

**2018 Justice Assistance Grant Project Abstract:
Raleigh Police Department & Wake County Sheriff's Office**

Applicant Name: Raleigh Police Department and Wake County Sheriff's Office

Title of Project: Police Equipment and Overtime Projects for Community Crime Solutions

Project Identifiers: Community-Based Programs, Crime Prevention Campaign, Equipment: Video/Audio Recording, Evidence Based, Overtime

Project Description: With their 2018 JAG funding, the Raleigh Police Department and the Wake County Sheriff's Office plan to carry out projects that will improve their effectiveness within the communities they serve.

The Raleigh Police Department will use their funding allotment to pay overtime and fringes to sworn officers working on intelligence-led policing projects to combat specific crime and disorder problems within the city. These projects will involve many strategies, including community relations, public awareness campaigns, and focused patrols. The projects will be designed according to the RPD's Strategic Operations Plan for Intelligence-Led Solutions (SOPILS), which is a methodology that requires police personnel to identify a problem, apply data analysis tools to examine the problem, list the information sources and evidence-based practices that were reviewed during the identification of the problem, define the operational goals and desired outcomes of the strategy to solve the problem, identify internal and external partners who will assist with the project, describe the design of the operation and the project budget, and outline all of the performance metrics that will be used to assess the impact of the project. At the conclusion of each project, performance measure data from each project site will be reviewed to determine the project's impact on the problem.

The Wake County Sheriff's Office will use their portion of the funding to pay for in-car camera systems for law enforcement vehicles. The cameras will be used to record traffic stops, emergency responses, vehicle pursuits, and other encounters with the public. In addition to providing an unbiased account of events that allow management, citizens, and others to view what actually occurred during encounters that may get called into question, these recordings can also be used as training tools for new and experienced officers. The video from in-car cameras can help increase the accountability and transparency of an agency and allows for review of the officer's actions as well as the actions of the individual with whom the officer is interacting.

**Program Narrative - 2018 Justice Assistance Grant
Raleigh Police Department & Wake County Sheriff's Office**

Description of the Issues

The Raleigh Police Department's proposed project for its 2018 Justice Assistance Grant funding is to identify crime problems in the city of Raleigh and implement strategies and solutions to solve those concerns through the use of \$77,121 in overtime funds. The overtime funds will be used to compensate officers working extra-duty projects designed using the Department's *Strategic Operations Plan for Intelligence-Led Solutions* methodology. Each of these projects will seek to solve a problem, which is defined in the SOPILS Instructional Manual as "something that concerns or causes harm to citizens."

Police personnel working in collaboration with citizens, community groups, and other external stakeholders will use the SOPILS framework to plan strategies to identify and address crime and quality-of-life issues. A sworn member of the RPD at the rank of lieutenant or above will be assigned as the project manager, and he or she will work with other members of the project team to analyze the problem and design an initiative to reduce or eliminate it.

Police acquire a wide variety of quantitative and qualitative data that can be used to identify crime "hot spots" and other problems. Officers can use this information to handle problems at an earlier stage and alert the community to them; this is the basic principle of intelligence-led policing. The common approach of dispatching an officer to a scene of repeated calls may do little to resolve long-term problems involving crime and disorder. However, the underlying causes of these problems might be discovered if the police were to incorporate SOPILS methodology into their approach. The SOPILS approach involves changing the perspective of the police. Rather than simply reacting to the consequences of a problem, officers are encouraged to proactively seek solutions to problems by dealing with the conditions that create the problems.

The first step in the SOPILS methodology is to identify the problem through the analysis of several sources of information and to generate a hypothesis about what might be causing the problem. After that, the project team defines the project's goals and desired outcomes and identifies the internal and external resources necessary for project operations. These resources include personnel, training, equipment, and community/interagency partnerships. Keeping the project's goals and available resources in mind, the project team then formulates a detailed operations plan. The actions outlined in the plan are designed to prevent future occurrences of the problem not just in the short term, but in the long term as well. Performance measure data is collected throughout the project and is used to inform decisions about modifying the project. After the project is completed, the project team writes an after-action report that assesses the impact of the project on the crime problem. This report also discusses whether the project goals and objectives were met and what successes and barriers were experienced.

The Raleigh Police Department and the Wake County Sheriff's Office are awarded JAG funding as a disparate jurisdiction. The RPD, as the fiscal agent of this JAG award, will present a subaward to the WCSO in the amount of \$65,063. This is the only anticipated subaward for the 2018 Justice Assistance Grant.

