

Community Wellness Plan



Fayetteville Police Department
Police Chief Tom Bergamine



January 15, 2009

MEMORANDUM

TO: All Police Department Personnel

FROM: Tom Bergamine, Chief of Police 

SUBJECT: Vision for 2009

Before I cover the "Vision for 2009", I want to thank all of you for your hard work in 2008. As you recall, the 2008 Vision was to build a unified department by the concept of true district policing. Our goals and objectives were:

- 1) Make all necessary resources available to further enhance career development;
- 2) Bridge the communication gap;
- 3) Develop creative crime solving tools;
- 4) Enhance productivity in all units; and
- 5) Hold ourselves accountable for what occurs in our respective areas of responsibility.

I feel that the vision and goals were met in 2008 and we had some excellent accomplishments, to include:

- Maintained "Meritorious" distinction for reaccreditation
- Successfully reorganized and continued efforts to move towards true district policing by breaking down barriers and enhancing teamwork; and enhanced the sharing of information between detectives and patrol officers
- Completed Phase I of Succession Plan (mid-level managers) by conducting two training sessions with Lieutenants. Sessions were 40 hours long and emphasized: policing strategies; management/leadership/program evaluation; community relations; ethical issues in policing; and scenario presentations and research papers
- Training programs were formed for Communications/911 Center employees
- Thirty-one employees enrolled in college
- Cold Case Homicide Unit was formed by utilizing retired law enforcement officers

- LiNX database system
- Increase of Community Watch Groups by 45% (July – December 2008)
- Received grant money for the training, education and prevention of “domestic violence”; Domestic Violence Training – designated personnel assigned to each squad
- Strengthened relationship with District Attorney’s Office by sharing additional information. Good example: GPS tracking system for repeat property crime offenders
- Enhanced positive relationships with media representatives through our Public Information Officer; therefore, providing additional opportunities for positive stories
- Enhanced traffic safety initiatives by hiring additional Civilian Crash Investigators, increasing safety presentations, and increasing citations. Fatalities reduced by 38%
- Combined gang unit with Cumberland County Sheriff’s Office to allow for sharing of information and enhanced relationship
- Formulated a Homicide Unit to work strictly on homicide cases, which greatly enhanced our clearance rate
- Employee turnover rate is down 20% from 2007.
- Partnered with the Child Advocacy Center to provide training and investigative tools for detectives
- Successfully coordinated with District Court Judges to increase the number of defendants in drug courts
- Great success with Burglary Task Force and Crack House Task Force by strengthening the partnership between Narcotics Unit and Special Projects Unit

While we had many accomplishments in 2008, we must face the cold brutal fact that along with the rise in population, there was a rise in crime. As a department, you have proven that we cannot arrest ourselves out of crime. This coming year will be increasingly challenging because of the current economic situation and anticipated growth through BRAC. We must move forward to improve upon the community policing concept by developing innovative proactive approaches. With that in mind, I have established the following list of goals for us to focus upon in 2009:

- 1) **Community Involvement**
- 2) **Recruitment**
- 3) **Continued Education/Development of Employees**

I’d like to take this opportunity to briefly explain these goals for 2009:

Community Involvement

Since July 2008, we’ve seen an increase in Community Watch Groups by 45%. We need to continue to build on this by educating and finding innovative ways to get the community involved in policing strategies and problem solving. Some actions we can take include:

- ❖ Develop foot and bike patrol programs
- ❖ Become involved in mentorship programs by increasing our presence in local schools and universities (lectures, presentations, involvement).
- ❖ Offer additional sessions our Citizens Police Academy and Youth Public Safety Academy

- ❖ Develop partnerships with faith based organizations and the business community (great example of this would be the “B Street” initiative, based on the “Broken Windows” theory)

For this process to be successful, it will take the entire community: City of Fayetteville, faith based organizations, business community and citizens. It will also require that the entire community maintain these relationships to ensure continued success.

Recruitment

Even though we saw an increase in retention over the last year, our recruitment efforts continue to be a challenge. A few suggestions to overcome this are as follows:

- ❖ Develop ethnically diverse recruitment teams
- ❖ Develop innovative strategies to recruit
- ❖ All members of this organization (sworn and non-sworn) have the responsibility to promote a positive image of this Department to enhance recruitment efforts

Continued Education/Development of Employees

We’ve seen great progress in this area already with the Career Development rotations. To reiterate our goals from 2008 and expand upon them, I’d like to make these suggestions:

- ❖ Provide management development training opportunities for all ranks, to include: Management Development Program (MDP), Law Enforcement Executive Program (LEAP), Southern Police Institute (SPI), and/or FBI National Academy.
- ❖ Provide additional training opportunities for all employees
- ❖ 2nd Phase of Succession Plan (first line supervisors)

Keep up the good work. I am looking forward to seeing the progress we can make in 2009!

Cc: Assistant Chiefs
Tiffanie Sneed, Police Attorney
Lieutenant David Sportsman, Chief’s Staff Unit

Fayetteville Police Department's Community Wellness Plan

This document reflects the Fayetteville Police Department mission, our values, principles, goals and strategies to reduce crime and improve the quality of life in Fayetteville. The strategies contained within the document are where we can measure success, as well as adjust course at any given time. This document will guide our work and our initiatives.

Mission Statement

We are committed to leading the community problem-solving efforts that improve the quality of life for all citizens of Fayetteville. We will work assertively with the community to address the underlying conditions that lead to crime and disorder.

Core Values

All People

Department personnel provide professional service to all persons without regard to race, religion, gender, or economic status.

Community Involvement

The department is committed to community partnerships that can identify and abolish barriers to community wellness.

Integrity

The community expects a police department employee to be honest in word and deed; the department is committed to honor this expectation.

Professionalism

The department is committed to training and education, individual self-discipline, service orientation, and other attributes of a true profession.

Innovation

The department is committed to an ever expanding body of knowledge of policing practices and self-evaluation, to develop the most efficient and economical way to accomplish our mission.

Our Employees

The department is committed to an atmosphere that fosters the mission, while recognizing the worth and potential of each employee.

The Police Code of Ethics

All department members must be fully aware of the ethical responsibilities of their position and strive constantly to live up to the highest standards of professional policing.

The Laws of the City, State, and Country

Department members act as official representatives of government and are required and trusted to work within the law.

Accountability

Every employee, every day is responsible for ensuring that we fulfill the mission of both the police department and the City.

