

City of  
**Fayetteville**  
North Carolina

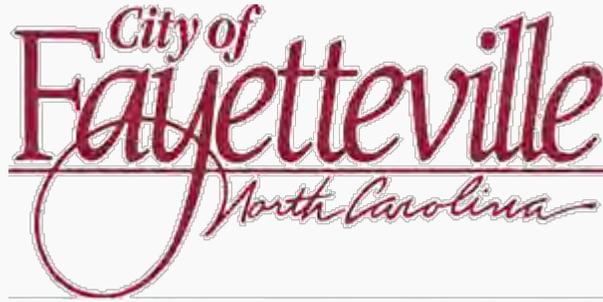


# Police Department 2014 Annual Report



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## City Quick Facts

**Population: 210, 468**

**Mayor: Nat Robertson**

**City Manager: Theodore Voorhees**

**City Website: <http://cityoffayetteville.org>**

**Nicknames: " All-America City" & "City of Dogwoods"**

**Area's largest employers: Fort Bragg Military Installation**

**Cumberland County Schools**

**Goodyear Tire & Rubber**

**Cape Fear Valley Medical Center**

**Wal-Mart Distribution**



The City of Fayetteville was formed in 1783 when the two settlements of Cross Creek and Campbellton merged. The City was named after Marquis de Lafayette, a Revolutionary War hero. It grew as an area of government and commerce because of its location as an inland port and the hub of the early "Plank Roads" system. In 1805, the General Assembly of North Carolina authorized the appointment of citizen patrols. The head of this group was known as the Magistrate of Police and was an elected position. He was given the authority to sentence individuals for violating the law. In 1816, the jailer of Cumberland County was authorized to receive people taken in by the Town Watch until the magistrate could see them the next morning. The records regarding the Police Department between 1880 and 1909 were lost in a fire.

In the early 1960's the Fayetteville Observer interviewed three police officers that began working with the Police Department in the 1940's. They spoke about their first years on the force when rookies were trained by "giving them a gun and showing them their beat". Officers working downtown knew to go back to the department when someone the turned outside light on. At that time all the lights downtown were turned off at midnight. Today, the Fayetteville NC Police Department is divided into three (3) districts, Campbellton, Central and Cross Creek. The City of Fayetteville is the sixth largest municipality and the fifth largest metropolitan in North Carolina .

# 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.**

# 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.**

# Core Values

**We, the Mayor, City Council, managers, supervisors and employees serve with:**

**Responsibility**

**Ethics**

**Stewardship**

**Professionalism**

**Entrepreneurial Spirit**

**Commitment**

**Teamwork**

**to safeguard and enhance the public trust in City Government.**



# Chief of Police



2014

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Fayetteville, North Carolina

## Message from the Chief.....

I am pleased to present to you the Fayetteville Police Department’s Annual report for 2014. This report reflects many attributes that support our pledge to excellence, commitment to reducing crime and improvement to the quality of life for the citizens of this city. We test ourselves daily to rise above challenges which begin with the unifying belief that “the community is the Fayetteville Police Department and the Fayetteville Police Department is the community.” The effectiveness and ability of our joint efforts empowers our Department to operate more effectively to serve our citizens.

The Fayetteville Police Department has been a nationally-accredited police agency for over two decades and is staffed by dedicated, proficient men and women committed to maintaining the highest degree of professional standards. We strive to create an environment that is based upon our community’s expectations of exceptional police services, creating an unyielding trust in the organization to do “the right thing at the right time all the time.” I am both delighted and honored to announce that in November of this year our Agency received its eighth CALEA Certificate of Advanced Meritorious Accreditation.

The men and women of the Fayetteville Police Department will remain steadfast and engaged in our endeavor to reduce crime and improve the quality of life for our citizens.

This annual report provides a snapshot of the hard work and achievements of **your** police department. As we move forward, we will strive to build upon the accomplishments made in 2014 to further strengthen our trust and partnership with each of you. It is both a pleasure and privilege to serve as the Chief of Police for this prestigious police department and the great City of Fayetteville.

Best Regards,

Harold E. Medlock,  
Chief of Police





# FPD Leadership



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The **Patrol Operations Bureau** was led by Assistant Chief Katherine Bryant (bottom right). The Bureau provides 24/7 uniformed patrol response to calls for service, conducts preliminary and follow-up investigations and engages in community policing activities. Patrol Operations is the largest division and the core of the Fayetteville Police Department. Patrol is generally the first assignment for new officers who work uniform patrol 24/7, responding to calls for service in the city. In addition to responding to 911 calls and other requests for service, patrol officers are expected to proactively engage in directed patrols and other problem solving activities. Officers are encouraged to work in partnership with members of our community in seeking out and resolving problems in order to enhance our quality of life. The Bureau utilizes a variety of policing options that provide ultimate maneuverability and increased presence that allow officers to get to know the citizens of Fayetteville. In addition to police cruisers, officers patrol on foot, bicycle and motorcycles. The options allow officers to effectively serve and protect our community.

The **Investigative Bureau** was led by Assistant Chief Charles Kimble ( middle right) made up of two divisions. The Bureau is responsible for the efficient disposition of solvable criminal incidents by using effective investigation and prosecution methods. The units investigate approximately 2,000 felony cases per year, consistently clearing investigations at levels exceeding the national average. Their efforts provide investigative support to the Patrol Operations Bureau. They strive to bring reported crimes to a successful conclusion by thorough and diligent investigatory methods and frequent interaction with the Cumberland County District Attorney.

The **Chief's Office** is responsible for providing administrative support to the Chief of Police, while effectively managing the Public Information Office, (Internal Affairs, Legal Division, Internal Affairs, and Crime Operation Analysis & Crime Information). The primary mission of the Public Information Office is to provide police-related information to the print, television, social, and radio media in as timely a manner as possible. The mission of the (IAU) Internal Affairs Unit is to continue to conduct thorough, timely, and impartial investigations of allegations of procedural violations by our members. The mission of the Legal Division is to efficiently manage our day-to-day responsibilities pertaining to complying with the various legal mandates imposed upon the Department. Below you will see the Bureaus within the Fayetteville Police Department's Chief's Office and a brief description of the services that each unit provides.

The **Administrative Bureau** was led by Assistant Chief Bradley Chandler ( top right) and is responsible for training all Police staff, oversees the budget for the department, accreditation and grants, payroll, fleet management, building maintenance, alarm monitoring, evidence, supply, central records and E911 operation. This bureau is responsible for providing the administrative support services necessary for the effective operation of the Police department. Divisions of this bureau are responsible for managing the department's resources to meet the needs of the department in the most effective and efficient manner possible. The Administrative Services Bureau provides administrative and logistical support, strategic planning, technology implementation, policy setting and decision making relative to all divisions in the Police department.



# Canine Officer Felon



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Canine Officer Felon had been with the Fayetteville Police Department since 2009. Throughout his years of service, Canine Officer Felon was responsible for the recovery of countless stolen property, illegal drugs and tracking down wanted criminals hiding in our community. His greatest calling was locating missing loved ones and saving the lives of many children who had wandered away from their homes. Officer Chavez, who was his partner, friend and handler, along with the Fayetteville Police Department has greatly missed this beloved canine officer.



## *A Working Dog's Oath*

I will lay down my life for you  
and expect nothing but love in return.

I protect my officer with my life,  
and would gladly take a bullet in his place.

I am sent in to find lost children  
and fugitives on the run.

