



Montgomery County, Maryland
Department of Police



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Demonstration Projects M
In
Community Policing

Office of Community Policing
10025 Darnestown Road
Rockville, Maryland 20850-3294
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Montgomery County Police Department

Mission Statement

We, the Montgomery County Department of Police, are committed to providing the highest quality of police services by empowering our members and the community to work in partnership with the goal of improving the quality of life within Montgomery County, while at the same time maintaining respect for individual rights and human dignity.



Organizational Values

Partnership:

We are committed to working in partnership with the community and each other to identify and resolve issues which impact public safety.

Respect:

We are committed to respecting individual rights, human dignity and the value of all members of the community and the department.

Integrity:

We are committed to nurturing the public trust by holding ourselves accountable to the highest standards of professionalism and ethics.

Dedication:

We are committed to providing the highest quality of professional law enforcement service to the community with the goal of enhancing the quality of life within Montgomery County.

Empowerment:

We are committed to empowering our members and the community to resolve problems by creating an environment that encourages solutions that address the needs of the community.



... pride in our community, pride in our department, pride in ourselves



MONTGOMERY COUNTY POLICE
OFFICE OF COMMUNITY POLICING

DEMONSTRATION PROJECTS
IN
COMMUNITY POLICING

U.S. Department of Justice
National Institute of Justice

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- *Captain James H. Elkins*
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*Captain Ronald A. Ricucci, Director
Office of Community Policing
January, 1993*

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Introduction

Purpose...

The purpose of this booklet is to display the various demonstration projects in community policing currently underway in Montgomery County. In adopting our community policing philosophy, we view our various programs as an intermediate step in our growth in community policing and not an end product. Our style of community policing will be the generalist approach, not the specialist. Many of the following programs were created by street officers, from the bottom up. The key to each program was community involvement in solving a community problem in partnership with our police officers. Although we are still developing our strategic plan for implementation, we believe the following projects are a natural evolution of the community policing process. Many of these projects have already achieved success and produced widespread satisfaction from many community members. Many communities have observed our success and desire their own projects. We are committed to our planning process which will produce a strategic plan to take us into the twenty-first century. Our current course of action will bring us success.

Captain Ronald A. Ricucci, Director
Office of Community Policing

Problem Oriented Policing Program

by Captain Fred B. Ailes, Bethesda District

In the early part of 1992, the administrative staff of the Bethesda District recognized the need to make a philosophical change in the style of policing being practiced in the district. There was a realization that quality as well as quantity of work assignments were at best bordering acceptable. This perception was due to several reasons. The comparative ratio of calls for service verses staffing allocations had widened over the years. This provided less time for officers to devote to investigations. The general attitude of officers was very poor because of the lack of time available to handle calls properly. For the most part, officers were documenting incidents rather than investigating the offense. Most officers became genuinely frustrated because they felt their efforts were having a negligible impact on crime.

In May of 1992, the Bethesda District took a major step in changing the style of police work practiced in the district from reactive to proactive. All officers assigned to the district received training in Problem Oriented Policing which was to be the foundation for the development of a working partnership between the Police Department and the community it serves. The goal of the training was to make problem solving an intricate part of daily police practice at all levels of the district.

In concert with the training that was supplied, administrators and supervisors had to re-evaluate traditional techniques and allow officers more flexibility and latitude to deal with problems in ways other than conventional approaches.

In September of 1992, it was acknowledged that even though officers had an understanding of the general concepts of community policing and were willing to commit to this new philosophy, there was nothing in place to help coordinate and track problems that officers recognized. In response to this need, the position of Project Coordinator was established.

The first task to be undertaken by the Project Coordinator was to establish a set of procedures and guidelines for officers to follow that translated the principles of community policing into practice. It was to act as a gauge in the effectiveness of the beat officer on how he/she identified and handled problems in his/her beat. This provided the officer with the realization of being accountable to the community he/she serves. This was an aspect of policing which had been sorely lacking in the past several years.

By the middle of October there were sixteen Problem Oriented Policing (POP) projects formally established within the eight beats of the Bethesda District. The projects encompassed a variety of problems ranging from the homeless population in the Central Business District to the distribution of CDS in a neighborhood in the Delta 3 beat.

