchards. In other words, crime has slowly increased year by year. Few paid much attention.

Now, though, due to the intense publicity about this recent Anguilla crime we cannot afford to ignore the problem. There will be another incident.

Everyone is involved. Everyone must be part of the solution. "Everyone" includes legislators and the Anguillian people, hotel GMs and villa owners.

This documents present a solution that galvanizes everyone into action to... Take Anguilla Back!

Make no mistake... The next incident will happen if we don't stomp out this grass fire now. Do it before it it grows into a forest fire. Do it now.

1 Introduction To The Solution To Anguilla Crime

The recent publicity about crime in Anguilla calls attention to a problem that has been slowly growing for years. While "crime on tourist" has understandably received the publicity, this problem actually has 3 layers to it...

1) Crime on Tourist: Small in terms of percentage of total crime, this must be solved urgently because publicity threatens our very livelihood. The deeper, more moral reason to solve this layer is, of course, the same reason to solve the next...

2) Anguillian-on-Anguillian: Constitutes most of the crime on the island. It receives no publicity outside of Anguilla, so this has been "just another file" politically. The time to top this is now. There comes a time where crime curves "hockey-stick." We can prevent that total loss of control by stomping crime now with a combination of approaches (below).

3) Socio-economic: The most important layer, but also the most complex and long-term to solve. It has been, therefore, the least urgent to solve. Unless this is solved, this pressure-cooker will continue to feed our young, disenfranchised males into the machinery of crime.

As we progress from the top to bottom layer, it can be seen that the urgency drops while the importance grows.

- If we solve the first two, but not the third, we will be faced with ever-escalating crime-fighting requirements.

- If we solve the first without the second, we will appear to be crime-free for a while. However, Anguilla would become an enclave of safe tourist areas embedded within a crime-ridden Anguilla. We would cease to be the Anguilla that residents and tourists love.

- We do not have the time to solve the third layer, but must start eating away at the edges ASAP.

A brief discussion of each layer follows...

1.1 Crime on Tourists (COT)

Crime is a "close-watch" issue for any tourist destination. The more that a destination is known and sought for its safety, the greater is the impact of its perceived loss. Isolated events in Anguilla have, prior to January 31, 2013, not received much attention on the Internet or in the media.

We did not act pro-actively when a crime did occur. That is largely because Anguilla has been safe for tourists, relative to other island. We felt safe within our reputation.

Meanwhile, though, Anguillian Crime continued to build. It has become bolder and is "crossing over," looking to tourists as potential victims. In retrospect, it is easy to see what would happen...

The inevitable has finally occurred. Two closely spaced and particularly scary crimes have burst onto the Internet. It caused a massive thread on TripAdvisor (Ref 1.1) You can see the full first page at http://news.ai/images/crime-violence-in-anguilla.jpg (click on image to magnify), or turn the page for a quick glimpse...
A brief discussion of each layer follows...

- We do not have the time to solve the third layer, but must start eating away at the edges ASAP.

As we progress from the top to bottom layer, it can be seen that the urgency drops while the importance grows. Unless this is solved, this pressure-cooker will continue to feed our young, disenfranchised males into the machinery of crime.

1) Crime on Tourist:

The recent publicity about crime in Anguilla calls attention to a problem that has been slowly growing for years. While “crime on tourist” has understandably received the publicity, this problem actually has 3 layers to it...

2) Anguillian-on-Anguillian:

Many tourists are waiting to hear what Anguilla plans to do...what is the truth? We are not as safe as we thought we were pre-Blanchards and we are probably safer than we realize post-Blanchards. In other words, crime has slowly increased year by year. Few paid much attention.

The former is unacceptable. The latter risks our national livelihood.

(Crime on Tourist (COT)

January 31, 2013) tourists feel unsafe in their villas or while picnicking at remote beaches. Criminals have taken over the minds of many in Anguilla. We residents feel unsafe in our homes. And now, since the attempted Blanchard robbery, many Anguillans are feeling really unsafe in their homes.

In fact, there is no difference in the Anguilla of 1 week before the Blanchard attempted robbery (January 24) and 1 week after (Feb 7)! But we must not only feel safe, they must also feel safe.

We have lost the less intrepid visitor. This is not over. We must first without the second, we will be faced with ever-escalating crime-fighting requirements.

In retrospect, it is easy to see what would happen...but the “law of large numbers” guarantees that another disaster will happen again. Imagine his same tourist if it had been him! Do not be misled by the raw numbers still say that crime is getting worse. This person (in the URL immediately above) assumes that Anguilla is the same because the vacation was the same as always.

And the realization that Anguilla is “the same old Anguilla” that this person has always loved...

Is the reality that we are pretty much “the same wonderful Anguilla?” This post (URL below) notes how fear (from the negative publicity) turned into perception.

Ironically, pre-January 31, Anguilla we had slowly grown virulent crime-ridden Anguilla. It has become bolder and is “crossing over,” looking to tourists as potential victims.

Meanwhile, though, Anguillian Crime continued to build. It has become bolder and is “crossing over,” looking to tourists as potential victims.

We did not act pro-actively when a crime did occur. That is largely because Anguilla has been safe for tourists, relative to other island. We felt safe under our reputation.

Crime is a “close-watch” issue for any tourist destination. The more that a destination is known and sought perceived...
"Is It Over?"

This thread, which totaled 318 posts and which lasted almost 3 weeks, spawned many other threads, some of which are extremely and unfairly virulent (Ref 1.2), others which appear in prestigious travel websites (ex., Fodor’s (Ref 1.3)).

Although TripAdvisor has finally deleted the above thread...

1) The damage is done.

2) It can be reversed.

3) Only the truly foolish would not prevent a recurrence.

We risk PR-disaster until we are as safe as we used to be. There is no excuse if we do not prevent "a next time."

Ironically, pre-January 31, Anguilla we had slowly grown less safe than the general population perceived. Two weeks later, the reality now is that we are not as unsafe as some perceive us to be! Compare this disaster in perception...

Is the reality that we are pretty much "the same wonderful Anguilla"? This post (URL below) notes how fear (from the negative publicity) turned into the realization that Anguilla is "the same old Anguilla" that this person has always loved...

http://www.tripadvisor.com/ShowTopic-g147238-i388-k6164099-Still_the_same_wonderful_Anguilla-Anguilla.html

In fact, there is no difference in the Anguilla of 1 week before the Blanchard attempted robbery (January 24) and 1 week after (Feb 7)! But we are definitely not as safe as we were 5 years ago, 10 years ago, and 20. The long-term trend is headed in the wrong direction.

So let us not aim at perception. Let us fix the reality (crime is getting worse) and let the perception take care of itself...

This is not over.

We have lost the less intrepid visitor.

And the raw numbers still say that crime is getting worse. This person (in the URL immediately above) assumes that Anguilla is the same because the vacation was the same as always.

But the "law of large numbers" guarantees that another disaster will happen again. Imagine his same tourist if it had been him! Do not be misled by the next 1000 visitors who have a wonderful time.

