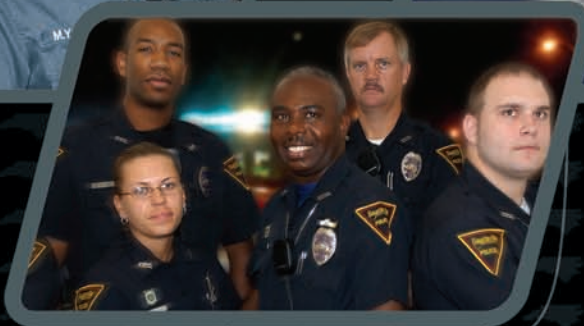


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BE THE  
BEST  
BE THE  
BADGE

Annual  
Report



# BE THE BEST BE THE BADGE

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## **A Message from Chief Tom McCarthy**

This past year has been a great year for the Fayetteville Police Department. Both sworn and non-sworn personnel demonstrated their willingness and ability to meet a tremendous challenge. Through the hard work of the entire organization, the Fayetteville Police have provided outstanding police service to approximately 176,000 members of our community.

This was a great accomplishment because it meant providing outstanding service to 43,000 new citizens. At the same time, we were actively attempting to recruit and train 43 new police officers. Recruiting and retaining trained sworn personnel have been major challenges in the past. The departments recruiting and training staff has done amazing work in 2006. The first two months of 2007 will see the department close to full staffing for sworn personnel for the first time in more than 6 years. At the same time, the number of officers leaving the department has significantly decreased.

During 2006 the Fayetteville Police Department became among the first police departments in the United States to become involved in a comprehensive branding process. The result was a new brand identity, "Be the Best, Be the Badge." The involvement of citizens, academic representatives, community leaders and police department personnel in this process has insured that the end result is both meaningful and useful. The Fayetteville Police brand will enhance the recruitment process and will provide clear direction to those providing police service.

2006 will be my last full year as the Fayetteville Police Chief. I would be remiss if I didn't thank the men and women of the Department for their hard work and support. Working with the men and women of the Fayetteville Police Department has been one of my most meaningful professional experiences. As I leave, I know I am leaving a department ready to meet any challenge thrown their way. They are truly Fayetteville's Finest.

A handwritten signature in black ink that reads "Tom McCarthy". The signature is written in a cursive, flowing style.



## **POLICE OFFICER OF THE YEAR**

### **Sergeant Robert I. Weathers**

Sergeant Bob Weathers has dedicated his life to serving his country. After a full career in the Army he made Fayetteville his home. On April 26, 1982 he began his career with the Fayetteville Police Department taking his oath of office on July 30, 1982 beginning what would be a distinguished and flourishing career. Since being assigned to the training center, Sgt. Weathers has become the face, the voice, and the driving force of training within the department.

As the training supervisor, he has been responsible for the recruitment and selection of new officers. Sgt. Weathers has coordinated and instructed in the Department's Basic Law Enforcement Training Academy as well as coordinate the Citizens Police Academy. He maintains numerous law enforcement certifications and has instructed in subjects such as, self-defense, driver's training and firearms training, enabling him to touch the lives of most of the officers that are on the department today. Sergeant Weathers received his Advanced Law Enforcement Certification on November 22, 1991. Throughout his career he has been awarded three Individual Commendations, three Good Conduct Awards, a Longevity Award, two Merit Awards and various Certificates of Appreciation.

Sergeant Weathers has trained well over a thousand officers during his tenure. Through participation with state, local and federal agencies he has been a constant presence in police training and is the person who officers from all agencies most remember from their early days in the profession. Visitors to the Training Center have always been able to count on Sergeant Weathers for a kind greeting and a pleasant word, no matter how busy he may have been. He never says "no" when asked to help with any task necessary to support training. Sergeant Weathers never complains and works many additional hours after a full days work to get the job done. His commitment to the department and its mission is unsurpassed and rare to find. Sergeant Weathers has met every challenge with a "can-do" attitude that is contagious and makes those that surround him believe anything is possible. All this, and more, is why Sergeant Weathers was selected Police Officer of the Year in May of 2006.



## Fayetteville Quick Facts

The City of Fayetteville is the sixth largest municipality in North Carolina and was created by combining two early trading settlements, Cross Creek and Campbellton. Cross Creek was located approximately one mile west of the Cape Fear River. Although Cross Creek was an important trading center by the late 1750's, it was never chartered. In 1762, the colonial assembly established and chartered Campbellton, which was located on the Cape Fear River, about one-mile east of Cross Creek. In 1778, the neighboring towns of Cross Creek and Campbellton were united to become "Upper and Lower Campbellton." In 1783, the North Carolina General Assembly approved the town's official renaming to Fayetteville, in honor of the Marquis de LaFayette, the French nobleman who served as a General in the Continental Army during the Revolutionary War.

The City's population has grown from approximately 60,000 in 1980 to over 174,000 in 2006 and ranks as the sixth largest municipality in North Carolina. The Fayetteville metropolitan area is the largest in southeastern North Carolina and the fourth largest in the state. It is the county seat of Cumberland County and is best known as the home of Fort Bragg, a U.S. Army post located northwest of the city.

**County:** Cumberland

**Area:** 93.55 square miles

**Population:** 174,422

**Mayor:** Anthony G. Chavonne

**City Manager:** Dale E. Iman

**City website:** [www.cityoffayetteville.org](http://www.cityoffayetteville.org)

**Nicknames:** "All-American City"  
"City of Dogwoods"

### Area's largest employers:

Cape Fear Valley Medical Center (4,200 Employees)

Wal-Mart (3,837 Employees)

Goodyear Tire & Rubber (2,650)



## 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.

## Fayetteville District Policing Team

Fayetteville District Policing Team is a system of providing police services, in partnership with the community, in order to identify neighborhood quality of life issues and provide appropriate response to those issues by police and other service providers.



## Problem-Oriented Policing

Problem-Oriented Policing is a philosophy of police work based on the realization that the majority of police time is spent answering similar calls at the same locations. Officers analyze crime to determine the underlying cause of repeat calls for service, officers then use available resources, internal or external, to prevent, solve or better control the problem.

## F. O. C. U. S

FOCUS (Focusing on Community Using Statistics) is a community problem solving process that serves as an accountability tool for operational commanders. It provides departmental leaders with a constant, visual snapshot of crime types and locations and the effects of the tactical and strategic crime fighting efforts initiated by the investigative and district commands.

## RECRUITMENT LEAPS & BOUNDS

### 2006: A Very Good Year

By Lieutenant Anthony Kelly

Nationally law enforcement agencies struggle to find qualified applicants for the position of police officer. This problem is echoed locally. When the City of Fayetteville annexed over 42,000 people in 2005, it placed an additional strain on the department's recruitment efforts to hire and train 58 additional officers. It was determined that a full time recruiter was greatly needed to seek out, identify and encourage potential applicants to join our department.