I find drugs and weapons and even bombs.

I am the first sent in  
and sometimes the last to leave.

I am the nose and ears of my officer.

I will protect and serve him.

I would die for him and for you.

I only ask for compassion and a kind word.

Author - Unknown



# Serving with Excellence



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## CALEA Re-Accreditation

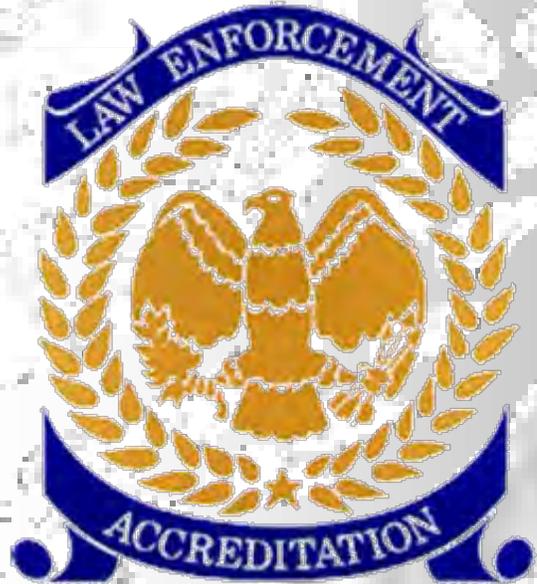
By: Tammy Pippen, Accreditation Manager

On November 22, 2014, at ceremonies held in New Mexico, the Fayetteville Police Department received its eighth national award by CALEA, confirming re-accredited status. The department must apply for re-accreditation every three years. Currently, the Fayetteville Police Department is the 122nd law enforcement agency in the world to achieve this award and was first accredited in 1989. During the Department's conference hearing, Review Commissioner John Kittredge from South Carolina referred to the Fayetteville Police Department as a strong agency and commended the police department on its immaculate report. The Commission on Accreditation for Law Enforcement Agencies (CALEA) was established in 1979 by the International Association of Chiefs of Police, National Organization of Black Law Enforcement Executives, National Sheriffs' Association, and Police Executive Research Forum as an independent accrediting authority.

The assessment includes a team comprised of two CALEA certified assessors from the Commission on Accreditation for Law Enforcement Agencies, Incorporated (CALEA), to examine all aspects of the Fayetteville Police Department policies and procedures, management, operations, and support services. Verification by the team that the Fayetteville Police Department met the Commission's state of the art standards was part of the voluntary process to gain accreditation - a highly prized recognition of public safety professional excellence.

CALEA accreditation benefits law enforcement agencies and the communities they providing through a management tool that promotes greater accountability within the agency, reduced risk and liability exposure, stronger defense against lawsuits, support from local government officials and increased community advocacy. The CALEA credential holds the department accountable for standards compliance actions through standardized policies and a system of checks and balances consistent with national standards with law enforcement agencies across the country.

Accreditation is a coveted award that symbolizes professionalism, excellence, and competence. It requires written directives and training to inform employees about policies and practices; facilities and equipment to ensure employees' safety; and processes to safeguard employee and citizen's rights. Employees of the Fayetteville Police Department take pride in their police service, knowing it represents the very best in law enforcement.





# Cross Creek District



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Fayetteville, North Carolina

## On the Move

By: Captain Anthony Kelly

Patrol is the foundation of any law enforcement organization. Patrol officers are on-duty 24 hours per day, 365 days per year. They respond to each and every call for service and usually can handle many aspects of the call. In addition to responding to calls for service, officers patrol the community, conduct preliminary investigations, attend community events such as Neighborhood Watch meetings and make presentations to youth groups and schools.

In an successful endeavor to provide adequate resources and an accessible location for the Cross Creek District, the Fayetteville Police Department successfully re-located our Cross Creek Sub-station from 5091 Sante Fe Drive to 6147 Raeford Road. The Cross Creek District has always been a part of the city of Fayetteville dating back to 1783. At the previous location on Sante Fe, the officers shared a Fire Station with firefighters, often times making it difficult for citizens and even staff to navigate the building. With the support of City Council and City Management, the Fayetteville Police sprint into action locating and securing a building in location.

On November 20, 2014 the Fayetteville Police Department held a open house of its new Cross Creek Patrol District Office. The new location positions the Cross Creek Patrol District office in a more efficient location to provide citizens easy access to police services, provide more working space for officers, host an array of community meetings and events for increasing police presence in the Cross Creek District. Officers from the Central Patrol District will also be able to use the new facility which is in close proximity of the citizens of both Districts.

This location will continue to be a location for citizens to file police reports, obtain copies of police reports, and complete requests for home security checks. The new facility has improved morale for the officers working in the Cross Creek Patrol District and improves the working relationship with our citizens. The substation is open Monday thru Friday from 7am to 4pm.





# Community Policing



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## Enhancing Community Policing

By: Captain George Urian

The Fayetteville Police Department has embarked on a process to fully integrate the principles of community policing into our organization. The Department has enhanced its community policing efforts by implementing an innovative approach designed to facilitate direct personal communication between our officers and the community members they serve.

The fundamental feature of this approach is that every sector has an assigned Sector Lieutenant who has direct responsibility for neighborhoods or business district within the city, a concept called "Sector Policing". Every person who lives or work within a particular sector has access to an assigned lieutenant for the purpose of providing solutions to problems and concerns from citizens. Community policing plays a vital role in communication and problem-solving efforts within the districts. Each district initiates public safety campaigns and outreach programs directly relevant to their respective communities and diverse neighborhoods. In addition, each Sector Lieutenant along with a Crime Prevention Specialist works with businesses and neighborhoods to find solutions to their individual and unique concerns.

Over the past few years the Department has endeavored to expand its community involvement, initiatives by empowering our community, our officers and outside agencies to engage in more in-depth participation with events and issues that are ever present and in need of attention by more than one group or entity. We recognize that we need partners in order to get the job done. We ask for help and provide support for those who come forward to help us. We started with neighborhood community watch groups which expand to business watch groups. We invite the public and outside agencies such as the Department of Justice and the COPS office to take a hard look at the way we do business and provide feedback on how we can do better. Just as important, we have to change internally to change the culture of policing the Fayetteville Community. We challenge officers and employees by getting out of the police car and talking to people.

We have collaborated with the community to reduce violent crime, create safer communities, and enhance the health and vibrancy of neighborhoods in the City of Fayetteville. Community Policing is an embedded way of life for the Fayetteville Police Department and is a critical, agency-wide organizational strategies for facilitating to reduction in crime. Using a problem-solving strategy and actively engaging the plan, we have been able to strengthen our commitment to genuine partnerships with the diverse communities we serve.





# Communications



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## The Voice Behind the Badge

By: Lisa Reid, Communications Manager

The Fayetteville Police Department’s Communications Center answers emergency and non-emergency calls for service 24 hours a day, 365 days a year and dispatches the appropriate help. The professional staff is dedicated to providing quality service not only to our citizens but also to the first responders that we serve. We continued to improve our Quality Assurance, ProQA compliance standards, and overall state mandated call answering percentages. Some of the many projects that we worked on included the radio system upgrade partnership with the City of Durham, implementation of the Backup Center, Text to 9-1-1 and the kick-off meeting to start the Great Migration Hosted Project to upgrade the Power 911 phone system. Our yearly ECaTS compliance increased drastically from 55.87% in 2013 to 82.81% in 2014. Our yearly QA compliance for 2014 was 95.30%, up from 93.67% in 2013.

