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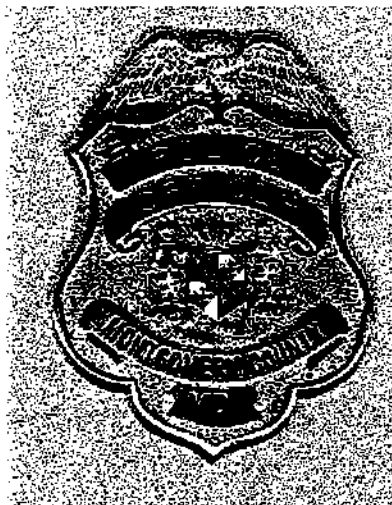
Carroll Avenue/Quebec Terrace Neighborhood Initiative

Nominated By:

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ABSTRACT

The Carroll Avenue/Quebec Terrace area is located in the eastern border of Montgomery County, Maryland. The area borders Prince George's County and the City of Takoma Park. Historically, the area has been known as a high crime area and residents have been victimized by drug related activity and violent crime for the past twenty five years. In 1996, this area experienced an increase in criminal activity and residents became prisoners in their own homes.

Officers assigned to the George One Beat Team initiated a project with the community and worked with several units inside the department to improve the quality of life for the residents. These officers coordinated efforts with surrounding police jurisdictions and used many resources available to them to address the increase of drugs and violence in the target area.

In addition to their involvement in community projects officers from the George One Beat Team are responsible for all calls for service in a one square mile radius with a population of over 40,000 people. The Police Reporting Area is very diverse and most officers speak more than one language.

This project is a very comprehensive effort of many people from the police department, business community, county government, and resident community. Officers used traditional enforcement methods along with creative ideas to combat the scourge of drugs that infested the community.

**MONTGOMERY COUNTY POLICE
SILVER SPRING DISTRICT
GEORGE ONE BEAT TEAM**

SCANNING

The Carroll Ave/Quebec Terrace neighborhood is located in Montgomery County, Maryland along the Eastern Silver Spring border, adjacent to Prince George's County and Takoma Park. The area is mainly residential with a YMCA Community Center in the Carroll Avenue apartment complex and an elementary school across the street. The community is diverse in nature and consists of African Americans, Latino's, Vietnamese, Cambodians, Koreans, Haitian, and Jamaicans. Communication between the police and the community is difficult because many of the residents are transient, speak different languages and possess different cultural beliefs.

The primary problem facing the community of the Carroll Avenue/Quebec Terrace neighborhood has been the increase in drug activity. In the Spring of 1996, the parking lot located in the 8700 block of Carroll Avenue turned into an open air drug market. People flocked to the area to buy and sell drugs. This led to an increase of a multitude of crimes including robberies, battery, trespassing, disorderly conduct, drinking in public, calls for shots fired, traffic offenses, and a drug related homicide. The increase in violent crime outraged the immediate community. Residents became prisoners in their own homes and were afraid to use their, laundry rooms. Yet, many residents did not report these crimes for fear of reprisal from the criminal element and because

of their distrust of police.

This problem was selected as the top priority by members of the George One Beat Team because of the significant increase of calls for service, an increase in crimes of violence, and genuine concern for residents of the Carroll Avenue/Quebec Terrace Community. Most of the Officers serving this community have worked the area for several years and take pride in working with the residents to improve the quality of life. In addition, the drug dealers were very bold and would not hesitate to sell drugs in front of police officers, knowing that they would run into neighboring Prince George's County or Takoma Park to avoid capture. As a direct result of the drug dealing, calls for service increased significantly and the seriousness of the offenses concerned the community and police alike.

ANALYSIS

Historically, the Quebec Terrace area has been known as a high crime area that has been infested by open air drug dealing and violent crime. This community has been victimized by homicides, armed robberies, aggravated assaults, domestic violence, and prostitution for the past twenty five years.

Officers from the George One Beat Team researched recent arrest reports and determined that several of the main drug dealers lived in the Carroll Avenue apartments and that many of the

trespassers came to visit the tenants. This made it difficult for police to ask people to leave the area since they lived on the property and had a legal right to be on the premises. Additionally, these tenants advised the police that the other people in the parking lot were their guests so the police could not lawfully force them to leave. This led to large gatherings of teenagers on the Carroll Avenue property and residents were afraid to let their children play outside. Trash covered the grounds and cars would speed in and out of the parking lot at all hours of the night.