Between a full time recruitment Lieutenant, a full time sworn background investigator and a part-time non-sworn background investigator, the mission was established. The Fayetteville Police Department remained committed to recruiting the most qualified applicants for the position of police officer but had struggled with attracting qualified applicants. Other factors played a role in deterring the recruitment effort such as a booming economy and a low unemployment rate. The question that the department attempted to answer was "Why are we attracting fewer qualified applicants?" The recruitment team considered which aspects of the job would be attractive to today's applicant.

A competitive salary and benefits package, excellent training, state of the art technology, consistent work schedules, career



advancement, job satisfaction and quality of life were identified as important variables that an applicant may consider when choosing a police department. In order for the Police Department to become competitive in the state and the country when recruiting qualified applicants, it had to provide all or as many of these variables as possible.

In the Fall of 2005, the department attempted to identify and implement new initiatives to encourage a larger pool of qualified applicants to apply to include:

- Establishing a recruitment bonus for city employees.
- Dropping the minimum hiring age requirement to 20.6 years.
- Streamlining the application process reducing the processing time from 5-6 months to 2-3 months.
- Conducting physical agility testing more frequently for applicants reducing the wait time.
- Amending the driving standard policy to be less restrictive.

Recognizing that technology was a priority to younger generations (X & Y) the department determined that an outdated web site design was restricting the recruitment efforts. If our web site was not top notch, why would an applicant think our department was top notch? With that in mind, the web site was

redesigned to provide one stop recruitment shopping. A recruitment video, a physical agility testing video, and downloadable job applications

and forms immediately altered the online applicant landscape.

Shortly after the new web site was available, the City Council approved a pay plan that was critical to attracting and hiring new applicants. Then, not only did we look top notch online, the salary scale also became very competitive. At that point, the pay plan provided inexperienced applicants an opportunity to see Fayetteville as a career possibility. It was also very attractive to experienced officers who were interested in coming to the Fayetteville Police Department and receive compensation for their experience. With the implementation of the new pay plan, the recruitment team worked diligently to get the message out by:

- Coordinating with officers to recruit at their Alma Mater.
- Establishing relationships with faith based communities and seeking assistance in attracting applicants.
- Partnering with NC Community Colleges to recruit students.
- Partnering with the Fire Department to house out of state applicants at the FSU station for no charge.
- Utilizing media outlets to advertise for openings to include online trade sites.
- Enrolling in the NC Department of Labor Apprenticeship Program where new officers can receive GI Bill benefits for up to two years.



- Training Community Watch and Citizen Police Academy participants in effective recruitment techniques.

- Sponsoring college interns.
- Participating in public speaking opportunities.

Finally, the department teamed with an advertising and marketing company that specialized in branding to establish a clear identity, or "brand" for the police department. This was a new initiative intended to invite and capture team spirit

as well as providing a complete design overhaul of the Department's recruitment materials, cards, brochures, posters, display board, recruitment video, job fair material and website layout. The new campaign launched in January 2007 focuses on internal and external communication processes with the expectation of generating an esprit de corps and a sense of team pride in all that we do.

The recruitment team embraced the challenge of not only improving, but also redesigning the process used and recreating how the department recruits and hires police applicants. The success of the team is evident in the reduction in the number of vacancies the department has as of the writing of this article. In April of 2006 the department had fifty-one police officer vacancies. Currently, the department has eight police officer vacancies. Closing the recruitment gap was the primary objective for this team while seeking goal and value oriented employees to protect and serve the City of Fayetteville for many years to "Be The Best, Be The Badge."



## DOWNTOWN MOMENTUM

### Mounted Patrol and Walking Beat Officers Compliment the New Downtown

By Lieutenant Chuck Hunter

Fayetteville's downtown district has seen a major transformation over the past several years. Gone are the days of few shoppers and little pedestrian traffic. The new downtown features:

- A thriving residential and business community.
- A National Certified Historic District with rich architecture and buildings dating back to the early 1800's.
- Cultural Arts Center Housing museums, art galleries, a dance studio, and a theatre.
- Location for Community Celebrations such as; the International Folk Festival, Dogwood Festival, Dickens Holiday, 4th Fridays, FSU Homecoming, Glory Days and a Mardi Gras Masquerade Ball.
- Center for Local Government to include; City Hall, the County's Sheriffs Office and the Police Department.



With the economic revitalization of the central downtown area, the presence of the police in this area has greatly increased. In addition to the new businesses, the construction of "Festival Park" will draw more special events to the city's center, creating further needs for patrols in the area.

The City of Fayetteville Police Department Mounted Patrol was organized in 1985 and during the past 22 years has served primarily in the downtown district. In an age of high-tech policing, the Department's trusty police horses are still making a difference every day.

These officers and their equine partners, Mike Mulcahy and Cinders, Ricky Mulcahy and Cowboy, Steve Wauford and Bismark and Jose Lamboy and Cricket, dramatically increase the Department's effectiveness in the prevention and detection of crime and the apprehension

of violations. In addition to their crime prevention roles, the Mounted Patrol Unit provides a resource that opens the door to establishing and maintaining a positive dialogue with citizens. Police Specialist Ricky Mulcahy remarked, "People will come up and talk to us on the horses when they wouldn't even think about talking to a

cop in his car. We get a lot of good information this way.”

The unit’s supervisor, Sergeant Mike Ruff emphasizes, “This unit excels in special events, parades, search and rescue, and community events. A Mounted Patrol Officer and his horse are equal to 10 officers on foot when it comes to controlling a large crowd or locating missing children.” Other cities such as Charlotte and Greensboro, have requested our Mounted Patrol Unit to visit and demonstrate their abilities, as each is looking toward implementing their own downtown mounted units.



Crowd control is a trade specialty for a mounted patrol unit and the FPD Mounted Unit is used in Fayetteville for many special events each year, to include the Dogwood Festival, anti-war rallies, International Folk Festival, and many others. The entire unit participates in over 30 special events annually in the downtown area. The Mounted Patrol is often called upon to provide mutual aid assistance to other cities as well. These requests include the Azalea Festival in Wilmington, NC and the Halloween Party on Franklin Street in Chapel Hill, NC.



Additionally, The Police Department has a Downtown Walking/Bicycle Officer. Officer S. Randall has been assigned the duties of bike/foot patrol for the past year. His efforts have earned him the respect of many of the downtown alliance merchants. The walking officer provides merchants, residents, and visitors in the downtown area with an officer who is knowledgeable of the area and thought of as “their officer.” Officer Randall believes that, “Having a walking beat officer creates a personal atmosphere with the people who work and visit along Hay Street.”

The Fayetteville Downtown Alliance has often stated how much it appreciates the efforts of the police in the downtown area. The Mounted Patrol Officers and Walking Beat Officer represent the core essence of the department’s new identity, “Be the Best, Be the Badge.”