Guiding Principles

Community policing is a broadly used term that means different things to different law enforcement agencies. To the Fayetteville Police Department, community policing means that every employee is committed to making Fayetteville a better and safer place to live. All employees are ambassadors for the police department and the City of Fayetteville and everyone is responsible for participating in this process in order to provide the most efficient and effective services to the community we serve. At the core of our community policing efforts are certain guiding principles that articulate our common organizational values, serve as a basis for integrated decision making, and underlie the department's strategic vision and mission. Our guiding principles also provide us a pathway for action and direction with regards to implementing this strategic community wellness plan.

A. Intelligence Led Policing

Intelligence led policing is a law enforcement operational strategy that seeks to reduce crime through the combined use of crime analysis and criminal intelligence, using all available technological resources. Through this process we develop strategies to neutralize criminal activity by identifying potential crime targets, identifying and arresting offenders and repeat offenders, and enabling officers and detectives to become more personally aware of what is happening in the community in a real-time format. Since officers are able to obtain real-time information and crime intel, they can quickly identify and react to crime patterns and trends. We are committed to using technology to harness the power of integrated information and making that information available to all personnel to pinpoint and arrest those offenders threatening the wellness of our community and linking offenders with crime trends and patterns that would otherwise go unnoticed.

B. Community Partnerships

We recognize the challenges facing our community and over the years have learned that the police are not in this alone and cannot do it all. We value and understand that through community partnerships we can develop permanent solutions to address the

issues related to crime, and that there is greater strength collectively. Fighting crime involves all stakeholders in the community and a commitment from those stakeholders to be involved. The Fayetteville Police Department is committed to identifying resources and community groups that can facilitate community involvement and community partnerships. We will work aggressively to establish and re-establish real working partnerships within our community involving residents, businesses, public and private organizations, city, county, state and federal agencies, to achieve a common purpose of making Fayetteville a better place for everyone who lives and works here.

C. Crime Prevention

Crime prevention strategies rely on educating members of the community through a variety of programs offered by our department. Every employee of the department is committed to educating the public on crime prevention measures which enables citizens to become active stakeholders in their neighborhoods and workplaces. We will continually seek opportunities to work with citizen groups in residential and business areas in an effort to identify and address crime that is inherent to their specific area. It is our commitment to identify and implement crime prevention strategies to increase awareness, reduce crime, and provide citizens with tools and resources to feel safe in our community.

D. Operational Efficiency

The Fayetteville Police Department is continually seeking ways to improve services to the city in our overall efforts to reduce crime and the fear of crime within the community. Since becoming the 122nd nationally accredited agency in November 22, 1989, we have continued to review and update our policies, procedures, and operational practices in order to ensure we are operating efficiently with the best practices and within the guidelines set forth by Federal and State law, and the Commission on Accreditation for Law Enforcement Agencies. Our process improvement activities include ensuring that our staff is highly trained, that our equipment is up to date and that we utilize the most current technology. Through continual evaluation of departmental functions and activities, we ensure that we utilize our resources in the most efficient manner, enhancing our problem solving operations and services that we provide to the citizens of Fayetteville.

Performance Goals

Utilizing past success as an indicator of future performance, it is important to identify those specific actions that we can take that can have a direct impact on reducing crime and the fear of crime. Conversely, we have to review those areas where we were not successful and identify what we can do to increase our success for reducing crime. We know from past experience that through prevention, education and enforcement, we can be very effective in reducing crime. We also know that this three prong approach directly involves the community stakeholders. Over the past few years, we have made strides in increasing our enforcement efforts, but realized that enforcement alone will not create a significant reduction in crime. We have to have the support of the citizens in order to make any kind of impact on this issue. Accordingly, we believe that

by engaging the community stakeholders, educating them about the causes of crime, and teaching them ways to help them prevent or guard against becoming a victim of crime, we can have a direct impact on the crime problem in our community. Our city leaders have embraced the importance of community watch groups and understand how these groups are critical for encouraging community participation. We are most successful with fighting crime in areas where we have strong community watch groups and attribute the success in those areas to the strong community/police partnerships that have been established. Towards that end, we will not abandon the strategies that have been successful, but we will expand those efforts throughout the community:

- We will work to increase community participation through prevention and education efforts as we seek to increase the number of community watch groups through out the city.
- We will seek out other community forums where speakers from the police department and other city departments could continue to educate the community on crime prevention strategies and techniques, as well as identify resources that can assist citizens in their neighborhoods.
- We will continue with aggressive enforcement to impact the underlying causes of crime and traffic related problems that pose serious safety issues for the community we serve.
- We will work to identify resources and opportunities for intervention and mentoring at-risk youth in an effort to decrease the number of crimes committed by youth offenders.
- We will aggressively seek recruitment opportunities to attract qualified applicants in an effort to increase the number of officers on the police department.

Crime Fighting Strategy

Nature and Extent of Crime in Fayetteville

Causes of crime are directly related to social issues. To be successful in executing our community wellness plan, we must seek innovative initiatives to address the following social issues as we combat crime:

- **Transient Population:** the lack of ownership and community involvement. In our community, many of our transient population become targets of crime.
- **Drug/Alcohol Dependency:** In 2008, eighteen (18) of the twenty five (25) homicides that occurred in our city were directly related to alcohol and/or drug abuse.
- **Economics:** Unemployment and underemployment. Unemployment contributes to crime in that people need a source of income to survive. Underemployment contributes to crime in that low paying jobs can lead to an unhealthy quality of life. Both factors may lead to financial instability which results in a lack of up-keep in residences as well as neighborhoods; which contributes to the Broken Windows Theory of Community Policing.

- Breakdown in Family Values: Each year for the past three (3) years we have experienced an increase in crimes committed by juveniles and the total number of juveniles apprehended for crimes.
- Educational Opportunities: drop out rate! Where youth are not engaged in educational opportunities, they will not possess the basic life skills to be successful.
- Demographics: We are a very young community. Research indicates suspects and victims of crime are between the ages of 16 and 35.
- Repeat Offenders: Continued non-conforming suspects arrested for various crimes. They contribute dramatically to the crime rate as well as overload the criminal justice system.
- Domestic Violence: Seven (7) of the twenty five (25) homicides in 2008 were a direct result of domestic violence.

Action Plan

We believe the challenges for fighting crime in our community are opportunities to identify more effective and efficient ways for our department to operate, and to work hand in hand with other city departments, providing a holistic approach to creating a healthier city. Public awareness is essential to the department's success. Through the media, City Council discussions, and community groups, crime awareness is receiving a level of coverage that often times has gone unaddressed. It is our sincere hope that with awareness levels raised, we can work closer with the community and other city departments to collectively implement our community wellness plan in a more productive manner.