We must fix the underlying problem. It is there. It is undeniable.

The "vicious circle" of negative publicity > less tourism > more poverty > more crime has begun its downward spiral.

The next occurrence will make it worse. Our "safety honeymoon" is over. Expect future crimes to make the media/forums more easily.

Crime must be stopped immediately. Tourists must feel safe when picnicking at remote beaches, eating at Blanchards, exploring over our bumpiest of backroads and when leaving their sliding doors open to feel the trades and fall asleep to the rhythms of the Caribbean.

They must not only feel safe, they must be safe.

1.2 Crime on Residents of Anguilla (CORA)

While this document contains some solutions specifically for COT to make sure that visitors to Anguilla are safe, the only way to truly make tourists safe is to make everyone in Anguilla safe.

Anguillian crime has been growing steadily. Exact numbers are not readily available.* But the number of crimes on residents significantly outnumbers that on tourists.

Drugs, guns and gangs have created a climate of fear...

- Anguillian mothers should not have to worry whether their children might get involved with gangs or drugs at school
- Local merchants (and banks, even!) should feel as comfortable letting last-second, "sorry-we’re closed" clients into their establishment as they did 10 years ago.
- Anguillians should not feel it necessary to close their windows a night, heat radiating through the concrete, for fear of a break-in.

None of these crimes will ever headline in the tourist media. But CORA pressure continues to build, spilling over to tourists. To truly make tourists safe, make Anguillians, and all residents of Anguilla, safe.

*Observation: It is near-impossible to find statistics on crime in Anguilla. Do we keep any? To improve anything, we must be able to measure it.
Take Anguilla Back!

Here are some simple stats/facts, though...

1) Our murder rate will rank us extremely highly in the 2013 study comparing the 2012 national murder rates. (Ref 1.4). That is, of course, influenced by the fact that there are only 13,300 residents in Anguilla.

2) But guns are coming onto the island in increasing numbers. One person with criminal ties estimates that 3/4 of the bad guys have a gun!

3) Taken together, these two facts scream (louder when one adds the number of young men paralyzed by guns) to stop guns from coming in and guns out of Anguilla.

4) Rape, bank robbery, other robbery, home break-ins, domestic violence, drug offenses, after-hour robberies of restaurateurs (Tasty's, Sand Bar, Barrel Stay, Pumphouse, Veya, Un Amore and so on) . . . they have all increased. No firm stats available. But....

   i) there is a general and sure impression that all are increasing

   ii) the lack of transparency and accurate stats creates greater anxiety than actually releasing the statistics. The lack of communication by the police is both a local and tourist complaint (as you can see in the TA threads)

1.3 Socio-economic

Section 9 of the "Peel's Principles" of Policing states the following...

"The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with them".

It is well documented that heavy police presence with high detection and prosecution occurs as a result of failed crime prevention measures. Nowhere is this more relevant than here. We may succeed for a while, fighting COT and CORA but if we do not ultimately resolve this deepest level, we will be faced with the need to constantly ratchet up crime-fighting.

What are the underlying factors that drive increased crime in Anguilla?

- Deteriorating socio-economic factors "pressure-cook" so many young men who would have had jobs in 2007-2008 (the last pre-recession winter). Young men who are not particularly ambitious see few roads to choose other than crime.

- Drugs are a growing problem. Drug use is mostly marijuana, a relatively harmless drug. But it requires money nevertheless. Cocaine and crack is a small but growing problem. Introduced by tourist demand which is being met, it is being offered to the local population. Crack, particularly addictive, can be expected to aggravate the problem. There is little injectable drug use, most likely because high-end tourists prefer pot, cocaine and crack.

- Guns are widespread on the island. It is unknown what percentage of guns arrive in the manner that was publicized during the gun-smuggling bust at customs (due to a tip from a Florida gun seller) or via private boat to secluded bays under the cover of dark.

But it is widely known that a simple .22 caliber hand gun can be purchased in Anguilla for $500 and up. They are smuggled in through customs, which is widely regarded as being a joke among smugglers. Common techniques...

- Distract them with a bucket of KFC from St. Martin while the gun sits in a bag slung over the smuggler's shoulder (the KFC story was given to me more than once)

- Put them in luggage on private boats. Luggage is not screened when coming into the island.

- Regional gangs seem to fight over territory, willing to kill over matters as trivial as disrespect. Guns make them dangerous and drugs offer income opportunity.

- Uncertain: Research needs to be done on crime performed by those who are here illegally. I have not talked to anyone connected to our Spanish-speaking population.

- Disenfranchised young Anguillian men see the easy money to be made with guns and drugs. Or they use pot and need to finance its continued use. Either way, they choose wrong directions.

This document does not try to solve the socio-economic problem, except to say that it will only get worse if we lose tourist business for any reason. And it will ease if we can increase tourism to the island. More tourism creates new jobs in a variety of industries, especially jobs in tourism (of course) and construction. We do not do a good job of marketing Anguilla online, an area of lost opportunity.

Back to the problem at hand, beating back crime by "Taking Anguilla Back."

Clearly, guns must be stopped. Practices at customs must be improved dramatically.

And our young men must be presented with viable alternatives to lives of crime.

I have met two extraordinary young men who have i) turned their lives around and ii) are intent upon doing the same for others. Developing pilot projects and proving them up in a manner that scales will enable us to take out a little pressure here and a little more there.
2. The Process of Taking Anguilla Back

The goal of the "Take Anguilla Back" program is to restore security-for-ALL on this island without changing the nature of Anguilla.

1) Tourists must not only feel safe wherever they go in Anguilla, they must once again BE safe. Solutions that turn Anguilla into a few armed enclaves not only puts Anguilla on the road to becoming just another island, it does not solve crime. While we will present some tourist-focused solutions, to focus only on tourist would...

- move more crime onto Anguillians (ghettos)
- create resentment ("why am I not protected"), damaging the natural friendliness of Anguillians towards our guests
- push tourists to stay in resorts, as happens in St. Lucia, Jamaica, etc.
- don't preserve the "real Anguilla" that tourists love (ex., Savannah Bay must be safe for a picnic day at the beach all alone, as must a villa terrace in the evening)

2) Anguillians must feel safe in their own homes, their places of business and during their day-to-day activities. Solving this important layer also eradicates crime on the tourist (which is basically spillover from from local crime that has grown too sure of itself).

Anguillian mothers worry about whether their children make friends with a gang member. They worry about drugs and guns. They worry about being safe in their own homes. They worry that their grown young men feel helpless and hopeless.

Crime on Anguilla started locally and has spread to tourists. We must shatter that "invisible" mass of the iceberg. The visible tip (tourist crime) will melt naturally.

This approach makes Anguillian residents safe in their homes and tourists secure to explore, to snorkel at Little Bay and to relax on their villa terraces.

To accomplish both, we must recognize and address the dynamics and mindsets of crime in Anguilla

2.1 The Great Divide

Tourists don't hear about crime on Anguillians and it's not their "job" to worry about it.

