



MEMORANDUM

TO: All Personnel

FROM: Jamie Fields, Deputy Chief

DATE: January 4, 2023

SUBJECT: 2023 Fayetteville Police Department Goals and Objectives

In compliance with the Commission on Accreditation for Law Enforcement Agencies (CALEA) Standard 15.2.1, the 2023 Fayetteville Police Department (FPD) goals and objectives are being published to all personnel. Goals and objectives were formed with Chief Mike Reynolds' five pillars in mind:

1. Providing a safe community with effective customer service
2. Strengthening community outreach
3. Developing personnel (supervisors/employees/special assignments)
4. Ensuring employee wellness and resiliency, *to include a focus on recruitment and retention*
5. Enhancing facilities and infrastructure

Patrol Division

The Patrol Division will strive to reduce traffic collisions through data-driven proactive traffic enforcement.

1. This will be accomplished through specific and directed traffic enforcement as well as active participation in the Selective Traffic Enforcement Program (STEP).
2. The most common geographical locations where collisions occur and the type of traffic infractions most frequently contributing to collisions will be identified and resources deployed appropriately in an effort to mitigate traffic collisions.

The Patrol Division will make a focused effort to curb violent crime within our city through data-driven and intelligence-led proactive enforcement.

1. Patrol will communicate and partner with other divisions and units within the police department to pursue a team-based effort toward reducing violent crime in the city.
2. Resources will specifically be directed toward problem areas, types of criminal activity, and individuals identified who engage in criminal activity.

The Crisis Intervention Response Team (CIRT) will focus their efforts to best serve those within our community suffering from homelessness, substance abuse, acute mental illness, or who have been the victim of a crime.

1. The CIRT will strive to increase contacts with individuals submitted for referrals by 10%.
2. The CIRT will strive to reduce maximum referral follow-up time from 72 hours, excluding weekends and holidays, to 48 hours.
3. The CIRT will increase community involvement to identify processes that productively impact the Patrol Division's workload.
4. The CIRT will collaborate with the Central Dispatch Center to effectively divert calls to the CIRT.

Administration Division

The Administration Division will ensure a completed move into the new Fayetteville Police Department at 1800 North Stephen Carr Memorial Boulevard.

1. Planning will continue for a safe move of personnel, property and equipment to the new facility following final completion.
2. The new facility will provide improvement in safety for employees and the public, and safety protocols will be followed in the new facility.
3. The new facility will provide improved efficiencies in workflow.
4. The new facility will provide improved infrastructure for employee fitness, training, health and wellness.
5. The new facility will provide improved infrastructure for all divisions.

Work will continue on the new Fayetteville Police Substation currently under construction at the intersection of West and Dickson.

1. Planning, construction and equipping the new substation will be a priority, with the safety of officers, facilities and the public a focal point.
2. Planning for and executing the move into the substation will be a priority once construction is nearing completion.

Commission on Accreditation for Law Enforcement Agencies and Arkansas Law Enforcement Accreditation Program (ALEAP) standards will be met.

1. The accreditation manager will ensure all CALEA and ALEAP standards are met and proofs are recorded.
2. The accreditation manager will ensure the department has a successful online assessment and on-sight assessment to complete the four-year accreditation cycle.

The Community Oriented Policing Division will strengthen our community outreach.

1. The COP Division will host a Citizens Police Academy (CPA) in 2023, assist the School Resource Officers (SRO) with their Youth Citizens Police Academy (YCPA) and host an abbreviated CPA for Lifestyle clients and employees.
2. The COP Division will inform the community about the activities of the department through direct communication on our social media platforms.

The Warrant Division will strive to provide efficient services to internal and external customers.

1. This will be accomplished by completing a successful purge of stale warrants followed by a records audit.

2. This will be accomplished by working with sworn personnel to serve 4000 warrants and/or summons.

The Training Division will strive to provide superior and timely recruitment, hiring and training.

1. The Training Division will focus heavily on social media platforms and online job advertisements to further efforts in the hiring and recruitment of superior police officer candidates.
2. The Training Division will meet all state-mandated and agency-required training within the calendar year, with the support and assistance of the CALEA supervisor.
3. The Training Division will increase the amount of in-house training during this calendar year by utilizing the new Fayetteville Police Department training facilities.

Special Operations Division

The School Resource Officer Program will provide a safe learning environment, provide valuable resources to school staff members, foster a positive relationship with students and develop strategies to resolve problems that affect our youth with the goal of protecting all children, so they can reach their fullest potential.

1. SROs will partner with school administration, counselors, social workers, teachers and support staff to ensure the majority of non-violent non-felony criminal incidents are referred to school administration for discipline in order to promote restorative justice in the school district.
2. New SROs will obtain Basic and Advanced SRO Certification through the National Association of School Resource Officers (NASRO).
3. SROs will seek out training opportunities that enhance their abilities to interact with students of diverse backgrounds. Examples include, but are not limited to, Autism Spectrum Disorders: Law Enforcement Response, Cultural Diversity and Identifying and Preventing Bullying.
4. SROs will host three YCPAs in 2023, to include 5th through 12 grades.

