

Recommendations	Responses
<p>Recommendation: PERF recommends that other federal, state, local departments i.e., code enforcement, public works, social services, traffic engineering, federal and state law enforcement agencies, the Cumberland County Sheriff's Office, District and City Prosecutors, probation and parole, and military police attend FOCUS meetings.</p>	<p>The FPD has invited the Cumberland County Sheriff's Office, the Hoke County Sheriff's Office, City Inspections Department, Probation and Parole, Military Police from Ft. Bragg and members of the District Attorney's office to attend FOCUS meetings and weekly crime mapping meetings.</p>
<p>Recommendation: PERF recommends that known drug dealers and narcotic problem locations be mapped and overlaid on a seven day period of time.</p>	<p>The FPD will continue to map drug dealer locations and narcotic violation locations and analyze illegal narcotic trends.</p>
<p>Recommendation: PERF recommends that evaluation of crime problems be based on a combination of criteria including call for service data, UCR crime and clearance guidelines, per-capita crime, traffic accident, and the reduction of harm and fear levels in the city.</p>	<p>With the implementation of the new OSSI RMS/CAD system, FPD will be able to map Call for Service as well as other data.</p>
<p>Recommendation: PERF recommends that an analysis seeking to determine possible links between crime and disorder and military deployments continue.</p>	<p>The Crime Analysis Unit is in the process of obtaining data from Ft Bragg commanders on troop deployments and will continue working on this recommendation.</p>
<p>Recommendation: PERF recommends that a drug recognition expert (DRE) program be created.</p>	<p>The FPD will begin identifying a process for establishing this program.</p>
<p>Recommendation: PERF recommends that robbery and burglary crime reduction continue to be high priorities.</p>	<p>The FPD will continue to make this a high priority.</p>
<p>Recommendation: PERF recommends that drug enforcement be continually emphasized to reduce the city's narcotics problems. PERF recommends that consideration be given to creating a mid-level narcotics investigation team to apprehend mid-level suppliers in the city. The team should be composed of a sergeant and six investigators.</p>	<p>Currently the FPD works narcotic investigations from 4 levels; interdiction, mid-level, crack house and street level. With additional personnel more emphasis can be placed on mid-level suppliers.</p>

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<p>Recommendation: PERF recommends that one Assistant Chief position be eliminated and that the department be re-organized into three bureaus. PERF has provided two options for this reorganization.</p>	<p>Under review at this time.</p>
<p>Recommendation: PERF recommends that the communications functions of the Fayetteville Police Department and Cumberland County Communications be consolidated through the City negotiating a contractual agreement with the county.</p>	<p>In progress. This is a long range goal of the Department and other public safety departments within our area.</p>
<p>Recommendation: PERF recommends that the police department continue working to expand its partnership with military leadership to develop policies of mutual concern and to implement responses tailored specifically to enhance the personal safety and security of members of the armed services, and their dependants, that are part of the Fayetteville community. Bi-weekly meetings should be established between the two organizations.</p>	<p>FPD traffic officers provide safety briefings on Ft Bragg. Crime prevention specialists provide safety briefings about operation ID for areas that have experienced an increase in break-ins, and strategies to keep from becoming a victim. Currently, the Ft Braggs PMO attends the FOCUS/crime mapping weekly meetings. In addition, Ft Bragg sends a representative to the S.O.S. (Safety Over Speed) community meetings.</p>
<p>Recommendation: PERF recommends that at the conclusion of the Fayetteville State University study of gun violence in Fayetteville “Study Circles” be created through appointments made by the City Manager. These study circles should be made up of key members of the department and the community. They should be tasked to review the report and identify key issues and recommendations for improving policy and practices to improve the safety of those who live, work and travel in Fayetteville.</p>	<p>In Progress.</p>