## MAXIMIZING SUCCESS THROUGH TECHNOLOGY

### An Express Lane for Real Time Crime Fighting

*By Sergeant Steve McIntosh and Crime Analysis Supervisor Tracy Phillips*

Intelligence-led policing has evolved in the Fayetteville Police Department through technological advancements that have improved the ability of department personnel at any level to quickly identify and react to crime patterns and trends.

Using technology to harness the power of integrated information and making that information available to all personnel enables the department to pinpoint those offenders threatening the wellness of our community and linking offenders with crime trends and patterns that would otherwise go unnoticed. Through this process the department develops strategies to neutralize criminal activity by identifying potential crime targets, identifying and arresting offenders, thus allowing officers and detectives to become more personally aware of what is happening in the community. Implementing this process has required a whole

new way of thinking aside from traditional policing methods.

Through the implementation of monthly "FOCUS" meetings, the department directs its efforts to operate more like a precision-guided missile instead of using an old-fashioned throw-everything-at-the-problem approach. FOCUS is an acronym for Focusing On the Community Using Statistics. The FOCUS process is personalized for our department and was largely facilitated through the use of geographic information systems. As a part of the Focus 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. Using crime mapping to explain the activity in their respective areas, district commanders address any hot spots or noted crime trends, and discuss measures taken to address them with the ultimate goal of enabling the department to target areas with usable, actionable information.

This process provides a better understanding of which strategies are effective and producing positive results.



Monthly FOCUS meetings are supplemented and preceded by weekly mapping sessions with key leadership and representatives from the Patrol and Investigations Divisions.

Using mapping and on-the-fly database queries of corresponding crimes, the team works together to identify; emerging patterns and trends in crime, possible suspects, and ensure appropriate follow up action is taken. Intelligence-led

policing seeks to knock down the walls of sharing information internally while changing the need-to-know culture historically embedded in law enforcement. The department's goal is very specific about reducing crime and making our community safer. Intelligence-led policing has provided leading edge results among police agencies, such as these in New York and Los Angeles.

In 2006, the Operations and Analysis Unit began working with Computer Operations Staff to "push" the valuable information discussed at the FOCUS and weekly mapping sessions out to the patrol officers. Through the creation of an "extranet" website, patrol officers are now able to access crime data and crime maps while in their patrol vehicles. While much of this information is presented verbally during shift assemblies, the extranet serves as an "always on" ready-

reference for current crime activity.

Through a user-friendly graphic interface,

patrol officers can quickly access a current listing of featured crime activity for their respective work area assignment. The listing provides basic information on crime including date, time, address and a brief description of how the crime was committed.

Hyperlinks to the complete report provide access to additional information contained in report narratives and supplements. Since this data is pulled directly from our records management system, it is as close to "real time" crime information as we can get.

These web-based tools enable the zone officers to stay informed and connected to what is going on in their area of assignment so they can more effectively direct their patrols to specific problem areas. The Operations and Analysis Unit accesses and compiles information and reports on a daily basis to ensure that information is disseminated and available to all personnel by providing an express lane for real time crime fighting.





## ADVANCING CUSTOMER SERVICE

### Front Desk Unit and Tele-serve Unit: Providing One-Stop Service for Citizens

By Lieutenant Wade Owen

March 2006 marked the first anniversary of the fully staffed Front Desk Unit. Previously, watch commanders and sergeants were responsible for not only their patrol shift but also staffing the public service counter. Road workers at heart, these supervisors were required to staff the desk as opposed to actively supervising and keeping up with their officers on the street. With their attention divided between both duties, this sometimes resulted in less than a superior level service for citizens who came to the police department.

Identified as a process improvement project, the Police Department formed what is now known as our Front Desk Unit consisting of five seasoned officers and a sergeant. These officers, who are knowledgeable and motivated in the area of customer service, have requested to work this assignment. A redesign and refurbishing of the front desk office contributed to a more professional work area with minimal distractions. In order to enhance access for citizens, safety glass windows were redesigned to allow for better communication through the glass. When speaking with the officer on duty, the new design provides a less intimidating environment for citizens conducting business while still affording a measure of safety required by our department.



This unit embraces a customer service philosophy that a citizen visiting our department must be greeted by a professional officer who is there to assist them with their problems or concerns. With the formation of the desk unit, these officers are able to focus solely on the citizen with minimal distraction by competing priorities or responsibilities. The Department has experienced a noticeable

decrease in negative citizen encounters and complaints as citizens leave the department with a sense that their requests were important and handled in a timely manner.

The Front Desk Unit augments the Patrol Districts by handling delayed accident reports and various incident reports filed by citizens on a walk-in basis. This benefits citizens who no longer have to wait for an officer to respond to the police station with the advantage of allowing patrol officers to maintain patrol coverage in their assigned areas. The Front Desk Officers provide frontline security for the Department as well as a quick response to City Hall when a situation arises requiring an officer. The unit provides a sense of security for our citizens who visit the Department as well as our civilian employees who work directly in this area.

Another very successful customer service unit is our Tele-serve Unit which assists citizens by taking less serious reports that do not require the response of an officer. Citizens are able to utilize this service either in person or by telephone. Tele-serve personnel are non-sworn employees who also assist with providing copies of police reports when requested by citizens.

Overall, between the Front Desk Unit, Tele-serve Clerks and the police report feature on our website, working together as a team, we strive to provide service that is second to none for the citizens, (our customers). While we have identified new ways to increase our level of service, the advancement of customer service will continue to be assessed for improvement on a daily basis.

## **CRIME PREVENTION TOOLS OF THE TRADE**

### **Keeping Out Crime**

The Fayetteville Police Department is dedicated to its commitment to reduce crime and the fear of crime in our community. Through the hard work and dedication of the Crime Prevention Unit the department emphasizes that sharing information can help citizens reduce their chances of becoming a victim of crime when Community Policing partnerships exist.

A Community Policing tool used in many communities and one that is no exception to Fayetteville is the coordination of Community Watch Groups throughout the city. Community Watch Groups provide a communication link establishing a partnership between the Police Department and the community. Crime Prevention Specialists are the liaisons between these groups and all areas of the Police Department providing a means of two-way communication for sharing information. Crime

Prevention Specialists provide many services to the community to include business and residential security surveys, crime prevention presentations and bike rodeos for kids. These programs emphasize the need for the community to take steps to increase their attention to safety and level of awareness of what is going on around them.

McGruff the Crime Dog has become the face of crime prevention and is used to teach young children the importance of safety with a special emphasis on "Stranger Danger." This contact with children is intended to build a positive relationship with them so the bond between children and police can begin at an early age with the hopes of transitioning into positive relationships as they become adults. Currently the Department has over 100 community watch groups established throughout the city. Participation in these groups varies depending on the number of members and the level of crime occurring in the area where the group is located.

