



Traffic Safety in the New Millennium: Strategies for Law Enforcement

**A Planning Guide for Law Enforcement
Executives, Administrators and Managers**

**International Association of Chiefs of Police
Highway Safety Committee**

**Traffic Safety in the New Millennium:
Strategies for Law Enforcement**

**A Planning Guide for Law Enforcement Executives,
Administrators and Managers**

This document was prepared under Cooperative Agreement Number DTN H22-96-G-05235 modification 0004 from the U.S. Department of Transportation National Highway Traffic Safety Administration. Points of view or opinions in this document are those of the authors and do not necessarily represent the official position or policies of the Department of Transportation or the National Highway Traffic Safety Administration.

Table of Contents

- Acknowledgmentsi
- Executive Summary 1
- Background.....2
- Mission and Vision.....2
- Considerations for the Future3
- Strategies for Traffic Safety in the New Millennium

Management

- Strategy #1—Organizational Commitments15
- Strategy #2—Changing Priorities—Strategic Planning16
- Strategy #3—Traffic Safety Management Functions17
- Strategy #4—Supervision18
- Strategy #5—Ethics.....19
- Strategy #6—Departmental Accountability20
- Strategy #7—Development of Proper Policies21
- Strategy #8—Policies—Stake Holders and Partners.....22
- Strategy #9—Community Involvement.....23
- Strategy #10—Program Evaluations25
- Strategy #11—Assessment and Evaluation—Who Is Our Client, Customer
and Community?.....26
- Strategy #12—Budgeting.....27
- Strategy #13—Identifying and Sharing Resources28
- Strategy #14—Technology Issues.....29
- Strategy #15—Selective Traffic Enforcement Plans30

Human Resources

- Strategy #16—Demographics32
- Strategy #17—Demographic Change33
- Strategy #18—Media Relations34
- Strategy #19—Team Building35
- Strategy #20—Labor/Management36
- Strategy #21—Recruitment.....37
- Strategy #22—Increase Law Enforcement Educational and Career Development
Opportunities in the Community38
- Strategy #23—Field Training Officer / Probation / Initial Retention.....40
- Strategy #24—Collect Data Necessary to Evaluate Performance41
- Strategy #25—Employee Development.....42
- Strategy #26—Promotion43
- Strategy #27—Partnering in In-Service and Supervisory Training44
- Strategy #28—Alternative Work Schedules45
- Strategy #29—Personnel Allocations46
- Strategy #30—Civilianization/Privatization.....47

Strategy #31—Use of Specialists	48
Strategy #32—Developing an Active and Strong Reserve/Volunteer Program	49
Strategy #33—Employee Wellness.....	50

Technology

Strategy #34—Intelligent Transportation Systems (ITS)	52
Strategy #35—Roadway Safety Design	53
Strategy #36—Variable Speed	54
Strategy #37—Work Zone Safety	55
Strategy #38—Automated Highways/Vehicles.....	56
Strategy #39—Vehicle Simulators	57
Strategy #40—Emergency Response Vehicle Operations.....	58
Strategy #41—Emergency Vehicle Coordination and Response.....	59
Strategy #42—Pursuit Management	60
Strategy #43—Collision Analysis.....	61
Strategy #44—Collision Notification	62
Strategy #45—Interlock Devices	63
Strategy #46—Commercial Vehicle Communications.....	64
Strategy #47—Provide Real-time Information.....	65
Strategy #48—Fatigue Detection.....	66
Strategy #49—Testing for Driving Under the Influence of Alcohol and/or Drugs.....	67
Strategy #50—Establishing Identification of Individuals with Commercial Driver’s Licenses.....	68
Strategy #51—Driver/Violator Identification Systems.....	69
Strategy #52—Electronic Citations	70
Strategy #53—Photo Enforcement	71
Strategy #54—In-Car Video Camera.....	72
Strategy #55—Automatic Traffic Collision Reports.....	73
Strategy #56—Identification and Management of Hazardous Material Incidents	74
Strategy #57—Commercial Vehicle Regulatory and Enforcement Data.....	75
Strategy #58—Commercial Vehicle Automated Inspections	76
Strategy #59—Develop Geographic Information Systems.....	77
• Resource Organizations.....	78

These organizations may be of further assistance in the implementation of strategies contained in this document.

Acknowledgments

Earl M. Sweeney

Chairman
Highway Safety Committee
International Association of Chiefs of Police

George Ake

Major (Ret.)
North Carolina Highway Patrol

Mike Brown

Deputy Chief
California Highway Patrol

Paul Corbin

Chief
St. Charles, Missouri, Police Department

Kathryn Doult

Major
Pennsylvania State Police

Roger Fraser

National Sheriffs' Association

Murray J. Pendleton

Chief
Waterford, Connecticut, Police Department

William P. Georges

Subcommittee Chairman
Assistant Chief (Ret.)
Albany, New York, Police Department

Steven K. Powell

Captain
Colorado State Patrol

Larry Thompson

Lieutenant Colonel (Ret.)
Arizona Department of Public Safety

Jack W. VanSteenburg

Major
New York State Police

Earl Hardy

Highway Safety Specialist
Traffic Law Enforcement Division
National Highway Traffic Safety
Administration

Robert R. Rowe

Grant/Technical Manager
International Association of Chiefs of Police

Executive Summary

Traffic safety programs form an integral component of the effective, comprehensive law enforcement operation. Unfortunately, not all law enforcement executives recognize this important fact. Other law enforcement issues constantly compete with traffic safety for law enforcement's attention, and too often traffic safety initiatives take a "back seat" to what are perceived as more important programs. Violent crime, gang violence and the proliferation of illegal narcotics are matters that, to many police executives, far outweigh the need to dedicate time to proactive traffic safety. Nothing could be farther from the truth. Many successful traffic safety initiatives have resulted not only in reductions in crashes, but in additional positive results that benefit our communities in many areas.

As one might expect, there are many approaches to traffic safety presently taken by law enforcement in the United States. As we enter the new millennium, emerging trends and new technology will be of the utmost importance. This document will serve as a guidebook for law enforcement executives and their organizations; it will catalog effective strategies and address promising practices for the future.

This document addresses elements and core components in human resources, management and technology issues, with a focus on effective traffic safety strategies. These individual strategies discuss background information, possible actions, benefits, and other considerations. The information contained in this document deals with both proven strategies and promising initiatives for the future.

A safe and efficient transportation system will provide positive results to our society, and effective traffic safety programs and strategies will ensure success in this endeavor. This document will serve as a menu of effective programs and a roadmap for the journey into a safer millennium.

Several organizations provided much valuable information relating to this project. As a result, the sub-committee reviewed great amounts of data in order to produce this document. Many of the suggestions in this document might not work for every agency. The idea is to consider the words on these pages and then to create the concept that will work for your department. No one can implement every strategy contained in this document. The particular approach or theory is up to the individual agency with the goal of choosing strategies that work for you and, thus, benefit your community.

Lastly, this document should be "timeless" and serve as a living document. Attention has been given to the future throughout. Obviously, the future cannot be absolutely predicted. The information contained in these pages deals with sound, effective, goal-producing strategies which will produce positive results both now and in the future. As a result, this document will be amended periodically in order to remain current.

Background

As we enter the new millennium, many different issues compete for attention from today's law enforcement executives. In turn, to be effective leaders, today's executives must not only manage present-day issues but must keep an eye towards the future. Effective traffic management systems which use dedicated, effective traffic safety strategies are critical to the overall success of any law enforcement organization.

In September 1996, the National Highway Traffic Safety Administration (NHTSA), in cooperation with the Police Executive Research Forum (PERF), sponsored a meeting of law enforcement executives in Reno, Nevada, to discuss the issue of police traffic services in the 21st century. As a product of that meeting, a manual was developed and distributed to law enforcement executives and organizations.

