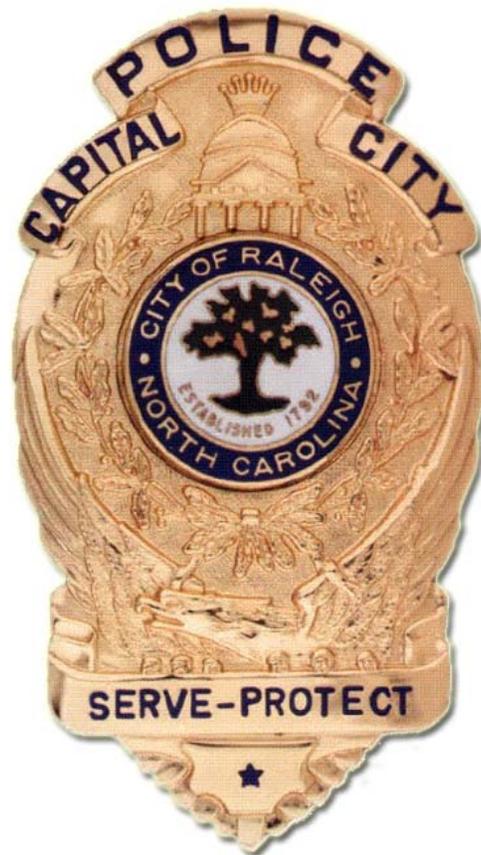


In the spirit of service, the Raleigh Police Department exists to preserve and improve the quality of life, instill peace, and protect property through unwavering attention to our duties in partnership with the community.

RALEIGH POLICE DEPARTMENT

2010 Report



Service, Courage, Fairness, Integrity, Compassion

As a department, we are committed to our people, professionalism, leadership, innovation and interoperability, and organizational change.

CITY OF RALEIGH
NORTH CAROLINA
INTER-OFFICE CORRESPONDENCE

TO: City Manager J. Russell Allen

FROM: Chief Harry P. Dolan
Lieutenant T.A. Klein

DATE: May 20, 2011

SUBJECT: The Raleigh Police Department's 2010 Report

MESSAGE:

The Raleigh Police Department is steadfastly committed to the prevention, suppression, detection and investigation of crime, and it is equally dedicated to the role it plays in maintaining a high quality of life for this city's residents. This document provides information and highlights the efforts made by departmental personnel as they worked in partnership with the community during 2010.

As the Department strives toward its goals, it employs a multifaceted approach that includes enforcing the law, creating partnerships with the community, developing and conducting youth initiatives, and working closely with other governmental agencies. The Department promotes sustainable, collaborative solutions for the law enforcement-related issues affecting our community.

Much of the progress made during the year was achieved as we followed a course set by the Department's 2009 - 2014 Strategic Plan, which includes five planning areas: Community Policing and Community-Oriented Government Initiatives; Personnel Development; Innovation and Technology; Infrastructure and Organization; and Aggressive Crime Response and Tactics. Advancements in all five areas occurred throughout 2010 and are documented in this report.

I am proud of the many points of progress noted in the pages that follow, but I am prouder still of the loyalty and dedication of the men and women of the Raleigh Police Department. In the end, it is their exemplary service and the support and trust from the community that continues to make the Raleigh Police Department one of America's truly outstanding law enforcement agencies.



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Overview

Introduction

Information concerning crime is certainly of interest when a city considers the annual performance of its police department, and in Raleigh's case during 2010, there were a number of accomplishments and points of interest concerning crime. However, there are additional factors that - from a long-term standpoint - are of key importance to providing continual, sustainable improvements for the community. To convey an understanding of the importance these additional factors have to our policing strategies, this summary will begin with them before addressing crime and enforcement.

Community-Oriented Government

The City of Raleigh's Community-Oriented Government (COG) Initiative is a foundation upon which the Police Department is building many of its programs. That is especially evident in the Department's community policing activities and its outreach efforts, but ties can be found throughout the daily conduct of business and among the relationships that exist between the community and the police.

The City has defined community oriented government as "a philosophy requiring that citizens and their public officials work together as partners toward the goal of enhancing the overall quality of life in the community. The philosophy requires a management style and organizational culture that promotes mutual trust and interactions among departments and with the community."

The Raleigh Police Department was guided by that philosophy as the COG initiative began in its Southeast District in 2009, and the Department has continued to follow it as the program has begun to expand to other areas of the city.

Typically, as work begins to establish a COG initiative in a new community, a brainstorming session is held with residents. Broken down into working groups, the community members list their concerns and recommendations. As the discussion groups report, a priority list is developed and this list of "community-directed priorities" forms the basis for the initiatives and service-delivery plans that are put in place by the City.



In the neighborhoods where the initiative has been launched, it has resulted in a wide array of activities, each tailored to meet specific needs of individual communities. From a police perspective, examples of the steps taken have included:

- Increased foot and bicycle patrols;
- Increased drug and prostitution enforcement;
- Increased quality-of-life enforcement;
- Working with the Parks and Recreation Department to provide more positive activities for youth;
- Working with the Inspections Department to ensure code compliance;
- Working with Solid Waste Services to coordinate the removal of various items; and
- Working with the Public Works Department on street lights and other issues.

Community-oriented government brings the community and its government together to address issues and meet mutually defined objectives. Clearly the depth and breadth of the COG initiative make it impossible to detail them here; however, a separate report providing information from each participating City department is available and is recommended for anyone interested in learning more about COG or the possibilities it might hold for their neighborhood.

In 2010, the Southeast District COG Team successfully brought together several city departments to focus upon improving local government services to meet the community's needs. Representatives from the Community Development, Community Services, Fire, Information Technology, Inspections, Parks and Recreation, Planning, Police, Public Utilities, Public Works, and Solid Waste Services departments worked together to create sustainable solutions affecting communities in Southeast Raleigh.

Throughout the year, the Raleigh Police Department participated in several partnerships with other city departments in order to provide more efficient and effective community services. For example, the Police Department and Parks and Recreation Department joined together on several occasions at local community centers to provide youths with safe places to learn, grow in productive ways, and enjoy sports. The endeavors include the establishment of two basketball leagues at Roberts Park, development of the Saint Monica Teen Center at the Tarboro Road Community Center, and hosting summer camps taking place throughout the City.

The City's COG initiative has been successful in improving services and resolving problematic issues in neighborhoods in the southern and southeastern sections of Raleigh. As a result of its success in those areas, the City and the Department anticipate implementing COG initiatives in the northern and northeastern sections of Raleigh in 2011.



Community Policing

The Department's community policing programs are closely linked to the City's COG initiative. In areas where the COG initiative was piloted and in those where it has been expanded, the two efforts are intertwined and working to accomplish the same neighborhood goals.

Community policing creates positive interactions between the police and community members, and that leads to more opportunities to share information back and forth.

By the end of 2010, 18 officers were assigned to full-time positions as community officers. They are part of a team dynamic, which creates opportunities to develop long-term strategies with the public and with other City and non-governmental entities to create a sustainable problem solving atmosphere.

During 2010, the Department not only expanded the number of community police officers, it established a Community Policing Squad in each of the Department's six districts. The new squads were nearly fully staffed by December 31, and officers will occupy all the available positions during 2011.

Youth-specific Programs

Throughout 2010, the Raleigh Police Department furthered its efforts to develop a more comprehensive approach to address Raleigh's youth. The Department created the Youth & Family Services Unit within its Detective Division. This section is composed of the Family Violence Intervention Unit, a Juvenile Crimes Unit, a Youth Services Unit, a Special Victims Unit, and a School Resource Officers Unit. The consolidation of these resources has enhanced the Department's ability to address concerns associated with distressed families and delinquents at risk, as we strive to develop more effective means of reducing anti-social behaviors - including gang-related violence - among Raleigh's youth.

In addition, to consolidating youth and family-related activities, the Department expanded the functions and capabilities of the Youth & Family Services Unit, allowing it to develop a more comprehensive approach to delivering services to young people. Unit personnel work to provide youth with an understanding that there are options much better than living the criminal gang lifestyle.

Key elements contributing to that strategy included the addition of a youth outreach coordinator. The youth outreach coordinator's primary function is to provide a bridge between the Department, community organizations, partnerships, and outreach programs through



improved communication and resource sharing. The youth outreach coordinator's focus is on connecting in-need youths to the appropriate available outreach resources.

Identifying outreach workers and sustainable intervention programs is a priority for the Raleigh Police Department as it continues to carry out its dual approach of aggressive enforcement coupled with equally important intervention, diversion, and prevention strategies.

The Raleigh Intelligence Center

In 2010, civilian crime analysts and sworn officers became part of the Department's effort to centralize intelligence through the creation of the Raleigh Intelligence Center (RIC). It is the responsibility of the RIC to collect, evaluate, analyze, and disseminate intelligence data regarding criminal activity in the City of Raleigh, along with any criminal activity in other jurisdictions that may have an adverse effect on the public. This includes information on topics such as street gangs and career criminals. The RIC-produced data are used to maximize the efficiency of our resources and enhance our Department's ability to prevent and deter criminal activity. The RIC also provides real-time intelligence to officers and detectives in the field on a regular basis. In addition, the RIC often responds to requests for information from the community, including calls-for-service histories, crime statistics, and other public information.

The RIC is comprised of the Crime Analysis Unit, the Intelligence Unit, and the Technical Assistance Response Unit (TARU). A gang intelligence analyst is also assigned to the unit and is responsible for identifying crime trends involving gangs. The RIC began operations on April 19, 2010, and continues to serve both field personnel and police managers. Within the law enforcement community, the RIC partners with and has taken leadership roles in such groups as the N.C. Gang Investigator's Association (NCGIA) and the N.C. Crime Information Exchange (NCCIX).

The Raleigh Police Department recognizes that the public's right to privacy must be protected in the course of collecting information to deter crime. To protect this right to privacy, the Intelligence Unit adheres to intelligence protocols as outlined in Federal Code 28 CFR Part 23.

Reported Crime

The leadership of the Raleigh Police Department believes that the initiatives and programs highlighted above - coupled with the hard work of officers, detectives and civilian employees - played important roles in reducing crime and maintaining the City's well-deserved reputation as a premier location to live, work and conduct business.



