This report was prepared under the auspices of the Bureau of Justice Assistance Drug Market Intervention (DMI) Training Project at American University, Washington, D.C., in coordination with Michigan State University and John Jay College. This project is supported by Basic Ordering Agreement Number 28HT000150 in support of Contract GS-23F-8182H/2006F_126 issued by the DOJ Office for Juvenile Justice and Delinquency Prevention, and awarded to the University to support the Drug Market Intervention (DMI) Project conducted by the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice. The Bureau of Justice Assistance is a component of the Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, and the Office for Victims of Crime. Points of view or opinions in this document are those of the author and do not represent the official position or policies of the U.S. Department of Justice.
VOLUME II: SUPPORTING MATERIALS

The following are designed to be examples of materials that might be useful in implementing the DMI training workshops. They are a combination of materials used in previous trainings and those designed to help fill in the gaps. The value of these materials is in the electronic versions of them in that the documents can then be manipulated to fit the needs of that particular training.

In certain cases, there is “EXAMPLE ONLY” marked next to documents. These are instances where the content area is not directly related to the DMI or the training section in which it is categorized, but it provides an example of the types of information and format for presenting the information.

The electronic files are labeled with the number/letter and title as they appear below.

CHAPTERS ONE AND TWO

OVERVIEW AND ORGANIZATION OF THE TRAINING CURRICULUM

1. Drug Market Intervention Planning and Implementation Process: The Nine Steps
2. Points of Contact for Prior DMI Model Implementation Sites, BJA DMI Jurisdictions, and DMI Training Staff
3. FY2009 BJA DMI Solicitation
   a. BJA DMI Overview
   b. BJA DMI Announcement
4. FY2009 DMI Point of Contact Meeting Agenda
5. FY2008 DMI Training Workshop Agendas: High Point, Tampa, and Providence
   A. FY2008 DMI Training Evaluation: High Point
   B. FY2008 DMI Training Evaluation: Tampa
   C. FY2008 DMI Training Evaluation: Providence

CHAPTER THREE

PRE-TRAINING SESSION
Point of Contact Meeting

1. Welcome and Introduction
2. DMI Training Sessions
3. DMI Initiative
   Drug Market Intervention Planning and Implementation Process: The Nine Steps Handout
4. Anticipating Challenges and Issues
5. Resources
   D. Accessing and Navigating ANGEL – DMI Project
   E. Technical Assistance Request Form
6. Closing: Expectations, Issues and Concerns, and Wrap-up
a. Participant List Template

TRAINING SESSION #1

Day One

1. Welcome and Introductions  
   Site Introductions Questions PowerPoint

2. Goals for the DMI Initiative-Overview and Key Elements Accounting for its Success  
   (no materials, see curriculum outline/instructor’s manual)

3. Leadership Role of the Local Police Chief in Implementing the DMI Initiative  
   a. Testimony of Colonel Dean Esserman before Senate Committee on the Judiciary,  
      September 10, 2008  
   b. Interview with Chief James Fealy, High Point, North Carolina Community  
      Policing Dispatch. October 2009

4. The Nine Steps of the DMI  
   a. Drug Market Intervention Planning and Implementation Process: The Nine Steps  
      Handout  
   b. Drug Market Intervention Planning and Implementation Process: The Nine Steps  
      PowerPoint  
   c. High Point: Frequently Asked Questions Handout  
   d. High Point Strategy-COPS Newsletter

5. Baseline Multidisciplinary Information to Plan the DMI: Building in Law Enforcement  
   and Community Perspectives from the Start  
   a. Building Sustainability and Measures for Success from the Beginning PowerPoint  
      EXAMPLE ONLY- Geared towards public housing  
   b. Suggested Building in Law Enforcement and Community Perspectives from the  
      Start Panel Discussion Questions PowerPoint

6. DMI vs. Other Law Enforcement/Community Initiatives: (working lunch)  
   (no materials, see curriculum outline/instructor’s manual)

7. DMI Experience and Impact: Perspectives from Three Jurisdictions that Have  
   Implemented the DMI  
   a. Suggested Experience and Impact Panel Discussion Questions PowerPoint  
   b. Eliminating Overt Drug Markets in High Point, NC PowerPoint  
   c. East Nashville Intervention Project PowerPoint  
   d. The Terrace Bedell Initiative: Hempstead, NY

8. Breakout by Team: Discussing the Model  
   a. Strengths Weaknesses Opportunities and Threats (SWOT) Analysis Handout  
   b. Facilitators Guide Handout
9. Team Reports
10. Getting Started: Involving the Right People, Agencies, and Organizations
   a. Getting Started: Involving the Right People, Agencies, and Organizations
      PowerPoint
   b. Getting Started: Involving the Right People, Agencies, and Organizations Panel
      Discussion Questions PowerPoint

11. Identifying the Drug Markets/Needs Assessment: Crime Mapping; Data
    Collection/Analysis and Surveying (Steps #1 and #2)
    a. Data-Driven: The Role of GIS in Identifying and Analyzing Drug Markets
       PowerPoint
    b. Alternative Drug Program: Rockford, IL PowerPoint
    c. West End and Daniel Brooks High Point Community Surveys Handout
    d. Protocol for Response to Acts of Violence