Our community wellness plan is based on our guiding principles of: Intelligence Led Policing, Community Partnerships, Crime Prevention and Operational Efficiency. This plan also employs three principles which have been successful for our organization: Prevention, Education and Enforcement. We have used these principles for the past two years to effectively deal with a high traffic fatality rate. As a result, the community has seen a 62% decrease in traffic fatalities during that time period.

In order to keep our community wellness plan focused, it is based upon the guiding principles and we will modify our response as needed using those principles. While uniform patrol is the core for crime fighting at the ground level, there are many support units that also play a major part in this plan. Working closely with these units (i.e. Detectives, Crime Analysis, Traffic Enforcement, and Nuisance Abatement) and utilizing shared knowledge, we will cast a wider net for approaching crime from all perspectives with regard to prevention, education and enforcement.

Current Actions: The information below presents a snapshot of actions we are currently utilizing within the framework of the guiding principles, in an effort to educate officers and the public on crime, crime prevention, and arrested offenders.

A. Intelligence Led Policing

1. ***F.O.C.U.S. Meetings:*** Currently we use monthly F.O.C.U.S. (***Focusing on the Community Using Statistics***) meetings that provide a forum for staff and other employees to discuss information on criminal activity from the previous month as well as looking at the same time period for the previous year. Other agencies and city departments also attend these meetings to share information. This meeting is largely facilitated through the use of GIS (Geographic Information System) mapping and allows a visual depiction of crime incident locations, arrests, field interviews, search warrants, and traffic crash locations. The result is a visual portrayal of developing crime trends that allow commanders and supervisors to efficiently deploy resources to address identified crime problems.
2. ***ArcGIS Mapping:*** The ArcGIS mapping software currently utilized by the Department is the leader in the geographic systems information field. The Department also uses Crime Analysis Tools (CAT), a software extension tool, with the mapping software. CAT provides capabilities to pull information from all crime events from the Records Management System (RMS) and plot them on a map of the City. Using this map, the Department can see a snapshot of real-time data and identify “hot spot” areas as well as long-term crime trends. Supervisors can use this information to redirect their resources to the areas experiencing the highest levels of crime.
3. ***Mapping Sessions:*** Weekly crime mapping meetings occur to review the most recent crime, share information to identify hot areas and possible suspects, and to determine where resources may need to be shifted. As a part of the FOCUS and crime mapping process, featured crime activity (residential and business break-ins, vehicle break-ins, robbery, and auto thefts), is displayed on a map along with enforcement actions and other potential suspect identifying information with the ultimate goal of enabling the department to target areas with usable, actionable information. Supervisors, employees, a Sheriff’s representative and Assistant District Attorneys attend this meeting and exchange information. These meetings are open to all local law enforcement agencies within the Fayetteville/Cumberland County area. This process provides a better understanding of which strategies are effective and producing positive results. It also indicates that when we deploy resources to a specific area, we make an impact. (see map).

Cross Creek Zone 21 Residential B&Es



Campbellton Zone 2 Residential B&Es



4. ***The Extranet:*** FOCUS and crime mapping concepts have been taken a step further by creating an extranet website that allows officers the ability to access crime and traffic crash data through various search engines. These resources are utilized to assist officers with the process of sharing inter-agency information. The extranet serves as an “always on” ready-interface for current crime in the officer’s assigned patrol area and gives the officers a snapshot of recent criminal and traffic activity.
5. ***Departmental Sharing Websites*** Through the use of mobile data computers (computers located in patrol vehicles) and desktop computers, all personnel have access 24/7 to websites that enhance information sharing with other law enforcement agencies. LInX and P2P are sites used to access information on offenders who have been arrested. Among other things, it provides the offender’s past charges, gang affiliations, last known address, employment, pawn history, vehicle information, etc. This information is useful for preventing crime, educating the public and taking enforcement action as it identifies information on potential repeat offenders as well as captures information from military bases.
6. ***Leads Online & Methcheck:*** Leads Online is a program for pawn shops participation by registering property that has been pawned. Officers and detectives have immediate access to determine if stolen property has been pawned. MethCheck provides a resource for officers to determine when a person purchases products containing pseudophedrine. It enables the officers to track the purchases of these products throughout the City, and alerts the officers once a suspect has purchased products above the legal limit. Both of these programs have enhanced the department’s capabilities to investigate and prepare cases for prosecution, increasing enforcement opportunities.
7. ***Jail Release Records:*** Using information that is sent to the Police Department each day from the Cumberland County Jail and the Department of Corrections web site, officers can be informed on who is still in jail and who has been released back into the community. This information assists with identifying offenders and determining if there is a nexus between their release and current crime trends. Generally, these offenders are repeat offenders who continue to commit the same crime types.
8. ***Informational Sharing:*** Sharing information with other Law Enforcement Agencies in South Eastern North Carolina keeps officers updated with crime trends and suspect information. Officers attend regional meetings called the North Carolina Crime Information Exchange (NCCIX) that keeps the department informed on offenders who commit crimes in other areas of the state. The department uses many Internet based systems such as: Gang Net, Accurint, and the Regional Office of Crime Information Center (ROCIC) for the Southeastern part of the U.S. These resources provide information for the prevention, education and enforcement of criminal activity in our jurisdiction.
9. ***Cyber Crimes Unit:*** The Cyber Crimes Unit is a highly technical and specialized office equipped and trained to investigate computerized crimes against children. The unit assists every other unit in the police department with technical matters, ranging from digital video of crimes for identifying offenders to forensic searches of computers and cell phones. The unit also provides mutual assistance to other law

enforcement agencies, across the state and the nation, with searches of electronic/digital evidence. Persons who commit computerized crime involving children tend to cross jurisdictional boundaries across county and state lines, in order to commit their crimes. Therefore, detectives require fluid technologies and coordination with other agencies to identify and arrest these offenders. This unit is instrumental in identifying information that can be used to educate the public on how to recognize when their children might be susceptible to these crimes, prevent their children and those they know from becoming victims of these crimes, and target offenders who commit these crimes.

10. ***Technological Tracking:*** We conduct technological tracking of criminal activity by using two types of technology for prevention and enforcement purposes. Global Position Satellite systems can be secured on a repeat offender's vehicle updating a web site on the location of the suspect vehicle and documenting that information and the vehicle's proximity to recent crime. Many vehicles are now equipped with LoJack anti-theft systems for prevention purposes. LoJack receivers are installed in several patrol vehicles. When a vehicle with a LoJack system is stolen officers can use this system to locate the offender operating the vehicle.

