



Chapter 8. Law Enforcement

Overview

This chapter discusses the law enforcement component of your Weed and Seed strategy. It presents a law enforcement vision in which collaborative processes, coordination of activities, and focused strategies lead to reductions in crime, violence, and citizen fear. The chapter focuses on police and prosecutorial strategies to remove serious and visible criminals quickly from high-crime neighborhoods. Other criminal justice strategies are discussed to reduce criminal behavior in the long term. Joint task forces are discussed as the “implementer” of many enforcement strategies.

Vision

The weed portion of Weed and Seed concentrates law enforcement resources on the designated neighborhood to reduce crime and violence. This is key to transforming a high-crime neighborhood and improving the residents’ quality of life. The constant presence of crime and criminals indicates that a neighborhood is not a safe place to live or visit or in which to financially invest. It causes residents to live in fear and have little hope for the future. Making a visible impact on crime problems, suppressing violent activity, and reducing citizen fear gives hope back to residents and sets the stage for community revitalization.

With collaborative problem-solving processes, the law enforcement strategy focuses on enforcement tactics designed to reduce and suppress crime at the neighborhood level.

The law enforcement strategy emphasizes suppression of violent crime, gang activity, drug

trafficking, and drug-related crime. Efforts are directed mainly at identifying, apprehending, and prosecuting criminals.

Enforcement tactics that are extensions of the criminal justice system support crime suppression efforts and warrant consideration in the Weed and Seed law enforcement strategy. Examples include community courts, victim-witness protection and services, and offender reentry programs. The Weed and Seed strategy gives priority to tactics that focus on quickly removing the most serious and visible criminals from the neighborhood. Consideration may then be given to aspects of criminal justice that affect criminal behavior in the long term (e.g., community-based conflict resolution, alternative sanctions for nonviolent offenders, and drug testing and treatment as part of sentencing practices).

The law enforcement strategy is developed and undertaken through collaborative processes. A Law Enforcement Subcommittee, comprising representatives from all law enforcement agencies with jurisdiction in the neighborhood, is established by the Weed and Seed Steering Committee. Its purpose is to determine the crime issues of greatest priority, develop the law enforcement strategy, and resolve or make recommendations concerning law enforcement issues relevant to Weed and Seed. Because of the breadth of its membership, it also serves as a coordinating body for all law enforcement activity occurring in the target neighborhood.

The first task of the subcommittee is to come to consensus on crime issues of greatest priority. Next, specific goals and objectives, as are the tasks involved in meeting the goals and objectives, and a plan for implementing the strategy

are developed. Law enforcement goals are established to

- Reduce crimes involving guns.
- Eliminate open-air drug markets.
- Reduce juvenile crime.
- Eliminate crack houses.

The tasks identified in the strategy are carried out mainly by joint task forces—collaborations of law enforcement agencies operating in the designated area that focus on specific criminal activities such as drug trafficking, street crack sales, stolen car rings, and fencing rings.

A range of strategies is used to address the agreed-on priorities. Successful enforcement programs at the Federal, State, and local levels can serve as models for Weed and Seed sites. Strategies may include repeat offender programs, gun abatement efforts, gang intervention programs, intensive drug investigations, and targeted prosecutions. Each Weed and Seed site must determine which strategies are feasible to implement and will have the greatest impact on crime.

As law enforcement tactics are considered during the planning process, the Steering Committee may decide to consult other criminal justice officials and invite them to join the subcommittee. This action depends on the severity of local crime problems and the law enforcement priorities established. In many sites, police and prosecution tactics are the priority and activities involving other criminal justice agencies are placed on hold until local Weed and Seed efforts mature and needs change.

Once the law enforcement strategy is drafted, it must be approved by the Steering Committee, which ensures that the plan is truly collaborative, reflects the views and opinions of residents, and supports or provides links to other Weed and Seed components. Benefits begin to accrue

even before the law enforcement strategy is implemented. The collaborative planning process and activity coordination improve working relationships within the local law enforcement system and ultimately result in improved services to residents.