12. Closing/Focus for Day 2

Day Two

1. Summary of Day One: Question/Comments

2. Investigative Work: Identifying Dealers, Making Cases, Identifying Influentials, and
   Incident Review (Steps #3 and #4)
   a. Identifying Influentials PowerPoint
   b. East Central Intel Sheet Handout
   c. Winston-Salem Police Department Criminal Investigations Division PowerPoint

3. Forming Successful Partnerships and Working with Communities (Step #5)
   a. Suggested Forming Successful Partnerships and Working with Communities
      Panel Discussion Questions PowerPoint
   b. Raleigh’s Drug Market Initiative Pilot Project Community Meeting Agenda
      Handout
   c. Raleigh’s Drug Market Initiative Pilot Project Community Dialogue Questions
      Handout
   d. Raleigh’s Drug Market Pilot Project Newsletter Handout
   e. High Point Southside Initiative Update Handout
   f. Raleigh’s Drug Market Initiative Choice Project Community Meeting Agenda
      5.24.07 Handout
   g. Raleigh’s Drug Market Initiative Community Meeting Invitation Handout

4. Organizing and Implementing the Call-in (Steps #6 and #7)
   a. High Point Call-in Video
   b. Raleigh Offender Notification Letter from the Chief of Police Handout
   c. High Point Offender Notification Letter from the Chief of Police Handout
d. Raleigh Choice Project Notification Session – Overview of Speaking Points Handout

e. High Point and Greensboro Joint Notification Call-in Messages and Speaking Points Handout

f. High Point Offender Notification Speaking Script Handout
g. East Green Initiative Speaking Script Handout

h. High Point Call-in Procedure Handout

i. High Point Call-in Roster Template Handout

5. Involving Service Providers and Providing Case Management Call-In Candidates Preliminary Assessment of Service Needs (Document developed by Peoria, Illinois DMI Training Team)

6. Breakout by Team: Adapting the DMI Strategy to the Local Jurisdiction
   a. Team Breakout – Action Plan and Task Timeline Handout
   b. Facilitators Guide Handout

7. Closing: Plans for Next Session and Intervening Three Month Period
   a. Evaluation Form Handout
   b. Session #1 Task Timeline PowerPoint
c. Accessing and Navigating ANGEL – DMI Project Handout
d. Technical Assistance Request Form Handout
e. Participant List Template Handout

**TRAINING SESSION #2**

Review and Catch-up Session
   (Utilize materials from the first training session as relevant and appropriate.)

Pre-Conference Faculty Meeting

**Day One**

1. Welcome and Introductions
   Drug Market Intervention Planning and Implementation Process: The Nine Steps PowerPoint

2. Reports from Each of the Participating Sites
   Site Introductions Questions

3. Building Law Enforcement-Community Partnerships: What’s Different about the Partnerships Required for the DMI Initiative
   a. Suggested Continuing the Conversation about Drug Issues and Police-Community Relations Panel Discussion Questions PowerPoint
   b. Suggested Special Features of the DMI Law Enforcement and Community Partnership Panel Discussion Questions PowerPoint
c. Suggested Helping the Community to become a Full Partner with Law Enforcement in the DMI Initiative Panel Discussion Questions PowerPoint

d. Suggested Service Provision – The Importance of Follow-up and Follow-through Panel Discussion Questions PowerPoint

e. Suggested Sustaining the Partnership after the Call-In: What’s Required Panel Discussion Questions PowerPoint

f. Facilitators Guide (Discipline) Handout
g. Facilitators Guide (Team) Handout

h. Drugs, Race, And Common Ground by David Kennedy


Day Two

1. Summing up Day One/ Focus of Day 2

2. Additional Ancillary Responses to Open Drug Market Sales to Consider to Strengthen the Initiative and Develop Community Buy-in
   Examples of Nuisance Abatement Statutes (NOT CREATED)

3. Developing a Baseline for Assessing the Impact of the DMI
   a. Performance Measures Presentation PowerPoint EXAMPLE ONLY
   b. Raleigh Perception Survey Coding Key Handout
   c. Impact of Drug Market Intervention PowerPoint
   d. Problem Oriented Policing

4. Dealing with the Media
   a. Rockford – For Some Drug Dealers, A Second Chance Handout
   b. Rockford Police Chief Vouches for ‘Hug a Thug’ Handout
   c. Hempstead: The DA’s Defense Amid Fallout from Plan to Allow Suspected Drug Dealers to Avoid Prison, Rice, Supporters Say It’s Worked Before Handout
   d. Hempstead: Rice’s Reward is a Strange Drug Deal Handout
   e. Hempstead: New Program Reforms Drug-Torn Neighborhood Handout
   f. Hempstead: ABC News Story
   g. High Point: Novel Police Tactic Puts Drug Markets Out of Business Confronted by the Evidence, Dealers in High Point, N.C., Succumb to Pressure Handout
   h. Providence: Closing ‘Crack Highway’ Handout
   i. Milwaukee: How to Let People do Heroes’ Work Handout
   k. High Point: Sample Op-Ed Handout
   l. Police & Community Celebrate Successful Lockwood Crime Fighting Initiative with Cookout.
   m. Dealer invited to community and anti-drug meeting arrested the next day.
   n. Residents Confront Local Drug Dealers Over Community Impact
   o. Gauging Drug Sweep Success will take time.
   p. Drug Dealer Intervention
   q. Six alleged drug dealers agree to a deal.
   r. Alleged Drug Offenders Offered a second chance.
s. Drug Market Intervention
t. Middletown Drug Market Intervention
u. Program gives Dealer’s 2nd Chance: Non-violent Offenders get help for promise to reform.
v. First Significant Sentence in Open-air Drug War