B. Community Partnerships

1. ***District Attorney's Office:*** The FPD and District Attorney of the 12th Judicial District have a common vision in keeping the citizens of our community safe from criminals. We have partnered to utilize department resources and technology in order to prevent crime. Specifically, the FPD and the DA's Office have developed new initiatives to address the recidivism rate for the prolific offenders: increasing the bonds for Repeat Offenders and utilizing GPS tracking bracelets for the offenders who qualify by court order.
2. ***Law Enforcement Agencies:*** Through local, state and federal criminal justice partnerships, there is improved law enforcement coordination, intelligence sharing, problem solving and prosecution of criminal offenders. Collaboration takes many forms; in essence the FPD has developed a partnership with every law enforcement entity in our region for the common purpose of keeping our citizens safe (i.e. Cumberland County Sheriff's Office, Hope Mills Police Department, Spring Lake Police Department, Methodist College and Fayetteville State University Campus Police). The FPD also works closely with federal colleagues on a full-time basis, such as the Bureau of Alcohol, Tobacco and Firearms, adopting cases with felons in possession of firearms, the Federal Bureau of Investigation Joint Terrorism Task Force, keeping our community safe from terror threats, Immigration Customs Enforcement, addressing illegal immigrants and customs violations involving guns, the Drug Enforcement Administration for narcotic trafficking investigations, and the United States Marshall Service for apprehending violent fugitives. The City's proximity to Ft. Bragg also creates a unique opportunity for the FPD to collaborate frequently with United States Secret Service investigating fraud and counterfeiting cases.

3. ***Youth Partnerships***: The FPD has established youth oriented partnerships within the community that provide support and intervention for youth and their families, addresses public safety needs, education, and abuse and neglect issues. The following is a brief summary of some of the programs that have proven successful in reducing the number of youth criminal offenders in the community.
- a. Youth Outreach - Adopt-a-Cop, K-9 demonstrations, the Police Magician, and Roll'rz Police Band are coordinated through local elementary schools and places officers in classrooms or outdoors interacting in a positive environment with students. These programs often incorporate an anti-drug message. Additionally, the Police Athletic League – “PAL” Judo Program provides very low cost and sometimes subsidized cost martial arts training for area children who wish to participate and learn the art of Judo. This program requires students to be disciplined as well as encourages and teaches skills to become good citizens. The Shop-with-a-Cop program enables underprivileged children to partner with a police officer and shop for Christmas toys in an effort to fulfill their Christmas wish-list. Finally, a Public Safety Youth Academy is sponsored one week each summer between the Police and Fire Departments and is offered free of charge to youths who submit an application to attend. Not only does this teach them public safety but it also exposes them to many types of jobs that are available in public safety.
 - b. Youth Offenders – The FPD partners with the Teen Court Program, enabling officers to make referrals to the Teen Court Program for first time misdemeanor offenses. Youth offenders who complete the program within the established time will have their case(s) dismissed and the charges will not be reflected on their permanent record. Additionally, the FPD manages the Juvenile Restitution Program. The program focuses on teaching youth accountability and responsibility for their actions by completing community service/restitution hours ordered by the courts. Finally, the Juvenile Assessment Center is a referral agency that the Department provides to parents who are having problems with juveniles.
 - c. Youth Victims - The Department works closely with the Child Advocacy Center (CAC) through participation on the Professional Advisory Board and committees. The CAC provides a child friendly environment to conduct interviews of children that are victims of physical and sexual abuse. Additionally, the FPD Cyber Crimes Unit conducts and assists other law enforcement agencies with investigations involving computer related crimes against children.
 - d. Youth Boards – Collaboration with outside agencies who provide services to at risk youth and their families increases the impact the FPD can have within the Juvenile Justice System. Members of the department are actively serving on boards or committees to include: the Juvenile Crime Prevention Council (JCPC), CommuniCare, and the Juvenile Assessment Center (JAC).

4. ***Community Watch Groups***: Crime Prevention Specialists spend much of their time developing community partnerships with residents and businesses in an effort to educate and prevent people from becoming a victim of crime. Community Watch groups are very effective in reducing crime in areas where members are committed to becoming involved. Each year, the department seeks to increase the number of community watch groups and the level of participation by the residents within their neighborhoods. The Department has 101 active community watch groups. Meetings are conducted at a frequency determined by the group (i.e. monthly, bi-monthly, quarterly or annually). The department has even formed electronic community watch groups for those areas where residents are too busy to commit to a regular meeting schedule. Statistical information, crime trend information, and prevention information are disseminated to all the groups in an effort to educate citizens on current crime trends and provide tools for them to assist with preventing crime.

5. ***Educational Programs***: Educational programs are used to educate the community about matters related to crime and to create additional venues that the FPD can use to share information with the public. The following is a brief overview of some of the programs we have used successfully over the past few years.
 - a. Community Policing Television (CPTV) - is a monthly televised show that airs for 30 minutes on the local channel. It features members from the FPD, community watch leaders and citizens. It also highlights safety and crime prevention tips stemming from recently noted crime trends in the community and makes the public aware of different programs and initiatives in the department.

 - b. Traffic Unit - The Traffic Unit has several programs that focus on prevention and education about speeding, racing, aggressive driving and driving while impaired. These programs are designed to increase community awareness regarding these topics and are conducted at various schools, universities, private businesses and Ft. Bragg. One of the most popular programs is the Booze Buggy, a driving simulator that mimics the symptoms of a drunk driver. Additionally, members of the traffic unit serve on the Safety Over Speed (SOS) Committee, which is a group of local citizens, community leaders and public employees.

 - c. Project Safe Neighborhoods (PSN) - PSN focuses on the reduction of firearm violence in both the city and county jurisdictions. PSN hosts movie nights to increase interaction with the community and conduct educational presentations on gun violence and gun safety.

 - d. The Auto Theft Action Campaign (ATAC) - ATAC is a voluntary program that citizens can use to register their vehicle. The program authorizes the police department to stop the vehicle when driven during certain hours and to verify that the person operating the vehicle has permission to do so. This is a prevention program used to identify potential stolen vehicle offenders.