One project that should be noted was opened by the Bethesda Investigative Section to deal with an increased number of theft related crimes in the area of Westlake Drive. Computer generated data supplied through the District Crime Analyst revealed an inordinate number of thefts from autos, auto thefts and recovered stolen autos for the month of September.

After a review of the reports and follow-up interviews with victims, it was determined that the majority of the incidents had occurred between 2300 and 0400 hours with no trend with regard to the day of the week.

Prior to utilizing the conventional police response to this problem, officers contacted the apartment complex managers and arranged for PEPCO to provide them with a free site analysis for lighting. In addition, officers inspected the apartment project and suggested landscaping changes which would increase visibility to the parking areas and pedestrian walkways. As a result, the suggested changes were made in lighting and landscaping changes were made.

Officers assigned to the beat were provided with data relating to the thefts and were instructed to provide additional patrol to the area, especially during the target hour of 2300 to 0400 hours.

In addition to the extra patrol, a surveillance detail was formed utilizing beat officers assigned to the Westlake area, Investigative Section and Special Assignment Team personnel. The detail was planned for a two week period utilizing a minimal amount of overtime for staffing. As a result of this effort, a total of four arrests were effected. For the two weeks after the conclusion of the surveillance detail, there was only one reported theft which showed a dramatic decrease from the previous month's pattern.

Another project that should be noted involved shoplifting calls at Montgomery Mall. Officers dispatched to these calls were averaging three hours of down time to handle each call. Officers working the beat felt that the time involved was far too long and could be reduced through better communication and training of the security personnel in the reports required by the department.

Station personnel contacted the security directors at each of the major stores at the mall and set up meetings with each of their staff members. These initial meetings provided needed dialogue between the beat officers and security officers. Information was exchanged on how shoplifting calls are handled and guidelines were established to improve the quality of arrests that the store security officers were making.

As a result of the initial meetings, it was determined that the security officers were willing to take on additional responsibility in handling the paperwork usually completed by the beat officer in the shoplifting cases. Consequently, officers from the Bethesda District compiled a manual on how MCP reports were to be written and provided training to all the security officers.

The training was given over a two-day period and dealt with charging documents, police reports, evidence and witness information. This training was provided by Bethesda officers and the State's Attorney's Office.

The results of the willingness by the store security personnel to work with the police and the cooperative training given by the State's Attorney's Office and Bethesda District officers have been very positive to date. The reduction of manhours has shown a savings of between one and two hours per shoplifting call.

This project has been so successful that the other four districts have requested copies of the training guide that was produced by Bethesda.

With the continued cooperation that has been displayed over the last several months, I am optimistic that the Bethesda District and the community will benefit in a safer and more cohesive environment to work and live.

Silver Spring Central Business District Substation

by Corporal Daniel S. Crumpler, Silver Spring CBDU

The Silver Spring Central Business District (CBD) Unit's task is to provide the highest quality of police services by working in partnership with the community to identify and resolve public safety related quality of life issues within the Silver Spring Central Business District.

The purpose of the CBDU is to work in close cooperation with the community to identify, prioritize and effectively address recurring public safety issues. A major concern within the community, both business and residential, was that the Silver Spring central business area was plagued by high crime. As a result of the community's concerns, a satellite station was opened.

The unit was originally formed in July 1991, and was staffed by one corporal and nine patrol officers. As of November 1992, a sergeant was added to the unit. In February of 1992, the CBDU moved into its store front location at 8526 Georgia Avenue in Silver Spring. This location was donated by members of the business community for the department's use. The unit works two shifts (0800-1600 and 1400-2200), six days a week.

Officers within the CBD Unit have identified numerous POP projects within their areas of assignment. One identified problem was security in the public parking garages. This includes pedestrian welfare and thefts from vehicles. Based on the S.A.R.A. problem solving guide, a plan of action was conceived and implemented. The resulting data is still being analyzed. Shoplifting was also identified as a problem within the CBD. The CBD has a large number of retail stores that creates high incidents of shoplifting arrests. A partnership was created that empowered the larger retail chains to complete a large portion of the paperwork which decreases the officers' down time.

The CBD is a populated urban environment with high traffic and pedestrian usage. This has created problems at pedestrian crossings. Along with the county's Department of Transportation and members of the CBD Unit, plans are being established to create a safer environment for the pedestrians. This includes expanding the Department's Cross Wise Program, coordinating the lights with the crossing signs to allow more time to cross and better lighting for the CBD.