Implementation Process

Step 1: Establish the Law Enforcement or Weed Subcommittee for Weed and Seed

Roles and responsibilities

Early in the planning process, the Steering Committee establishes a Law Enforcement Subcommittee to oversee the law enforcement component of the local Weed and Seed strategy. The subcommittee is responsible for developing and implementing the law enforcement strategy and coordinating with the Community Policing component (in particular) and the Seeding Subcommittee. Other responsibilities that may be assigned to the subcommittee include coordinating law enforcement activities, resolving implementation problems, determining what works, and changing courses of action when necessary. Roles and responsibilities may vary depending on the circumstances and needs of the site.

Membership

Members of the subcommittee represent the law enforcement agencies with jurisdiction in the designated area. Police and prosecutorial agencies from all levels of government—city, county, State, and Federal—should be represented on the subcommittee. At the local level, police officers who work in or oversee the designated neighborhood should serve on the subcommittee. A community policing officer should also be a member to bridge any gaps between the Weeding and Seeding Subcommittees. County police (if appropriate), State police, and the district attorney or county attorney's office should be represented. From the Federal level, an official from agencies that are relevant to the

strategy (e.g., the Drug Enforcement Administration [DEA] and the Bureau of Alcohol, Tobacco and Firearms [ATF]) should serve on the subcommittees, as should the U.S. Attorney or a designee.

Subcommittee members should have the appropriate skills, knowledge, resources, and time to help with developing and implementing the Weed and Seed law enforcement strategy. In other words, the Steering Committee should consider appointing individuals who are midlevel managers or frontline staff from each of the agencies. It might also be helpful to appoint a Steering Committee member to ensure ongoing and effective channels of communication between the two subcommittees.

Special consideration must be given to whether residents should be part of the subcommittee. Members of the law enforcement community might resist having residents at the table when planning and coordinating law enforcement operations; the sensitive nature of the information discussed may take precedence over community participation. The decision depends to some extent on the structure of the local Weed and Seed organization and staff. The subcommittee should be put together in a way that works best for your site.

The Steering Committee must keep in mind, however, that community input is critical for Weed and Seed success, and subcommittee members must gather residents' views on crime issues and integrate their perspectives into the strategy.

Depending on local crime issues, you could include other criminal justice officials on the subcommittee, such as court administrators or service providers, corrections officials, victim service providers, or juvenile justice officials. It may be best to wait until later in the planning process or the implementation stage before expanding the subcommittee beyond police

and prosecutors. (For further discussion of this issue, see step 4.)

Frequency of meetings

During the planning process, the subcommittee meets regularly, perhaps biweekly, until the law enforcement strategy is drafted and reviewed by the Steering Committee. The planning process requires a great deal of work—identifying local crime problems, setting priorities, developing goals and objectives, and establishing an implementation plan and schedule. During the implementation phase, the subcommittee may consider meeting less often. In many sites, subcommittees meet monthly.

Step 2: Review the Needs Assessment To Identify Law Enforcement Issues of Greatest Priority

Needs assessment

Subcommittee members can assist with the needs assessment process (discussed in detail in chapter 4) by identifying what they believe are the most serious or intractable crime problems and providing data and information that explain the nature of these problems.

It may be difficult to get detailed police data on the designated area because of Weed and Seed boundaries that may not correspond to police districts or beats. Usually, however, some data are available that will help subcommittee members define and understand local crime problems. Data sources may include calls for service, crime arrests or incidents, juvenile data, and corrections data.

Before setting priorities, the subcommittee carefully reviews the results of the needs assessment. Members should not only learn the most serious local crime problems as identified in the assessment but also consider the community's perspective on issues of most concern and signs of neighborhood deterioration, such as high unemployment, high dropout rate, and high truancy rate. All these factors should be considered



when developing law enforcement priorities for the Weed and Seed site.

Community perspectives

Community participation is a fundamental principle of Weed and Seed. The views of local residents must be considered and integrated into decisionmaking, including strategy development. The Law Enforcement Subcommittee can include community opinion in numerous ways. Members can review the results of the needs assessment to identify resident views on a host of neighborhood issues. A community survey may have been administered or focus groups conducted as part of the assessment process, which can also be reviewed to determine public opinion on local crime-related issues.

The subcommittee should also consider the views of the Steering Committee, which comprises the various stakeholders in the designated neighborhood. Because these stakeholders live or work in the area, they may hold opinions that differ from the law enforcement perspective.

