Executive Summary

Diagnostic Analysis of the Fayetteville Police Department, North Carolina

Opportunities for Evidence-Based Technical Assistance

Deliberative and Predecisional
Preface: OJP Diagnostic Center Confidentiality Policy

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The OJP Diagnostic Center considers all information provided to the Diagnostic Center by the requesting state, local or tribal community or organization to be confidential in nature, including any materials, interview responses and recommendations made in connection with the assistance provided through the Diagnostic Center. Information provided to OJP is presented in an aggregated, non-attributed form, and will not be discussed or disclosed to anyone not authorized to be privy to such information without the consent of the state, local or tribal requesting executive, subject to applicable laws.

Acknowledgements: The authors thank the many individuals and organizations that contributed to this Diagnostic Analysis, including Dr. Rod Brunson, as well as the U.S. Department of Justice component agencies and resource services: Office of Community Oriented Policing Services and the Center for Faith-based and Neighborhood Partnerships.

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Preface: About this Document

- This document is part of the technical assistance package provided by the U.S. Department of Justice (DOJ) Office of Justice Programs (OJP) Diagnostic Center in response to a request for assistance from the Fayetteville Police Department (FPD), Fayetteville, NC.

- Through services provided across OJP’s many programs, the Diagnostic Center aims to fulfill a nationwide call from the criminal justice community to improve access to information on what works in preventing and controlling crime, as well as provide guidance on how to implement data-driven programming. Diagnostic Center services are customized for each community’s crime problem.

- The purpose of this document is to:
  - Provide an executive summary of FPD’s request to the Diagnostic Center.
  - Present information on a collective approach to promote community policing, address crime and build social cohesion.
  - Identify and analyze contributing factors to crime in the City of Fayetteville.
  - Recommend data-driven solutions and programs to address these factors and options for implementing a community engagement strategy.

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The City of Fayetteville is the sixth largest city in North Carolina and is adjoined by Fort Bragg, a major Army installation.

Socio-economic Statistics:
- For the years 2008-2012, the average median income for households is estimated at $44,756.00.
- As of July 2014, the city reported a 6.3% unemployment rate, slightly lower than the state of North Carolina (6.5%) and Cumberland County (8.2%).
- The top five industries in the city limits are: health care (11.6%), educational services (11.5%), accommodation and food services (8%), public administration (6.9%) and construction (6.2%).
- With an estimated 2013 population of 204,408, the racial demographics reported by the US Census Bureau are:
  - 45.7% White, 41.9% African American, 10.1% Hispanic, 2.3% Other
- Twenty-five percent of the population is under the age of 18
- Fifty-one percent of residents report home ownership
- Approximately 71% of residents have lived in the same house for one year or more

Law Enforcement Information:
- The Fayetteville Police Department (FPD) is comprised of 397 sworn officers, 117 civilian staff, 63 communication staff and 21 reserve officers.
- Recent grant awards in 2014 have funded an additional 19 sworn positions.
- Additional grant awards have increased the FPD’s use of technology and data analysis practices for policing strategies.
- Chief Harold Medlock was appointed to the department in 2013.

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In March 2014, FPD requested the Diagnostic Center provide support and recommendations for data-driven solutions in three priority areas.

### Intended Outcomes

Develop data-driven strategies that improve community-police relations, decrease violent crime and enhance law enforcement accountability, ethics and standards for the FPD.

<table>
<thead>
<tr>
<th>Priority Area 1</th>
<th>Priority Area 2</th>
<th>Priority Area 3</th>
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</thead>
<tbody>
<tr>
<td>Crime reduction strategies for young offenders</td>
<td>Community-police relations</td>
<td>Law enforcement accountability, ethics and standards setting</td>
</tr>
</tbody>
</table>

#### Diagnostic Activities

- Conducted an assessment of current problem-oriented policing projects
- Reviewed calls for service and crime data for three year period, including analysis of offender demographics
- Conducted site visits to neighborhoods and locations of high crime and/or disorder
- Interviewed residents within high crime area of city to identify perspectives on crime problems and police responsiveness.

- Interviewed community stakeholders, specifically within African American neighborhoods, to identify contributing factors to strained community relations
- Analyzed recent criminal justice research, reports and recommendations specific to FPD
- Met with community leaders and academics to evaluate capacity for partnerships
- Initiated outreach to faith-based leaders with the Center for Faith-based and Neighborhood Partnerships (FBNP)

- Identified the opportunity to collaborate with Office of Community Oriented Police Services (COPS) to enhance community policing efforts and identify specific projects to enhance community engagement and trust
- Referred FPD to COPS for review of internal police policies and procedures related to use of force and search and seizure and develop a collaborative reform model for the community

The Diagnostic Center recognized an opportunity to collaborate with DOJ offices to identify resources and build capacity within the community. For the FPD and its community, the Diagnostic Center’s efforts during this phase were focused on increasing communications and identifying critical partnerships to move forward with community policing and collaborative reform models.