The CBD incorporates over 370 acres of commercial and residential properties. The CBD is home to over 7,000 residents and swells during normal business hours with shoppers, workers and commuters. To assist the community, members of the CBD Unit are currently researching and developing some of the following programs and initiatives: mountain bike program, workload/crime analysis tracking, crime prevention informational flyers, and information kiosks (booths). When instituted these programs will broaden our unit's ability to better serve the community with innovative and non-traditional methods of policing.

The Piney Branch Road Grant

by Corporal Daniel S. Crumpler, Silver Spring CBDU

The Piney Branch Road Grant is a community policing initiative in a low to moderate income area of Silver Spring. This area contains a large number of non-English speaking residents who have had difficulty in communicating their needs to local government. This initiative will allow the Montgomery County Police Department to continue to implement, on a limited basis, the concepts and philosophy of community policing. The objectives of this initiative are to:

- 1) Improve the quality of life within the target area by identifying, ameliorating and/or eliminating issues which negatively affect public safety.
- 2) Establish a working laboratory to identify community policing strategies and concepts which will work in our community.
- 3) Develop a mechanism for decentralizing the delivery of governmental services.
- 4) Improve communications between the police department, the residents of the target area, and local government.
- 5) Develop mechanisms for increasing communications and cooperation between the diverse ethnic groups living in the target area.
- 6) Develop mechanisms for increasing community participation in identifying and resolving quality of life issues.
- 7) Develop local neighborhood leaders to assist in mobilizing the community to improve its quality of life.
- 8) Conceptualize, implement and evaluate new indicators of service delivery efficiency and effectiveness.
- 9) Institute a problem solving approach to handling requests for police services. This problem solving approach will hold the department, local government, and the community accountable for assisting in improving the quality of life in this target area.

The Piney Branch Road initiative is currently in effect. Two officers work out of this assignment, one being bilingual. A suitable location in the Piney Branch area will be identified in the near future for these officers to work out of. This location will serve as a "Community Services Office." It will be a focal point for the delivery of government services to the residents of this and nearby neighborhoods. These officers will develop a partnership with the community to identify quality of life issues, prioritize them, and, working with the community, implement strategies to reduce or eliminate them. These officers will be serving over 12,000 people in the community; 3,000 to 4,000 are children.

This area is a target drug area and experiences general crime and lawlessness. The area is populated with non-English speaking immigrants, primarily Hispanics and Orientals. It has a multi-cultural population, primarily Hispanic, Oriental, and African-American. Each ethnic group is suspicious of the other and are often in conflict. This project will attempt to facilitate the development of a "sense of community" and responsibility for resolving quality of life issues.

The community policing officers supplement existing enforcement efforts and provide direct and personal service to the community. The goal is to improve channels of communication by enhancing non-enforcement police and government services, such as: police and community joint problem solving; youth recreational and educational programs; police presence and participation in community policing. This program is designed to meet specific needs in the community and the officers will operate under established standard operating procedures for their assignment.

Their effectiveness will be monitored by the Silver Spring District. Quarterly reports will be submitted to include quality of life issues, calls for service, community participation, identification of problem areas, assessments of officers, and a statistical review of work performed. As of this writing, the program has its two officers assigned, and they are currently involved in the initial developmental stage.

The Mountain Bike Patrol Unit

by Corporal Daniel S. Crumpler, Silver Spring CBDU

As the Montgomery County Police Department enters into the era of community policing, the role of the modern day beat officer will change. Our officers will be asked to develop innovative ways of solving neighborhood problems and interact more with the community.

One innovative and proven effective way to accomplish this is the implementation of the Mountain Bike Patrol Unit. This program has proven effective in many different departments throughout the country.

The program is currently in effect. It is staffed by uniformed patrol officers on mountain bikes, who have the duties and responsibilities of what is normally expected of other patrol officers, with a strong emphasis on high visibility, crime prevention, and the enhancement of good community relations.

The short term goal is to establish the program in the Central Business District as a pilot program to enhance quick responses, high visibility, and bring the officers closer to the community. The long term goal is to have the program instituted department wide to address high crime areas with alternate police intervention.

The officers are readily available to the businesses and shop owners while on patrol. Their mobility is greatly enhanced as well as the ability to move about undetected. Officers themselves will benefit from the exercise of riding which will have a direct impact on job satisfaction for those officers involved.

