

**BUDGET SUMMARY ..... 3**

**GRANTS..... 4**

**OFFICE OF THE CHIEF..... 5**

    OFFICE OF PROFESSIONAL STANDARDS AND INSPECTIONS ..... 5

    OPERATIONAL ANALYSIS UNIT ..... 6

    COMMUNITY AFFAIRS OFFICE..... 7

*Community Relations*..... 7

*Crime Prevention*..... 7

*Homeless Project Officer* ..... 7

*Crime Stoppers* ..... 7

*Community Policing Television*..... 7

    POLICE ATTORNEY ..... 7

**OPERATIONS BUREAU ..... 8**

    CROSS CREEK DISTRICT ..... 8

    CAMPBELLTON DISTRICT ..... 8

    SPECIAL PROJECTS UNIT ..... 8

    EMERGENCY RESPONSE TEAM ..... 8

    OPERATIONS SUPPORT DIVISION ..... 8

*Emergency Management* ..... 9

*The Court Liaison*..... 9

*Traffic Unit*..... 9

*Nuisance Abatement* ..... 9

*Neighborhood Improvement Team(NIT)*..... 9

*Parks Unit*..... 9

*Mounted Patrol*..... 10

*K-9 Unit*..... 10

*The Fugitive Unit*..... 10

**INVESTIGATIVE BUREAU..... 10**

    CRIMES AGAINST PROPERTY ..... 10

    PAWN SHOP UNIT ..... 10

    CRIMES AGAINST PERSONS ..... 10

    YOUTH SERVICES ..... 10

*Fraud Unit*..... 11

*Cyber Crimes Unit*..... 11

*Victim Assistance*..... 11

    NARCOTICS VICE SUPPRESSION UNIT..... 11

    VIOLENT CRIMES TASK FORCE..... 12

    FORENSICS UNIT..... 12

    OFFICE OF SPECIAL INFORMATION ..... 12

**SERVICE BUREAU..... 12**

    COMMUNICATIONS DIVISION..... 12

    COMPUTER OPERATIONS ..... 12

    CENTRAL RECORDS UNIT ..... 12

    SUPPLY CUSTODIAN ..... 13

    VEHICLE CONTROL / TECHNICAL SURVEILLANCE EQUIPMENT..... 13

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BUDGET / PERSONNEL .....	13
PROPERTY AND EVIDENCE.....	13
ALARM ORDINANCE COORDINATOR.....	13
TRAINING AND EDUCATION CENTER .....	13
<b>FACILITIES .....</b>	<b>14</b>
<b>FREQUENTLY ASKED QUESTIONS.....</b>	<b>15</b>
<b>DEFINITIONS.....</b>	<b>16</b>
<b>INDEX OFFENSES AND CLEARANCES.....</b>	<b>18</b>
INDEX OFFENSES AND CLEARANCES - 2002 .....	18
INDEX OFFENSES AND CLEARANCES – 2003.....	18
<b>CRIME CHARTS .....</b>	<b>19</b>
INDEX CRIMES BY ZONE 2002.....	19
INDEX CRIMES BY ZONE 2003.....	19
<b>ZONE MAP .....</b>	<b>20</b>
<b>CAMPBELLTON .....</b>	<b>21</b>
ZONE 1 .....	21
ZONE 2 .....	21
ZONE 3 .....	22
ZONE 4 .....	22
ZONE 5 .....	23
ZONE 7 .....	23
ZONE 8 .....	24
ZONE 11 .....	24
ZONE 12 .....	25
ZONE 14 .....	25
<b>CROSS CREEK .....</b>	<b>26</b>
ZONE 6 .....	26
ZONE 9 .....	26
ZONE 10 .....	27
ZONE 13 .....	27
ZONE 15 .....	28
ZONE 16 .....	28
ZONE 17 .....	29
ZONE 18 .....	29
ZONE 19 .....	30
ZONE 20 .....	30

**Budget Summary**

	2002-03 Budget	2003-04 Budget	2003-04 Recommended	2003-04 Adopted	% Change
<b>Expenditures</b>					
Personnel	\$21,879,397.00	\$22,957,572.00	\$22,957,572.00	\$22,957,572.00	4.93%
Operating	\$2,734,002.00	\$2,862,064.00	\$2,849,380.00	\$2,849,380.00	4.22%
Contract Services	\$132,319.00	\$98,369.00	\$98,369.00	\$98,369.00	-25.66%
Capital Outlay	\$1,027,531.00	\$96,436.00	\$96,436.00	\$96,436.00	-90.61%
Other charges	\$738,403.00	\$800,349.00	\$710,054.00	\$710,054.00	-3.84%
<b>Total</b>	<b>\$26,511,652.00</b>	<b>\$26,814,790.00</b>	<b>\$26,711,811.00</b>	<b>\$26,711,811.00</b>	<b>0.75%</b>

<b>Revenues</b>					
Functional Revenues	\$242,697.00	\$221,297.00	\$221,297.00	\$221,297.00	-8.82%
Intergovernmental	\$191,519.00	\$190,000.00	\$190,000.00	\$190,000.00	3.79%
Capital Leases	\$921,095.00	\$ -	\$ -	\$ -	-100.00%
General Fund	\$25,156,341.00	\$26,403,493.00	\$26,300,514.00	\$26,300,514.00	4.55%
<b>Total</b>	<b>\$26,511,652.00</b>	<b>\$26,814,790.00</b>	<b>\$26,711,811.00</b>	<b>\$26,711,811.00</b>	<b>0.75%</b>

<b>Personnel</b>				
Full-Time	442	438	438	438
Part-Time	2	2	2	2
Temporary	1	1	1	1

**Budget Highlights**

Personnel does not include funds for market-based pay range or employee pay adjustments.

Fiscal year 2004 is not a scheduled vehicle replacement year.

Other Charges include \$112,361 for various police grant matches and \$506,182 for vehicle debt service.

Capital Outlay includes \$20,645 for a video analysis system, \$18,000 for an ultra light speed laser, \$13,560 for in-car video analysis system, \$9,995 for a fuming chamber, \$8,500 to remodel the forensic garage and \$25,736 in other capital outlay requests.

**Grants**

The Governors Crime Commission Geographic Information Systems (GIS) project provides access to maps that help determine patterns in data. Management will use GIS as a tool in several tasks including determining resource allocation, hot spot mapping, mapping displacement as a result of targeting crime in a certain area, determining implications of demographic changes such as annexation, strategic planning and accountability.

The Governor’s Crime Commission I-95 Corridor P2P grant is a multi-agency project that enables surrounding law enforcement agencies the ability to access a “virtual database” of local, regional and national information. The Fayetteville Police Department’s share of this grant is \$46,300.

The Governor’s Crime Commission Cyber Crimes project funds training and equipment so the Cyber Crimes unit is able to better prevent, investigate and prosecute computer crimes.

The Governors Highway Safety Program DWI Checkpoint project provides equipment so the department can be more proactive with DWI enforcement.

The Bureau of Justice Assistance Operation Ceasefire, Project Safe Neighborhood Media Blitz and Project Safe Neighborhood Operation Ceasefire grants facilitate a crime prevention program that targets gun-related criminal acts by aggressively prosecuting violent criminals and providing education to citizens and victims of gun violence in Cumberland County.

The Office of Community Oriented Policing Services (COPS), Homeland Security Overtime Program provides overtime funding to support community policing and homeland security efforts.

The Local Law Enforcement Block Grant provides funds for an upgrade of the public safety network infrastructure.

Grants Awarded in 2003	
Governors Crime Commission Geographic Information Systems	\$ 144,140
Governor’s Crime Commission I-95 Corridor P2P	\$ 293,716
Governor’s Crime Commission Cyber Crimes	\$ 8,200
Governors Highway Safety Program DWI Checkpoint Programs	\$ 4,350
Bureau of Justice Assistance Operation Ceasefire	\$ 250,000
Project Safe Neighborhood Media Blitz	\$ 30,000
Project Safe Neighborhood Operation Ceasefire	\$ 12,800
Office of Community Oriented Policing Services (COPS), Homeland Security Overtime Program	\$ 219,581
Local Law Enforcement Block Grants	\$ 124,486
<b>TOTAL</b>	<b><u>\$1,087,273</u></b>

**Office of the Chief**

Chief McCarthy is a leader in community policing, his unique experience as an administrator and a police chief gives him a broad perspective of how the entire team is responsible for working with the community. Chief McCarthy feels that the commitment exists within Fayetteville’s City Government to make community policing a top priority.

**Office of Professional Standards and Inspections**

The Office of Professional Standards was busy during 2003 working with the media, coordinating Ride-Alongs, and conducting and processing investigations for the Police Department as well as other City Departments. In comparing the percentage distribution of investigations within the three investigative categories, there is no apparent trend or concerns with any particular investigative category. Investigations initiated as a result of citizen complaints and use of force decreased.

Investigative Category	2003	2002
Departmental Investigations	64	75
Citizen Complaints	23	34
Use of Force	96	103
Pursuit Summary	25	36
Vehicle Accident Summary	31	23
Injured Subject Summary	10	3

**Departmental Investigations**

Departmental investigations are normally initiated by a supervisor and can include vehicle accidents, vehicle pursuits, performance issues, unbecoming conduct, etc. Approximately 31 internal investigations were the result of an officer being involved in a vehicle accident and this contributed by 48% to the internal investigations that were conducted. The number of sustained violations decreased by 7 from 65 in 2002 to 58 in 2003. More than one violation may have been sustained per case as well as several employees involved in one case may have had a violation sustained. The number of employees exonerated or violations unfounded totaled 7.

**Use of Force Investigations**

Use of force investigations decreased by 7. Ten Injured Subject files were completed. An injured subject is defined as a subject, who sustains an injury that is not the result of a use of force, injures himself while fleeing, is injured while in custody not caused by officers actions, or a subject complains of wrist or ankle soreness due to being restrained. The level of force reported has increased and decreased

in different categories of force as reflected in the chart below. Use of firearms by officers does not reflect the number of shootings that occurred but simply means that officers faced situations (drew and pointed their weapon) that could have resulted in the use of deadly force had circumstances and suspect action’s occurred differently. There were five incidents that resulted in an officer using deadly force against an offender however none resulted in the death of an offender.

Level of Force Reported	2001	2002	2003
Hands On/Physical	43	33	43
Mace	46	52	36
Asp	1	3	5
Nova Spirit (stun gun)	3	7	3
Taser	2	3	2
Firearm**	12	15	10
K-9	4	3	2
Flashlight	0	0	1
Sustained Incidents	2	2	2

Some incidents reported had more than one level of force that was used. Does not indicate that a firearm was discharged. One sustained incident was logged improperly as a Departmental Investigation and should have been logged as a citizen complaint of excessive force.

It is difficult to attribute the reason for increases and decreases in force investigations or why some people resist arrest. We do not see a pattern or indication that officers are simply using force excessively or outside the scope of their duties and training. Sustained investigations in the use of force category remained the same. Use of force is a causative investigative category that we cannot predict from year to year but we can continue to monitor these investigations to ensure the integrity of the investigative process. Although we annexed an area into the city in 2003, we did not see an increase in use of force with the increase in population.