Anguillians don't fully understand the impact of crime on tourists,. Their worries are so much more fundamental (food, water, sleep, job).

Anguillian criminals don't know or care about the impact of their crimes. While Anguillians and visitors need no help to care for each other, criminals do. Legislation will "help" them to care.

How do we reconcile the gap in each group's priorities? By building a blend of top-down legislation and bottom-up activation.

2.2 Top-Down Legislation and Bottom-Up Activation

Criminal decisions, like any other business, is ruled by measuring risk/reward ratios. Increase the risk of any action through the rapid passage of legislation and you decrease the decision to choose that action.

Anguilla enjoys a unique 2-way relationship between residents and tourists. Long-lasting friendships are a frequent story. And the thread on TripAdvisor show that tourists are ready to fight for their Anguilla.

"The people" are a strong factor for visiting Anguilla, ranking only after "tranquility" and "beaches." In many Caribbean islands, you feel sullen stares as a tourist. You not only feel unsafe, you KNOW you are unsafe when you go beyond a certain point.

Any tourist can walk up to any Anguillian in any corner of the island and have a pleasant conversation. This degree of mutual like and respect, with so many friendships formed, is unique in the Caribbean. Good vibes run in both directions.

We do not want to do anything that compromises that.

2.3 The Code of Silence

The Anguillian "code of silence" is partly islander-inherent and largely fear-based. That fear must turn into "take Anguilla back" anger. That takes education, simple and gut-level education.

1) Anguillians have come to reconcile their pain as normal. It is not. We must help them recognize that criminals ruin their lives.

2) We must also communicate that their pain is going to increase due to the criminal spiral. They understand that "Tourism is Key," but do not connect that abstract slogan to the concrete reality of what crime is about to do to their futures.

Crime on tourists is an attack on the island because it destroys our reputation through the Internet. And it does so fast. When the "Tranquility" in "Tranquility Wrapped in Blue" is gone, so are tourists.
"Safety is Key" to making "Tourism is Key." Without tourists who deliver their standard of living, without tourists who have many choices when it comes to vacations, we go all the way back to the 70s.

The bottom line is that Anguillians must be angered out of their complacency and fear...

- Common thugs threaten them in their homes today and in their very existence tomorrow.
- An attack on your home is personal.
- An attack on tourists must be seen by them as an attack against their future well being. If TOURISM IS KEY, then what is LACK OF TOURISM?

If we fail to communicate this well, the "islander-and-fear" mentality wins. The criminal wins.

2.4 It Takes Everyone To Save Everyone

We can begin to see that, to solve this problem, everyone needs to pull in the same direction... both political parties, the governor, the police Commissioner, private groups such as the AHTA, ACOC, the ATB, the police and the people.

When you need such a diverse group to all row together, you need a rallying call. For Anguilla, the natural call is one that is still fresh in many Anguillians’ minds and that is known to school children...

3 "Take Anguilla Back" -- The Call, The Practice and The Fund

A little over 40 years ago, we took Anguilla back from an external threat. We did not want to be a weak third-sister to St. Kitts and Nevis. This time, we have an internal threat that, if victorious, will throw us all the way back to our poverty of those days.

We are again faced with losing control of our destiny. Like the first time, this is a battle that we cannot lose.

3.1 Marketing the "Take Anguilla Back" Rallying Call

In short, we need to build an entire island of unified activists who ACT to take their island back. To do that, we must reach people where they go for news/entertainment to rouse people to anger, to build the case for literally being under attack.

The core message....

"Criminals attack YOU and your future." To transmit that, this is not about "education." No, we need passionate, island-sweeping, volunteer buy-in from those who reach the people...

3.1.1 Radio talk hosts

The key is not just to mention it as as public service, but to truly present this as the national emergency that it is.

3.1.2 Religious leaders

Need fiery oration of how the few ruin the lives of many.

3.1.3 Nat Hodge, The Anguillian

Not just one editorial, but frequent weekly mentions -- an editorial one week, letter to the editor another, article, etc.

3.1.4 Bankie Banz has agreed to create an anthem

This must capture the fear and pain of the typical Anguillian with call to rise up

3.1.5 Ronald Webster

Is he well enough?

3.1.6 Schools

We must educate principals to educate teacher to educate students.

3.1.7 TAB.ai website -- forum? Note that ACT.ai website is being considered by tourists -- this could be a magical connection where tourists and islanders reach out and touch each other, unified in purpose

3.2 The "Take Anguilla Back" Fund, Based on St. Kitts Model

We are not as badly off as St. Kitts was in 2011. St. Kitts had the 3rd highest murder rate. The island was so unsafe that Devry feared for the safety of their students.(Ref 1.5)

The creation of a public/private coalition to help the police with equipment yielded outstanding results. Called the "Coalition of Support for St. Kitts Nevis Security Initiatives" (CSSKNSI), hear is their mission statement (underlining is mine)...

"one voice representing several organizations on the island. The CSSKNSI's goal is to assist with the establishment and maintenance of an acceptable level of safety and security throughout the Federation, by working in partnership with the government to support and expand the capacity of local law enforcement in decreasing crime, and contribute to an environment conducive to successful, sustainable economic activity and growth in which citizens, students, tourists, guests, employees, customers and all other
We are again faced with losing control of our destiny. Like the rest of Anguilla, there is an internal threat that, if victorious, will throw us all the way back to our poverty of those days. "Take Anguilla Back" -- The Call, The Practice and The Fund

NOTE: Western hotels and villas have already started their own private security force. They must understand the importance of not ghetto-izing everyone else. This is about inclusive and shared safety, for all of Anguilla.

"TAKE ANGUILLA BACK" (complete with anthem)

Goal = Enable Commissioner Proctor to make EVERYONE safe (and then ever safer). We will inspire and mobilize the people to the clarion call....

$300,000 will put "The TAB Revolution" into high gear. How will we do this?

Over the longer run, we will organize ongoing fund-raising and accept contributions of any size, but this fund must kick-start fast.

$50,000. But 10 people with $5,000 works.

Reach out to patrons who love Anguilla AND who would passionately help jump-start this program. Ideally, we find one private person with $50,000 to match by 1) government, 2) FCO/governor and 3) at least 3 private parties.

Potential sources include...

- rich tourists who love Anguilla
- luxury villa owners
- large businesses
- large hotels

Reach out to patrons who love Anguilla AND who would passionately help jump-start this program. Ideally, we find one private person with $50,000 to match by 1) government, 2) FCO/governor and 3) at least 3 private parties.

- Rich tourists who love Anguilla
- Luxury villa owners
- Large businesses
- Large hotels

One private person has started the funding with a $50,000 challenge to match by 1) government, 2) FCO/governor and 3) at least 3 private parties.

"We have an issue, we ALL have an issue, let's work together. We are the ones who will do the work to get you what you need."

We have an issue, we ALL have an issue, let's work together. We are the ones who will do the work to get you what you need.