Following the PERF effort, NHTSA contacted the International Association of Chiefs of Police (IACP) for comments and possible follow-up discussion. It was determined that additional work on this important issue would be beneficial to all law enforcement and allied organizations, and, as a result, the IACP entered into a partnership with NHTSA to produce this document. The chairman of IACP's Highway Safety Committee (HSC) assumed responsibility for this project and appointed a subcommittee of HSC members and other law enforcement executives to produce this report.

Mission

To provide law enforcement personnel with diverse strategies and promising practices that will enable them to effectively address traffic safety issues and emerging trends in the new millennium.

Vision

The new millennium will bring law enforcement executives an opportunity to lead their organizations towards the goal of a safe and efficient highway transportation system. Such a system will produce varied benefits to our communities and have a positive impact on our way of life. Through a strong commitment to traffic safety, law enforcement organizations will help to ensure that these positive results occur in the present and well into the future.

Considerations for the Future

By Earl Sweeney

Traffic Policing in the World of the Future

It is not given to man to foretell the future. It was, therefore, with some trepidation that the IACP Highway Safety Committee undertook to build on the excellent spadework done by the Police Executive Research Forum and attempt to make recommendations that both the National Highway Traffic Safety Administration and the law enforcement community would find useful as they plot their respective courses toward an uncertain tomorrow.

This document should be thought of, at best, as a bridge—a bridge between today and tomorrow, a bridge between two centuries and even more significantly, between two millennia. It was begun in one century and completed in another, begun in one millennium and completed in another.

Our subcommittee that worked on this project heard from futurists, police administrators, traffic commanders, engineers, and others, but we cannot say for certain what the future holds—there are too many “ifs.”

IF the economy remains stable, IF the world’s oil supply lasts another four or five decades, IF we are able to develop new sources of energy, IF the problems of global warming are not understated, IF declining birth rates and death rates in the developed nations and rising birth rates and economies in the emerging nations continue at the same pace, IF the world remains free of major wars, and IF there is not a marked change in what many have described as a declining sense of morality worldwide, we know what we can expect.

We can expect more vehicles and more roads and highways, more traffic jams and more interruptions in the traffic flow due to construction and reconstruction. We can expect that vehicle operation will become more automated, as artificial intelligence is increasingly applied to vehicles and highway systems. We can expect a continued drive to produce more fuel efficient motor vehicles that pollute the air less.

We can expect technology to help solve such problems as stopping high speed pursuits and the enforcement of speed laws and traffic light violations. We can expect more elderly drivers on the roads, a new wave of teenagers raised on a culture of violence, impatient and prone to aggressive driving and road rage.

We can expect continued problems with drugs and alcohol, which were the bane of societies in the previous millenium, not to mention the previous century. We can expect deepening divisions between the world’s “haves and have nots,” major changes in the cultural composition of our population, and as both the police and criminals increase their use of leading-edge communications technology, fierce debates as to what checks and balances should exist on governmental intrusion into personal privacy on the one hand, and the need for the police to be able to monitor terrorists, drug cartels and other organized crime groups on the other.

These expectations could change dramatically overnight, however, with a war, a disruption in the Mideast oil supply, a global climate change, or some cosmic event such as a meteor strike. We live in uncertain times.

Because of these uncertainties, in focusing our discussions and crafting our recommendations, we have devoted this section of this report to some of the future trends that we feel must be taken into account by law enforcement agencies in developing their strategies over the next five to seven years. In the second section, we call attention to the most significant and successful strategies of the last few years, providing a checklist for police administrators to see if their current tactics and procedures represent current best practices.

Throughout it all, one thing will remain constant—that the business of policing is first and foremost a “people business.” People, with all their human frailties and flaws, are our profession. Some will serve with bravery and distinction as police officers, firefighters, medical professionals and public officials.

Some will live out their lives as good citizens and role models. Others will live their lives in such a careless and even criminal manner that others will be hurt by their activities. In the highly mobile society of today and the even more mobile society of tomorrow, the police will be depended upon to ensure that travel is safe, and that criminals are caught, whether on foot or in a vehicle. It is to those police officers of today and tomorrow that this document is dedicated.

Demographics and the Personality Changes

As the study of human populations, demographics can contribute greatly to our understanding of the economy, business, society, and our professions. It can predict business trends, school and college enrollments, demands on the social security system, electricity and fossil fuel use, markets for various products, and crime and crash trends.

By itself, demographics may cause people to make some misleading conclusions. It is not an exact science, and depends on such outside factors as wars, climate changes, and the impact of technology.

It is useful in planning for the future to look at birth cohorts. For example, people born in the U.S., Canada, or Australia between 1946 and 1964 are classified by demographers as baby boomers. The baby boom occurred after World War II when veterans returned home after postponing having children until after the war. A strong economy gave couples the confidence to start a family. By 1957, the average U.S. family had nearly four children. Many young immigrants, primarily from Europe, also entered the U.S.

Postwar prosperity, the Cold War that began in 1948, and the advent of television that changed the entire landscape of activities within the home helped to shape this generation. Television penetrated nearly every household and brought with it a greater understanding of what was happening around the world, from the Vietnam War to the Kennedy assassinations to the civil rights movement to Elvis Presley and the beginnings of rock and roll. This generation is now entering the ranks of senior citizens.

From 1965 to 1976 came a baby bust, with 15% fewer babies born than during the prior decade, and the number of families with children at home dropped by six percent, along with fewer children per family. This group is often known as Generation X. They entered the labor force during a period of economic downturn with good educations, but looking forward to unemployment rates as high as 10.8% by 1982, and lower starting salaries. They were the first U.S. generation

that felt they would have fewer opportunities than their parents. Now reaching middle age, this generation is very media-conscious and the first segment of the population to be prolific computer and Internet users.

From 1977 to 1997 came the Baby Boom Echo, as the baby boomers, who had postponed childbirth until their thirties and forties, began having children, when the economy turned around and their hopes and expectations along with it.

Currently, a cohort known to merchandisers as NexGen, called by Don Tapscott, author of *Growing Up Digital: The Rise of the Net Generation*, as NetGen, and by others as Generation Y, is entering the work force. Some 88,000,000 strong, between the ages of three and 23 as the new millennium began, they are now the biggest demographic group in North America. They have a different outlook on work, responsibility, teamwork, and desired reward than their parents. This cohort and their views will dominate the 21st century.

This is the first generation that knew more about some things than their parents did. Those “some things” are the computer and the Internet. Raised on video games and “wired” to computers at school, their parents have had to depend on them to advise them on matters ranging from how to buy a computer and peripherals to how to build a Web page. This generation has grown up surrounded by digital devices, from digital cameras to video games to CD-ROMs to downloadable music. Electronic devices are no more intimidating to them than a TV set was to the previous generation—they have grown up with them and assimilated them, rather than having to learn them anew. They play, work, and create communities and friends in cyberspace. The computer and the Internet are truly the single most powerful force shaping this generation.

Because of their experiences on-line, NexGenners do not regard their parents, or even their supervisors at work, who usually know less than they do about the new technology, as having more knowledge or wisdom. After all, the world’s collected knowledge lies just a mouse click away for them, on the World Wide Web. Because of the interactive nature of the devices they play and study with, they tend to want to be users, not just viewers or listeners as the baby boomers did with the advent of television. They see a shrinking world, and their experience with the Internet has exposed them to a media where there are very few rules and still fewer controls on people’s behavior. They use computers for entertainment, studying, shopping, and communicating, through chat rooms, computer use groups, and Web sites. Two-thirds of U.S. children now use the Internet from home, school, the library, or another location. They are part of a Web-based culture that includes many opportunities to be exposed to history’s collected wisdom and knowledge, but also to cynicism, unhealthy sexual fantasies, and nihilism. Their social skills may be limited in some ways by a lack of face-to-face contact and hours spent chatting or playing games on-line rather than directly with peers. At the same time, some experts feel the writing and critical thinking skills of this generation may be enhanced by evaluating the sometimes conflicting information at their fingertips, and by reading and writing many more messages than their parents and grandparents ever did.