The community understands that working with the police has enabled the department to become more effective in dealing with crime and the people responsible for committing the crime. Community policing activities are tools in the arsenal to fight crime. The goal of community policing is to prevent crime, reduce crime, reduce the fear of crime, and apprehend those individuals responsible for criminal activity. The Fayetteville Police Department is committed to community policing and building cooperative relationships with the stakeholders of the community we serve.

## 5 STAR RATING SYSTEM

### Voluntary Participation by Apartment Complexes: When Good is Not Good Enough

By Captain Tom Guilette

A new program developed and implemented by the Cross Creek Patrol District during 2006 was a "5 Star Apartment Rating System." This program was structured to borrow from the concept that the prevention of crime can be enhanced

through environmental design initiatives. CPTED (Crime Prevention Through Environmental Design) is traditionally a method of assessing the environment and developing strategies to ensure that the inner and outer perimeters of a business or residence have been structured to enhance safety and

security. Cross Creek District officers observed an increase in crime and calls for service by residents of apartment complexes in the district. After analyzing the types of calls for service and establishing the reasons for an increase in calls for service, district officers determined that many apartment complexes did not have well developed crime prevention strategies in place.



Cross Creek District officers contacted police departments in other cities to determine whether or not any programs had been implemented in those locations to specifically combat crime in apartment complexes. After gathering initial program information, Cross Creek District officers identified a process and created a "5 Star Apartment Complex Rating System." Officers identified point factors directly related to crime prevention actions that apartment complex managers could implement and

these factors would be used to determine the rating that apartment complexes could achieve. Some ideas and measures identified that contribute to the factors used to enhance safety and security included; improving outside lighting, properly trimming shrubbery, on-scene security, gated

communities, and alarms. The goal was to encourage apartment complex managers to maintain an achievable level of security by taking additional steps to increase their use of CPTED to develop a greater quality of life for tenants, thus enhancing their level of safety and security. While some factors or recommended actions were more cost effective than others, the outcome

was often well worth the investment in the security and safety measures that were implemented.

Once the framework for the program was developed it was important to include community partners that would benefit from this program to include: Fort Bragg, Pope AFB, private companies and associations that advertise for apartment complexes. Fort Bragg's off-post housing unit and Pope Air Force Base played a vital role in working with the Department to support the program because they restrict where military personnel may reside off post while living in the Fayetteville area.

After developing program criteria, a meeting was held with apartment complex managers, owners, association members, and others to explain the concept and request that they partner with the City of Fayetteville Police Department by participating in the program. This partnership emphasized the use of CPTED techniques to earn a "Star Rating" from 1 to 5. A rating of 5 would be the highest level awarded by the Crime Prevention Unit after conducting crime prevention surveys of the complexes. Currently, it is encouraging to report that four apartment complexes have been rated. Five additional apartment complex managers

have expressed an interest in participating in the program with expectations of being awarded a rating in 2007.

The Cross Creek District will monitor the impact of this program and evaluate the results to determine its effectiveness in reducing crime in the complexes that are participating. It is important to the Cross Creek District to continue building partnerships with the business and residential community as problem solving strategies are identified and implemented to create a greater sense of wellness throughout the City of Fayetteville.





## MASSEY HILL

### Partnering with the Community Makes a Difference

By Captain Brad Chandler

The Massey Hill community is located in the Southern area of Campbellton District in Zone 5. Historically, Massey Hill was known as a hard working middle class neighborhood. As developers moved outward to build new residential communities, Massey Hill began to be plagued by acts of violence, disturbances, open street drug markets, theft and prostitution.



Over time, the criminal element became the rule rather than the exception as housing transitioned from home ownership to rental properties. Unemployment, homeowners selling their property, and elderly residents who passed away leaving their property to their children who had relocated to other areas were aggravating factors that contributed to the decrease in the quality of life for residents in the area. These factors resulted in a high number of absentee landlords that would rent to economically strained tenants.

As is often experienced, residents in this area were reluctant to get involved in reducing crime out

of fear of retaliation from the criminal element. While the Police Department pursued traditional strategies for arresting violators, the quality of life was not improving in Massey Hill. Several years ago, residents teamed up to resurrect the Massey Hill Community Watch Group. This core group of residents began holding meetings and working with the Police Department to identify individuals

responsible for committing crime and by reporting crimes as they occurred.

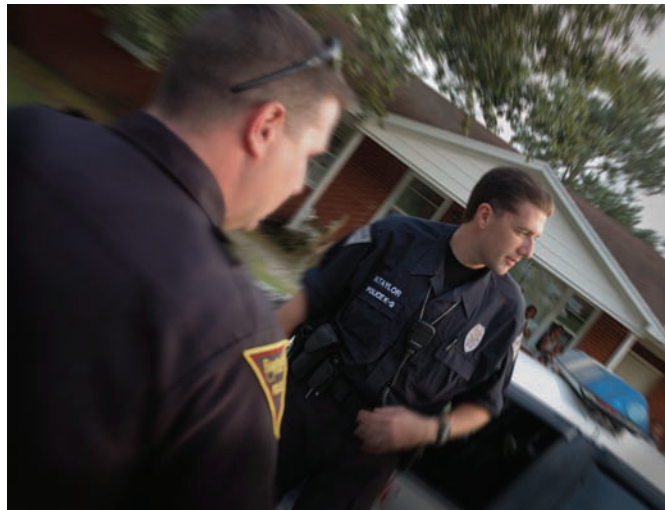
By 2006, the Massey Hill Community Watch Group had developed into a proactive group of residents willing to partner with the Police Department in efforts

to make their neighborhood a safer place to live. Together, the Police Department and the Massey Hill Community Watch Group became accountable for identifying problems and seeking solutions. Resources throughout the Department were dedicated to effectively deploy officers to patrol the Massey Hill area consistent with the times that crime was occurring. The Mounted Patrol Unit, Traffic Unit, Special Projects Unit, Community Affairs, Nuisance Abatement, patrol officers, and crime analysts worked as a team to identify and target crime problems that were occurring. Partnering with other agencies such as, the Department of Social Services, Probation and Parole, City Inspections, Solid Waste, Animal Control and the Fire Department

enabled the Police Department to pool a team of resources that could implement various types of enforcement action to address an assortment of problems experienced by residents. Enforcement tactics that were used included, drivers license check points, prostitution operations, directed patrol operations, street level drug enforcement, and surveillance initiatives to identify the most prevalent criminal players in Massey Hill.

The Massey Hill Community Watch Group meets on the second Thursday of each month at the Massey Hill Recreation Center. Problems are openly discussed to identify appropriate solutions and responses to criminal activity. Feedback is also provided to the group on problems addressed at prior meetings. Personnel from various city departments and other resources are requested to attend meetings to address issues such as, garbage pickup, street lighting and zoning concerns.

