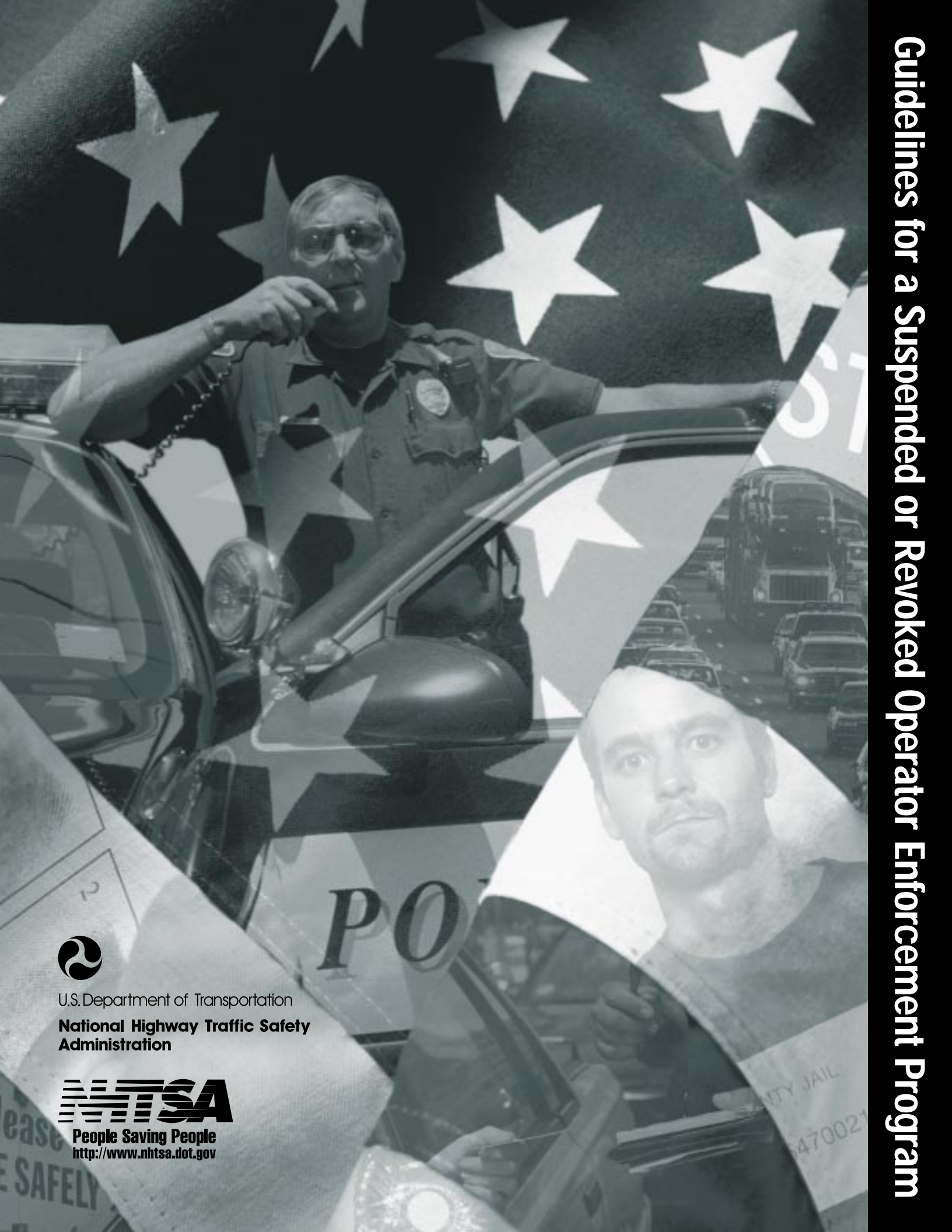


Guidelines for a Suspended or Revoked Operator Enforcement Program



U.S. Department of Transportation
**National Highway Traffic Safety
Administration**



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Guidelines for a Suspended or Revoked Operator Enforcement Program

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*This document is dedicated to
the many loyal men and women
who actively participate in our
Nation's highway traffic safety
environment programs.*

Editor's Notes

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Foreword

Providing society with a safe and secure highway system by reducing traffic crashes, injuries and deaths through fair, impartial and reasonable enforcement of traffic laws is one of the primary missions of law enforcement.