There is also a concern that there will be a world of electronic haves and have-nots, a digital divide, and that children and nations that have little or no access to this digital world, or lack the money to constantly update to keep pace with changes in this technology, will be developmentally and economically

disadvantaged. Recent evidence seems to show that rather than narrowing with new advances in technology, this digital divide is actually widening. There were one billion children born in the last decade of the 20th century, and 95% of them were in developing countries with primitive living conditions—in fact, more than one-half of the 1.2 billion children aged six to 11 have never placed a phone call!

Along with this technological gap has come a severe gap in wealth between segments of society, even in the U.S. The top 20% of households, with incomes of \$180,000 a year or more, command 80% of the collected wealth in the United States and 49% of the total income earned, and this figure has grown by one-fifth in the past decade, compared with only a 1% growth rate for all households combined. As the world's leading economy, the United States also leads in widening this internal gap. One out of four children under the age of six now live in poverty, making our child poverty rate the highest in the developed world.

If left to run its course, this gap in knowledge and wealth is expected to polarize nations and create dangers on the world stage, and polarize groups and cultures within our own country, boding ill for cross-cultural relations.

Already, members of this new generation seem to be exhibiting a different set of values than their predecessors. They know more and can access more knowledge than any previous birth cohort, care deeply about some social issues, and have strong beliefs about privacy and rights to information. They are optimistic, but free-thinking and alienated from the formal political structure.

Because of the way they have been taught in school and their use of computers, they do well collaborating with others in small, cross-functional work groups, but tend to disdain

close supervision and micro-management. They are innovators, and want things to move fast, having little patience for bureaucratic routines or deferred gratification. Because there has been little distinction in their lives between working, learning, and playing (they have done it all in cyberspace), they are hard workers but often prefer to be entrepreneurs or to work from their homes and telecommute.

If the U.S. economy continues to boom for knowledge workers, people who hire them should be prepared for the fact that they may have little attachment to a single employer or career, because so many opportunities are open to them. Employers may have to be prepared to make a number of concessions if they are to retain the “best and the brightest” on their payrolls. It may not be feasible to supervise them in the previously accepted sense. They are accustomed to working in non-hierarchical ways.

Demographics and the Highway Infrastructure

Transportation safety problems at the beginning of the 21st century are still numerous and raise some concerns about the safety of vehicles and the qualifications of drivers, despite much progress in recent years.

According to the U.S. Department of Transportation, breathtaking changes in transportation have brought about the globalization of the economy, changed the way the world does business with just-in-time delivery, opened economic development to previously remote parts of the United States, helped revitalize American cities, and become one of the engines for unprecedented economic expansion.

Transportation today represents 10% of the total U.S. economy. Twice as many passengers fly today as 25 years ago, vehicle

miles traveled have doubled since 1975, and transit systems now carry 8.6 billion passengers annually. Air cargo shipments have tripled in recent years. Seat belts, air bags, child safety seats and other improvements to vehicles and highways have reduced highway fatalities by 3,000 lives a year. Safety belt usage now hovers at about 70% nationwide, with only one state currently without some form of mandatory seat belt law for adults, and all states requiring them for children. Economic deregulation of the transportation industry and the advent of NAFTA, the North American Free Trade Agreement, opening our borders to additional truck traffic from Canada and Mexico, have resulted in major structural changes.

The air traffic control system is in need of a complete modernization. More than 5,000 traffic deaths take place annually from crashes involving heavy commercial vehicles. Hundreds of rail crossing crashes still occur, especially in rural areas. High-speed trains sharing tracks with freight trains and high-speed rail using tracks not built for this purpose pose safety concerns.

Made possible by the interstate highway system, suburbia has become the dominant lifestyle in the United States. As more women have entered the workforce and their own automobile has been seen as a necessity for high school students, the number of vehicles per household, the number of licensed drivers, and the time and distance spent commuting has increased. Suburban sprawl has become a quality-of-life problem rivaling some inner city problems. The future will see legislative efforts to reduce congestion and increase mass transit ridership, including new roads, alternative transportation systems, "congestion pricing," new land use restrictions, better congestion management systems, and the Intelligent Vehicle/Intelligent Highway infrastructure.

The growth of e-commerce over the Internet is expected to triple the value of air cargo by 2015, according to the U.S. Department of Transportation. This new method of procuring goods, along with telecommuting, may reduce the number of trips by vehicle and reduce some of the strain on the highway infrastructure, but it may lead to even more heavy truck traffic to support shifting demands of a "just in time" economy.

Global positioning systems from 2002 on, by virtue of NDGPS, the Nationwide Differential Global Positioning System, will provide drivers, trucking industry dispatchers, and emergency services personnel with an ability to provide real-time location information on vehicles, increasing the safety and efficiency of the system.

Suburbanization vs. Gentrification

Two countervailing trends have affected the growth and development of our cities. Suburbanization, or the flight of upper and middle class families from the inner cities to the suburbs began after World War II and has continued to the present day. The once all-white suburbs became much more culturally diverse as minorities improved their economic situation and overcame discrimination in the real estate market to join their white counterparts in the suburbs. The result was some inner cities mostly populated with economically disadvantaged citizens, often newly arrived immigrants. Along with individuals, retail establishments moved out of the inner cities to shopping malls, and other businesses and manufacturing establishments relocated to the suburbs to provide shorter commuting times for their suburban workers and what was perceived as a better quality of life. The residents of inner cities were forced to depend more on social services, the quality of schools declined due to adverse impact on the tax base, and a deterioration of housing and lack

of recreation and other services created a climate where crime, drugs, and gangs flourished, preying on inner city citizens.

In the last decade of the 20th century, however, violent crime in the cities recorded a precipitous drop—in some cases, double-digit decreases. Sociologists are unsure of the reasons for the drop—some attribute it to community policing strategies and more police on the streets due to federal anti-crime programs, others credit the low unemployment rate and strong economy, and still others feel that the drop in crime was due to the aging of the population and consequent reduction in the numbers of people in the most crime-prone ages.

As our cities became safer, upper-income families began to move back. Developers and individuals increasingly purchased old, historic buildings, renovating them for upscale housing. This process, known as “gentrification,” led to many improvements in the infrastructure of formerly deteriorated neighborhoods. It also resulted in an even greater shortage of low and moderate-cost housing for the poor, which has increased the number of homeless in some cities. Each of these demographic changes has affected traffic flow and patterns.

Urban Parking Problems

There is scarcely a U.S. city without a downtown parking problem. Enforcement of parking regulations falls on the police in most communities and casts officers in an unpopular role. Developing the economy of many communities, and especially restoring the vibrancy of downtown business areas, depends on the willingness of city governments to provide ample and reasonably priced on-street and off-street parking. Urban parking areas lend themselves to certain crimes such as muggings and car-jackings and are a particular problem to police. Video camera

surveillance of these areas, along with increased bicycle and foot patrols, will be increasingly important in order for people to feel safe as they park and retrieve their vehicles.

Interstate Rest Areas

It is not only in our cities and suburban shopping malls that motorists often feel unsafe. Some rest areas on our interstate highways are in a deteriorated condition, frequently are not staffed by attendants on a 24-hour basis, and have become havens for illicit drug transactions, public sex acts, assaults, and car-jackings. With the public fearful and reluctant to use these rest areas, an increasing number of fatigued drivers ply our highest-speed highways. Problem-solving community policing techniques involving Departments of Transportation working with state and local agencies must be applied to rid these locations of undesirable elements and increase the public’s confidence to use them.

Edge Cities and Telecommuting

As more knowledge-based workers work at least part of the week out of their homes and interact with their jobs via telephone and computer modem, there is more incentive for businesses to locate in concentric rings around major cities. This results in “edge cities” springing up, and heretofore suburban communities becoming bustling areas that offer a variety of new services, so that today’s telecommuter does not have to venture into the big city and fight traffic to obtain services and entertainment.