**Citizen Complaints**

There is a decrease in Citizen Complaint Investigations as well as a decrease in the number of sustained citizen complaints. The number of sustained complaints has decreased from 12 in 2002 to 8 in 2003. We had 7 citizen complaints of excessive force of which none were sustained. One hundred and thirteen (113) Citizen Contact forms were completed compared to ninety-eight (98) in 2002. Of these, three were related to Biased Based

Policing issues (Race/Age), and the remaining were general complaints. None of the complaints with regard to Biased Based Policing were sustained based a chain of command review. Twenty-nine percent (29%) or thirty-three (33%) of the Citizen Contacts resulted in corrective action/constructive counseling and thirty-six percent (36%) of Citizen Complaint Investigations resulted in some type of corrective or disciplinary action. Corrective action could indicate that an individual employee was corrected or a process, practice or procedure was corrected. Total calls for service for 2003 were 208,523. This number does not include officer-initiated activity. Again, we take this number into consideration in reviewing the total number of citizen complaints to remind us that the window of opportunity for complaints is phenomenal compared to the complaint totals for the year.

The number of vehicle pursuits decreased from 46 in 2002 to 29 in 2003. Property damage to suspect vehicles increased by \$950.00. Property damage to police vehicles involved in a pursuit decreased by \$350.00. Other property damage involved increased by \$1600.00. Several time consuming internal administrative investigations were completed at the request of the City Manager. Our records indicate that approximately 125 Ride-Alongs were approved to ride with an officer.

Employee turnover and reasons for leaving were tracked by month. The turnover report reflects that turnover increased slightly in 2003.

Turnover Figures	2001	2002	2003
Sworn	32	31	32
Non-Sworn	9	10	15
Total	41	41	47

The most significant reason cited for leaving by employees was for better pay/benefits, fifteen (15) employees in 2003 compared to eight (8) employees that left for the same reason in 2002. Of interest, the majority of the sworn personnel that left for this reason signed up for overseas contract assignments. Ten (10) employees were noted as leaving for personal reasons while eight (8) indicated they were leaving for career advancement opportunities.

**Early Warning System Review**

This is the second year that we have used the early warning system component of the IA Pro software Internal Affairs Package. Thresholds for each investigative category were set for 3 with an overall combined category threshold of 5. For example, if an employee had two citizen complaints within the

most recent twelve month period of time, and a third complaint was entered in the system, an alert message would pop up on the computer screen indicating that the employee had reached the threshold, signaling that a review by the immediate supervisor was needed. The twelve- month period of time is a rolling twelve months that changes as we progress monthly through the year.

Generally, if we see an alert in the Departmental or Citizen Category we have greater cause for concern because it is indicative that there is some type of performance or conduct issue occurring that may need to be addressed and corrected. The use of force category appears high but as a matter of policy and being an accredited agency, we document and investigate every use of force. We conducted 96 Use of Force investigations during the year and would expect that officers working in high crime areas are going to encounter situations requiring the use of force more frequently than officers working in areas that may have other police problems such as traffic congestion. We will continue to forward all alerts to the respective Division Commanders for review and follow up to ensure that there is not a pattern or problem developing with regard to employee misconduct.

Alert Category	2002	2003
Departmental	3	0
Citizen	3	1
Use of Force	48	41
Total	54	42
Overall Alerts	46	33

**Operational Analysis Unit**

The Operations and Analysis Unit supports patrol, detectives and police department leaders with analytical information and products relating to crime patterns, trends, suspect identification, and requests for information. In 2003, The Operations and Analysis Unit began an intense study of the featured crimes of Robbery, Residential Burglary, Business Breaking & Entering, Motor Vehicle Breaking & Entering, and Motor Vehicle Theft. The resulting products merged Crime Mapping with detailed Featured Crime spreadsheets outlining every aspect of each crime. The unit also initiated Crime Forecasting and Crime Thresholds in 2003, aiding the rapid identification of crime hotspots and the allocation of police resources for crime prevention purposes. The unit also produces intelligence analysis products to assist with criminal cases.

**Community Affairs Office**

The Community Affairs Office consists of Crime Prevention Specialists, a Community Relations Specialist, the Homeless Project Officer, the Crime Stoppers Officer and Community Policing Television studio and editing facilities.

**Community Relations**

Community Relations serves as a liaison between the police department and the community by performing activities such as department programs, displays, demonstrations, building tours and the semi-annual

Citizen's Survey. Other activities include coordinating the annual awards ceremony, semi-annual retiree's meetings, Citizen's



Volunteer Program, the Annual Law Enforcement Torch Run and sworn and non-sworn employees of the quarter recognition program.

**Crime Prevention**

The Crime Prevention Unit takes a proactive approach to crime by educating citizens on various crime prevention topics using Community Watch Programs, safety presentations and organized activities focusing on crime awareness. In 2003, the Crime Prevention Specialists gave presentations about "Stranger Danger" to area schools and daycare centers. Existing Crime Prevention literature was updated and new brochures were created and made available for distribution. They also spoke to adult organizations and civic groups about topics ranging from home security and personal safety to violence in the work place.



Victims of Breaking and Enterings and robberies were contacted and offered a Security Survey of the premises. High Visibility was conducted throughout zones within the city to display police presence. Crime Mapping was used to target and evaluate crime trends within the city's zones.

**Homeless Project Officer**

The Homeless Project Officer assists the homeless in obtaining picture ID's, shelter, medical care and other services. Photo and data files are maintained for record keeping, offering needed assistance to local and outside agencies in regard to identifying persons. In 2003, 134 new homeless people were identified in the City of Fayetteville. Trespassing Agreements were continually updated and established as an effective way of dealing with the homeless population. Clothing, blankets, hygiene products and MRE's (Meals Ready to Eat) were provided for the homeless through the Homeless Project.

**Crime Stoppers**

Crime Stoppers allows citizens to report information concerning a crime and remain anonymous. If the information leads to an arrest, the citizen is eligible to receive a cash reward. The program profiles cases from our department as well as cases from other agencies in the area. In 2003, there were a total of 426 phone calls and 29 web page tips received that lead to 108 Felony Arrests and 51 Misdemeanor Arrests. The Fayetteville Observer teamed up with the Crime Stoppers Program and printed a section in the newspaper every two weeks called "Fayetteville's Most Wanted", printing a total of 161 Wanted Subjects, resulting in 68 arrests. Tips led to \$58,800 of recovered property and the Crime Stoppers Board for rewards approved the sum of \$8,030.

**Community Policing Television**

Community Policing Television (CPTV) is used to educate the public regarding crime issues, ways to improve their personal safety and informs Fayetteville residents of current events. Produced within the Community Affairs Office, the thirty-minute program is prepared monthly and airs on a local cable channel. In 2003, CPTV was used by area law enforcement agencies to assist with publicizing information reference unsolved cases.

**Police Attorney**

The Police Attorney is responsible for reviewing all legal issues involving the police department to include lawsuits filed, internal investigations, citizen concerns, public nuisances, policy and procedures, ordinances and statues. The attorney is also involved in departmental in-service training and conducting Basic Law Enforcement Training classes.

**Operations Bureau**

The patrol Operations Bureau consists of Campbellton and Cross Creek Patrol Districts and the Operations Support Division.

**Cross Creek District**

The Cross Creek District is a full-service station that serves the Western side of Fayetteville and is located at 5089 Santa Fe Drive. The District is named after the Town of Cross Creek, which was established in 1767. Police Officer's assigned to this unit wear a green crest.



The Cross Creek District officers issued 20,039 citations and made 5,057 arrests of which 1,222 were felonies. Officers investigated 3,100 motor

vehicle collisions. District personnel also served 2,588 warrants/orders and other types of legal process. Over 600-community watch contacts were made, 1,540 directed patrols were conducted and 8,814 park-and-walks were completed with our citizens and our business community.

**Campbellton District**

The Campbellton District is a full service station that serves the East Side of Fayetteville and is located in the main Police Administration Building at 467 Hay Street. The District is named after the Town of Campbellton, which was established in 1736. Police Officers assigned to this district wear a red unit crest. The Campbellton Officers issued 18,001 traffic citations, made 1,695 felony arrests and 5,537 misdemeanor arrests during the year. They also served 4,554 warrants and criminal papers. Additionally, the officers made 1695 felony drug arrests. They seized a total of 7,599 grams of narcotics with an estimated street value of \$240,174.00. They also



recovered \$ 4,977,630.30 worth of stolen property during the year.

**Special Projects Unit**

The Special Projects Unit (SPU) consists of various specialized units that work on a variety of projects. Examples of the various projects are street level narcotics violations, burglaries, robberies, quality of life issues and so on.

**Emergency Response Team**

The Police Department has a highly trained Emergency Response Team that is responsible for responding to any incident where normally equipped and trained personnel would not be able to effectively and safely resolve the situation because of an excessive level of danger to life, health, or property. The team members are divided into two teams. Each team consists of entry, sniper and perimeter personnel. The officers and supervisors are chosen for the team after an extensive board, fitness test, and firearms qualification. The 36-person team is held to higher standards due to the situations they will encounter and have to deal with. The team members are on call at all times for emergencies and are divided into two units supervised by a lieutenant and a sergeant that will be on call every other week for calls such as the execution of search warrants and other events where the entire team is not needed. The team schedules training each month to maintain their skills and keep up to date with current technological and tactical changes. Over the last two years the team has trained and qualified to respond to Weapons of Mass Destruction related events and have developed a response plan to all such emergencies. They work closely with the Fire Department, Cumberland County Sheriff's Office Special Response Team, and local Emergency Management. The Emergency Response Team is an integral part of the overall operations of the Police Department and is recognized as one of the top two teams in the state year in and year out. They will always be ready to respond when needed.



**Operations Support Division**

The Operations Support Division consists of the Court Liaison, Traffic Unit, Nuisance Abatement, Neighborhood Improvement Team, Mounted Patrol,



K-9 Unit, Parks, Fugitive Unit and Emergency Management.

**Emergency Management**

The Department Emergency Management (EM) Officer is responsible for representing the Police Department in matters dealing with unusual events that may occur in the city or county. These events include but are not limited to natural and manmade disasters, WMD (weapons of mass destruction) events, environmental events, hazardous material related situations, etc. The Emergency Management Officer also serves as the liaison with the Cumberland County Sheriff's Office, Fayetteville Fire Department, County Emergency Management, and all other county law enforcement and fire departments to include Ft. Bragg and Pope Air Force Base. The EM Officer has formed a Countywide Joint Response Task Force that makes it possible for the department to respond to any and all events countywide to assist other agencies when needed. The EM Officer has to this point equipped the majority of department personnel and given them basic training in how to respond to any and all unusual events. The department is in the process of creating a five man committee of departmental personnel that will meet quarterly to discuss trends, new technology, changes in terrorist threat assessments of locations and other pertinent matters that can and will affect us as a community.

**The Court Liaison**

The Court Liaison supervises officers attending court and monitors sensitive cases. This position mediates between defense counsel, officer, District Attorney, Clerk of Court, or other agencies. This office reviews officer's case notes and gives instructional guidance when officers are testifying in court. In 2003, there were approximately 2,537 officers that attended court. An average of 211 officers reported to court on a monthly basis. A total of \$ 39,572.19 was received by city hall from cases and legal process administered through the police department.

**Traffic Unit**

The Traffic Unit is responsible for investigating all traffic fatalities and government vehicle collisions.



