Drug Market Intervention Strategy

THE HIGH POINT MODEL

2010
Street drug markets are toxic to the neighborhood.

These neighborhood are known for years as drug and prostitution markets.

Target of numerous street sweeps and UC Operations.

Despite numerous arrests the situation persists.

The community has lost faith that the police can impact the problem.

People are afraid.
The Street Dealers

- The pressure we apply through law enforcement does not equal their day to day risks.
- They expect to be arrested, they expect to be robbed, JUST NO EVERY DAY.
- Selling one dose at a time, to people they do not know, in direct competition with others, keeps them armed and on edge.
- They view the community’s apathy as approval.
“Drug Markets” vs. “Drug Problem”
- Strong market dynamics
- Small number of dealers
- Formal sanctions matter but should be minimized
- Informal sanctions matter most of all
- Norms, narratives and persistent misunderstandings
- Help matters
- Vital hidden common ground
Directly addressing norms and narratives
Careful identification of the players
Creating formal deterrence “banking cases”
Identifying “influentials”
Direct communication with the dealers
Focusing services
Citywide strategy with beachheads
Post call-in maintenance
**Logic Model**

**Identification Phase**
- Community and Police Dialog and Discussion of the Strategy
- Identification of Target Geographic Area
  - Immediate Prosecution of the Most Violent or Dangerous

**Notification Phase**
- ID of Individuals Operating in Target Area
  - Notification List Compiled
  - Community & Police Home Visit
  - Notification Session “Call-in”
  - Police Focus
    - Resource Coordinator
    - Community Focus
      - Reduce Drug and Violent Crimes
    - Eliminate Overt Markets

**Resource Delivery Phase**
Operational Steps

1. Crime mapping
2. Survey
3. Incident review
4. Undercover operations
5. Mobilize community commitment
6. Contact with offender's family
7. Call-in / Notification
8. Enforcement
9. Follow through with service delivery
Step 1: Crime Mapping

Combined Density Map

- 911 Calls
- Field Contacts
- Serious Crimes
- Drug-related
- Neighborhoods
- Streets and Census Blocks
West End Neighborhood

16 crack houses undercover buys made from
Survey police officers, probation officers, narcotics detectives and community members to ID street dealers

- Identify locations as well as persons
- Create a master list of dealers and locations

- Small number of dealers in each area:
  - West End 26
  - Daniel Brooks 21
  - Southside 25
  - East Central 36
  - Washington Dr. 30
Conduct a complete incident review of all documented contacts with dealers

All reports, contacts with police, link analysis of social network

The list of offenders is refined to include only the street dealers based on the review…
Is the dealer still active? In this area?
Street level or mid-level?
Pending charges?
History of violence?
As many as ten were dropped from each master list
Step 4: Undercover Operations

- Each location and dealer is investigated
- Drug houses, street corners and businesses are photographed
- Undercover purchases made from dealers
  - Controlled buys with CI or Undercover officer
- Each buy is videotaped with audio
- The investigation requires only a judge’s signature to make the arrest
City council members, mayor and city manager are briefed

Hold a series of public meetings in the targeted neighborhood

Strategy is shared fully with the community: “Is this something you will support?”
Step 6: Contact with Offender’s Family

- Identify “influential’s”
- Small groups of officers, community members and clergy visit the immediate family members of the dealers
  - Explain goals, invite family to participate
  - Join in asking offender to quit dealing
  - Family encouraged to attend the call-in

- Invitation letter from the Chief
  - You are in trouble but there is a one time offer of help
  - This is not a trick, you will not be arrested tonight
“You will not be arrested. This is not a trick. You should bring someone who is important in your life like a friend, parent or relative.”
- Face-to-face communication with dealers; community (HPCAV) and law enforcement (VCTF)
- Strong community voice:
  - “you’re ours, you’re doing wrong, you have to stop and we’ll help”
  - “we are against what you do but we are for you”
- Law enforcement delivers a two pronged message:
  - drug dealing and violence will no longer be tolerated
  - offenders are hereby put on notice “you could be arrested now, you will be arrested if we know you are dealing”
- Through a resource coordinator they are offered help
The HPCAV has grown into a 501(3)(c) non-profit organization made up of community members, clergy, service agencies, non-profits, private, governmental and educational agencies.

- Ministers
- Business leaders
- Realtors
- City Council
- Caring Services
- Guilford County Health Department
- West End Ministries
- Parks & Recreation
- Community Development & Housing
- University of NC at Greensboro
- Guilford County Schools
- Employment Security Commission
- Public Defenders
- High Point University
- United Way
The VCTF is a partnership between the federal, state and local law enforcement agencies, Probation & Parole, District Attorney and the United States Attorney.
Face-to-face Notification “call-in”

Room Set Up
- Officers and community are careful to watch for the first signs of drug dealing

- Immediate investigation of drug complaints:
  - Additional officers assigned to the area for the first few weeks

- Informants revisit confirmed drug locations

- Any verified complaint involving a notified dealer results in the warrant being signed and their arrest

- The District Attorney assigned one prosecutor for these cases
Step 9: Follow Up

- Follow up contact is made with the offenders to see if they are getting the help requested
- Community members keep in contact with notified offenders
  - Mentors are assigned
- Any arrest or success story communicated to the community through newsletters/flyers
- Frequent community meetings held
  - Beat officers attend community watches
- Property owners notified of nuisance abatement
Analysis and Impact

Measuring the Success of DMI
Measuring Crime Pre vs. Post Call-in

Compare crimes in 100 day increments before and after intervention
Sustained 57% decrease in violent crime
25% Decrease in drug related crimes
Markets closed overnight!
Calls for service increased 5%, but the type of calls shifted
Bible school attendance up at English Road Baptist Church
  • Preacher says more kids from the neighborhood in attendance
911 caller on homicide has change of heart, converts from reluctant witness
Defendant complains he cannot get substantial assistance because police shut down his drug neighborhood
No homicides, rapes or gun assaults in target area
Sustained for over 6 years, replicated in four other neighborhoods
  • Daniel Brooks, Southside, East Central, Washington Drive
300 days after call-in
565 days
830 days
2 Year Violent Crime Change

2003

20 % Reduction in Violent Crime Citywide

2006
High Point’s 20 Year Violent Crime Trend

Indexed Violent Crime: Per 100,000

VCTF
DMI
GANG

46% reduction of violent crime index since 1997
1. Communication With The Community
2. Contact With The Notified Offenders
3. Peer To Peer Information Sharing Among Officers
4. Immediate Response To Threats
5. Monitor Physical Conditions Of The Neighborhood
Benefits of Implementing DMI

- Focused and data driven
- Seen as fair by the community (redeemable)
- Not a traditional police crackdown, community regains trust in police
- Results were immediate
- Sustainable
- Community shares responsibility for safety and holds offenders accountable
- Decrease in violent crime substantial
- New mutual understanding and racial dialogue
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