CPTED and “Created” Neighborhoods

As community policing becomes the standard way that many local and county police and sheriff’s departments operate, Crime Prevention Through Environmental Design (CPTED) is practiced by the police, often in partnership with urban planners.

CPTED uses regulation of building and renovation projects and, through thoughtful designs of streets and public areas, enhances natural surveillance by both police and citizens. The more activities that are open to additional sets of “eyes and ears,” the less likely crime is to be committed in those areas. The more inviting streets are to average citizens, the less likely they are to be taken over by the criminal element. A sense of territoriality and of neighborhood coalesces citizens together to resist crime and cooperate with police neighborhood watches and other crime prevention efforts. In some high-crime areas with no distinct neighborhood characteristics or boundaries, police departments have artificially “created” neighborhoods with jersey barriers, cul-de-sacs, one-way streets and other design features that make it more difficult for drug dealers, gang members and others to move quickly into an area, commit a crime, and flee just as easily without being observed. Police departments must be alert to the possibility of using these same techniques to reduce the frequency of traffic crashes. Portable speed bumps are available from some police supply houses. Devices such as these and even mid-block stop signs to slow down traffic are examples of how problem-solving community policing techniques will applied to future traffic problems as well as crime problems.

Gated Communities

With the wealthy segment of the nation becoming wealthier in an improved economy in the late 1990s, many of the wealthiest families relocated to private communities patrolled by civilian guard forces, where people coming in and out must stop at a gate house and identify themselves.

This trend toward gated communities poses many potential problems for the police. Private security agencies hired by the residents of these communities may have various motives to cover up crimes that happen within

their environs. The residents of these exclusive enclaves, because they are already paying for private security, may become less willing to support an adequate level of funding for local police and sheriff’s departments. The traditional reluctance of public law enforcement agencies to reach out to the private police sector has led to overlooking a valuable source of intelligence information.

There are already more private security employees than public police in the U.S., and this trend is continuing.

Deterioration and Reconstruction

Many of our streets and highways, including interstates and toll roads, were built shortly after World War II, and have deteriorated over the ensuing years. They are seeing traffic volumes far in excess of what they were designed to handle. Many of the nation’s bridges are reportedly in critical need of repair. The result is an explosion of highway construction, which will continue into the foreseeable future. Motorists are increasingly impatient when faced with delays caused by construction, and work zone crashes are on the increase. As more road contractors rely on paid overtime details by state and in some cases local police to provide increased work zone safety, this in itself has created another set of problems. Many of today’s officers value their leisure time more than the increased income that comes from working special details. This makes it difficult to fill all the construction details that are available. Fewer officers working these details means an increased number of fatigue-related problems for officers. It also leads to abuses where some officers are making so much money working details, their supervisors say that they have come to regard their regular shifts as simply places to rest before the next detail. These are all problems that will increasingly confront the 21st century police manager.

Traffic Volumes

Traffic volumes have increased nearly everywhere. What once was a leisurely commute to work in a rural or suburban area has become a horn-honking and patience-trying battle with traffic that outstrips the design capacity of the road. As these traffic volumes increase, aggressive driving and incidents of violence behind the wheel have risen. It is increasingly difficult for police to single violators out, divert them from the traffic stream, and adequately enforce the traffic laws during commuter rush hours, which now last well into the early evening in some places.

Realistic Speed Limits

The 55-mph national maximum speed limit of the 1960s that was imposed more as a fuel-saving measure than a safety measure, was extremely unpopular. It may have drained police resources away from the least safe roads to the interstates, which had the best safety record, and undermined selective enforcement. The NMSL was never accepted by the public, who mistrusted it and often regarded it as a revenue-raising device rather than a safety-enhancing device. Generations of fathers and mothers drove their children around with radar detectors on the dashboard of their cars, and many of today's generation of drivers are predisposed to regard speed limits with skepticism and contempt.

Speed limits on urban interstates are still arbitrarily based on the population of the surrounding area rather than highway conditions. The concept of "85th-percentile speeds," where engineers conducted traffic surveys and set speed limits at the speed that 85% of drivers drive at or under during good conditions, in fact, may no longer be valid because there has been no recent research to validate it. Many of today's impatient drivers routinely operate their vehicles at speeds

greater than the laws of physics and the effectiveness of the safety devices in their vehicles permit, and thus the "85th percentile" in some locations may in fact be an unsafe speed.

Much research at the state and national level must go into how to set realistic, enforceable speed limits.

Variable Speed Limits

Much more practical than trying to set a single speed limit for some stretches of road, is the concept of variable speed limits indicated by signs controlled by a computer at police headquarters or a DOT facility. These signs can be programmed to reduce speeds during conditions of low visibility, slippery roads, heavy traffic, etc. We expect to see more widespread use of this concept in the future.

Highway Markings and Traffic Control Devices

Many improvements in these areas are on the horizon. "Smart" traffic signals with sensors can delay a green light, when the speed of an oncoming vehicle on a side street is too fast to permit it to stop, and delaying the green light can avert a collision. Larger sign markings and clearer, more understandable legends can accommodate elderly drivers and non-English speakers. Stop signs and yield signs that broadcast an alert tone over a motorist's audio system can warn the driver that he or she is about to "run" the sign. Electronic rumble strips can warn fatigued, inattentive or otherwise impaired drivers to stay in their designated lane or prevent them from traveling the wrong way on off-ramps and thus avert serious and fatal crashes.

Fuel Prices

The United States currently imports more than half its petroleum supply, a higher percentage than during the 1970s, leaving us vulnerable to events in and policies of the oil-producing nations. As fossil fuels become

more scarce and concerns over global warming due to depletion of the Earth's ozone layer increase, fuel prices are bound to increase, causing pressure on vehicle manufacturers to make more fuel-efficient vehicles. The tide of SUVs, pickup trucks, and large luxury vehicles may then be abated. The danger for highway safety of more fuel-efficient vehicles is that frequently, manufacturers make their vehicles smaller and lighter so they will consume less fuel. When these vehicles mix with heavy commercial vehicles and other larger vehicles in the traffic flow, the laws of vehicle dynamics are such that the occupants of the smaller, lighter vehicles have decreased survivability in the event of a crash.

Mass Transit

Mass transit could solve many problems of congestion, including parking problems. However, America's love affair with the car continues, and mass transit remains an unpopular option with many drivers, as witnessed by the overcapacity of most "ride share" parking lots and the under-utilization of HOV lanes.

Railroads

Attempts continue to restore passenger train service through high-speed rail initiatives. Freight trains, still prevalent in some parts of the nation, face stiff competition from ever-larger and heavier commercial trucks. With fewer trains around, motorists have become more careless about crossing railroad tracks. Efforts to educate motorists and police alike about trains and the importance of observing railroad crossings must continue.

Intelligent Vehicles and Highway Systems

Privacy Concerns and the Need for Police Input

Departments of Transportation are progressing rapidly in developing intelligent vehicles and intelligent highways. Soon, it will be possible in urban areas to virtually put a vehicle on "autopilot" during commuter rush hours. Built-in radar and other electronic devices will keep vehicles from following one another too closely and even control speeds to prevent the speed variation that is the cause of most speed-related crashes.

This new technology has the potential of halting dangerous high-speed pursuits, spotting stolen vehicles, and directing lost motorists. However, many privacy advocates fear police involvement in ITS, and the police community has not been given enough meaningful input into the design of these systems. Means must be developed to bring about a greater police input and participation into the development of this new technology.

Education and Highway Safety

Along with engineering and enforcement, education has always been, and must remain, a vital component of highway safety.