The unit conducts follow up investigations on hit and run cases, coordinates and works special events, responds to traffic complaints

throughout the city, teaches traffic classes and gives safety presentations directed at reducing traffic collisions. The unit also coordinates and participates in the "Ghost Out" program. This is an alcohol awareness program used in the area high schools and churches. The unit received 312 cases for investigation. Of the 312, 128 have been exceptionally cleared, 43 arrests were made and 122 have been inactivated. 17 cases remain open.

**Nuisance Abatement**

Nuisance Abatement is a long-term solution to problem locations and involves civil action against property owners of both businesses and residences, which generate numerous citizen complaints and require repeated police responses. In 2003 the unit was able to work numerous complaints at different locations throughout the city. This unit continues to work on locations in an attempt to improve the quality of life for our citizens.

**Neighborhood Improvement Team(NIT)**

The NIT team works with the Fayetteville Metropolitan Housing Authority (FMHA) at their twelve housing areas. The team's responsibilities are to provide police services at these locations. These housing areas consist of 921 apartment units. The team is occasionally called upon to provide services at the housing authorities 130 satellite sites, which fall under the same guidelines as the apartments. The team also provides services, when needed, for the 1,440 Section Eight houses, that fall under the Housing Authority Management. These are houses owned by individuals who are required to coordinate through the FMHA office.

**Parks Unit**

The Police Department's Park Patrol Unit provides an additional specialized unit to increase effective policing in the parks and at the City's Recreation Centers. The park officers are responsible for the security of 29 parks and 11 recreation centers on a daily basis. The officers assigned to this unit also work special events, parades and conduct security at the Cape Fear Regional Theater during their performances. In 2003, this unit was responsible for over 200 arrests and recovered over \$47,000 dollars worth of property and narcotics.

### Mounted Patrol

The Police Department's Mounted Patrol Unit is a specialized unit that increases the department's effectiveness in the prevention and detection of crimes and the apprehension of criminals. The Unit is also used to work the downtown area where there is a great deal of traffic congestion. During the holidays the unit works around the mall area. The unit excels in special events, parades, search and rescue and community events throughout the city in various neighborhoods. Currently, the Mounted Patrol Unit is comprised of three mounted officers, three horses and a stable manager.



### K-9 Unit

The Department's K-9s are trained in scent discrimination trailing, article search, narcotic detection, obedience, water and ground cadaver recovery, agility, handler protection, building search, explosive search and area search. Currently, the K-9 Unit has Eleven canine teams. Ten of the dogs are trained as Patrol/Narcotic Detection Dogs. The K-9's completed their National



Certification with the North American Police Dog Association and this is valid for a period of one Year. In 2003, the K-9 Unit was dispatched a total of 1,317 times resulting in over \$880,000 dollars worth of recovered property, currency and narcotics. They participated in 3,226 hours of training. The K-9 dogs were also responsible for over 300 arrests and 43 criminal apprehensions.

### The Fugitive Unit

The Fugitive Squad was created to locate and arrest those individuals with outstanding legal processes who normally are difficult to locate using the traditional police methods and manpower. The squad is also responsible for serving all Legal Processes that come into the Police Department. This includes but is not limited to Subpoenas, Criminal Summons, Adult Hearings, Show Cause, Juvenile Summons, Orders for Arrest and Warrants for Arrests. In 2003 the Fugitive Squad worked 4,380 hours, served 7,334 Legal Processes, completed 2,651 Felony and 1,746 Misdemeanor

Arrests, made 4,898 personal contacts and 4,375 phone contacts.

### Investigative Bureau

The Investigative Bureau is responsible for investigating major crimes and collecting evidence from crime scenes. Personnel assigned to the Investigative Bureau are detectives, forensic technicians and support staff. Units are broken down into specialized areas of investigations as follows: Crimes Against Persons, Crimes Against Property, Youth Services, Fraud, Narcotic Vice Suppression Unit, Office of Special Information, Cyber Crime, Forensics and Victim Assurances.

### Crimes Against Property

Personnel assigned to this area are responsible for investigating felony larcenies, auto thefts, motor Vehicle break-ins, residential and business burglaries. This also includes working with and monitoring pawnshops located in the city limits. In 2003, the property crime unit actively investigated 2407 cases, clearing 36 percent of those cases. The unit received another 3127 cases that were reviewed but due to the lack of leads or evidence inactivated.

### Pawn Shop Unit

The Pawn Shop Unit monitors and tracks all items received by 23 pawnshops in the City of Fayetteville. In 2003, the unit received 132,092 pawn tickets, had 225 pawn hits on items reported stolen, requested 30 Court Orders, served 70 Court Orders and recovered \$33,588 in stolen property.

### Crimes Against Persons

Personnel assigned to this area are responsible for investigating homicides, rapes, felony assaults, robberies and adults who are reported as missing. In 2003, the unit received 1418 cases. The overall clearance rate was 67 percent.

### Youth Services

The Youth Services Unit is responsible for investigating crimes committed against children and crimes committed by juveniles. Crimes against juveniles include; child physical abuse, sexual abuse, child abductions, and assaults. The Unit is committed to the multidisciplinary approach when conducting investigations involving physical and sexual abuse of children. Detectives work closely with representatives from the Department of Social Services, Mental Health, Child Advocacy Center, and Southern Regional Area Health Education Center and

others. The unit investigated 109 sex offense cases committed by adults, which is a 22% decrease from 2002, and 179 child physical abuse cases, which is an 18% decrease from 2002. The unit also investigated three reported child abduction/kidnapping cases in 2003. These cases were determined to be either civil matters between families involved in child custody disputes or unfounded. The unit also investigates crimes committed by juveniles that would classify them as delinquent and/or undisciplined. Such crimes include sexual offenses, assaults, robberies, break-ins, larcenies, property damage, drugs, traffic offenses and runaways. In 2003, the unit experienced a 4% increase in total cases investigated, when it handled 1,812 cases. That includes the above-mentioned child physical and sexual abuse figures and 1,202 juvenile delinquency cases, which represents a 51% increase from 2002. The significant increase came from damage to property and larceny crimes. The unit representatives also serve on numerous local committees dedicated to improving services and the quality of life for youths in our community. The Youth Services Unit has established an Amber Alert program that will enhance our investigations on child abductions. The unit is also in the process of completing work on establishing an Explorer Post. The Explorer Post will be designed to develop career awareness by exposing young persons to the fundamentals of law enforcement and improve public relations.

### **Fraud Unit**

The Fraud Unit investigates white-collar crimes such as counterfeit money and checks, home repair scams, and identifying theft/fraud. In 2003, Fraud Investigators worked 1,078 cases with a 14% decrease compared to cases investigated during 2002. The total dollar loss for the Fraud Unit's caseload in 2003 was \$3,198,494. The Fraud Unit met with the business and banking communities on a quarterly basis to share information.

### **Cyber Crimes Unit**

The Cyber Crimes Unit investigates cyber crimes focusing on Child Pornography and assists with any crime where a computer was used. The Unit continues to work with United States Postal Services, State Bureau of Investigations and other federal agencies in a Federal Taskforce and an Internet Crimes Against Children Taskforce (IACA). In 2003, the Cyber Crimes detectives filed charges in 11 state cases



and federal cases, made 15 Internet contacts, 10,097 Internet e-mails, obtained and executed 20 state search warrants and assisted agencies with numerous state and federal search warrants, and performed 48 forensic examinations of computers. The Cyber Crimes Unit was instrumental in locating evidence and initiating arrests in several local, state and federal cases. Several persons were charged with Second and Third Degree Sexual Exploitation of a Minor as well as other Charges.

### **Victim Assistance**

The Victim Advocate provides services that assist victims and survivors of criminal acts with their physical and emotional recovery and provides support and aid to victims and survivors as they continue to interact with the criminal justice system. In 2003, the unit contacted 1,439 victims of crime by letter and 1,603 victims by telephone, made 2,924 referrals, and handled 1,209 domestic related contacts. The Victim Advocate made 1 on-scene response and provided 66 victim transports. The Victim Advocate served on numerous community partnership committees and task forces to include the Rape Crisis Volunteers, Care Center Domestic Violence Program, two different Domestic Violence Task Forces and Operation Ceasefire. The Victim Advocate provided financial assistance, delivered food, clothing, hygiene items, out of town bus fare, in town bus passes, cell phones, lodging and made 3 community presentations on the program.

### **Narcotics Vice Suppression Unit**

The Narcotics Vice Suppression Unit is responsible for enforcing vice laws and ordinances, gathering intelligence information, investigating vice and organized crime activities such as gambling, obscenity, prostitution, illegal liquor and legal liquor law violations, narcotic law violations and weapons offenses. In 2003, the unit made 1208 arrests, seized 26 illegal weapons, executed 19 search warrants, and conducted 4 knock and talks. The unit seized \$3,588,887.20 in illegal drugs, including marijuana, cocaine, crack cocaine, heroin, ecstasy, and methamphetamine. They also seized \$282,332.00 in US currency.



### Violent Crimes Task Force

The Violent Crimes Task Force is comprised of personnel from the Police Department, Cumberland County Sheriffs Office, State Bureau of Investigation and the Bureau of Alcohol, Tobacco, and firearms.

This task force targets individuals who have extensive criminal records involving narcotics and guns. Cases are then prosecuted through the federal court system instead of the state court system.

### Forensics Unit

The Forensics Unit includes 10 Crime Scene Technicians, 1 Photo Lab Technician, and 1 Latent Print-A.F.I.S. Examiner and the Forensic Supervisor. The Unit is responsible for collecting and processing crime scene evidence. During 2003, the unit responded to a total of 4,737 calls for service. The Crime Scene Technicians collected, processed and analyzed 1,506 pieces of evidence, collected 6,297 latent prints and took 33,411 photographs. The Photo Lab processed and developed 722 rolls of film, printed 8,946 photographs and produced 87 photographic CD's. The Latent Print -A.F.I.S. Section compared 4,393 latent prints, made 594 positive identifications and 1,404 finger print matches.

### Office of Special Information

Personnel assigned to this unit investigate groups such as gangs and extremist organizations who are suspected of being involved in criminal activity. The unit provides necessary information to support departmental operations and provide for coordination with all federal, state and local law enforcement agencies. Training and presentations are also given to other agencies and interested citizen groups on gang awareness. The unit works closely with the school system as well. In 2003, numerous gang awareness programs were given educating over 2000 citizens, and law enforcement personnel throughout the state.



### Service Bureau

The Service Bureau consists of the Central Records Unit, the Communications Division, Supply and Vehicle Control, Budget and Personnel, Planning and Research, Property and Evidence, Training and

Education, Computer Operations and the Alarm Ordinance Coordinator.

### Communications Division

The Communications Division is responsible for dispatching Police and Fire calls, processing 9-1-1 calls and the 800MHz radio system. In 2003 this unit processed 541,082 calls for service, maintained 2,530 radios on the 800 MHz system; and processed 225,000 9-1-1 and 264,000 administrative calls. Until 2003, the Communications Department fell under the Fire Department, but is now a function of the Police Department.



### Computer Operations

The Computer Operations Unit manages and supports all computer systems for Public Safety, which includes the Police department's 700 plus employees. This highly dedicated group provides Help Desk service and 24-hour support for over 400 computer desktop PC's, laptops, and printers used by the department. Accomplishments for the Police Computer Operations for the year 2003 include: Upgraded the Computer Aided Dispatch (CAD) application to a Windows 2000 platform; Upgraded the Records Management System application to a Windows 2000 platform; Purchased and installed seven (7) new servers for a more robust and secure system; Upgraded all PC's to Windows 2000; Improved the Automated Antivirus control systems; Migrated Exchange Email System to Windows 2000 and Implemented a Work Order Tracking System.