The Wake County Sheriff's Office plans to use their 2018 Justice Assistance Grant funding to purchase in-car camera systems for law enforcement vehicles. These in-car cameras will be used to record traffic stops and other encounters with the public. These recordings provide an unbiased account of events that allow management, citizens, and others to view what actually occurred during encounters that may get called into question. These recordings can also be used as training tools for new and experienced officers.

Law enforcement has always benefitted from technological advances, and the use of in-car cameras in patrol vehicles has continued this trend. In-car cameras are used to document emergency responses, pursuits, and police interaction with suspects and the public in general. The operation of the camera is either triggered by a pre-determined set of circumstances (such as the activation of the vehicle's emergency equipment) or turned on by the officer in the event that he or she wishes for the encounter to be recorded.

In-car cameras have served law enforcement in many ways, to include officer safety. In instances where officers have been fatally assaulted and the assault was captured on the in-car camera, the recording has aided in the arrest and prosecution of the offender. Also, the presence of an in-car camera has the effect of deterring offenders when they know their actions are being recorded. The video obtained from in-car cameras has proven its evidentiary worth as well. Nothing tells the story or depicts the events better than a video recording of the actions of those involved.

These recordings also have proven to reduce the time officers spend in court. If video exists that shows the defendant committing a crime, it is significantly more difficult to defend against the allegations, and guilty pleas or plea agreements often result.

Video recordings from in-car cameras have also proven to be effective training material. Before the advent of the in-car camera, it was not possible to allow training staff and officers to view video of the actions of offenders and officers. Now that training staff and officers can view this video, they can learn from the positive aspects of the encounter as well as the negative.

In-car cameras also help to increase accountability and transparency of an agency, and they allow for review of the officer's actions. Not only are the in-car cameras a deterrent to offenders, but they also serve as encouragement for officers to uphold a high standard of professionalism. In-car cameras also help to defend an officer's actions against frivolous claims.

Project Design and Implementation

The Raleigh Police Department operates under the City of Raleigh's strategic plan, which was adopted in April 2015. The City's plan was developed by teams of personnel from a variety of City departments. Informed by community input from Raleigh residents and business owners, these teams worked over the course of several months to compose performance measures, objectives, and initiatives for each of the six key focus areas of the plan. The key focus area that pertains most directly to the police department is called "Safe, Vibrant, and Healthy Community," and this area's overarching goal is "to promote a clean, engaged community environment where people feel safe and enjoy access to community amenities that support a high quality of life." The first objective in this focus area is "to promote a positive level of real and perceived safety that reflects a thriving atmosphere in which to live, work, and play."

The RPD will use 2018 Justice Assistance Grant funds to support this goal and objective through conducting projects that promote and support organizational strategies to address the causes of

and reduce the fear of crime and social disorder. Paying off-duty officers to work on these projects allows for the officers who are regularly scheduled to work in the target areas to continue their regular responsibilities, such as answering calls for service and conducting proactive patrols. The RPD has a limited budget for overtime pay, and thus there is a need for funding to compensate the personnel who carry out these problem-solving projects, which require a significant investment of time and concentrated effort if they are to be effective.

Capabilities and Competencies

The Raleigh Police Department currently participates in strategic planning efforts with Raleigh-Wake Emergency Communications to plan for future needs in the areas of computer-aided dispatch and radio communications. The computer-aided dispatch (CAD) system allows the 911 call-takers to relay information about the location and nature of the call to dispatchers, who then send emergency personnel to the scene and relay details about the call via radio and mobile computer terminal. This system must be upgraded from time to time to keep up with advances in technology, and it is important to plan for these upgrades. Radio communication is also a vital aspect of the dispatch process, and Raleigh-Wake Emergency Communications and the RPD must plan for the infrastructure necessary to ensure that clear and uninterrupted radio communication is possible in all locations as the city grows.

The RPD also engages in strategic coordination efforts with regard to safety at special events. As more and more large-scale events and protests are held in downtown Raleigh, teamwork and coordination among public safety agencies has become more important than ever. The RPD frequently works with the State Capitol Police, the Highway Patrol, the N.C. General Assembly Police, and the Department of Public Safety to compose operations plans for these large gatherings to ensure optimal safety for all participants.

Plan for Collecting the Data Required for this Solicitation's Performance Measures

Key metrics on the law enforcement module of the Performance Management Tool (PMT) for the 2018 Justice Assistance Grant program include the type(s) of crime problem addressed by the program, the primary target area of the program or task force, and the type of model that the program focuses its efforts around. These metrics are listed on the Strategic Operations Plan for Intelligence-Led Solutions that must be completed by the SOPILS project team and approved by the command staff review board before the project can be implemented.