- e. The Cumberland County Gang Partnership & Intelligence Center - With the consolidation of the FPD and Cumberland County Sheriff's Office Gang Intelligence Units, this provides an opportunity to increase education, prevention and enforcement as it relates to gang offenders as well as creating partnerships with the School Resource Officers in Cumberland County Schools. Other partnership agencies include, United States Probation and Parole, NC State Bureau of Investigation, NC Department of Corrections, NC Alcohol Law Enforcement, NC Department of Community Corrections, Ft. Bragg Provost Marshal's Office and Criminal Investigation Division, and Pope Air Force Base Office of Special Investigations.
 - f. Domestic Violence Programs - Domestic violence programs are vital to any police department. Members of the police department are committed to ensuring that victims of domestic violence have every opportunity for securing a warrant when assaulted, finding a safe place to stay, and are made aware of community resources that they can access in order to break the cycle of abuse. The FPD is also a member of the local Domestic Violence Task Force. This group includes members from the Police and Sheriff Departments, Court system, Probation and Parole, and Department of Social Services, Fort Bragg Advocates, and the District Attorney's office. Within the FPD, we have Domestic Violence Liaison Officers who have received specialized training domestic violence enforcement and prosecution. These officers provide an extra level of service to victims of domestic violence by providing transportation, installation of panic buttons, and providing available resources for their safety and guidance through the legal process.
 - g. Drug Court - Drug Court is a program involving multiple community agencies that seek to assist citizens who have committed crimes because of their addiction to drugs. The goal of the program is to coordinate treatment programs for these clients in lieu of serving time in jail in order to get them the treatment that they need. The program has several phases that the participant must complete to successfully graduate to avoid an activated prison sentence. The Department has a representative who attends the bi-monthly meetings to review the cases that are being considered and presented.
6. ***The B Street Project:*** This initiative was developed to improve working relationships between business owners, residents and various Departments of the City. It is a holistic approach implemented to rehabilitate an area that has seriously declined. The goal of the project is to increase citizen involvement, provide beautification opportunities, repair properties that are below minimum housing standards, and to support these efforts using a cross section of city resources in an attempt to bring this community together.

C. **Crime Prevention**

1. ***Evaluations:*** All Crime Prevention Specialists have been certified to conduct Crime Prevention Through Environmental Design ("CPTED") evaluations. Crime

Prevention Specialists attend City site planning meetings weekly to provide suggestions about measures property developers can take to reduce the likelihood of their becoming victims of crime. Prior to approval of new construction, crime prevention principles are discussed and considered, and hopefully incorporated into the site plans. These evaluations are also conducted at existing residential and business properties but it is more cost effective for property owners to implement crime prevention measures at the beginning of a construction project. The goal of the CPTED evaluation is to identify simple steps that property owners can take to make the area safer and prevent property owners from becoming victims of crime.

2. ***Property Surveys:*** Crime Prevention Specialists are trained to conduct property surveys at businesses and residences in order to educate property owners on steps they can take to prevent becoming victims of crime. These surveys provide property owners with a comprehensive overview of current and recommended security measures. The natural environment surrounding the property is evaluated, as well as the sufficiency and possible disadvantages of the, lighting, landscaping, doors, locks, and windows. Recommendations are made to the property owners that will decrease the opportunity to commit the crime and help prevent the citizen or business from victimized.
3. ***“Park Smart” Signs:*** “Park Smart” Signs are a crime prevention initiative that was implemented following a significant increase in motor vehicle break-ins several years ago. The message, “Take your Keys, Secure your Valuables, and Lock your Vehicle,” reminds motorists on simple ways they can reduce crime. “Park Smart” signs have been strategically placed throughout the City on storefronts, daycare facilities, plaza’s, strip malls, and many other businesses where citizens might need reminders to secure their vehicles and their valuables.
4. ***Press Releases:*** Providing information to the public is a critical responsibility of the Department’s Public Information Officer. Press releases and press conferences are held to disseminate information to the media in order to keep the community informed on crime trends, specific crime issues, crime prevention measures and steps that citizens can take to play an integral role in reducing crime in our community. The FPD also makes information available to the public, to include incident reports, through the FPD website www.bethebadge.com.
5. ***Office of Special Information:*** As part of the Department’s on-going partnership with the community, the Office of Special Information (OSI) conducts gang-awareness presentations for parents, teachers, community watch groups, churches and community leaders. Presentations are normally a minimum of two hours and are designed to empower adult members of the community with the information they need to recognize warning signs and indicators of youth gang involvement. These presentations contain advice on steps to take to successfully intervene when at-risk youth are identified as becoming involved with gangs. The presentations also include information on community programs geared toward assisting parents with at-risk youth such as the Juvenile Assessment Center (JAC) and programs sponsored by the non-profit organization Communicare.

D. Operational Efficiency

1. **District Policing:** In July of 2008, Chief Tom Bergamine implemented his vision of building a unified department by moving towards the next phase of District Policing, which involved completely reorganizing the Department and providing additional resources to the two Districts. The goal was to bridge communication gaps that existed, break down organizational barriers, enhance productivity and efficiency relative to crime responses, create problem solving initiatives, and utilize effective tools, such as crime mapping, to address crime trends throughout the city. The reorganization has facilitated increased communication between officers and detectives, better education of crime and trends, and increased efforts toward crime prevention.



Cross Creek



Campbellton

2. **TRACS:** The Department strives to remain current with technological trends and products that can help provide more efficient operations and enhance the quality of services we provide to Fayetteville's citizens. Several technologically based products are used every day to make reporting crime/incident activity more efficient. The TRACS program is a paperless crash reporting program that enables officers to electronically capture crash data in the field and then send it to the North Carolina Department of Motor Vehicles ("NC DMV") via the Internet. This program has reduced the amount of paperwork that an officer has to complete by hand and decreased the time required to complete the traffic accident investigation. This program has eliminated the need for clerks to enter crash data into the FPD records management system and scan these reports.

3. ***eCitations:*** The eCitation program is very similar to TRACS and enables officers to electronically complete and print out citations for defendants on scene and then transmit the citation to the Administrative Office of the Courts via the Internet. Citations are then archived on the issuing officer's laptop where they are available as notes for testifying in court. This program has reduced the amount of paperwork that an officer has to complete by hand and decreased the time required to complete a traffic enforcement task.
4. ***Career Development and Cross Training:*** The FPD has recognized the necessity of having well trained and versatile officers. Therefore, the FPD has instituted a plan to provide officers the opportunity to train with other sections, units or bureaus in order to gain experience in areas other than their normal assignment. This training provides the officer with an educational experience and expanded skill set from which to operate giving them the tools to increase the level of work that they are able to independently accomplish.
5. ***Leadership Academy:*** A critical need was identified for providing improved training to mid-level managers in order to better prepare them for becoming the future leaders of the department. The department has partnered with Fayetteville State University's professors and developed a 40 hour program for the department's lieutenants. This course covered a variety of topics directed to educate and prepare mid-level managers to take the next step in their careers.
6. ***Civilian Crash Investigators:*** Each year there are approximately 13,000 vehicle crashes within the City of Fayetteville. In 2006 the Department received authorization from the State of North Carolina to implement a Civilian Crash Investigator program. This program utilizes specially trained civilian traffic accident investigators to investigate minor property damage crashes and to assist with other traffic related functions that do not require a sworn officer to perform the duty. This unit of 7 civilian employees has saved an estimated 650 man-hours of traffic control, worked over 24 special events, and has investigated twenty-two percent of all crashes reported within the city. The Civilian Crash Investigators have saved an estimated 3,150 man-hours of service, freeing up patrol officers for crime prevention, reduction, and detection duties within their assigned patrol areas.
7. ***Cold Case Unit:*** In 2007, a team of retired law enforcement officers began reviewing more than 30 unsolved homicide cases that occurred in the city limits of Fayetteville dating back as far as 1964. The team meets at least once a week for several hours and conducts a methodical and meticulous review that includes; a review of the case files, site reviews of old crime scenes, and searching for other evidence that may be available through advancements in technology. The team members review cases individually, and then collectively as a group. The leads the team develops are passed on to an active duty detective with the department for further investigation. The team assists the Department by reviewing these cases, identifying and developing new leads allowing the detective more time to concentrate on active leads, as well as locate possible witnesses or suspects. With modern technologies, such as DNA analysis, improvements in case solvability factors can dramatically increase for cases that may not have been solvable many years ago.