5. Breakout by Team: Refinement of Action Plans
   a. Team Breakout: Refining the Action Plan Handout
   b. Facilitators Guide Handout

6. Closing: Summing Up the Session: Plans for Post Session Activities and Final Training Session
   a. Evaluation Form Handout
   b. Session #2 Task Timeline PowerPoint
   c. Accessing and Navigating ANGEL – DMI Project Handout
   d. Technical Assistance Request Form Handout
   e. Participant List Template Handout

TRAINING SESSION #3

Pre-conference Faculty Meeting

Pre-Training Session: Catch-Up/Review Session for New Participants

Day One: Peer to Peer Interchange and Discussion of Special Issues

1. Welcome and Overview of the Third Training
2. Reports from Each of the Participating Sites
   Site Introductions Questions PowerPoint

3. Breakout by Discipline: Continuing the Discussion of Roles
   Facilitators Guide Handout

4. Maintaining the Shutdown and the Law Enforcement and Community Partnership
   a. Suggested Maintaining the Shutdown and the Law Enforcement-Community Partnership Panel Discussion Questions PowerPoint
   b. High Point - Post Initiative Elements Handout

5. Comments from Community Representative on the Impact of the DMI for the community (Working lunch) (no materials: see curriculum/instructor’s manual)

6. Multi-team Breakout Sessions
   a. Facilitators Guide Handout
   b. Team Breakout – Action Plan and Task Timeline Handout

7. Special Issues of Interest to the Participating Teams
(NOT CREATED)

8. Closing Q and A: Summing up Day One/Focus of Day Two
(no materials: see curriculum/instructor's manual)

Day 2: Peer to Peer Support and Discussion

1. Summing up Day One/Focus of Day Two
(no materials: see curriculum/instructor's manual)

3. Impact of DMI on a Community: Hempstead - Long Island
   Hempstead: New Program Reforms Drug-Torn Neighborhood and Video Link
   Handout/Video

4. Breakout by Team: Refinement of the Action Plans
   a. Facilitators Guide Handout
   b. Team Breakout: Refining the Action Plan Handout

5. Closing: Technical Assistance and Follow-up Communication
   a. Evaluation Form Handout
   b. Session #3 Task Timeline PowerPoint
   c. Accessing and Navigating ANGEL - DMI Project Handout
   d. Technical Assistance Request Form Handout
   e. Participant List Template Handout
CHAPTER 3

TRAINING SESSION #1: DAY 1

Appendix 7:
DMI Experience and Impact: Perspectives from Three Jurisdictions that Have Implemented the DMI

Section A:  Section B:
Suggested Experience and Impact Panel Eliminating Overt Drug Markets in High Point, NC
Discussion Questions PowerPoint PowerPoint

Section C:  Section D:
East Nashville Intervention Project The Terrace Bedell Initiative:
Intervention Project Hempstead, NY
PowerPoint

PowerPoint
In your opinion, why do you think this model works?

What components and approach to implementing the DMI strategy did your jurisdiction face in implementing the DMI strategy? How did your jurisdiction overcome those challenges?

Which piece of the DMI strategy was the most difficult to implement? Why do you think this was particularly difficult?

What recommendations do you have for jurisdictions as DMI worked particularly well in your jurisdiction?

How has the community changed since the DMI strategy was implemented? How do you know it has changed?

They begin the DMI implementation?
Eliminating Overt Drug Markets in High Point, NC
Home to the International Home Furnishings Market
Part of Piedmont Triad - 1.5 million
Population approximately 95,000, size 50 square miles
People are afraid.

Nightly police reports show a decline in the number of reported crimes. Over time the community has lost faith in the ability of the police to impact this problem.

Despite numerous arrests the situation persists. Undercover operations and regular prostitution market.

They are the target of numerous and regular violence.

These neighborhoods are known for years as a drug nexus between street level dealing and high-level trafficking.

Street drug market is "toxic" to neighborhoods. The Setting
The Street Dealers

Eliminating Overt Drug Markets in High Point, NC

They must be brought to a MOMENT OF CHOICE.

They take the community's apathy or indifference as approval.

Invasions

Selling one dose at a time, to people they do not know, in competition with others, keeps them armed, on edge. (assaults, armed robbery, home invasions)

They expect to be robbed, they expect to be arrested, not equal their day to day risks. JUST NOT EVERY DAY.
Vital hidden common ground
Help matters
Norms, narratives, and persistent misunderstandings
Informal sanctions matter most of all
Formal sanctions matter but should be minimized
Non-linear market dynamics
Small numbers of drug dealers
"Drug Markets Versus the Drug Problem"

Theory and Concepts
Direct communication with dealers
Beachheads maintenance
Creating formal deterrence “banking” cases
Focusing services
Identifying “influentials”
Careful identification of all players
City-wide strategy with “beachheads”
Directly addressing norms and narratives

Strategic Intervention
Operational Steps:

1. Crime Mapping
2. Survey
3. Incident Review
4. Undercover Operations
5. Mobilize Community
6. Contact with Offender's Family
7. Call-in / Notification
8. Enforcement
9. Follow Up
Step 1: Crime Mapping

- 911 Calls
- Field Contacts
- Serious Crimes
- Drug-related Neighorhoods
- Streets and Census Blocks
- Drug Markets

Eliminating Overt Drug Markets in High Point, NC
2003 Drug Arrests
2003 All Layers
Combined Density Map

Southside
West End
Daniel Brooks
Three men were convicted of the murder.

