

APPENDIX 1
Drug Market Intervention
Planning and Implementation Process
The Nine Steps

I. PLANNING PHASE

FORMING THE DMI TEAM AND ASSESSING READINESS

Who are the necessary team members?

- a. Police/Sheriff's Department
- b. Prosecutor's Office
- c. Influential community member
- d. Social services

Who else do we need to bring to the team?

- a. City management/Mayor's Office
- b. United States Attorney's Office
- c. Faith based organizations
- d. Probation and Parole
- e. Outreach workers
- f. Reentry services
- g. Research partner (local college or university)

SWOT ANALYSIS

What Strengths, Weaknesses, Opportunities, and Threats do we have to build on to plan and implement the DMI?

II. TARGETING THE DRUG MARKET

Step 1- Crime Mapping

Goal: Define a narrow target area

Assess data sources

- Calls for service
- UCR Part I Crimes
 - Crimes involving drugs, weapons, sex, prostitution
- Field contacts made by Narcotics Unit

Map data

- Police Beat layer
- Neighborhood layer
- Census block layer

Identify high concentrations

Identify Broad Target Area

Examine drug buy locations (layer on map)

Define target area

Consider evaluation issues (see item VI)

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Step 2- Survey

Goal: Find out about the drug dealers in the target area, who they are and where they live.

- Survey street level police officers
- Survey probation officers
- Survey vice/narcotics officers
- Survey community members
- Create a list of key addresses and players

Step 3- Incident Review

Goal: Conduct a modified incident review

- Utilize research team
- Convene vice and narcotics officers and street level officers that work the identified target area
- Review information gathered in Step 2
 - Person by person
- Examine and organize information
 - Police contacts
 - Police reports
 - Intelligence
- Perform link analysis if applicable

Step 3a- Refine list

Goal: Refine list of drug dealers to include only those still active in the target area

Important questions

- 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 3b- Identity Call-In candidates

Goal: Narrow list to Call-In candidates

- Convene police and prosecutors (both local and federal)
- Decide who if anyone should be prosecuted immediately based on some of the review criteria.
 - Proceed with cases on those deemed not eligible for Call-In
- The remaining individuals will be targeted for the Call-In

Step 4- Undercover Operations

Goal: Build cases on Call-In candidates

- Undercover officers make buys
- Send confidential informants to make buys
 - Utilize audio-taping, video-taping, and photographs.
- Police will document the activities of the drug dealers in any way that they can

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III. WORKING WITH THE COMMUNITY

Step 5- Mobilize the Community

Goal: Community buy-in

Identify the key criminal justice players (this should already be done)

Engage the community

Engage the residents in the target area

Engage the neighborhood leaders in the target areas

Engage business owners (if applicable to your area)

Engage the faith based members

Hold a series of community meetings in the target area

Brief the Mayor and the City Council on the strategy (this may not be your first briefing)

Step 5a- Set the call-in time and place

Identify police district headquarters or other appropriate location within the target area at which to hold the call-in.

IV. PREPARING FOR THE CALL-IN

Step 6- Contact with the offender's family

Goal: Identify "influential" people in each targeted offender's life.

Family

Friends

Spiritual advisors

Non-family members

Small group visits to influentials

- Explain goals of the initiative

- Invite them to participate in asking offender to quit doing what they are doing

- Encourage them to attend Call-In

Step 6a- Contact Call-in Candidates

Goal: Send letter to Call-In candidates

Mail letter from the Chief of Police and/or Sheriff to the Call-In candidate

- The police are aware of their street-level drug dealing

- This behavior has to stop.

- Invite offender to a meeting (i.e., the Call-In)

- Note that the offender will not be arrested at the Call-In

- Suggest that the offender bring to the meeting someone who is important to them

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Step 7- Call in/Notification

Step 7a- Services available at the Call-in

Goal: Determining what services and arranging for services to be available at the call in
Arrange for a wide variety of services to be able to the Call-in Candidates at the Call-In

- Drug treatment
- Education
- Job training
- Gainful employment
- Help with family issues
- Transportation

Step 7b- The Call-in

Goal: Conduct the Call-In

Face to face meeting between the offenders, the community, and law enforcement

Display fruits of undercover work

- Picture of drug dealers
- Pictures of drug dealers in action
- Pictures of the drug deal houses and street corners where transactions take place

Three-ring notebook about each offender made available

- All the information the police have about that offender and their drug dealing habits
- Unsigned arrest warrant for that offender.

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”

- Evidence has been collected, candidate is being given a second chance

Communicate strong community message.

- Convey the message that they find the offender’s behavior unacceptable
- Offer help in the form of community resources to those that want it
 - Drug treatment
 - Education
 - Job training
 - Gainful employment
 - Help with family issues
 - Transportation

Give offenders a deadline to cease and desist their drug dealing activities

V. POST CALL-IN

Step 8- Enforcement

Goal: Enforcement of cease and desist and no tolerance message

Police and the community watch for any signs of continued street-level drug dealing in the target area

Police continue to try to make buys in the area

Police continue to send in confidential informants into confirmed drug locations.

Encourage residents to call the police

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Calls from residents given high priority by police

Reports of dealing will be immediately investigated by police and additional narcotics officers will be assigned to the area

Complaints involving a notified offender will result in a judge signing his or her arrest warrant and ultimately his or her arrest

Prosecutor's office will assign one assistant district attorney to these cases and so they will be given "special" treatment by the prosecutor's office

Step 9- Follow up

Goal: Follow up with call in candidates on promised resources

Resource coordinator/designated team member contact the notified offenders to determine if they are getting the help they need

Assign mentors to notified offenders

Encourage the community to keep in touch with them through phone calls and visits

Police department will put out newsletters and flyers containing information about the targeted drug dealers that have been arrested as well as those that chose a different path

Police continue to attend community meetings in the area to maintain the lines of communication

Close monitoring of the crime data with continual feedback from the research partners

VI. RELATED ACTIVITIES

Building in an assessment component

Goal: Be able to assess the impact of the drug market intervention

Bring in crime analysis and research collaborators

Identify a comparison drug market location

Identify process and outcome performance measures

Decide whether to measure individual-level as well as community-level impact

Collect pre- and post-data for target and comparison sites

Common Questions/Issues:

- Who should we partner with?

After Action Debrief

Goal: Summarize and evaluate your efforts

Once the call-in is complete and some time has passed, it would be extremely beneficial to all involved for your group to sit back and examine how things went. Were you able to meet the four overall DMI goals 1) eliminate open-air drug markets; 2) return the neighborhood to the residents; 3) reduce crime and disorder; and 4) improve public's safety as well as their quality of life? Was everything implemented according to plan? What would you do differently next time? What would you leave the same? Another SWOT inventory might be a good idea. Here again, an outside researcher can help with this summarization and self assessment.

VII. PLAN FOR NEXT DRUG MARKET INTERVENTION