### Central Records Unit

Central Records is responsible for receiving all reports and entering them into the department's Records Management System. The unit operates 24 hours a day, 7 days a week and provides the services necessary to track, file, and retrieve efficiently the volumes of paperwork generated by criminal and traffic investigations. The department's Legal Process function also operates out of this unit. The unit's Teleserve personnel are responsible for taking reports over the phone or in person that do not require the presence of a police officer. Teleserve relieves police officers of minor non-emergency calls, allowing more time to devote to neighborhood crime or nuisance problems, traffic

problems and activities directed specifically toward crime reduction.

**Supply Custodian**

The Supply Custodian ensures that agency personnel have everything necessary to do their job, including report forms and the equipment and uniforms the officers wear.



**Vehicle Control / Technical Surveillance Equipment**

The Vehicle Control Section coordinates all routine and emergency repairs and maintenance of department vehicles and ensures all vehicles are properly equipped. The section is responsible for placing new vehicles in service and removing vehicles that are no longer serviceable. The Technical Surveillance Equipment Officer maintains and issues specialized equipment to assist various units of the department in their investigative efforts. The TSE Officer is also responsible for Mobile Data Computer installation in department vehicles.



**Budget / Personnel**

The Budget Analyst prepares the department's annual budget request, monitors accounts and expenditures for the department's 26 million dollar budget, evaluates programs for budgetary impact and requisitions material, supplies and services. The Budget Analyst also processes payroll for approximately 365 employees weekly.

**Property and Evidence**

The Property and Evidence Section is responsible for receiving, securely storing and ensuring the integrity of all evidence and found property. The section is also responsible for disposal / destruction of property, processing State Bureau of Investigation Lab requests and returning property to rightful owners.

**Alarm Ordinance Coordinator**

The Alarm Ordinance Coordinator maintains records of police response to false burglar alarm activations. The Coordinator is responsible for billing and tracking excessive alarm responses, collection procedures as defined by the Alarm Ordinance and maintaining key holder records in the CAD system. In 2003, there were 15,631 alarm activations. Of these activations, 98.75% were false alarms. The city collected \$27,146 in fines during the year.

**Training and Education Center**

The Training and Education Center coordinates all basic and in-service training for the department. In addition, the Training Unit is responsible for the departments recruiting and hiring process. Three Basic Law Enforcement Training academies were conducted in 2003 with a total of 42 lateral officers



were also hired bringing the total hired to 52 new officers. The unit also coordinated the attendance of over 500 employees in a wide variety of training courses, conferences, and seminars. The unit recruited at six colleges, ten churches, and attended thirteen job fairs. Two hundred forty-seven applications were given out to interested persons. Also, this year, a new repelling tower was completed at the training center. This tower will enable officers to train on building entries and repelling.

One of three 2003 Basic Law Enforcement Training Classes



Firearms Qualifications



## Facilities

Police Administration Building  
Campbellton District  
467 Hay Street  
Fayetteville, NC 28301

Cross Creek District  
5089 Sante Fe Drive  
Fayetteville, NC 28303

Grove View Terrace Sub-Station  
188 Grove Street  
Fayetteville, NC 28301

Police Training and Education Center  
675 N. Eastern Blvd  
Fayetteville, NC 28301

Mounted Patrol Stables  
665 N. Eastern Blvd  
Fayetteville, NC 28301

Communications Division  
City Hall Bldg  
400 Hay Street  
Fayetteville, NC 28301

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## Frequently Asked Questions

How do I get a background check on myself for employment purposes?

Contact the Cumberland County Sheriff's Office at (910) 323-1500 for this information.

When do I call 911?

If you are having an emergency, that requires immediate police and/or fire response or you need an officer to respond to your location to take a police and/or accident report.

Can a police report be taken over the telephone?

Yes, in some cases where a police officer's response is not needed, the Teleserve Unit can take a report over the phone by calling (910) 433-1529/1530.

How can I become involved or start a Community Watch Group?

By contacting the Community Affairs Office at (910) 433-1033.

How do I get a concealed weapons permit?

The police department does not issue concealed weapons permits. You can contact the Cumberland County Sheriff's Office at (910) 323-1500 to apply for this type of permit.

Can I get fingerprinted for employment purposes at the police department?

Contact the Cumberland County Sheriff's Office at (910) 323-1500 for assistance.

How do I file a complaint or compliment on an employee of the police department?

Contact the Office of Professional Standards and Inspections at (910) 433-1820 during normal business hours or an on duty supervisor after hours.

How do I find out the status of my case?

You may contact the officer that took the initial report and speak with him or her directly at (910) 433-1830 for the Campbellton District or (910) 433-1885 for the Cross Creek District.

If your case has been assigned to an investigator for further follow-up, you may contact the Investigative Division at (910) 433-1856 and speak with the investigator assigned to your case. If your case involves a juvenile (anyone under 16 years of age), you should contact Youth Services at (910) 433-1851.

How do I get a copy of a Police Incident or Accident Report?

You may get a copy of a report at the Police Administration Building located at 467 Hay Street from the Central Records Unit. There is no charge for a copy. The more information you have, to include the report number, the more readily your report can be located.

How do I find out about the Programs offered by the department?

Contact the Community Affairs Office at 433-1033 and ask for a Programs Book and other department publications that are available upon request.

How and when do I report suspicious activity?

Report any activity that seems out of the ordinary and help stop a crime before it is committed. Call 911 for immediate police response or contact the Watch Commander's office at (910) 433-1830 or (910) 433-1885.

Whom should I contact about employment opportunities with the police department?

Contact City Personnel at (910) 433-1635 located at 433 Hay Street, Fayetteville, NC or the Training and Education Center at (910) 433-1903, located at 675 N. Eastern Blvd., Fayetteville, NC 28301.

For more information about the Fayetteville Police Department and the programs offered please contact the Community Affairs Office at 910-433-1033 or the Office of Professional Standards and Inspections at 910-433-1820.

## Definitions

**Aggravated Assault:** An unlawful attack by one person upon another wherein the offender uses a weapon or displays it in a threatening manner, or the victim suffers obvious severe or aggravated bodily injury involving apparent broken bones, loss of teeth, possible internal injury, severe laceration, or loss of consciousness.

**All Other Offenses:** Except Traffic - Includes trespass, blackmail, bribery, city ordinance violations, and parole and probation violations.

**Arson:** To unlawfully and intentionally damage, or attempt to damage, any real or personal property by fire or incendiary device.

**Burglary:** The unlawful entry into a building or other structure with the intent to commit a felony or theft.

**Disorderly Conduct:** Any behavior that tends to disturb the public peace or decorum, scandalize the community, or shock the public sense of morality.

**Driving While Impaired:** The driving or operating of a motor vehicle while mentally or physically impaired as the result of consuming an alcoholic beverage or using a drug or narcotic.

**Drug/Narcotic Offenses:** The violation of laws prohibiting the production, distribution, and/or use of certain controlled substances and the equipment or devices utilized in their preparation and/or use.

**Embezzlement:** The unlawful misappropriation by an offender to his/her own use or purpose of money, property, or some other thing of value entrusted to his/her, custody, or control.

**Forgery:** The altering, copying, or imitation of something, without authority or right, with the intent to deceive or defraud by passing the copy or thing altered or imitated as that which is original or genuine; or the selling, buying, or possession of an altered, copied, or imitated thing with the intent to deceive or defraud.

**Fraud:** The fraudulent conversion and obtaining money or property by false pretenses. This includes bad checks, confidence games, etc.

**Gambling:** To unlawfully bet or wager money or something else of value, assist, promote, or operate a game of chance for money or some other stake.

**Index Crimes:** are selected offenses comprised of: 1) Murder and Non-negligent Manslaughter, 2) Forcible Rape, 3) Robbery, 4) Aggravated Assault, 5) Burglary, 6) Larceny-Theft, 7) Motor Vehicle Theft, and 8) Arson. These are serious crimes by nature and/or volume. Not all crimes, such as Embezzlement, are readily brought to the attention of the police. Also, some serious crimes, such as Kidnapping, occur infrequently. Therefore, for practical purposes, the reporting of offenses known is limited to the selected crime classifications because they are the crimes most likely to be reported and most likely to occur with sufficient frequency to provide an adequate basis for comparison.

Arson was not originally part of the crime reporting process. Arson became the eighth Index crime as the result of a limited Congressional mandate in October 1978. With the passage of the Anti-Arson Act of 1982, Arson was permanently designated as reportable.

**Larceny- Theft:** The unlawful taking, carrying, leading, or riding away of property from the possession, or constructive possession, of another person.

**Liquor Laws:** The violations of laws or ordinances prohibiting the manufacture, sale, purchase, transportation, possession, or use of alcoholic beverages.

**Manslaughter by Negligence:** The killing of another person through gross negligence.



**Motor Vehicle Theft:** The taking or attempting to take a motor vehicle. A motor vehicle is a self-propelled vehicle that runs on the surface of land and not on rails.

**Murder:** The willful (non-negligent) killing of one human being by another.

**Part I Crimes:** A group of crimes comprised of homicide, rape, robbery, aggravated assault, burglary, larceny, motor vehicle theft, and arson.

**Part II Crimes:** A group of crimes comprised of minor assaults, forgery, fraud, embezzlement, stolen property, vandalism, weapon laws, prostitution, drug violations, gambling, family offenses, DWI, liquor laws, disorderly conduct, and other offenses.

**Prostitution:** To unlawfully engage in or promote sexual activities for profit.

**Purse snatching:** The grabbing or snatching of a purse, handbag, etc., from the physical possession of another person.

**Rape:** The carnal knowledge of a female, forcibly and/or against her will; or not forcibly or against the person's will where the victim is incapable of giving consent because of her temporary or permanent mental or physical incapacity.

**Robbery:** The taking, or attempting to take, anything of value under confrontational circumstances from the control, custody, or care of another person, or persons, by force or threat of force or violence and/or by putting the victim in fear of immediate harm.

**Simple Assault:** An unlawful attack by one person upon another where neither the offender displays a weapon, or the victim suffers obvious severe or aggravated bodily injury involving apparent broken bones, loss of teeth, possible internal injury, severe laceration, or loss of consciousness.

**Stolen Property Offenses:** The receiving, buying, selling, possession, concealing, or transporting any property with the knowledge that it has been unlawfully taken as by Burglary, Embezzlement, Fraud, Larceny, Robbery, etc.

**Vandalism:** To willfully or maliciously destroy, damage, deface, or otherwise injure real or personal property without the consent of the owner or the person having custody or control of it.

**Weapons Regulation Laws:** The violation of laws or ordinances prohibiting the manufacture, sale, purchase, possession, transportation, concealment, use of firearms, cutting instruments, explosives, incendiary devices or other deadly weapons.

Source: These definitions are not intended to serve as legal definitions.

In June of 2003, the city annexed the geographic area going down part of Hope Mills Road and south of Red Wood to the Hope Mills Boundary. This annexation gave the department another 7,500 citizens to serve and protect. It should also be noted that the statistics in the following charts and graphs are preliminary only.