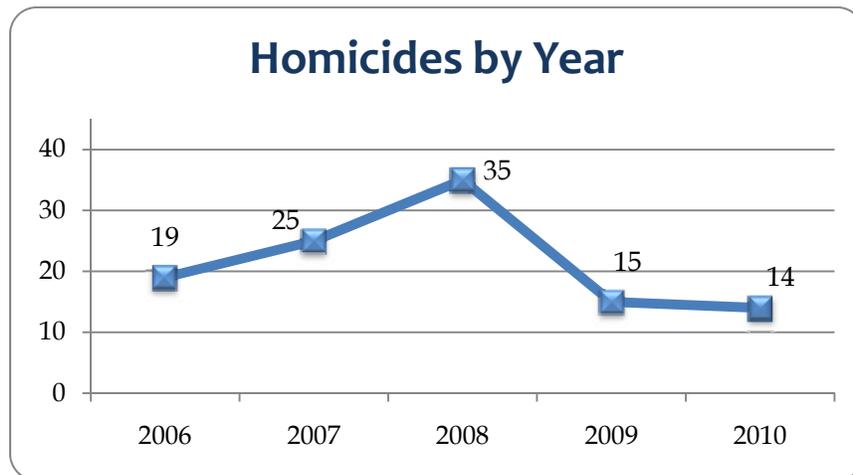
As detailed later in this report, the number of reported Part I and Part II crimes dropped during 2010, in some cases to the lowest levels seen in several years. The following summary highlights some of the noteworthy points.

Part I Crimes

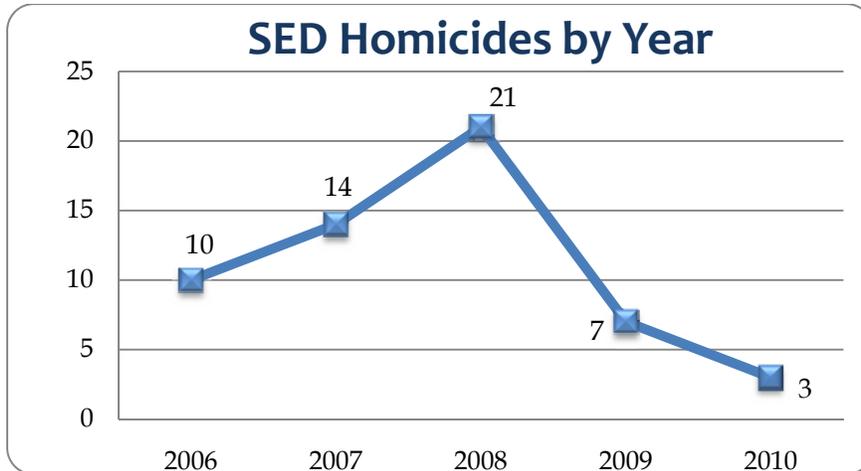
The number of reported Part I or “major” crimes for 2010 was reduced 7.18 percent in 2010. That reduction means that there were over 1,100 fewer victims of these serious offenses citywide in 2010 than there were in 2009.

A statistical review of Raleigh’s Part I crimes during the past five years produces a number of significant highlights. Among the most striking are incidents of murder and robbery.

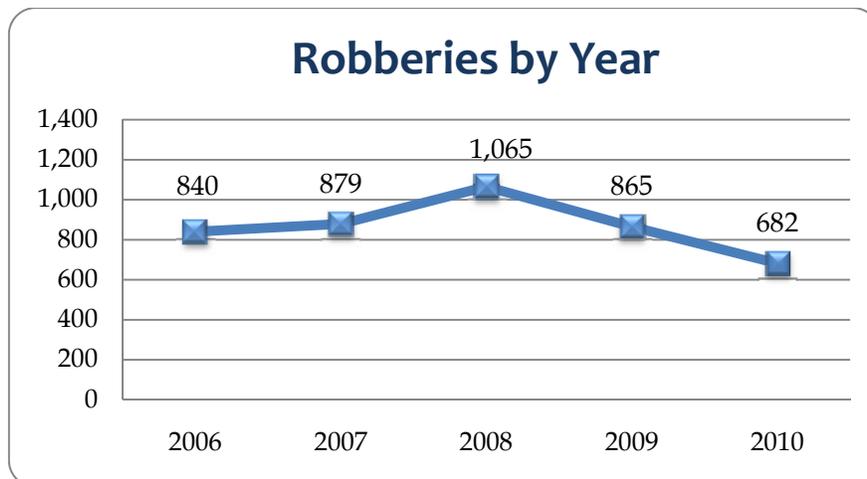
Murder is the most serious violent crime investigated by law enforcement, and for the second year in a row, murder in Raleigh remained below the average number of homicides committed annually. They have fallen 60 percent from their 2008 high.



Particularly striking is the decline in homicides in Southeast Raleigh. As seen below, murders in that area of the City have fallen from 21 in 2008 to 3 last year.



The robbery statistics for 2010 also merit attention. The 682 robberies reported citywide in 2010 was the lowest number in 12 years.



The 2010 Crime Detail section provides additional information concerning each of the Part I crime categories.

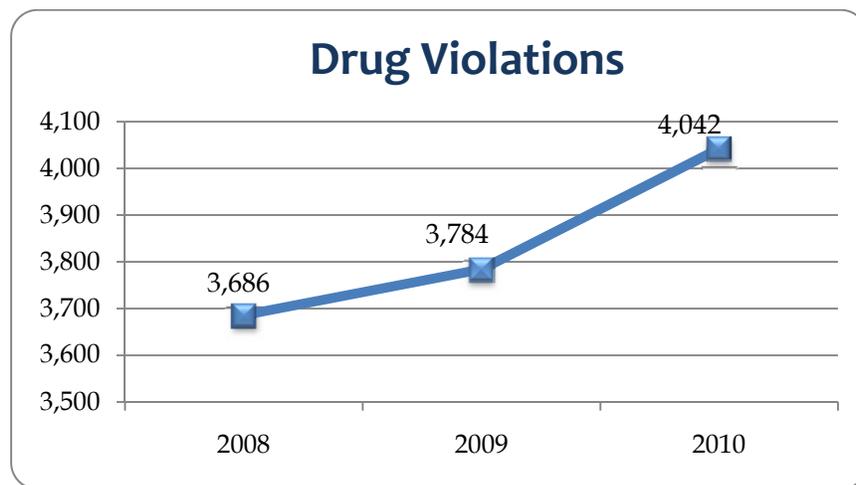
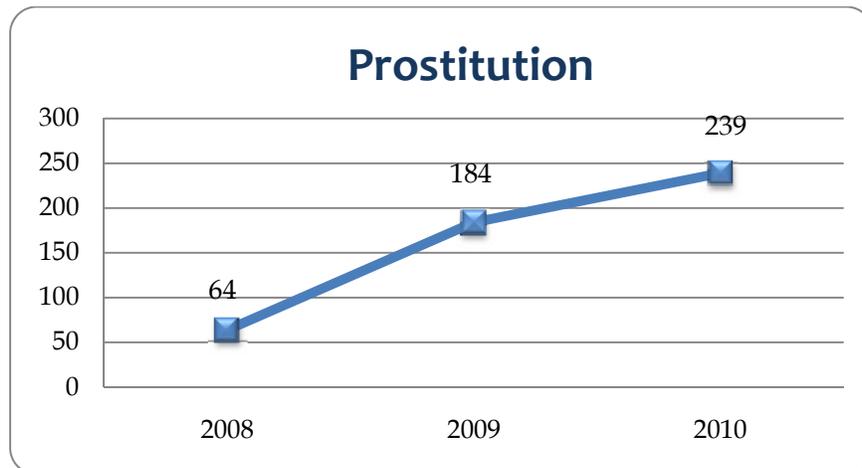


Part II Crimes

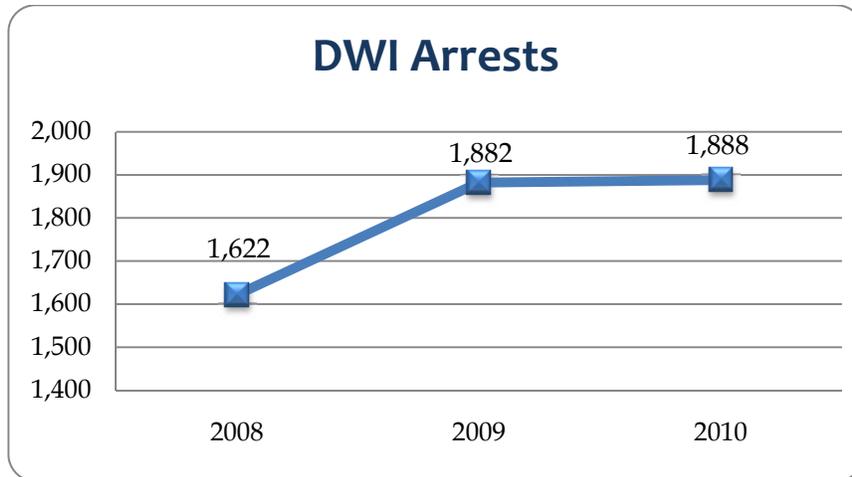
Reported Part II crimes were also down during 2010. Part II crimes range from a variety of criminal violations to no-offense information reports. A more comprehensive look at Part II crimes is available in the 2010 Crime Detail section later in this report.

However, prostitution, drug offenses, and DWI will be covered in this overview, because of their relationship to the Department's crime-reduction strategies.

The Department concentrated on enforcing prostitution and drug offenses, because of the relationship between these crimes and other, more serious crimes and issues. As illustrated in the charts below, the Department's efforts paid off in the form of more arrests for prostitution and drug offenses. Community support for these efforts was important and appreciated.