St. Kitts commissioner is outstanding, is willing to speak to ours. The process was totally apolitical. The only government participation was that they had to match 25% of their investment in the police = "Skin in the game."

They asked for nothing except that the equipment be well-maintained AND used. They had the right to inspect that their contributions were well kept, being used, etc. They asked for nothing in return.

Motivation was to influence things for the positive, invest in infrastructure. First needs were for 2 vehicles, bulletproof vests, dune buggie, tracking dog, training from the US gov't for police (forensics, etc.), radio systems.

Commissioner set the tone -- "we're not going to accept crime." The coalition of support was publicly behind the police commissioner.

They tracked crime stats, visible in the press. Once they saw crime dropping, it really started to snowball. Relationship grew into really working together.

While Crimestoppers was introduced only a year later, he believes we should launch ours sooner, based on our particularly tight-knit community and severe problem. In 2.5 months, have had significant tips that led to arrests AND prevention, whereas tips had been negligible before, even when the Commissioner answered that phone.

They stayed totally out of politics. Government supported the program, but stayed out of the program. It all revolved around this question...

WHAT IS THE CORE OF THE PROBLEM, WHAT IS IT THAT WILL MAKE THE SINGLE MOST DIFFERENCE?

NOTE: It would be a good idea to either conference Skype with, or fly John Kroen and St. Kitts Commissioner down to discuss the details of implementation. They have already worked out the optimized process. We should save time and learn it.

### 3.3 How The Fund Works With The Police

The essence of the St. Kitts model is that a private/public coalition works directly with the commissioner to find out what he most needs.

The coalition, free of the usual encumbrances of bureaucracies, did all the work. They bought the equipment at the best price possible, directly from the vendor. They installed it, repaired other equipment, etc., always squeezing every bit of value out of every dollar, all on a volunteer basis.

That model worked well. And we won't mess with success.

Donations are place into the Fund, managed by the Directors (discussed below in "Proposed Model."

One or more representatives from the fund will meet with the Commissioner directly. Policing of the island is discussed, leading to a prioritized set of needs. Essentially, we ask...

"Commissioner Proctor, what do you most need right now to more effectively police Anguilla?"

We do all the work. We source. We buy directly from vendors or service providers. We pay them directly. We deliver whatever the police need, doing all the work as expeditiously and cost-effectively as possible.

Please read previous section -- we will parallel their model as closely as possible.

### 3.4 Funding the Fund

We must kick-start this program because time is short. "Skin in the game" by all parties is an important concept. This is an "everyone" concept, all the way. 
Take Anguilla Back!

One private person has started the funding with a $50,000 challenge to match by 1) government, 2) FCO(governor and 3) at least 3 private parties (ex. high net worth visitors, resort/hotels, large local businesses, villa owners, political parties, etc...)

Potential sources include...
- large hotels
- large businesses
- luxury villa owners
- leading families of Anguilla
- rich tourists who love Anguilla
- financial industry and their clients

Or a group can form to raise $50,000. But they must act quickly.

Reach out to patrons who love Anguilla AND who would passionately help jump-start this program. Ideally, we find one person or company with $50,000. But 10 people with $5,000 works.

Over the longer run, we will organize ongoing fund-raising and accept contributions of any size, but this fund must kick-start fast.

$300,000 will put "The TAB Revolution" firmly on the way. Every penny will be used to "Take Anguilla Back."

Goal = Enable Commissioner Proctor to make EVERYONE safe (and then ever safer). We will inspire and mobilize the people to the clarion call....

"TAKE ANGUILLA BACK" (complete with anthem)

NOTE: Western hotels and villas have already started their own private security force. They must understand the important of not ghetto-izing the rest of Anguilla. Need contributions from them, too.

3.4.1 Proposed model
A model that makes sense and that keeps administration simple is based on $50,000 units...

1) Governor -- one person designated
2) Government -- one person designated
3) Hotel -- one person designated (I would hope to see Viceroy and CuisinArt each with one)
4) Private individuals -- one person designated. It is possible that some private individuals will value their anonymity above active participation. They will have the option to be a director, to designate one, or to pass on this right.
5) "Collections of $50,000 units" -- 3 smaller hotels and 2 larger restaurants may group together to form $50,000. They vote/decide who/how to designate.

Taken to an extreme, there may be a group of 20 contributors that form $50,000. They should vote for 1 person to be the director of that group.

In terms of the actual fund-raising, Gilda, Joel Globus sent a good idea along...

Establish promotional recognition for those who want it, which would likely be the large tourist-oriented businesses, the Government and the Governor's office...

Diamond Sponsor: $50,000

The private individuals, even if they chose to be directors, may not want to be a recognized Sponsor, but that would be their option. Joel continues, suggesting the following levels...

Platinum Sponsor -- $25,000
Gold Sponsor -- $10,000
Silver Sponsor -- $5,000
Bronze Sponsor -- $2,500
Crime Fighter Sponsor -- $1,000

Details can be worked out (official logo with recognition of sponsorship level) once the group forms. Plaques (that recognize the level of sponsorship) could be given to sponsors for public display.

We need a list of everyone (here it would be hotels, villas, restaurants, banks, professionals, politicians as individuals, stores, etc.).

The AHTA is well-placed to run this. Ken to work on letter with her...
Take Anguilla Back!

• Viceroy and CuisinArt are especially important to anchor our private part of the private/public coalition.

• The new ownership of Malliouhana could make a real statement of "we're here," too.

• Cap Juluca ?? Platinum Level.

We likely need to organize who can reach "Anguillaphiles" who would contribute. High-yield effort should first focus on high net-worth individuals who can contribute $50,000. But let's think, too, of forming "groups" that amount to $50,000 which "gets" a director's seat.

The Commissioner will need to develop a bullet-point list of his highest priority items.

Suffice it say for now that every penny goes toward his crime-fighting efficiency.

A central concept is the assurance that this is 100% volunteer-driven, that there are no administrative costs to run this, that every cent goes to helping the police.

I will provide wiring instructions. Checks can be made out to the company name, etc.

3.4.2 Legal
Caribbean Associated Attorneys has volunteered legal work, gratis.

3.4.3 Accounting/Reporting
Darlene and Phil Suprenant, prominent accountants with relevant experience, have volunteered to to book-keeping, reporting, meet transparency requirements.

3.5 Become Tax-Deductible Donation?

We may be able to arrange donations from US donors to be tax deductible by passing the money through APANY and the Anguilla Community Foundation before it gets to TAB, which would receive the full amount of the original donation. The former is an IRS-approved charity. ACF is or was getting an annual grant from the Ford Foundation to provide such services to charities in Anguilla, so their expenses are already covered.

Rhona Richardson-Roydon is a founding member of the Anguilla Community Foundation (ACF).

Anguilla Progressive Association of New York (APANY) is composed of Anguillian- Americans instead of some anonymous Americans in St. Thomas ( http://www.apa-ny.org/index.html )

From their site...

U.S. taxpayers may receive tax benefits by making donations through the Anguilla Progressive Association, a registered US Charity which has 501 (3)(c) status approved by the Internal Revenue Service. Checks payable to APANY, then transferred to TAB.