Mayanquin to commit a robbery. The victim was shot multiple times and died seven days later.

On October 12, 2003, suspects forced their way into the residence of 41 year old Pablo Velasquez.

Homicide at 1311 Bradshaw St.
Eliminating Over-Dru Marks in High Point, NC

- East Central 36
- Southside 25
- Daniel Brooks 21
- West End 26

Small number of dealers in each area:

- Surveys
- Create master list of dealers and locations from the
- Identify locations as well as persons
- Survey police officers, probation officers, vice

Step 2: Survey
Step 3: Incident Review

- Vice/Narcotics detectives conduct a complete incident review of all dealers.
- All reports, contacts with police and intelligence are examined through link analysis.
- The list of offenders is refined to include only the street dealers based on the review.
Our final list for each area included:

- As many as ten were dropped from each master list.
- Pending charges?
- History of violence?
- Street level or mid-level?
- Is the dealer still active? In this area?

Refining the list of dealers...
Step 4: Undercover Operations
Step 5: Mobilize Community Commitment

- A series of public meetings are scheduled in the target area.
- The Mayor and the City Council members are briefed.
- Strategy shared fully with the community. "Is this something you will support?"
You will not be arrested. This is not a trick. You may bring someone with you who is important to you, like a friend or relative.
community-based help

Through a resource coordinator they are offered

back at it. If you will be arrested if we know you are

Officers are hereby put an official notice — you could

Drug dealing and violence will no longer be tolerated.

Strong community voice, "you're ours, you're doing

Face-to-face notification with officers, community

Step 7: Call in Notification
Step 8: Enforcement

- Officers and Community are careful to watch for the first signs of drug dealing
- Immediate investigation of drug complaints
- Informants revisit confirmed drug locations
- First few weeks, additional officers are assigned to the area for the
- Any complaints involving notified offenders result in the warrants being signed and their arrest
- District Attorney assigned one prosecutor to these cases
Cases

District Attorney assigned one prosecutor to these
result in the warrants being signed and their arrest.

Any complaints involving a notified offender.

Informants revisit confirmed drug locations.

First few weeks

Additional officers are assigned to the area for the
immediate investigation of drug complaints.

The first signs of drug dealing;

Officers and Community are careful to watch for

Step 8: Enforcement
Eliminating Over Door Markets in High Point, NC

Dear Property Owners,

We are pleased to announce that due to increased community concerns and complaints, the High Point Police Department has initiated new measures to address the issue of over door markets.

If you have any questions or concerns, please feel free to contact us. We will discuss your rights and responsibilities as property owners.

I wish to offer you an invitation to meet with the High Point Police Department on

I, Douglass Henderson,

David Mitchell (936) 887-7949

Stephanie,

June 8, 2006, at 5:00 PM. We will discuss your rights and responsibilities as

property owners as well as options that may help you avoid similar circumstances in the

future.

The police department seeks your cooperation and assistance in addressing this situation.

The following activity at this location:

108 Langford Avenue has been found in which a majority of recent complaints are of

This letter serves as formal notice that property owned by you, namely,

Dear Property Owner,

Lexington, NC 27292

Eugene B. Cain, Jr.

June 1, 2006
The Analysis

Eliminating Overt Drug Markets in High Point, NC
Qualitative

Sincere Appreciation

To all at High Point Fire:

I would like to say thank you for honoring our home and the Daniel Brook area and all for the wonder-to-fine that I am praying for you all.

Warmest regards,

[Signature]
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**Citizen Calls in West End**

*West End 911 Calls*
Eliminating Over Drug Markets in High Point NC

My Freedom

Police Tactics Put Drug Markets Out of Business

Wednesday, September 27, 2006 - Vol. CXXIV No. 14 - 2 of 10

The Wall Street Journal

Community Rights for All Residents' Appeal to Daniel Brodsky

News Stories
Average Decrease over Three Years: 38%

Neighborhood
Violent Crime Change West End
Average Decrease over Two Years: 31.4%

Neighborhood Drug Crime Change West End
Last 90 Days in West End
Changes in Crime Over the
Violent Crime Change Southside
Average decrease 21%
Percent Change

Average Violent Crimes Values for One Year

Violent Crimes

Number of Days

Citywide

West End

Daniel Brooks
18 months before West End Call-in compared to 18 months post Change in Sale & Manufacturing Charges
City-wide
Fifteen Year Analysis of Violent Crime
<table>
<thead>
<tr>
<th>Initiative Area</th>
<th># Called-in</th>
<th>Any Criminal Charge</th>
<th>Sales/Poss</th>
<th>Activation of Banked</th>
<th>Forensic</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>75</td>
<td>44 (56%)</td>
<td>20 (26%)</td>
<td>17 (22%)</td>
<td>4 (4%)</td>
</tr>
<tr>
<td>East Central</td>
<td>29</td>
<td>17 (55%)</td>
<td>4 (13%)</td>
<td>10 (34%)</td>
<td>3 (10%)</td>
</tr>
<tr>
<td>Southside</td>
<td>28</td>
<td>66 (100%)</td>
<td>4 (100%)</td>
<td>10 (100%)</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>Daniel Brooks</td>
<td>8</td>
<td>44 (100%)</td>
<td>12 (31%)</td>
<td>10 (25%)</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>Westend</td>
<td>10</td>
<td>73 (100%)</td>
<td>4 (100%)</td>
<td>4 (100%)</td>
<td>4 (4%)</td>
</tr>
</tbody>
</table>
Post Initiative Maintenance

Eliminating Overt Drug Markets in High Point, NC
Eliminating Over Drug Markets in High Point, NC

The High Point Community Against Violence (HP Community Against Violence) is a group of concerned citizens who have come together to address the issue of drug markets in High Point. They have devised a plan to reduce the presence of drug dealers in the community.