For many years, the Raleigh Police Department has conducted overtime projects to combat crime and disorder problems in specific areas. Each quarter, the RPD grants manager submits reports in the BJA Performance Measurement Tool to describe its progress on these projects. At the beginning of the project, the RPD grants manager informs the project manager about the performance measure data that is needed to complete this quarterly reporting. During the project, the project manager collects this data along with other metrics that help to show the effects of the project. The RPD's real-time crime intelligence center, the Raleigh Intelligence Center (RIC), collects data from many sources, including the RPD records management system and its computer-aided dispatch system. RIC personnel can easily generate reports containing calls for service and reported crime, and they can also create maps containing this data. These reports and maps make it easy to tell where crime and disorder problems are occurring so that project managers can direct their efforts accordingly.

2018 Justice Assistance Grant Budget Worksheet for RPD and WCSO

Raleigh Police Department

Personnel			
Number of Officers Required	Rate of Pay	Number of Hours	Total
7	\$40.00	255.857	\$71,640.00
		Overtime Subtotal	
Fringe Benefits			
Type	Percentage	Total	
Social Security	6.20%	\$4,442.00	
Medicare	1.45%	\$1,039.00	
		Fringe Subtotal	\$5,481.00
		Total OT + Fringe	\$77,121.00
Other			
Description			Total
Set-aside for NIBRS compliance			\$2,400.00
Total Project Budget			\$79,521.00

The Raleigh Police Department will use \$71,640 to pay overtime to sworn officers to work on intelligence-led policing projects in an effort to solve crime and disorder problems in communities throughout the city of Raleigh. This pay is based on the average RPD overtime rate of \$40.00 per hour, and will pay for approximately 1,791 hours of overtime. The RPD's 2018 JAG budget also includes funding for two fringes, Social Security and Medicare, that are associated with its overtime costs as listed above. The total for these fringe costs is \$5,481. Also, as a requirement of the 2018 JAG program, the RPD must set aside at least 3% of its JAG award toward becoming fully compliant with the FBI's National Incident-based Reporting System (NIBRS) crime data submission requirements. The RPD has set aside \$2,400 for this purpose.

Wake County Sheriff's Office

Equipment			
Item	Quantity	Cost	Total Cost
In-Car Camera System	10	\$6,311.10	\$63,111.00
Other			
Description			Total
Set-aside for NIBRS compliance			\$1,952.00
Total Project Budget			\$65,063.00

The Wake County Sheriff's Office will purchase 10 in-car camera systems at a cost of approximately \$6,311.10 per system. Also, as a requirement of the 2018 JAG program, the WCSO must set aside at least 3% of its JAG award toward becoming fully compliant with the FBI's National Incident-based Reporting System (NIBRS) crime data submission requirements. The WCSO has set aside \$1,952 for this purpose.

**2018 Justice Assistance Grant Budget Narrative:
Raleigh Police Department & Wake County Sheriff's Office**

Raleigh Police Department

The Raleigh Police Department proposes to use \$77,121 in overtime funds to implement strategies and solutions to solve crime problems in Raleigh. This will be achieved through intelligence-led policing projects that are planned using the Department's *Strategic Operations Plan for Intelligence-Led Solutions* framework. The SOPILS framework requires a careful analysis of the problem, identification of operational goals and desired outcomes, and the creation of a results-oriented strategic plan for the project. These projects will seek to solve crime problems through a variety of means, including focused patrols, community relations, and public awareness campaigns.

The budget for the RPD's projects will be broken down as follows: 1,791 hours of overtime will be worked by sworn officers at a rate of \$40 per hour, for a total cost of \$71,640 in overtime pay. Fringes (Social Security and Medicare) of 7.65% will be calculated based on the overtime pay total of \$71,640; this will amount to a total of \$5,481 in fringes.

Because the RPD is not fully compliant with the FBI's National Incident-based Reporting System (NIBRS) data submission requirements, it is required to set aside 3 percent of its 2018 JAG award toward achieving compliance. The RPD has set aside \$2,400 for this purpose.

Wake County Sheriff's Office

The Wake County Sheriff's Office will use \$63,111 in funding from the 2018 Byrne Justice Assistance Grant to purchase in-car camera systems for law enforcement officers. These in-car cameras will be used to record traffic stops and other encounters with the public. These recordings provide an unbiased account of events that allow management, citizens, and others to view what actually occurred during encounters that may get called into question.

Because the WCSO is not fully compliant with the FBI's National Incident-based Reporting System (NIBRS) data submission requirements, it is required to set aside 3 percent of its 2018 JAG award toward achieving compliance. The WCSO has set aside \$1,952 for this purpose.