3.6 Purpose of the Fund

The TAB Fund has only one question for Commissioner Proctor....

"What do you need to help you fight crime better?" The question focused on this core issue...

WHAT IS THE CORE OF THE PROBLEM, WHAT IS IT THAT WILL MAKE THE SINGLE MOST DIFFERENCE?

Each purchase is prioritized on that basis so we are constantly working on eliminating the most important constraints.

Two Rules...

3.6.1 Rule #1 All amounts go 100% to equipping the police. Everything is done by passionate volunteers.

3.6.2 Rule #2 In the event of any question, refer to Rule #1.

4 The "Take Anguilla Back" Solutions

It's just the beginning -- it can get much worse.

It's just the beginning -- THIS is the best time to stop it.

So NOW is the time. The longer we wait, the harder and more painful it will be. Let's not become St. Kitts or TCI before we turn it around. Let's...

1) Use the St. Kitts model for a good part of this program.

2) Create "Take Anguilla Back" concept, which will appeal to both Anguillian residents and tourists.

The driver is the creation of the TAB Fund, which would run similar to the private/public cooperation between private interests and the police in St., Kitts.
Take Anguilla Back!

3) Legislate to outweigh the advantage of having a gun and creating a crime against a tourist.

This combination of legislation, best practices and financial assistance of the police will defeat crime.

4.1 Legislation
Legislation is the fastest and cheapest way to attack crime and make a statement to Anguillian residents, tourists, and criminals.

4.1.1 Guns Deliver an Unfair Advantage -- Balance the Equation
Only recently have guns played a significant part of criminal activity. Our laws were likely not written in anticipation of the impact that guns would play. They create fear in many of our police.

Suggested legislation:
1) Increase the penalty for gun possession, more so if it’s an automatic weapon. Combined with making it risky to carry guns (see below under “Police Activity”), we can decrease the value of owning, holding and using a gun.

2) Double penalty of any crime committed when using a gun or machete.

4.1.2 Require the press to publish names and to print pictures of accused -- END ANONYMITY
This is a long-standing Anguillian tradition, born out of family embarrassment. While “quaint” when crime was not a country-threatening problem, it has no place in today’s environment.

4.1.3 Re-Allocate Government Financial and Personnel Resources
When a business faces a company-threatening event, it re-allocates budget and people to focus on that problem until it is overcome. There must be government programs that have lower priority that can be allocated to beat crime...

1) People can be allocated to execute tasks outlined in this document, tasks that are outside of their "job descriptions"

2) Money can be re-allocated from other projects to anti-crime (i.e., increase crime budget)

This is straight business logic. We must short up what threatens to kill the business of Anguilla, Inc.

4.1.4 Anguilla's jail conditions are considered by some to be too lenient and comfortable to be considered by criminals as a deterrent.
We do know know enough about this to comment further...
- Out-of-jail and in-jail and ex-criminals should be interviewed
- Jail conditions should be examined.

4.1.5 Villas-for-rent should pass a security inspection by one of several certified evaluation businesses
This does not necessarily have to be legislated. It can be strongly suggested with a signal to tourists to look for the "Seal of Safety Certification"

4.2 Police Practices

4.2.1 Increase foot and car patrol by police throughout the island, with some emphasis on tourist zones.
FIRST STEP: Re-deploy existing police personnel and existing vehicles to focus on providing increased core police functions to all areas of islands, with some emphasis on tourist areas and remote beaches

Fastest and cheapest approach is do a thorough independent audit to ensure that our existing police are all working as PO-lice. If not, that other role must have a compelling reason why only a police officer could do it and why it must be done.

Hiring more police is easy (spending money is always easy) and, if necessary, let’s do it or add "lesser personnel" for easier patrol tasks (ex., retired police, security guards). But we can likely pull quite a gain from an objective, 3rd party "usage audit."

1) Manpower -- Establish greater presence throughout Anguilla, some emphasis on tourist zones

Estimates of police force have ranged from 90-128. We need more police presence on the roads. How can we optimize use of what we have?

• numerous reports of excessive number of police in office, with seemingly little to do. Need to review how we can re-deploy for work where it counts most, protecting people.
• optimize scheduling to match # of police to number of crimes at certain times and in different areas
• random checks of beaches, esp’y isolated beaches
• can we free up police from various court roles -- 4/day/prosecutor role, court orderly, court choir (etc.)
• also, those who do inspections, such as premises for liquor licenses (duplicate work, sine health inspectors do this), funeral duties, etc.

NOTE: The above are based on a general perceptions of non-optimal deployment. If, in fact, we are optimally deploying police resources, we should demonstrate to the people that such is the case. In other words, where are all the police. How are they deployed? Why can’t a retired police officer swear someone in at court? And so forth. Communication with the public is vital regarding deployment of resources because this is clearly a sore sticking point.
2) Vehicles

Are we using them optimally? Repairing them? Someone writes in...

"Drive on the dirt road that runs between Anglec and the Catholic Church to the yard behind police headquarters. Notice the number of marked police cars parked up behind police headquarters. Do they work? If they don't work, are they beyond repair?"

Government vehicles after 4PM? Can they be used for undercover patrol?

Do we need **ATVs to patrol beaches**, find pot growers, practice ranges for guns way off-road?

**BOTTOM LINE:** Deter crime and therefore provide a sense of security for the population and tourist. Do this in the most cost-effective manner. Clerical and other non-police-needed jobs should be done by non-police from elsewhere in government, if needed.

### 4.2.2 Zero-tolerance

Do not let anything go. Everyone who is familiar with Anguilla has witnessed increasing levels of ghetto-type behavior that breaks minor laws. Do not accept such minor crimes as..

- Abandoned/Junk Cars
- Graffiti
- Vandalism
- Loud parties / noise
- Speeding cars
- Loud music playing in cars
- Unsupervised Juveniles/Youths in areas they should not be (ex., under trees/abandoned houses), at times they should not be (ex., 10PM)
- Vagrancy/ Loitering
- Littering
- Begging
- Public intoxication
- Fighting
- Violence in Schools
- Public pot smoking

Depending on the circumstance, penalties should be heavy fines and/or community service. Names should be published, at least for 2nd-and-up offenders of this level of crime.

### 4.2.3 Random spot checks of cars and homes for guns and drugs

Combine tougher laws against gun possession with the increased likelihood of catching people carrying guns or drugs. Emphasis of these types of stop-and-checks should be on those who fit the profile that connotes greater odds of carrying drugs or guns.

**Suggested police practice:** Institute "random" checks of vehicles that meet the profile. We all "know" certain vehicles are likely carrying thugs (loud music, several young men, etc.). Stop and check them.

Include a similar program towards those homes which gathered intelligence indicates as "high-probability." This would include inspection of the grounds, since guns are often put inside cannisters and buried.

### 4.2.4 What to do about the "gun advantage” that criminals have

Several observers have told us that police here are afraid because they do not have guns, but the bad guys do. Possible answers...