	2013	2014
<b>ECaTS Compliance</b>	55.87%	82.81%
<b>QA Compliance</b>	93.67%	95.30%

### Accomplishments:

- The 911 Center and staff members were recognized for their outstanding accomplishments and service.
- Marilyn Hinson received the 2014 NC Association of Public Safety Officials (APCO) Telecommunicator of the Year Award for going above and beyond the call of duty.
- D-Shift, supervised by Gregory Gilder, received the 2014 North Carolina APCO Team of the Year Award, for their combined, dedicated efforts while aiding the Department in solving a human trafficking ring that spanned 3 cities in North Carolina and 2 cities in South Carolina.
- Crystal Bullard received the Telecommunicator of the Year award and 911 Manager, Lisa Reid, was elected as 2<sup>nd</sup> Vice President of the National Emergency Number Association (NENA) board.
- The 911 Center also received an award from the North Carolina C 911 Board for “The Most Improved 911 Call Answering Time” for the 2<sup>nd</sup> quarter for the State of North Carolina. The 911 Center processes calls for police, fire and medical disciplines, however ambulance response is dispatched through Cumberland County EMS. In 2014, the 911 Center took a total of 268,272 911 calls and 212,855 administrative calls. This is a 3.62% decrease in 911 calls and a 1.98% decrease in administrative calls compared to 2013.

	2013	2014
<b>911 Calls</b>	278,335	268,272
<b>Administrative Calls</b>	217,153	212,855

The 911 Kids on Patrol program has once again proved to be a success. The 911 Center participated in several community events and visited several schools educating children about the importance of 911. The center also hosted several head start and high school groups, with a tour of the 911 Center and teaching them about 911. Through these events approximately 3100 children were informed on how and when to call 911 and what to say. The 911 Kids on Patrol program is growing tremendously as schools and community organizations constantly request presentations and on-site visits.



# Crime Prevention



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Fayetteville, North Carolina

## A Shared Responsibility

By : Sharon Steven, Crime Prevention Specialist

The Fayetteville Police Department’s Crime Prevention Unit, under the leadership of Chief Harold Medlock, was challenged to surpass the success achieved during 2013, and true to form, rose to the task. Utilizing the commitment of the department to “Community Partnerships” which identify and abolish barriers to community wellness, the Crime Prevention Unit continued to identify and utilize opportunities for outreach and cooperation between the community and the department.

A total of nine Community Events were budgeted for and planned through the Crime Prevention Unit. Throughout the city, citizens were invited to take advantage of the opportunity to interact with sworn and civilian police personnel in more casual settings.

In April of 2014, a “Spring Extravaganza” event was hosted by Crime Prevention in partnership with Operation CeaseFire and Fayetteville Parks and Recreation, at Lake Rim Recreation Center, located in the Hotel Sector of the city. It is estimated that 2,000 citizens were in attendance. Several vendors set up displays and provided information on topics such as Health and Wellness, Education and Employment opportunities.

In June of 2014, a “SummerFest” event was hosted by Crime Prevention in partnership with Operation CeaseFire and Fayetteville Parks and Recreation, at J. S. Spivey Recreation Center, located in the Charlie Sector of the city. Once again, local businesses in the area answered the call for assistance, donating a myriad of food and drink items. Vendors set up varied displays, providing an opportunity for community members to acquire information on City and private sector services. At dusk, Operation CeaseFire set up their mobile movie screen and attendees enjoyed the Disney Movie, “Escape from Planet Earth”, while consuming popcorn and sodas.

Crime Prevention Specialists facilitated an average of 40 Community Watch Meetings each month in 2014. During these meetings, community members were provided with statistics for Calls for Service pertaining to their specific area. Fayetteville Fire Department personnel attended the meetings, and provided safety tips explicit to the season of the year. The Crime Prevention Specialists continue to identify and facilitate the start of “new” community watch groups. In appreciation for the hard work and dedication displayed by coordinators of these groups, the 2nd Annual Community Watch Advisory Council Meeting was held at Snyder Memorial Baptist Church in July. Chief Medlock, City Manager Voorhees and members of the City of Fayetteville Senior Management Team were also in attendance.

Coordinators asked questions of the panel members and offered suggestions on ways to improve relationships between the community and city staff. In keeping with the concept of community and city government partnership, three Community Awareness Meetings, coordinated by the Crime Prevention Unit, were held throughout the year.

The Crime Prevention Unit endeavors to continue to embody the Core Values of the Fayetteville Police Department through rapport building and forming partnerships with community members, private sector businesses, city, county and state branches of government. Through support of programs such as the Citizen’s Police Academy, Citizens on Patrol, Ride-Alongs, Safety Presentations, “Are You Okay?”, Community Watch Groups, Residential Surveys and Crime Prevention Through Environmental Design (CPTED) Surveys, it is our goal to assist in “leading the community problem-solving efforts that improve the quality of life for all citizens of Fayetteville.”



POLICE-COMMUNITY PARTNERSHIPS



# New Technology



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Fayetteville, North Carolina

## Crime Information Center

By: Sergeant Ryan Manley

The Fayetteville Police Department is always interested in fully utilizing technology in an effort to protect our community. In 2014 the Crime Information Center was fully operational along with 30 city-wide surveillance cameras. The Police Department funded this initiative with federal grants and forfeiture funds. FDP seeks to quickly apprehend suspects, minimizing their ability to further victimize our community. To meet this goal, the Police Department has deployed several strategies, which includes focusing on serious and habitual offenders, increased two-way communication with the community, and encouraging neighborhood and commercial video surveillance.

The Fayetteville Police Department believes the use of video surveillance on public roadways in key areas will further lower crime rates through the expedient apprehension of suspects who commit crimes in our city. The proposal for the initial phase placed video surveillance cameras at some of the city's most commonly traveled roads and thoroughfares. This affords the greatest likelihood of capturing an image of suspects, their vehicles, and their license plates as they enter or leave the city. Currently, the cameras span the Bragg Blvd corridor, the Festival Park/Downtown area and portions of Eastern Blvd. Recently, the Crime Information Center was given access to the Department of Transportation Cameras located in the Skibo Rd/Morganton Rd corridor, expanding the coverage area. The Fayetteville Police Department is respectful of privacy issues when personal information is collected, and we take our responsibility to preserve privacy very seriously.

The Crime Information Center has been heralded as a milestone in achieving a unified hub to coordinate and connect all levels of criminal intelligence. The primary role of the Crime Information Center is to compile, blend, analyze, and disseminate criminal intelligence and other information and to support efforts to anticipate, identify, prevent and monitor criminal activity. The Crime Information Center is utilized on a daily basis to provide camera and radio communication monitoring to assist officers in the field with current and ongoing investigations that are in the purview of the cameras. Analysts are also providing officers and detectives with investigative assistance as required, which may include, but is not limited to, offender profile descriptions, victimology reports, trend analysis, electronic monitoring crime scene correlation data, pattern recognition and geographic information analysis.

The Crime Information Center serves as an incident command center for major events occurring in the city. Not only does the command center house police officials during major events, members of other public safety agencies across the city and county join forces to provide a high level of supervision and direction during events. The Fayetteville Police Department plans to continue expanding the system to focus additional cameras on the downtown area and throughout the entire city.