Other sources of community input may be available from the local police department. Proceedings from recent police-community meetings and other community relations activities may provide insight into the community mindset.

Priority setting

Based on the activities discussed above, the subcommittee reaches consensus on law

enforcement issues of greatest priority. Three to five priorities should be established to guide the strategy development process. Examples of priorities are

- Violent juvenile crime.
- Youth gang activity.
- Street-level drug sales.
- Drug trafficking and criminal organizations.
- Crimes committed with guns.
- Domestic violence.
- Repeat offenders.
- Residents under correctional supervision.
- Coordination among law enforcement agencies.
- An intelligence database for crime analysis.

Step 3: Establish Law Enforcement Goals, Objectives, and Tasks

What strategies will most effectively address the law enforcement issues of greatest priority? What goals and objectives will be achieved in the short and long terms? What specific actions and activities will law enforcement agencies undertake to meet the objectives? The answers to these questions should be clearly articulated in the law enforcement strategy.

Collaboration and coordination

In developing the strategy, subcommittee members must consider the goal of building long-term working relationships among law enforcement agencies. The strategy should emphasize collaboration rather than differences between Federal, State, and local law enforcement and focus on coordination and information sharing among all law enforcement agencies operating in the designated neighborhood. The strategy should bring together Federal, State, county, and local law

enforcement agencies through efforts by local U.S. Attorneys' Offices.

During strategy development, subcommittee members should consider the resources that Federal, State, county, and local law enforcement agencies can offer the Weed and Seed effort and the experience these agencies have had, particularly in the past decade, dealing with illegal drugs, gangs, and violence. The following information should help you develop strategies that encourage collaboration and coordination and offer some promise for crime reduction.

Federal law enforcement efforts. Federal law enforcement agencies have expertise that can be applied to specific local issues in any neighborhood. The roles of the Federal Bureau of Investigation and DEA are familiar—but other Federal agencies can play a role in the law enforcement strategy and should be considered as partners if crime problems warrant their involvement. For example, ATF can trace confiscated weapons to assist with locating and prosecuting illegal sources of weapons. The U.S. Marshals Service can execute Federal warrants and can access the witness protection program.

Many programs illustrate how Federal-State-local cooperation benefits communities by making use of special Federal powers. You may find the following programs helpful.

Gun crime enforcement and prosecutions. ATF conducts several gun crime enforcement initiatives, relying on statutes such as 18 U.S.C. § 924(c), which carries sentence enhancements for using a firearm in the commission of a violent or drug-trafficking crime, and 18 U.S.C. § 924(e), which carries a mandatory minimum sentence for a class of armed career criminals. Gun task forces, which include State and local law enforcement representatives, operate in cities with high violent crime rates. These task forces target high-crime areas and can be a useful resource in selecting a neighborhood for Weed and Seed.

Gun crime prosecutions continue to be a priority of the U.S. Department of Justice (DOJ).

High-Intensity Drug Trafficking Area program. Since 1990, 31 areas within the United States have been designated as High-Intensity Drug Trafficking Areas (HIDTAs). An executive committee of eight Federal members and eight State or local members governs each HIDTA, whose priorities are to assess regional drug threats; design strategies to focus efforts that combat drug threats; develop and fund initiatives to implement these strategies; facilitate coordination among Federal, State, and local efforts; and improve the effectiveness and efficiency of drug control efforts to reduce or eliminate drug trafficking. The local U.S. Attorney knows whether your community is located within an HIDTA.

Organized Crime Drug Enforcement Task Forces. The Organized Crime Drug Enforcement Task Forces (OCDETF) draw on the resources of nine Federal agencies and numerous State and local law enforcement agencies to coordinate investigation and prosecution of sophisticated and diversified drug-related and money-laundering organizations. The OCDETF program operates in many regions across the Nation.

Asset forfeiture (property). Under DOJ guidelines, property may be seized from drug traffickers, and proceeds from the sale of the property can be equitably shared between State and local authorities. Legal title to real property may be transferred to local government agencies and nonprofit entities in support of the Weed and Seed initiative. The forfeiture of property is managed by the U.S. Attorney's Office working under the national leadership of DOJ's Criminal Division. The Federal share of forfeited property is the source of the asset forfeiture funds made available to Weed and Seed sites.