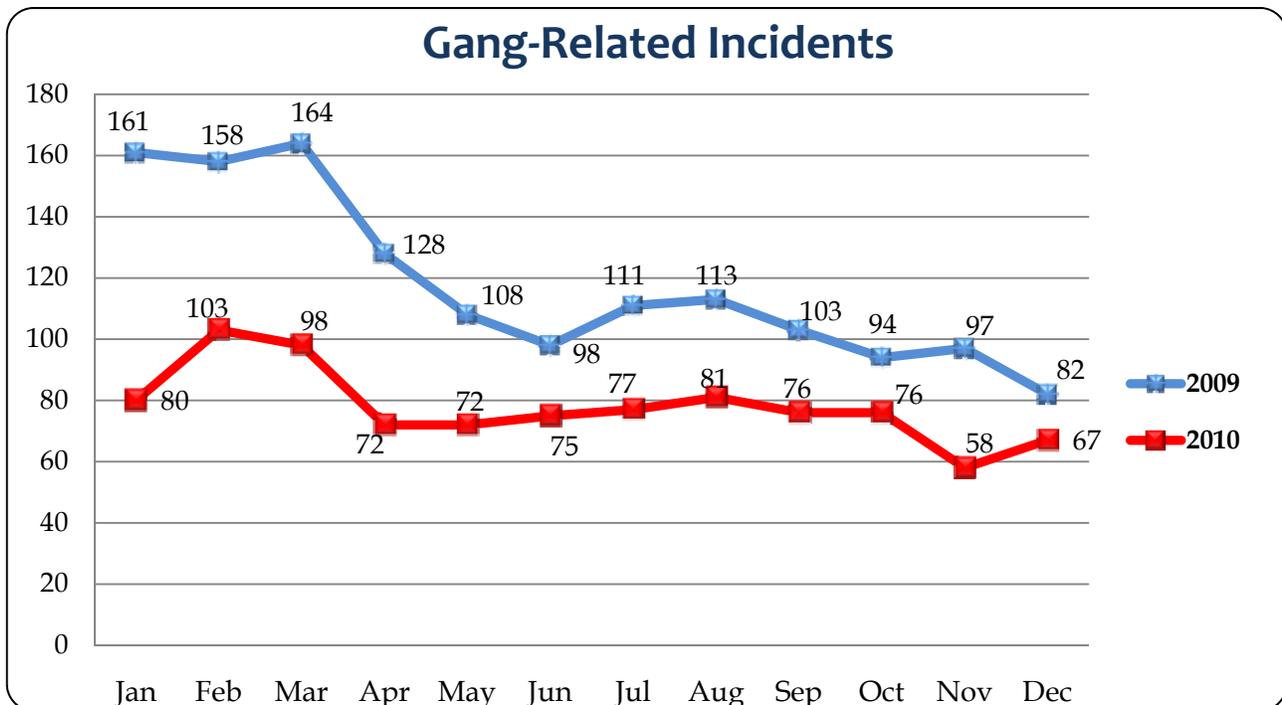


The third Part II crime category that merits highlighting is DWI arrests. Again, this was an area of concentration for members of the Department. DWI enforcement plays an important role in improved traffic safety, and - like prostitution and drug enforcement - it will continue to be prioritized.



Known Gang-related Incidents

Finally, attention will be paid here to the reduction that occurred in gang-related incidents during 2010. Strategies developed and deployed by the Raleigh Police Department and its community-based partners during the year are believed to have contributed significantly to the 34 percent reduction in known citywide gang-related incidents compared to 2009. For additional information on gang-crime issues, please refer to the “Response to Gang Activity: 2010 Public Report” previously released by the Department.



By the Numbers

Quick Facts about the Raleigh Police Department

(As of December 31, 2010)

- 777 - Authorized sworn law enforcement officer positions.
- 115 - Authorized civilian employee positions.
- 33 RPD volunteers
- 4,229 Hours contributed by RPD volunteers during 2010
- 249,092 - Self-initiated calls for service in 2010
- 218,808 - 911 response calls for service in 2010
- 3,472 - Individuals charged with Part I crime violations in 2010
- 5,094 - Part I crime charges in 2010
- 21,732 - Individuals charged with Part II crime violations in 2010
- 123,576 - Part II crime charges in 2010
- 18,858 - Traffic-collisions reported during in 2010
- 120 - Entertainment establishments inspected under NETFORCES program in 2010
- 460 -PROP ordinance-related citations issued in 2010
- 995 Taxi permits issued in 2010
- 804 - Motor vehicles and other engine-powered equipment assigned
to the Department
- 7,649,659 - Miles driven by Police Department vehicles in 2010
- 4,069 - Hours of operation for non-odometer equipment



Organizational Enhancements

Policing Practices

Uniformed patrol officers respond to assigned calls for service involving the commission of crime, traffic problems, domestic disputes, and other current police situations. While not responding to emergency calls, officers are responsible for performing self-directed community service functions, including security checks, vehicle stops, foot patrols, field interviews, investigating suspicious persons, and other forms of community engagement.

The Raleigh Police Department is utilizing a pilot program that provides officers with specific objectives that are used to gauge an officer's use of self-directed time – the time he or she does not spend answering emergency dispatch calls or other directed activities.

Increases linked to self-directed time include security checks and foot patrols. In 2008, Raleigh patrol officers performed 37,469 security checks and 1,179 foot patrols. By 2010, security checks had increased 79 percent (to 67,111) and foot patrols were up 277 percent (to 4,450). These increases reflect more citizen engagements, a major goal of the Department.

District and Beat Realignment

At the beginning of 2010, after communicating upcoming changes to internal and external stakeholders, the Department implemented an adjustment to its district and beat organizational structure. Some changes were made to district boundaries and, within districts, beat boundaries were realigned. In most instances, districts gained officers, and the new district and beat boundaries both reflected the growth that had occurred in the City and anticipated future growth and expansion.

The changes were accomplished smoothly and without any disruption of services to the community. They have resulted in improved service and have better positioned the Department to meet future needs.

Internal Reorganization

A number of elements within the Department were shifted from one division to another to streamline operations, improve service to the community, and consolidate personnel serving complementary functions. In some instances, the shifts were accompanied by staffing changes and other measures that bolstered the Department's capability to accomplish its objectives in



the most efficient and economical manner. While it is doubtful that many of these modifications were noted externally, they have significantly enhanced the ability to provide the highest possible level of service.

Improved Sworn Staffing Levels

Barring unforeseen circumstances, the Department's sworn personnel staff will be at full strength by mid-2011, completing a significant turnaround. At the end of 2008, the Department had filled 703 of its 776 allocated sworn positions. By year's end in 2009, there were 750 sworn personnel serving in 777 allocated positions, and at the end of 2010, there were 770 sworn personnel employed in the 777 positions. A number of factors, including active recruiting and retention efforts, contributed to the staffing improvement.

A Refined Approach

The Department has undergone an evolutionary transition and continues to build upon the COMPSTAT model of policing, following an intelligence-led approach. It now utilizes a more streamlined, community-oriented policing paradigm based upon a problem solving and strategic planning model. The Department works to identify problems from the eyes of citizens, the beat officers, from stakeholders' input, from management's perspective, and from intelligence collected and shared by the Raleigh Intelligence Center.

The Department now utilizes a predictive intelligence model that focuses more attention on the offender and predictive behavior based on patterns, trends and crime occurrences. Internal meetings determine the best use of time and resources by both responding to current trends and predicting future issues.

Community policing is inherent in the foundation of our hybrid model, which does not just put cops where crimes have occurred, but instead places them in areas in which they can be more effective in prevention and diversion using intelligence-led policing methods. In addition, the Raleigh Intelligence Center assists by providing data that enable a focused and prioritized approach.

Officer Training

The Department conducted or arranged for numerous training opportunities for all its officers throughout 2010.



Officers received training ranging from legal updates to rapid deployment. Courses addressed areas likely to be encountered every day, such as crime scene management, career survival and ethics, and responses to domestic calls. Less frequently utilized skill sets such as hazardous material, bloodborne pathogens, robbery suppression, incident command, and suicide-by-cop classes were also provided in 2010. In addition to these training subjects, district gang liaisons, school resource officers, Community Policing Unit officers, and crime prevention officers were afforded the opportunity to receive additional, advanced training on topics such as interview and interrogation techniques, advanced gang identification, and investigation techniques.

Also, Gang Suppression Unit officers developed and presented an in-depth training session to every officer in the Department. Officers were given insight on current and future trends exhibited by gangs in Raleigh. In addition, officers were given tools and methods to track and document their encounters with gang members. The process for recording gang encounters via field interview reports was also streamlined into an electronic database.

In recent years, the Raleigh Police Department Leadership Institute hosted instruction by nationally recognized experts in leadership and management. These professionals addressed a broad range of topics such as leadership cycles, time management, and decision making. The goal of the Institute is to provide police personnel with the highest quality of leadership training available anywhere in the United States.

Mentoring and Gang Prevention Activities

The Department continues to develop new programs and initiatives as a proactive approach to gang prevention. Currently, the Department provides gang-awareness programs for neighborhood watch groups, school personnel, and non-profit groups.

In an effort to deter youth from joining gangs, the Department partnered with community leaders to implement educational programs on how to prevent gang activity for parents, school teachers, and the community at large. These programs include the RPD Mentor Initiative, summer youth programs and informational meetings related to the City's graffiti removal team.

Established in 2009, the RPD Mentor Initiative focuses on operating local community centers that provide a safe and gang-free environment for the City's youth. The mentors supervise sports leagues, college trips, and educational seminars. Currently, the program provides mentors at several community centers including Tarboro Road, Roberts Park, Chavis Park, and Green Road.

In early 2010, the Police Department joined with Parks and Recreational Department to develop plans for several RPD summer youth programs. This initiative allowed youth to attend summer



camps in a safe and gang-free environment. Several of the programs included the RPD Explorer Academy for youth ages 14-21, a Soccer Camp, and Youth Police Academies. In addition, the Department's school resource officers assisted with the J.T. Locke Summer Camp for at-risk youth.

During 2010, one of the discussion topics at community meetings centered upon the City of Raleigh's graffiti removal team. Graffiti remains a focal point in suppressing the spread of gang activity, and the City provides full-time graffiti removal personnel to promptly respond to citizen complaints. In 2010, the City cleaned up 430 graffiti incidents.

RPD Gang Outreach Review

As the City of Raleigh and Wake County proceed from the initial development and implementation of effective gang intervention strategies, the Department has identified the need to develop a more comprehensive approach to support young people who are struggling to find alternatives to living the criminal lifestyle.

Although departmental efforts are notable and resulted in a 34 percent decrease in gang activity compared to 2009, the lack of discerning outreach workers and sustainable intervention programs are concerns. At the direction of Chief Dolan, the Department underwent a review of current initiatives on gang outreach and intervention, along with how they correlate to current community efforts within the City of Raleigh.