## Index Offenses and Clearances

### Index Offenses and Clearances - 2002

	Offenses	Clearances	% Cleared
Homicide	20	19	95.0%
Rape	54	42	77.8%
Robbery	435	203	46.7%
Aggravated Assault	634	476	75.1%
Burglary	2,273	417	18.3%
Larceny	6,480	1,563	24.1%
Motor Vehicle Theft	698	192	27.5%

### Index Offenses and Clearances – 2003

	Offenses	Clearances	% Cleared
Homicide	13	11	84.6%
Rape	48	26	54.2%
Robbery	510	235	46.1%
Aggravated Assault	636	509	80.0%
Burglary	2,070	408	19.7%
Larceny	6,982	1,792	25.7%
Motor Vehicle Theft	795	181	22.8%

**Crime Charts**

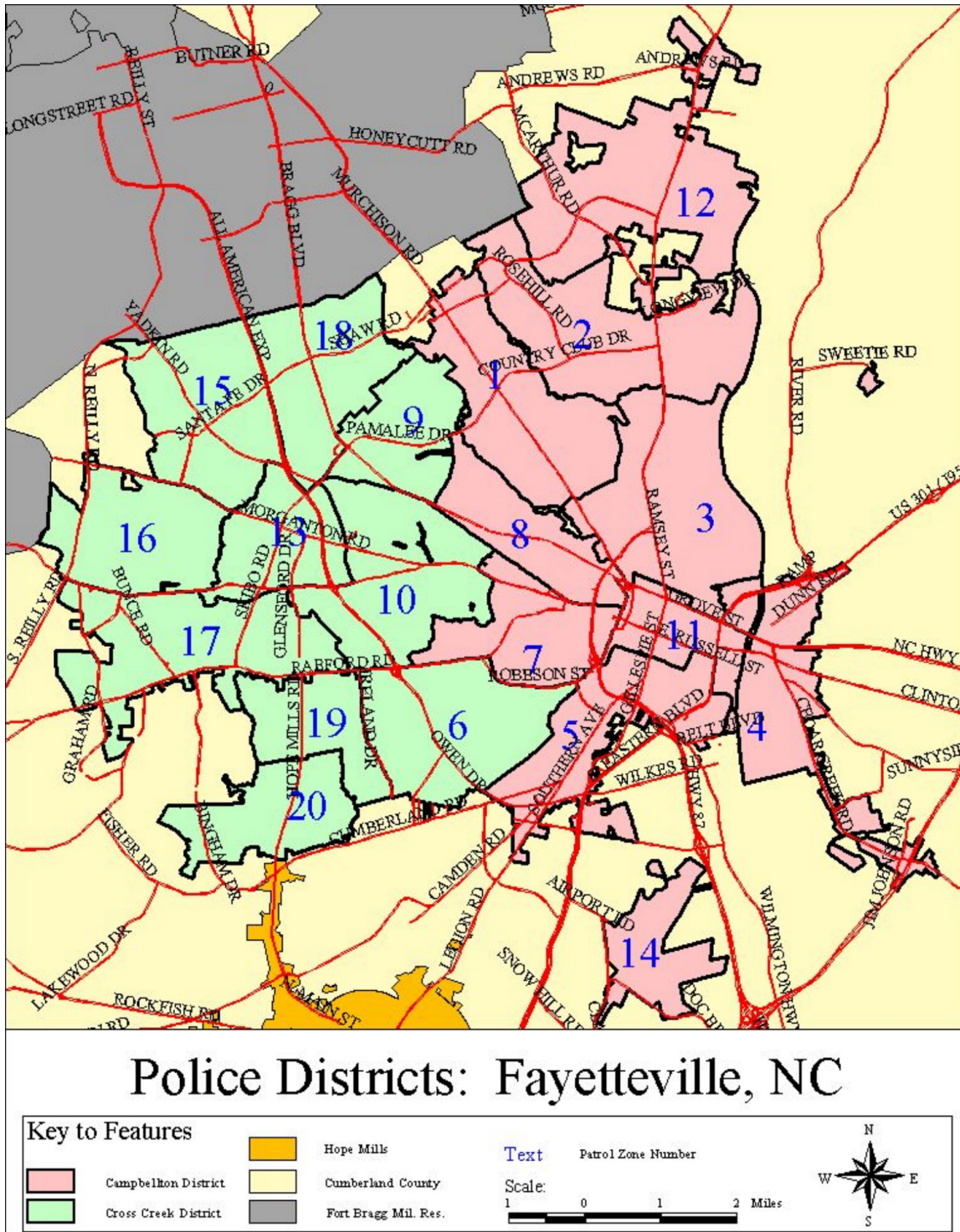
**Index Crimes By Zone 2002**

Zone	Homicide	Rape	Robbery	Aggravated Assault	Burglary	Larceny	Motor Vehicle Theft	Total
1	5	3	39	56	178	267	46	594
2	0	1	16	34	151	300	31	533
3	2	3	36	43	168	282	35	569
4	0	3	26	32	101	286	25	473
5	4	3	25	57	121	348	37	595
6	0	4	26	37	106	538	39	750
7	1	4	10	25	75	166	12	293
8	0	3	21	38	130	316	37	545
9	1	3	22	23	64	311	28	452
10	2	0	14	22	98	342	30	508
11	0	1	40	51	109	389	45	635
12	0	3	24	22	108	399	60	616
13	0	1	27	24	69	667	61	849
14	0	0	0	0	0	1	1	2
15	2	3	29	26	117	363	60	600
16	1	5	21	29	219	311	58	644
17	0	9	30	46	241	708	51	1085
18	1	5	17	44	103	317	28	515
19	1	0	12	25	115	169	14	336
20	0	0	0	0	0	0	0	0
Total	20	54	435	634	2,273	6,480	698	10,594

**Index Crimes By Zone 2003**

Zone	Homicide	Rape	Robbery	Aggravated Assault	Burglary	Larceny	Motor Vehicle Theft	Total
1	4	4	30	65	134	286	42	565
2	0	4	23	38	140	281	41	527
3	2	3	38	52	130	250	29	504
4	0	2	17	31	52	303	31	436
5	1	4	18	41	106	371	54	595
6	0	3	25	38	108	550	47	771
7	1	1	13	35	90	231	16	387
8	0	2	32	31	98	352	40	555
9	1	3	29	22	78	296	39	468
10	0	2	23	21	79	423	36	584
11	2	5	48	49	108	490	45	747
12	1	2	26	21	102	432	47	631
13	0	0	33	20	70	760	64	947
14	0	0	0	0	0	4	1	5
15	1	3	27	20	109	336	40	536
16	0	0	15	32	203	313	66	629
17	0	6	51	50	172	576	82	937
18	0	3	44	43	134	436	50	710
19	0	1	15	19	101	194	14	344
20	0	0	3	8	56	98	11	176
Total	13	48	510	636	2,070	6,982	795	11,054

**Zone Map**



Population: 130,762

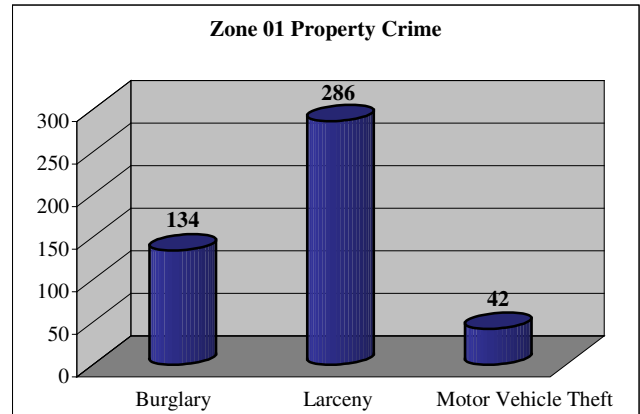
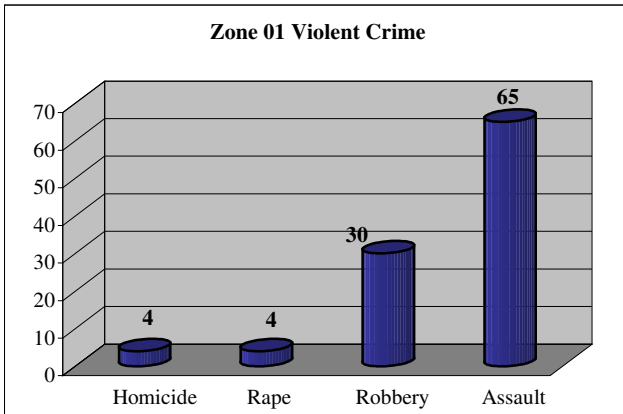
Campbellton Zones: 1,2,3,4,5,7,8,11,12,14

Cross Creek Zones: 6,9,10,13,15,16,17,18,19,20

**Campbellton**

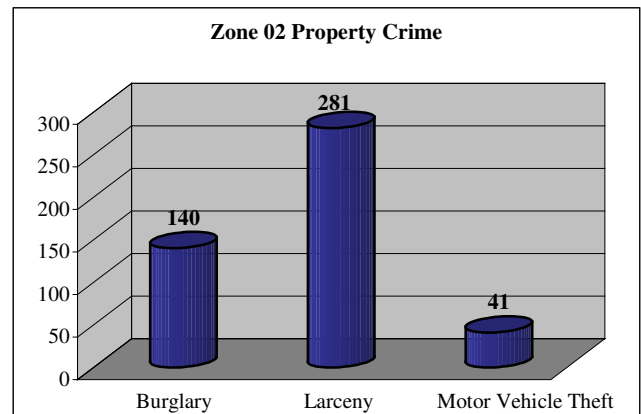
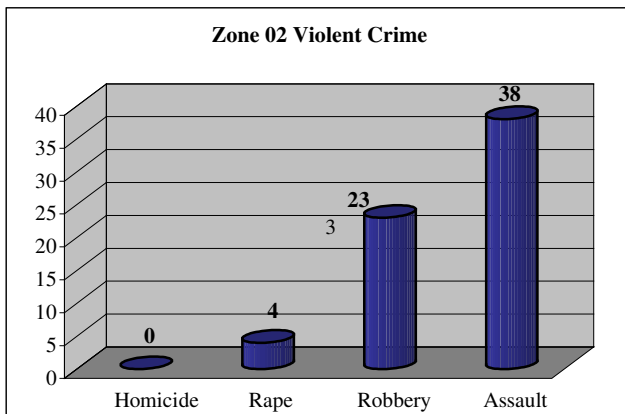
**Zone 1**

Zone 01 covers the Murchison Road and Pamalee Drive areas. The boundaries are Little Cross Creek, Lakeland Drive, Langdon Street and Country Club Drive. Residential areas include University Estates, Eccles Park, Holly Springs, Seabrook Hills, Broad Acres, Lakecrest, Broadell and portions of North Point Village.