Local law enforcement efforts. At the State and local levels, the following law enforcement strategies have proven effective on the street level that Weed and Seed sites may want to consider

implementing as part of the law enforcement strategy.

Drug enforcement. Successful drug enforcement efforts at the local level use various tactics. Because drug traffickers rapidly adapt to particular enforcement approaches, no single tactic is continually effective. A successful strategy includes different tactics, used at different times, for the greatest impact on drug trafficking and drug-related crime. Exhibit 8–1 illustrates drug enforcement tactics that have proven useful at the neighborhood level.

Career criminal or repeat offender programs. These programs focus on the apprehension, prosecution,

and incarceration of the most serious offenders in a community. The premise is that few offenders commit a disproportionate amount of crime. By concentrating on removing repeat offenders, law enforcement significantly affects the overall level of crime in a community.

Gun abatement. Many sites focus on both the supply side and the demand side of the illegal gun market by using law enforcement strategies that interrupt the sources of illegal guns, identify gun offenders, target gun cases for prosecution, and enhance penalties for gun offenses through Federal prosecution.

Exhibit 8–1. Local Drug Enforcement Tactics

Directed patrol. Patrol units focus on specific problems or assignments and target particular places (e.g., street corners, playgrounds, abandoned property, businesses), individuals, or drugs. The saturation patrol can be an effective show of force.

Executing outstanding arrest and bench warrants. Habitual offenders are often the subjects of outstanding arrest warrants or bench warrants for failure to appear on other charges.

Surveillance. Observation of people and places by trained officers produces evidence of drug trafficking. Still or video cameras and microphones capture the details of street drug transactions.

Undercover and confidential informant buys. Narcotics purchases produce evidence for narcotics prosecutions, whether arrests are made immediately or later.

Buy busts. Buys can be immediately followed by arrests by either the undercover officer who made the buy or other officers in jump-out squads.

Reverse stings. Officers pretending to be dealers sell to users, who are then arrested by other officers. Stings are effective in both street narcotics enforcement and user accountability programs to help reduce demand for illegal drugs.

Crack house raids. When probable cause has been established by undercover or confidential informant buys, a search warrant can be obtained and executed in a raid on a crack house.

Arrest of narcotics dealers and users for other offenses. Drug dealers are vulnerable on several nondrug offenses, from trespass to aggravated assault. On the basis of a lawful arrest, individuals can be searched, and any drugs or weapons found result in additional charges.

Roadblocks or checkpoints. Roadblocks and checkpoints that meet Federal and State constitutional standards can reduce traffic coming into the neighborhood and reduce drug trafficking.

Traffic enforcement. Police can confiscate the automobiles of drug purchasers. As a driver or passenger in a vehicle makes a drug purchase, police secretly observe the transaction. Radio reports identify the vehicle involved in the purchase. The vehicle is stopped, the car and the occupants are searched, and the narcotics that were just purchased are discovered. Although the purchaser is arrested for illegal drug possession, he or she may receive a noncriminal disposition, particularly if the individual does not have a record. The vehicle may be seized under Federal and State forfeiture laws. This is the “Fishnet” procedure, which deters would-be drug purchasers, particularly wealthier clients, from entering high drug trafficking areas for drug sales.

Gangs. Gangs are a constant source of illegal activity. Various law enforcement approaches have been used for gang identification and intervention, including combining police and probation patrols, communicating and implementing a policy of zero tolerance for gang violence, restricting gang activities through injunctions, increasing the swiftness of sanctions against gang members, focusing on major offenders, implementing gun-seizure programs, and using witness protection programs.

Prosecution. Several prosecution strategies have been effective in combating and suppressing crime. You should consider the following information when developing your law enforcement strategies.

The U.S. Attorney's Office, State Attorney General's Office, and county or district attorney's office should be part of the law enforcement strategy. The primary prosecutorial effort is made by the local county or district attorney because most prosecuted crimes are State violations. Even when applying special statutes such as Federal RICO (racketeer-influenced and corrupt organizations), State crimes are frequently the predicate crimes on which RICO prosecutions rest. The law enforcement strategy should support the efforts of local prosecutors.