The Motor Unit will participate in community outreach and work to reduce traffic violations and collisions in high traffic areas.

1. The Motor Unit will work with the COP Division to find opportunities for the motor officers to participate in community outreach events and engagements.
2. Supervisors and officers will utilize data from accident reports and citizen complaints to determine high traffic areas for enforcement.
3. The Motor Unit will participate in specific and directed traffic enforcement as well as STEP.

The Dickson Street Bike Unit will continue to deter and prevent crime in the Entertainment District, creating a safe environment for patrons, business owners and visitors.

1. Officers will use progressive thinking and collaboration with local business owners to enhance safety measures within the Entertainment District.
2. Officers will work to improve relationships with businesses in the Entertainment District. This will include businesses in the footprint of the Fayetteville Town Square and Block Street areas.

Criminal Investigation Division

The Criminal Investigation Division (CID) will strive to enhance communication and interactions with the Patrol Division.

1. Investigators will attend patrol briefings quarterly.
2. CID personnel will relay critical information to patrol officers, respond to questions, and solicit suggestions from the Patrol Division.
3. Information gained will be used to improve CID operations and investigators' relationships with patrol officers.

CID will strive to become more involved in investigations of online victimization of minors.

1. This will be done by assigning an investigator to the Office of Homeland Security Investigations.
2. An investigator will be trained in online investigations and forensic evaluation of evidence.

The Fourth Judicial District Drug Task Force (JDDTF) will strive to increase efforts into investigations of the illicit trafficking of opioid related drugs.

1. Cases involving opioids such as fentanyl and heroin will be prioritized.
2. Investigators will work with our federal partners to recognize, disrupt and dismantle drug trafficking organizations.
3. Investigators will continue to work closely with FPD's Critical Incident Response Team to provide resources to citizens suffering from addiction and other issues stemming from drug abuse.

The Fourth JDDTF will work with our federal partners to investigate repeat violent offenders.

1. The 4th JDDTF will work to coordinate and network with task force member agencies while continuing to support non-participating local agencies, along with state and federal organizations, to recognize and investigate the various transient drug organizations.
2. The 4th JDDTF will allocate resources to the investigation of violent, armed and career offenders. The 4th JDDTF will continue to support the efforts of the U.S. Department of Justice Project Safe Neighborhood (PSN) Program.

The Property and Evidence Division will accomplish improved efficiencies through training personnel, auditing and reducing property and evidence, and preparing for and executing a successful move into the new police headquarters facility.

1. Training will be secured for the evidence technician and quartermaster.
2. Employees will attend Tyler Technology's User Conference.
3. Employees will attempt to reduce overall inventory of evidence through the completion of multiple disposal orders.
4. Employees will prepare for and execute a successful move into the new police headquarters facility. This will be made possible through extensive pre-planning and preparation.
5. Employees will complete pre and post move audits of evidence.
6. Employees will develop suggestions for new procedures to correspond with their new facilities to increase efficiencies.

Central Dispatch Division

Central Dispatch Center (CDC) will contribute to a safe community by providing excellent customer service to all customers and by exceeding national standards.

1. CDC will exceed the National Emergency Number Association (NENA) call answering standard by answering ninety percent (90%) of all 9-1-1 calls within ten (10) seconds and ninety-five percent (95%) within twenty (20) seconds.
2. CDC will exceed the National Fire Protection Association (NFPA) standard of processing ninety percent (90%) of fire calls within sixty-four (64) seconds and ninety-five percent (95%) within one hundred six (106) seconds.
3. CDC will dispatch ninety-five percent (95%) of police priority one calls within three minutes of receiving the call.
4. Quality assurance will be completed each month to ensure proper call coding and handling, striving to meet an average compliance score of eighty percent (80%).
5. CDC will ensure CALEA goals, objectives and standards are met in CDC.

CDC will show support towards all dispatchers, supervisors and co-workers.

1. CDC will keep communication channels open through internal staff meetings as well as meetings with the Fire Department and Patrol supervisors.
2. CDC will promote job satisfaction and employee participation by conducting regular meetings with dispatch personnel and conduct monthly in-service training for all dispatchers.
3. CDC will recognize outstanding performance and customer service.

Records Division

The Records Division will prepare for and implement the successful move of employees, files and necessary equipment to the new police headquarters facility.

1. Employees will image scan inactive personnel files and other documents for historical reference to reduce physical paper files.
2. Employees will complete a case file audit and historical case file entry into the Law Enforcement Records Management System (LERMS).
3. Employees will review and refine current workflow processes once the move is complete, including warrant workflow, visitor and vendor entry procedures, and document delivery to Fayetteville City Hall, Fayetteville District Court and the City Prosecutor's Office.

The Records Division will continue to seek training relevant for Records Division employees to improve knowledge and skills and to improve competency, confidence and moral.

1. Leadership training will be sought for Records Division supervisors.
2. Arkansas Crime Information Center and Freedom of Information Act training will be secured for new personnel.