



Drug Market Intervention Initiative: Team Training Request for Commitment

BJA through the Project Safe Neighborhoods strategy supports training and technical assistance for local teams interested in implementing an open-air drug market intervention (DMI) initiative that is commonly referred to as the High Point model. DMI addresses the challenge of effectively responding to illegal drug markets and their associated crime, violence, and disorder that has proven challenging for communities and law enforcement for decades. DMI is a strategic problem-solving initiative aimed at permanently closing down open-air drug markets. The strategy targets individual geographic drug markets using a focused deterrence strategy, specifically drug dealers in those areas. The most violent offenders are targeted and prosecuted to demonstrate what will happen if one persists selling drugs and committing serious crimes. The strategy then stages an intervention with the low level offenders, their families/influentials, and community members. Law enforcement mobilizes community residents, leaders, and family members of low-level drug dealers to voice their intolerance for this criminal behavior and to create opportunity and support for these offenders in changing their behavior. Offenders are given the option to straighten up or face lengthy prison sentences and are provided assistance in locating employment, housing, transportation, health care, and provided access to other social services. In the example of High Point, NC, the strategy involved few arrests, mostly employed problem-solving approaches, and resulted in a dramatic transformation of the targeted areas. The results were immediate and have been sustained for over six years. High Point's most troubled neighborhoods have seen dramatically improved conditions and reduced drug and violent crime city-wide. Most importantly, this was accomplished in a way that addressed and repaired deep historic racial divisions in the community. The neighborhoods themselves have now taken responsibility for safety in the community.

Benefits for Selected Target Sites

- **Training:** This BJA initiative consists of a continuum of three trainings (each about three months apart, dates TBD) for up to six target sites interested in replicating the strategy. Each site's team is comprised of a law enforcement officer, a local prosecutor, a community leader, and a social service provider. Additionally, the team Point of Contact (POC) must commit to attending a POC workshop which will occur prior to the training series.
- **Technical Assistance:** Each team will receive a site visit from the BJA technical assistance provider, Michigan State University (MSU) along with ongoing support to assist local teams adapt the model to their unique local context. National partners have

also developed training materials for target sites that interested jurisdictions can use to implement DMI locally.

- **IMPORTANT: This application is for technical assistance and training ONLY. No grant funds will be awarded to selected teams.**

Responsibility of Target Sites

- **Commitment to Attend Trainings-** The applicant team must state their commitment to attend all three trainings- the first shortly after program acceptance, and the other two about three months apart, dates TBD- to be accompanied by letters of commitment from each team member (see Attachment 2). The POC must commit to attending the POC training.
- **Good Faith Effort to Implement Strategy-** The applicant team must pledge to make good faith efforts to implement the strategy in its entirety, tailoring the strategy to the applicant jurisdiction's specific needs without altering the framework of the strategy.
- **Creation/Maintenance of Vital Partnerships-** This strategy is entirely dependent on the existence of strong working relationships between various city/county government offices and community organizations and service providers. Target sites must not only foster these relationships at the ground level, but also work to ensure continued commitment from their leaders as well (e.g. police chiefs, district attorneys, US Attorneys, city managers, etc.).
- **Evaluation-** The National Institute of Justice will be funding a major evaluation of the Drug Market Initiative. Sites selected for this project will be expected to cooperate with the evaluation of this initiative. Willingness to cooperate with the National Institute of Justice evaluation will be a factor in site selection.

How to Apply to be a Target Site

BJA will consider the following criteria when selecting target sites:

Program Narrative: Please address the following points in a MS Word/Word Perfect/PDF file and attach to your email application. (**Attachment 1**)

- **Identified open-air drug market-** Applicants must provide a description of the problem in their locality with open-air drug markets and associated crime (violence, prostitution, vandalism, etc.). Any specific efforts to identify "hot spots" through crime mapping or other efforts should also be detailed.
- **Population size of jurisdiction-** The application must also state the population size of their jurisdiction.
- **Identified and committed team members-** The applicant team must identify each of the participating team members (one local prosecutor, one local law enforcement officer, one community leader, and one social service provider) and state their commitment to attend all three trainings- dates TBD- to be accompanied by letters of commitment from each team member (see Attachment 2). While BJA realizes that unforeseeable personal and/or professional circumstances may arise, team members must state in good faith that best efforts will be made to attend all three trainings. Additionally, the team Point of Contact

(POC) must commit to attending a POC workshop which will occur prior to the training series.

- **Sustainability-** Applicant teams should also provide a description of any anticipated efforts or actions to ensure sustainability and continued commitment and support of the initiative in their locality. Identify goals and objectives for program development, implementation, and outcomes. Describe how impact will be documented, monitored, and evaluated. Describe how evaluation and collaborative partnerships will be leveraged to build long-term support and resources for the program.
- **Evaluation-** Applicant teams should discuss their willingness to cooperate with the National Institute of Justice evaluation and note any experience participating in prior evaluation projects. Availability of and access to detailed crime data for the target area as well as a possible comparable area will be important.

Letter of Commitment: (Attachment 2)

- **Declaration of Commitment-** Each participating team member must sign and date the attached letter of commitment, which should be scanned and attached to the application for email submission. If you do not have the ability to scan documents, please contact Heather Perez at 317-774-9043 or email perezh@msu.edu for faxing instructions.

Additional Supporting Documents: (Optional Attachment 3)

- **Supporting Documentation-** You are encouraged, but not required, to attach any additional materials or documents in support of your application, which may include (but are not limited to): crime maps, crime statistics or other documentation of a specified open-air drug market problem within your locality
- **Letters of Support-** You are also encouraged, but not required, to attach any letters of support from your local PSN Coordinator and/or US Attorney, letters of support from city officials, your police chief or sheriff, your district attorney, or other government leaders in your community. Priority will be given to sites with demonstrated commitment from their city, county, or federal officials, including police chiefs, sheriffs, district attorneys, PSN Coordinators, US Attorneys, etc.