Technology

The Department continues to incorporate new technologies to provide optimal service to the community. Recently implemented systems including web-based records, computerized report writing, and upgraded software have improved departmental efficiency and customer service.

In 2009, the Raleigh Police Department initiated a revamping of the City of Raleigh's employee performance evaluation system. After an exhaustive search, the Zero Based Performance Evaluation System developed by Dr. Van Meter & Associates was selected. The system focuses upon the characteristics and performance of the employee via the employee's daily engagement activity.

The system - which was put in place on a pilot basis in 2010 - specifically evaluates an employee's performance during directed time (activities that are assigned or required on a daily basis) and self-directed performance (activities that are initiated by the employee). The program helps ensure that officers perform certain tasks (known as priority performance measures),



during self-directed time in an effort to reduce crime. The Department utilizes the program in connection with its emphasis on self-directed activity. Technological advancements within the past decade have enabled the development of this system, which stands to greatly enhance the delivery of services to the community.

In addition, as technology continues to rapidly advance, the Department remains at the forefront and continually strives to obtain innovative technologies to battle crime. Software attained and utilized by the Raleigh Intelligence Center (RIC) offers prime examples of the expanding use of technology to help address problematic areas. The RIC has numerous computer programs that allow for greater disbursement of intelligence, thereby improving efficiency in solving crime.

RIC personnel employ mapping software to spot and analyze potential crime trends. Mapping software utilized by the RIC performs a variety of beneficial functions including density, trend analysis, and forecasting – all of which are used in multiple ways to diagnose and fight crime. Additional developments – such as geographical profiling software capable of developing information about potential suspects from crime type and location data – will likely become available in the relatively near future.

RIC personnel provide real-time information to officers responding to in-progress crimes and other emergencies. In addition, they have access to numerous search engines that allow them to easily locate helpful data that can be provided quickly to officers and detectives who are at an active crime scene.

Not all of the technological innovations benefitting law enforcement are housed in buildings and used by professional analysts – some of them are on the road. License plate recognition software is currently the subject of a departmental pilot program. In 2010, the Department outfitted several patrol vehicles with a system that uses four small cameras that can scan in four different directions simultaneously while the vehicle is being driven. The system alerts the officer behind the wheel when it believes it may have identified a vehicle that is being sought by law enforcement.



RPD 2010 Milestones

Numerous significant changes occurred during 2010 relating to the Department's physical locations, intelligence gathering and disbursement, interaction with youth, collaboration with other agencies, special programs and events, community interactions, training, crime suppression, and employee career development. Some of these changes are highlighted below.

January - The Downtown District was relocated to 218 West Cabarrus Street. This site was opened as the office for the Downtown District and the Evidence Section, and later in the year became home to the Youth and Family Services Unit.

March - Following the Department's strategic plan, new district and beat structures were implemented to maximize efficiency. To facilitate the new district structures, the North District moved to 6716 Six Forks Road and the Northeast District Station was relocated to 8320 Litchford Road.

As a result of the closing of the former Headquarters, the Police Chief's Office and the Administrative Services Division relocated to a temporary headquarters at 6716 Six Forks Road. Detective personnel were relocated to 4501 Atlantic Avenue, which had previously housed the Northeast District. The Juvenile Unit and DARE Officers joined the Youth & Family Services Unit.

April - All existing analytical and intelligence units were merged into the Raleigh Intelligence Center (RIC), which serves as the central repository and clearinghouse for all criminal intelligence information.

Many traditional keyboard interface computers in marked patrol cars were updated to touch-screen computers. This technological advancement builds on Chief Dolan's "eyes up" approach to beat management and community policing by enabling officers to keep their eyes at a level which assists them in being aware of their surroundings.

May - In conjunction with the Raleigh Parks and Recreation Department, the Department's Youth & Family Services Unit created the Mentorship Baseball League. This successful community outreach program brought together 65 impressionable 12- to 14-year-olds to play organized baseball with members of the Raleigh Police Department who volunteered as coaches and umpires.

June - William Bunn, age 8, was acknowledged with distinction and recognized as the Raleigh Police Department's first-ever honorary police officer.



July – A juvenile interview room was opened for the Youth and Family Services Unit as a space designed to allow children in crisis feel more at ease while speaking to officers and detectives.

August – A second permanent community field office (CFO) was opened at 1100 North Raleigh Boulevard, enhancing departmental presence in the community and providing a convenient place for citizens and community groups to meet on a more regular basis. In addition, the CFO provides officers working in the area with a place to complete paperwork and take their breaks while remaining in the community. Also, during this time period, the Raleigh Police Department's Command Post was stationed as a temporary mobile field office to serve the South Park community and surrounding areas.

Formal training for departmental volunteers was instituted. Community policing, tactical communications, gang awareness, report writing, ethics, law, and safety issues were among the subjects taught during the nine-week training program. Volunteers now assist with a variety of calls that do not require a sworn law enforcement officer.

September – A grant was obtained from the N.C. Governor's Crime Commission to fund the RPD's Burglary Suppression Initiative. The goal of this initiative was to combat residential burglaries through prevention, education, and suppression. As part of the new initiative, officers and detectives conducted covert surveillance in neighborhoods where historical trends showed a high number of burglary offenses.

November – A third Street Drug Unit and a third Selective Enforcement Unit were established.

The Department held the largest promotional ceremony in its history. One hundred and twelve officers were promoted to various ranks, including captain, lieutenant, sergeant, and detective.

December – A promotional ceremony was conducted in which 18 officers were promoted to various ranks, including deputy chief, major, captain, lieutenant, sergeant, and detective.



Specific-objective Programs and Partnerships

Youth Initiatives

Youth initiatives flourished throughout 2010. Police Explorer programs, parks and recreation partnerships, and other youth-oriented programs have been essential components to youth-focused initiatives.

The Raleigh Police Mentor Program provides one highly successful example. During the spring of 2010, the Department and Parks and Recreation Department partnered to reestablish a youth baseball league in Southeast Raleigh. Youth ages 12-14 were brought together from several communities, including Chavis, Worthdale, Barwell, Biltmore Hills, Roberts, Tarboro Road, Sanderford Road and Southgate. A total of five teams, comprising 65 players, participated in the league. Members of the Raleigh Police Mentor Program volunteered as umpires, coaches, and assistant coaches.

The Department and the Parks and Recreation Department again joined to offer several youth sports programs, including two basketball leagues. Each of the basketball leagues, available for youth ages 9-14 and 15-17, was coordinated by the Raleigh Police Mentor Program and took place at the gymnasium in Roberts Park. The Department's Youth and Family Services Unit also coordinated several activities taking place at Roberts Park, including an Easter egg hunt and the Fall Festival.

During the summer of 2010, the Department's Youth and Family Services Unit conducted two sessions of the Student Police Academy and hosted an RPD summer camp for teens. These initiatives were begun in 2009 and continue to flourish.

A youth outreach coordinator works to match community resources to the needs of youth, often through collaborations and partnerships with organizations, programs and institutions that support at-risk youth. The youth outreach coordinator and the Department's youth and family services officers worked to put into action youth-related activities and outings. Building relationships with youth agencies, organizations, programs and providers that identify and refer youth is also part of the youth outreach coordinator's responsibilities, along with assisting families that need to identify service providers and make application to them. The coordinator provides a point of contact for other organizations and programs in addition to developing new opportunities for youth programs and projects. The coordinator also interfaces with numerous external organizations and assists in the identification of funding sources for current and future youth programs.



School Resource Officers

The Wake County Public School System, the largest school system in the state and the 18th largest in the nation, has a high-school population of approximately 43,000 students. Nearly 21,000 of these students attend one of the nine high schools located Raleigh. Each of the nine high schools is patrolled by a Raleigh Police Department school resource officer (SRO). SROs work closely with Wake County Public School System security personnel while providing police coverage during regular school hours and at after-hours school events.

During 2010, the Wake County Public School System reported a total of 93 gang-related incidents occurring at Raleigh high schools. These incidents included minor school policy violations and violations of N.C. law. SROs are vital to the Raleigh Police Department's goal of deterring youth from criminal activity at its earliest stages. SROs are assigned to the Youth and Family Services Unit, where they have direct access to resources that better enable them to provide at-risk youth with positive alternatives to antisocial lifestyles.

Career Criminal Unit

The Department's Career Criminal Unit (CCU) was established in 2008 to address the problem of repeat violent criminal offenders. Due to the escalation of violence associated with these types of offenders, their incarceration provides the best way of ensuring public safety. The CCU works closely with the U.S. Attorney's Office and the Wake County District Attorney's Office to "fast-track" the trials of dangerous offenders and to secure the maximum allowable sentence when they are convicted.

Under federal sentencing guidelines, a defendant convicted in federal court is likely to receive a substantially longer sentence than he or she would in state court, helping to ensure that violent criminals are not released back onto the streets of Raleigh in the near future. The CCU also works closely with federal prosecutors on cases that are appropriate for federal adoption.

Currently, the CCU is engaged in multiple investigations, one of which was launched nearly 36 months ago. The investigation specifically targeted gang members who were committing crimes in Southeast Raleigh through a dangerous and organized criminal enterprise. Their primary source of income was related to committing robberies and selling controlled substances. While this investigation continued, with multiple gang members awaiting sentences in federal court, a second initiative was launched in 2010 to proactively investigate continuing gang violence and drug trafficking.

The goal of the CCU's investigative efforts is to dismantle violent gang sets within Raleigh, and, in conjunction with the FBI Safe Streets Task Force and the ATF, it has arrested more than 90



suspects who operated in the Martin Street, Bragg Street, and College Park neighborhoods. These arrests have affected the rank structure of the gang organization and included leaders, drug suppliers, and “foot soldiers.” Resulting criminal charges have included murder, robbery, firearm violations, and drug trafficking. Of the 90 defendants arrested thus far, 75 have been adopted for federal prosecution.