**The Plan:**
- **The Goal:** To improve the quality of life for residents of the south side of High Point through community engagement and education.
- **The Message:** To respond to aggression, respond to continuous street dealing, and identify and report potential dealers in the community.
- **The Strategy:** Engaging community members, identifying dealers, and stopping their activities.

**Steps to Take:**
1. **Identify dealers:** If you see someone dealing drugs, call the number below.
2. **Report it:** Call 911 or contact the police directly.
3. **Support the community:** Join the High Point Community Against Violence.

**Contact Information:**
- HP Community Against Violence
- Call 911
- Contact the police directly

**South Side Initiative:**
- **Street Level Drug Dealing Eradication:**
  - **West End:** One Year Later

---

**Helpful Resources:**
- Transportation: High Point Transit
- Employment: High Point City
- Education: High Point City
- Housing: High Point City
- Recreation: High Point City

---

NO STREET LEVEL DRUG SALES!
Contact with Offenders

- Helping to keep the pressure on, reminding them what behavior we will not tolerate, they know they are not forgotten
  - High Point Community Against Violence
  - Through the Resource Coordinator
  - Community Outreach Officers
  - Probation Officers
- Assigned to mentors
- Notification of offenders returning from prison to the neighborhood
- Condemned houses demolished
- Graffiti covered over or removed
- Unkept yards
- Trash removed
- Insufficient street lighting reported
- Vacant houses reported to Inspections and boarded up

The Neighborhood Monitoring Physical Conditions Of
QUESTIONS
Outcomes

- Focused and data driven, seen as fair by the community (redeemable)
- Not a traditional police crackdown, community capital regains faith in police, community capital
- Results were immediate
- SUSTAINABLE
- Shares responsibility for community safety with the community and holds the offenders accountable
- Decrease in violent crime was substantial
- New mutual understandings and racial dialogue
East Nashville Intervention Project

Robert Nash
Commander, East Precinct
Metropolitan Nashville Police Department
936 E. Trinity Lane
Nashville, Tennessee 37207
Phone: (615) 862-7600

The Problem

- The 800 block of N. 2nd St. was a long entrenched open air drug market
- This is a transitional neighborhood.
  - Rental Properties
  - Some scattered sight Sec. 8 housing
  - Older homes being remodeled
    - New residents moving in and revitalizing the area
    - Demanding an end to the drug dealing
Problem - Calls for Service

<table>
<thead>
<tr>
<th>Year</th>
<th>800 Block N. 2\textsuperscript{nd} St.</th>
<th>800 Block Stockell St.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>872</td>
<td>82</td>
</tr>
<tr>
<td>2007</td>
<td>1091</td>
<td>72</td>
</tr>
<tr>
<td>2008 thru 6/23</td>
<td>255</td>
<td>52</td>
</tr>
</tbody>
</table>

These two streets provide a good basis for comparison and some appreciation of the scope of the problem. Stockell St. is a parallel street one block east of N. 2\textsuperscript{nd}.

Preparation

- Obtaining support and approval from the Chief of Police
- Obtaining buy-in from Precinct personnel.
- Going public – explaining the concept to community stakeholders – residents, area neighborhood and business groups.
- Informing the faith and treatment communities about the concept and developing a coalition.
Preparation (cont’)

- Informing the rest of the Criminal Justice Community and City Administration getting buy-in
  - District Attorney
  - Public Defender
  - General Session and Criminal Courts
  - Mayor’s Office
  - Sheriff’s Department

The Law Enforcement Branch

- The easy part – this is what we do.
- Over a period of months the East Precinct Crime Suppression Unit made undercover buys resulting in:
  - 55 cases prepared against
  - 26 defendants
- All the buys were filmed –
  - Terrific evidence
  - Provide great tool for informing citizen groups about the dynamics of street level drug dealing.
The Intervention Transition

At the time arrest sweep was conducted, the East Precinct had already met with area treatment providers and members of the faith community on 3 separate occasions informing them of our intent to replicate the High Point West End Project and recruiting partners.
- Sought assistance from area faith leaders and leaders of treatment coalitions to get the word out.
- The project was well received. We were very fortunate to get active partners involved.

The Intervention Transition

- Who goes to intervention and how many?
  - Treatment providers want to know how many people will be referred to them and what their needs are.
  - East Precinct could only provide that information toward the end of the law enforcement phase.
  - The District Attorney's Office assigned a single prosecutor to work these cases. That prosecutor, working with investigators, made the final recommendations in regard to who faced prosecution and who was offered intervention.
The Intervention Transition (cont’)

- East officers began the process of meeting with families and completed briefs on each person slated for prosecution.
  - Educational level
  - Substance Dependency
  - Job Skills
  - Family Support
  - Housing
  - Medical conditions
- A meeting of the treatment providers was held and they were provided with the briefs.
- The providers then did follow-up visits with family members of the intervention candidates to further assess the candidates and encourage them to attend the call-in session.