Campbellton District officers have become better facilitators for teambuilding with the residents of Massey Hill. Massey Hill Community Watch Group members communicate on a regular basis with Police Department personnel via personal contact, email and telephone.



The Community Watch Group puts absentee landlords who rent to the criminal element on notice by sending them letters notifying them of problems occurring at the residences they own. Members of the Massey Hill Community Watch Group were responsible for advocating a new state law that forbids harassing or threatening a member of a Community Watch Group. Through their dedication and hard work the group obtained grant funding from the State of North Carolina for the Police Department to purchase equipment to be used to help deter gang activity in the neighborhood.

Since 2003, violent crime in Massey Hill has dramatically decreased. While quality of life issues such as, prostitution and drug activity continue to be present, the community and the Police Department will continue to partner in reducing these crimes in the neighborhood. The

Massey Hill Community Watch Group has established short-term and long-term goals for their community. This experience demonstrates that when neighbors come together with a common purpose, and partner with local resources, a strong network is created that becomes more effective in

reducing crime and improving the quality of life for everyone.

## **PARK SMART**

### **A Message Reminding Everyone to Remove Keys, Lock Up, and Secure Valuables**

*By Captain Tom Guilette*

Anyone who has been the victim of a motor vehicle break-in knows how frustrating it is to replace the items that may have been taken (wallet, drivers license, credit cards, important papers, etc.) The reality is that most motor vehicle break-ins don't require any real "breaking." A large number of break-ins the department investigates occur when vehicles are left unlocked or because valuables were left in plain sight for anyone walking by to observe. The Cross Creek District experienced an increase in the number of motor vehicle break-ins in 2005. Based on an analytical review of the crime statistics it became apparent in 2006 that a problem-solving project needed to be implemented to address this crime trend. Officers, supervisors and staff worked to develop a new initiative with the objective of raising awareness levels throughout business and residential areas in an effort to prevent and reduce crime.

Cross Creek District Officers believed creating an educational reminder, posted in strategic locations throughout the city, would aid in getting the message out to the community. The concept was to post a sign, designed to capture the attention of motorists, at strategic



locations that would catch their eye and provide a reminder to secure their vehicles.

Cross Creek District Officers believed that our community wasn't different from other communities in dealing with this crime problem. Primarily, citizens leaving valuables in plain view and not securing their vehicles greatly contributed to a large number of these crimes. Items such as purses, change, currency, electronics, music cd's and cell phones were obvious motivators for criminal activity.

The final outcome of the project was a "Park Smart" sign. Simple yet eye catching and informative reminding citizens to park safely. The message, "Take your Keys, Secure your Valuables, and Lock your Vehicle," reminds motorists that partnering with the Fayetteville Police Department can reduce crime.

"Park Smart" signs were strategically placed throughout the City on storefronts, daycare facilities, plaza's, strip malls, and many other businesses

that could use the signs as constructive reminders for citizens to secure their vehicles and their valuables. Identified as a successful program, "Park Smart" is utilized citywide. Campbellton District officers went a step further with the concept and have placed signs in several residential neighborhoods that are

experiencing motor vehicle break-ins. Overall, the signs have been a positive reminder and well received by the community.

## TACKLING TRAFFIC SAFETY

### Operation Aggression Suppression

By Sergeant Mike Petti



The Fayetteville Police Department's Traffic Enforcement Unit is staffed with one Lieutenant, two sergeants and twelve sworn police officers with

every member involved in traffic crash fatality investigations. The Traffic Unit is responsible for all public educational programs that relate to vehicular operation and traffic safety. Programs provide information ranging from child safety seat installations to traffic safety presentations. The Traffic Unit's goal is to reduce traffic collisions within the city by educating the public and through traffic enforcement efforts.

Through departmental funding, private donations and the awarding of state grants from agencies such as the North Carolina Governor's Highway Safety Program, the Traffic Unit has purchased and utilizes specialized equipment to combat a variety of traffic related problems.

In 2005, the Fayetteville Police Department was awarded \$85,000 in grant funding to create an Aggressive Driving Program. This program, coined "Operation Aggression Suppression" was designed to identify, deter and apprehend aggressive drivers. New state laws and increased punishment levels for motorists convicted of aggressive driving has assisted the department in targeting individuals involved in street racing, speeding and other careless and reckless vehicle operations. This level of strict and fair enforcement has become a priority for the Traffic Unit.

The Traffic Unit has purchased several "non-traditional" enforcement vehicles. These vehicles were outfitted with state of the art equipment supporting our officers in their enforcement efforts. Having a variety of enforcement vehicles has enabled the Traffic Unit to target aggressive drivers to a greater extent. Since its inception "Operation Aggression Suppression" has been a success. For the year 2006, the Traffic Unit issued:

- Over 2,700 speeding citations.
- 330 safety belt and child passenger restraint citations.
- Over 4,200 additional traffic related citations.
- Additionally, the program resulted in the seizure of 23 vehicles for street racing.



"Operation Aggression Suppression" isn't just an enforcement program. Safety brochures and posters were created to educate the public on the consequences of aggressive driving. Local radio stations donated airtime and several

public relation spots were conducted "live" with members of the unit fielding questions from the public. Safety presentations were given to both our civilian population, and military units on Fort Bragg and Pope AFB. In all, the Traffic Unit was able to reach over 2,195 of our citizens; educating them on topics such as aggressive driving, speeding, driving while impaired and pedestrian safety. Education and enforcement is key to encouraging safe driving behaviors and the Fayetteville Police Department Traffic Unit is committed to making Fayetteville safer for all motorists.



## PROTECTING OUR CHILDREN

### Cyber Crimes and the Community

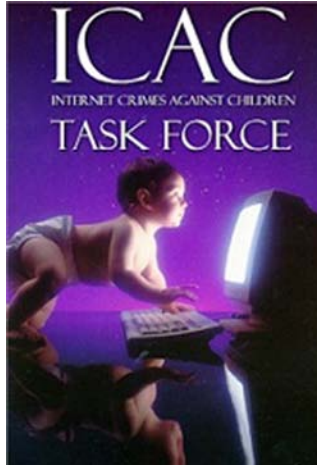
By Lieutenant Sherry Sparks  
and Detective Chad Smith

The Fayetteville Police Department Cyber Crimes Unit operates on the leading edge of technology in the fight to protect our children. Established in 2000 by Detective C. T. Williams, the unit partnered with the Internet Crimes Against Children (ICAC) and Postal Inspector Taskforces and initially worked exploitation cases and assisting surrounding law enforcement agencies. Detective Chad Smith joined the unit working closely with retired Detective Williams who remains on reserve status with the Department.

A growing city population, the availability of low cost computers, and high speed Internet access has increased the level of opportunity for offenders to create, duplicate and share child pornography. Advancements in technological crime fighting tools have enabled the Cyber Crimes Unit to target offenders who share child pornography in our community. The Unit has identified, targeted and arrested previously known and unknown offenders trafficking in child pornography.