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- Key Findings
  - Analysis of Fayetteville Crime Data
  - Prior FPD Studies
  - Analysis of Stakeholder Interviews
  - Collective Efficacy Assessment
- Recommendations and Model Practices
- Training and Technical Assistance Plan
To achieve FPD’s intended outcomes, it is important to understand recent crime rates and perceptions of community-police relations

- Departmental observations and review of internal crime statistics indicate crime has increased in recent years.
- 2012 crime data from the FBI Uniform Crime Reporting program reveal a 5% increase for property crimes and 7% increase for violent crime.
- Perceptions within the African American community of police misconduct or questionable police practices have hindered the FPD’s ability to build trust within the community and investigate crime.
- Chief Harold Medlock requested assistance from the Diagnostic Center to address these historical challenges by increasing community efficacy and assisting departmental progression toward an effective community policing model.

*Source: FBI Uniform Crime Reporting (UCR) Program

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FPD and the Diagnostic Center completed the Diagnose Phase of data-driven analysis and identified recommendations for change.

To complete the Diagnose Phase, the Diagnostic Center:

- Collected and analyzed community and crime data to identify factors contributing to strained community-police relations.
- Conducted onsite interviews of key stakeholders and city residents.
- Identified programs and technical assistance to strengthen collective efficacy in the community and develop a community engagement plan.

Completed Diagnose

### Activities

<table>
<thead>
<tr>
<th>Understand the Criminal Justice Problem</th>
<th>Find What Works in the Community</th>
<th>Do What Works in the Community</th>
<th>Assess How Well It Worked</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Identify the need for an intervention</td>
<td>2.1 Understand what makes a program practice- or evidence-based</td>
<td>3.1 Determine necessary program adaptations (if needed)</td>
<td>4.1 Develop an evaluation strategy and tools</td>
</tr>
<tr>
<td>1.2 Generate initial hypotheses on criminogenic contributing factors</td>
<td>2.2 Identify practice- or evidence-based program options</td>
<td>3.2 Develop program implementation and sustainability plans</td>
<td>4.2 Implement evaluation strategy and collect data</td>
</tr>
<tr>
<td>1.3 Identify and interview stakeholders</td>
<td>2.3 Evaluate and select the &quot;best fit&quot; practice- or evidence-based model</td>
<td>3.3 Build or engage community coalitions</td>
<td>4.3 Conduct periodic reviews of evaluation results and program fidelity</td>
</tr>
<tr>
<td>1.4 Collect and synthesize data to identify baseline indicators</td>
<td>2.4 Assess community and organizational readiness</td>
<td>3.4 Begin implementation and training activities</td>
<td>4.4 Share success stories and lessons learned</td>
</tr>
<tr>
<td>1.5 Refine hypotheses and prioritize criminogenic contributing factors</td>
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</table>

### Outputs

- Problem definition and scope
- List of contributing factors and baseline indicators
- Hypotheses for how each factor contributes to the problem
- Identification of "best fit" practice- or evidence-based model(s) and program design
- Best practices on how to implement the model
- Feasibility of implementing the model in your community
- Delivery of interventions to target population
- More informed community
- Increased staff skills
- More efficient and effective criminal justice system
- Evaluation results, lessons learned, best practices, and measurement of change against baseline indicators
- Documentation of program accountability and integrity
- Recommendations for future program modifications and improvements
- Reduction or elimination of criminal justice problem
- Results that inform future management and funding decisions

### Impacts

- Understanding and data-driven diagnosis of problem
- Selection of "best fit" practice- or evidence-based model
- Successful implementation of practice- or evidence-based programs and practices, with fidelity and integrity
- Immediate improvement in mission area

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To further scope the request, the Diagnostic Center gathered data to identify underlying factors and map factors to recommendations.

### Site Visit 1, Stakeholder Interviews

<table>
<thead>
<tr>
<th>Stakeholder Type</th>
<th>Number</th>
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<tbody>
<tr>
<td>FPD Officers</td>
<td>6</td>
</tr>
<tr>
<td>Faith-based Leaders</td>
<td>5</td>
</tr>
<tr>
<td>Community Leaders</td>
<td>6</td>
</tr>
<tr>
<td>Business Owners</td>
<td>15</td>
</tr>
</tbody>
</table>

The Diagnostic Center conducted multiple site visits to engage with stakeholders, collect crime data and evaluate past research reports to develop an assessment tool for improving community-police relations and addressing violent crime.

- The first site visit provided a high level perspective of perceptions of FPD policing and interactions with community members.
- These interviews allowed the Diagnostic Center to further scope the request and develop a methodology to evaluate the request.