The U.S. Attorney, the local prosecutor, and the State Attorney General, when appropriate, decide which office should be responsible for prosecution of specific types of cases. A detailed Memorandum of Agreement (MOA) should be signed by both parties that establishes agreed-on priorities and specific case development and presentment responsibilities.

Criteria for case selection and assignment must be established to avoid interagency conflicts. Whenever multijurisdictional organizations work together, turf battles become an unfortunate reality. Responsibilities of all parties should be clearly outlined in the MOA.

Federal prosecution efforts. The law enforcement strategy may use certain Federal statutes to achieve maximum impact against drug dealers and violent criminals. Three statutes illustrate the powers now available to Federal prosecutors that may be appropriate for law enforcement strategies. Prosecutions under the RICO statute, 18 U.S.C. § 1961, *et seq.*, enable Federal prosecutors to prosecute all members of a corrupt organization (including those who never commit specific acts of violence that would bring them within reach of law enforcement officers) and the organization's assets. Similar powers exist with regard to drug traffickers, who can be prosecuted for participating in a CCE (continuing criminal enterprise) under 21 U.S.C. § 848. Asset forfeiture provisions such as those in 21 U.S.C. § 853 enable Federal prosecutors to seize the assets of drug traffickers. These statutes not only enable the Federal Government to prosecute members of criminal organizations who put intermediaries between themselves and street transactions and violence, but they also enable the Government to seize the assets that would be needed by convicted felons' successors to continue the life of the criminal organization.

In addition, the U.S. Attorney has access to the Federal grand jury operating in the district. Even if a State has local grand juries, the Federal grand jury has much broader territorial jurisdiction, which may become crucial as street investigations broaden to reach the drug source. In addition to its role of indicting people charged with Federal crimes, the Federal grand jury has broad investigative powers, supported by the right to subpoena witnesses. (Similarly, State grand juries generally possess subpoena powers.)

Under Federal law, individuals arrested for serious felony drug offenses and violent crimes may be incarcerated without bail pending trial if clear and convincing evidence proves they pose a danger to the community and/or risk of flight. This tool has been effective in removing immediately dangerous criminals from the streets.

Asset forfeiture may be an important aspect of your Weed and Seed law enforcement strategy.

Federal asset forfeiture is handled by the U.S. Attorney and State forfeiture by the prosecutor or city attorney, as authorized by State law. Innovative uses of forfeited property include putting seized assets back into the neighborhood (e.g., renovating a seized residence for use as a community center).

The transfer of legal title of forfeited Federal real property to State and local public agencies and private nonprofit organizations for use in support of Weed and Seed and similar initiatives is authorized by 18 U.S.C. § 981(e)(2) and 21 U.S.C. § 881(e)(1)(A) and initiated in conjunction with the pertinent U.S. Attorney's Office. Any proposed transfer must have the potential for significant benefits to the community and these benefits must outweigh any financial loss to DOJ's Assets Forfeiture Fund. These transfers

are made only after consultation with participating Federal, State, and local agencies and the pertinent U.S. Attorney's Office. Mortgages and other qualified third-party interests on real property transferred per these guidelines must be paid by the recipient of the property.

The procedures for the transfer of federally forfeited property, pursuant to 18 U.S.C. § 981(e)(2) and 21 U.S.C. § 881(e)(1)(A), are described in *The Attorney General's Guidelines on Seized and Forfeited Property*.

Local prosecution efforts. Many prosecution strategies have been used effectively by local prosecutors. Exhibit 8-2 shows examples of these efforts.

Information sharing

Law Enforcement Subcommittee members should consider the importance of intelligence information and crime analysis to your Weed and Seed strategy's goals and objectives. Collection and analysis of data can drive decisions

Exhibit 8-2. Local Prosecution Tactics

Defendant targeting. The focus is on identification of previously convicted drug offenders to revoke their probation or parole, if the offender is currently under court or parole supervision. The prosecutor files probation and/or parole revocations at the first appearance, which brings down court costs and limits the re-release of arrested probationers and parolees into the community. This effort can also be directed toward those arrested while on pretrial release on earlier charges.

Deferred prosecution. First-time offenders charged with less serious drug offenses are held accountable and allowed to pursue rehabilitative services. This program attempts to structure the defendant's activities and monitor compliance with special conditions. Expedient prosecution follows noncompliance or rearrest.