The program will be staffed by officers from the CBD Unit who have completed the bicycle training course. Officers will be dressed in attire suitable for bike riding and which conforms to police regulations concerning officer identification. The benefits of providing this program to the community are many. Gaining an enhanced rapport with the community, increased coverage of problem areas, improved physical fitness, access to areas not previously ventured by patrol cars, and increased visibility in the eyes of the public are just a few of the benefits to be gained by this initiative.

The Lincoln Park Project

by Corporal William C. O'Toole, Office of Community Policing

History and Demographics:

Lincoln Park is a small, close knit community that is located near the town center in Rockville and which has been in existence for over 100 years. The vast majority of its residents are law abiding citizens who care very deeply about and are proud of their community. Its predominantly African American population resides in a unique mixture of well kept single family homes and low income apartment dwellings which are physically separated from the main traffic routes by the Metro rail train tracks. This community, with its peculiar makeup of both long term and transient residents who are somewhat segregated from nearby neighborhoods, has been plagued over the years with the existence of open air drug markets.

Lincoln Park Drug Initiative:

The Lincoln Park Drug Initiative is a cooperative effort involving officers from both the Montgomery County and Rockville City police departments who work together to deal with crime related problems in the various neighborhoods in and around Lincoln Park. This initiative originated in response to the community outcry over the explosion of crack cocaine sales and related violence that swept through this and many other neighborhoods in the late 1980's. The officers involved in this effort, working in concert with members of the community, have made tremendous progress toward the goals of reducing drug related crime and improving the quality of life for all citizens in this community.

In April of 1988, the Montgomery County Police Department's Rockville District formed an eight officer squad to deal with the increasingly large volume of drug related crimes and calls for police services in the Lincoln Park area. These officers initially provided a combination of high visibility patrol and covert drug surveillance, which resulted in numerous arrests for drug related crimes. Eventually, these officers established a more visible presence in the community when the City of Rockville Housing Authority provided an apartment that was converted into a police sub-station. Working directly from the sub-station, the officers quickly became familiar with both the law abiding citizens and the criminal elements in the neighborhood. These officers were also extremely valuable when narcotics officers conducted operations in Lincoln Park because of their knowledge of the individuals involved in the drug trade.

These officers were teamed with officers from the Rockville City Police Department so they could provide police services from the sub-station during peak hours, seven days per week. In 1990, the City of Rockville purchased a private home on Frederick Avenue which was converted into the joint agency police sub-station. Through this highly visible form of police presence in the community the officers were able to establish a better rapport with the citizens. A climate of trust and cooperation was developed as the police officers hosted "open houses" and held neighborhood meetings at the sub-station. As officers and residents alike began to see substantial improvements in the community, more cooperative efforts were initiated. Some residents permitted officers to conduct drug surveillance from inside their homes, while others began to contact the officers at the sub-station to report drug and other criminal activity in the community. Neighborhood meetings were begun and continue today, wherein the law abiding residents and police officers exchange information and work together to resolve community crime related issues.

The success of the Lincoln Park Drug Initiative has been determined and measured by the substantial reduction in drug related arrests and calls for service in Lincoln Park. Over time, the size of the squad was reduced from eight to six Montgomery County officers. These officers also began to involve themselves more in some "non-traditional" law enforcement activities to further promote a positive climate of trust and cooperation. The officers from the sub-station began a late night basketball program, a weight lifting clinic and sponsored a children's Christmas party, a poster contest and a police/community appreciation day. These officers have continued to involve themselves in community meetings and various other activities.

Summary:

The community oriented efforts of the officers assigned to the Lincoln Park Drug Initiative have gone far to address and combat the drug related problems that have plagued that community. They have also resulted in promoting a climate of mutual trust and shared responsibility for resolving crime related issues in Lincoln Park. If these efforts are to continue to be successful, the officers engaged in this assignment must be encouraged to work in concert with the law abiding members of the community to develop creative and innovative methods to address the variety of crime related issues that effect Lincoln Park.

The Route 124 Project

by Lieutenant Creighton E. Branthover, Germantown District

In February 1992, with the aid of an HOC Grant, two patrol officers were assigned to the Route 124 corridor on a full-time basis. The officers were provided with an on-site office to work from and were able to be more readily available to the community.