### Site visits and data gathering led to the identification of underlying factors on which to focus recommendations

<table>
<thead>
<tr>
<th>Activity</th>
<th>Description</th>
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</table>
| A second site visit conducted in August 2014 focused on young, African American community. | - Conducted 47 interviews using a 34-point data collection instrument
- Collected qualitative and quantitative information to identify perception of crime, FPD and areas for improvements
- Gathered input from young adults on areas for technical assistance       |
| The Diagnostic Center reviewed research on FPD and evaluated crime data to identify areas for research and improvement. | - Reviewed reports issued by the Police Executive Research Forum (PERF) and the National Organizational of Black Law Enforcement Officers (NOBLE)
- Collected and analyzed three years of crime data to understand crime trends
- Assessed FPD policing and community activities that address crime reduction efforts |
| The Diagnostic Center assessed community and FPD capacity against five elements of a collective efficacy model. | - Problem-solving
- Micro-targeting problem and intervention
- Organizing the community and encouraging volunteerism
- Restoring anchor points
- Investing in research and evaluation |

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Offenders under the age of 30 commit a majority of both property and violent crimes

Observations

- Part I crimes, defined by the FBI Uniform Crime Reporting (UCR) Program, include both property (e.g. burglary, theft) and violent crime (e.g. homicide, aggravated assault, robbery) categories
  - 64% of Part I offenses are committed by offenders under the age of 30
  - Property crimes, such as theft/larceny (60%) and burglary (20%), are the most prevalent crimes for this age group
- Part II offenses, defined by UCR, include offenses such as assault, thefts, drugs/alcohol and traffic violations
  - 54% of Part II offenses are committed by offenders under the age of 30
  - Most common arrests for these offenders are failure to comply (32%) and drug/alcohol-related offenses (22%)

Source: Fayetteville Police Department, Crime Analysis Unit Arrest Data, All Crimes (2011-2013)

*Note: 135 record (82 from 2011 data, 39 from 2012 data and 14 from 2013 data) details were expunged from data sets and offender age was not available.

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An analysis of data revealed that while comprising 42% of the total city population, African Americans account for 69% of total arrests.

The Diagnostic Center isolated arrest data for young, African American adults, ages 16-30, to further identify details regarding crime rates within the city.

FPD Arrests by Race, Ages 16 to 30, 2011 – 2013

Observations

- Analysis of offenders ages 16-18 reveals a majority of youth offenders are African American (2,466 out of 3,093 total arrests or 78% of the offenders within this age group)
- Data indicates the African American community has higher rates of contact with FPD, which corresponds with perceptions shared by interviewees
- The primary arrest offenses for Part I and Part II crimes for offenders ages 16-30, mirror the top offenses identified for the entire city

Primary Part I Offenses
- Thefts/Larceny (60%)
- Burglary (25%)

Primary Part II Offenses
- Failure to Comply (28%)
- Drugs/alcohol (14%)
Prior participation in police research efforts assisted the Diagnostic Center to identify additional areas of improvement

**PERF**

- An operational study of the FPD commissioned by the City Manager’s Office, the PERF assessment was conducted to facilitate the long-term planning for resources, crime prevention, crime enforcement and operational structure of the FPD.
- Several FPD programs and policing best practices were acknowledged by PERF as exemplary for policing strategies and community engagements.
- Recommendations for operational practices included increased intelligence-led policing strategies, coordinating with peer and federal agencies, using multiple data source evaluation of crime problems and identifying specific programs targeting drug and property crime enforcement.
- Additional recommendations for FPD structure include emergency communication and community engagement strategies.

**NOBLE**

- In late 2000s, accusations of racial profiling and other behavioral misconduct by police officers decreased FPD’s legitimacy and further strained community-police communications. NOBLE was requested by the FPD to analyze policies and procedures to determine if racial profiling occurred within the department.
- The NOBLE report (2010) acknowledged gaps within the North Carolina Department of Justice reporting requirements and FPD’s procedure on data collection and reporting.
- As a result, FPD made significant changes to policies to improve data collection by implementing technology platforms to capture and analyze data.
- The FPD also incorporate the use of car camera systems for incident monitoring.
- The FPD continues to increase its use of data for internal and external reporting and evaluations.

The FPD has addressed PERF and NOBLE recommendations by improving data collection, data analysis, training and internal performance reviews. The Diagnostic Center focused on gaps to identify a model to build collective efficacy within the community to develop community-police and collaborative reform models.
Four challenges emerged from community stakeholders, reflecting historical concerns of community-police relations and policing activities.