Deadline

All applications are due by 5:00 p.m. EDT on September 24th, 2010, and must be submitted by email to Heather Perez at perezh@msu.edu.

Contact Information

For assistance with the requirements or any additional questions, contact: Heather Perez, Outreach Specialist, at 317-774-9043 or email perezh@msu.edu or contact Natalie Kroovand Hipple, Research Specialist, at 317-831-3153 or email hipplen@msu.edu.

For Additional Information about the DMI

<http://www.drugmarketinitiative.msu.edu>



Letter of Commitment for Participation in BJA’s Drug Market Intervention Initiative

I, _____, as a member of the team from _____, do hereby commit myself to attend all three trainings sponsored by BJA as part of the Drug Market Intervention Initiative, barring any unforeseen extenuating circumstances. I also pledge that I will make a good faith effort to implement the strategy without altering the structure or framework of the strategy. I also pledge to put forth my best efforts to ensure that the strategy is maintained and sustained in the future, including, but not limited to maintaining strong working relationships with all other members of my team and other involved parties.

Signed,

Signature

Date

Printed Name

Title and Office

Team location/Jurisdiction

Drug Market Intervention Initiative: Description of Strategy

Key Steps of the High Point Drug Market Intervention Model

Step 1—Crime Mapping. Step 1 entails mapping data from several different sources to determine the focus area for the initiative. Data sources including 911 calls and calls for service, field contacts made by officers in the Narcotics Unit, and Federal Bureau of Investigation (FBI) Uniform Crime Reports (UCR) Part I crimes focusing on those crimes involving drugs, weapons, and sex/prostitution are utilized to identify drug market targets. “Drug buy” locations are then layered within that neighborhood.

Step 2—Survey. This step involves surveying law enforcement officers, probation officers, vice officers, and community members in the target area about area drug dealers, who they are, and where they live.

Step 3—Incident Review. An incident review based on individuals identified in Step 2 is then conducted with vice and narcotics officers and officers who work in the target area. The list of drug dealers is refined to include only those street dealers who are still active in the target area. Important questions to be answered include: Is the dealer a street-level or mid-level dealer? Does he or she have a history of violence? Does he or she have any pending charges?

Step 4—Undercover Operations. Once specific people are identified, an enforcement operation involving undercover officers making buys, sending in confidential informants to make buys, audio-taping, video-taping, and taking photographs will be implemented to build cases against the drug dealers.

Step 5—Mobilize the Community. As the enforcement operation is occurring, efforts are made to mobilize key community leaders. This involves securing the support of community leaders, enlisting their involvement, and mobilizing resources for potential offenders.

Step 6—Contact with the offender’s family. While Steps 5 and 6 are occurring, law enforcement officers spend time identifying “influential” people in each targeted offender’s life. This would naturally be family but could also be friends, spiritual advisors, or other non-family members. Then, a small group of police officers, community members, and clergy pay a visit to the immediate family or other influential people and explain the goals of the initiative, invite them to participate in asking the offender to quit doing what they are doing, and encourage the family to attend the Call-In Meeting (see Step 7). Also during this step, letters from the Chief of Police are mailed to the targeted offenders that inform the offender that the police are aware of their street-level drug dealing and that this behavior has to stop. The offender is invited to a meeting (i.e., the Call-In). In addition, the letter will suggest that the offender bring someone who is important to them with them to the meeting.

Step 7—Call-In/Notification. The Call-In/Notification is a face-to-face meeting between the offenders, the community, and law enforcement. The meeting occurs at the district headquarters in which the target area falls (some communities use other locations). At these meetings, the results of all the undercover work by police are displayed, including pictures of the drugs dealers and drug deals in progress and of the houses and street corners where these transactions are taking place. The police will have compiled a notebook about each offender, which is displayed. Each notebook contains the information the police have about that offender and their drug

dealing habits and, importantly, an unsigned arrest warrant for that offender. During the Call-In, the police will deliver a very strong two-pronged message. First, drug dealing and violence will no longer be tolerated in the target area. Second, each of the offenders will be put on “official notice.” If they continue the illegal activity, they will be arrested and prosecuted. If they stop, they will be given a second chance.

Just as important as the law enforcement message is the community message: community members will convey that they find the offender’s behavior unacceptable; however, they are offering help in the form of community resources to those that want it. This will include drug treatment, education, job training, gainful employment, help with family issues, and transportation.

Step 8—Enforcement. While the Call-In is seen as very important and the climax of a lot of hard work, what happens after the meeting is very important as well. The police and the community watch for any signs of continued street-level drug dealing in the target area. The police continue to try to make buys in the area and continue to send in confidential informants into confirmed drug locations. The residents are encouraged to call the police and their calls are given priority (e.g., in High Point the residents were given a special phone number to call to report drug activity). Any reports of drug dealing will be immediately investigated by police and additional narcotics officers will be assigned to the area (using overtime money). Complaints involving a notified offender will result in a judge signing his or her arrest warrant and ultimately execution of his or her arrest. Finally, the prosecutor’s office assigns one assistant district attorney to these cases, and they will be given “special” treatment by the prosecutor’s office.

Step 9—Follow up. A resource coordinator contacts the notified offenders to determine if they are getting the help they need. Mentors are assigned to the notified offenders and community members are encouraged to keep in touch with them through phone calls and visits. The police department distributes newsletters and flyers containing information about the targeted drug dealers who have been arrested as well as those that chose a different path. Officers continue to attend community meetings in the area to maintain the lines of communication. The follow-up also includes close monitoring of the crime data with continual feedback from the research partners.