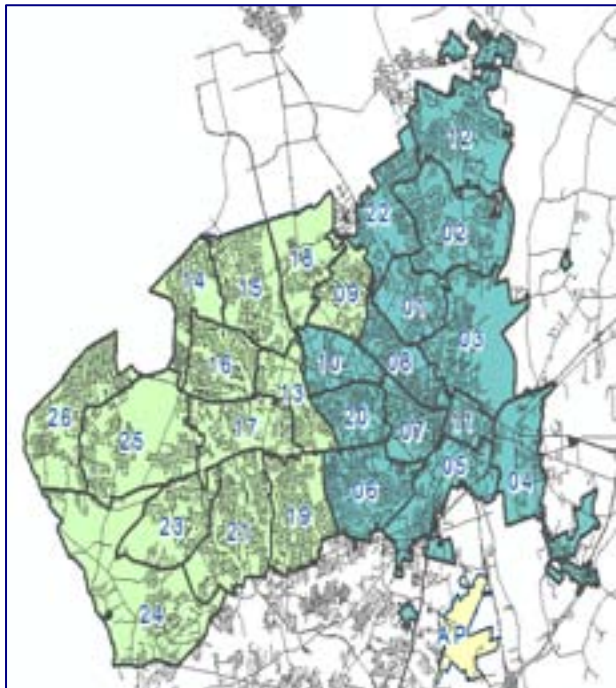
In Progress or Planned Actions: The information below presents a snapshot of actions we are in the process of implementing or recommending for implementation within the framework of the guiding principles in an effort educate the public on crime, crime prevention, and arrested offenders.

A. Intelligence Led Policing

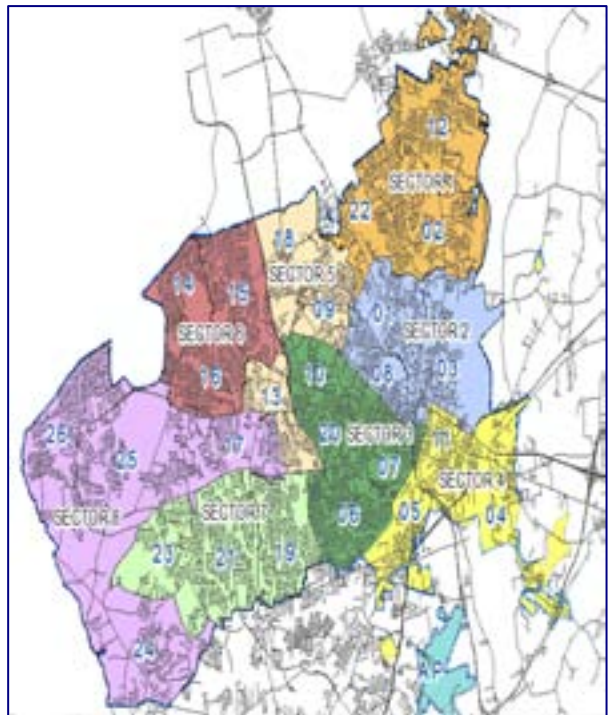
1. ***GPS Bracelets:*** Over the years there has been an identifiable trend of the same offenders being released from jail only to commit more crime. The FPD is committed to partnering and working closely with the District Attorney's Office and Pre-Trial Release program to help curb the repeat offender rate. A new approach that is being utilized is to track these offenders using GPS tracking bracelets. As a condition of their release from jail on a reduced bond and while awaiting their court date, these offenders can have a bracelet assigned to them that is placed on their ankle. Through computer tracking, the offender's location is periodically updated and provides information of their proximity to recent crime. If they violate the terms of their release, they are placed in jail pending their trial date.
2. ***Scout Systems:*** The Department is in the process of purchasing 10 Centurion Scout Systems. These systems will transmit location-specific pre-set voice messages that can be activated by manual or automatic triggers. These systems send a recorded message over the communications radio system immediately notifying officers that a break-in/burglary or robbery is in progress and the location it is occurring. These systems can reduce response time to these types of crimes and increase the success rate for identifying and apprehending offenders before they have time to leave the scene.
3. ***Automatic License Plate Readers:*** The Department is attempting to acquire an Automatic License Plate Reader that would be mounted to a vehicle. The reader automatically reads the license plate on all vehicles as they pass each other and compares the information against registrations that have been placed in wanted/stolen files in NCIC and DCI. The information can be stored to verify or provide possible information on vehicles within a particular (high crime) area for suspect vehicle comparison. It is anticipated that this tool will assist with increasing the number of offenders who are operating stolen vehicles and recovering stolen property.
4. ***Palm Reader Technology:*** The Fayetteville Police Department has a new system based on palm reading technology for use in searching for suspect identifications. Though the system is new to the Fayetteville Police Department, it should prove to be an invaluable tool to assist in the identification of suspects and increase crime solvability. The system searches print cards and latent prints developed and collected from crime scenes and is anticipated to provide an increase in positive hits on known suspects that can be linked to various crimes.
5. ***DVR Equipment:*** Recent legislation requires that all interviews involving potential homicide suspects be recorded. New digital video recording equipment has been installed in the interview rooms in response to this legislation and employees are in the process of being trained on this system.

6. **Sector Policing:** Currently, the City is divided into two districts: Campbellton and Cross Creek. Within each district, there are thirteen zones that officers patrol. Historically, officers are assigned to different zones depending on crime trends and operational needs. The advantage to that approach has been that the department has the flexibility to allocate personnel as needed. The disadvantage has been that officers don't become as familiar or knowledgeable about their patrol zones, and the citizens residing within those zones. This inhibits officers from establishing a rapport with those citizens.