Prosecutor-police coordination. Early and frequent involvement of prosecution personnel in investigative processes and enhanced police involvement in prosecution phases is emphasized. Interaction is designed to improve the quality of case screening, and prearrest technical assistance is supplied by prosecutors to meet evidence requirements.

Community prosecution. Prosecution resources are focused on high-crime and drug-crime neighborhoods. The prosecutor's jurisdiction is subdivided into district precincts or specific neighborhoods, establishing satellite offices staffed by prosecution personnel. The goal is to enable prosecutors to become problem solvers in their respective neighborhood jurisdictions, working in collaboration with the community, law enforcement, and other involved agencies.

Prosecution-based prevention and education. Prosecution personnel work with local education officials in antidrug abuse education initiatives. The prosecutors give drug and crime prevention presentations to students and community groups.



about which tactics to use and which crimes and locations to target. Law enforcement agencies from every level of government have intelligence information. Breaking down the traditional barriers that keep agencies from sharing their information results in greater cooperation and more success in identifying, apprehending, and prosecuting offenders.

Information such as crime rates, calls for service, and the number of residents under correctional supervision is gathered as part of the needs assessment process; this information should become part of the intelligence database. As crime suppression efforts proceed, new data about the neighborhood are obtained—new violators and targets appear and previously unknown connections between criminal elements may surface. Crime hotlines, for example, may generate new names, addresses, and license plate numbers to track and lead to discovery of patterns of drug and gang activity.

An intelligence database coordinated across agencies would support your crime suppression activities by facilitating more sophisticated crime analysis and making it possible to identify patterns and criminal connections.

Examples of Law Enforcement Strategies

City A: Law Enforcement Strategy I

Goal: Reduce juvenile crime.

Objectives:

- Increase the number of non-violent juvenile offenders referred to youth court for alternative sentencing and disposition.

- Develop comprehensive strategies for the speedy apprehension, disposition, prosecution, and/or adjudication of juvenile offenders whose arrests involve alcohol, drugs, and/or weapons.

Tasks:

- Expand the number and type of activities that can serve as community work/service sentences for nonviolent juveniles.

- Use undercover officers and confidential informants to purchase drugs and weapons from juvenile dealers.

- Work with juvenile justice officials to ensure that juveniles whose arrests involve drugs, alcohol, or weapons enter mandatory substance abuse, anger management, or other appropriate programs.

- Support the development of pretrial intervention and deferred prosecution alternatives for juveniles charged with drug, alcohol, and weapons violations.

City B: Law Enforcement Strategy II

Goal: Reduce violent crime and drug activity.

Objectives:

- Establish a police substation to target and reduce methamphetamine use and production.

Tasks:

- Target narcotics traffickers identified through investigations, undercover and confidential informant buys, and information from other law enforcement agencies.
- Work with the U.S. Attorney's Office and ATF to use Project Triggerlock, a Federal, State, and local program that targets violent repeat offenders for Federal prosecution of firearms offenses.
- Target career criminals through identification of arrestees who meet State and Federal criteria for enhanced prosecution.
- Station three police officers permanently at the police substation.
- Establish a hotline for residents, and distribute the phone number throughout the neighborhood.
- Work with code enforcement officers to identify possible drug and other criminal activity during inspections, and encourage residents to report criminal activity promptly to police.
- Identify drug activity through citizen complaints, confidential sources, and intelligence reports, and distribute information daily to multijurisdictional task force members.

Step 4: Identify Additional Resources for the Law Enforcement Strategy

Some law enforcement strategies require the involvement of officials from the court system, corrections department, probation and parole, victim services, juvenile justice, and other areas of criminal justice.

The participation of court administrators or service providers may enable you to more effectively address the needs of specific offenders such as drug users and minor offenders. Drug courts, community courts, and teen courts, which provide special case processing and alternative adjudication practices, are examples of these efforts. A site's law enforcement strategy may include establishing such a program or coordinating efforts with an existing program.

Corrections and probation and parole departments may be particularly important when many residents in the designated neighborhood are under correctional supervision or many offenders are expected to return to the neighborhood after serving their sentences. These offenders may require a range of services (e.g., vocational training, remedial education, counseling, drug treatment) to prevent their return to criminal activity, or they may require greater supervision. In either case, coordination between law enforcement and corrections may be an important component of your Weed and Seed law enforcement strategy.