Another concern was that the drug dealers were selling directly in front of the YMCA Community Center after school. This created a problem because the small children who attended the community center had to walk past the drug dealers. The children were harassed and threatened on a daily basis. The drug dealers would urinate on the community center windows while the children were working on the computers and this type of conduct terrorized these young people.

In an attempt to gain the trust of the community the police department's Hispanic Liaison Officer met with several residents of the Carroll Avenue/Quebec Terrace Neighborhood. This officer developed a rapport with the some members of the community and residents agreed to call the police anonymously. They also began to voice their displeasure with the serious crime in the community and expressed concern for their safety. Many residents threatened to

move.

Officers from the George One Beat Team and the Problem Oriented Policing Officer established valuable partnerships with the local community. Officers contacted management and owners of apartment complexes adjacent to the Carroll Avenue/Quebec Terrace properties and members of the Longbranch Neighborhood Initiative. Monthly meetings were organized to facilitate the exchange of information and to provide the public with updates of police progress. A tip sheet was developed and distributed to each apartment property manager, encouraging them to "fax" drug and crime tips directly to the George One Satellite Facility. These meetings were held at the Longbranch Community Center and included officers from Prince George's County, Montgomery County Park Police, and Inspectors from the Montgomery County Code Enforcement unit.

After meeting with cooperative members in the community and the apartment managers, officers compared recent arrest records and consulted with the Gang Intelligence Coordinator to identify the main offenders. Officers identified juvenile drug dealing as the root of the problem. The reports and observations indicated that drugs were being sold in the evening hours, every day of the week.

The -Problem Oriented Policing Officer met with the Property Manager of the Carroll Avenue apartments and conducted a Crime

Prevention through Environmental Design (CPTED) Survey. This officer walked the entire property and made several important recommendations that led to the revitalization of the landscaping, improved lighting, and the expansion of the community center.

Prior to 1996, the Carroll Avenue property was patrolled by one officer who was assigned to the George One Beat. This type of patrol was reactive and officers did not have adequate resources to address the problems. Members of the Tactical Drug Enforcement Unit would do undercover drug buys sporadically and that was the extent of any proactive enforcement. However, in January of 1996, the George One Police Satellite Facility was established and placed within 1000 feet of the Carroll Avenue/Quebec Terrace Community. The number of police officers who patrol the area increased and officers were held accountable for crime trends and problems within their area of responsibility. The beat team was in its beginning stages when the seriousness of this problem was identified.

RESPONSE

After reviewing the crime statistics, arrest records, meeting with members of the community and observing an increase in drug activity in the Carroll Avenue/Quebec Terrace area, the George One Beat Team developed a plan to address the main issues. First, we planned to conduct undercover surveillance and arrest the majority of the drug dealers. Then officers would saturate the area with an

increased patrol presence, and adopt a zero tolerance policy for any criminal violations. Another part of the original plan was to assist the community in revitalizing the appearance of the buildings and landscaping and facilitate communication between the police and residents.

Members of the George One Beat Team coordinated efforts with the Silver Spring District, Special Assignment Team. The SAT Team is the primary unit designated for undercover surveillance in the district. In a coordinated effort members from the SAT Team and the George One Beat Team arrested twenty four people for a variety of drug offenses over a four day period. At least six people were arrested on two separate occasions during that time period. The problem was that many of the drug dealers were juveniles and once they were arrested they were back on the street the next day. However, when the juveniles were arrested for the second time they were incarcerated at NOYES Juvenile Detention Facility, for approximately thirty days, until they were entitled to a hearing. While the main dealers were in juvenile detention many of the problems were reduced.

After the above operation the community remained quiet for approximately one week. George One Officers gathered intelligence and identified several additional drug dealers and relayed the information to the Tactical Drug Enforcement Unit. This relationship resulted in the execution of several Search and

Seizure Warrants and the arrest of a major supplier to the Carroll Avenue apartments who used her twelve year old daughter to sell drugs.

Members of the beat team also learned of a drug related homicide where the victim was kidnapped and driven into the District of Columbia where he was murdered. George One Officers, the Hispanic Liaison Officer, and the Gang Intelligence Officer met with the homicide detective from the Metropolitan Police Department and identified three of the suspects involved in the homicide. One of the suspects lived in the 8700 block of Carroll Ave and the victim was a drug dealer from Carroll Ave. As a result of this project at least three homicide suspects were arrested.