Utilizing a sector policing concept, each Policing District, Campbellton and Cross Creek, will be divided into four sectors, each sector will consist of three to four zones. Patrol zones will be clustered into sectors to provide a specific service area for which an officer or detective will be responsible. Additionally, Patrol officers will be assigned to sectors and become more intimate with what is occurring in their sector. Other city departments have committed to working within the sector concept and will identify specific employees who will be responsible for designated sectors and coordinated responses with our department. This approach will provide specific "go to" people for the officers and city employees, when dealing with a particular problem in their sector, thus increasing the personal level of attention that can be allocated to each sector. (See maps)



District Policing



Sector Policing

B. Community Partnerships

1. ***Bond Enhancement Program:*** The FPD has partnered with the District Attorney's Office to ensure that criminals who repeatedly commit crimes in Fayetteville obtain higher bonds, in an effort to keep them in jail and prevent them from committing additional crimes. This initiative involves getting immediate information to the District Attorney's office before the offender has his first bond hearing in court, where their bond is often times reduced and they are released from jail.
2. ***Safe Surrender:*** Operation Ceasefire is working on a new initiative called "Safe Surrender." The goal of this program is to encourage fugitives to surrender to law enforcement in a faith based or neutral setting for those offenders who are uncomfortable turning themselves in directly to law enforcement.
3. ***The Great Oak Youth Development Center:*** Great Oaks is a non-profit organization that seeks to provide a foundation for achievement and success for at-risk young black males. Great Oaks provides educational assistance, leadership and life skills training, and cultural awareness activities. The Fayetteville Police Department and Great Oaks have partnered to provide volunteer opportunities for police employees to work with students ages 6-18 through various program initiatives such as Men and Boys Unity, Mentoring, Leadership Academy, Parental Involvement, Summertime Entrepreneur's Camp and Tutoring. Officers can volunteer their time to assist at-risk youth from making poor choices and hopefully prevent them from becoming adult offenders.
4. ***"Badges for Baseball":*** The FPD is partnering with Fayetteville Cumberland Parks and Recreation on a grant funded initiative called "Badges for Baseball." The City of Fayetteville was awarded funding from the Cal Ripken Sr. Foundation. The program focuses on two components with the first being a "Healthy Choice Healthy Children" program which is a four part instructional program that teaches children various life skills. The second component involves having law enforcement officers serve as coaches and mentors for youth who sign up to participate.
5. ***Rental Inspection Program:*** Chronic narcotic activity is a major cause of neighborhood decline and decay. The most predominant drug activity in residential neighborhoods consists of selling, manufacturing, growing, and using drugs in houses. This drug activity often occurs on rental property. Holding property owners accountable for the activity that is occurring on their property will help reduce the activity and provide safer neighborhoods for Fayetteville's citizens. The FPD is working with other City Departments to research and identify model programs used in other cities. A Rental Inspection Program is designed to help law enforcement agencies, code enforcement teams, property owners, property managers, and residents hold "problem landlords" accountable for selecting and retaining tenants who consistently engage in criminal activity. This program would require property owners to maintain their properties consistent with established guidelines. This initiative seeks to prevent offenders from taking a foothold in neighborhoods, educate property owners on resources and tools available for identifying good tenants, and enforce violations when they occur, providing relief to the citizens who live in the neighborhood.

6. ***Criminal Justice Council:*** The FPD is coordinating with Fayetteville State University, Methodist University, and other community representatives to develop a Criminal Justice Council (CJC) within the community. The CJC will be responsible for addressing criminal justice issues in the community by identifying ways to bring community resources together to meet the needs of the community. Identifying resources and bringing them under one umbrella will assist with coordinating for the effective use of those resources and may eliminate duplication or efforts that are serving cross purposes.
7. ***National Night Out:*** This initiative is designed to increase crime and drug prevention awareness; generate support for and participation in local anti-crime programs; strengthen spirit and police-community partnerships; and send a message to criminals that neighborhoods are organized and “fighting back.” The FPD is taking a different approach to this event this year and is coordinating for a large scale event as opposed to the smaller events that are sometimes held in individual neighborhoods in an effort to get more people involved. The next scheduled National Night Out is Tuesday August 4, 2009 and the event will take place at Festival Park.
8. ***Community Forums:*** The FPD has initiated a monthly community meeting forum to be held each month alternating between the two Districts. These meetings are an effort to reach out to the community in a forum that encourages dialog, provides educational information to residents, involves sharing crime prevention information, and other information that may be relevant to the area where the meeting is taking place. The goal of the community meeting is to invite community participation and encourage residents to become more proactive in their neighborhoods. Meeting locations will be determined by the FPD based on feedback from the community and other sources.
9. ***Bicycle Patrols:*** The FPD has implemented bicycle patrols in areas where crime trends have been recognized. Having officers patrol on bicycles will increase officers’ ability to interact with the residents in the neighborhood. Officers will more frequently stop and speak with residents and residents may feel more comfortable approaching the officers. It is anticipated this will increase the flow of information between the officers and the residents about crime trends in their neighborhoods, crime prevention tips, and information leading to the prosecution of criminal offenders.
10. ***The Greater Fayetteville United:*** This committee was formed to enhance the quality of life for all, utilizing education, cooperation and empowerment to facilitate community dialogue, address quality of life issues, identify needs and issues vital to the community, and to promote inclusiveness within the community. The Police Department is dedicated to this committee to include partnering with the Every Child Coalition. The Every Child Coalition is a new initiative created through Greater Fayetteville United whose members and partners are working to build and strengthen resources and collaboration among agencies and programs for youth and their families in Cumberland County. A variety of project partners include (but are

not limited to) the FPD, U.S. Army, Juvenile Crime Prevention Council, CommuniCare, Great Oak Youth Development Centers, Boys and Girls Club, Mental Health Partners, 12th District juvenile justice office. CommuniCare will coordinate the endeavor with Every Child Coalition.

11. ***Jail Diversion Crisis Intervention Team:*** This strategy involves a process by which a person who commits a non-serious, or non-violent crime, is diverted from the criminal justice system and placed through appropriate mental health channels.