ATF Task Force

The Department’s detectives assigned to the ATF Task Force work closely with the U.S. Attorney’s Office, the Wake County District Attorney’s Office, and other Raleigh Police Department officers and detectives to investigate and assist in the federal prosecution of cases. As a result of this partnership, 42 cases involving 87 suspects have been adopted by the federal judicial system in 2010. Seventy-five firearms were seized, along with 10 kilograms of cocaine and two kilograms of crack cocaine.

Fugitive Unit

The Department’s Fugitive Unit is responsible for apprehending specific suspects who have outstanding warrants for their arrest. The unit prioritizes its efforts, focusing on the most violent offenders. During 2010, the Fugitive Unit made 422 arrests, including the capture of 51 individuals involved in homicides and other major crimes.

Drugs and Vice

Seizures

The Raleigh Police Department’s Drugs and Vice Unit now consists of three squads, with a third squad added to the unit in November 2010. Throughout the year, the unit has focused its attention on a range of drug and prostitution issues designed to target criminal activity and improve the quality of life in the community. The following overview highlights the unit’s activities during the year.

- The seizure of a variety of drugs valued at more than \$10 million, including:
 - Crack and powder cocaine valued at more than \$3.71 million
 - Marijuana valued at more than \$3.86 million
 - Methamphetamine valued at more than \$2 million
 - Heroin valued at more than \$136,000
 - MDMA (Ecstasy) valued at more than \$86,000
 - Oxycodone valued at more than \$127,000



- The seizure of 104 firearms
- The seizure of nine vehicles
- The seizure of one explosive device
- Conducting 19 Problem Oriented Policing (POP) buy-bust projects that netted:
 - A total of 274 charges
 - The arrest of 116 suspects, a majority of whom had previous felony arrest-records, including 34 that were eligible for habitual felon status.
- Conducting additional weekly buy-bust projects resulting in charges against 218 suspects

Gang Suppression Unit & Selective Enforcement Unit

In partnership with the community, the Department's Gang Suppression Unit (GSU) enhances public safety by integrating prevention and intervention strategies into suppression efforts to reduce gang-related activities and violence. The unit works closely with the Department's Selective Enforcement Units (SEU). Both GSU and SEU teams are members of the Special Operations Division within the Department and receive on-going advanced training in criminal street gang investigations.

The GSU, with the assistance of SEU, utilizes targeted enforcement strategies to aggressively address criminal gang activity. These strategies include foot, bicycle, marked vehicle patrols, and covert surveillance. Gang members contacted by GSU officers are given contact information for resources that they may utilize if they require or want assistance in gang disassociation. Gang intelligence information gathered by GSU is forwarded to the Raleigh Intelligence Center for analysis and distribution.

Officers within the GSU collaborate with school resource officers to exchange and share information about gang-related activity within high schools. They also provide gang-awareness presentations to schools, community groups, churches, private groups, and government organizations.

Members of the Gang Suppression Unit are actively involved in the Wake County Gang Prevention Partnership, providing input and service suggestions to assist with intervention and suppression strategies.

In addition to assisting with the service of search warrants and conducting higher-risk operations, the SEU conducts vehicle, foot and bicycle patrols as part of the Department's community policing and suppression strategies.



DEA Task Force

Two of the Department's detectives are assigned to the Raleigh Office of the Drug Enforcement Agency. The detectives work with the DEA in conjunction with other local agencies on cases involving major drug trafficking organizations that require long-term investigation, including those conducted under the Organized Crime Drug Enforcement Task Force (OCDETF). Such cases have multiple suspects who are normally involved in large, well-organized drug organizations. Every OCDETF case is assigned at least one assistant United States attorney for consultation and prosecution in federal court.

In addition to contributing to the investigations, the Raleigh detectives assigned to the DEA assisted with the Prescription Pill and Drug Take-Back Program, which provides a way for citizens to turn in expired medicines for proper destruction and disposal.

Dangerous Offender Task Force

The Dangerous Offender Task Force is a collaborative effort between the Department and the Wake County District Attorney's Office that is designed to expedite the disposition of violent-crime cases involving felony offenders.

Over the past year, 118 males and eight females were arrested as part of the Dangerous Offender Task Force's work. The mean age of the suspects was 22 years old. Sixty-eight of those suspects arrested were identified as known gang members, and 57 were found to be convicted felons.

Less than 50 percent of the cases brought against the 126 suspects remain pending in the court system. It took an average of 186 days from the time of arrest to the disposition of the case. Eighty-five of the 126 cases have been disposed of in various ways. Sixty-one cases concluded with a guilty verdict, 16 cases were dismissed, and eight cases were selected for federal prosecution. The average prison sentence was 41 to 51 months. Twenty-three suspects were placed on probation.

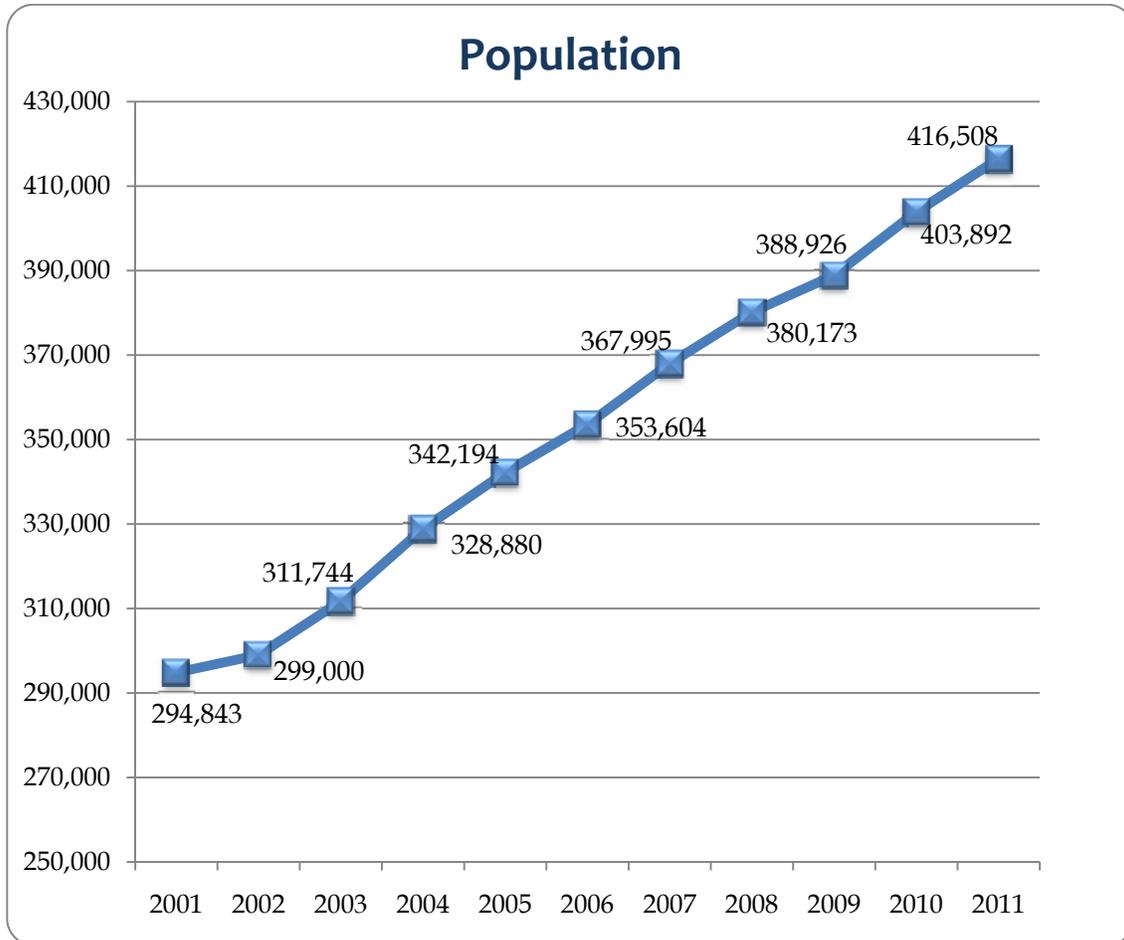
In 2010, the Dangerous Offender Task Force charged defendants with 208 felony crimes.



Serving a Growing Community

Population

Raleigh continues to grow. The chart below shows historical and projected population growth updated to reflect 2010 U.S. Census data. Raleigh's 2010 population of 403,892 is a 36.99 percent increase from its population in 2001.



Calls for Service

In 2010, officers handled a total of 467,900 calls for service, an increase of 41.26 percent over the 294,843 calls in 2001. Of the 2010 total, the Department responded to 218,808 calls placed to 911-46.76 percent of the total calls for service. And during the year, officers initiated another 249,092 calls for service, 53.24 percent of the total. The Raleigh Police Department emphasizes self-initiated activity such as foot patrols, business and neighborhood security checks, and warrant service to reduce crime.



Anticipated Annexations

Raleigh's city limits now encompass 143.865 square miles, and, like its population, the City's service area is expected to grow over time. Several sections of Wake County are currently being annexed or are planned for annexation during 2011, despite an overall trend towards slowing annexations.

According to the City Planning Department, in the first 6 months of 2011, approximately 4.7 million square feet of land (109.9 acres) and approximately 1.8 miles of roadway are projected to be annexed. However, the majority of the total acreage is already owned by the City of Raleigh and is not appropriated for development. Currently, less than three acres of the land proposed for annexation is slated for development.

Last year, approximately 97 acres were added to the City. In 2010, the largest percentage of annexed land was utilized for the completion of pre-existing residential developments. The remainder of annexed land consisted of property proposed for the use of two schools, two churches, a park, several businesses, and several City rights-of-way.



2010 Crime Detail

Information Concerning Reported Incidents

Part I crimes that were reported in Raleigh over the last five years were analyzed, and a similar study was performed on Part II crimes reported over the last three years.

Incidents counted in both Part I and Part II offenses are those reported by crime victims, witnesses or other complainants or those generated by officers observing criminal activity.

The Federal Bureau of Investigation's Uniform Crime Reports (UCR) for 2010 will not be released until later this year. However, the statistical information in this report will vary only slightly from the final numbers that were reported to the FBI.

The primary reasons for the slight variance in final UCR numbers results from a relatively small number of cases in which either the crime classification is changed due to information learned after the initial report or the report is "unfounded," meaning it was determined that the reported offense did not occur. For example:

- Investigation may determine that incident initially reported as a larceny meets the definition for a robbery, and the classification would be upgraded accordingly, meaning that there would be one less larceny and one more robbery in the final report, or;
- Additional information may be learned during investigation that establishes that the original report of a crime was fabricated; the case would be subtracted from its crime category.