1) Gun legislation above make gun possession less likely
2) Pair up a police officer with a task force officer (who can carry a gun) in more dangerous areas
3) Guns and Gun training for all police?
4.2.5 Coordinate village/private anti-crime efforts with the central police program outlined here

The AHTA reports that 6 regions have started their own anti-crime efforts. Encourage that and coordinate with them so that we can optimize use of manpower and resources.

**KEY POINT: No enclaves!**

Villages should create their own security forces, as should private interests who want to protect tourists in their establishments and territories. While there should be a greater police presence *everywhere*, coordination allows us to put greater emphasis on areas that receive no special protection. For example, instead of increasing police presence in Meads Bay 3-fold, a doubling may be sufficient.

We must not become like other islands, with small areas of safe enclaves, danger everywhere else. **Keep Anguilla, Anguilla!**

4.2.6 Intelligence-gathering

There is, apparently, no systematic gathering of intelligence. There is an old police saying... "**You are only as good as your CIs.**"

What are we doing to develop intelligence sources?

- Confidential Informants -- need a budget for this (CIs need throwaway phones, cash payment by numbers)
- Wires -- bug homes, vehicles, etc. -- need a budget for equipment and training
- Tracking known gang members, drug dealers and, in general young men who are not working but have expensive cars -- phone company can track using GPS
- Communicate with customs (ex., do we report all unsolved overnight crimes to Customs -- they should then look for "late ferry in followed by first ferry out" pattern -- call police over before releasing ferry)

**An organized intelligence-gathering program has not only been proven to be effective against gangs and drugs, it is essential.**

4.2.7 Forensics

What do we need in the way of equipment, training?

- AFIS coming! -- budget for scanning/data entry? training? What do we need to use this for maximum results?

4.2.8 Community Policing (day-to-day)

Community policing is essential for the police to develop trust. Human-to-human interaction may seem old-fashioned, but it is still the only way to build bridges to people.

It is also an invaluable tool for identifying potential CIs, such as weak gang members. But note that community police do NOT run CIs. They pass potential CI prospects to those trained in this.

A community police offer may gather intelligence as he comes across it, but he does not actively seek it out. The primary function is to build bridges, communicate, help where possible and to profoundly understand the lives of the local population.

4.2.9 Satellite Police Stations

Response to crime is cut down by having only one central station for the entire island, for most of the evening...

- Blowing Point and Sandy Ground stations close down fo the night. What is the cost to keep it open during peak crime hours?
- How can we staff them?
- Can we add other satellites through contribution of space from hotels, villa owners, business owners?

4.2.10 Monthly Community-Police Consultations

Each region should hold these meetings with police once per month to hear local problems (ex., graffiti, public pot-smoking). List, prioritize, fix.

This point and the previous one are vital to bringing in genuinely useful feedback from the public.

4.2.11 Improve Communications and Information with Public

This, too, would go a long way toward communicating. Right now, there is little information about what happens to cases, what the police are doing week to week, what the Commissioner is thinking. Suggestions...

1) Weekly press conference with weekly statistics
2) Post "Wanted" flyers and other information posters *everywhere.*
3) Promote Crimestoppers extensively. Leave cards behind, post flyers.

4.2.12 Statistics

How do we know if any problem is getting better if we don't accurately measure it?
What do we need to do to be able to measure crime and improvement?

Need proper crime-recording system, all the way through to resolution, tie into Crimestoppers.

Statistics should run more deeply than the obvious.

For example, can we answer, "what is our historical gun-intercept rate at Customs?" or "What is our average response time to emergencies in each region of Anguilla?"

These are all questions that people want to know. Hopefully, we do keep this and much more data.

Again, it's hard to know that we're getting better if we don't measure everything, and doing so accurately.

### 4.2.13 UK Police

Many people remember them as being very effective. I understand that we are against this, but do not understand why. If the Governor is responsible for our internal safety, is he not obliged to provide this type of help?

At a minimum...

- bring them in to for training/improving our procedures
- get a specialist from the UK to review and improve policing program. Outside eyes are useful for a fresh view.

**Suggestion:** Anguillians want a solution. If we can present a clear plan that works, no one will ask for outside help. But we do need to do that now and get results fast. If not...

Anguillians will become even more unimpressed with "this is an Anguillian problem to be solved by Anguillians." UK participation in internal security is one of the mandates of the FCO. We should avail ourselves of this expertise.

### 4.3 Customs Practices

#### 4.3.1 Scan all incoming luggage and improve Customs overall

We can outgoing luggage, which is a polite consideration of countries receiving our shores. But we don't scan incoming luggage.

**Suggested Customs practice:**

1) Scan all inbound luggage -- do it efficiently -- we can't slow tourists down.

2) End practice of letting friends and other "VIPs" just walk on through.

3) Improve training on decision-making of whose hand-carried packages to check -- we are missing some obvious candidates.

#### 4.3.2 Train our Customs agents to be more rigorous, especially on returning residents. We not only let guns and drugs in, we fail to collect millions in import duties. "Customs is a _____" (fill in the blank) is a common joke/complaint.

#### 4.3.3 Investigate Customs Officers who are living beyond their means

#### 4.3.4 Truly Random Total Spot Check

Create a random program whereby the supervisor pulls out a non-tourist is pulled out of line for a thorough inspection. It should be truly random, which could be as simple as the supervisor deciding, that morning, to pull out the 18th arrival of the day.

Everything is checked -- top to bottom.

The regular processing of arrivals must not be slowed down.

This creates a sense of insecurity for anyone, since there is NO profile here.

#### 4.3.5 Improve use of manpower

People regularly complain about the amount of time that customs officers appear to have nothing to do. If they are not needed to process arrivals, use them to build an intelligence program and better communications with police, and other tasks outlined in this section.

#### 4.3.6 Background checks on all suspicious entries (via police)

No need to hold up the line. Just send name and info to police. They can check entry info vs a database. Use "hits" to compare against any crimes reported. Pick "hit" up for questioning if crime occurs while present on island.

Better communication overall between Customs and Police.

#### 4.3.7 Video monitoring of all entries; can we assemble all cams into one useful monitoring system?

In addition, numerous villas have videocams. Can we coordinate all those into one useful system? Can the private sector?

**NOTE:** Mark Romney, GM of Lime, posted to the Mailing List about a CCTV project which includes a Control Centre to be operated by the RAPF which will go a long way in deterring crime.
Take Anguilla Back!

Lee Bertman, President Caribbean Cable Communications, has offered assistance.

4.4 Re-allocate budget for greater safety (see 4.1.3)
Preventing and fighting crime should be top priority. Other departments must accept that we are literally fighting for our future.

How much money and how many people can we take out of other budgets and assign to projects that increase public safety? For example...