The enforcement of all traffic laws, statutes, and their related administrative programs is a responsibility most often shared by the judiciary, prosecutors, law enforcement agencies, corrections and other criminal justice components, and some private service agencies. Therefore, we must all work together to ensure that the motoring public and other highway users have a travel environment as safe and secure as possible, free from the threat of dangerous and irresponsible drivers.

The National Sheriffs' Association, is proud to have taken the lead in researching, testing, and publishing a model program entitled "Guidelines for a Suspended or Revoked Operator Enforcement Program." This program has proven to be a very effective enforcement tool for administrators desiring to address the growing problem of multiple suspended or revoked operators who openly disregard compliance with the law by continuing to drive.

Charles B. Meeks
Executive Director
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(retired March 1, 1997)

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Background

The news media periodically report on the increase in the number of serious traffic crashes involving drivers with suspended or revoked licenses. When this occurs, local law enforcement and highway safety officials search for answers. Driving with a suspended or revoked license is not a new phenomenon. It reflects a rising number of drivers with multiple suspensions or revocations who are identified and arrested after causing a major crash. Compliance with suspension or revocation orders is almost totally disregarded. State motor vehicle officials estimate that "as high as 80 percent" of the people with suspended or revoked licenses are continuing to operate motor vehicles.

For example, in the State of California there are an estimated 20 million licensed motorists. Approximately four million of these motorists have suspended or revoked driving privileges. According to a recent study conducted within the State, 70 percent of the drivers with suspended or revoked licenses continue to drive. Further investigation revealed that suspended or revoked drivers were involved in crashes that took nearly 500 lives in 1993, 12 percent of California's total fatalities. This problem prompted the National Sheriffs' Association (NSA) to conduct a nationwide research project to determine what agencies were doing to enforce suspension and revocation sanctions.

The research disclosed numerous programs focusing on the operator or the vehicle. A program named "Hot Sheet," used by the Ohio State and Florida State Highway Patrols, was determined to be the most viable. By scrutinizing a computer printout supplied by the Department of Motor Vehicles, law enforcement officers are able to extract the names of the most chronic offenders. The program was modified to meet the needs of local law enforcement agencies, and pilot tested for nine months in Ohio County, West Virginia, and Salt Lake County, Utah.

Salt Lake County, a community of 850,000 people, has an average of 50,000 drivers on suspension at any given time. The target populations for their program were the 3,000 drivers whose licenses were suspended for impaired driving. As the list of offenders was being formalized, local officials were surprised to find one individual who had been suspended 50 times! The pilot test in Salt Lake County produced 131 separate "hot sheets." Working from these sheets, deputies increased the number of persons arrested for operating after suspension or revocation by 14 percent.

Ohio County experienced their greatest success when using the “Hot Sheet” program at traffic check points. The biggest problem experienced in Ohio County was its close proximity to Pennsylvania and Ohio. Operators facing suspension or revocation sanctions could obtain a legal driver’s license from either of the two neighboring States before their names were entered into the National Driver Register (a National Highway Traffic Safety Administration [NHTSA] program designed to prohibit multiple licenses).

Since operating with a suspended or revoked license is an “undetectable” offense to the eye of law enforcement officers, there are no clues to draw attention to the violator. Officers refer to this as an “invisible traffic violation.” Unlike speeding, non-use of safety belts or driving while impaired, driving with a suspended or revoked license is an offense that cannot be observed by patrol officers and clues cannot be articulated to justify a legal traffic stop.

Enforcement personnel may stop a vehicle only with other justification, such as another traffic violation, lawfully approved checkpoints, or have prior knowledge that the vehicle is being operated by a suspended or revoked driver. As more states pass legislation invoking administrative license sanctions, the number of drivers operating with suspended or revoked licenses will grow.