The Cyber Crimes Unit, a frontline force in the fight involving crimes against children, is a very active member of the Internet Crimes Against Children Taskforce. In 2006, the unit assisted the North Carolina State Bureau of Investigation (SBI), Cumberland County Sheriff's Office and District Attorney's Office, Bladen County Sheriff's Office and District Attorney's Office, Criminal Investigation Division of the U.S. Army, Virginia State Police, and

other local and national agencies. Due to the high level of activity investigated by the unit, the SBI assists the unit by providing funds and training at no cost to the Police Department.



While technology makes life easier for those who use it and since it has become more affordable for everyone, technology also creates more crime problems as it provides additional tools for criminals to use to become more creative in committing their crimes. Cases involving computers or computer related devices continue to increase in complexity, thus, increasing the workload for the unit.

The Cyber Crimes Unit utilizes some of the latest technology available to law enforcement to include software and hardware for on-scene forensic reviews and acquisitions. Additionally, the unit recently acquired other new hardware and software that allows detectives to forensically retrieve information from cell phones, mobile devices and other USB devices.

To enhance awareness of cyber crimes, the Cyber Crimes Unit provides training to community organizations relating to computers, the Internet and crimes associated with computers and the Internet. The demand for these speaking engagements continues to increase as the unit strives to meet the needs of our community. Both Detective Williams and Detective Smith are highly trained and provide specialized training for law enforcement officers on computers, computer crimes, and child pornography. The Cyber Crimes Unit works diligently to protect the children of our community and those who are on the Internet. Like no other unit in the Department, the Cyber Crimes Unit works on the fringe of ever changing technology.

## SAFEGUARDING YOUR IDENTITY

### Preventing Our Community From Becoming Victims

By Police Specialist Jennifer Kelly

Identity theft is an international problem that has dramatically increased as the world has become smaller and more globalized. The Internet, new technologies and creative criminal minds have contributed to an escalation of incidents of identity theft. Oftentimes citizens of our community are unaware that their identity has been compromised until it is too late. Knowledge is power and providing our citizens with the knowledge and tools necessary to prevent becoming a victim of identify theft is an important goal of the Fayetteville Police Department's Fraud Unit and Crime Prevention Unit. During 2006, the Fraud Unit provided the following information and crime prevention recommendations to the community by:

- Conducting numerous community awareness forums to local businesses.
- Disseminating fraud awareness guidelines that are provided to the public via C.P.T.V. on a regular basis. (Community Policing Television provided by our local public access channel 7.)
- Providing each victim Identity Theft Booklets that are published by the Federal Trade Commission to guide them through the repair process.
- Working with Crime Prevention Specialists in order to promote further awareness at community events.



- Advising patrol officers and tele-serve personnel on prevention tips to be disseminated to citizens during initial contact when taking police reports.

Victims of identify theft have the option of being entered into the North Carolina DCI Identity Theft File, which flags the unauthorized use of their personal information. If the theft is computer related, victims are provided with the information needed to contact the Internet Crime Complaint Center.

Identity Theft investigations are very complex due to the lapsed time between the commission of the crime and reporting of the crime to law enforcement. These investigations often involve multiple law enforcement agencies depending upon the number of jurisdictions involved in the commission of the thefts and use of the identity adding to the complexity of the case. Easy accessibility to personal information via the Internet and minimal requirements to open financial

accounts without proper verification makes this a very difficult and time-consuming investigative process.

As technology increases everyone's ability to access personal information, new strategies and safeguards must be identified to ensure the integrity of each person's individual identity. All of the stakeholders; law

enforcement, businesses and individual citizens will have to work together to identify crime prevention strategies needed to reduce this type of crime.

## GANG AWARENESS

### Gathering and Disseminating Information is Key to Identification and Prevention

By Lieutenant Mark Bridgeman

The Fayetteville Police Department's Office of Special Information (OSI) is responsible for collecting, evaluating and disseminating information and intelligence regarding individuals and groups who are or are suspected of being involved in criminal activity. The OSI periodically conducts training and classes on Gang Awareness for Law Enforcement agencies, community based organizations and citizens.

The Unit is responsible for initiating inquiries and conducting investigations to obtain criminal information relating to organized criminal activity that presents a threat to the safety and welfare of the community to include:

- Civil disorders
- Subversive activities
- Extremist groups
- Hate groups
- Gangs

In 2006, the Fayetteville Police Department's OSI identified 79 active gangs with numerous members belonging to each gang. Locally, the age range of gang members is as young as 14 and as old as 49. However, most active ages within the gangs range from ages 12 to 24. These gangs and their members were responsible for a myriad of criminal activity during 2006. This criminal activity included crimes of violence, assaults, shootings, kidnapping, homicide,

narcotic violations, breaking and entering, and damage to property.

In an effort to combat gangs and their illegal activity, the Fayetteville Police Department's OSI conducts Gang Awareness Training in a variety of venues to include presentations to civic groups and conferences. In 2006, OSI provided Gang Awareness training for 2,859 citizens and law enforcement officers on 39 separate occasions. The objective of this training is to empower the public with the knowledge of recognizing gang activity, gang signs and symbols as well as encourage the

community to report suspected gang activity to law enforcement when it is observed.

The unit is responsible for ensuring that required documentation

is maintained in accordance with State and Federal Laws regarding gangs and their members. Information regarding individual gang members that has met specified criteria is entered into the Violent Gang Terrorist Organization File (VGTOF) in the National Crime Information Center's (NCIC) national computer database. The same individuals who are placed into VGTOF are also placed in North Carolina's GangNet, which is a statewide intelligence database.

In 2007, the OSI will incorporate intelligence led policing methods by consolidating resources to effectively combat gangs at Federal, State and Local levels. The Fayetteville Police Department will work towards developing a comprehensive strategic plan to target gangs and their members who use their gang and their membership as a conduit for criminal activity.



## HOMELESS PROJECT

### Helping Those Who Can't Help Themselves

*By Sergeant Randy Podobinski*

For many years the Fayetteville Police Department has provided a unique program for a segment of our community. Dedicating a full time police officer position to serve as a liaison between the homeless community and community resource agencies, the department provides a helping hand to those who are unsure of where to turn.

Officer Stacy Swinton assists Fayetteville's homeless population by helping them obtain picture identification,

birth certificates, marriage licenses, and medical attention when needed. Officer Swinton believes, "This helping hand and show of concern is sometimes all it takes to get some of these people started down a better path." Almost daily, Officer Swinton passes out blankets, hygiene kits, and other items as well as attempts to identify, locate and connect the homeless with their families.

The program also provides an opportunity for the Department to identify and maintain records of the homeless population. These records have been instrumental in identifying suspects of

crimes, or in the case of an unidentified death it provided an opportunity to identify the decedent and notify the next of kin.