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<p>Recommendation: PERF recommends that 24 more officers be allocated to patrol along with the 17 new positions added through Federal government funding. This total of 41 new officers will result in an average of 50% of the available patrol officer time being consumed by calls for service.</p> <ul style="list-style-type: none"> • PERF recommends that 79 patrol officers be allocated to the Campbellton district. This would require 18 additional officers since there are 61 officers assigned now. Seven of these 18 can be added through the COPS funding the department has already received leaving 11 more to be added. • PERF recommends that 87 patrol officers be allocated to the Cross Creek district. This would require 23 additional officers since there are 64 officers assigned now. Ten of these 23 can be added through the COPS funding the department has already received leaving 13 more to be added. 	<p>Additional 37 officers were recommended by PERF and will need to be addressed through the budget process.</p>
<p>Recommendation: PERF recommends that target staffing levels be established by sectors rather than zones - minimum staffing should be based upon calls for service workload rather than by the number of zones. Zones should be consolidated into sectors for shifts with low volume of call workload to better match resources to service demands.</p>	<p>In Progress. As a component of the Community Wellness Plan “Sector Policing” has been partially implemented. Additional police officer positions will provide for full implementation of sector policing.</p>
<p>Recommendation: PERF recommends that responsibility of the Report Taking Unit be expanded to include additional types of non-emergency reports.</p>	<p>Under evaluation.</p>
<p>Recommendation: PERF recommends that the alarm ordinance be enhanced to require alarm verification by alarm companies before police respond. This will substantially reduce the calls for service workload.</p>	<p>This recommendation requires a City Ordinance change.</p>
<p>Recommendation: PERF recommends that patrol officers be assigned to the same sector for a minimum of six months.</p>	<p>Additional police officer positions will be needed to implement this recommendation.</p>
<p>Recommendation: PERF recommends that the Cross Creek front desk be staffed with a civilian employee during regular business hours to provide service for walkup customers and support for district staff.</p>	<p>Completed.</p>

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Recommendation: The Mounted Unit should be phased out and the officers permanently redeployed to patrol.	Under evaluation.
Recommendation: PERF recommends that detectives attend patrol roll calls on a regular basis to share information on current cases they are working and to receive feedback on current patrol operations.	Detectives are required to periodically attend patrol roll calls.
Recommendation: PERF recommends that homicide detectives respond to those incidents in which there is a high likelihood that the victim will succumb from injuries	The Homicide Unit responds to homicides and suspicious deaths.
Recommendation: PERF recommends that suicides be analyzed to determine if there are trends as to the circumstances of persons taking such drastic action. The analysis should be accompanied by identification of interventions that may reduce the number of incidents.	In progress.
Recommendation: PERF recommends that the number of detectives assigned to each section be based upon the number and type of crimes committed and cases to be investigated.	Additional police officer positions will provide the opportunity to increase staffing in detectives.
Recommendation: PERF recommends that civilian Police Investigative Aide (PIA) positions for investigations be increased by four and used to perform administrative and routine work of detectives. The PIA should be an upgrade of the current civilian positions within the department thus creating a new career path for civilians.	Additional Civilian Investigator positions will need to be addressed through the budget process.
Recommendation: PERF recommends that some permanent detective positions be converted to rotational assignments with five year tenure to provide additional career enhancement opportunities.	The FPD has identified succession planning through the Community Wellness Plan and uses the plan to address career enhancement through job rotation and cross training.

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Recommendation: PERF recommends that the investigations that remain in patrol for follow-up be the responsibility of the Watch Commander on the shift that takes the crime report. These duties should include formally assigning cases to the patrol officers who took the offense report, monitoring the progress of the investigation, and ensuring accountability for closure, clearance, and/or arrest of a suspect.	This has been assigned to patrol commanders for completion on misdemeanor cases.
Recommendation: PERF recommends that cases assigned for follow-up investigation should have a 14 day goal for closure.	The FPD uses a thirty day follow up and case closure process.
Recommendation: PERF recommends that unit monthly reports used by the case management system adhere to the Uniform Crime Report (UCR) guidelines definition for cases cleared.	This is a current and ongoing practice.
Recommendation: PERF recommends that one additional full-time and one additional part-time crime scene technician is added to the Forensic Unit.	Additional positions would increase efficiency.
Recommendation: PERF recommends that the size and equipment of the forensic processing bay be increased to include hot and cold running water, heat and air, additional fuming hoods, and alternate light sources.	In progress.
Recommendation: PERF recommends that a full-time staffed medical examiner unit be established in Cumberland County.	All medical exams are done through the State of North Carolina Medical Examiner's Office in Raleigh.
Recommendation: PERF recommends that the office space within the police headquarters for the Forensic Unit be reorganized by functionally relocating the office of the Forensic Supervisor to where the work of the unit is being done. Additional space is needed for the photo lab and crime scene technicians.	Completed.
Recommendation: PERF recommends that the Nex Lab equipment and Photo Lab server be replaced.	In progress.