The success of this effort was demonstrated in numerous areas. Calls for service dropped due to the citizens being able to easily communicate problems to the officers. Over a period of time, the officers established a positive rapport with the residents. Other efforts by the officers and citizens working together produced the following programs:

A. Citizens on Patrol (C.O.P.)

This program was started on March 28, 1992, with the citizens of Towncrest Drive, Fairhaven Drive and Camphill Square. It involves the citizens (volunteers) patrolling on foot in the areas in which they live. They notify the police of suspicious people and vehicles who come to their attention. They patrol mostly in the evening hours, 3 to 4 days per week.

B. Boy's Club

This program was initiated for the male youths in the Fairhaven Drive development. Their ages range from 10 to 16 years, and meetings are held every Wednesday night to discuss topics such as school work, home life, staying away from drugs and crime in the area. A car wash is being planned in April to raise money for a day retreat this summer.

C. Girl's Reading Club

This program was instituted by PO3 Chris Foreman, after several of the female youths approached him and asked if he would read to them. Approximately 11 girls are in this club, ages 6 to 14 years. They not only read, but have been given several spelling and math tests. Two volunteers have been recruited to assist to accommodate the growth of the club.

D. Maryland's Tomorrow Program at Gaithersburg High School

This program, started in March 1992, is federally and state funded. The officers work primarily with 125 "at risk" youths. Approximately 85% of the involved students are from the Emory Grove area. This is the third semester Germantown officers have been teaching in this program.

E. Participation in Community Days

Officers in the Germantown District have participated in community days in the following areas: Towncrest, Washington Grove, and Emory Grove. This participation involves child printing and distribution of crime prevention information. The officers also participated in cooking at the Emory Grove Day celebration. This program has proven so successful the officers have been asked to return.

North Summit and Lee Street Project

by Lieutenant Creighton E. Branthover, Germantown District

Effective September 3, 1991, a coordinated enforcement effort in and around the Mary 1 beat was initiated in support of the City of Gaithersburg and its officers. The City has targeted the twelve apartment and condominium complexes located in the Summit Avenue neighborhood for aggressive enforcement of all appropriate laws.

During the course of this combined effort, both departments have been allowed the use of a three bedroom apartment located at 366 N. Summit Avenue to use as office space and as a centralized location for the exchange of information and to coordinate all enforcement activities between departments. This apartment is fully supplied and has several desks and telephones for the officers' use. Complete information on tenants in the various complexes, as well as current suspect information, is available at this location.

One officer has been assigned from the Community Policing Unit of the Germantown District on a full-time basis. An Hispanic officer from the Community Relations Unit is assigned two days a week. The goal of these officers is to foster a good community outreach program like the one that was accomplished in the Route 124 corridor. These officers will work with three Gaithersburg City officers who will be assigned to this area on a full-time basis.

Since implementation, calls for service have been reduced. While the program is still basically in the initial stages, a positive rapport is already evident between the officers and citizens in the area.

Middlebrook/Scenery Drive Project

by Lieutenant Creighton E. Branthover, Germantown District

In October 1991, a community Speak Out Day was held in the Middlebrook/Scenery Drive community. Two positive results were accomplished. First, an HOC Grant was given to the area. Monies from this Grant provide funds for police officers to work in an overtime status on weekend nights. The officers provide regular foot patrols through the neighborhoods and answer calls for service. They also check traffic going in and out of the neighborhood, maintaining the integrity of the neighborhood. Secondly, the Montgomery County Police Teen Club at Plum Gar was established by PO3 Michael Diggs. This Teen Club is designed to create a higher level of police awareness and police/citizen relationships with "at risk" teens. The goal is to instill in these teens self-confidence, responsibility, self-esteem, respect, and the team concept. This is accomplished through meetings, discussions, monthly community teen dances, sports, pizza-movie nights and attending other activities in and around Montgomery County as a group.

Wheaton Scooter Program

by Sergeant Michael E. Buchan, Wheaton District

In June, 1989 the Wheaton Scooter Program was created to provide a more intense uniformed presence to deter criminal activity in the business district and surrounding areas, to include Wheaton Plaza and the Wheaton Metro Station. More importantly, the unit's mission is to become involved with the community it serves by patrolling the area on foot and scooters. These efforts allow the officers to become well acquainted with the individual merchants and their needs, thus seeking cooperative resolutions to mutual problems in the spirit of community policing.