The Police Department plays a vital role in President Bush's "Ten-Year Plan" to end homelessness. The Fayetteville community has a strong commitment to closing the gap on homelessness. Through this project the Fayetteville Police Department has implemented

a method of managing a growing national problem where locally the commitment of one police officer has reaped many benefits over time for the community and the Department.





## Budget Summary

	2005-06 Budget	2006-07 Requested Budget	2006-07 Recommended	2006-07 Adopted	% Change
<b>Expenditures</b>					
Personnel	26,025,599	30,677,319	30,160,790	30,160,790	15.89%
Operating	3,632,567	4,586,434	4,037,625	4,056,625	11.15%
Contract Services	69,449	97,995	97,995	97,995	41.10%
Capital Outlay	114,554	6,198,922	3,711,581	3,384,285	3140.03%
Other charges	2,053,834	1,856,985	1,856,982	1,856,982	-9.58%
Total	\$ 31,896,003	43,417,652	39,864,973	39,556,677	24.98%
<b>Revenues</b>					
Functional Revenues	381,439	534,780	534,780	534,780	0.22%
Intergovernmental	588,624	531,850	531,850	531,850	-11.89%
Capital Leases	0	3,000	3,000	3,000	100.00%
General Fund	30,925,940	42,348,022	38,795,343	38,487,047	26.13%
Total	\$ 31,896,003	43,417,652	39,864,973	39,556,677	24.98%
<b>Personnel</b>					
Full-Time	472	537	524	524	
Part-Time	2	5	4	4	
Temporary	2	2	2	2	

## BUDGET HIGHLIGHTS

- Personnel includes \$1,810,217 for sworn positions and \$535,858 for non-sworn positions for market-based pay range and employee pay adjustments
- Personnel count reflects the addition of 32 frozen positions and the transfer of 20 positions from the Enhanced 911 Fund
- Other Charges includes \$88,800 for police grant matches and \$1,603,682 for debt service for 800MHz radio system upgrade, the city-wide phone system purchase, and vehicle replacements

- Capital Outlay includes \$3,606,034 for vehicle replacement, \$66,420 for Vision Hawk, \$34,127 for Staff Wizard, \$5,000 for Black Board Software
- Intergovernmental revenues includes \$198,450 from the Fayetteville Metropolitan Housing Authority for patrol services, and \$87,400 from PWC and \$221,000 from Cumberland County for reimbursement of debt service for the 800MHz radio system

# CRIME STATS

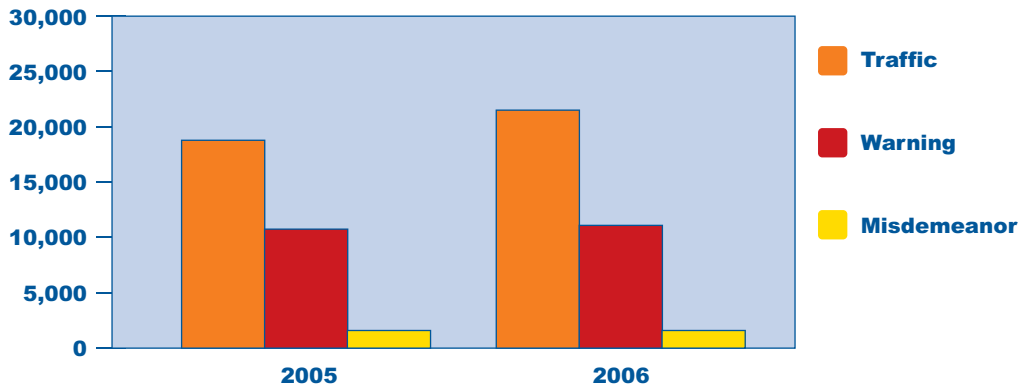
## Index Offenses and Clearances 2006

	Incidents	Clearances	% Cleared	2005 National Average	2005 NC Average
Homicide	15	14	93.0%	62.1%	75.4%
Rape	74	31	42.0%	41.3%	63.1%
Robbery	532	155	29.0%	25.4%	32.6%
Aggravated Assault	628	451	72.0%	55.2%	62.7%
Burglary	3,570	626	18.0%	12.7%	17.7%
Larceny	8,687	1,853	21.0%	18.0%	22.5%
Motor Vehicle Theft	1,149	174	15.0%	13.0%	22.4%
<b>Total</b>	<b>14,655</b>	<b>3,304</b>	<b>23.0%</b>		

## Index Offenses and Clearances 2005

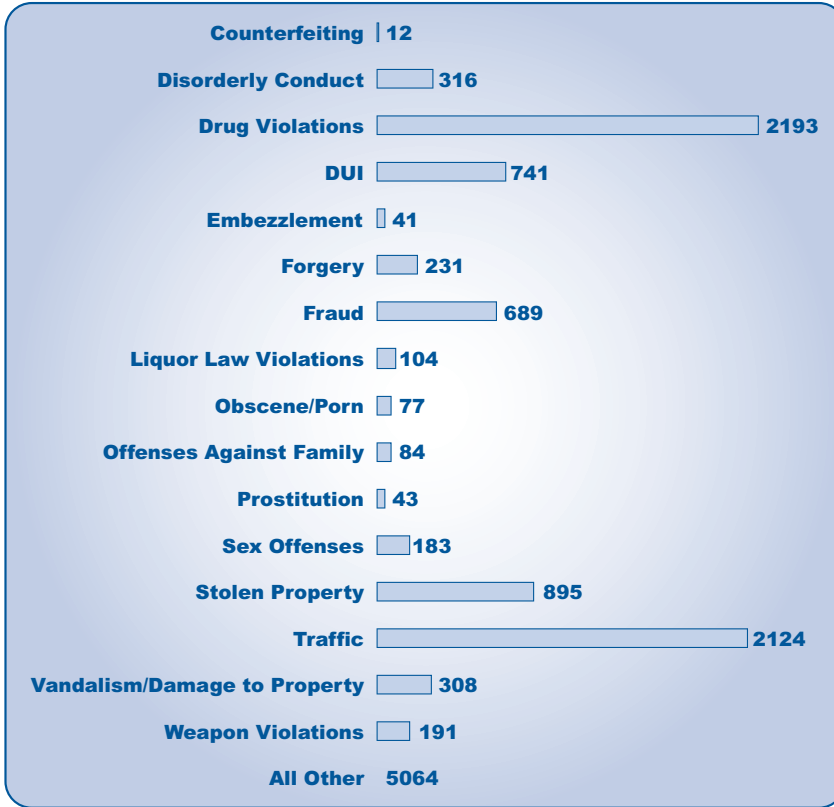
	Incidents	Clearances	% Cleared	2004 National Average	2004 NC Average
Homicide	12	9	75.0%	64.5%	78.7%
Rape	51	38	74.5%	51.2%	71.4%
Robbery	432	163	37.7%	44.6%	27.5%
Aggravated Assault	657	491	74.7%	25.6%	65.7%
Burglary	2,527	510	20.2%	16.9%	1650.0%
Larceny	7,210	1,747	24.2%	9.6%	17.8%
Motor Vehicle Theft	794	181	22.8%	11.0%	24.8%
<b>Total</b>	<b>11,683</b>	<b>3,139</b>	<b>26.9%</b>		

