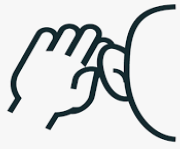




First 90 Days

05/22/2023

First 90 Days Review



“Seek First to Understand”

- Franklin Covey



“It’s better to go slow in the right direction than to go fast in the wrong direction”

- Simon Sinnek



“Good Communication is the bridge between confusion and Clarity”

- Nat Turner

- Meet with Officers and Command Staff
- Identify and understand Departmental concerns
- Meet with City Leadership and senior staff.
- Identify how our roles interact
- Meet with the community to identify and manage expectations.

- Creation of committees to evaluate, analyze and develop clear goals & plans for future success.
- Identify opportunities to grow and expand our influence internally and externally.
- Explore officer growth opportunity
- Determine and define organizational culture
- Engage with leaders in Education and the Faith Based Community

- Receive and evaluate feedback from committees, open houses, community meetings and internal meetings.
- Formulate plans to implement recommended strategies and needed changes.
- Communicate plan both internally and externally

0-30 Days

30-60 Days

60-90 Days



Officers

Met with officers at the squad level to discuss concerns and expectations. Concerns ranged from pay issues to specialized assignment selection process.

Community Watch Groups

Attended a multitude of Community Watch meetings and district meetings with Council Members. Traffic, Drugs, Violent Crime.

Church Groups

Met with individual churches, pastors and a collective group of Religious leaders at a Faith Leaders meeting to discuss the role they play in our community safety. Looking for ways to become more involved in solutions to community concerns.

Community Organizations & Boards

Meetings with the Chamber of Commerce, Citizen Police Advisory Board, Cumberland County Schools, Local Non-Profit Organizations and Civic Groups.

Radio & News Broadcasts

Multiple interviews for media, print and broadcast. Questions on community concerns ranging from current events, Staffing issues to conversations of the 30/60/90 day plan

District Attorney Office

Discussed the performance of the Fayetteville Police Departments to include areas for improvement and areas of competence.

Partner Law Enforcement Agencies

Spoke with partner Agencies to discuss common problems and potential solutions establish partnerships moving forward.

Assistant Chiefs

Concerns consistent with the rest of the chain of command

Majors

Met with majors individually and concerns consisted of lack of experience throughout the ranks. Concern of lack of training for supervisors and Lieutenants.

Captains

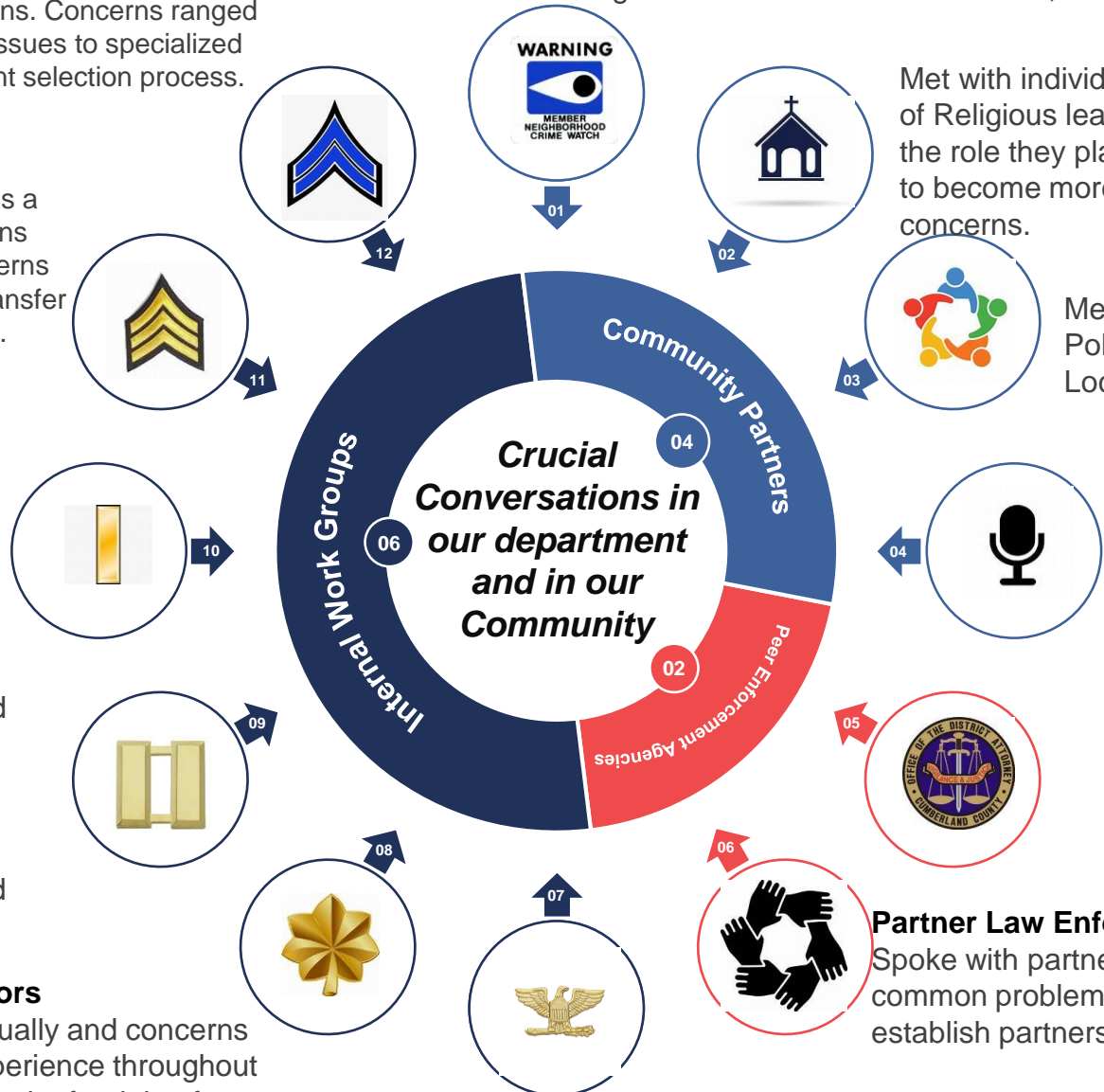
Met with captains individually and main concerns included lack experience at the officer, sergeant and supervisor level. .Squads exist that consist of entirely new supervisors staff and junior officers.