Based on the pilot tests and the need to provide a practical solution to a problem, NSA refined and modified the “Hot Sheet” program for local law enforcement officials. This program can have a dramatic effect on reducing the number of individuals driving after their licenses are suspended or revoked.

Introduction

The “Hot Sheet” program outlined in this guide is a practical, efficient, inexpensive, and highly effective traffic enforcement program. It specifically addresses the problem of drivers who continue to operate a motor vehicle while their driving privileges are suspended or revoked.

In the “*Guidelines for a Suspended or Revoked Operator Enforcement Program*,” you will find a step-by-step procedure that describes how to determine whether a problem exists; how to evaluate personnel and equipment needs; how to plan and implement the program; how to evaluate the program; and how to gain community support. The guide also contains some effective vehicle license plate marking and vehicle immobilization programs that have proved effective in the states using them.

NSA is pleased to have contributed to this effort. We are interested in hearing about the results that agencies experience after they adopt this program.

Part One: *Administrative Guidelines*

General

The “Hot Sheet” program targets flagrant abuses to the administrative license sanctioning process. Names of multiple offenders are extracted from a data file provided by the state motor vehicle administration and arranged numerically on a list according to degree of seriousness. This list is printed and distributed to patrol units by geographic boundaries (residence or place of employment). Officers can be creative and apply whatever detection method (legal) fits their normal patrol activities, and can refer to the list as needed. The “Hot Sheet” Program is an efficient, inexpensive, and effective enforcement program which does not stretch existing resources and enables administrators to improve their delivery of police traffic services.

The purpose of this document is to provide the reader with sufficient information and direction to combat an identified problem. Any agency planning to initiate the “Hot Sheet” program should also plan to integrate the effort with a continuing, systematic, and aggressive public education and information program. This approach will maximize the deterrent effect, and increase the “perceived risk of apprehension.”

Problem Identification/Needs Assessment

The importance of conducting a thorough needs assessment, based on factual information, is critical to the formulation of an effective enforcement program, and is the first step in the administrative process. Once the size, scope, and nature of the problem are identified, administrators can focus on the formulation of a plan. The initial phase in the planning process is data collection. At a minimum, you must have access to the following information:

- A list of all suspended or revoked drivers, by name and address;
- A system of uniform data elements between participating agencies to ease data collection and evaluation;
- An established criterion for identifying the habitual offender.

For example, most State Departments of Motor Vehicle (DMV) can provide inquiring law enforcement personnel with a list of suspended or revoked operators by town, city, or county. This initial list may be large and unmanageable, depending upon the magnitude of the problem in your area. Once the problem is identified, the next step is to determine the offenders to be targeted (i.e., 5, 10, 15 offenses or more). By working closely with the DMV, and with an established

enforcement criterion, future lists can be modified to suit your program. Also, by revising your target population you could establish a “top 10” list that has many individual, internal incentive possibilities. In using the “top ten” list, you would basically be targeting the “worst of the worst” offenders in your area.

In the pilot testing, participating agencies reported that using a “top ten” list proved very successful because: (1) the lists were manageable; (2) officers were interested; and (3) knowledge of the individuals residing or working within their patrol areas proved challenging to patrol personnel.

Need assessments should become part of your administrative guidelines. If a need assessment revises your original enforcement program, you may have to reevaluate your resources. If the need assessment reveals no problem or that the problem is not great, then this enforcement program may not be appropriate at this time. However, it is strongly recommended that periodic assessments be made as warranted.

Policy Statements/Guidelines

Next, review your agency's policy and procedures manual to determine how this program would be best conducted. Guidelines should be developed to include: the purpose of the program; goals and objectives; steps for implementation; operational guidelines (consistent with existing agency policies); and the methods to be used for collecting and evaluating data.

The policy will guide the agency toward achieving its goals and achieving overall success in the program. Any departmental policy should be based on the views of all agency managers, input from community leaders, and mandates of the law. In this way, the general public, departmental personnel, and other key players are informed about the purpose and direction of the program.