<table>
<thead>
<tr>
<th>Procedural Justice and Police Legitimacy</th>
<th>Policing Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uncertainty regarding FPD’s commitment to procedural justice and police legitimacy frameworks.</td>
<td>Lack of confidence in the FPD’s ability to fully deliver fair and consistent policing.</td>
</tr>
<tr>
<td>‣ Perceptions of mistrust resulting from police interactions with the community, particularly among African Americans</td>
<td>‣ High level of trust and support in the upper ranks of the FPD, which is potential impacted by negative reports of residents’ daily interactions with officers</td>
</tr>
<tr>
<td>‣ Desire for most respectful style of policing</td>
<td>‣ Ambiguity around police officers’ roles, which is compounded by limited FPD and community resources</td>
</tr>
<tr>
<td>‣ Concern over the rate of arrests and police contact with the African American community</td>
<td>‣ Disconnect between officers and residents perceptions and understandings of policing strategies or techniques</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Policing Practices</th>
<th>Community-Police Relations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Historical and contemporary allegations of racially discriminating policing practices.</td>
<td>Minimal communication and engagement between FPD and young residents.</td>
</tr>
<tr>
<td>‣ Shared experiences around negative interactions during routine policing activities</td>
<td>‣ Few pro-social programs and initiatives to engage youth and young adults in constructive activities</td>
</tr>
<tr>
<td>‣ Perception of racially-biased policing practices among the African American community</td>
<td>‣ Siloed efforts among schools, recreation centers and other community organizations minimizing extent of outreach opportunities</td>
</tr>
<tr>
<td>‣ Sensitive and controversial topics increasing tensions between police and community members (e.g. racial profiling, officer involved shootings)</td>
<td>‣ Limited programs to facilitate coaching and/or mentoring efforts between residents and FPD personnel</td>
</tr>
</tbody>
</table>

The Diagnostic Center interviewed 32 individuals comprised of business owners, faith-based leaders, community leaders and FPD personnel. Additionally, the Diagnostic Center attended two community meetings and two police leadership meetings to address nearly 100 additional stakeholders.
The Diagnostic Center conducted interviews to gain an understanding of ongoing tensions between young, African Americans and FPD.

Examining police arrest data, the Diagnostic Center selected the Murchison Road area to deliver a 34-point data collection instrument to interview African Americans and gather qualitative and quantitative data on perceptions of FPD.

**Racial Demographics, Murchison Road Area**

<table>
<thead>
<tr>
<th>Race</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>9.91</td>
</tr>
<tr>
<td>Black or African American</td>
<td>84.06</td>
</tr>
<tr>
<td>American Indian or Alaska Native</td>
<td>0.53</td>
</tr>
<tr>
<td>Asian</td>
<td>0.19</td>
</tr>
<tr>
<td>Native Hawaiian and Other Pacific Islander</td>
<td>0.00</td>
</tr>
<tr>
<td>Other</td>
<td>3.03</td>
</tr>
</tbody>
</table>

**Murchison Road Area**

**About:** The 3.07 square mile area consists of single family homes, apartments or townhomes, approximately 35 churches and several retail businesses.

- Given its close proximity to Fort Bragg there is a large military presence.
- The corridor includes EE Smith High School and Smith Recreational Center, a county-run facility, in close proximity to Fayetteville State University (FSU).
- The neighborhood is majority African American (84%), compared to 42% city-wide.
- Arrest data indicate 73% of arrests include African American males.

**Recent FPD Efforts in Murchison Road Area**

- In 2012, a Reclaim the Neighborhood project used enforcement practices, problem-oriented techniques and multi-agency collaboration to arrest violators, secure abandon homes and encourage neighborhood participation in events.
- The FPD coordinated a community event, Empowerment Day, in April 2014 for the Murchison Road Area, involving local businesses, arts & crafts, job announcements, food and games.

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Interviewee responses to close-ended statements overwhelmingly indicated positive perceptions of FPD responses to crime

Diagonal Center Interviews in the Murchison Road Area

- Interviewed 47 African American young adults, ages 16 to 34, engaging in pro-social activities within the Murchison Road Area
- Participants were recruited voluntarily by informal community leaders
- Respondents were interviewed with strict confidentiality
- Data collection consisted of face-to-face interviews, using a data collection instrument developed by the Diagnostic Center that focused on:
  - Perceptions of FPD and crime in their neighborhood
  - Experiences interacting with FPD
  - Recommendations for improvements for FPD

Close-ended Statements 1 through 8

Q1: The police do a good job enforcing the laws.
Q2: The police respond quickly to calls.
Q3: The police work hard to solve crimes in the neighborhood.
Q4: The police are easy to talk to.
Q5: The police are polite to adults in the neighborhood.
Q6: The police are polite to kids in the neighborhood.
Q7: The police give information about how to prevent crime.
Q8: The police do a good job preventing crime.

Positive Responses

- Almost Never
- Sometimes
- Often

Reported Age of Interviewees

Murchison Road Area Interviews by Reported Age

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Open-ended questions allowed interviewees to elaborate on areas of concern, not reflected in closed-ended responses

**Areas of Concerns**

- **Trust:** Loss of trust in FPD efforts to take crime seriously, impact neighborhood crime or protect residents from retaliation. Respondents reported:
  - Being victims of unsolved crimes, such as residential burglaries, property theft and assaults
  - Limited proactive strategies deployed in neighborhoods though FPD officers respond to calls for service
  - Perceptions of limited follow-up activities, including witness interviews, furthers views of police indifference to resolving crimes
  - Greater unwillingness to report crimes and/or offer information for investigations due to fear of retaliation

- **Communication:** Concerns regarding limited displays of respect and professionalism towards young adults. Respondents noted:
  - Police-initiated contact reinforces perceptions of biased policing practices
  - Misidentification of African Americans perpetuated feelings of racial profiling (e.g., field contacts under the premise of ‘black male suspect’)
  - Perceptions of a reluctance by officers to provide identification (e.g., name, badge number)

- **Awareness:** Limited information available to young adults about police efforts, processes and crime information. Respondents indicated:
  - Infrequent communication regarding rights and processes for victims of crime
  - Limited knowledge or awareness of crime prevention/protection methods or crime information provided by the FPD

Q9: The police harass or mistreat people in the neighborhood.