In conducting ongoing foot and scooter patrol in the business district, a liaison between the merchants, citizens, Chamber of Commerce, and the County Government Center has been fostered by these efforts.

In addition, the Scooter Program has participated in or initiated the following programs:

- 1) A two-day Shoplifting/Bad Check Seminar for Wheaton merchants was held in November, 1992 for the upcoming holiday shopping season.
- 2) In response to merchant complaints, the Scooter Squad worked with the County Department of Transportation to enhance the traffic patterns in the Triangle Shopping Center corridor.
- 3) The Scooter Squad conducted an effort to identify and deal with the homeless population "residing" in the business section.
- 4) The Scooter Squad has regularly attended Lion's Club, Rotary Club, and other civic association meetings to give lectures and disseminate crime prevention information.
- 5) The Squad assisted in the Wheaton Station's Open House.
- 6) The Squad planned and executed several basketball trips to the Capital Centre for underprivileged teens.
- 7) The Squad has provided continuous assistance to the Hispanic Community within the district. On a major incident involving a police involved shooting a press release was translated into Spanish to quell possible rumors regarding the shooting.

- 8) The Squad assigned a citizens group in obtaining classroom space in the Wheaton Government Center to conduct Spanish classes for English speaking Americans.
- 9) The Squad assisted in the ESOL Program.
- 10) The Squad provided Christmas trees to needy families during the 1992 holiday season.

Wheaton District's Community Outreach

by PO3 William W. Bagley, Wheaton District

The Wheaton District's Community Outreach Program began in the Summer of 1992 and targeted specific areas in the Wheaton Glenmont District wherein officers began walking neighborhoods on foot, in uniform, in an attempt to establish a friendly and trustworthy relationship. In addition to these foot patrols, the officers were involved in the following:

- 1) Interacting with community leaders in these neighborhoods and extending our assistance in formulating community programs/activities as well as practical solutions to ongoing problems in their respective communities.
- 2) Holding RAP/Speak Out Sessions with the youth in more problematic neighborhoods in an attempt to educate them about the role of police officers as well as issues relating to civil rights, crime prevention, education, and drug/alcohol prevention.
- 3) Coordinating sporting events with the youth in which additional patrol officers participated.
- 4) Attending picnics and community day functions in which t-shirts, football and baseball cards were passed out to children who were willing to participate and excel.
- 5) Coordinating, along with merchants and employees of Wheaton Plaza, a teen dance to inform kids to say no to drugs and alcohol.
- 6) Assisting the Recreation Department in their sponsored activities and games.
- 7) Participation in several mentorship programs.

The overall effectiveness of the Community Outreach Program was tremendously successful, especially considering the fact that so many people in the community, both adolescents and adults, are non-receptive to police presence. This program allowed us the opportunity to establish a more positive and effective role in people's lives by allowing us to portray ourselves as not only police officers, but as caring human beings with similar problems and concerns. In addition, we were also able to establish a considerable amount of trust within the community which can lead to more effective policing in the future.

Wheaton Neighborhood Network - Fighting Drugs and Alcohol

by PO3 Sandra L. Redmon, Wheaton District

The Wheaton Neighborhood Network was formed in 1989 to address community concerns about drugs and alcohol. This is a unique group whose members represent many government agencies including police, recreation, code enforcement, family resources and social services. In addition, we have representation from the religious community, schools, local businesses and other interested community activists. The membership is now close to 100 people.

The network's focus areas are the school clusters in the Wheaton, Einstein, and Kennedy High School areas. They generally meet once a month. An important part of each meeting is called the "roundtable", during which each attendee gives a rundown on activities they are planning or doing in the area of drug and alcohol prevention/education. Many times, members are asked to assist each other with ongoing projects and because of our relationship, there are usually plenty of volunteers.

The network also has developed numerous sub-committees that meet throughout the month. The Legislative Committee successfully lobbied for an addition of three District Court Commissioners and has given testimony on several bills concerning drugs and alcohol. The Parent Involvement Subcommittee has hosted various events to assist parents in dealing with the school system and recently received a \$1,500.00 grant to continue to work in this area.

A highlight of this group is the combined effort of the Department of Police, code enforcement and the Mid-County Government Center to virtually eliminate an open-air drug market in the area of Bluhill Road. This was accomplished by working together to get high powered street lighting, effective evictions, and heavy police enforcement.