# Operation Ceasefire



2014 Faith. Pride. Dedication. Fayetteville, North Carolina

## Educating Kids on Guns

By: Lisa Jayne , Operation Ceasefire Coordinator

Operation Ceasefire is a very successful Project Safe Neighborhood (PSN) model built on a formal partnership between city and county law enforcement agencies, the US Attorney’s Office (ED NC), ATF Violent Crimes Task Force, 12<sup>th</sup> Judicial District Attorney’s Office, Cumberland County Schools, Cape Fear Valley Medical Center, business leaders, and the faith community. In 2014 the Educating Kids about Gun Violence (EKG) program was developed by the Fayetteville Police Department’s PSN-Operation Ceasefire program and the above partnerships. The program is a two-hour interactive classroom presentation led by a trained EKG Team consisting of police officers and detectives. The team uses the EKG curriculum, EKG Kit (DVD and thumb drive) photographs, case scenarios, personal stories, and small group discussions, to educate students about the medical and legal consequences of gun possession; gang related violence, and the positive alternatives available. The students also receive gun and gang prevention material in an e-booklet USB.

Additionally, the original program was designed for all 7th graders in the Cumberland County public school system. However, the Cumberland County Superintendent requested that the program be taught to the 9th grade students, doubling the number of students to be taught. As news of our program spread, we have been asked to teach in private schools and youth groups as well.

To date we have taught the program to 3559 students in 230 classrooms. By the end of the 2014-15 school year we will have taught over 8,600 students County wide. This is a research-based program that is continually evaluated and updated. Each student completes a pre and post survey. At this writing our research partners at UNC-g have entered 1061 student surveys. Their preliminary results shows 48.2% have had a close family member or friend shot at with a gun. Exposure to the EKG training program was successful in leading to student attitudinal, behavioral, and cognitive changes. Based on the initial success of the EKG program, other jurisdictions, including jurisdictions from other states, have requested copies of our curriculum.





# C.O.P.S.



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## Collaborative Reform

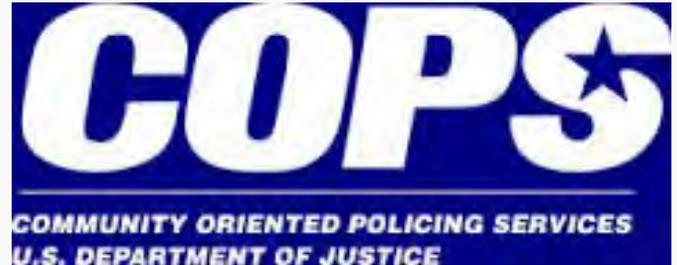
By: Captain Anthony Kelly

The Office of Community Oriented Policing Services developed the Collaborative Reform Initiative for Technical Assistance in 2011 as an impartial and objective way to transform a law enforcement agency through an examination of policies, practices, training, tactics, and accountability methods around key issues facing law enforcement today.

Fostering a strong relationship between citizens and law enforcement is an essential component when trying to maintain a safe and secure community. The Fayetteville Police Department is committed to utilizing all available resources, specifically, the U.S. Department of Justice, to ensure a tragic incident like Ferguson never occurs in the City of Fayetteville. The U.S. Department of Community Oriented Policing Services (COPS) will review FPD's policies and practices, which include but aren't limited to, use of force, deadly force investigations, and interactions with the public. After a thorough assessment of the aforementioned policies, COPS will issue a detailed report of their findings along with specific recommendations for improvement. FPD's progress will be assessed at 6-month and 12-month intervals as a follow-up measure.

FPD logged seven incidents of deadly force in 2012 and 4 incidents in 2013. Zero incidents of deadly force have been logged for the current calendar year. The likelihood of an incident occurring in the near future is nearly impossible to predict. The best safeguard is to be proactive and be prepared. The Fayetteville Police Department has taken the first step towards strengthening relationships, and enhancing their policing strategy.

The Fayetteville Police Department has taken the first step towards strengthening relationships, and enhancing their policing strategy. The goal of the Collaborative Reform Initiative is to help change the ways that law enforcement agencies build community partnerships and enhance transparency; transform agencies through decision making and policies; and institutionalize reforms with integrated accountability measures.



*"I applaud Chief Medlock for taking this proactive step to review his agencies policies and practices to ensure that they are current with the latest national standards.*

*-Ronald L. Davis,  
Director of the Office of Community Oriented Policing Services*



# Diagnostic Center



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Fayetteville, North Carolina

## Office of Justice Programs

By: Sergeant Tracey Bass-Caine

In 2014, Chief Harold Medlock invited the United States Department of Justice’s (DOJ) Office of Justice Diagnostics Center (OJP) to provide Fayetteville guidance regarding current and past issues within the department and community. The purpose of the Diagnostics is to facilitate the translation of data and research into public safety and criminal justice policy and practice at the state, local tribal levels. The Diagnostic Center engaged the community to address particular safety concerns of the community, but interaction with the Diagnostic Center is intended to build community capacity to use data to make evidence-based decisions (current and future) about criminal justice and public safety.

Given that the OJP support various entities across state, local and tribal communities, there is not a “one size fit all” model developed for law enforcement agencies. There is a general approach that the OJP will follow as they engage with the Fayetteville community. This approach can vary depending on the communities’ specific criminal justice issue and capacity to use data to inform decision-making.

Many of the OJP engagements target concerns that require a multi-jurisdictional, cross-disciplinary solution. Through a series of interviews with key stakeholders, usually conducted during an on-site visit and a review of local data provide by the community, members of the OJP will work with our community to synthesize data across stakeholder groups and gain a better understanding of the primary issues of concern.

The next phase of the approach involves methods of qualitative and quantitative analysis to examine the factors contributing to criminal justice, juvenile justice, or victim services issues faced by the community. In close coordination with the Fayetteville criminal justice agencies, community leaders, and subject matter experts from across and beyond the United States Department of Justice, the Diagnostic Center will develop a comprehensive Diagnosis Analysis that describes key criminogenic (producing or tending to produce crime or criminals) and socioeconomic indicators and contributing factors specific to the issues of our community. The OJP will map these identified factors to recommended evidence-based models and data-driven strategies that have been shown to positively address similar issues in other communities. These findings and recommendations are then

presented to the community representatives. The recommendations presented in the Diagnostic Analysis and may include technical assistance, training or peer-to-peer mentoring approaches, among other proven strategies.

The OJPs final phase of support begins with the development of a customized implementation strategy for our community. The implementation strategy serves as a strategic resource to guide the requesting government executive or community leader throughout implementation of the recommended data-driven strategies and programs outlined in the Diagnosis Analysis. The implementation strategy includes guidance on how to deploy the recommended solutions, as well as related training and technical assistance, funding, a sustainability plan , schedules for implementation, and the targeted performance metrics to report on program impact over time. The Diagnostic Center then helps the community adopt data collections strategies to measure the effectiveness of the program put in place during the engagement. This final phase of support is critical to ensure that the community is able to collect and analyze data in order to ensure that the new strategies adopted are achieving their intended outcomes.





# The Fayetteville Police Times



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Fayetteville, North Carolina

The Fayetteville Police Department has become known for producing the best and brightest in the law enforcement field. These officers have committed themselves to the Department's mission for excellence and strive to continue its legacy.