The Internet

Police departments in many communities now have Internet Web sites that the public can access. Resources such as IACP Net make tremendous volumes of research and information available to police planners and executives. However, we have scarcely scratched the surface of this powerful tool to spread the police message of traffic safety.

Police departments must increasingly use their Web sites to provide information to drivers on such topics as the purpose of traffic enforcement, how to behave when stopped by the police, how to pay or contest a ticket, the meaning of penalty points on driver's licenses, safety messages, notification of safety check-points, etc.

School Resource Officers

With the increasing trend toward putting police officers on duty in our public schools, their value in spreading the traffic safety message cannot be overlooked. The traffic-related duties they can help with include guest appearances at driver education classes, safety lectures and bicycle rodeos for younger children, classes in child safety seats and seat belts at home economics classes, discussion of traffic offenses at "law day" and "youth and the law" classes, voluntary safety inspection of students' cars, and prohibition of offending students from bringing their vehicles on school campuses if they are apprehended driving dangerously at or near the school grounds.

ESL Programs for Aliens

Community policing officers in inner cities have an opportunity to promote highway safety among new immigrants and assist in teaching persons for whom English is a second language how to survive in traffic in this country. Departments of Motor Vehicles and Departments of Education must increasingly team with the police in the future, to improve the skills of non-English speaking drivers.

Vehicle Safety and Child Seat Clinics

With fewer states mandating periodic motor vehicle safety inspections, there is an opportunity for police, in cooperation with auto dealers and reputable repair shops, to provide voluntary low- or no-cost vehicle safety inspections along with existing clinics

that teach people how to properly install and use child safety seats. These programs can be made available at roadside, at the police station, or at shopping malls and are an excellent way for the police to reach out to the public in a non-threatening manner.

Driver Education for Older Drivers

Using volunteers from the American Association of Retired Persons (AARP) and other similar groups, police can sponsor voluntary driver education for older drivers, to teach them how to cope with declining vision, hearing and reflexes.

Motor vehicle licensing authorities in the days and years ahead must make more frequent use of periodic driver re-examination of older drivers, and have greater utilization of medical review boards. It is difficult to get busy medical professionals to participate in these boards, and public safety personnel need to develop a closer liaison with these individuals in order to increase the level of mutual understanding and cooperation.

Remedial Driver Education

It takes skill to drive in today's congested, fast-moving traffic. Police and motor vehicle licensing authorities, along with the traffic courts, must team up to identify drivers who lack certain basic skills, and funnel them into remedial driver education courses.

Minorities and Safety Belts

Statistics indicate that certain ethnic group members are less likely to use safety belts and child safety seats. When these groups are targeted for selective enforcement, group members may mistake these efforts for "racial profiling." Still, minority group advocates have been proven in opinion polls to strongly support seat belt enforcement. Police departments must be sure that any enforcement efforts in the minority community are preceded by and accompanied with effective educational programs.

Police Strategies and Tactics

Community Policing and the Traffic Interface

With community policing the preferred policing tactic of the final decade of the 20th century, thoughtful police officials discovered that one important component of the police mission was being neglected—traffic enforcement. In community after community when citizens were surveyed by the police, they told their police departments that their number one or two quality of life concern was traffic. More people are killed and injured and the economic loss to society is greater from traffic crashes than that from crime, and police departments that are proactive in traffic enforcement have lower crime rates as well as lower traffic crash statistics, because traffic enforcement leads to the discovery of criminals and the recovery of drugs and weapons. Due to the efforts of the National Highway Traffic Safety Administration, the International Association of Chiefs of Police and others, police departments have developed operating strategies that recognize and integrate traffic enforcement as an important component of the community policing effort. These efforts must continue into the future.

Visibility—the “Storefront Police Station”

An effective policing tactic in many communities is to establish small, community police stations in shopping malls, storefronts and elsewhere, to bring police services into neighborhoods where they might otherwise be inaccessible.

Often overlooked, however, is the presence of a marked police cruiser parked in a strategic location in a neighborhood surveilling traffic. In fact, the police car serves as a “mobile substation.” With a marked unit staffed by a friendly officer, adults and children feel free to approach the officer and exchange infor-

mation and discuss neighborhood problems. One of the objectives of community policing is not only to reduce crime, but to reduce the fear of crime and provide the public with a greater sense of security and safety. Visible police presence in strategic locations observing stop signs and yield signs, watching solid center lines, running radar, or watching a school bus shelter, can enhance the public’s sense of security and well-being.

Targeted Enforcement—COMPSTAT, etc.

Modern developments have carried the concept of selective traffic enforcement to a new level through the use of computer technology and real-time availability of data. The New York City Police Department pioneered the COMPSTAT (computer comparison statistics) process. There, evolving crime patterns are tracked city-wide on a week-by-week basis and district commanders held accountable for problem-solving strategies. The COMPSTAT process has since been used by other cities. Research and experimentation to adapt this process to communities of various sizes and include a strong traffic component will be important.

Multi-Jurisdictional Task Forces

Increased workloads and labor shortages in the ranks of law enforcement agencies sometimes make it difficult to mount intensive, targeted, traffic enforcement efforts that require permanent or temporary deployment of specialized units. Where an individual department or agency is unable to muster sufficient strength to address a problem that is shared by other jurisdictions, consideration should be given to forming a regional, multi-jurisdictional effort. Each agency then contributes one or two individuals to a team that operates across jurisdictional lines and addresses common problems.

Offender-Targeted Strategies

Analysis of crash data indicates that certain offenders account for a large proportion of traffic violations and crashes. Youthful drivers, inexperienced in both life and in driving, are involved in a disproportionate number of crashes, and have been found to benefit from graduated licensing systems. Drivers who continue to drive while their licenses are under suspension or revocation defeat the purpose of motor vehicle driver improvement programs. Intensive probation supervision and electronic monitoring such as is practiced by the criminal courts should be adopted by traffic courts to reduce the incidence of driving after revocation and suspension.

Existing data indicates that certain age and occupational groups are more likely to be involved in driving-while-intoxicated offenses, while some ethnic groups have lower rates of compliance with safety belt laws. Educational messages from the law enforcement community can be designed and targeted to reach these groups. In developing offender-targeted strategies, police must be careful not to adopt practices that lead to racial or ethnic profiling as the basis for traffic stops.

Location-Oriented Strategies

The use of global positioning systems and crime mapping software should be expanded to better track the locations of traffic crashes and aggressive driving violations and match these with the locations where citations are issued. This will enable police supervisors to ensure that their officers are deployed in the most effective manner to intercept violations in progress and reduce crashes.

Alcohol Compliance Checks

The universal adoption of the 21-year-old drinking age in the U.S. has resulted in a substantial reduction in the number of

alcohol-related crashes involving teenagers. The effectiveness of this law would be enhanced by reducing teenage access to alcohol. Compliance checks and “stings” to identify and act against licensed establishments that sell alcohol to teens have proven effective. Jurisdictions should look to refine and improve these tactics and remove any legal impediments against them.

Keg Identification

Widespread consumption of alcoholic beverages on college campuses, at house parties and at sporting events often involves persons of teen age obtaining kegs of beer. Through the efforts of the Century Council and others, keg identification systems are available and should be utilized to track the source of kegs that are detected through enforcement activities, to permit follow-up enforcement.

Internet Alcohol Sales

Alcoholic beverages are available through various Internet sites and persons below the legal drinking age can purchase them with a credit card and have them delivered to their homes. Some states have passed legislation that requires package delivery services to identify the nature of the product on the outside of the package and require the signature of an identified adult before making a delivery. These laws should become more widespread in the future.

Drug Interdiction and Identification Strategies

Racial and Ethnic Profiling Problems

The use of statistical probabilities and tactics utilized by the most successful officers in interdicting and seizing drugs in motor vehicles have proven to be efficient strategies in stemming the flow of illegal drugs.

However, the improper application of these strategies has led to concerns with racial and ethnic profiling in traffic stops.

