

**FAYETTEVILLE CITY COUNCIL
SPECIAL MEETING MINUTES
LAFAYETTE ROOM
FEBRUARY 17, 2010
4:00 P.M.**

Present: Mayor Anthony G. Chavonne
Council Members Keith Bates, Sr. (District 1); Kady-Ann Davy (District 2); Robert A. Massey, Jr. (District 3); Darrell J. Haire (District 4); Bobby Hurst (District 5); William J. L. Crisp (District 6); Valencia A. Applewhite (District 7); Theodore W. Mohn (District 8); Wesley A. Meredith (District 9)

Others Present: Dale E. Iman, City Manager
Doug Hewett, Assistant City Manager
Kristoff Bauer, Assistant City Manager
Karen M. McDonald, City Attorney
Tom Bergamine, Chief of Police
Jackie Tuckey, Communications Manager/Public Information Officer
Dr. Craig Fraser, Police Executive Research Forum
Mr. Bill Tegeler, Police Executive Research Forum
Members of the Press

1.0 CALL TO ORDER

Mayor Chavonne called the meeting to order at 4:00 p.m.

2.0 INVOCATION

The invocation was offered by Mayor Pro Tem Haire.

3.0 POLICE EXECUTIVE RESEARCH FORUM (PERF)

Mr. Craig Fraser, Director of Management Services, and Mr. Bill Tegeler, Deputy Director of Management Services, of the Police Executive Research Forum, presented an Operational Study of the Fayetteville Police Department outlined as follows:

- Ø **About the Police Executive Research Forum (PERF)**
- Ø **Scope of Study**
 - Operations
 - Practices
 - Staffing
- Ø **Purpose of Study**
 - Plan for the Future
 - Maximize Resources
 - Maintain High Quality Service to the Community
- Ø **Study Methodology**
 - Evaluation of Local Factors Impacting Crime and Disorder
 - Interviews: One-on-One and in Groups Settings
 - Personal Observations
 - Attendance of FOCUS Meeting
 - Review of Policy, Procedure, and Practice
 - Analysis of Data Including:
 - o Service Demands
 - o Staffing
 - o Deployment
- Ø **Identified Best Policing Practices in Fayetteville**
 - Community Wellness Plan
 - Focusing On the Community Using Statistics (FOCUS)
 - Cold Case Unit
 - Commitment to Accreditation
 - Concentrate on Juvenile Crime

- B Street Initiative
- Operation Cease Fire Movie Nights
- Ø **Staffing Recommendations**
- Patrol staffing should be allocated based upon:
 - o Goal = An Average of 50% Time Consumed by Calls for Service (CFS)
- § Now 66% of Patrol Time is Consumed by CFS
- § With 17 federally funded officers CFS time will average 58%
- o Sectors Rather than Zones
- o Time Consumed Workload by DOW and TOD:

	<u>Day Shift</u>	<u>Evening Shift</u>	<u>Mid Shift</u>
Campbellton	28%	40%	32%
Cross Creek	26%	45%	28%

Ø **Campbellton Staffing Recommendations**

- Recommended: 79
- Current Staffing: 61
- COPS Funded: 7
- Requiring Funding: 11

Ø **Cross Creek Staffing Recommendations**

- Recommended: 87
- Current Staffing: 64
- COPS Funded: 10
- Requiring Funding: 13

Ø **Staffing Recommendations**

- Detective staffing should be based upon the number of cases and type of crimes committed and cases to be investigated:
 - o 1 Homicide Detective
 - o 2 Juvenile/CAP Detectives
 - o 2 Property Detectives
- The department should eliminate one Assistant Chief position and reorganize into 3 bureaus
- The Mounted Unit should be phased out and officers redeployed to patrol
- Four civilian Police Investigative Aide (PIA) positions should be established
- A mid-level Narcotic Unit made up of 1 sergeant and 6 detectives should be initiated
- The Cross Creek Station should staff its front desk during normal business hours
- One full-time and one part-time crime scene technician should be added to the Forensics Unit

Ø **Complete PERF Staffing Recommendations**

ADDITIONAL STAFFING NEEDED FOR THE FPD Division/Function	Positions Added	Positions Eliminated	Difference
Assistant Chief		1	-1
Operations Support Bureau Captain	1		1
Patrol Officers (Campbellton)	18		18
Patrol Officers (Cross Creek)	23		23
Front Desk (Cross Creek Station)	1 (civilian)		1 (civilian)

Investigative (Homicide Detective)	1		1
Investigative (Juvenile/CAP Detectives)	2		2
Investigative (Property Detectives)	2		2
Investigative (Narcotic Sergeant)	1		1
Investigative (Narcotic Detective)	6		6
Investigative Aides*	4		4
Forensics Unit (Technicians)	1 F and 1 PT		1 F and 1 PT
Records Report Entry		5	-5
Subtotal	60 full-time	6 full-time	54 full-time
1 part-time	1 part-time	Patrol Officer Positions Acquired Through Federal Funding	17 full-time
	-17 Fed funded	TOTAL: Additional Positions Recommended	43 full-time 1 part-time

Note: These positions will only become available when the new Field Report Entry System is fully operational. These positions should be converted to staff the front desk at Cross Creek and the next Investigative Aide positions.