**Detective Jennifer Kelly** has mastered her skills as a detective and serves as a Police Specialist within the Fraud Unit. She is very active in our community with civic duties and serves as a role model to a local girl

scouts chapter. With community service as our foundation and community policing as our philosophy, Detective Kelly believes working together with the community as a whole will assist in improving the quality of life of our citizens. **Sergeant Mary Bueno** serves as the Evidence Unit Supervisor. She is dedicated and holds her work to the highest standard of excellence. In November, the Evidence Unit was commended by CALEA Assessors on a well-kept and secured Evidence Room is being maintained. Sgt Bueno strives to improve her unit; which includes being open, honest and serving with qualified and effective personnel through leadership and training. **Detective Ronnie Hutchins** embraces his role as a mentor helping local youths navigate challenges and build confidence. Areas such as life and study skills, social relationships, communications and healthy behaviors are developed to insure success for these young men. Detective Hutchins is steadfast in continually looking for ways to improve the Department's relationship with the youth.



**Detective Jennifer Kelly**



**Detective Ronnie Hutchins**



**Sergeant Mary Bueno**



**Officer Bryan Bailey**



**Officer Stacy Sanders**

Homeless Project **Officer Stacy Sanders** often goes above and beyond to protect and serve the homeless population within the city. Officer Sanders has received numerous awards for her hard work. She has earned the trust and respect of the homeless and a reputation for being tough, but compassionate. Officer Sanders has embraced her role as the Homeless Project Officer, and her success is recognized throughout the community. **Officer Bryan Bailey** is responsible for training all employees through Fayetteville Police Training Center. Officer Bailey has mastered the skill of providing lifesaving instruction. This instruction prepares officers and agents to respond effectively to incidents, should they be called upon to do so. Officer Bailey provides effective tactical response training. He understands that a well trained officer will be prepared for any incident. Officer Bailey is able to engage with the recruits in a positive, constructive manner rather than focusing exclusively on corrective behavior. His approach is essential to any police department.



# The Fayetteville Police Times



2014

Faith. Pride. Dedication.

Fayetteville, North Carolina

**“We are committed to leading the community problem-solving efforts that improve the quality of life for all citizens of Fayetteville.”**

**Officer Alpha Caldwell** believes policing is as much about helping people and maintaining community quality of life; as it is about enforcing laws and apprehending criminals. She strives to treat all citizens with honesty and respect. Her goal is to be respectful, understanding and fair, no matter the circumstances. While on duty Officer Caldwell shows kindness and encouragement to our citizens which strengthens our ability to serve the community.

Stepping outside everyday police roles to take on additional responsibilities, shows a true dedication to policing. **Detective Jessica Lewis** and **Officer Malachy Quillen** both serve as Latent Technicians for their patrol squads. Detective Jessica Lewis understands that giving back to the community we serve is essential. She has demonstrated that through her continued commitment for service. Officer Quillen has received many awards in recognition of his courageous acts as a police officer.



**Officer Malachy Quillen**



**Detective Jessica Lewis**

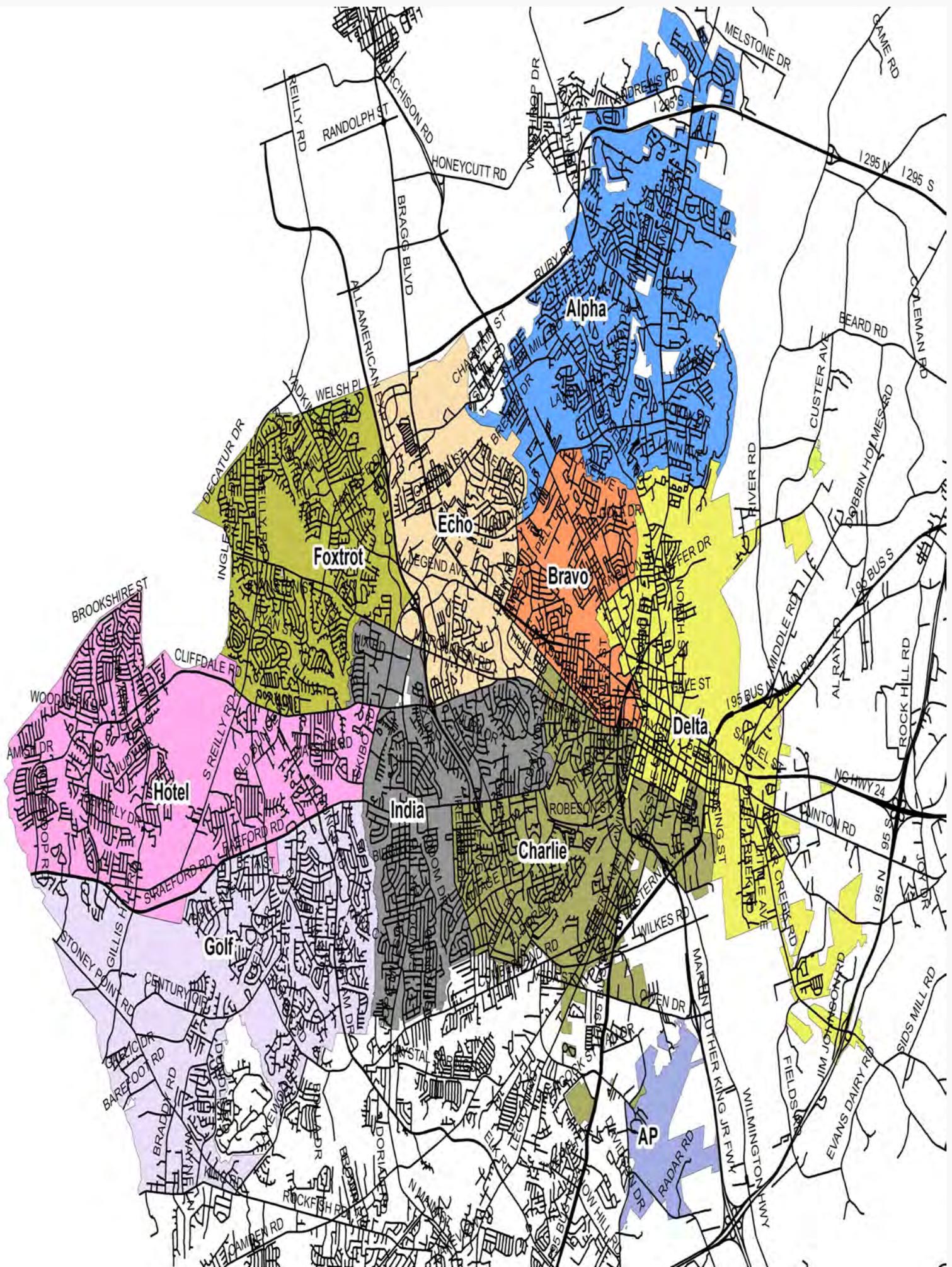


**Detective Katharine Hertrich-Nunn**



**Officer Alpha Caldwell**

Officer Quillen has continually demonstrated unselfish passion for making the City of Fayetteville a safer place. The Search and Rescue Team is a first responder unit whose primary mission is to provide search and rescue services and resources to the Missing Persons and the Fayetteville Police Department Homicide Unit. **Detective Katharine Hertrich-Nunn** serves as a highly trained volunteer who displays a strong sense of civic duty and responsibility. Officers play a vital role in maintaining safety and welfare at all levels of government and across the county, but law enforcement is a service career to its core. Detective Hertrich-Nunn goes above her regular job duties serving in this capacity. We truly appreciate having these officers working for the Fayetteville Police Department.