Q10: Have you ever been harassed or mistreated by the police?

Q11: Do you know anyone else who has been harassed or mistreated by the police?
Using a collective efficacy model, the Diagnostic Center analyzed qualitative and quantitative data to identify improvement opportunities.

**FPD Strengths**

**Problem Solving**
- Use of problem-oriented policing (POP) methodology to scan, analyze, respond and assess crime areas.
- Methodologies include Crime Prevention Through Environmental Design (CPTED), crime data analysis and other techniques used to identify areas of concern and allocate resources to deter or prevent criminal behavior.

**Micro-targeting the Problem and Intervention**
- Identification and assessment of crime areas based on crime density and residential profiles.
- Evaluation of data to adjust policing strategies and promote community organizational involvement in an area.

**Organizing the Community and Encouraging Volunteerism**
- Identification of community watch programs, advisory boards and recreational center programs to increase community involvement.
- Identification of informal community leaders and other service organizations (non-profit, faith-based) that promote social cohesion and efficacy.

**Restoring Anchor Points**
- Criminal deterrence techniques taught in schools, parks, churches and community organizations to promote alternative options and increase awareness.
- CPTED methodology to restore infrastructure and promote community gatherings.

**Investing in Research and Evaluation**
- Internal research and evaluation of quantitative and qualitative data to identify efficacy of techniques and additional methodology address departmental objectives.
- External research partners to enhance and support the FPD’s capacity and processes with new technology, organizational changes and data analysis.


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When assessed against the collective efficacy model, problem-solving and policing interventions emerged as key FPD strengths.

**Problem Solving**
- 2012 Reclaim the Neighborhood Project conducted in the Murchison Road Area
  - Multi-faceted problem solving approach between FPD, zoning and housing authorities, Public Works Commission (PWC), property managers and residents to increase community involvement and disrupt and deter crime
  - CPTED methodology used to identify vacant houses, broken street lights and excessive trash
- Collaboration with technology companies for electronic monitoring of offenders and real-time geo-location data for FPD
- Obligation of FY2015 PWC funding to address street lighting in coordination with the FPD to identify areas of high crime or traffic incidents that could benefit from CPTED methodology

**Micro-targeting the Problem and Intervention**
- 2014 partnership between FPD and Rutgers University Risk-Terrain Modeling (RTM) team promotes POP methodology and micro-targeting in five areas of the city to analyze data and develop policing strategies
  - Collaboration between Crime Analysis Unit (CAU) and university analysts, 60-day analysis periods for one year
  - FPD reported increased cooperation and involvement from residents and business owners within selected areas
- Collaboration with records management technology company OneSolution, which provides officers with real time crime records and information (patrol and investigation divisions)
- Commitment to professional development on these methodologies across ranks continues to promote effective crime management and prevention tactics
While current FPD projects build upon components of collective efficacy, FPD can further strengthen community partnerships

### Organizing the Community and Encouraging Volunteerism
- Crime Prevention Officers organize regular community events in neighborhoods that involve local businesses, job fairs and non-profit organizations
- Collaboration with federal agencies and court officials to organize Project Safe Neighborhood events to promote weapon safety and awareness
- Businesses and local government employees formed the Greater Fayetteville United initiative to strategize and implement plans for community engagements

### Restoring Anchor Points
- FPD initiated grant funding to support several outreach programs, including:
  - Youth Athletic League
  - Explorer Program
- Annual internship opportunities for college students to support CAU and administrative functions
- Recreation centers offer athletic leagues, workout classes and informal mentoring/coaching programs for residents
- Non-profit organizations and faith-based resources offer art centers, skills classes and other recreational programs

### Benefits of Community Partnerships
- Increasing communications and awareness by FPD, community groups, faith-based leaders, schools and other informal community leaders is needed to build capacity for effective community policing and collaborative reform models
- Bringing community members together to identify objectives and potential solutions develops community engagement and cohesiveness
- Creating awareness about resources, opportunities and access to information among community groups can act as a force multiplier for community crime prevention techniques
FPD can build upon relationships with local institutions of higher education to increase community capacity and outreach

**Practice-based partnerships** between law enforcement and academic institutions have proven beneficial for both entities. Academic institutions can provide support for grants, licensing of technology, data analysis and training opportunities for officers. Partnerships can embrace collective efficacy efforts, using student researchers as force multipliers in community outreach and crime prevention projects.