Outcomes

- On March 17, 2008, 18 persons were served with sealed indictments for drug trafficking. 2 others were served at a later date. The 5 females arrested were directed to Nashville’s General Sessions Drug Court to provide them with greater structure and treat them for their addictions.
- On March 24, 2008, 5 candidates were called in for intervention.
- 1 candidate re-offended the following weekend and was indicted.
- 1 additional candidate was called in for an intervention on a later date
Outcomes (Cont’)

- Calls for service in the 2 reporting areas immediately adjacent to N. 2nd have dropped 46.3%.
- Charges related to Drug equipment, Drug/Narcotic and Prostitution Arrests have dropped 88.4%.
- 5 out of the 6 intervention candidates have continued to stay out of trouble.
- UCR Part 1 crimes have remained somewhat constant when comparing 2007 and 2008 data. However, 2008 violent crime remains significantly lower than in 2006, prior to the precinct’s more focused efforts in the area.

Sustaining our Gains

- Continued monitoring of the immediate treatment area and adjacent problem spots for emerging drug trafficking.
  - Efficient follow-up on citizen complaints
  - Encourage continued empowerment and ownership on the part of area residents.
  - Aggressive and proactive enforcement
- Continued monitoring of our intervention candidates
  - Regular meetings are held in which all the Intervention Partners meet and review the candidate's status.
### Calls For Service (CFS)
East Precinct, N 2nd Project Area, RPAs 1049 and 1051
March 17 through June 17, Years 2000 through 2008

<table>
<thead>
<tr>
<th>Call For Service Description</th>
<th>% Change 2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>% Change 2007 to 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>BURGLARY - RESIDENCE</td>
<td>3</td>
<td>4</td>
<td></td>
<td></td>
<td>-33%</td>
</tr>
<tr>
<td>BURGLARY - NONRESIDENCE</td>
<td>7</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BUSINESS CHECK</td>
<td>4</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COMMUNITY POLICING</td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CRIMINAL VICE ACTIVITY</td>
<td>52</td>
<td>56</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CUTTING/STABBING</td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DANGEROUS/INJURED ANIMAL</td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DISORDERLY PERSON</td>
<td>15</td>
<td>22</td>
<td></td>
<td></td>
<td>-30%</td>
</tr>
<tr>
<td>DOMESTIC DISTURBANCE</td>
<td>2</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EXPLOSION</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FIGHT/ASSAULT</td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FIXED POST</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GANG ACTIVITY</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HOMICIDE/ROBBERY</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>INTOXICATED PERSON</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>INVESTIGATE IN/HAV-A-LP CALL</td>
<td>4</td>
<td>3</td>
<td></td>
<td></td>
<td>-15%</td>
</tr>
<tr>
<td>MENTALLY ILL PERSON</td>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Missing Person</td>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PERSON INDECENTLY EXPOSED</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PERSON WITH WEAPON</td>
<td>3</td>
<td>6</td>
<td></td>
<td></td>
<td>-50%</td>
</tr>
<tr>
<td>PROWLER</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAFETY HAZARD</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SHOOTING</td>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SHOTS FIRED</td>
<td>5</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>SHOVEL PERSON</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUSPECTED PERSON</td>
<td>8</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>THIEF</td>
<td>9</td>
<td>9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TRAFFIC VIOLATION</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VEHICLE ACCIDENT - PERSONAL INJURY</td>
<td>2</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VEHICLE ACCIDENT - PROPERTY DAMAGE</td>
<td>2</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WANT OFFICER FOR INVESTIGATION/ASSISTANCE</td>
<td>20</td>
<td>33</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total CFS</strong></td>
<td>101</td>
<td>101</td>
<td>102</td>
<td>100</td>
<td>-0.0%</td>
</tr>
</tbody>
</table>

### Drug Equipment, Drugs/Narcotics, and Prostitution Charges
East Precinct, N 2nd Project Area, RPAs 1040 and 1051
March 17 through June 17, Years 2006 through 2008

<table>
<thead>
<tr>
<th>Charge Description</th>
<th>% Change 2006 to 2007</th>
<th>% Change 2007 to 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drug Equipment</td>
<td>17</td>
<td>24</td>
</tr>
<tr>
<td>Drugs/Narcotics</td>
<td>24</td>
<td>41</td>
</tr>
<tr>
<td>Prostitution</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>43</td>
<td>69</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% Change 2006 to 2007</th>
<th>% Change 2007 to 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>-95.8%</td>
</tr>
<tr>
<td>15</td>
<td>-85.4%</td>
</tr>
<tr>
<td>1</td>
<td>-75.0%</td>
</tr>
<tr>
<td>8</td>
<td>-88.4%</td>
</tr>
</tbody>
</table>
Some Key Elements

- Patience and holding all the offenders accountable at one time, either through arrest or intervention, is a key element.
  - Safer for officers – less chance of confrontations than traditional buy-bust operations
  - Less disruption to the peace of the community
  - Gives the residents some breathing room and greater ability to become empowered and take back their community. The community sees a real difference “overnight.”
Key Elements- cont'

- Encourages the community to be a part of the solution. Crime, safety and quality of life are not just issues for police to solve.
- Sends a message to the community that the police department appreciates the complexities of drug addiction and trafficking and recognizes that arrest and incarceration alone will not solve the problem.
The Terrace Bedell Initiative

