



Drug Market Intervention (DMI) Initiative: Team Training Request for Commitment

The Bureau of Justice Assistance (BJA), through the Project Safe Neighborhoods (PSN) 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 focused deterrence with transformational elements. The most violent offenders are targeted and prosecuted as examples. The strategy then targets low-level offenders and stages an intervention with families and community leaders. 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 the offenders. 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 access to other social services. In the High Point, North Carolina model, the strategy involved few arrests, mostly employing problem-solving approaches, and has resulted in a complete transformation of the targeted areas. The results were immediate and have been sustained for over four years. High Point's most troubled neighborhoods have seen dramatically improved conditions and reduced drug and violent crime citywide. Most importantly, it did so 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. See "Drug Market Intervention Initiative: Description of Strategy" on pages 5 and 6 for a complete description of the strategy's nine steps.

Benefits for Selected Target Sites

- **Training:** This BJA initiative consists of a continuum of three trainings (one in the fall, one in late winter/early spring, and one in summer; dates TBD) for up to 10 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.
- **Technical Assistance:** Each team will receive a site visit from a BJA technical assistance provider along with ongoing support to assist local teams adapt the model to their unique local context. National partners will also develop a training manual 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 agencies must state their commitment to send representatives to attend all three trainings and submit letters of commitment from each participating agency (see Attachment 2).
- **Good-Faith Effort to Implement the 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 (see pages 5-6).
- **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, U.S. Attorneys, city managers).

Eligibility

Eligible applicants under this initiative are limited to teams from local (city and/or county) jurisdictions that have a demonstrated commitment to implementing the DMI strategy in their jurisdiction. BJA will select up to 10 target sites. A team must consist of a local prosecutor, local law enforcement officer, community leader, and social service provider from the applicant jurisdiction. Applicants must designate a team point of contact, who may or may not be a member of the applicant team, but will be responsible for knowing the status of the team's progress and will attend the trainings with the team. Applicants are not required to identify each individual member of the team at this time. BJA's partners will assist the team point of contact in identifying and selecting the appropriate individuals from the jurisdiction. Any participating agency may submit the team's complete application. Small and mid-size jurisdictions are encouraged to apply.

How To Apply To Be a Target Site

BJA will consider the following criteria when selecting target sites:

Program Narrative (Attachment 1)

Please address the following points and submit as an MS Word, Word Perfect, or PDF file attachment to your e-mail application:

- **Identified Open-Air Drug Market:** Provide a description of the problem in your locality with open-air drug markets and associated crime (e.g., violence, prostitution, vandalism). Any specific efforts to identify "hot spots" through crime mapping or other efforts should also be detailed.
- **Interest in the Strategy:** Provide background of how your jurisdiction became interested in implementing the strategy. Include any information about which leaders in your jurisdiction are supportive of the strategy and who is leading the efforts to implement the strategy.

- **Sustainability:** Provide a description of any anticipated efforts or actions to ensure sustainability and continued commitment and support of the initiative in your 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.

Letter of Commitment (Attachment 2)

- **Declaration of Commitment:** Each participating team agency must have an authorized representative of their agency (e.g., police chief, district attorney/prosecutor's office, director of social service provider) sign and date a letter of commitment (see attached sample), which must be attached to the application e-mail. Recognizing that some team members, such as community leaders, may not be affiliated with an agency, the letter may be tailored to reflect their individual commitment, rather than the commitment of an agency.

Additional Supporting Documents (Optional Attachment 3)

- **Supporting Documentation:** Applicants are encouraged, but not required, to attach any additional materials or documents in support of the 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 their locality.
- **Letters of Support:** Applicants are encouraged, but not required, to attach any letters of support from their local PSN Coordinator and/or U.S. Attorney, city officials, or other government leaders in your community. Priority will be given to sites with demonstrated commitment from their city, county, or federal officials.

Deadline

All applications are due by 8:00 p.m. e.t. on August 21, 2008, and must be submitted by e-mail to Danica Szarvas-Kidd at Danica.Szarvas-Kidd@usdoj.gov. Complete applications must include a Program Narrative (Attachment 1), Letters of Commitment from each team members (Attachment 2), and any Additional Supporting Documentation (Optional Attachment 3).

Contact Information

For assistance with the requirements or any additional questions, contact: Danica Szarvas-Kidd, BJA Policy Advisor, at 202-305-7418 or Danica.Szarvas-Kidd@usdoj.gov, or Kim Norris, BJA Senior Policy Advisor at 202-307-2076 or Kim.Norris@usdoj.gov.

If you would like to speak to one of the points of contact from our currently participating teams, contact Jacob Corr, Assistant District Attorney, Milwaukee County District Attorney's Office, 414-935-7844 or corr.jacob@mail.da.state.wi.us; or Dianne Gibson, Court Manager, Dallas City Attorney's Office, 214-671-0211 or dianne.gibson@dallascityhall.com.



BJA Bureau of Justice Assistance

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

____[*Insert agency name here*]_____ agrees to send a representative to participate in the team from ____[*Insert jurisdiction name*]_____ to attend all three trainings sponsored by BJA as part of the Drug Market Intervention Initiative. This agency recognizes that continuity of team members is essential and will make a good-faith effort to send the same representative to each training. This agency also agrees to implement the strategy without altering the strategy's nine steps and will make 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 involved agencies and parties.

Signed,

Signature

Date

Printed Name

Title and Office

Team Location/Jurisdiction

Drug Market Intervention Initiative: Description of Strategy

Key Steps of the 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 other 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, audiotaping, videotaping, 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 law enforcement 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 law enforcement is 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 law enforcement 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. Law enforcement will have compiled a notebook about each offender, which is displayed, and contains information about that offender and his or her drug

dealing habits and, importantly, an unsigned arrest warrant for that offender. During the Call-In, law enforcement will deliver a very strong two-pronged message. First, drug dealing and violence will no longer be tolerated in the target area, and 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. Law enforcement and the community watch for any signs of continued street-level drug dealing in the target area. Law enforcement officers 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 law enforcement 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 law enforcement 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, which 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. Law enforcement 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.