In Salt Lake County, division commanders in high crime areas were concerned that regular patrol functions would be compromised while the deputies searched for repeat offenders. However, once the hot sheet program was implemented, their concern was unfounded. Patrol officers generally knew the people in their assigned areas, and when they saw someone whose name was on the hot sheet, they took appropriate action.

Several deputies stated they were surprised to find that some of the people they normally dealt with on a daily basis were on the list.

Goals and Objectives

While the objectives of the hot sheet program are broad (viz., to establish community awareness and support and raise the level of alertness among patrol officers), the goals should be narrow, well defined, realistic, and quantifiable. It is best to either set long range goals (e.g., to reduce the number of incidents of multiple operation after suspension or revocation by 10 percent over a year) or

short range goals (e.g., to increase the arrests for multiple operation after revocation or suspension by 10 percent a month). Whatever original goals are established, allow them to mature before developing or broadening objectives aimed at achieving any future or expanded goals.

Resource Needs

Personnel

One advantage of this program is that personnel resource needs are minimal. Most agencies can incorporate this program into their enforcement effort with one person designated as coordinator. This eliminates the need for full time positions. The coordinator's initial duties require the time to set up and start the program. Once the program is running, the primary duties will involve updating and distributing the "Hot Sheet." If additional tasks are required for the program (e.g., statistics on arrest data, etc.), manpower allocation should be reconsidered. The flexibility of the program makes it very "user friendly."

Equipment

Examples of computer hardware needed to manage this program are:

- a Pentium I or II hard drive with a 166-233MHz CPU.
- a monitor, 28.8-56.8 BPS modem, a fax, and 4x-12x CD ROM.
- a laser printer and copy machine.

The degree and extent of software programs are unlimited. Salt Lake County used Paradox as their database program. With Paradox they were able to import data from the State's Driver License Division (DLD) and sort the information by patrol areas. Further sorting enabled Salt Lake County to target those drivers with multiple suspensions for impaired driving, which was a unique twist to their enforcement program. This capability was available because the DLD had a program feature that allowed them to track the number of times an individual had been suspended. DLD also had codes set up in their program which broke down the suspended or revoked data into small geographic areas in the county. If DLD did not have this capability, Salt Lake County was prepared to sort the data by zip code to obtain area specific lists.

Like private industry, law enforcement can take advantage of the vast variety of software programs available to assist them in managing their daily operations. Therefore, any hardware or software purchased for this program could be used to perform collateral administrative or program tasks.

Training

Training needs are minimal. Roll-call briefings are sufficient to familiarize the officers on how to most effectively use the hot sheets, to clarify expectations, to identify how to report arrests, and to provide feedback on success of program.

Training for the coordinator is unnecessary. However, the “Hot Sheet Program” should be coordinated by a person who has an interest in solving the problem, has good communication skills, and has organizational capability. Good communication skills will help the coordinator incorporate program activities and objectives with the state DMV/DLD and the judiciary. Minimum computer skills will enhance the operation of the program and ease the dialogue between DLD and your agency. Some street experience is necessary to help establish an effective enforcement program for patrol personnel.

Salt Lake County recommends establishing a good rapport with DMV/DLD, but limiting your contacts to insure a smoothly run program; establishing your “Hot Sheet” criteria prior to any meetings to save time; and having DLD provide raw data only to incorporate into your database. This will not tie up DLD personnel or equipment. Using your database will allow processing of the data to suit your needs. If the program shows a high success rate, other administrative licensing agencies in your state (hearing boards, review boards, etc.) may want to become more involved and helpful in sorting data based on the enforcement criteria selected. This is a win-win situation for these agencies in the eyes of the public and other governmental administrators.

Part Two: *Hot Sheet Program, Planning and Implementation*

Planning

Planning is the key to any viable enforcement program. Administrators must decide: (1) the best deployment of resources; (2) what level of program activity is needed; and, (3) identify problems that could arise. This process must include an evaluation process to assess enforcement. This information is invaluable when rating a program's effectiveness, and when establishing guidelines for future programs.