4.4.1 Light up certain areas better (tourist and general public), clear areas of concealing brush, etc.

4.4.2 Re-assign government employees to carry out some of the projects in this document (ex., some court duties that police do now)

4.5 Public Participation

4.5.1 CrimeStoppers
I have been increasingly amazed at how careful Anguillians are about the idea of calling in a tip. The more I talk to people, the more I realize that this is not about distrust of the police, it is about variables. They know that if they don't tell, there are no variables that can go wrong.

The key is that the call must leave this island. They need a buffer that they an trust 1,000%.

Set up Crimestoppers to replace all local tips services. This has been a successful initiative in many countries and has recently launched in St. Kitts. They started this because it had the exact same "no one comes forward" problem, even when a tip went straight to the Commissioner and he was the ONLY person who answered the calls.

Here is the process...

1) Calls go to a call center in Canada (very reassuring reputation). Everything is encrypted. The tip-provider receives a unique number.

2) The caller calls monthly about outcome. If there is a reward...

3) It is sent to ONE trusted non-police individual, such as a bank manager or any individual who is beyond any doubt. I would suggest that we let the people "choose" TEN people. Who would they trust? Make a list.. bank manager, religious leaders, etc. Let the tipster choose from the 10.

4) The tip-provider does not even have to pick up the reward. S/he can give the number to a trusted relative. Anyone with that number who goes to the trusted individual receives CASH (so there is not even the need to cash a check).

5) There is no paper trail, only an iron-clad anonymity lock in Canada.

Background information.(Ref 1.8)

NOTE: Discuss results in more detail with John Kroen. Make sure this will be successful.

The keys to participation are...

1) Motivation -- the entire marketing campaign is critical -- this is how they rise up. When they know who did a crime, or where a drug stash is or where someone hides his gun, they can't think “oh that's a friend of my child.” They must think, "That is someone who is threatening my country" just as surely as if he was an enemy combatant.

2) Confidence in this system makes it work. Make it visual, showing how foolproof this is.

This is immediate and do-able. It solves all the worries of Anguillians and anonymity. It turns the close-knit nature of our little community into our biggest asset instead of our largest liability.

4.5.2 Neighbourhood/Village CrimeWatch
The success of any program involving the public depends on the motivation that marketing can build in people. Every area does have people who are involved -- recruit and train

4.5.3 Involve the public in simple and obvious suggestions
An online suggestion box (for example, what dark area could really use lighting). Can we get people involved to submit ideas, getting them involved? Or is there apathy? What if we truly pushed Take Anguilla Back into activist territory?

4.6 Ideas that cause no fear -- these should be dropped
The following were laughed at...

1) gun amnesty -- the bad guys don't turn in their guns
2) road cams -- too easy to get around

The Government has limited funds, even with re-allocation. Every proposal must receive careful cost/benefit analysis.
5 Conclusion

This is a sound, comprehensive, workable and financially optimized program.

There is no higher priority. **There is no doubt that by top-notch execution of "just some" of these policies, many of which cost little to legislate or execute, we will be safer than ever.** With strong, unifying leadership, Anguilla can become a case study for how to do it right.

Providing the police with missing equipment makes a big difference. This is proven by the St. Kitts experience.

Although we are nowhere near where St. Kitts or St. Croix or TCI were, we are no longer the supremely safe and innocent island of just 10 years ago. We must restore that, without losing who we are in the process.

Anguilla tourists are a special breed. They are our biggest fans. But they love Anguilla so much that they will also fight for it. If we conduct ourselves openly, transparently and with expertise, we will be truly amazed at the support.

But don’t do it for that. They would be horrified to learn that you are protecting only them and not Anguillians. That, too, is a very special relationship.

Managing this is not about damage control or "crisis management." It's about fixing the problem.

In fact, by welcoming tourist ideas and feedback and building bridges, we can emerge stronger than ever, more recognized for safety and more widely known as the safest and purest Caribbean island.

If we can restore and improve that reputation, increased tourism reduces poverty, which starts to address the pressure-cooker.

In other words, *let's convert from "vicious cycle downward" into *the virtuous circle up.*

If all involved work together on what needs to be done, our current situation will be vaguely remembered as a short-term blip followed by a return to "Tranquility wrapped in blue" for ALL. Better than ever.
Addendum:

1 References
Note: Following are URLs ref'd from above. Some of the tripadvisor URLs are no longer available. You may download a sampling of files recovered from Google cache to get the "flavor" or each at the following URL (files should open with a browser) at...

1.1 http://www.tripadvisor.com/ShowTopic-g147238-i388-k6102681-Violence_on_the_island-Anguilla.html
NOTE: This thread was removed by TripAdvisor after 318 posts. Here is the first full page...
http://news.ai/images/crime-violence-in-anguilla.jpg (click on image to magnify)


1.3 http://www.fodor.com/community/caribbean-islands/crime-on-anguilla.cfm

1.4 http://en.wikipedia.org/wiki/List_of_countries_by_intentional_homicide_rate

1.5 http://eyeonstkitts.wordpress.com/2011/05/08/ross-university-security-update/


1.7 http://www.linkedin.com/pub/john-kroen/a/2b1/511

http://crimestoppers.kt/

2 Special Acknowledgments for particularly valuable information
2.1 John Kroen, Chief Security Officer at DeVry Inc., http://www.linkedin.com/pub/john-kroen/a/2b1/511

2.2 Hubert M. Hughes, police officer in TCI for 29 years, Anguilla 5 yrs prior to that, (264) 476-6288

2.3 Kumakie Parris, Romeo Richardson – reformed members of the drug trade, now work to provide opportunity for young men

2.4 Two other reformed criminals in Anguilla, who wish to remain anonymous

2.5 To the many friends and acquaintances who shared information, often in a way that I took with great pride... "only because it's you," Thank you.

3 Mistakes
3.1 Internet
We do not use marketing resources available to us that would increase tourism through the Internet. I have said this for a long time, but little has changed. It is not the topic of this document except to say that increasing tourism eases the pressure cooker. We must make better use of resources that is unique to the Caribbean and learn how to make better use of the Net, in general.

3.2 The "Secret Parallel Plan"
The document entitled "PROPOSED ACTION POINTS ARISING OUT OF MEETING WITH RAPF COMMISSIONER AND HE THE GOVERNOR FRIDAY, FEBRUARY 8, 2013 12:00 PM" sounds like the near-opposite of this document. You may download and compare that plan with this one by going to...

Points #1 and #2 increase protection mostly or only for tourist zones, with all the consequent problems outlined above.

Points #3 and #4 seems to be about "messaging of the crisis" and not fixing it. A solution is NOT about manipulation of opinion.

The second fund in #4 feels like an "afterthought-bolt-on." In this plan, it is part of the core plan, is tied into the emotion of taking Anguilla back, and what worked so well in St. Kitts.

5) The anonymous tip line won't work if the call stays in AXA. You can do all they say, but it won't work.

6 & 7) Yes, agree. But villages/communities should also have Community Policing (build relationships with police) and Monthly Comm. Meets with police to share local issues.

Basically, there is little and nothing here for tourists and residents, respectively; no motivating call to action to END CRIME, nothing substantial to impact crime throughout Anguilla in any way. We NEED an emotional UPRISING that meets the urgency and IMPELLING severity of this problem.