The changes described above are common among law enforcement agencies and typically make only slight differences in the final results.

It should be noted that not all reported incidents are criminal in nature. For example, mental commitments, miscellaneous information reports, and found property cases are all counted in the UCR Part II numbers.



Part One Crimes

As seen in the table below, reported UCR Part I crimes decreased 7.18 percent from 2009 to 2010.

CRIME	2006	2007	2008	2009	2010
HOMICIDE	19	25	35	15	14
RAPE	125	130	108	113	104
ROBBERY	840	879	1,065	865	682
ASSAULT-AGG	1,343	1,162	1,114	1,070	993
BURGLARY	3,061	3,021	3,150	3,220	3,043
MV THEFT	1,152	1,167	1,059	911	957
LARCENY	8,813	8,890	9,284	9,940	9,183
Total	15,353	15,274	15,815	16,134	14,976
Change		-0.51%	3.54%	2.02%	-7.18%



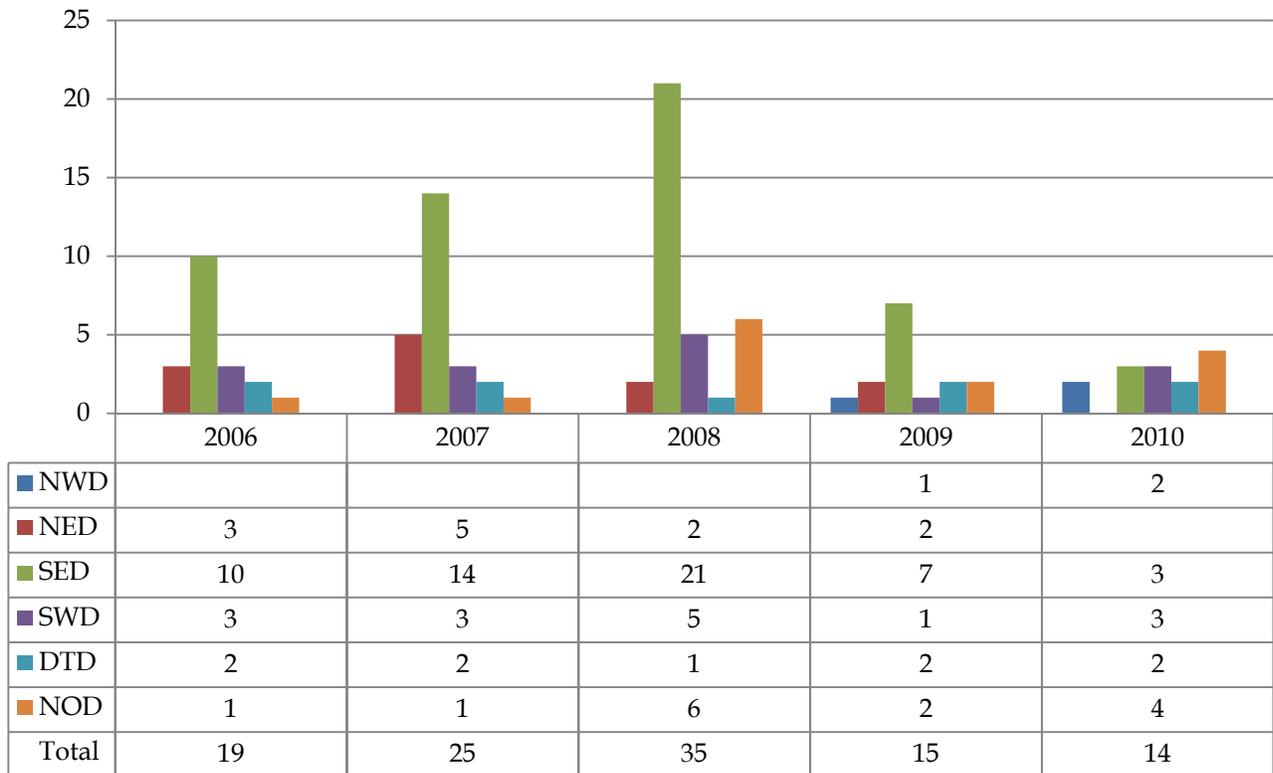
Homicide

In 2010, there were 14 homicides reported to the Raleigh Police Department, the lowest number recorded during the past five years. Notably, the 29 total homicides that occurred during 2009 and 2010 is less than the single-year total in 2008. The chart below provides a visual representation of the number of homicides occurring during the past five years.



A more detailed five-year examination of the geographical dispersions of the crime is depicted in this chart illustrating the number of homicides that occurred in each of Raleigh's police districts.

Homicides by District

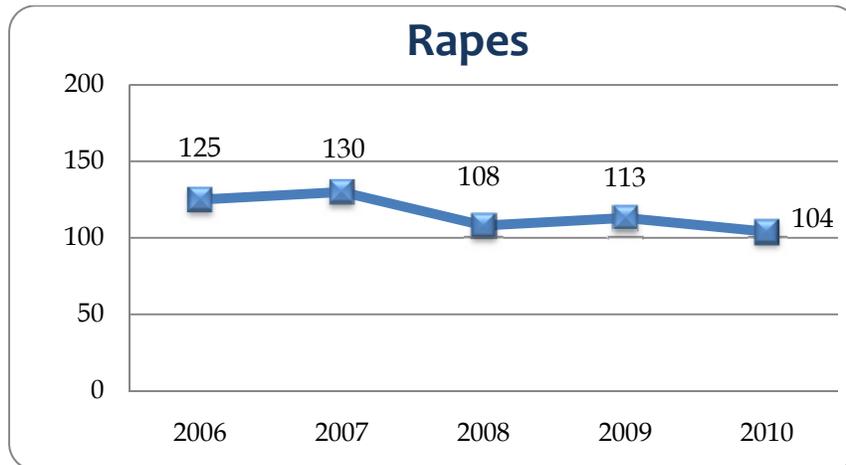


In 2008, of the 35 homicides occurring in the city, 21 occurred in the Southeast District. That district accounted for 60 percent of the Raleigh homicides in 2008. Southeast District homicides dropped to seven in 2009, representing 46.67 percent of the citywide total. In 2010, the Southeast District had three reported homicides, which accounted for 21.43 percent of the city's murders. The North District accounted for 28.57 percent of the city's homicides in 2010.



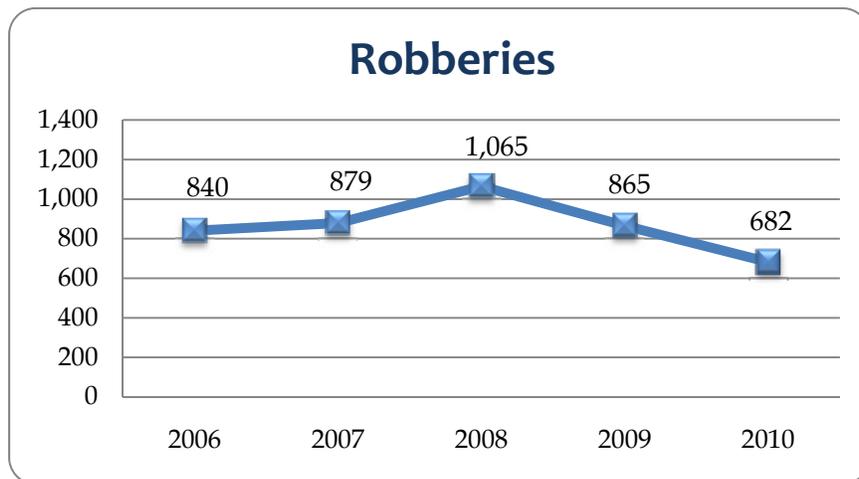
Rape

The Department recorded 104 reported rapes in 2010, the lowest total of the last five years. Attempted rapes are included in the numbers presented in the chart.



Robbery

Robbery is defined as taking or attempting to take property belonging to another using force or the threat of force. The Department investigated 682 robberies during 2010. This number is 21.16 percent lower than the 865 reported in 2009 and 35.96 percent lower than the 1,065 reported in 2008. In fact, the 682 reported robberies in 2010 was the lowest number of reported robberies over the past 12 years. This decline may be partially due to increased robbery suppression and habitual offender projects, as well as training in robbery suppression for all officers in the Department in recent years. The chart below illustrates the number of robbery incidents reported during the previous five years.



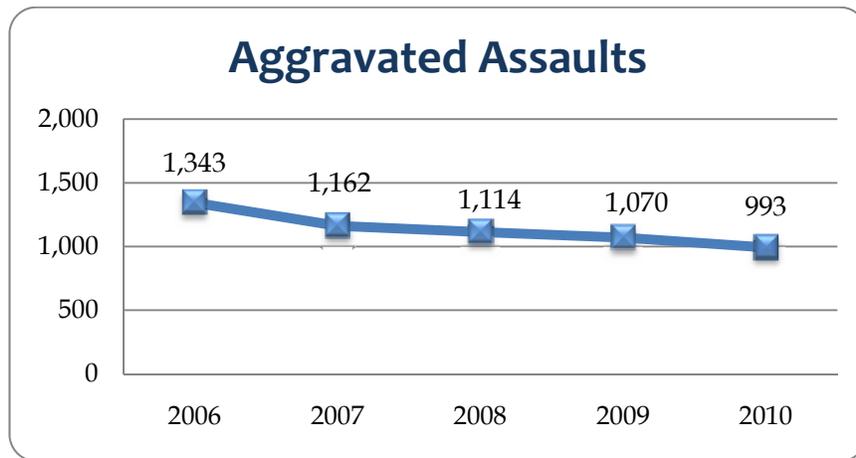
A spike in robbery activity was experienced in 2008, with a 21.16 percent increase over 2007 incidents. However, reported robberies declined 18.78 percent from 2008 to 2009 and 21.16 percent from 2009 to 2010. Each category of robbery showed a decrease in 2010. As in previous years, robbery-from-person leads the three categories of UCR robbery types, but there were 123 fewer robbery-from-person cases in 2010 than during 2009. The largest decrease was seen in home invasion robberies, down by 36.25 percent. A breakdown of robberies by classification is shown in the table below.