Planning should include liaison with other agencies that could influence the success of the program. Basic problems like jail overpopulation, community skepticism, judicial case loads, and needs for alternate means of incarceration, could impact this program. Support and approval are needed from key factions within the highway safety community. Help promoting your program can be obtained from state highway safety officials, the medical community (e.g., Cops and Docs), and local Council of Governments. Some others to consider are:

Law Enforcement

Sheriffs; State Police/Highway Patrols; Departments of Public Safety; Municipal Law Enforcement Agencies; Constables; Township Police; Tribal Police; and Campus Police Agencies.

Judicial

Clerks of Courts; Court Administrators; Justices of the Peace; Magistrates; District Court Commissioners; Judges; Public Defender Officials; District or States Attorneys; Prosecuting or County Attorneys.

Corrections

Corrections, Detention, Jail Administrators; Halfway House, Community Release, Work Release, Study Release, Alternative Release Supervisors; and Probation or Parole Services.

Elected Officials

Elected officials (Town, City, County and State).

Others

Highway safety advocacy groups (MADD, SADD, etc.); Health Department personnel; media (print, radio, and television).

Editor's Note:

The National Sheriffs' Association recommends the inclusion of selected government officials and community leaders in the planning stage. Community involvement in issues like selective enforcement programs helps managers focus on the local problem, and keeps citizens informed about issues facing law enforcement agencies. This approach always provides administrators with an opportunity to garner the support needed to correct or resolve the problem.

Implementation

Once administrators have determined a need, explored resources, satisfied equipment needs, garnered support, and developed a media campaign, implementation can begin. Once the agency has established a liaison with the state's DLD, and the coordinator has determined the best way of transferring suspension and revocation program data (via a modem, diskettes, etc.) the program can begin. It is ideal if DLD is able to query their database and sort out those drivers, suspended or revoked, by county or zip code, and place them on diskettes for entry into your database. This narrows the target drivers to a manageable list and allows the police agency to be more creative in developing their enforcement strategy.

Next, determine how much information (name, address, description of a vehicle, work address, etc.) will be used, and how many names will be placed on the list (worst 10, 15, or 20). The "top ten" concept used by Salt Lake County was very effective because it was challenging, reduced printing and copying tasks (made for manageable distribution), and officers were able to refer to the single sheet quickly. Salt Lake County's hot sheet contained the driver's name, last known home address, DOB, description, current license status with the number of times suspended or revoked for impaired driving. Hot sheets were distributed at the patrol level every three to four weeks. In areas with low populations of drivers suspended for impairment, the list would contain names of drivers suspended or revoked for other traffic-related reasons. Salt Lake County's experience revealed that providing vehicle descriptions proved impossible because of the way DMV records were kept. (See Attachment 1 - Sample Driving on Alcohol Suspension Hot Sheet).

Another benefit of the hot sheet program is its versatility. Patrol areas can be broken down and lists of drivers, suspended or revoked for different reasons, could be distributed to target select offenders within those boundaries. If driving while impaired is an overall problem, targeting drivers suspended for alcohol violations can be an effective way to underscore your overall alcohol enforcement program.

Editor's Note:

The "Hot Sheet" program was pilot tested for nine (9) months. The successes experienced with the program will enable NSA to expand its technical assistance nationally, and Internationally through the publication of this guide.

Effectiveness of the Hot Sheet program becomes more evident when it is combined with other traffic enforcement strategies such as sobriety checkpoints, saturation patrols, or random traffic checkpoints (license, registration, insurance checks). Ohio County Sheriff's Office, West Virginia, the another pilot test site, used the Hot Sheet as part of their checkpoint enforcement strategy. They made numerous arrests on warrants, and probation violations, based on the Hot Sheet.

One of the first implementation tactics used by Salt Lake County was to contact other law enforcement agencies in the county (Town, City and State) to determine if they would be receptive to having the list provided to them. Most of the neighboring agencies participated in the program with the County Sheriffs. This is where the fax machine proved its value as it shortened the time needed for distribution, and the list went directly to the individuals who needed to receive them.