## Citations Issued 2005-2006

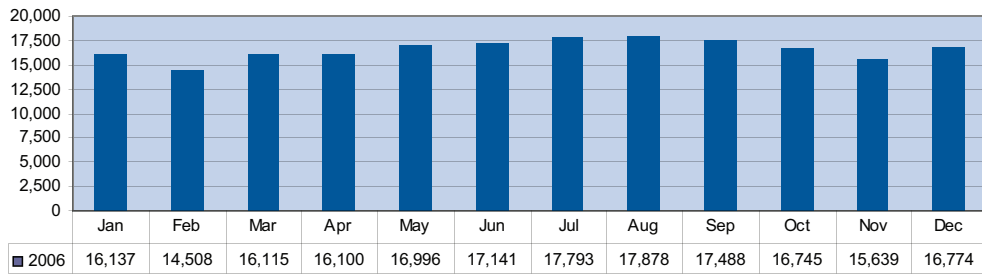


# CRIME STATS

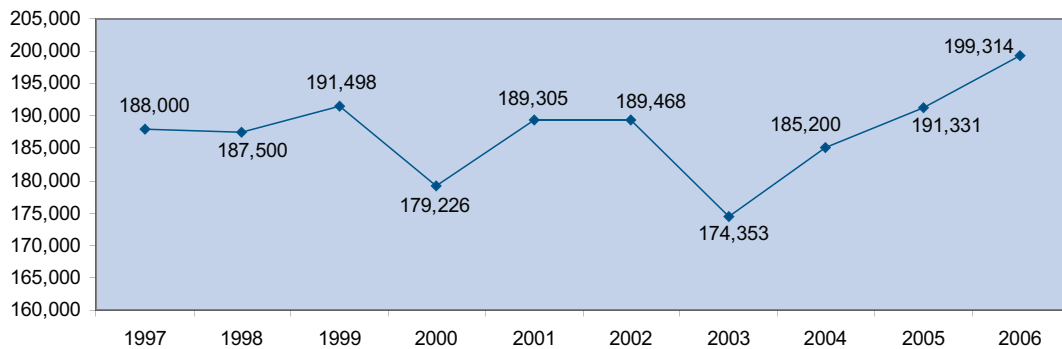
## Arrests



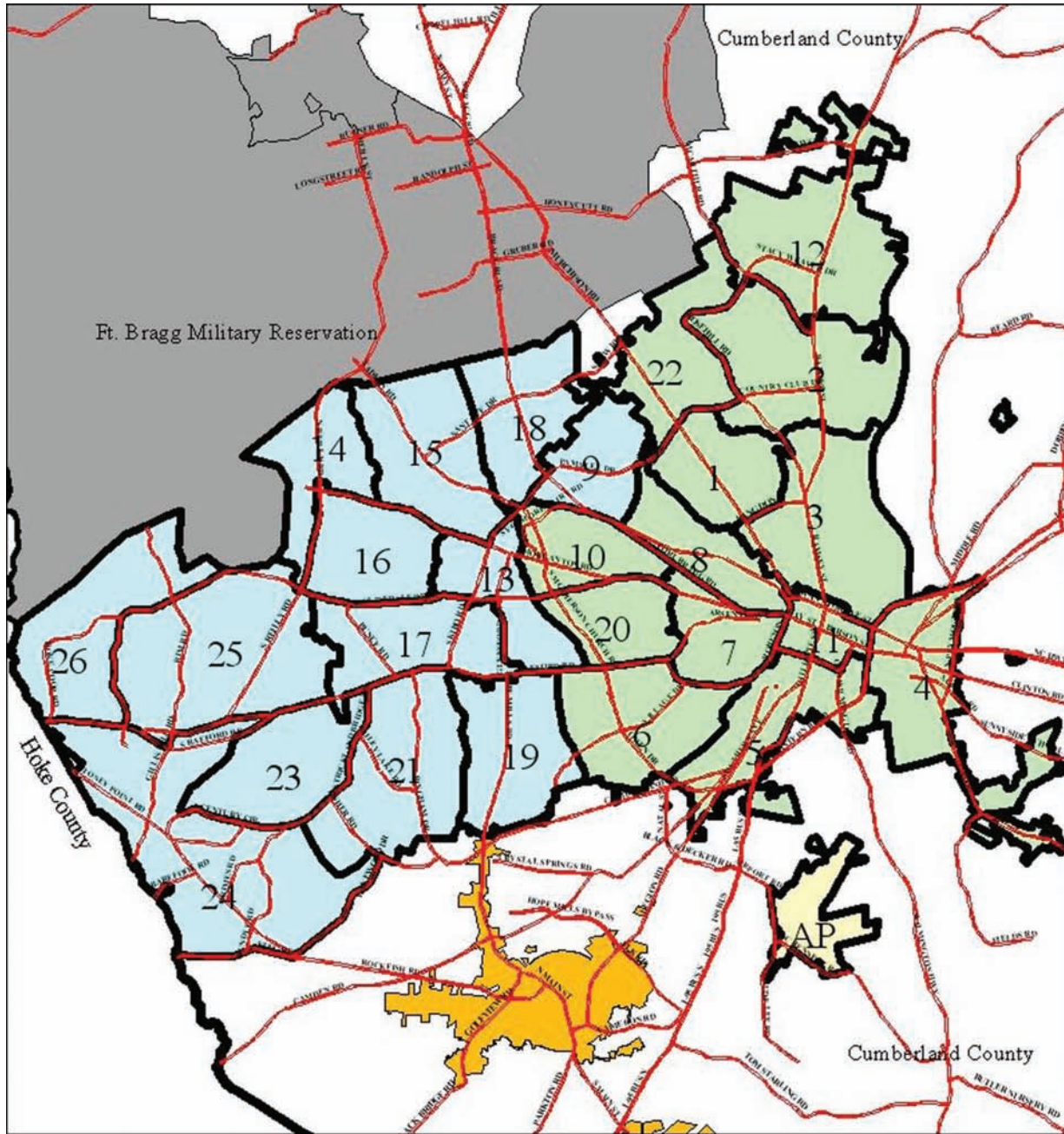
## Calls for Service 2006








## Calls for Service 1997 - 2006



# ZONE MAP




## Police Districts: Fayetteville, NC

Key to Features	
	Campbellton District
	Cross Creek District
	Airport
	Hope Mills
	Fort Bragg Mil. Res.

Text      Patrol Zone Number

Scale: 1 0 1 2 Miles







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