Lieutenants

Met with Lieutenants as a group; main concerns included ability to transfer to dayshift position.

Sergeants

Met with all Sergeants as a group to discuss concerns and expectations. Concerns included the ability to transfer and supervisor pay plan.



**Crucial
Conversations in
our department
and in our
Community**

Internal Work Groups

Community Partners

Peer Enforcement Agencies

Assistant Chiefs

Internal Concerns

- Officer Retention & Staffing Issues
- Loss of Institutional Knowledge
- Opportunity for Advancement and Promotion
- Training and career development
- Specialized assignment process
- Pay Issues
- Supervision, Accountability & Liability
- Adverse Affects of permanent shifts

External Concerns

- Violent Crime in the community (Gun Violence)
- Traffic Violations (Speeding , Reckless Driving)
- Youth Crime & Gang Activity
- Mental Health and Homeless Issues
- Police Accountability
- Departmental Staffing Issues
- Officer Morale / Productivity
- National Issues in Law Enforcement



Strengths

- Our People
- Our Community Partners
- Our City Staff
- State of the Art Equipment & Training
- Multiple programs, units and specialized assignments to deal with an array of problems associated with modern day policing.



Weaknesses

- Recruitment and Retention
- Experience levels of existing staff based on time in service at all ranks and all levels.
- Current facilities that need to be upgraded or expanded to keep up with growing needs of the city.
- Officer Moral and job satisfaction



Opportunities

- Enact true cultural change based on the youth of our department
- Opportunities the department provides as the largest agency in Southeast NC makes it a desirable place to work
- Officer and staff development
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Threats

- Lack of recruitment and retention in the profession nationally.
- Smaller agencies stealing away experienced officers with higher entry salaries than officers make halfway through our existing pay plan.
- Retirement of senior staff in the next 2-5 years that will create a void of experience in upper level management.

2023-2024 STRATEGIC PLAN

Establish practices and programs that support the City of Fayetteville Goals and Objectives: **Goal #1: Safe & Secure Community**

OBJECTIVES

Crime Mitigation	Employee Retention & Development	Increase Internal Accountability	Improve Community Engagement programs
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INITIATIVES

<ul style="list-style-type: none"> ▪ Adhere to Domestic violence training and protocols established 2023 ▪ Focus on Traffic Violations throughout the City ▪ Utilize technology to mitigate and investigate criminal activity (LPR, Surveillance cameras & integration of FUSUS) ▪ Work with Department of Juvenile Justice on issues with increase of juvenile crime 	<ul style="list-style-type: none"> • Develop programs and strategies that place priority on officer development • Establish specialized assignment and promotional processes that legitimize an officers knowledge, skills, abilities and performance • Establish training programs for promotion and specialized transfers • Establish a Hybrid Shift, facilitate officer development and equitable distribution of human capital 	<ul style="list-style-type: none"> • Establish position for internal audit/compliance officer in OPS • Establish training programs for promotion and specialized transfers • Establish a culture of confidence and knowledge of policy • Integration of analytical software for Evidence.com 	<ul style="list-style-type: none"> ▪ Development and Expansion of PAL Program ▪ Development and Expansion of Faith in Action ▪ Development of programs that target a teen based audience. ▪ Citizen Surveys
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KEY PERFORMANCE INDICATORS

<ul style="list-style-type: none"> ▪ Crime rates (Increase or Reduction) ▪ Arrest & Clearance Rates ▪ Officer Self Initiated Actions 	<ul style="list-style-type: none"> • Reduce employee separation for reasons other than retirement • Increase in officer morale and productivity 	<ul style="list-style-type: none"> • Decrease in violations of policy • Increase number of officer trainings 	<ul style="list-style-type: none"> ▪ Citizen Survey Results ▪ Event Attendance and feedback ▪ Increase in community partners and collaborators ▪ Increase in officer participation in Community Engagement events
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Q1
2024



SPEED
LIMIT
55

Q4
2023



Q3
2023



Q2
2023



CAUTION
NEW ROAD
LAYOUT
AHEAD



SPEED
LIMIT
75
MPH

Quarter #2 2023:

- Evaluate committee findings.
- Evaluate external community conversations & recommendations
- Evaluate Strengths, Weaknesses, Opportunity and Threats
- Develop strategies to affect change

Quarter #3 2023:

- Implement departmental changes to optimize performance, efficiency and effectiveness.
- Strengthen accountability through creation of Sergeant training programs, Specialized assignment and promotion criteria
- Identify new command staff personnel and promotions throughout the ranks.
- Create position of internal audit attached to OPS to ensure all policy, procedures and other key requirements are being met by staff.

Quarter #4 2023:

- Implement external changes regarding community engagement and deployment of new community programs with old and new partnerships.

Quarter #1 2024:

- Evaluate the efficacy of changes based on affects they have had crime stats for 2023
- Revisit the concepts of 30/60/90 day plan and evaluate need for additional change