**FPD has long standing relationships with the three higher education institutions—each having criminal justice programs, emergency aid or other social science fields.**

- **Fayetteville Technical Community College**
  - Community events (book drives, homeless shelters, job fairs)
  - Partnership with the city Police Foundation for training and practical exercises in emergency response and management

- **Fayetteville State University**
  - Forensic internship program
  - Current memorandum of understanding (MOU) to facilitate grant writing opportunities
  - Provide advice to FPD on research-based approaches to address crime issues (curfew efficacy)
  - Participate in assessment process for leadership

- **Methodist University**
  - West Point leadership program
  - Forensic internship Program
  - Collaboration with Operation Ceasefire
  - Research-based graduate program (juvenile outreach, intelligence sharing and mentally-ill offenders)

**Benefits of Practice-based Partnerships**

- Implementing practice-based partnerships in police academies, processes and professional development leads to a balance of the inductive-deductive thinker and a decrease in the gap between police theory and police practice
- Leveraging students for research, outreach and innovation acts as a force multiplier to promote crime prevention techniques, community policing efforts and problem-solving efforts
- Delineating roles and responsibilities to allow all parties to reach mutually beneficial objectives result in successful partnerships
- Developing projects increase success for research and evaluation between law enforcement and researchers
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## Overview of Recommendations and Model Practices

### Factor #1: Use of academic institutions as force multipliers to build trust, increase community outreach and/or address internal agency needs

<table>
<thead>
<tr>
<th>Strategic Improvement</th>
<th>The FPD should develop a multi-track, strategic plan to engage with undergraduate and graduate students enrolled in criminal justice, political science or other social science programs to develop and implement community awareness projects.</th>
</tr>
</thead>
</table>
| Model Practices        | - Identify existing programs within an academic institution (e.g., capstone, graduate thesis) and assist in developing long-term projects  
                        | - Determine appropriate points of contact from the academic institutions for coordination of project  
                        | - Dedicate a point of contact from the FPD to coordinate with academic officials based on identified projects  
                        | - Select project and co-develop project plan (e.g., evaluation of training practices to balance state requirements with agency-specific needs for evidence-based training programs)  
                        | - Co-develop methodology of collection, assessment, access and dissemination of data with applicable points of contact from the academic programs  
                        | - Leverage existing projects to promote crime prevention strategies and build community relations  
                        | - Partner with social science programs to incorporate mentoring/coaching programs within the FPD to increase officer professionalism, awareness of policing practices and development of future leaders  
                        | - Use focus group of FPD officers to prioritize internal agency processes for evaluation and methodology |

### Factor #2: Collaboration with faith-based leaders for transparency and community events

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<tr>
<th>Strategic Improvement</th>
<th>The FPD should collaborate with faith-based leaders to build capacity in community outreach and crime prevention techniques.</th>
</tr>
</thead>
</table>
| Model Practices        | - Identify a faith-based leader as a point of contact to supports outreach to the community and coordination with FPD for crime prevention and community welfare  
                        | - Dedicate a single point of contact from the FPD to facilitate coordination and collaboration for faith-based events  
                        | - Conduct focus meetings, independent of current neighborhood watch programs, with the faith-based community to address questions and concerns about neighborhood crime and resources |
## Overview of Recommendations and Model Practices

### Factor #3: Improve FPD messaging and outreach to community members through multiple media sources

<table>
<thead>
<tr>
<th>Strategic Improvement</th>
<th>The FPD should develop all-media communications strategy to produce clear and consistent messaging.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model Practices</td>
<td>- Identify and evaluate existing FPD social media accounts and their purpose and intended audience</td>
</tr>
<tr>
<td></td>
<td>- Define campaigns and messaging strategies (e.g., tone, audience involvement, audience type, expected interactions)</td>
</tr>
<tr>
<td></td>
<td>- Develop model policy on social media marketing for law enforcement</td>
</tr>
<tr>
<td></td>
<td>- Identify local and state policies on electronic information storage and legal parameters</td>
</tr>
<tr>
<td></td>
<td>- Establish information security standards, two-factor authentication and access levels for applicable personnel</td>
</tr>
<tr>
<td></td>
<td>- Identify FPD personnel to develop and deliver messaging across platforms</td>
</tr>
<tr>
<td></td>
<td>- Select an operational model for staff and develop a full-cycle communications plan (e.g., city announcements, crisis communications, event messaging) that balances the release of crime data, crime prevention and community-oriented policing events</td>
</tr>
<tr>
<td></td>
<td>- Incorporate a social media management tool into standard operations to enable the collection of data and the analysis of media and audience trends</td>
</tr>
</tbody>
</table>

### Factor #4: Identify pilot neighborhood to develop a Collaborative Policing Initiative

<table>
<thead>
<tr>
<th>Strategic Improvement</th>
<th>The FPD should develop a collaborative policing approach to encourage and promote areas of collective efficacy and build community trust.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model Practices</td>
<td>- Identify pilot neighborhood</td>
</tr>
<tr>
<td></td>
<td>- Establish a neighborhood steering committee for community safety, inviting representatives from non-profits and community organizations</td>
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<td></td>
<td>- Establish a governance structure that includes the appointment of a Chair</td>
</tr>
<tr>
<td></td>
<td>- Identify and involve representatives from neighborhood businesses and local government agencies with a role in social services, regulatory agencies, public health, employment services and recreation centers</td>
</tr>
<tr>
<td></td>
<td>- Develop a community safety strategy that identifies required resources, roles and responsibilities for collaborative partners, collects data and monitors progress</td>
</tr>
</tbody>
</table>
As the FPD takes action to increase collective efficacy, it should monitor improvements to community-police relations