Another aid is to set up a suspended or revoked driver's Hot Line. The Hot Line concept has been developed in conjunction with other criminal justice agencies to encourage citizens to call and report violators, no questions asked.

Editor's Note:

In some cases lists of suspended and revoked drivers are not available unless prior approval is obtained from the head of the DMV/DLD and there could be an administrative fee per printout.

Program Support

Judicial

It is recommended that the prosecuting attorney and presiding judge be involved in the planning stage, especially when designing the implementation process and enforcement strategy.

These people can be very helpful in identifying any legal requirements and evidentiary information needed to establish and maintain an effective program.

If the presiding judge is not available, inform them of the plan and detection procedures to be used. This is essential in obtaining judicial support and acceptance. A judge may provide insight on what activities would be required

to successfully adjudicate such cases. Prosecutors, judges, and other involved members of the judiciary could be invited to observe the actual program in operation. This would provide insight into its effectiveness and purpose.

Media

It is vital for law enforcement agencies to realize the importance of successful media relations and public information programs. Law enforcement projects are more effective if quality public information campaigns are conducted in conjunction with the programs.

Public awareness of the magnitude of the problem—and the enforcement efforts to combat it—can establish a “perception of risk” and gather support for your program within the community. The message that a substantial risk exists, and that violators may be apprehended and arrested, elevates the deterrence effect.

One of the most interesting media stories printed in Salt Lake County was the story about one individual who found out his name was on the Hot Sheet and called the Sheriff’s Office demanding to be taken off the list. He said, “he did not want the officers to know he was driving on suspension.” He was advised that, once he was taken off suspension, his name would be removed. In the meantime, he was still being targeted. This is the ultimate deterrent scenario.

Salt Lake County had press releases at the beginning of the pilot test program, and periodically throughout the duration of their enforcement effort. Several television stations did special reports on their program. The media effort was an essential part of their overall program, and Salt Lake attributes some of their success to them. Using the media effectively could improve the chance for a highly successful program.

Note:

NHTSA publishes an excellent document entitled LAW ENFORCEMENT PUBLIC INFORMATION (DOT HS 807 733)—a guide for law enforcement administrators for successful media relations, effective strategies and unit implementation. This publication should be part of every administrator’s library.

Employees of State Department of Motor Vehicles

The State Department of Motor Vehicles is generally the source for all suspension or revocation orders. It is often the custodian of driver history files and the source of documents needed to identify and prosecute suspended or revoked operators. For this reason it is important the DMV or appropriate agency be consulted and involved in all stages of the operation. Since the State Department of Motor Vehicles, Driver License Division, will be the lead agency in identifying offenders, a good working relationship is crucial to the program’s success.

Part Three: *Program Evaluation*

General

Evaluation is the means by which the program's activities are monitored and judgments are made about its impact. A thorough evaluation process will provide essential information about the content, conduct, progress, and outcome of the effort, and allow management to objectively judge the effectiveness of a program. Evaluation of the Hot Sheet enforcement program should, at a minimum, address four fundamental questions:

1. What was the program's intent? (who, what, when, where, how)
2. What level of activity did the program achieve, when compared to pre-program activity?
3. What were the costs involved in operating the program?
4. What was the impact or outcome of the implemented activity?

The program evaluation should be based on the premise that managers and administrators thoroughly understood the nature and extent of the problem. If the problem is not understood or defined, it is impossible to formulate effective strategies and countermeasures. Also, it's impossible to measure the effect or impact of the program.

Vague or ambiguous program objectives cannot be objectively evaluated.

Program evaluation is an objective process that reveals both program strengths and weaknesses. It requires both resourcefulness and commitment in order to provide a complete picture of what is happening, or has happened, with the enforcement effort and is the best guide for decisions about future enforcement efforts and strategies.

Administrative Evaluation

The administrative evaluation provides a complete description of activities and costs. In the administrative evaluation, consideration should be given to the following:

- What activities or strategies were used?
- Where, when, how were they deployed?
- What was the level of supervision? Who were the supervisors?
- What was the level of activity? How did this compare to preprogram activity levels? Was this level of activity enough to affect the problem?
- What was the cost of carrying out the activity?