Hempstead, New York

- Census Population 57,468
- Estimated true population 70,000
- 3.7 Square Miles
- 224 ('09) Parolees in the Village
- 724 ('09) Probationers in the Village
- 15% of violence in County with only 4% of County population
History of Terrace/Bedell

- 1975: 100 Terrace Avenue Built-Luxury Doorman Building
- 100 Terrace Avenue has 417 Units
- Early 1980s: Drug dealers move into the neighborhood- no violence
- Mid 1980s: Prostitution
- Late 1980s: Residents drive dealers into the street- the Open Air Drug Market is born
- 2009: Approximately 6000 people live in area

Terrace/Bedell Market Place
Prior Law Enforcement Efforts

- Drug Sweeps: HPD and NCPD
- Operation Night Watch
- Red Zones
- DEA NET
- AG Civil Enforcement v. Landlords
- HUD UC Operations
- Intensive Patrols
- FBI Gang Task Force
- Drug Investigations: HPD, NCPD, DEA, FBI, LIGTF
The Tipping Point

- 2006 single buy on Terrace Avenue
- State wiretap
- Partnership with U.S. Attorney's Office
- Federal wiretap
- Columbian supplier arrested
- 18 people arrested on State charges (3 prison/15 treatment)
- 29 people arrested on Federal charges average sentence 60 months
- 250 Kilos seized
- $1,000,000 seized ($200,000 State)
- '06 v. '07 Narcotics Incidents

The Terrace/Bedell Initiative
The Investigation

- 5 year analysis of Terrace/Bedell
  - identify major dealers
  - Village residents v. Outsiders (321:455:786)
- Debriefings
- Buys NO BUST
Undercover Buys

The Terrace/Bedell Initiative
Building A Partnership

- Identify Community Stakeholders
- Individual Mgs with Stakeholders
  - Viability of Initiative
  - Additonal Stakeholders
  - Address Issue
  - Support
- Community Meetings
  - Explain Initiative
  - Build Trust
    - Community & Law Enforcement
    - Community & Service Providers
- Design Intervention
  - Name
  - Location
  - Room Design
  - Agenda/Speakers
- Build Service Provider Team
Invitations

January 3, 2008

Mr. Bill White
120 Tory Avenue
Hempstead, NY 11550

Dear Mr. White,

As the District Attorney of Nassau County and the Police Chief for the Village of Hempstead, we are writing to let you know that your activities have come to our attention.

Specifically, while we occasionally permitted drug-related business on Tory Avenue and Foxhall Street, you have been repeatedly involved in criminal activity.

Because of your activities, we invite you to a meeting on January 8, 2008 at 6:30pm in the main floor of the Annex Administration Building located at 210 South Franklin Street, Hempstead, NY. We will discuss your presence in this area and the impact your actions have had on the community.

Please be aware that our efforts to address this issue have been declared insufficient, and we have no choice but to take action.

If you do not attend this meeting, you will be criminally charged, and the Village of Hempstead will take action to prevent you from engaging in such activities again.

If you have any questions, please call Assistant District Attorney Meir Rubis at 516/271-8112.

Sincerely,

Kathleen M. Rice
District Attorney
Nassau County

Joseph Wing
Chief of Police
Village of Hempstead

THE GATHERING

meg final2.wmv
The Terrace/Bedell Initiative
New Law Enforcement Approach

- Reverse Stings
- Prostitution Stings
- Inspection/Registration Checkpoint
- Traffic Enforcement
- Parking Enforcement
- Street Presence
- Community Events
- Knock and Warn
- License Plate Scanner - Letter

John Jones
123 Main St
Anytown, NY 11111

Ref: 2007 BMW
NY Reg 1234567
VIN # 123456789

Dear Mr. Jones,

This letter is to inform you that the vehicle described above, registered in your name, was observed on Terrace Avenue in the Incorporated Village of Hempstead, New York on November 29, 2007 at 2:30 p.m., while officers from the Hempstead Police Department were conducting a street courier enforcement initiative. Your vehicle was not impounded and the officers were not related to any illegal activity. However, as part of our recent drug enforcement initiative, the Hempstead Police Department has employed the practice of notifying the owners of vehicles from other communities that their vehicles have been observed within the boundaries of Hempstead Village during these operations.

If you are not aware that your vehicle was present at this location for legitimate purposes, please feel free to disregard this letter. However, if for any reason your vehicle should have been at the aforementioned location, we encourage you to contact the Hempstead Police Department at 516-540-6200.

Thank you for your cooperation in our effort, and please do not hesitate to contact us with any questions or concerns.

Sincerely,

Joseph B. Wing
Chief of Police

November 30, 2007
The Terrace/Bedell Initiative
Community Team

- Service Provider Team
  - Food, Clothing, Housing
  - Drug Alcohol Counseling
  - Mental Health
  - Anger Management
  - Advocacy
- Council of Thought and Action
  - Life planning
  - Character Development
  - New Social Network
  - Behavior Modification
- Job Development
  - Job training, skill development
  - Job search, resume writing, mock interviews, test-taking skills
- Vocational Development
  - GED
  - Skill building, typing, computer skills
  - Test-taking skills
- Career Exploration
  - Pre-apprenticeship program
  - Youth Build Hempstead
  - Internships
  - Parenting Classes (TBI)
  - Positive Recreation (TBI)