TYPE	2009	2010	PERCENT CHANGE
FROM PERSON	628	505	-19.59%
COMMERCIAL	157	126	-19.75%
HOME INVASION	80	51	-36.25%
TOTAL	865	682	-75.58%



Aggravated Assault

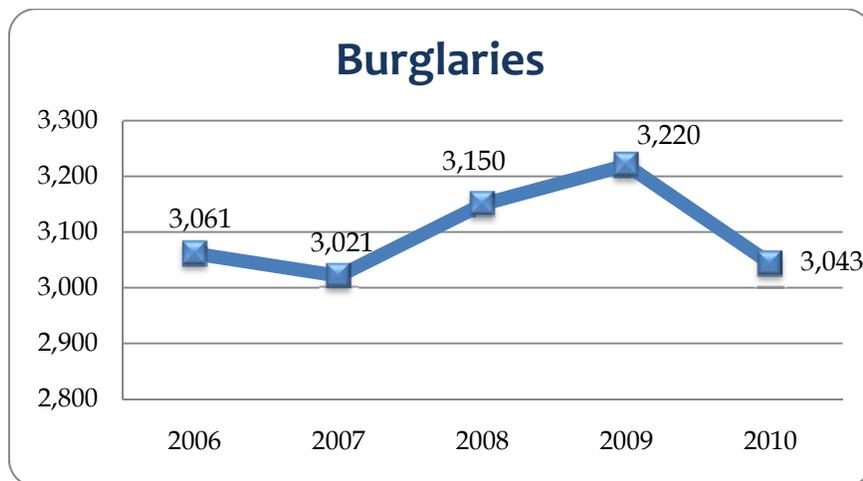
Aggravated assaults are those assaults in which a firearm, knife, vehicle, or other weapon is used or when an assault using hands or feet is serious enough to warrant medical attention beyond basic first aid. In recent years, there has been a downward trend in aggravated assaults, resulting in the lowest number of recorded aggravated assaults in five years being reported in 2010. The number of aggravated assaults over the last five years are shown in the chart.



Burglary

Burglary is the unlawful entry of a structure to commit a felony or theft. UCR categories further separate burglaries into residential burglaries and commercial burglaries. Methods of entry can be forced, unlawful (no force), or attempted.

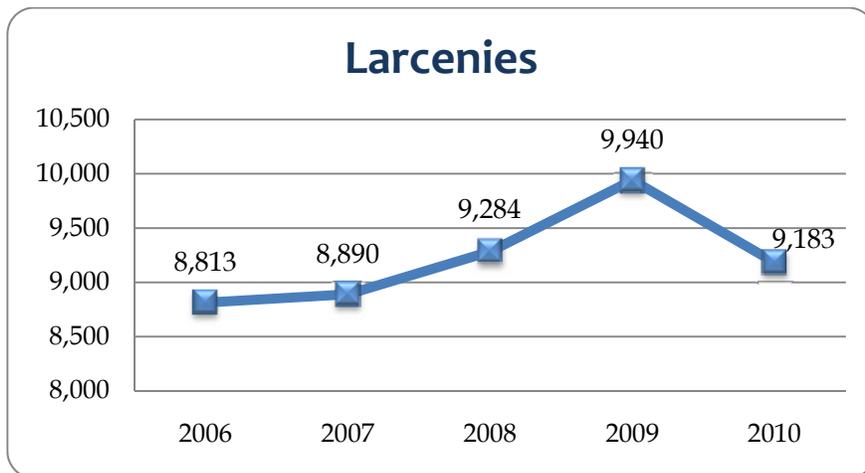
Reported burglaries increased 4.27 percent from 2007 to 2008 and 2.22 percent from 2008 to 2009. During each of these years, the total number of burglaries was affected by a surge in residential burglaries. In response, the Department began its Burglary Suppression Initiative in 2010 to combat the increased numbers of residential burglaries. The initiative's goals were to identify and arrest habitual burglars in hotspot areas and to inform potential victims of ways they could make their residences harder targets for burglars. This work by officers and detectives may have contributed to the overall reported burglaries decreasing 5.5 percent in 2010 compared to 2009. The chart depicts the number of reported burglary incidents from 2006 to 2010.



Larceny

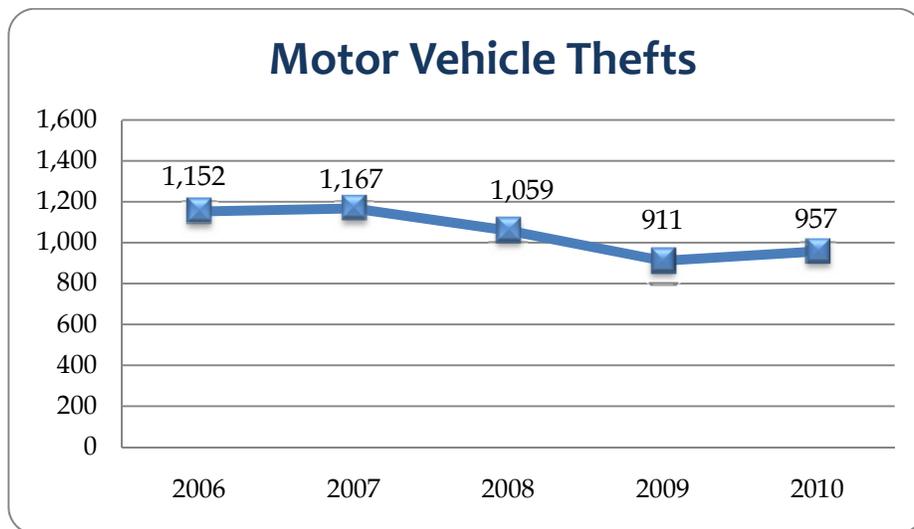
Larceny is the theft of articles from a person or business by stealth. Usually the victim is not immediately aware that the theft has occurred, often making an exact time of occurrence and the identity of a suspect or suspects difficult to determine. Larceny is broken down into several classifications, including pocket picking, purse snatching, shoplifting, from motor vehicle, of a bicycle, from building, from coin-operated device, and all other larcenies. Like other crimes, reported larcenies include all attempted larcenies in which suspects are unsuccessful in stealing the targeted property.

Shoplifting and larceny from motor vehicle make up two of the largest categories of reported larcenies. Partnerships formed with loss prevention departments of major retailers helped develop and share information regarding habitual shoplifters in an effort to reduce the number of those incidents. Several districts also conducted special projects regarding GPS unit thefts from vehicles. Proactive policing endeavors such as these may be factors in the substantial decrease in larceny numbers in 2010 compared to 2009 and 2008. The chart below provides larceny statistics for the previous five years.



Motor Vehicle Theft

Motor Vehicle Theft is the theft or attempted theft of a motor vehicle, including cars, trucks, golf carts, motorcycles, mopeds, and scooters. The thefts of trailers, construction equipment (Bobcats, skid steer loaders, etc) are not classified as motor vehicle thefts, but rather as larceny/all others. The overall downward trend of motor vehicle thefts likely is due, in part, to the increasing number of vehicles with anti-theft devices and alarms. The cause of the slight increase from 2009 to 2010 is unknown. The chart below depicts the number of motor vehicle thefts reported during each of the previous five years.



Part Two Crimes

The increase in some reported Part II incidents might be attributed to several factors, including the proactive nature of several of the Department's specialty units working various drug and prostitution projects. Also, the Department has worked to encourage victims to be more inclined to report crimes. The table below lists all Part II crimes encompassing 2008, 2009, and 2010.

PART TWO CRIMES	2008	2009	2010	2009 to 2010 % CHANGE	2008 to 2010 % CHANGE
ARSON	70	70	67	-4.29%	-4.29%
ASSAULT-SIMPLE	3,939	4,218	4,280	1.47%	8.66%
CRIMES AGAINST FAMILY	322	341	299	-12.32%	-7.14%
DISORDERLY CONDUCT	397	352	391	11.08%	-1.51%
DRUG VIOLATIONS	3,686	3,784	4,042	6.82%	9.66%
EMBEZZLEMENT	268	201	167	-16.92%	-37.69%
FORGERY/COUNTERFEITING	281	329	326	-0.91%	16.01%
FRAUD	1,754	2,110	1,974	-6.45%	12.54%
GAMBLING	0	2	2	0.00%	N/C
HUMANE	630	710	811	14.23%	28.73%
JUVENILE	263	240	289	20.42%	9.89%
LIQUOR LAW VIOLATIONS	26	33	34	3.03%	30.77%
MISC-NO OFFENSE	8,605	8,947	8,392	-6.20%	-2.48%
NOISE ORDINANCE	10	18	15	-16.67%	50.00%
OFFENSE-ALL OTHER	2,001	2,548	2,470	-3.06%	23.44%
PROSTITUTION	64	184	230	25.00%	259.38%
SEX OFFENSES	385	392	447	14.03%	16.10%
STOLEN/RECOVERED PROPERTY	307	242	210	-13.22%	-31.60%
TRAFFIC	836	1,302	1,516	16.44%	81.34%
VANDALISM	3,996	3,869	3,628	-6.23%	-9.21%
WEAPONS VIOLATIONS	773	772	736	-4.66%	-4.79%
TOTAL	28,613	30,664	30,326	-1.10%	5.99%



The largest increase in Part II crimes involve prostitution incidents. The number of reported prostitution cases increased 259.38 percent between 2008 and 2010. This large increase corresponds with aggressive efforts by the Department's Drugs and Vice Unit. In 2010, the Drugs and Vice Unit conducted numerous prostitution projects, resulting in 189 arrests.

Some of the increase in reported drug violations can also be attributed to the more effective policing strategies being deployed. In addition, the statistical increase reflects very aggressive street-level drug enforcement. Street level drug sales have been the subject of increased enforcement, because of the violent crime often related to dealing drugs.

The increase in the reported "Traffic" incidents is likely largely due to officers recording more DWIs in the Department's records management system instead of preparing handwritten notes for court. In addition, officers have started writing reports concerning traffic violation locations when they issue citations in an effort to better track the locations and the results of enforcement efforts.