Ø **Improve Efficiency**

- A bar-coding system should be added to the evidence room
- The department should develop a facilities strategic plan
- The Report Taking Unit should expand the types of non-emergency calls it takes
- The department should consolidate and enter into an agreement with Cumberland County Communications for services
- The department may reduce CFS by enhancing the alarm ordinance and requiring alarm verification
 - o Account for about 15 % or over 17,000 CFS per year
 - o 98.8% are false alarms
 - o Alarm calls are responsible for 6,604 man hours per year or an equivalency of 3.2 full-time officer positions
- Special Events not sponsored by the City of Fayetteville should be cost neutral

Ø **Investigations**

- Cases assigned for follow-up investigation should have a 14-day closure
- Detectives should attend patrol roll call on a regular basis
- Operations Bureau should convert some permanent detective positions to rotational
- Enhancements should be made to the Forensics Processing Bay
- Watch Commanders should be responsible for assigning follow-up investigations to officers

Ø **Building on FOCUS**

- Evaluating crime problems based on:
 - o CFS
 - o UCR crime and clearance guidelines
 - o Traffic accidents

- o Reducing harm and fear in community
- Continue to invite other agencies including federal, state and local departments, code enforcement, public works, social services, the DA and Sheriff Office and the military should continue to be invited to participated in FOCUS meetings
- Continue analyzing crime and disorder with military deployments to determine if there is a relationship between the two

Ø **Community Engagement**

- Officers should be assigned to the same sector for a minimum of 6 months
- Work in partnership with the military leadership to develop policies of mutual concern. Bi-weekly meetings should be established between the 2 agencies
- At the conclusion of the FSU's study of gun violence in Fayetteville "Study Circles" should be created by City Manager appointment to review the report and identify key issues and recommendations to improve the safety of those who live, work and travel in Fayetteville

Ø **Growth**

- The department should continue preparing for increases of population in the next 2-4 years due to BRAC
- Consideration be given to the creation of a policy in which developers are required to contribute financially to maintain the City's ability to provide the same level of service resulting from the impact of their development

Ø **Policy Change Recommendations**

· **General Order 2.2**

- o Review Secondary Employment for the latest IRS rulings and opinions on independent contractor vs. employer status, the implications of class of worker status and the requirements for paying federal employment tax

· **General Order 3.4**

- o Employees assigned to the property and evidence room should be subject to periodic drug screens
- o The department should also establish a random drug screen policy for all sworn officers of the agency

· **General Order 4.1**

- o The department should develop a separate policy for CED's
- o The department should not allow an officer to discharge warning shots

· **General Order 4.2**

- o The department should limit police motor vehicle pursuits to persons suspected and/or involvement in felonious crime

· **General Order 5.8**

- o Confidential funds should be audited quarterly by a representative of the City Finance

Ø **Conclusion**

- The Fayetteville Police Department is an enlightened agency facing unique challenges to providing police services:

- o Expansion of Fort Bragg and Pope Air Force Base
- o Sudden annexation after years of non-growth
- o Diverse and transient population
- FPD is lead through progressive policing strategies and practices:
 - o Well thought out Community Wellness Plan as blueprint for future through: intelligence lead policing, community partnerships, crime prevention and operational efficiency
 - o FOCUS – data based decision making
 - o CALEA – management improvement model
 - o Community Oriented Philosophy as guiding philosophy in delivering services
 - o Problem-solving strategies to make efficient use of resources
 - o Decentralized command for geographic responsibility and accountability
 - o Creative use of partnerships and collaborations as exemplified in the Cold Case Unit, Operation Ceasefire, Crime Stoppers, Project Safe Neighborhoods, Safety Over Speed and

Community Watch

- o Expanding use of technology
- Implementation of the recommendations included in the PERF Operation Study of FPD provides the department an opportunity to become a model police agency
- o Integrate prioritized recommendations into the Community Wellness Plan
- o Phase in recommendation as budget and opportunities allow

A discussion as well as a question and answer period ensued.

There being no further business, the meeting adjourned at 4:58 p.m.