The network has also provided special training in areas such as grant applications and multi-cultural awareness. In addition, for the past three years we have sponsored Project Prom/Graduation with the three high schools in the area. This is a program designed at alcohol education and is a contest between these schools to see who can get the most contracts signed by students stating they will not consume any alcohol during the prom season. This reinforces our stand that it is illegal under the age of 21.

Most recently, the network co-sponsored a Winter Holiday party for low income children living in some apartments in Wheaton. This was a cooperative effort between the Department of Police, the Wheaton Kiwanis, and the American Legion. The network has also incorporated and is a non-profit organization assisting persons giving donations to the party.

Since its inception, the network has received numerous national and local awards including two from the National Association of Counties. The network is also featured in the WRC-TV Drug Free Zones Community Handbook and video.

The network continues to work in the community and has offered guidance and assistance to other areas to begin their own community programs.

Narcotic Enforcement at the Street Level

by Captain Robert F. McKenna, Special Investigations Division

The Montgomery County Police, Special Investigations Division's Drug Enforcement Section responded to the "open-air" drug markets prevalent since 1987 by identifying members of the community who had a real stake in the security of the respective neighborhoods and then acquiring their implicit support.

The relative success of dismantling those markets was directly related to the communication network established between units within the police department, other county agencies, property owners, and civic leaders. There was a lateral link developed among those who could get the job done. This included the exchange of private phone and pager numbers so an immediate response by non-uniformed personnel could be made.

Members of the community acted as "spotters" and were able to relay their observations to enforcement personnel by using cellular phones in lieu of the standard police radio channels. Eventually, the enforcement efforts of the districts' Special Assignment Teams and the Drug Enforcement Section moved the drug deals out of the neighborhood and/or inside the residences occupied by individuals who did not have any real stake in the quality of neighborhood life.

The immediate positive effect of these enforcement measures was followed by the most important part of the process: maintaining a uniform presence and the improvement of the areas' environment by county agencies and property owners.

This coordinated approach to return neighborhoods plagued by street drug dealing to the community has been very successful where the respective support existed.

Three locations positively influenced by the coordinated effort of the Special Investigations Division, uniform patrol and the community are as follows:

1) **Lincoln Park**

In late 1987, Lincoln Park began to experience open-air drug trafficking. This location quickly became this county's most involved site. Through a concentrated effort by the Special Investigations Division's Tactical Drug Enforcement Unit in conjunction with the newly implemented Rockville District Power Shift and community interest, by the Fall of 1990 drug trafficking was greatly reduced. Today, Lincoln Park is a community area where law abiding citizens have control of their streets and a safe place to raise their children.

2) **Centerhill**

In 1988-1989, the Centerhill area of the Wheaton District began to experience high levels of open-air drug trafficking. Again, the Tactical Drug Enforcement Unit, this time in close coordination with the Wheaton District's Special Assignment Team, targeted this area for an intensive enforcement effort. In addition, community meetings were planned and attended by many residents of the area. County government responded by improving the lighting in the area and assisting in civil enforcement efforts. The result: by 1991, open-air drug dealing in this particular area was all but eliminated.

3) **4300/4500 Randolph Road**

Beginning in 1985, several criminal investigations was initiated by the Montgomery County Police regarding two residences on Randolph Road near Viers Mill Road. The cases involved stolen property, wanted subjects, and drug related complaints. Several search warrants were executed on the two sites resulting in numerous arrests; however, the problem continued. In the Fall of 1992, the Tactical Drug Enforcement Unit executed drug related search warrants at both locations. Family members of one residence were contacted and agreed to close down this particular house. Tactical officers assisted in expediting the eviction process for the other site. Today, both locations are vacant and awaiting new occupants slated for the Spring. After six years, this small community is no longer experiencing the diverse crime related activity these two sites generated.

Community Involvement in the Investigation of Rapes

by PO3 Joseph P. Mudano, Jr., Homicide/Sex Section

Between May 6, 1991 and January 24, 1992, there have been four rapes and one attempted rape in the North Potomac and Gaithersburg areas of Montgomery County. The same suspect is responsible for all five cases, which have been linked by physical evidence. All of the assaults have occurred between 2000 and 2200 hours in large, expensive homes in upscale neighborhoods. The victims' telephones were either taken off the hook prior to the assault or the outside phone lines were tampered with. The suspect would enter the residence by prying a double-hung window. If the victim physically resisted the suspect he would use physical force, which would include punching, until the victim stopped resisting. After forcing vaginal intercourse the suspect fled via the front door. In three of the attacks, the suspect tied up the victim prior to fleeing.