In the future, more intensive training of officers in civil rights concerns, constitutional law, cultural diversity, and interpersonal communications in conjunction with data collection and analysis of the role of race and ethnicity in traffic stops and violations will alleviate many of these concerns.

DRE and SFST

The DEC (Drug Evaluation and Classification) program developed jointly by the International Association of Chiefs of Police and the National Highway Traffic Safety Administration has provided a powerful tool for the detection of drug-impaired drivers—the use of trained police Drug Recognition Experts (DREs).

Another program developed by the IACP and NHTSA, standardized field sobriety testing, enables officers at the roadside to turn reasonable suspicion for a stop into probable cause for a DWI arrest.

Unfortunately, some local courts still do not recognize and accept the scientific basis for this technology. Further, some law enforcement agencies do not refresh and update their officers in this training. In the years to come, much more effort must be put into educating judges and court personnel in this technology, and ensuring that officers have these skills refreshed on a regular basis.

First Responder Training; Police as Part of the Health Care System

In many areas of the country, police officers are the first persons to arrive at the scenes of life-threatening medical emergencies. Automatic external defibrillators and other equipment and techniques if deployed within the first few minutes of a crisis can lead to saving more lives and preventing disabling

injuries. Future cooperative relationships among police and health care professionals hold great promise for enhancing the effectiveness of both groups.

Emergency Driver Training

The involvement of police cars and other emergency response vehicles in traffic crashes that occur while proceeding to the scenes of emergencies and engaged in vehicular pursuits occasionally results in deaths and injuries to citizens, officers and violators.

It is impractical to ban police pursuits because violators including those who have committed serious criminal acts and who if allowed to remain at large would be a danger to society would know they need only flee from an officer to avoid capture. Rapid response of public safety vehicles to the scenes of emergencies is often vital to the preservation of life itself.

Although out-of-control motor vehicles cause more injuries than firearms, police officers typically qualify once or twice a year with their firearms but rarely are given additional driver training after they graduate from the basic police academy. Over the next decade, public safety agencies need widespread access to simulator technology and driver training vehicles and facilities.

The federal and various state governments should make highway trust funds available to support this effort.

Traffic Laws and Ordinances

Scofflaws

In every state and local jurisdiction, there is a significant amount of unpaid court fines, and drivers who continue to drive after their licenses are suspended or revoked. This leads to disrespect for the law, and unequal punishment because most people pay their fines and abide by restrictions on their licenses

but a significant and growing number do not. Planning and research efforts to develop legal strategies to address this problem must be intensified.

ALS Procedures

The administrative license suspension system was envisioned as a system that would remove dangerous driver from the road more quickly and streamline the DWI adjudication process. However, in some jurisdictions it does not seem to be working. Hearings examiners sometimes apply the law in a hyper-technical sense that is inappropriate to administrative adjudication, and some motor vehicle hearings have become more cumbersome than criminal court trials, taking officers away from their patrol duties for inordinate amounts of time. Law enforcement agencies and prosecutors should proactively develop legislative strategies to address these problems.

Vehicle Seizures and Forfeitures

Jurisdictions have experienced varying degrees of success in providing for the forfeiture and sale of vehicles involved in certain offenses such as leaving the scene of a crash, driving while under the influence of liquor or drugs, transporting illegal weapons or controlled drugs, and driving after license revocation. Research should be conducted to determine the effectiveness of these laws, and in particular whether the passage of such statutes may encourage more persons to flee the police and result in an increased number of vehicular pursuits.

Fees for Causing an Emergency Response

Crashes caused by reckless or intoxicated drivers place an unnecessary strain on public safety resources and a burden on public budgets. Some jurisdictions have enacted statutes and ordinances that permit state and local governments to recover these costs from the driver whose illegal acts caused the problem.

Tomorrow's Police Executive

Changes in society now and in the future demand that we take a fresh look at our executive and mid-management training programs and reorient them to emerging issues. The police executive of tomorrow may need to reinvent him/herself to function more effectively in an atmosphere where supervisors and managers increase their coaching and mentoring roles and train their subordinate employees to make more decisions on their own.

Consensus-Building and Political Awareness

The community with which a police executive deals is no longer a single, homogeneous entity. In fact, the term "community" often consists of a chorus of voices, sometimes competing and sometimes agreeing, depending upon the issue. The successful police executive of the future will be the one who can build a consensus among these diverse groups, and who demonstrates an awareness of how to respond to sensitive issues in a manner that promotes unity rather than divisiveness.

Functioning in a Collegial Atmosphere

The emerging police executive can no longer view his or her agency as an independent island. Rather, the law enforcement agency must be viewed and operated as an important but interdependent component of the state or local government. The police executive will be working more closely with the heads of the public works department, the fire department, the building department, the schools, and a variety of private and non-profit agencies.

The skills required to function successfully in such a collegial atmosphere differ from those that have been required in the past to operate in a profession that in the past considered itself, partly because of its paramil-

itary nature, separate and apart from the rest of government.

The Flattened Organizational Pyramid

Beginning in the private sector, various emerging management strategies have been developed to “flatten the organizational pyramid” and make organizations more responsive by reducing the distance that issues and concerns must travel in order for decisions to be made. This has involved in some cases eliminating duplicative levels of command, clarifying the respective roles of staff and line positions, and facilitating horizontal communications between divisions, bureaus, and units through cross-functional, self-directed work teams and similar strategies.

Tomorrow’s police executives must be cognizant of these strategies and adept at functioning in this new milieu.

The Future of the Paramilitary Model

Some people have called into question the traditional paramilitary nature of police organizations. Efforts in the past to eliminate uniforms and visible trappings of rank have failed for various reasons.

It is generally agreed that certain aspects of the paramilitary model must be retained in the police service, in order to provide effective command and control in emergency situations and provide adequate discipline and oversight in a profession that is a frequent target of civil litigation. On the other hand, as with all organizations of the future, law enforcement agencies must be able to respond quickly and in an innovative, non-traditional manner to emerging problems and willing to take moderate risks to empower their employees at all levels to think creatively and operate with a minimum amount of supervisory oversight rather than under continual close observation.

Visible and Not Desk-Bound Executives

The executive of the future must be visible not only within but also outside the organization. This will require the maximal utilization of time management techniques.

Managers and supervisors must create opportunities to interact with their employees both formally and informally and become familiar with the pulse and problems of the agency and the individual capabilities of their subordinates. They must be willing to freely communicate and act as a sounding-board for their own upper management. They must also be prepared to act as advocates for their agency to the community, and willing to listen to the community’s concerns and recognize that the community has a role to play in making its concerns known to the police.

Committed to Using Information Wisely

As part of an information-based society, law enforcement agencies typically collect and store a vast amount of data concerning their operations. Unfortunately, this data in some agencies is simply stored and forgotten, rather than put to good use in detecting problems and trends and more effectively deploying resources.

Tomorrow’s police executive must be committed to real-time use and analysis of data, and to communicating this information downward and sideways throughout the organization and insisting that others employ it in making strategic decisions.

Value-Centered Managers

Most modern organizations have developed mission statements that inform the community and their employees what the organization is all about. Some have gone beyond this and created a vision of their ultimate aims. With the perceived general decline in moral values, it is more incumbent than ever on each criminal justice organization

to identify and commit to a formal set of values and beliefs that are not only advocated but modeled by members of the organization from the top on down, and to which its members are held. This is essential in order to prevent the erosion of public confidence in government.

Operating a value-centered organization involves numerous ongoing initiatives. Among the most important are addressing these values on a regular basis in the hiring and new employee orientation process, during recruit and in-service training, in policy development and implementation, in the disciplinary system, and in the organization's public pronouncements, everyday activities, and the behavior of its individual members.