Group Picture
The Terrace/Bedell Initiative Personnel Costs

- 2 DA Investigators (normal caseload)
- 8 Hempstead Police Officers (normal caseload)
- 4 ADAs:
  - ADA to handle enforcement (normal caseload)
  - ADA to handle community outreach (focus)
  - 2 Supervisors
The Terrace/Bedell Initiative
Quantitative Analysis
Crime Stats: One Year Later

- 10.4% Reduction in Part I Crime
- 87% Reduction Drug Sales/Possession
- 74% Reduction in OVERALL Crime
- 1Q '08 v. 1Q '09 Narcotics down 600% (6-0)

---

<table>
<thead>
<tr>
<th>Year</th>
<th>Hempstead</th>
<th>Terrace</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>222</td>
<td>38</td>
<td>17.1</td>
</tr>
<tr>
<td>2003</td>
<td>190</td>
<td>14</td>
<td>7.4</td>
</tr>
<tr>
<td>2004</td>
<td>170</td>
<td>31</td>
<td>18.2</td>
</tr>
<tr>
<td>2005</td>
<td>195</td>
<td>26</td>
<td>13.3</td>
</tr>
<tr>
<td>2006</td>
<td>194</td>
<td>48</td>
<td>24.7</td>
</tr>
<tr>
<td>2007</td>
<td>265</td>
<td>67</td>
<td>25.3</td>
</tr>
<tr>
<td>2008</td>
<td>224</td>
<td>16</td>
<td>7.1</td>
</tr>
</tbody>
</table>
The Terrace/Bedell Initiative
Qualitative Analysis
Our Terrace Community
- Monthly Community Meetings - Maintain Open Dialogue
- 185 people have accessed services
- 20 people have re-offended (11%)
- 72 people sent on job interviews
- 34 people hired and employed
- 29 people enrolled in the Building Trades Pre-Apprentice Program
- 7 people helped to find housing
- Creation of a Youth Court in Hempstead High School

Dear Hempstead resident,

Thank you very much for all you are doing to clean up Terrace Ave. I have lived here for 5 years and have always been afraid to go to work at 6am and to walk my dog, but now I feel safe. Thank you again and please keep it up.

[Signature]

A Terrace Ave Resident

Jun 16, 2009
CHAPTER 3

TRAINING SESSION #1: DAY 1

Appendix 8:
Breakout by Team: Discussing the Model

Section A:
Strengths
Weaknesses
Opportunities and Threats (SWOT) Analysis Handout

Section B:
Facilitators Guide Handout
<table>
<thead>
<tr>
<th>COMMENTS</th>
<th>THREATS</th>
<th>OPPORTUNITIES</th>
<th>WEAKNESSES</th>
<th>STRENGTHS</th>
</tr>
</thead>
</table>

Factors that may challenge the feasibility of implementing the program:

Factors that promote the timeliness, potential support for and success of the program:

Skills, capabilities, relationships, and other resources that are lacking or need improvement in order to develop the program:

Resources, capabilities, relationships, and other factors that can be used as a basis for developing the program:

---

POC: [Insert Name]

Date: [Insert Date]

[Insert Location]

BIA Drug Market Intervention Training Initiative
BJA Drug Market Intervention Training Initiative

<Insert Location>
<Insert Date>
First Training Workshop

Team Breakout: Guidelines for Facilitators

The primary goal of the breakouts is to allow peer-to-peer exchange. They are also an opportunity for participants to ask questions of the resource faculty. The following are a few tips about being a facilitator and “starter” questions that can help keep the conversation moving.

Facilitation tips

- **Begin with introductions.** Even in the team where everyone may have met each other, the facilitator may not know them and the team members may not be that familiar with each other.
- **Ensure that everyone in the group is engaged.** Include opportunities for each member to ask a question or provide a response.
- **Allow equal speaking time for all participants.** Some people are more comfortable speaking in a group. Be sure to use facilitation as a means to divert anyone monopolizing the conversation and encourage the participation of quieter participants.
- **Allow for peer-to-peer collaboration.** Part of the benefit of breakout groups is to let the participants work out problems and offer each other suggestions. Encourage this exchange before offering responses.
- **Ask follow-up questions.** Some issues are not fully explained in the initial question; follow-up questions can help draw out additional issues.
- **Summarize responses.** When possible and appropriate, briefly restate the key issues and responses at the end of a lengthy conversation to highlight the
- **Physical space and positioning is important.** The breakout is an exchange. All participants should be in equal positions around the table. Someone sitting behind the table or who is physically cut off from the conversation is less likely to participate.

Breakout Group Specific Prompting Questions

- **What have we heard?**
  - What are the key elements of the DMI strategy?
  - What have other jurisdictions had the most difficulty implementing?
  - What have been successful strategies?
- **Will it work for us?**
  - How will the model be adapted to meet the needs of our unique community?
  - What do we expect to be the most challenging part about implementing it in our community?
  - Which partners will be the hardest to engage and keep involved?
- **What additional information do we need?**
  - What do we still not understand?
  - What is still not clear?
  - What specific information will be helpful?
CHAPTER 3

TRAINING SESSION #1:
DAY 1

Appendix 9:
Team Reports
CHAPTER 3

TRAINING SESSION #1:
DAY 1

Appendix 10:
Getting Started: Involving the Right People, Agencies, and Organizations

Section A:
Getting Started:
Involving the Right People, Agencies, and Organizations
PowerPoint

Section B:
Getting Started:
Involving the Right People, Agencies, and Organizations
Panel Discussion
Questions
PowerPoint