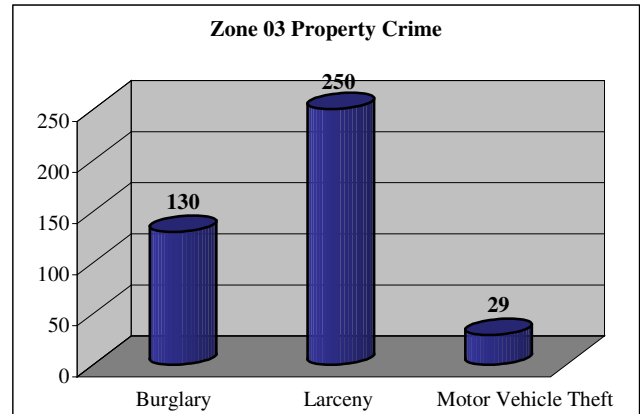
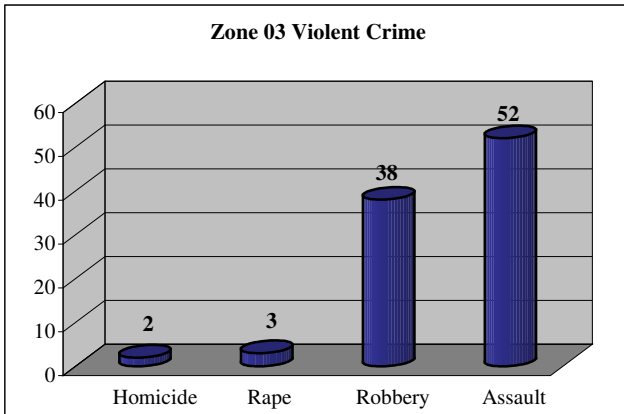
**Zone 2**

Zone 02 covers Country Club Drive and Ramsey Street north from Eastwood Avenue, Residential areas include Sadie Heights, Greenbrier, North Hills, University Hills, Woodcliff, Hillendale, Pleasant Acres, The Greens, Tokay and Longview Acres.



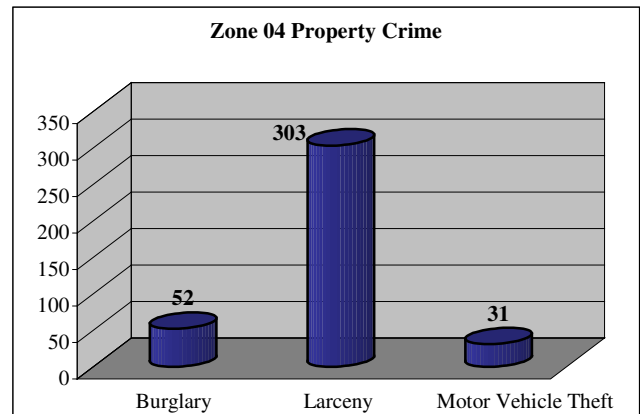
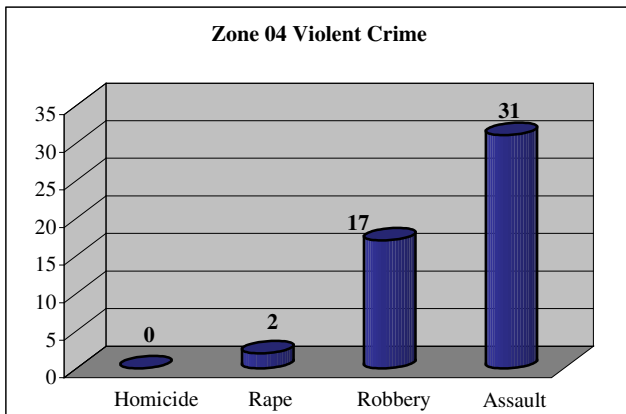
**Zone 3**

Zone 03 covers portions of Ramsey Street and Murchison Road. The boundaries are Moore Street, Rowan Street, Langdon Street, Little Cross Creek and the Cape Fear River. Residential areas include Myrle Hill and Fairview Park.



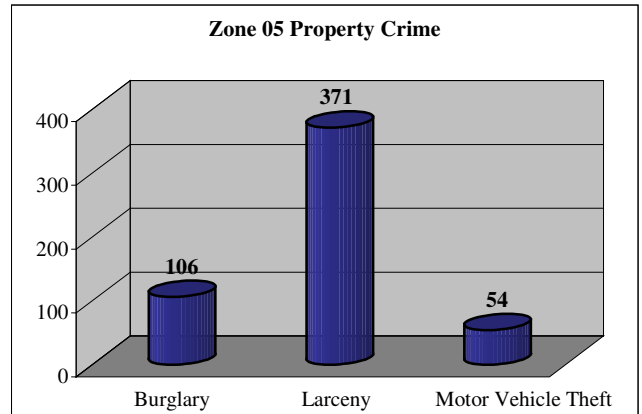
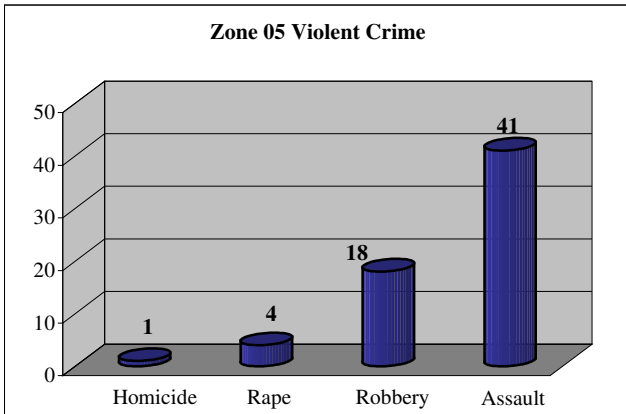
**Zone 4**

Zone 04 covers the east side of Fayetteville, including portions of Highway 24 and 53 (Cedar Creek Road). Residential areas include Cade Hill and Highland Acres.



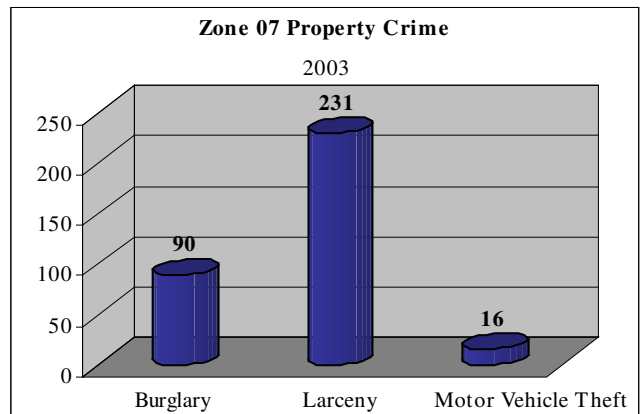
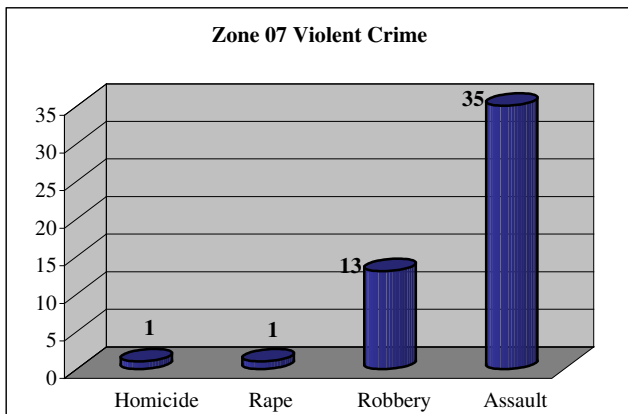
**Zone 5**

Zone 05 covers portions of Gillespie Street, Owen Drive, Southern Avenue and surrounding areas. Residential areas include Massey Hill, Borden Heights and Campbell Terrace.



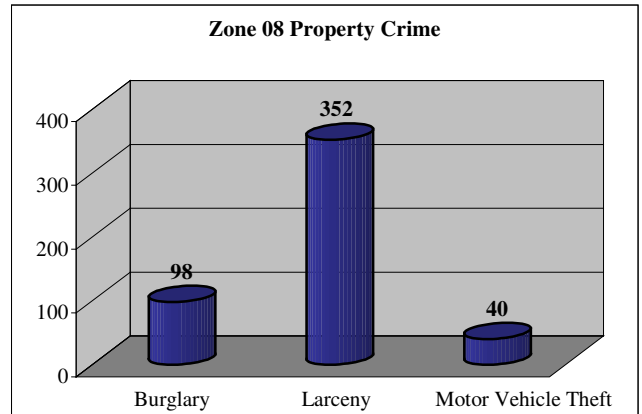
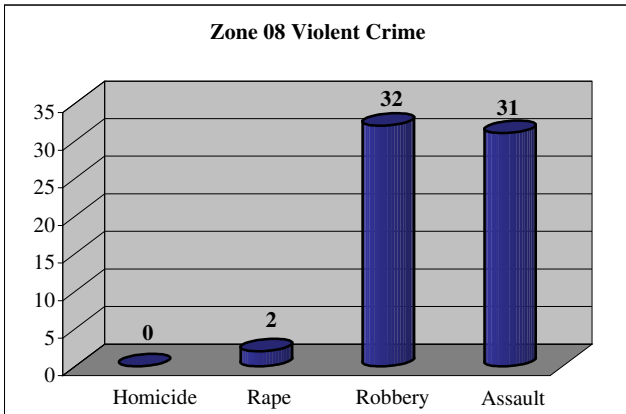
**Zone 7**

Zone 07 covers portions of Raeford Road, Fort Bragg and Morganton Road. The boundaries are Fort Bragg Road, Robeson Street, Raeford Road and Hybarts Branch Creek. Residential areas include Highland Village and Savoy Heights.



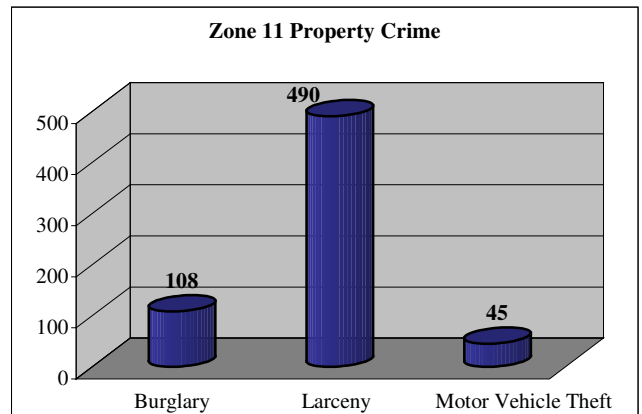
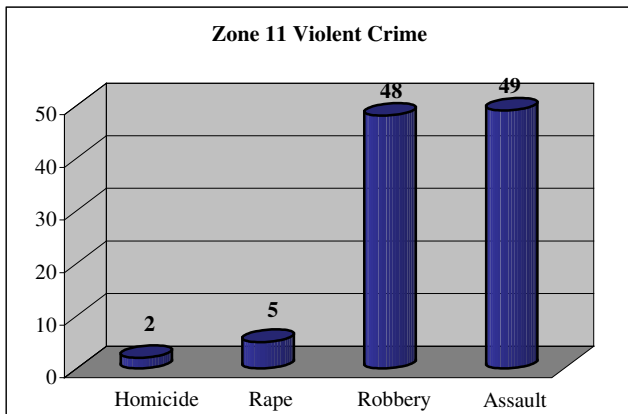
**Zone 8**

Zone 08 covers Bragg Boulevard from Cain Road to the Hay Street area. The boundaries are Cain Road, Fort Bragg Road, Little Cross Creek and Hay Street. Residential areas include Edenroc, Greenwood Homes and Forest Hills.