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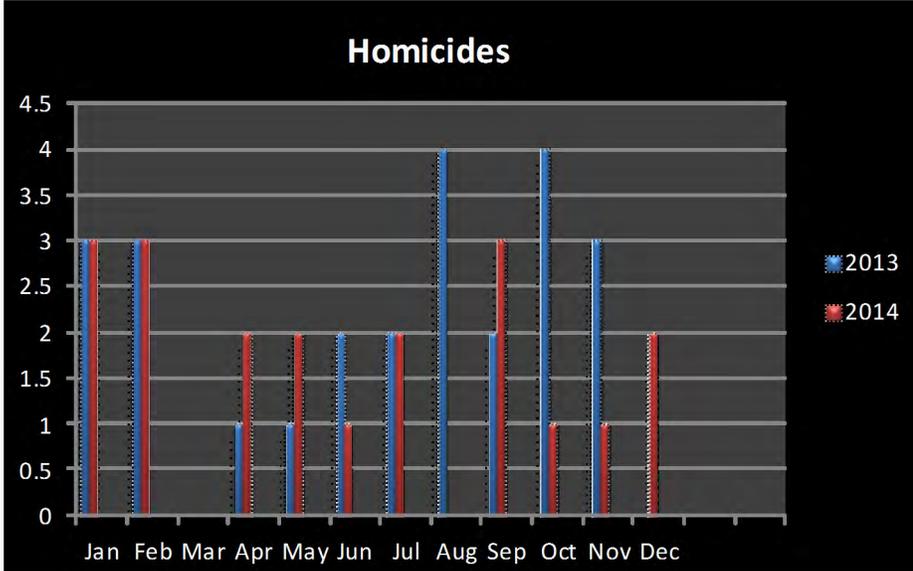
# Crime Statistics



2014

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**Homicides**

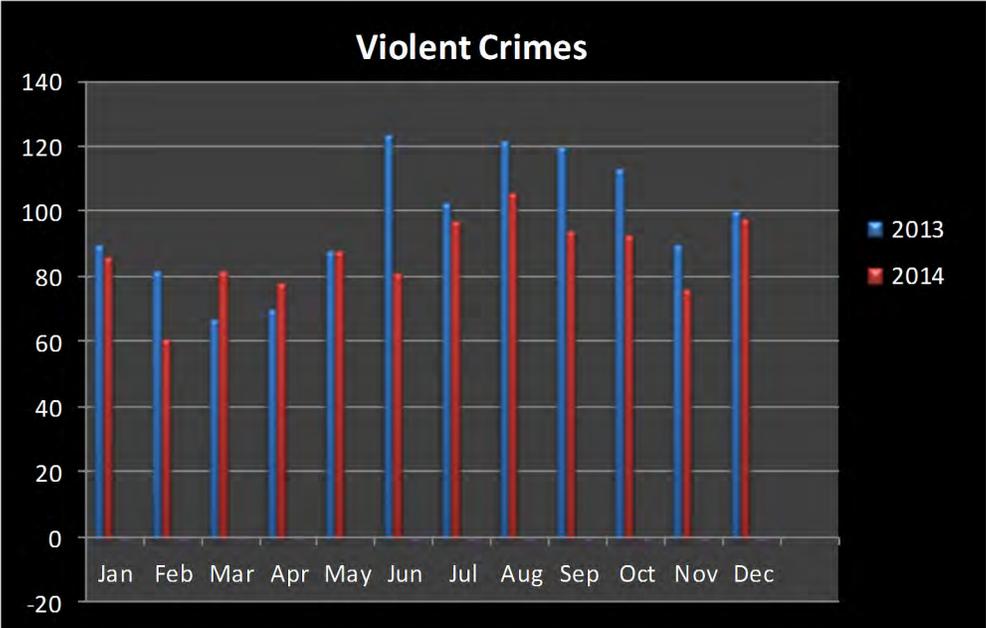
There was a 20% overall decrease in homicides from 2013 to 2014. There were no homicides in March of 2013 and 2014.

Homicides for **2013**: 25

Homicides for **2014**: 20

**Violent Crimes**

Overall Violent Crimes saw a reduction of 11% in **2014** compared to **2013**.





# Crime Statistics



2014

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## Total Part I Crimes



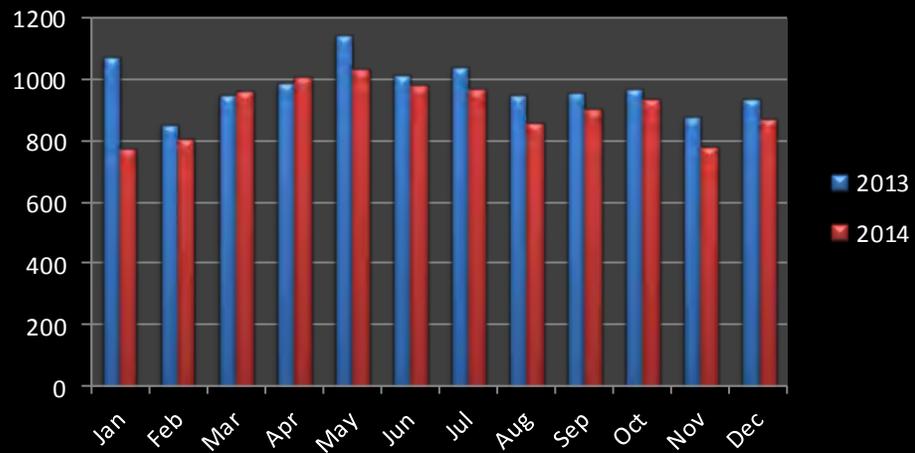
### Total Part I

There was a 14 % decrease in Total Part I Crimes.

### Total Part II Crimes

In **2014** there was an overall decrease of 7.3% compared in **2013**.