Summary

The history of humankind has taught us that in trying to predict the future we are only "looking through a glass, darkly." There are too many variables that are out of the control of one organization, profession, nation, or even humankind itself, that can affect the very status of life on earth to state with certainty what tomorrow holds in store for us, to say nothing of the next week, next decade, or next century. The best we can do is look at history and emerging trends and come up with probabilities.

That is what we have attempted to do in this section. In the section that follows, we present a series of strategies that have been effectively employed by the most effective law enforcement agencies in the country, along with a series of thoughtful challenges and other considerations designed to help you adapt them to emerging trends.

Management Strategies

Preface

Good management practices can be applied to traffic safety as effectively as they can to other disciplines.

Therefore, the following section often addresses general management strategies, instead of specifically identifying them as traffic safety related. Some of these may seem familiar because they have often been used successfully. They are presented as a foundation to build upon as the executive leads the agency into the future.

Strategy #1—Organizational Commitment

Develop motivational alternatives to support and improve traffic safety measures.

Background

Law enforcement agencies can become preoccupied with general law enforcement measures at the expense and neglect of traffic safety programs. Because traffic safety is a viable and important element of law enforcement, traffic safety programs and personnel should receive the executive's full support and attention.

Actions

- Make traffic safety a core value.
- Integrate traffic safety throughout all operations of the department. When feasible a traffic safety unit should be established.
- Provide necessary training, equipment, and staff to fulfill the responsibility of providing traffic safety to the public.
- Emphasize the importance of traffic safety during training and presentations to all personnel.

Benefits

- Improves morale and motivation.
- Provides important focus and support for traffic safety.
- Reduces vehicle collisions and incidents and their related costs.
- Reduces vehicle crash injuries and fatalities and their related costs.
- Reduces criminal activity where active traffic enforcement takes place.
- Increases the efficiency of traffic systems.

Other Considerations

- Establishment of traffic safety units requires personnel resources, additional training and funding.
- Management support is essential.
- Specialized traffic units do not nullify the traffic responsibilities of other units.

Strategy #2—Changing Priorities: Strategic Planning

Incorporate a strategic planning process into the law enforcement organizational structure to proactively address anticipated changes in an agency's sphere of influence.

Background

Occasionally, law enforcement is seen as a reactive operation, applying resources to a problem after it arises. Rapid and continuing changes in environment, demographics, technology, and availability of resources are forcing both public and private sector organizations to pay attention to these trends and anticipate how they will affect their own operations.

These rapid changes make it imperative for law enforcement to be aware of future trends as areas of responsibility expand and available resources to meet those demands are limited or even reduced. Strategic planning is a method of planning and operating designed to anticipate future changes and implement strategies to address these issues. Strategic planning is designed to answer four basic questions: 1) Where are we now? 2) Where do we want to be in the future? 3) How do we get there? 4) How do we measure our progress?

Law enforcement should strive to affect its changing operating environment in positive ways. By strategically planning for the future, law enforcement can impact future trends so they can work cooperatively with an agency's mission of public safety and service, which should include traffic safety components.

Actions

- Research and study the process of strategic planning and how such a process can be incorporated into agency management operations.
- Incorporate a strategic planning process into agency management functions. Such a process should be designed to answer the four questions mentioned above and should include the following tasks:

- Review pertinent demographic data impacting the agency, along with future projections.
- Identify traffic safety trends and criminal activity in order to anticipate future resource needs.
- Use community outreach efforts to help identify emerging issues that will affect the agency and begin planning for how best to address those issues.
- Encourage the inclusion of new and unconventional approaches to issues that may not be effectively addressed by more conventional methods.

Benefits

- Strategic planning sets forth a direction for the agency during a changing operational environment.
- Plans allow the agency to become prepared for anticipated operational changes prior to occurrence.
- Strategic plans are flexible in nature, allowing the agency to change directions when needed without compromising its mission.

Other Considerations

- Organizational change can be difficult to accomplish. There needs to be "ownership" at all levels of the organization in order for strategic planning to be successful.
- Strategic planning can be frustrating for those involved because change often does not happen as quickly as desired.
- Suggestions for change can be viewed by law enforcement executives as criticism of current policies or their administration and therefore may not receive the needed support from top management levels.

Strategy #3—Traffic Safety Management Functions

Agencies should have a strong commitment to traffic safety and related services and include such services in their mission. Management's role is to ensure that the mission of the agency is carried out successfully.

Background

Traffic safety and services are vital components in the overall mission of an agency. Numerous management theories exist which should provide the basic guidelines for law enforcement executives to accomplish their goals in traffic safety.

Actions

- Ensure that the planning function of the agency includes traffic safety as an area of responsibility.
- Develop goals, objectives and actions that address resolution of traffic safety issues.
- Organize units and/or sections that specifically include the responsibility of traffic safety and the implementation of traffic enforcement programs.
- Direct management, supervisors, and field officers to address traffic safety issues as part of their daily and annual goals.
- Staff the units or sections adequately to ensure that traffic safety can be addressed and traffic enforcement programs can be implemented.
- Coordinate the agency's traffic safety efforts both within the agency and with external partners and stakeholders.
- Budget to include necessary resources to adequately address traffic safety issues within the agency's jurisdiction.

Benefits

- A systematic approach to include traffic safety as an agency goal will help ensure success in reaching that goal.
- By using one of the management approaches, management may discover areas that may need the application of additional resources, e.g., grants, public-private partnerships, or volunteers.
- Utilizing management tools helps to institutionalize traffic safety within the agency as a means of reducing collisions, saving lives and reducing injuries.

Other Considerations

- Without utilizing management tools in its traffic safety programs as a priority, law enforcement personnel may not take this area of responsibility as seriously as the law enforcement executive may desire.
- Without using management tools to address traffic safety, the agency will not be able to keep it on a priority agenda.

Strategy #4—Supervision

Allow employees to reach their full potential by delegating more authority and presenting opportunities that would challenge their decision making process and strengthen their sense of judgment.

Background

The ability to understand, interpret and apply policies and procedures is a necessary skill that a supervisor must possess. Without a fair understanding of set policies and procedures, the departmental mission, goals and objectives will not be met. Quality supervision is critical to mission success.

Actions

- Validate a supervisor selection process that tests and identifies the best candidate for promotion.
- Ensure that supervisors receive adequate and ongoing training regarding departmental policies and procedures and are accountable for their application.
- Ensure that supervisors apply existing policies and procedures while evaluating subordinates and answering civilian complaints.

- Encourage supervisors to develop—and solicit from fellow employees—action plans that address traffic safety issues and report progress on the implementation of those plans.

Benefits

- Provides more experienced and highly competent employees at all levels within a department.
- Supervisors are able to impart departmental policies and procedures while ensuring that mission goals and objectives are met.
- Supervisors gain the knowledge and ability to advance to a higher level within a department.

Other Considerations

- Personnel hours lost due to training.
- Cost associated with career development training.

Strategy #5—Ethics

Departments must continue to identify and improve their policies and procedures that promote sound ethical judgment, actions and decisions made by law enforcement personnel.

Background

Ethics is a standard by which individual and organizational performance can be judged. The profession of law enforcement has standards, as do individual agencies and their individual officers. Ethical standards that are incompatible will cause controversy at the agency level and eventually lead to disciplinary action. The more these standards are compatible, the more they will improve performance by all involved.

The public holds law enforcement personnel to a high standard of responsibility and demands that they remain true to their profession and oath. Law enforcement personnel are expected to protect and serve all in a fair and impartial manner. Therefore, law enforcement officers should abide by this trust and make a concerted effort not to abuse or misuse their authority and position. Additionally, unethical behavior may be costly to the department

Actions

- Ensure that ethics is the foundation for departmental policies, procedures and training.
- Ensure a selection process that selects applicants with ethical standards that are the most compatible with agency standards.
- Create systems for training, supervision, evaluations, and other departmental procedures that will mold compatible ethical standards.
- Lead by example throughout the organization.
- Conduct ongoing training of personnel regarding acceptable and unacceptable behavior in the workplace.