4 Additional recommendations

Take Anguilla Back!
4.1 The Christian Council, The Evangelical Association and The Civil Society Group

From Sutcliffe Hodge: The Christian Council, The Evangelical Association and The Civil Society Group committed to communicate agreed actions back to this group by today 22 February 2013. This is now being done after consulting a number of key stakeholders including His Excellency The Governor, The Royal Anguilla Police Force, The Education Department, Clergy, The Anguilla Youth Council, The Anguilla Tourist Board and other members of civil society.

The Anguilla Christian Council, The Evangelical Association and Civil Society have a number of initiatives working on for just under a year seeking to address the issues of crime and violence on the island. A number of these initiatives are now included in the following list of actions...

<table>
<thead>
<tr>
<th>Action plans</th>
<th>Short/Medium/Long-term</th>
<th>Individuals/Institutions called to action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equip police with two more vehicles</td>
<td>Medium</td>
<td>Private sector + Civil society group + Christian Council + Evangelical Association</td>
</tr>
<tr>
<td>Increase police patrol between 6:00 PM -12:00 AM</td>
<td>Short term</td>
<td>Royal Anguilla Police Force</td>
</tr>
<tr>
<td>Surveillance cameras in strategic locations around the island i.e major road intersections and tourist areas</td>
<td>Long-term</td>
<td>Private sector (i.e. Social Security and Lime) and Government of Anguilla + Christian Council + Evangelical Association + Civil Society</td>
</tr>
<tr>
<td>Encourage citizens to install surveillance cameras on their businesses (coverage of road) and homes. Government allow duty free importation of equipment.</td>
<td>Medium term</td>
<td>Government of Anguilla + Christian Council + Evangelical Association + Civil Society</td>
</tr>
<tr>
<td>Improved lighting throughout island with primary focus on tourist belt (Solar lights where possible).</td>
<td>Medium term</td>
<td>Private sector + Government of Anguilla + Anglec</td>
</tr>
<tr>
<td>Encourage businesses to share in cost of additional patrol service.</td>
<td>Short/Medium term</td>
<td>Private sector/individuals + Christian Council + Evangelical Association + Civil Society</td>
</tr>
<tr>
<td>Increased frequency of ‘stop and search’ day and night.</td>
<td>Short term</td>
<td>Royal Anguilla Police Force</td>
</tr>
<tr>
<td>Equip police with canine unit</td>
<td>Medium/Long-term</td>
<td>Private sector/individuals + Christian Council + Evangelical Association + Civil Society</td>
</tr>
<tr>
<td>Community patrol by private citizens with a stipend.</td>
<td>Medium/Long-term</td>
<td>Private individuals + Royal Anguilla Police Force + Government of Anguilla</td>
</tr>
<tr>
<td>Arrange and meet with vulnerable youth in communities.</td>
<td>Short, medium &amp; long-term</td>
<td>Private individuals + Civil Society + Christian Council + Evangelical Association</td>
</tr>
<tr>
<td>Curfew for problem youth</td>
<td>Short, medium &amp; long-term</td>
<td>Royal Anguilla Police Force &amp; Welfare Department</td>
</tr>
<tr>
<td>Target and enable delinquent fathers to connect with their children (sons especially)</td>
<td>Short, medium &amp; long-term</td>
<td>Welfare Department &amp; private individuals + Christian Council +</td>
</tr>
<tr>
<td>Initiative</td>
<td>Timeframe</td>
<td>Responsible Parties</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>---------------</td>
<td>-------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Civics and basic morals - honesty, respect, good citizenry and cleanliness (no littering) etc. need to be taught in all school from primary school through to 6th form. History of the Anguilla revolution and the Anguilla traditional spirit need to be taught in all schools.</td>
<td>Medium term</td>
<td>Education Department &amp; Government of Anguilla + Christian Council + Evangelical Association + Civil Society.</td>
</tr>
<tr>
<td>The Cadet Core (ROTC USA) reactivated in secondary school from primary school to 6th form - mandatory two hours once a week (community projects have to be integrated).</td>
<td>Medium term</td>
<td>Education Department + Government of Anguilla + Christian Council + Evangelical Association + cooperation of parents + Civil Society.</td>
</tr>
<tr>
<td>Remedial classes for band three and four students in ALHCS as well as a greater emphasis on civics and morals among this high risk group.</td>
<td>Medium term</td>
<td>Education Department</td>
</tr>
<tr>
<td>Identify children who are less academically inclined at the primary school level and provide more support and more attention from retired teachers to supplement after school (stipend needed here).</td>
<td>Short/Medium term</td>
<td>Education Department, Government of Anguilla &amp; cooperation of parents</td>
</tr>
<tr>
<td>Introduce more structured programs for sports and funding for such programs to occupy the time of our young people.</td>
<td>Medium to long-term</td>
<td>Sports Department, Education Department, Private Sector &amp; Government of Anguilla</td>
</tr>
<tr>
<td>Identify and engage all unemployed and under employed youth on the island</td>
<td>Short /Medium term</td>
<td>Private sector, Labour Department &amp; private individuals + Christian Council</td>
</tr>
</tbody>
</table>
Addendum:

4. Additional recommendations

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<table>
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<tr>
<th>Initiative</th>
<th>Timeframe</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>and do a comprehensive assessment in order to put them in a position where their full potential can be realized. (Job link-up program)</td>
<td></td>
<td>Council + Evangelical Association + Civil Society</td>
</tr>
<tr>
<td>Trade program in construction and hospitality sector with a focus of improving skills and income earning potential.</td>
<td>Long-term</td>
<td>Anguilla Community College + Christian Council + Evangelical Association + Civil Society + Education Department, Government of Anguilla &amp; Private sector</td>
</tr>
<tr>
<td>Customer service training for all students from forms 3 to 6. (Community college)</td>
<td>Medium term</td>
<td>Education Department, Community College &amp; Government of Anguilla</td>
</tr>
<tr>
<td>Assist in securing entry-level jobs for young people.</td>
<td>Medium term</td>
<td>Labour Department &amp; Private Sector + Christian Council + Evangelical Association + Civil Society</td>
</tr>
<tr>
<td>Greater presence and interaction by community leaders especially with our youth. Also, a deliberate focus on encouraging persons in their community to attend church.</td>
<td>Short term</td>
<td>Private individuals + Christian Council + Evangelical Association + Civil Society</td>
</tr>
<tr>
<td>Introduction of parenting workshops and support in every community on the island. The church needs to take the lead in this with strong support from all sectors of society.</td>
<td>Short term</td>
<td>Private Sector &amp; Private individuals (Community leaders) + Christian Council + Evangelical Association + Civil Society</td>
</tr>
<tr>
<td>Enable more youth to go off to seek tertiary education</td>
<td>Medium term</td>
<td>Government of Anguilla &amp; Private Sector + Christian</td>
</tr>
</tbody>
</table>