**Zone 11**

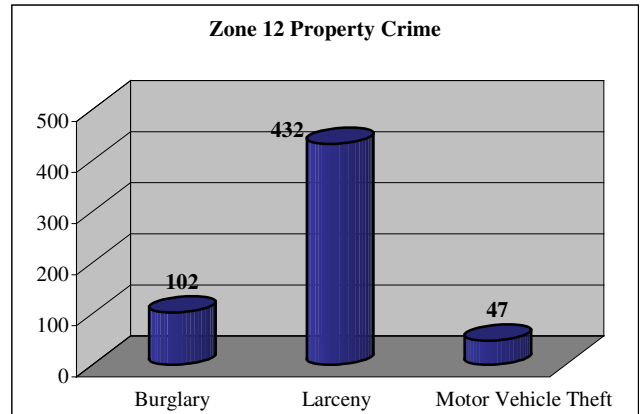
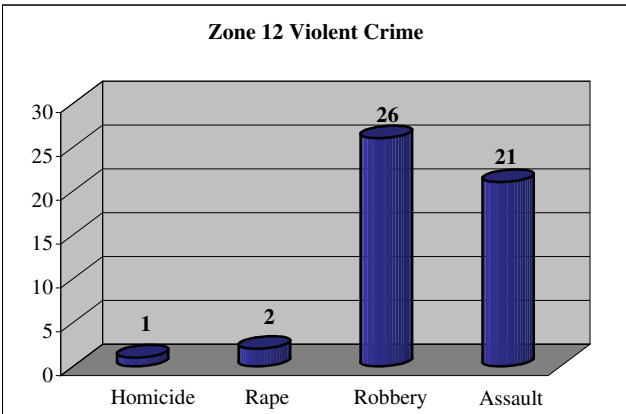
Zone 11 covers the downtown area. The boundaries and Moore Street, Winslow Street, Blount Street, Campbell Avenue, Grove Street and the Cape Fear River. Residential areas include Grove View Terrace and Delona Gardens.





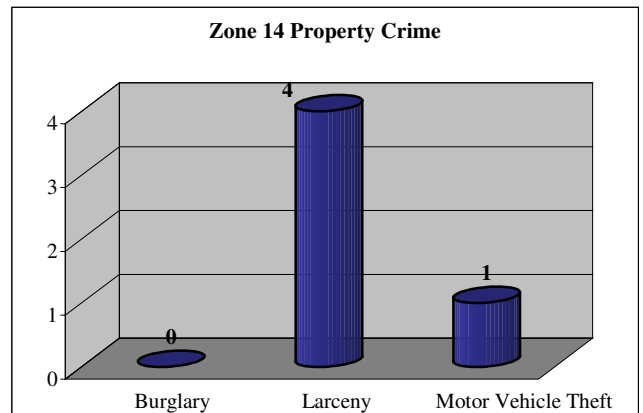
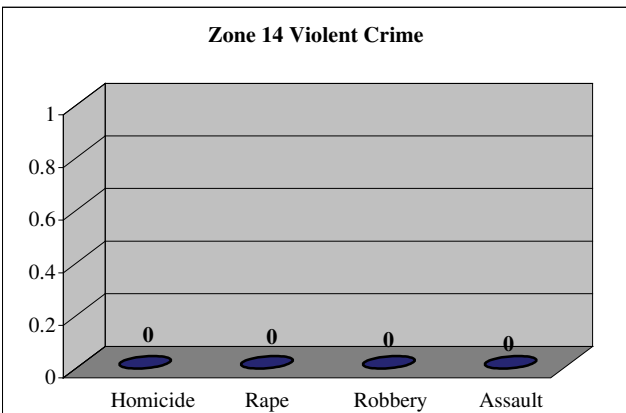
**Zone 12**

Zone 12 covers the north side of Fayetteville from Country Club Drive north to the city limits. Residential areas include Ascot I & II, College Lakes, Kinwood and Kings Grant.



**Zone 14**

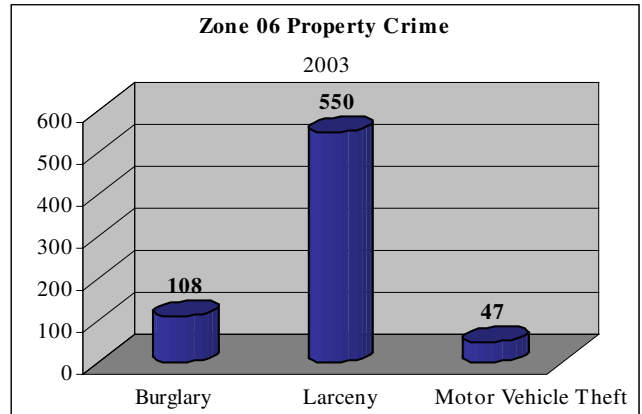
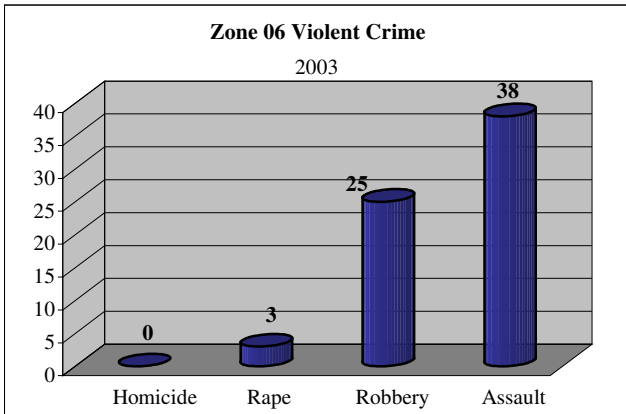
Zone 14 covers the Fayetteville Regional Airport.



**Cross Creek**

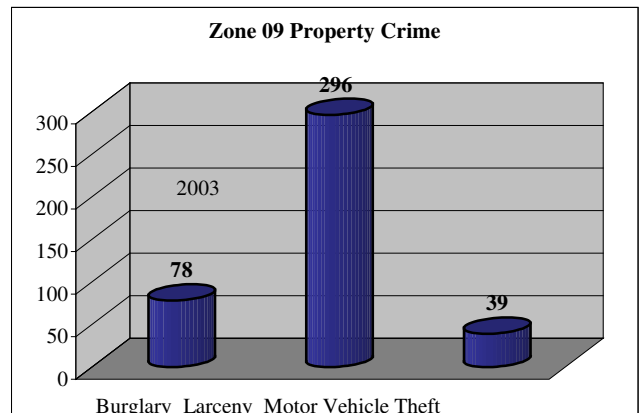
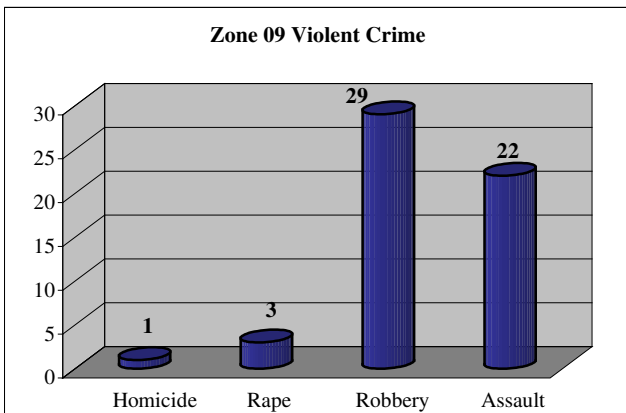
**Zone 6**

Zone 06 covers portions of Raeford Road, Village Drive and areas of Owen Drive. The boundaries are Robeson Street, Raeford Road, Blouts Creek and the Seaboard Coastline Railroad. Residential areas include Glendale Acres, Bordeaux, Holiday Park, Briarwood, Clairway and Drake Park.



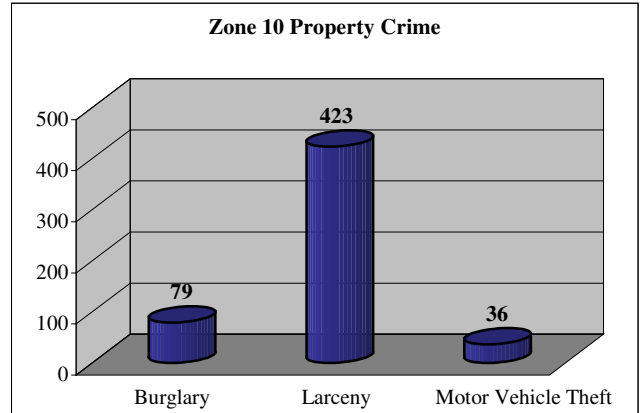
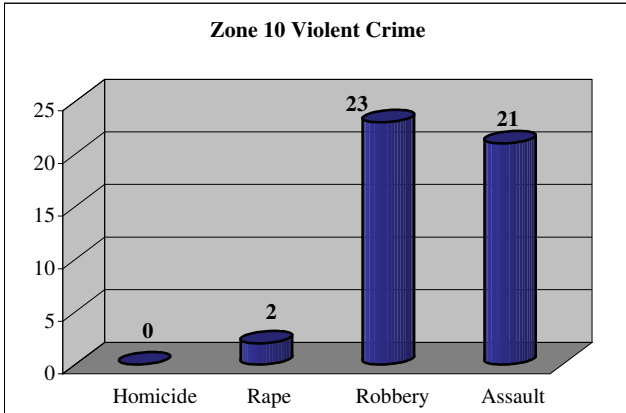
**Zone 9**

Zone 09 covers the Bragg Boulevard area from Cain Road to the 401 Bypass. The boundaries are Little Cross Creek, Cain Road, Sycamore Dairy Road and the 401Bypass. Residential areas include Green Valley Estates, Englewood, Scotty Hills, Cambridge and Kornbow.



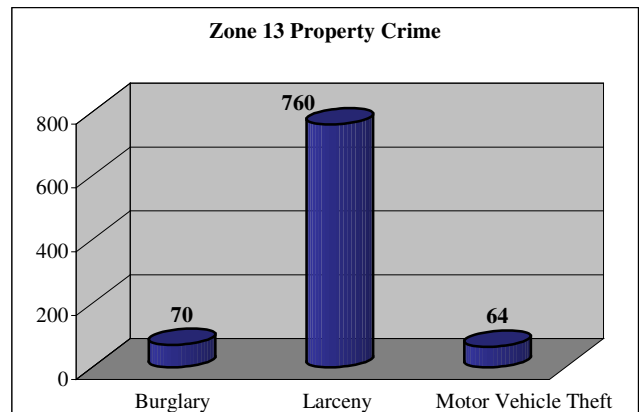
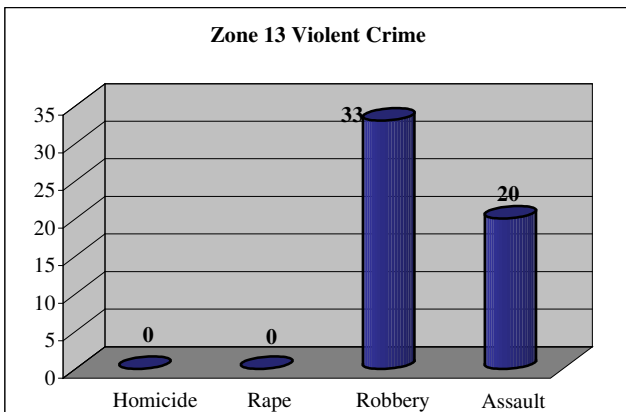
**Zone 10**

Zone 10 covers the Morganton Road and McPherson Church Road areas. The boundaries are Fort Bragg Road, Sycamore Dairy Road, Cliffdale Road, Pinecrest Drive and Churchhill Drive. Residential areas include Summertime, Kirkwood, Huntington Park, Murray Hills, Van Story Hills, McPherson Estates, Lockwood, Kingsford, Howard Acres, Woodland, Buckhead and Stradford Hills.