If juvenile crime is a priority, you should consider the need for input and participation from juvenile justice officials. You may decide to undertake targeted enforcement of juvenile offenders immediately and coordinate long-term plans to offer assistance to juveniles in the form of prevention and intervention services. You should consult with juvenile justice officials while planning the strategy and expand the Law Enforcement Subcommittee to include these officials during implementation.

The criminal justice efforts you undertake depend on your local circumstances. Many Weed and Seed sites initially focus on police and prosecution tactics to make inroads on the crime problem. They focus on other strategies later in the process to reduce long-term criminal behavior.

Step 5: Develop an Implementation Plan for the Law Enforcement Strategy

The implementation plan requires identification of the agencies responsible for each major task and activity in the strategy and their start and completion dates. The following issues should be considered as you develop the implementation plan.

In most Weed and Seed sites, joint task forces carry out the tasks and activities identified in the law enforcement strategy (at least those involving police and prosecution efforts). These joint task forces represent a collaboration of law enforcement agencies and are designed to target specific crimes or offenders. Examples of task force targets include drug trafficking, street crack sales, stolen car rings, burglaries, fencing rings, and gun trafficking.

A Weed and Seed site may consider establishing a new joint task force or using an existing one to undertake the activities in the strategy. Exhibit 8-3 presents the process for establishing a joint task force.

Exhibit 8-3. Joint Task Force Implementation Plan

Step 1: Create the joint task force. Agree on goals, objectives, and activities.

Step 2: Prepare Memorandum of Agreement. Establish procedures for providing equipment (cars, radios, and cellular phones), personnel (time commitments), and expense funds (buy money).

Step 3: Select personnel. Selections should be based on the candidate's experience, record, and ability to work in a multijurisdictional setting.

Step 4: Train personnel. Joint training helps to bond personnel from different agencies and build team attitude. Training should include community relations and an overview of the Weed and Seed strategy.

Step 5: Develop policies and procedures (consider adapting from one of the participating agencies). Key policies include

- Managing confidential funds.
- Managing informants.
- Collecting and processing evidence.
- Documentation (e.g., intelligence reports, arrest reports).

Step 6: Develop a system to coordinate, manage, and use intelligence information.

Step 7: Establish the case assignment, and review the process.

Step 8: Develop targets, and implement tactics.

- This is an ongoing process with plans submitted regularly to the Weed Committee.
- Law enforcement agency managers meet periodically with the Weed Committee.

Step 9: Maintain strong managerial oversight of law enforcement activities.

Step 10: Evaluate task force activities and results.

Step 11: Adjust task force activities based on oversight and evaluation.

Joint task force membership should encompass the law enforcement agencies that exercise any authority or oversee ongoing efforts in the neighborhood. The joint task force should include the following representatives:

- Federal agencies, e.g., ATF, DEA, FBI, Internal Revenue Service, Immigration and Naturalization Service, U.S. Customs Service, U.S. Marshals Service.
- State agencies, e.g., State Attorney General, State police.
- County agencies, e.g., investigators from the district attorney or county prosecutor offices, county police, county sheriff.
- Local agencies, e.g., police department, sheriff, housing police, park police.

Members of the prosecuting agencies in your jurisdiction should actively participate in task force operations (including the U.S. Attorney, the State Attorney General, and the county prosecutor or district attorney). Community policing officers are important resources for information about the neighborhood. Other criminal justice officials may be invited occasionally to attend task force meetings or special meetings, during which active investigations or sensitive matters are not discussed, to assist with planning task



force operations. These officials include probation and parole officers, correctional officials, local municipal prosecutors, traffic court personnel, public housing officials, health agency personnel, and code enforcement officials.

Implementation Issues

The U.S. Attorney's Office plays a pivotal role in the Weed and Seed law enforcement strategy. Local prosecutors may or may not be as involved; they are typically elected officials who may have priorities that differ from those of Weed and Seed. If possible, you should involve the local prosecutor's office in the planning process for Weed and Seed, but do not expect to overcome political differences at the outset. It is preferable but not mandatory that local prosecutors be involved in the law enforcement strategy.