The investigation into these assaults by members of the Homicide/Sex Section was, and continues to be, a very high priority. In an attempt to identify any suspicious persons or suspicious activity in the neighborhoods where these attacks occurred, the investigators solicited the help of the citizens living in these areas which involved them in the investigation. This was accomplished through the following four methods:

Door-to-Door Neighborhood Interviews

As is the case in any crime committed within a community, it is very important to immediately speak with neighbors who live in close proximity to where the crime occurred. Through these interviews investigators learned that in one assault a neighbor actually saw the suspect walking around the victim's house just prior to the attack. The neighbor never volunteered this information to anyone until questioned by investigators during the door-to-door interviews. In another assault, the door-to-door interviews revealed that the victim's immediate next door neighbor found a screwdriver in her yard that was possibly used by the suspect. These are just two examples of the useful information obtained from neighbors.

Community Meetings

The Crime Prevention officers for the Germantown and Silver Spring Districts held community meetings attended by representatives of the homeowners organizations and other concerned citizens. There were two purposes for the meetings. One was to ease the communities' tensions due to the wild rumors circulating. Some of the rumors spreading within the communities indicated that the rapist was attacking every night, and that he had killed some of his victims. The meetings were very useful in

calming the citizens and assuring them that this was not occurring. The other purpose of the meetings was to ask people to report anything or anyone suspicious in their neighborhood. It is a more efficient use of time and staffing to address a large group of people and disseminate information then to address one at a time by doing neighborhood surveys. The downside to this is that you get more information from someone by addressing them individually. This is why neighborhood interviews were still accomplished in these cases. Overall, the meetings were a success. Following the meetings the Homicide/Sex office was inundated with calls from citizens wanting to report suspicious persons and situations. Although a lot of the information was not useful, much of it was. Our goal was just to get neighborhood citizens to call in with any information. This goal was accomplished.

News Conferences

News conferences were held at police headquarters in reference to the North Potomac rapes as well as the Silver Spring rapist, which is still an active investigation. The purpose of these news conferences was to alert a larger group of citizens about the assaults in Montgomery County and to also get a broader base of the community involved in the investigation. Prior to this, efforts at addressing the citizens had been limited to the areas of the assaults. In addition, it was hoped that if there were suspicious persons or activities in other neighborhoods, the citizens in those neighborhoods would come forward with information. Although no new information about possible suspects or similar incidents in other neighborhoods was developed, citizen response was favorable to the conferences. Citizens called in with information that they thought was important, and investigators subsequently followed up on their information. As with any case, the more information an investigator has to work with, the more thorough the investigation will be. The objective of obtaining a greater amount of information by appealing to a broader base of the community was certainly met by holding these news conferences.

Door-to-Door Information Flyers

An information flyer was developed for the purpose of distribution to neighbors living in the area of the assaults in North Potomac. The flyers contained a brief synopsis of the assaults and a description of the suspect. The flyer further instructed citizens to write down the description of any suspicious persons or vehicles in their neighborhoods and to immediately call 911 if anything suspicious was seen. It also provided general safety information to the citizens. With the assistance of approximately 30 police explorers these flyers were distributed to about 500 homes. The response to the flyers was excellent. Following distribution, the Homicide/Sex office received an enormous amount of calls from citizens wanting to report

persons or incidents they felt were suspicious. Several of the names provided by these callers appeared at the time to be good suspects and required follow-up investigation until they could be eliminated. The general feeling by investigators was that the community was very responsive to the flyers and seemed surprised that such an effort was being made to make them aware of the situation. Because the community felt this way, they probably made more of an effort to assist the police than would normally be made.

In summary, the vast majority of the information contained in the case files for the North Potomac rapes was generated by calls from the community. All four of the methods previously described are effective in and of themselves for generating involvement and soliciting information from citizens. However, the use of all four methods complement each other and provide a more comprehensive systems of letting citizens know what they can do to assist the police in solving crime in their neighborhood. The procedures used in involving citizens in our investigative efforts has proven to be quite successful and will be utilized in future investigations.