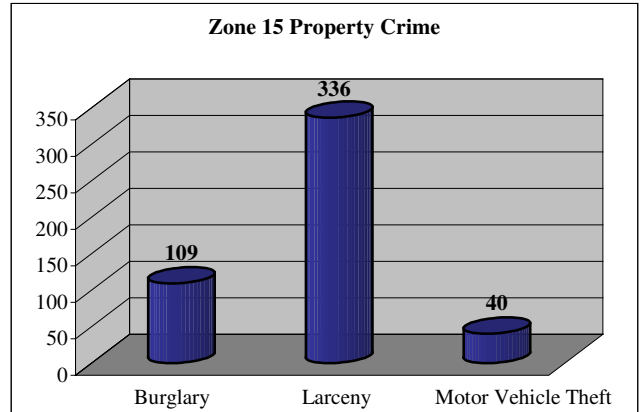
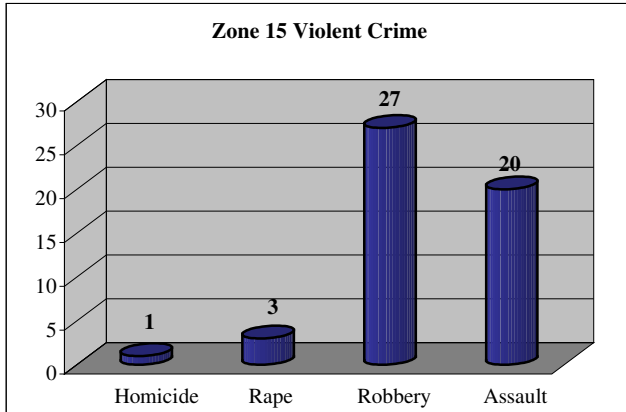
**Zone 13**

Zone 13 covers the Morganton Road and surrounding areas from McPherson Church Road west to Beaver Creek. The boundaries are Beaver Creek, McFayden Lake, Yadkin Road, McPherson Church Road and Cliffdale Road. Residential areas include the Oaks, Newcastle, Kendall, Westwood and Hemitage. Cross Creek Mall, Market Fair Mall, Cross Point Center and Westwood Shopping Center are also located in this zone.



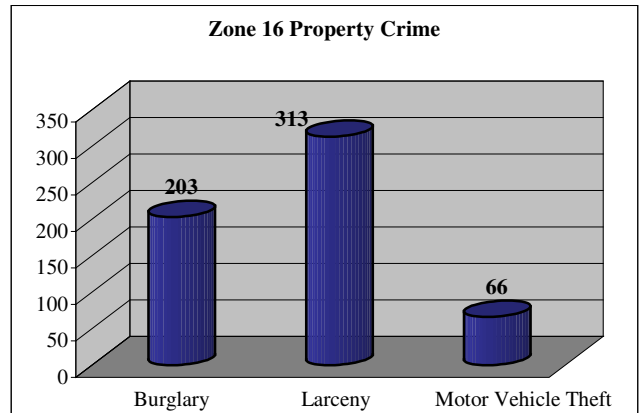
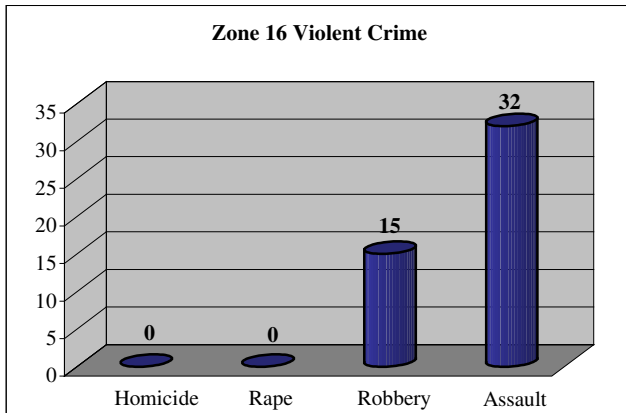
**Zone 15**

Zone 15 covers the Yadkin Road area. The boundaries are Beaver Creek, the All American Freeway, Santa Fe Drive and Morganton Road. Residential areas include Foxfire, Yadkin Acres, Lake Valley, Summer Hill, Cottonade and Ponderosa.



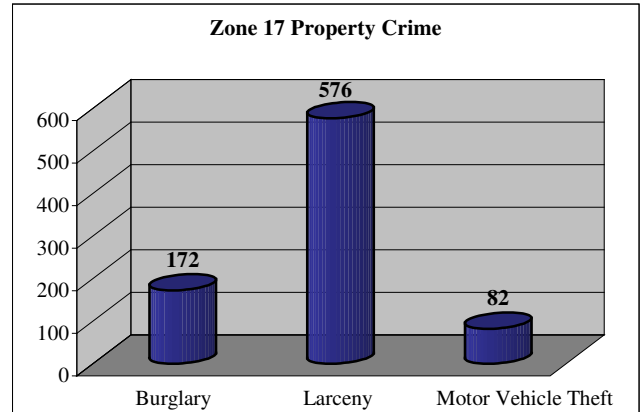
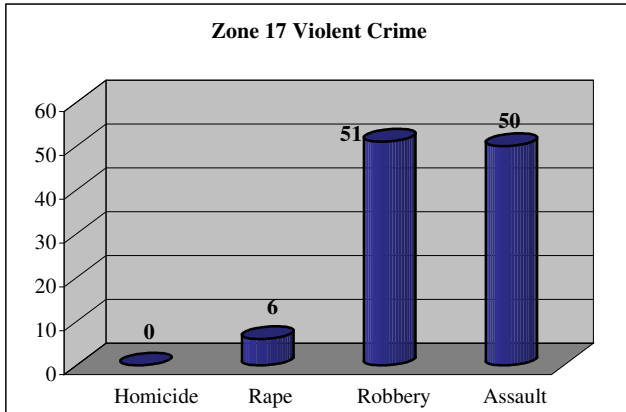
**Zone 16**

Zone 16 covers the Morganton Road area. The boundaries are Morganton Road, North Reilly Road, Fort Bragg, Cliffdale Road and Bunce Road. Residential areas include Murray Fork, Devonwood, Lake Shores, Stewart's Creek, Water's Edge, the Lakes, Glen Reilly, Loch Lomond and the Villas.



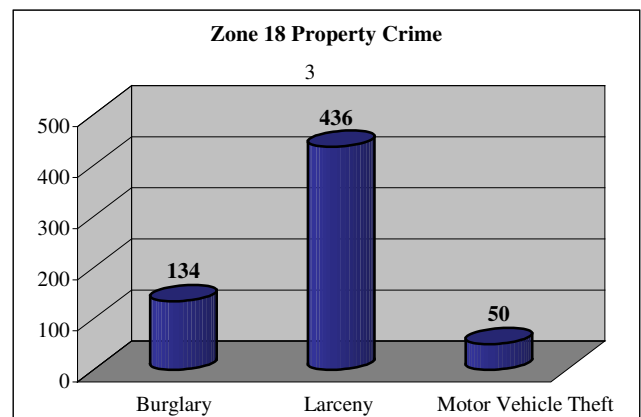
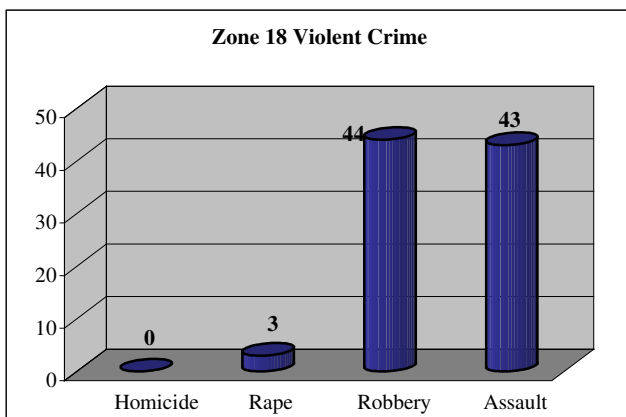
**Zone 17**

Zone 17 covers portions of Cliffdale Road. The boundaries are Cliffdale Road, Foxberry Road and Raeford Road. Residential areas include Glenbrook, Marboro, Glennhaven, Hollywood Heights, Chestnutt Hills, Remington, Montclair and Scotsdale.



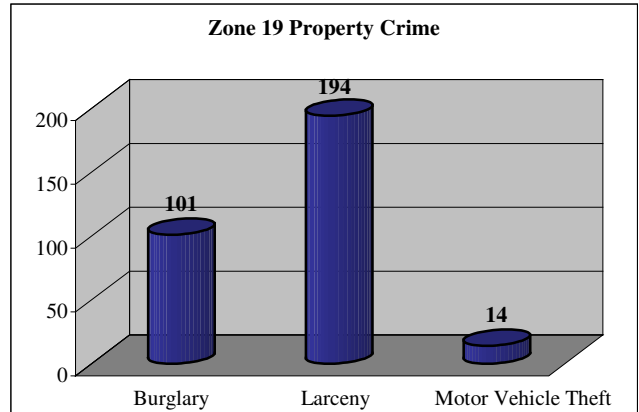
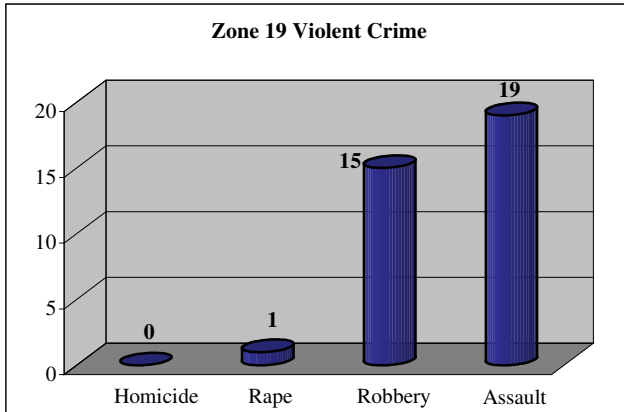
**Zone 18**

Zone 18 covers the northern portion of Bragg Boulevard from Swain Street to the Fort Bragg line. The boundaries include Fort Bragg, the All American Freeway, Yadkin Road and Skibo Road. Residential areas include Bonnie Doone and Yadkin Acres.



**Zone 19**

Zone 19 covers areas of Raeford Road. The boundaries are Redwood Drive, Ireland Drive and Raeford Road. Residential areas include Lafayette Village, Oakdale, Scotty Hills, Evergreen Estates and portions of Gallup Acres.



**Zone 20**

Zone 20 is bordered by Redwood Dr. to the north, Ashford Dr. to the east, Bingham Dr. to the south and Lake Trail Dr. to the west. Major roadways in this zone include Hope Mills Rd. and Bingham Dr. Neighborhoods in this zone include Ashton Forrest, Sherwood Park, Quailridge, Shenandoah, and Shadowlawn.