The George One Beat Team also developed a proactive style of drug interdiction to reduce the amount of drugs being transported in vehicles on the main thoroughfares adjacent to Carroll Ave. Officers received training in Gun and Drug Interdiction for Patrol Officers, and made this style of policing a part of their daily activity.

Despite the efforts in drug enforcement many people continued to loiter in the parking lot and throughout the Carroll Avenue/Quebec Terrace communities. At this time Officers met with the owner of the Carroll Avenue apartments and asked him to write a letter indicating that he would allow officers from the

Montgomery County Police Department to act as his agent, for enforcing trespassing laws on his property. The same letter was obtained from the various owners of each property on Quebec Terrace. Officers from the George One Beat Team saturated the target community on bicycle and foot patrol taking a zero tolerance approach for any criminal violations. Arrests were made for trespassing, disorderly conduct, drinking in public, and failing to move on.

At the request of the Problem Oriented Officer, the owner of the Carroll Avenue Apartments made photo identification cards for every tenant on his property. This card had the person's name and address along with their right index fingerprint. Residents are required to carry their apartment ID card with them at all times while on the Carroll Avenue Property. If a resident is stopped by the police and does not have the ID card that person is issued a trespass letter or reported to the property manager. This program has been very successful and greatly contributed to the reduction of trespassing related calls in the target area. It is a tool for the police to know who lives on the property and who is trespassing. Most of the tenants voluntarily agreed to comply with the requirements and it was phased into every lease over a period of one year. If a resident refuses to comply he or she would be issued a letter to vacate the premises by management. However, this has not occurred.

The executive staff at the Silver Spring District Station were extremely supportive of the YMCA Community Center receiving a federal grant known as the High Intensity Drug Traffic Area (HIDTA). As part of this grant the community center was expanded and enrollment increased. The center hired additional staff and purchased several computers for the children to do their homework. The YMCA named the center (HOME) Hope and Opportunity In a Multi-cultural Environment. The grant targets at risk youth and provides them with a positive learning environment. Another important component of this grant was that in order to apply for the grant the community was required to create a tenant association. This has encouraged many of the tenants to address concerns and has opened up communication between the apartment managers and the tenants. The communication has been candid, constructive, and professional.

Another phase of this project was the Carroll Avenue Community Day. This was held in the fall of 1996. The Problem Oriented Policing Officer coordinated efforts with the Director of volunteer services, and the George One Beat to physically assist residents in beautification day at the Carroll Avenue Community. Local business contributed supplies, and manpower to assist in the clean up. Together the police worked directly with the residents, members of the business community, and children from the YMCA Community Center to revitalize the Carroll Avenue Property. At the end of the day the entire grounds had been landscaped, including planting trees

and grass, removing an old fence, mulching, painting, building a retaining wall, and installing Victory Gardens for the residents use. These are small garden plots that are assigned to tenants for personal use.

Due to the political interest in this project including HIDTA Funds many politicians were in attendance and spoke at the community day. Guest speakers included a representative from the White House, Senator Barbara Mikulski, Congresswoman Connie Morella, Governor Glendening, Lt. Governor Kathleen Kennedy-Townsend, Montgomery County Executive Doug Duncan, and Police Chief Carol Mehrling. Each person expressed their support for the project and made a commitment to ensure the project would be successful.

ASSESSMENT

The response phase of this project had an immediate and lasting impact in eliminating drug activity in the Carroll Avenue/Quebec Terrace Communities. Calls for service have been reduced and residents are using laundry rooms that were once taken over by drug dealers. The tenant association continues to meet and address concerns in the community and residents are much more likely to call the police. Many of the officers from the George One Beat Team speak more than one language and this assists in communicating with the diverse community which we serve.

The Hispanic Liaison Officer, The Problem Oriented Policing Coordinator, the Supervisor's from the George One Beat Team, the Director of the YMCA Community Center, and residents from the local community were involved in the evaluation of the project. A review of statistics in the targeted Police reporting Area during the first quarter of 1997 indicates a response of 274 calls for service in the target area, compared with 341 calls in 1996. Although it is believed that the number of residents reporting crimes has increased the total number of calls for service has decreased.