## Total Part II Crimes





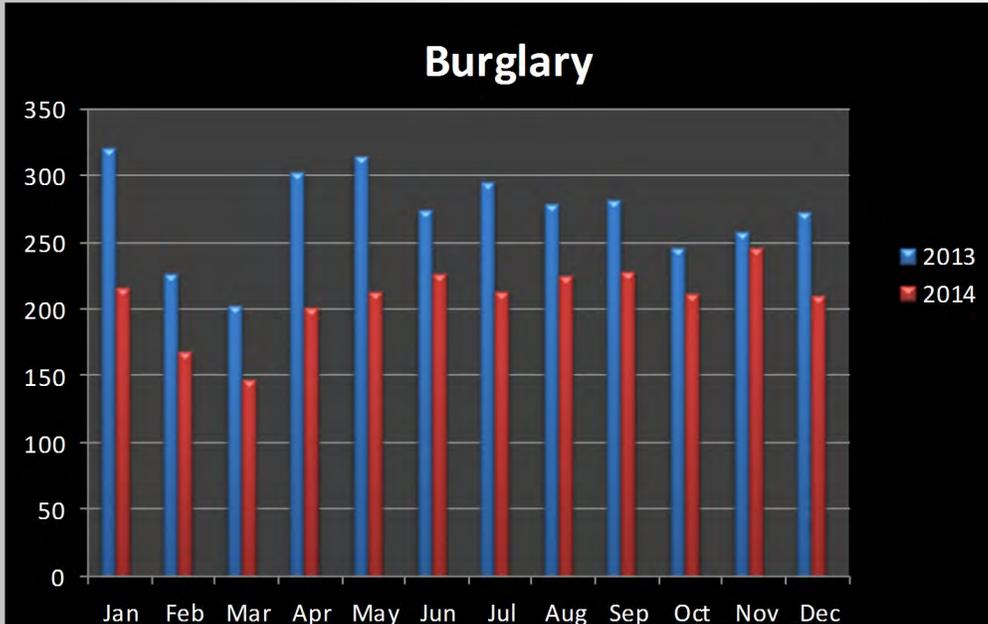
# Crime Statistics



2014

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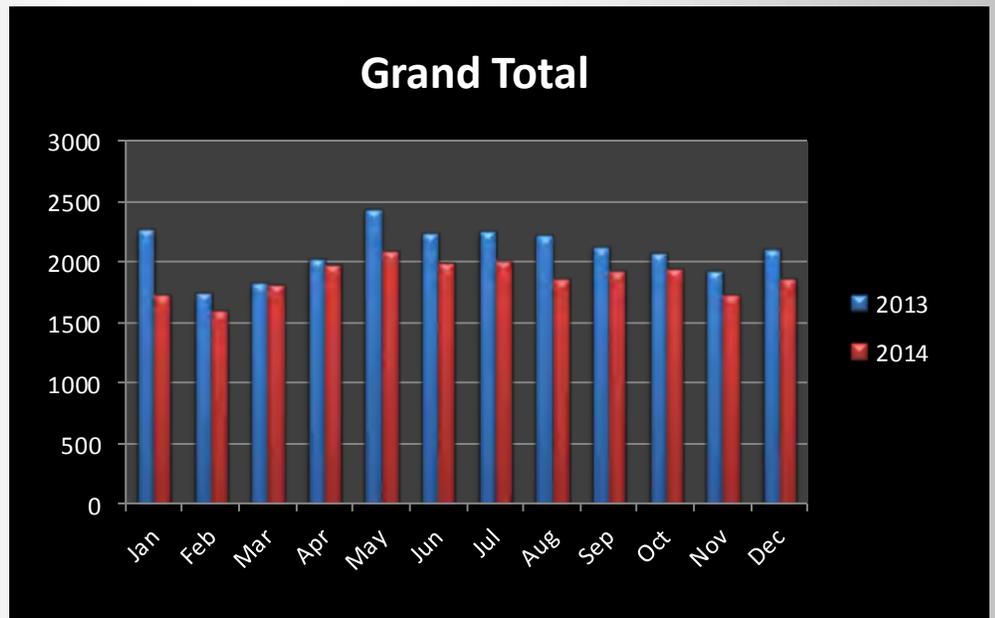


**Burglary**  
 There was a 23% decrease in burglary crime rates compared to **2013.**

**Grand Total**  
 The City of Fayetteville saw a 10.9% decrease in overall crimes for **2014.**

## Additional Crime Statistics

Crime	2013	2014
Rape	65	75
Robbery	587	470
Assault	492	478
Larceny	8362	7428
MV Theft	633	588





# Behind The Numbers



2014

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Fayetteville, North Carolina

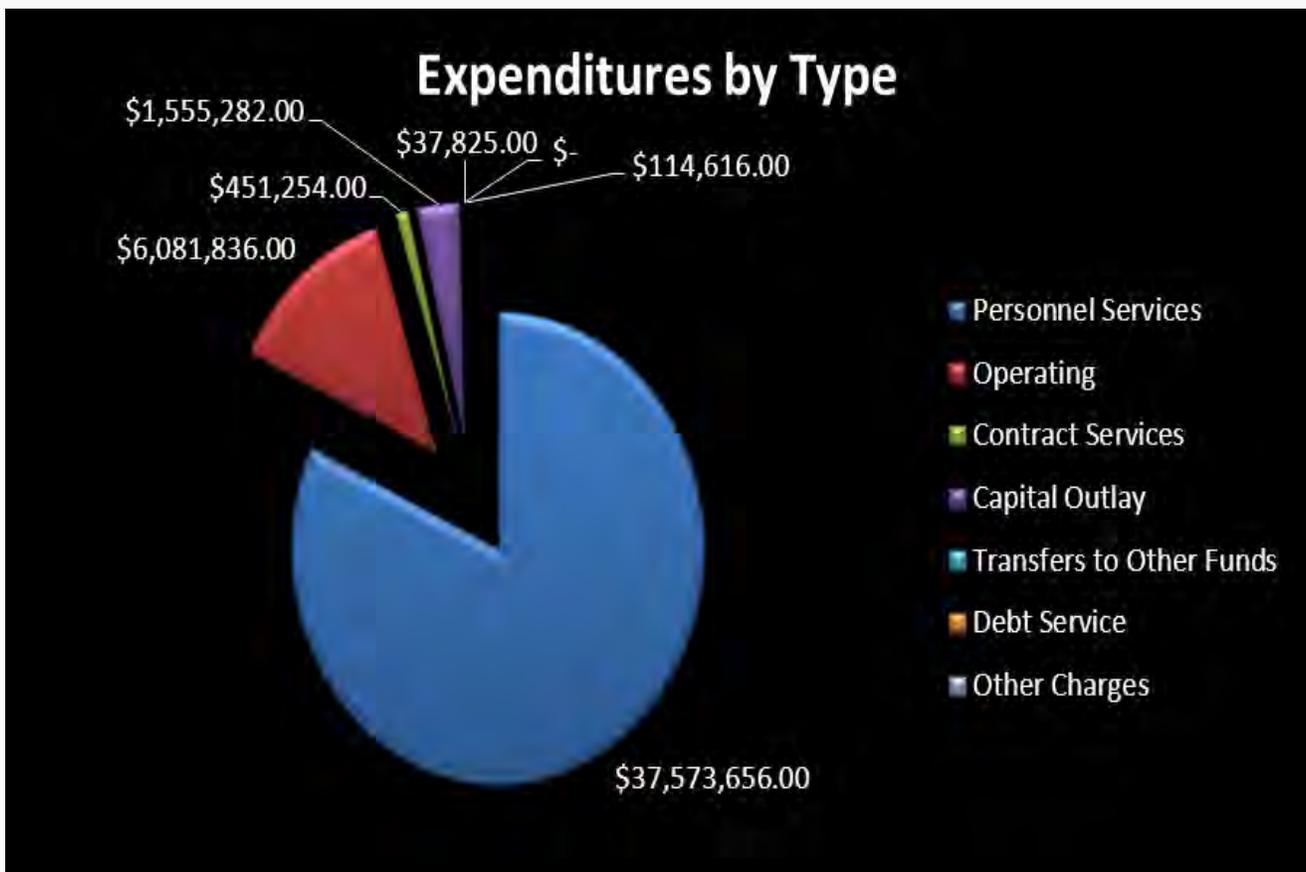
## The FY14-15 Budget

By: Kechia Kinsey, Budget Analyst

The financial belt keeps being tightened and the expectations of the FPD continue to increase. The Police Department Executive Staff formulated a plan to continue to provide a safe and secure community while trying to align the department’s resources. The end goal of this plan was to preserve top notch public safety and law enforcement services with in limited resource constraints.