<table>
<thead>
<tr>
<th>Category</th>
<th>Purpose</th>
<th>Data Points</th>
</tr>
</thead>
</table>
| Community Engagement              | ▶ To build collective efficacy by organizing the community and encouraging volunteerism  
▶ To improve relations with the young, African American population with whom FPD relations appears most strained | ▶ Collect attendee demographics (i.e., race, age, gender)  
▶ Number of events held by district  
▶ Number of attendees  
▶ Feedback and responses from attendees for purpose and usefulness for each event |
| Community-Police Relations        | ▶ To assess improvements in the overall perceptions of the community of the FPD  
▶ To determine impact of communications strategy in building awareness and understanding | ▶ Trends in citizen complaints regarding officer conduct  
▶ All-media trends (e.g., subscriber volume, demographics, trends) |
| Policing Operations               | ▶ To identify crimes and trends to help inform both policing strategies to include community policing efforts  
▶ To demonstrate changes in community participation in crime prevention | ▶ Crime trends by location, offender/victim demographics and crime types  
▶ Solicit data from community participation events regarding crime prevention |
Table Of Contents

- Overview
- Key Findings
  - Analysis of Fayetteville Crime Data
  - Prior FPD Studies
  - Analysis of Stakeholder Interviews
  - Collective Efficacy Assessment
- Recommendations and Model Practices
  - Training and Technical Assistance Plan
The Diagnostic Center will work with the FPD to prioritize technical assistance to build community and collaborative policing capacity.

## Community Engagement Plan

<table>
<thead>
<tr>
<th>Short Term (6 to 9 months)</th>
<th>Long Term (9+ months)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Law Enforcement Responses</strong></td>
<td><strong>Build Peer-to-Peer Relationships</strong></td>
</tr>
<tr>
<td><strong>Community Capacity Building</strong></td>
<td><strong>Collaborative Policing Initiative</strong></td>
</tr>
</tbody>
</table>

### Law Enforcement Responses

**Synopsis:** Focuses on building capacity within FPD to:
- Develop community policing practices throughout training programs and officer evaluations
- Increase awareness of community resources and support systems
- Facilitate discussions between law enforcement, residents and community members to increase personal awareness and promote open communication

### Build Peer-to-Peer Relationships

**Synopsis:** Identifies potential peer-to-peer relationships to establish and leverage practices and lessons learned to:
- Develop an all-media strategy and management:
  - Tulane University Communications Model
  - International Association of Chiefs of Police (IACP)
- Establish practice-based partnerships:
  - Boston PD, MA
- Develop collaborative policing efforts:
  - Las Vegas Metro PD, NV

### Community Capacity Building

**Synopsis:** Provides opportunities for various community organizations, faith-based leaders and local businesses to build awareness and engagement to:
- Open lines of communication to increase awareness of community projects and resources
- Coordinate with FPD to promote awareness on processes, crime prevention and community concerns

### Collaborative Policing Initiative

**Synopsis:** Implements collaborative policing models to increase community involvement, build trust and promote community policing techniques to deter crime and facilitate prevention techniques to:
- Identify of specific neighborhood(s) for pilot initiative
- Develop governing body and define specific roles for community leaders and FPD liaison
- Leverage existing projects and strategies
Training Topic #1: Law Enforcement Responses

Fayetteville Police Department can conduct training sessions to increase officer’s awareness of community policing strategies and conflict management skills

1. New Perspectives on Community Policing

Hosted by Virginia Center for Policing Innovation (VCPI), this blended-learning, web-based training course examines how change, emerging issues and threats are necessitating a reinvigorated commitment to the key components of community policing: community partnerships, organizational transformation and problem solving. The course offers participants an opportunity to gain new insights on community policing and its role in today’s complex world. This course requires between 8-12 hours of effort to complete objectives.

- **Target Audience:** All sworn officers in the FPD

2. Tactical Community Policing for America’s Homeland Security Initiatives (TCPHS)

Session will focus on implementing an all-crimes approach based on community policing principles. The course focuses on the systemic use of partnerships and problem-solving techniques, initiatives for building community resilience, grassroots intelligence gathers and enforcement strategies that are likely to be effective means of interdicting crimes.

- **Target Audience:** FPD detectives and patrol officers

3. Law Enforcement Communications and Conflict Management Skills

Incorporation of training program for entire FPD staff to build de-escalation skills and personality management to diffuse escalated behavior quickly and effectively through the use of non-threatening, non-confrontational techniques. The training program uses multiple adult learning and delivery techniques to educate and train officers on maintaining professional standards, the care and welfare of involved persons and techniques in regaining self control. Subject matter experts training command-level and supervisor staff on incorporation of these techniques into everyday interactions and officer performance metrics.