Usually, administrative evaluations are monitoring processes using existing data sources. If so, they can be completed using available personnel.

Impact Evaluation

It is recommended that agencies do an evaluation of the program to determine the impact the enforcement strategy had. This effort should determine the degree of influence the program had in resolving the suspension or revocation problem. Conducting an impact evaluation can be more complicated than an administrative evaluation because it involves quantitative analysis.

At times, outside factors (i.e., extended adverse weather conditions, a seasonal local event that distracts enforcement efforts) may affect the outcome whether independently or combined. An impact evaluation must account for external factors and requires the skills of someone with experience in program evaluation and quantitative analysis. Individuals with these skills can be found on the staffs of large municipal governments or at colleges or universities.

Data Collection

For both the administrative and the impact evaluations, collection of data is critical. Data must be available for managers to monitor who, what, where, when, and how, the project is being done, and for analysts to decide how these data relate to preprogram data. Data must be available to monitor how the problem changes over time and to show the costs involved in carrying out program activities. Reliable, accurate data are essential for showing the extent to which the enforcement activities influenced the operating after suspension or revocation problems.

Part Four: *Sanctions Against the Vehicle*

The research conducted to compile effective operator enforcement programs also revealed some sanctions that are being used to target the vehicle and, therefore, alert patrol officers of a possible revoked or suspended driver. The success and effect of these programs is varied. However, because they address the suspended and revoked driver issue, they are included in this manual. Since these sanctions are oriented toward the vehicle, no statements, opinions, or recommendations are made as to their deterrent capability.

General

Drivers who persistently drive after their license has been suspended or revoked, can be effectively prevented from operating their vehicle by initiating sanctions against the vehicle, i.e., marking the vehicle registration plate, seizure of the vehicle registration plate, and immobilization.

Marking the License Plate

NHTSA sponsored a study to assess the impact of marking the vehicle registration plate of a vehicle whose driver was found to be operating after license suspension or revocation was conducted in the states of Oregon and Washington. When traffic enforcement personnel stopped and identified a motorist operating after suspension or revocation, the officer placed a "zebra sticker" over the annual registration sticker of the vehicle. Only after the owner of the vehicle showed a currently valid license could the owner receive a new annual sticker. The study determined a major drawback to this type of enforcement. It showed that by marking the vehicle registration plate, all members of the family who operate the vehicle are subject to being stopped and checked for a valid driver's license.

Seizure of the License Plate

The State of Minnesota has a vehicle registration plate impoundment law for persons observed operating a vehicle after their operator's license has been revoked three times within five years or four or more within 15 years for an impaired driving violation. This law allows officers to issue an impoundment order and seize the vehicle registration plates at the time of the driver's arrest. After impoundment, the vehicle registration plates are destroyed. This action proved very effective in deterring a repeat DWI offenses. If the driver continues to operate the vehicle, any law enforcement officer has probable cause to stop the vehicle to check for proper registration.

In 1991, one year after the law went into effect, drivers who had their vehicle registration plates impounded were found to have a 50% less recidivism rate.

Vehicle Immobilization

Immobilization is the only way to insure the suspended or revoked driver does not operate a certain vehicle. This can be accomplished by utilizing a steering wheel locking device, a tire boot, or physically taking the vehicle. The tire boot and impoundment are expensive and should only be considered when all other enforcement strategies have been exhausted.

Since 1989, the states of Ohio, New Mexico, Wisconsin, and Michigan have been using a steering wheel locking device, like the anti-theft devices, as a cost-effective immobilization strategy. The law enforcement agency purchases multiple steering wheel locking devices which are all keyed alike. When a habitual offender's vehicle has been identified, the steering wheel locking device is placed on the vehicle for immobilization purposes. These devices are inexpensive to purchase initially and easy to install. One drawback to this type of immobilization is that the steering wheel locking device can be removed if the owner cuts the steering wheel and removes the device.

The tire boot method of immobilizing a vehicle is very effective because it cannot be removed as easily as the steering wheel locking device. The initial cost of the tire boot is less but it requires more time to install.