Technology is changing the way police departments operate. It is essential for law enforcement executives to stay current with ongoing technological developments. FPD Executives need not only be cognizant of developing technology, but also to have a working knowledge of how this technology can be utilized to enhance . Executives must be skilled in acquiring technology through a variety of funding sources. FPD used Forfeiture Funds to renovate the Police Department, which consisted of remodeling the following three areas:

- The Crime Information Center (CIC), Chief’s Staff, and Assembly Room. The CIC has monitors that show the activity of City Wide Cameras. The CIC is a critical piece of the puzzle as the Fayetteville Police Department continues to evolve and adopt more advanced technology. It will also serve as a Command Center for a variety of planned and unplanned police events.
- The Chiefs Staff and Internal Affairs Units were modified to create two separate area. The Chiefs Staff Unit houses the Chief of Police, three Assistant Chiefs of Police, and support personnel . The Internal Affairs Office was separated creating additional work space in other areas of the building from the rest of the work area due to the sensitive nature of their work.
- This modification allowed patrol divisions more work area on the First Floor of the department. Lastly, the renovations created a new larger assembly room that is used for Crime Stats meetings and other departmental functions.





# Fair & Impartial Training



2014

Faith. Pride. Dedication.

Fayetteville, North Carolina

By: Lieutenant Christopher Davis

Social psychologists have shown that “implicit” or “unconscious” bias can impact what people perceive and do, even in people who consciously hold non-prejudiced attitudes. Implicit bias might lead the line officer to automatically perceive crime in the making when they observe two young Hispanic males driving in an all-Caucasian neighborhood or lead an officer to be “under-vigilant” with a female subject because he associates crime and violence with males. It may manifest among agency command staff who decide (without crime-relevant evidence) that the forthcoming gathering of African-American college students bodes trouble, whereas the forthcoming gathering of white undergraduates does not.

The training element of the comprehensive program is critical for changing the way we think about biased policing in this country and preventing its occurrence. While training cannot easily undo the implicit associations that took a lifetime to develop, the social psychologists have shown that, with information and motivation, people can implement controlled (unbiased) behavioral responses that override automatic (biased) associations. The implication is that law enforcement departments need to provide training that makes personnel aware of their unconscious biases so that they are able and motivated to activate controlled responses to counteract them.

The FIP perspective conveys more accurately how bias might manifest in policing. And the further great news about the FIP perspective is that it reduces (the very understandable) police defensiveness around this issue and is embraced by community members who are concerned about biased policing. Both of these impacts are critical for producing change in jurisdictions change that can be impacted jointly by police and the members of the communities they serve. The FIP perspective has been placed into five training programs and includes a 1.5-day command level (or command and community stakeholder) training, and a train-the-trainer session during which trainers learn to implement the recruit/patrol and supervisor curriculums in their own agencies and academies. The Fayetteville Police Department completed the command level (captains and above) training in July 2014. The Department followed up with the train-the-trainer program as preparation for training the remainder of the Department (sworn & non-sworn). With the assistance of the newly trained FIP trainers, the remainder of the department was trained prior to the end of 2014.

Developing and implementing training to control implicit bias that is based in rigorous science, not conjecture or personal beliefs, is especially important to this long-standing aspiration of enforcement and community stakeholders. And it appears practice is headed in the right direction. Several states are moving toward state-wide adoption of the FIP curricula including Kansas, Rhode Island, Wisconsin and South Carolina. The Special Litigation Unit (SLU) of the USDOJ, which investigates agencies that are suspected of engaging in unconstitutional practices, including biased policing, is promoting (and, in some cases requiring) training that addresses how unconscious or implicit biases impact on even well-meaning officers. The COPS Office, that has invested \$1 million in the FIP initiative, is currently supporting train-the-trainer sessions around the nation and bringing FIP training to agencies at risk for SLU investigations with the hopes that those agencies can get on track to produce fair and impartial policing and avoid SLU intervention.



# Risk Terrain Modeling



2014

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By: Kimberly Thomas, Crime Analyst

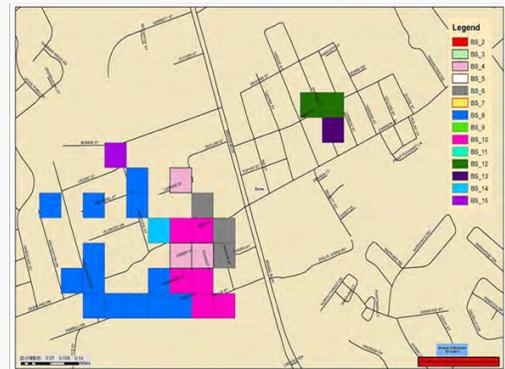
The Fayetteville Police Department and Rutgers University have entered into a partnership to analyze and evaluate violent crime trends within the City of Fayetteville in an attempt to identify risk factors and approaches to reducing those violent crimes. Rutgers University, Dr. Joel Caplan and his associates, have developed a model for analyzing not only violent crime but also known risk factors that lend themselves to violent crime trends. This process is known as Risk Terrain Modeling (RTM).

Risk Terrain Modeling (RTM) is an analytical technique that facilitates the examination of multiple datasets that share geography as a common denominator. This approach to spatial risk analysis utilizes a geographic information system (GIS) to attribute qualities from the real world to places on a digitized map based on selected crime events. RTM operationalizes the spatial influence of crime risk factors to common geographic units, then combines separate map layers together to produce "risk terrain" maps showing the compounded presence, absence, or intensity of all risk factors at every location throughout the landscape. Risk terrain maps show places where conditions are conducive for certain events to occur in the future. RTM builds upon underlying principles of hotspot mapping, environmental criminology, and problem-oriented policing, and offers a statistically valid way to articulate and communicate criminogenic and vulnerable areas at the micro-level.

With the growing utilization of intelligence-led operations in the public safety community, risk assessments for crime are especially important for tactical actions, resource allocations, and short and long-term planning. By using these resources to produce Risk Terrain models and maps, we can give actionable meaning to the relationships that exist between place-based indicators and crime outcomes statistically likely to occur in areas with similar conditions.

Working in concert with the Fayetteville Police Department's Crime Analysis Unit, 11-risk factors were identified:

- Bars
- Convenience Stores
- Drug Arrests
- Gang Member Residences
- Malls
- Probationers
- Calls for Shots Fired
- Social Service & Welfare Organizations
- Take Out Restaurants
- Tobacco Stores
- Aggravated Violence



With the 11-risk factors identified, Rutgers University analyzed the violent crimes from 2013 within the City of Fayetteville and identified which risk factors were present within 277 feet (half a city block) of the violent crime incident. This resulted in 15 combinations of the above risk factors and they were then identified as a Behavior Setting. The Fayetteville Police Department, with the use of GIS Mapping, identified and plotted all violent crime throughout the city and identified 4 polygons (areas that had the highest concentration of crime) not only in 2013 but in the previous 2 years as well. These areas were labeled based on the name of their neighborhood or the closest main cross streets for ease of identification i.e. Boonie Doone, Caine and Stamper/Bragg, Massey Hill, and B St.

This level of analysis allows the department to identify prevention strategies in an effort to operate on the basis of responding to crime occurrence, targeting areas based on what has happened previously as a way of suggesting that if it happened in this location once, it will happen there again. Utilizing this analysis model will produce more accurate results, allowing the department to forecast future crimes on a factual/statistical basis, instead of basing our department's activity solely on previous crime occurrences. This responsibility lies with each of the Four Sector Lieutenants assigned to the project areas. Each Lieutenant will utilize the RTM Model in conjunction with resources, targeted activities( DP's, HV & Citations) to address issues that are currently trending in their area.





*City of*  
**Fayetteville**  
*North Carolina*

**Police Department**  
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