- **Target Audience:** FPD, academic and community personnel
Training Topic #2: Peer-to-Peer Relationship Building

FPD can improve media strategies, practice-based partnerships and collaborative initiatives with the community

1. All-media Communications Strategy

Communications strategies from law enforcement agencies require multiple platforms to engage with officers, emergency personnel, local government officials and residents. These communications can assist in notifications to the community about emergency circumstances, crime prevention methods, services and resources for the community and investigations.

- Identified a peer community and resources to facilitate build of FPD’s communication strategy:
  - Tulane University Communication Analyst to develop communication strategy platform, particularly with electronic communication methods
  - Resources by International Association of Chiefs of Police (IACP) for model policies and practices
- Target Audience: Fayetteville Police Department Public Information Officer and/or designated personnel

2. Practice-based Partnerships

FPD and local academic institutions should increase their capacity to have community impacts for crime research and prevention strategies through the use of academic programs and resources. Meeting with other academic and law enforcement agencies engaged in these projects would assist in developing the framework for a partnership and define expectations.

- Identified peer-to-peer relationship to facilitate the development of a Fayetteville-based partnership include:
  - Curry College and Boston Police Department (Boston, MA) for community initiatives and crime awareness campaigns
  - Niagara County Law Enforcement Academy and Niagara University (New York) for training programs and professional development
- Target Audience: FPD and academic representatives

3. Collaborative Policing Initiatives

Meet with peer agency to identify and develop strategy to engage with community stakeholders and begin collaborative policing project. This process includes identifying a specific neighborhood, group of stakeholders and POC from FPD and project development to address community concerns and crime prevention. This effort will coincide with COPS Collaborative Reform goals.

- Identified a peer agency to develop collaborative policing strategies:
  - Las Vegas Metro Police Department (NV)
- Target Audience: Residents and FPD
Training Topic #3: Community Capacity Building

FPD can conduct focus group meetings with community groups, business owners and faith-based leaders to build capacity and relationships

1. Community Engagement Meetings

Sessions will focus on bringing residents, youth, business owners and informal community leaders to communication sessions with FPD personnel. These focus meetings increase the exposure of FPD officers to community members that are not in time of crisis or unsolicited interactions. The purpose of these sessions are to increase communication among residents and groups which may be in-need, at-risk or not participate in pro-social activities.

- The Diagnostic Center will assist in finding subject matter expert(s) or other DOJ office programs to facilitate these sessions.
- Target Audience: FPD patrol officers, school officers, young residents and community stakeholders

2. Building Faith-based Partnerships

Faith-based leader initiatives have been a critical role in building community awareness, providing a safe place for persons to address needs and building collective responsibilities within a community. This strategy will enable the faith-based community to identify leadership roles and capacity to engage with youth and in-need community members. Session will focus on the methods and perspectives of the faith-based community and their role in increasing community engagement and addressing crime prevention.

- The Diagnostic Center will assist in finding subject matter expert(s) or other DOJ office programs to facilitate these sessions.
- Target Audience: Faith-based leaders, city-wide or within a specific city area
Training Topic #4: Collaborative Policing Initiative

The development across the prior training areas will increase FPD’s capacity and awareness to develop a complete collaborative reform model and implement practices for sustainability.

Building a Community Collaborative Initiative

In coordination with COPS, leverage existing relationships and neighborhood crime awareness to develop complete program with community-policing strategies, problem-solving techniques and community trust-building. Prior technical assistance opportunities involving community outreach to businesses, faith-based leaders and residents will identify collaborative board members and facilitate development of goals and objectives. This will include the:

- Identification of community work groups and community leadership to be accountable for objectives and communications with all groups and FPD
- Provision of assistance to the FPD in collective data and building relationships to leverage for a collaborative reform model approach
- Coordination with COPS efforts to fully develop this program for sustainability
- **Target Audience:** Community specific to begin, will grow to city-wide initiative
# Next Steps and Contact Information

## Next Steps

- Review recommendations and engage with stakeholders as necessary
- Identify best options for your department and community
- Contact your Diagnostic Specialist for additional information and/or questions regarding recommendations and strategies
- Develop an Implementation Strategy based on FPD’s selected priorities

## Contact Information for the OJP Diagnostic Center

**Your Community Leaders:**
- Chief Harold Medlock
  - Hmedlock@ci.fay.nc.us
- Sergeant Tracey Bass-Caine
  - Tbasscaine@ci.fay.nc.us

**Your Diagnostic Specialist:**
- Jessica Herbert
  - jessica@ojpdiagnosticcenter.org

**Main Telephone Number:**
- (855) OJP-0411 (or 855-657-0411)

**Main Email:** contact@OJPDiagnosticCenter.org

**Website:** www.OJPDiagnosticCenter.org

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