When utilizing either strategy, the law enforcement agency is not required to oversee the management and storage of the vehicle. The immobilized vehicle remains in the owners custody and can be worked on mechanically, cleaned and polished, and even started occasionally to keep it operational until the end of the penalty period. Considerations for utilizing these approaches should include the initial cost of purchasing the immobilization devices, continued maintenance of the devices, and personnel requirements.

In extreme cases, the vehicle could be impounded and removed from the physical custody of the owner. This is the most straightforward approach to intervening between the suspended or revoked operator and a vehicle. The drawbacks to this type of strategy are the economic costs agencies must consider. Three types of administrative costs associated with impounding vehicles are:

- Identification of offenders subject to impoundment.
- Overseeing the management and storage of vehicles.
- The cost of disposing any unclaimed vehicles.

These costs include towing, storage fees, advertisement and change of license and title fees. Often, these costs far exceed the vehicle's worth, since many habitual offenders drive vehicles of little value. The agency would then lose money if

the owner did not claim their vehicles at the end of the impoundment period.

Ontario, Canada recently enacted a new law to tow and impound the vehicles of non-offender owners who allow impaired or suspended drivers to operate their vehicle. Owners pay all towing and impoundment charges. The only exceptions are those who would suffer extreme hardship if their vehicle was impounded and those who practice due diligence in checking driver status/history before providing a vehicle to drive.

The law significantly affects rental car owners. Frequently, persons with suspended licenses or poor driving records will attempt to rent instead of borrowing a car. This places more responsibility on rental companies to be more diligent in their efforts to verify client acceptability.

Miscellaneous Resources

Law enforcement agencies and criminal justice agencies may consider several sources of information to develop their suspended or revoked operator program. The Commission on Accreditation for Law Enforcement Agencies has published a set of nationally recognized criteria for all police operations, management, and administration titled "*Standards for Law Enforcement Agencies.*" These standards include chapters specifically dedicated to enforcement.

The NSA and the International Association of Chiefs of Police (IACP) promote and maintain written positions on law enforcement issues including traffic enforcement and safety. "*A Manual of Model Police Traffic Services: Policies and Procedures*" is also available from the IACP. This publication includes staff and administrative services, crash management, traffic direction and control, selective traffic enforcement, and other highway safety functions that are the responsibility of law enforcement.

Attachment 1 – Sample Driving on Alcohol Suspension Hot Sheet

Lic #	L. Name	F. Name	M.Name	DOB	State	City	Status	Ht	Wt	Hair	Eyes	Times Susp
		ROBIN		08/17/1949		KEARNS	REVA	505	095		BLU	38
		DAVID	J	03/25/1964		KEARNS	REVA	511	190	BRO	BRO	33
		TONY	STEVE	06/06/1968		KEARNS	REVA	507	130	BRO	BRO	33
		EDVARDO	RUDOLFO	01/14/1962		KEARNS	REVA	507	150		BRO	32
		ROBERT	ELLIS	12/30/1961		KEARNS	REVA	509	175	BLD	HAZ	30
		ALLAN	M	03/07/1956		KEARNS	REVA	508	150		BLU	30
		ROBERT	ANTHONY	09/20/1948		KEARNS	REVA	508	210	BLK	BRO	27
		DARRIN	DEE	05/05/1962		KEARNS	REVA	600	180	RED	BLU	26
		MARK	D	03/13/1958		KEARNS	REVA	602	188		BRO	26
		KENNETH	JACOBSEN	07/02/1942		KEARNS	REVA	506	145	BRO	BLU	25
		GLEN	ALRED	02/07/1952		KEARNS	REVA	600	160		BLU	23
		WILFORD		07/18/1968		KEARNS	REVA	507	200	BLK	BRO	23
		JOEL	A	12/10/1961		KEARNS	REVA	511	135	BLD	BRO	16
		ROBERT	D	05/23/1963		KEARNS	REVA	510	175	BRO	BLU	16
		RICKY		04/21/1965		KEARNS	REVA	504	195	BLK	BRO	16



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