As a result of the George One Officers proactive patrol techniques the beat team yielded the following statistical results for the year 1996: (196) drug arrests, (7) search warrants executed, (10) vehicles seized, (10) handguns seized, \$6,745.00 U.S. Currency seized, and the confiscation of illicit drugs having a street value of \$36,820.00. During one noteworthy arrest, an officer seized (439) grams of Marijuana, (18) grams of counterfeit rock cocaine, and seized \$934.00. The George One Beat Team was able to accomplish these statistics while they were the primary responders for calls for service in their beat. The George One Beat Team was awarded by the Metropolitan Washington Council of Governments, for Outstanding Contribution to Narcotics Enforcement By a Patrol Unit. Many officers were also individually recognized by Chief Mehrling for their commitment to the Carroll

Avenue/Quebec Terrace project.

Officers from the George One Beat Team participated in a multi-jurisdictional detail called Operation Linkage. This program targeted criminals who committed crimes in one jurisdiction and ran across the border from Montgomery County, Prince George's County, or Takoma Park. This detail included police departments from Takoma Park, Montgomery and Prince George's County, Metro-Transit, Maryland National Capital Park, and the Metropolitan Police Department. This detail specifically included the Carroll Avenue/Quebec Terrace Neighborhood and was responsible for closing down three houses of prostitution and numerous drug related arrests.

A major concern of the surrounding community was the uncertainty of displacing the problem. However, measurable displacement did not occurred. Many of the residents who were arrested received notices to vacate the property and some were evicted. Several of the arrested juveniles went to work camps or served time in detention facilities and have now returned to the community. These individuals interact with the police and have not caused any problems since their return. However, officers continue foot and bicycle patrol in the community to maintain the results.

In addition to traditional enforcement methods officers from the George One Beat Team take an active role in drug and alcohol

prevention at three East Silver Spring Middle Schools. The Community Outreach Program consists of several officers teaching drug and alcohol prevention at Francis Scott Key, Eastern, and Sligo Middle Schools. This intense program is presented to the entire seventh grade class one day a week for six weeks. These officers attend Parent Teacher Meetings and make themselves accessible to students and teachers throughout the school year.

George One Officers also held a Children's Safety Fair and Bicycle Rodeo for the young people in the community. This consisted of a child identification program, bicycle inspection, and bicycle rodeo. Parents were given fingerprints and polaroids of their children for future use if necessary. Officers gave away prizes to participants in the bike rodeo including bicycle helmets and free hot dogs. Officers also had a random drawing and gave away two new bicycles donated by Toys-R-Us.

On July 22, 1997, our Chief of Police, Carol A. Mehrling, returned to the Carroll Avenue YMCA Community Center and handed out coupons for free slurpees, from 7-11, to several children who have made positive contributions to the community over the past year.

All officers involved in the Carroll Avenue/Quebec Terrace Neighborhood Initiative have performed in a professional and zealous manner. Officers from the George One Beat are responsible

all calls for service in their beat and take an active role in community events. In addition to their daily responsibilities these officers have dedicated themselves to improving the quality of life in their beat. These officers are dedicated to the community and have performed in an exemplary manner. They have taken a proactive approach toward drug enforcement and virtually "shut down" open air drug activity in the East Silver Spring section of Montgomery County, Maryland. The efforts of the George One Beat Team, the Problem Oriented Policing Officer, the Hispanic Liaison Officer, and the Gang Intelligence Coordinator have positively impacted the Carroll Ave/Quebec Terrace Neighborhood. The foot and bicycle patrol have become part of the beat officers daily routine and officers visit the community center to maintain positive relationships with the children. Officers will have to continue their efforts in order to make these successful results lasting ones .

Crime Prevention Through Environmental Design Survey

PO3 Thomas A. Pecoraro

July 17, 1996

Disclaimer

Nothing in this survey precludes the possibility other solutions or recommendations are applicable to the concerns addressed. Studies have indicated that any action taken to reduce crime will serve that purpose. It is not possible to guarantee to what extent crime will be reduced if all or any of the following recommendations are acted upon. It is possible for loss incident to crime to decrease while statistics show no reduction in actual numbers of events.

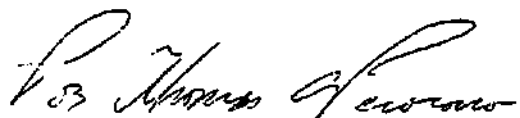
The recommendations contained within this report are based upon the training and experience of the officer making them. Others who have received different training and experiences may make other recommendations. The recommendations are made in good faith and every effort has been made to ensure they are specifically applicable to the environment reviewed.

Crime Prevention Through Environmental Design Defined

Crime Prevention Through Environmental Design (CPTED) is defined as:
"The proper design and or use of the built environment will reduce crime and the fear of crime."