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<p>Recommendation: PERF recommends that a bar-coding system be added to the evidence room.</p>	<p>The software and system has been purchased.</p>
<p>Recommendation: PERF recommends that DWI and speeding enforcement be refocused to seek a reduction in injury and fatal traffic collisions.</p>	<p>In progress.</p>
<p>Recommendation: PERF recommends that some members of the Traffic Section be assigned to the evening shift to concentrate on speed and alcohol enforcement.</p>	<p>Completed.</p>
<p>Recommendation: PERF recommends that strategies designed to improve the retention of officers be implemented in order to maintain the talent and experience of personnel within the agency. Such incentives may include:</p> <ul style="list-style-type: none"> • Assigning a designated number of patrol shift positions on a rotational basis rather than as all permanent positions. • Providing monetary incentive for home purchase within the City of Fayetteville. Repayment may be forgiven after a designated number of years of completed service. • Providing “book time” such as vacation leave and sick leave to lateral officers crediting their year’s service with outside agencies. 	<p>Retention of officers is a priority of the FPD.</p>
<p>Recommendation: PERF recommends that consideration be given to the creation of a policy in which developers are required to contribute financially to maintain the City’s ability to provide the same level of service resulting from the impact of their development.</p>	<p>City Council initiative.</p>
<p>Recommendation: PERF recommends that preparation be accelerated for the population growth in the area of up to 40,000 people over the next five years due to BRAC.</p>	<p>In Progress.</p>
<p>Recommendation: PERF recommends that a police facilities strategic plan be developed.</p>	<p>Currently being evaluated by Service Bureau personnel through the Capital Improvement Plan.</p>

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Recommendation: PERF recommends that the facilities plan consider substations and renovation or relocation of the Cross Creek substation.	Currently being evaluated by Service Bureau personnel through the Capital Improvement Plan.
Recommendation: PERF recommends that, as part of a facilities strategic plan, consideration be given to divisions and units being located to improve functional communication and possible sharing of clerical staff.	The Police Administration building was designed by architects who specialized in police administration buildings.
Recommendation: PERF recommends that the Facilities Strategic Plan consolidate the office space of the Chief and Assistant Chiefs into a command wing at the police headquarters to include office support.	Command Staff should have daily interaction and be accessible to all employees assigned to their respective areas of responsibility where feasible.
Recommendation: PERF recommends that special events that are not sponsored by the City of Fayetteville be cost neutral.	Under evaluation.
Recommendation: PERF recommends that improvement be made in the reporting of arrests captured in the UCR Part 2 Arrest Reports.	Implementation of the new RMS/CAD system will enhance data accuracy with records, mapping, etc. In progress.
Recommendation: Fayetteville General Order 1.4 – This order establishes FPD’s structure and organizations. It should be updated to reflect any changes to the organization and structure of the department resulting from the implementation of recommendations in this study.	Will be updated to reflect any changes made.
Recommendation: Fayetteville General Order 2.2 - A comprehensive review of General Order 2.2 on Secondary Employment should be conducted to include the latest IRS rulings and opinions on independent contractor vs. employee status, the implications of class of worker status and the requirements for paying federal employment tax.	Employees are responsible for properly reporting income to Federal and State government agencies.
Recommendation: Fayetteville General Order 3.4 - Employees assigned to the property and evidence room should be subject to periodic drug screens.	These employees are subject to random sampling per City policy.

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Recommendation: Fayetteville General Order 3.4 – A random drug screen policy should be established for all sworn officers of the agency.	These employees are subject to random sampling per City policy.
Recommendation: Fayetteville General Order 4.1 – A separate policy should be developed for Conducted Energy Devices (CEDs).	All lethal and less than lethal weapons are addressed in one policy.
Recommendation: Fayetteville General Order 4.1 – Officers should not be allowed to discharge warning shots.	Officers are properly trained to handle deadly force encounters. Current policy has prevented the shooting of suspects.
Recommendation: Fayetteville General Order 4.2 - Police motor vehicle pursuits should be limited to beginning a pursuit only when persons are suspected and/or involved in felonious crime.	Under evaluation.
Recommendation: Fayetteville General Order 5.5 - The police legal advisor should be contacted when an officer is involved in a traffic crash while operating a departmental motor vehicle and respond to the scene when there are serious injuries and/or a death occurs.	This is a current procedure and practice.
Recommendation: Fayetteville General Order 5.8 - Confidential funds should be audited quarterly by a representative of the City Finance Department.	FPD agrees if City Finance has staffing to provide for quarterly audits.