C. **Crime Prevention**

1. ***Gang Resistance Education and Training (G.R.E.A.T.):*** This is a program designed to be taught by law enforcement officers to children in elementary school, in an attempt to build positive relationships between the students, law enforcement and the community. The program focuses on topics such as peer pressure, bullying, drug usage, and community pride. The goal of the program is to help children avoid using delinquent and violent behavior to solve problems. Officers will be certified to teach G.R.E.A.T. in partnership with the Parks and Recreation Centers in the City.
2. ***Operation ID:*** A recent grant awarded to the Crime Prevention Unit will result in the resurrection of the Operation ID program by providing the equipment needed to continue this program. The Unit will hold events to promote the engraving and recording of serial numbers. When serial numbers are recorded not only does it increase the likelihood of stolen property being returned to the property owner, but it assists investigators with identifying offenders who pawn stolen property, enhancing our enforcement efforts. Operation ID also serves to educate the public on the importance of recording serial numbers.
3. ***Reverse 911:*** This is a system that is used to send alerts to citizens in the community. These alerts can be used for education and prevention purposes. The alerts may request citizens' assistance when there is an increase in crime, provide information on suspects or vehicle descriptions, or identify alternate traffic routes in the event of a serious traffic accident. Essentially, the system will provide information that needs to be disseminated to the public in a particular area where crime or an event is occurring.
4. ***Community Watch Expansion:*** This is an effort to build more community watch groups throughout the city. Crime Prevention Specialists actively seek interested community members who are willing to facilitate a community watch group in the area where they live. Citizens who are informed on what is occurring in the area in which they live are more likely to call in suspicious information to the police department.
5. ***Property Manager Network:*** The FPD has developed a new initiative for notifying Property Managers of crime trends, crime prevention tips or other information that may be relevant in multi-family dwellings. This initiative is called the Property Manager Network and will be set up via electronic mail (e-mail). This initiative is an opportunity to educate property managers and encourage them to take steps to prevent and reduce crime in their complexes.

D. Operational Efficiency

1. ***New Records Management System:*** The department is coordinating with City IT to identify a records management system product that will be more effective and efficient for department operations. Accurate reporting is critical for the department and the city as it reflects current crime trends and provides statistical information. This system is the provider of information from which crime mapping is conducted. City IT is facilitating discussions with various vendors in an effort to identify the best provider for all city departments who are impacted by this product. Improvements in records management will lead to better information flow between the police department and other city departments, as well as play an integral part in crime analysis and mapping.
2. ***Recruitment and Retention:*** Hiring and retaining the best qualified candidates for employment is a major key to success for any police department. The FPD is conducting a process improvement review of the hiring and retention practices. Several new initiatives have been identified and are in the process of being implemented to ensure that the FPD attracts, hires, and retains the most qualified candidates to serve as police officers in the city of Fayetteville. Some strategies we intend to employ include: paying for out of town applicants' lodging if traveling more than 300 miles for testing; providing tuition reimbursement up to and including Masters degrees; and developing a female recruiting page on the department's website, entitled "Females in Policing," with direct e-mail contact to the females highlighted on the webpage. These initiatives are designed to showcase the benefits of serving as a law enforcement officer in Fayetteville, as well as the benefits of living within the Cape Fear region.
3. ***Succession Planning:*** The FPD encourages higher education as well as supports other educational opportunities and recognizes the need for ensuring that young supervisors are better prepared for promotional opportunities when they occur. It is important to continue to develop these future leaders and the FPD will continue to partner with Fayetteville State University and Methodist University to develop programs and training seminars that focus on leadership and management skills. It is essential to ensure solid succession planning and adequately plan for the successful leadership for the future of the FPD.
4. ***Case Management:*** The FPD processes and assigns over one thousand cases a month to detectives resulting in very heavy case loads. Solid case management begins with an initial review of reports by investigative supervisors. Supervisors utilize solvability factors and assign cases to the appropriate units or detectives based upon case solvability. The Department is identifying process improvement criteria for evaluating these cases to ensure that the cases with the greatest solvability are being assigned as well as cases that may be linked to other criminal activity. The goal of this process is to streamline the detectives work effort, and ensure that quality investigations can be conducted leading to arrests and convictions.

5. **Warrant Specials:** The service of legal processes is a continuous challenge for the Department. There are approximately 2500 “Warrants” and “Orders for Arrest” on file with the police department as well as over 4000 other types of legal process papers. The FPD receives an average of 100 warrants for arrest each month. Warrants for arrest are generated from within our agency as well as from outside law enforcement agencies and the court system. The FPD is implementing an initiative to conduct monthly warrant operations to increase the level of service for outstanding warrants. Focusing on those offenders who have outstanding warrants who repeatedly commit crime is an enforcement effort that should result in the prevention of future crime by these same offenders.
6. **Patrol Teams:** The Department is in the process of implementing and evaluating a shift team concept in an effort to improve patrol services to the community. This model requires each officer on a patrol squad to report directly to one supervisor during their work week. Supervisors will be able to more effectively assign officers using the sector policing concept by having a designated group of officers. Officers who can be deployed working one area consistently can be more effective in that area for preventing crime and arresting offenders.
7. **Joint 911/Communications Center:** Exploration of a joint 911/Communications Center is a project that is currently being discussed between some local agencies. The objective would be to merge the existing 911/Communication Centers to dispatch countywide for all law enforcement, fire and emergency medical calls for service.
8. **Full Service Search Warrants:** The Department is developing an initiative to utilize local resources when administering search warrants. The objective of full service search warrants is to bring in those resources at the time of the search warrant in lieu of notifying agencies and city departments of potential issues and violations after the fact. Potential resources or partners for this initiative could include, City Inspections, City Solid Waste Department, Fire Department, Cumberland County Department of Social Services, and Cumberland County Animal Control. This initiative is intended to identify the factors that are contributing to crime and disorder at a specific location and work on all issues that may be present in an effort to reduce and prevent additional crimes at specific locations.

Measurements for Success:

While success can be measured in different ways, it is important to identify quantifiable measurements for success. Other types of measurements for success can provide insight into services and programs through community and outside agency feedback but would be more subjective and difficult to quantify. For the purpose of this community wellness plan, we would consider the following to be specific quantifiable measures for success:

- Increase in community participation through the formation of new community watch groups or the reestablishment of older groups.
- Reduction in overall crime.
- Reduction in violent crime.
- Reduction in crime committed by youth offenders.
- Reduction in traffic related deaths and injuries.
- Increase in recruiting and retaining qualified applicants for the position of police officer.

Next Steps:

Monthly progress reports will be provided to the City Manager by the fifteenth of the following month. This document should be considered a living document that will be reviewed and updated annually. The problems facing our community did not develop overnight and will not be resolved overnight. Through long-term community involvement and participation we can all make a difference by working together and building those relationships throughout the community in order to develop effective problem solving strategies in response to crime.