Per Capita Data

The table below provides statistical information that relates the number of Part I offenses to 2010 census population, providing a standardized crime rates per 100,000 residents. In addition, the table provides per 100,000 statistical information for the City's authorized number of sworn personnel.

	Number	per 100k
Population	403,892	
Officers	777	192
Murder	14	3.4
Rape	104	25.74
Robbery	682	168.8
Agg. Assault	993	245.86
Burglary	3043	753.42
Larceny	9183	2273.63
MV Theft	957	236.94
TOTALS	14976	3707.92



Strategic Plan Implementation Summary

The Raleigh Police Department's 2009 – 2014 Strategic Plan has five planning areas. Significant progress has been made in 2010 towards achieving the goals outlined in the strategic plan. A comprehensive breakdown of completed tasks for the 2009 to 2014 Strategic Plan can be found near the end of this report. The five planning areas and major milestones of each are;

- **Community Policing and Community Oriented Government** - Community Officers and Sergeants are now assigned to every district. A community field office has been established on Raleigh Boulevard. The Youth and Family Services Unit is now fully operational. A Gang Specialist position has been added to assist the police in staying current with the latest gang trends, intervention methods, and training. A Youth Outreach Coordinator is also in place to reach out to youth in need and give them resources to help them succeed in life.
- **Personnel Development** - Engagement efforts by police officers have become easier to measure with the introduction of electronic dailies. These electronic dailies help mold officers towards a more community-engaged approach to policing. Newly promoted sergeants received two-day training sessions, and new detectives received interviewing training. Two additional community mentors were added to the City parks to assist the two already mentoring Raleigh's youth. In addition, a Youth Outreach Specialist position was created to assist in collaborating with non-profits and businesses in forging relationships to develop initiatives for Raleigh youths.
- **Innovation and Technology** - The Raleigh Intelligence Center houses the existing analytical and intelligence units. It now acts as the Department's central repository and clearinghouse for all criminal intelligence information.
- **Infrastructure and Organization** - An inter-local agreement has Raleigh completing the new training center on Battlebridge Road by January 1, 2020. New district boundaries were initiated.
- **Aggressive Crime Response and Tactics** - Two detectives are assigned to full-time drug interdiction efforts. A third Drugs and Vice unit was added. POP and CAGI grant funds have been utilized to coordinate special projects and enforcement activities. In conjunction with the Wake County District Attorney's Office, a Dangerous Offenders Task Force was created to better prioritize violent offender prosecutions.



Strategic Plan Accomplishment Detail

The information below provides accomplishments made in concert with the Raleigh Police Department's five-year strategic plan during 2010:

Planning Area One

Crime Prevention and Community Oriented Government Initiatives

Strategy: Reinvest in the Community Watch program.

- August 2010 [Completed] - Utilize Crime Prevention officers from each district to identify those communities with active Community watch programs.
- August 2010 [Completed] - Utilize Crime Prevention officers from each district to identify those communities without active Community Watch programs.
- December 2010 [Completed] - Utilize Crime Prevention officers from each district to identify communities with previous established but currently inactive Community Watch programs.

Strategy: Expand the city's NETForces (Nightclub Entertainment Task Force on Ordinances, Regulations, Codes, and Environment Safety) program to address problems and issues that arise from large entertainment venues, especially those involving nightclubs.

- July 2010 [Completed] - Establish an e-mail group to bolster communication between the participating businesses and public safety agencies in NETForces.
- November 2010 [Completed] - Increase the frequency of inspections from monthly to twice a month.

Strategy: Work with other city departments such as Zoning and Inspections to secure, demolish, or improve problem structures.

- January 2010 [Completed] - Identify all abandoned properties within the city limits, including the property owner's contact information.

Strategy: Create a Youth and Family Services unit specializing in the investigation of cases centered on youth and families in need.

- January 2010 [Completed] - Assign a Lieutenant to oversee the squads that will be assigned to the Unit.
- January 2010 [Completed] - Necessary budget considerations should be determined to accommodate the new unit.



- February 2010 [Completed] - Create the Youth and Family Services Unit within the Detective Division.
- February 2010 [Completed] - Create a Juvenile Crimes Squad and assign it to the Youth and Family Services Unit. This will necessitate the selection of a Sergeant and initiation of a process for selecting six detectives.
- February 2010 [Completed] - Select a Sergeant for the Juvenile Crime Squad.
- March 2010 [Completed] - Reassign the Family Violence Intervention (FVI) Unit to the Youth and Family Services Unit.
- March 2010 [Completed] - Six detectives should be selected and assigned to the Juvenile Crimes Squad.
- July 2010 [Completed] - Add one additional detective to the new FVI Squad.
- July 2010 [Completed] - Contact the Wake County Juvenile Court Counselor's office in order to create a "team approach" to juvenile cases.
- July 2010 [Completed] - Reassign the DARE Officers to the Youth and Family Services Unit.

Strategy: Provide the Raleigh Police Department and the citizens of Raleigh with the most current information concerning gang trends and characteristics.

- March 2010 [Completed] - Develop a community education curriculum for presentations to the community regarding gang recognition and reporting.
- October 2010 [Completed] - Develop a curriculum with the most current methods of gang recognition and intervention techniques for RPD academy recruits.

Strategy: Seek or develop specialized training in gang activity for RPD personnel.

- January 2010 [Completed] - Conduct annual in-service gang training.

Planning Area Two

Personnel Development

Strategy: Develop and pilot a revised performance-based evaluation system with an emphasis on proactive policing.

- January 2010 [Completed] - Begin utilizing the daily report, software and daily/monthly monitoring of performance measures.
- May 2010 [Completed] - Launch the pilot RPD Performance Model Rating Sheet for capturing performance data. It will be the basis of daily/monthly monitoring and identifying deficiencies in need of a performance plan.



- July 2010 [Completed] - Launch the pilot RPD Performance Quarterly Evaluation. These will be completed for employees utilizing the new evaluation form for performance review.

Strategy: Expand the current RPD Leadership Institute to provide advanced leadership training to current and future leaders within the department. The expansion will include providing the opportunity for other city leaders and representatives to attend.

- May 2010 [Completed] - Allow officers to apply to participate in the Institute if they aspire to be leaders within RPD.

Planning Area Three

Innovation and Technology

Strategy: Replace outdated Computer-Aided Dispatch (CAD) and Records Management System (RMS) software systems.

- January 2010 [Completed] - Discuss funding possibilities with RPD Grants Manager, including the possibility of applying for federal grants.
- January 2010 [Completed] - Work with ECC Director on detail requirement documents.
- October 2010 [Completed] - Finish reviewing RMS vendor demonstration either on or off-site.

Strategy: Develop a process where databases are accessible through a dashboard-type configuration based upon the concept of access consolidation.

- April 2010 [Completed] - Initialize Crime Analysis and Intelligence Team and begin the process of database consolidation.

Strategy: Expand teleworking and contracting opportunities.

- February 2010 [Completed] - Obtain a list of positions within RPD that are participating in the telecommuting program.
- June 2010 [Completed] - Benchmark with similar-sized police departments to determine which positions are on a telecommuting or contracting program.
- October 2010 [Completed] - Compare RPD's list of telecommuting positions with the bench-marked positions of other departments. Determine if additional jobs within RPD could be performed while telecommuting or through the use of contractors or seasonal personnel.



Strategy: Create an Equipment and Technology Committee (ETC) which will act as a filter for new products and processes, and will select those found to be worth consideration. It will be the job of the ETC to make final recommendations to the Executive Staff regarding new products and whether they would be beneficial for the Department.

- March 2010 [Completed] - Determine who will be on the committee.

Strategy: Explore the possibility of utilizing civilians to complete tasks normally assigned to sworn officers.

- January 2010 [Completed] - Conduct a department survey to identify additional positions and/or tasks that could be properly completed by a civilian staff member. Identify the percentage of time that sworn officers spend conducting non-sworn activity during a shift.
- January 2010 [Completed] - Contact other departments to solicit input regarding civilian possibilities. Determine possible uses for civilians in new programs through "Differential Response" committee.

Strategy: Utilize hybrid and electric vehicle to maximum extent possible.

- July 2010 [Completed] - Survey other police agencies and compare them to RPD in terms of their use of hybrid/electric vehicles.

Planning Area Four

Infrastructure and Organization

Strategy: Replace the current RPD headquarters at 110 S. McDowell Street with the Clarence E. Lightner Public Safety Center.

- January 2010 [Completed] - Complete move of remaining officers from the main station to their temporary location on Six Forks Road.

Strategy: Conduct a study to evaluate current effectiveness of district boundaries.

- January 2010 [Completed] - Implement new districts and beats.

Planning Area Five

Aggressive Crime Response and Tactics

Strategy – Participate in and support a local multi-jurisdictional drug interdiction unit.

- August 2010 [Completed] - Develop training for all personnel selected, to include objectives, guidelines and expected performance measures for each unit.



Strategy: Create a third street drug unit.

- January 2010 [Completed] - Identify existing resources to be reallocated for staffing new units.
- April 2010 [Completed] - Equip personnel for new unit with vehicles by leasing vehicles for detectives or renting used vehicles for special projects.

Strategy: Develop our capacity for internal crime scene processing.

- March 2010 [Completed] - Benchmark other jurisdictions that have internal crime scene processing units.

Strategy: Install video surveillance technology in public areas, parking decks, and other targeted locations.

- February 2010 [Completed] - Benchmark other jurisdictions that are using video surveillance technology in public locations. This should include trips to other departments with established and proven camera programs.
- May 2010 [Completed] - Explore legalities of the use of cameras in public locations and address any related issues.



Acknowledgements

The collection of this data to the formation of information was a task which could not have been done without the help of the entire Raleigh Intelligence Center's staff. Retired Captain Andy Nichol's information on the gang-related intelligence was instrumental in the development of this report. In addition, Dawn Myers' well maintained and timely distributed information was utilized as a source of intelligence which was integrated into this report. PIO Jim Sughrue and Laura Hourigan spent a considerable amount of time editing this report. Those that had the vision of the RIC and its capabilities are to be commended for the tremendous foresight demonstrated in the development of a central information clearinghouse for the capital city of North Carolina.

The police are the public and the public are the police; the police being only members of the public who are paid to give full time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.

- Sir Robert Peel