Survey Format

A CPTED (Crime Prevention Through Environmental Design) survey typically includes recommendations from three major areas of study. They are **Surveillance** (natural and artificial), Access **Control** (physical and psychological barriers as well as natural and built barriers) and **Territorialism**. These areas of concern will be addressed in this survey, as well as other issues that can be implemented in order to achieve the goal of this CPTED plan.



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Site Description

The Carroll Avenue Apartments are traditional three story terrace dwellings which contain a, " below ground" level. These apartments are situated in the 8700 Block of Carroll Avenue. This complex sits among a cluster of residential duplex, and mixed apartment type residences. The apartments are adjacent to Piney Branch Road, a good size highway, that feeds into Prince George's County. University Boulevard, another larger thruway, is approximately 1/2 mile west of Carroll Avenue. University also access' Prince George's.

The Carroll Avenue Apartments are accessible by foot from the other complexes adjacent to this location. A Ride On bus stop is positioned on Carroll in front of the complex. The New Hampshire Estates Elementary School sits across the street a 1/2 block south from the apartments.

This local could best be described as a mainly suburban type setting with some deeper urban aspects. This high concentration of apartment dwellings coupled with the close proximity of Langley Park in Prince George's County, add to the urban flavor of the area.

Historical Perspective

Simply put, this entire corridor has been plagued by chronic crime problems for years. Drug distribution, robberies, weapons violations, and gang activity have perpetuated the decline of the Carroll Avenue corridor. Within the past five years, there has been a significant influx of a variety of cultures. Individuals of Latino, Asian, and African decent represent the majority of the new arrivals. Cultural differences among these groups largely contribute to a significant portion of gang activity. Additionally, these differences fragment an already divided community socially. "Cultural specific" groups have emerged, making it difficult to unite the neighborhoods. Although a problem, cultural differences alone can not account for all the challenges. The lack of routine maintenance has allowed this area to decay. Decay has brought more decay.

On a broader scale, rental properties historically face the same problems. The attrition rate in apartment facilities tends to isolate residents. Continual turnover does not provide a stable environment for the construction of a community. The absence of personal ownership and loyalty will desolate any chance of community structure.

Territoriality

Resident ownership of the complex will play a central role in the turn around of the Carroll Avenue Apartments. Although these are rental units, the residents need to take ownership of the complex. This feeling of ownership will continually fuel participation, commitment, and care of the community. Too often in rental environments the owner is a faceless name. There is no incentive for the tenant to do more than pay the rent and live in the unit. Lack of ownership of the environment does not

encourage care. If the property owner shows concern for the physical structure and for the quality of life for the residents, the tenants will respond. Improvements to the physical plant will be interpreted as concern while continual maintenance of the improvements will show commitment.

Ownership can be instilled in a variety of ways. *Victory Gardens*, which are small plots of ground allow tenants to garden and grow what they wish. The freedom to do as they please (within reason) and to have a small portion of land to call their own will give unused space designation. The tenant will care for and protect their portion. They will maintain the area so the owner won't have to. These gardens should account for much of the landscaping changes behind and in front of the buildings. These plots should be assigned out by management, and logged for accountability. These plots are a privilege, not a right.

Tenant Advisory Committee. A very simple group that is either appointed or elected to meet quarterly with the owner for one hour. This will give the tenants a voice. Too often what may be important to the tenants is not viewed the same by the management. If the tenants could meet periodically with the owner, this would give the views of the tenants credibility. This would also bring the community into the decision making process.

Neighborhood Watch. The formation of a watch group would encourage participation in the protection of the community. Outside influences will always be a part of the mix. A watch group, supported by Montgomery County Police, will give backbone to a community's commitment to resist crime. These watch groups build relationships within the neighborhood, and build civic interest.

Access Control

Photo identification cards and parking permits are crucial to this turn over. High levels of foot traffic make it difficult for the police to determine who belongs on the property. Management also may find it helpful in the tracking of residents. Parking permits will ensure accountability of the cars parked in the lot, and both will add a feeling of membership to the community.

Rumble Strips or a *Speed Bump* at the entrance. "Easy out, easy in", is not a good practice for parking areas. This enables drug transactions to occur in parking lots adjacent to apartment buildings. Once a driver travels over a barrier, they know they are on private property. This serves as a physical as well as a psychological barrier.

Surveillance

Natural Surveillance needs to be greatly encouraged. This is surveillance conducted by citizens going about their daily routine. This component of CPTED will be addressed in the maintenance section of this survey.