- Develop and implement policy that ensures, and continues to emphasize, that all law enforcement contact is free of any type of discrimination, harassment and political incentives.
- Ensure all persons are treated in a fair, impartial and uniform manner through policy, procedure and ongoing training.
- Investigate all allegations of unethical behavior thoroughly and completely.
- Focus traffic safety and law enforcement policies on saving lives and reducing injury and property damage.

Benefits

- Once a department and its personnel acquire a reputation for high ethical standards, they may be subjected to fewer citizen complaints and criminal and civil lawsuits.
- When an agency successfully establishes a culture of moral and ethical behavior, close supervision of employees may not be necessary and could be spent on other issues.
- Employee morale and productivity improve and there is less stress and tension in the workplace.

Other Considerations

- There are additional costs associated with personnel taken from work to conduct or attend training.
- Traffic enforcement may require a review of policies and procedures to ensure that they are applied in a fair and equitable manner.
- Refer to the IACP guiding principles for law enforcement.

Strategy #6—Departmental Accountability

Develop a proactive accountability system for use with governing bodies and the community.

Background

Agencies are sometimes called to answer for actions or lack of action in the communities they serve. Most often this accounting is for an event or series of events focusing criticism on the agency. Agencies are asked to respond to these criticisms in detail on very short notice.

Actions

- Develop and keep current a departmental accountability system.
- Keep a current and accessible database suitable for use in the accountability system.
- Establish a reporting system to provide pertinent data to the accountability system.
- Use the system and regularly collected data for planning, training and mitigation of problems.

Benefits

- Rapid creditable response to inquiries and criticisms.
- Fewer problems.
- Improved agency effectiveness.
- Reduced liability for the agency and governing body.

Other Considerations

- Possible additional costs to start up and maintain the system.
- Personnel may not submit data as required.
- Resistance by agency personnel to preparing new or additional reports.
- Suspicions about the agency's motives for implementing the system.

Strategy #7—Development of Proper Policies

Without policies to serve as guidelines for the agency, members of that agency may not know the direction or intent of the agency's executives.

Background

Policies should be broad-based, but still directional in nature, reflecting the administration's intent. Without policy, each officer may conduct her daily affairs in a way that is inconsistent with the agency's mission and goals.

Actions

- Train agency personnel in the preparation of meaningful, purposeful policy.
- Identify the agency's value statement and goals, inclusive of traffic safety.
- Specify, in policy, the priority ascribed to traffic safety and its direct correlation to the agency's mission of saving lives and protecting property.
- Assess the need for policy development

Benefits

- The specific identification of traffic safety as a mainstay of the agency's foundation will help clarify the importance the law enforcement executive ascribes to it and will ensure that it does not get lost among the agency's multiple priorities.
- Agency members will know there is internal, administrative support behind their traffic safety activities.

- The agency's governing body and the public will know that traffic safety is not an after-thought or an activity that is conducted if, and when, the agency has nothing else to do. The policy can stand alone to inform the public of the agency's intent and the correlation of that intent with its mission, value statement and goals.

Other Considerations

- Traffic safety is sometimes relegated to a lesser priority (or no priority) compared to other current issues, even though it is still an area in which law enforcement can make significant positive strides.
- Law enforcement personnel occasionally view traffic enforcement as a secondary assignment or one of lesser stature, when in fact it should remain, or be elevated to, a high priority.
- The interrelationship of traffic enforcement, traffic safety, and crime prevention or crime resolution is often overlooked.
- The Highway Safety Desk Book and The Police Traffic Services Policies and Procedures Manual, both developed by the IACP Highway Safety Committee, provide a ready reference for law enforcement executives on policy and procedure recommendations.

Strategy #8—Stakeholders and Partners

Evaluate public policy discussion to determine the effectiveness of public education efforts surrounding a particular policy and the public's overall impression of the agency. Take the necessary steps to present more effectively the agency's perspective on a given issue, improve its performance and image overall, and gain additional public trust.

Background

A powerful indicator of the public's perception of a particular law enforcement issue, or a law enforcement agency in general, often surfaces in public discussion. This discussion may take place in the legislature, at community meetings, in newspaper editorial pages, letters to the editor, radio talk shows, and elsewhere. It is important to evaluate this public policy discussion. Such an evaluation can tell an agency where it is succeeding in its public education and awareness efforts and where those efforts need to be strengthened. In addition, the discussion can indicate the agency's strengths and weaknesses in the public's perception. Responding appropriately to such an assessment is an essential part of gaining greater public trust.

Everyone is affected by traffic safety. Such a broad basis of interest allows tremendous opportunity for proactive public education efforts, and for responding to specific concerns or complaints within a given community. Proactive action with positive results is one of the most effective ways to sway public opinion.

Actions

- Identify media outlets and other venues of public discussion. Then establish a means for tracking the discussion, such as using clipping services, monitoring the Internet, or logging and following up on discussion that may occur on the radio or in other public forums.
- Establish a plan for contributing to the discussion. Appear as a guest on radio or television talk shows; write articles for publication in the editorial section of local newspapers; write a letter to the editor if the agency's perspective was misrepresented or not represented in an article or in another letter to the editor.
- Identify organizations that share an interest in attaining the agency's goals of traffic safety.
- Establish and maintain positive relationships with city council members, boards of supervisors, and state legislators. These relationships will allow the agency access to present their perspective on many important topics, including those involving traffic safety.
- Provide training for key spokespersons of the agency. Their knowing how to respond to questions openly and honestly, even in heated or controversial situations, will maintain the agency's reputation for integrity.
- Develop a Web page and solicit public response to activities and programs. Provide links to and from other organizations working in the field of traffic safety.
- Determine if the agency can approach an action in another way if the public responds negatively.
- Always be honest and as forthcoming as possible in the public policy debate.

Strategy #8—Stakeholders and Partners, cont'd

Benefits

- Assessing and responding to public policy debates provides an excellent opportunity for the agency to present its perspective on issues, including those associated with traffic safety.
- Positive, honest responses to questions from reporters or the public can increase an agency's reputation for integrity. This reputation can help the department in both present and future debates.
- Constructive public policy debate is an excellent venue to educate the public about traffic safety issues and gain compliance to rules of the road.
- When the public understands and accepts a policy, law, or program, individuals will become its proponents within their own communities.
- The input of the stakeholders and partners will help the agency prioritize its goals and apply its resources.

- Partners and stakeholders may be able to carry a traffic safety agenda forward when the agency finds itself in the position that it cannot adequately promote that agenda

Other Considerations

- There are times when a law enforcement agency cannot enter into public debate (e.g., lawsuits, personnel actions). In these cases, it is important to explain to the reporter or public why no comment can be made.
- Agencies may want to budget or plan for special training of key spokespersons. These people may then be able to provide training to others who interact with the public or the media.
- Stakeholders may make demands of the agency, setting forth their own agenda instead of working in a cooperative manner.

Strategy #9—Community Involvement

Become involved in the community to understand and serve it better.

Background

Law enforcement exists to serve the community by preserving the peace, saving lives, protecting property, and improving the quality of life. To effectively accomplish these responsibilities, agencies must interact with the communities they serve. Traffic safety makes a positive contribution towards achieving these goals. While law enforcement agencies generally recognize the importance of community involvement and implement programs such as community policing, barriers continue to exist between some communities and law enforcement.

Although many communities express concern over criminal activity, they may not consider the positive effects traffic safety efforts have on crime or how they save lives and reduce injuries to members of the community. Community liaison provides an excellent opportunity to conduct significant public education about the importance of traffic safety initiatives.

Actions

- Identify the diverse communities within the agency's jurisdiction on a continuous basis. These communities are more apt to be distinguished by economic status, language, ethnicity, race, or other commonalities, than by older, geographic names or districts.
- Update or develop policy that ensures liaison and involvement with various communities within the agency's jurisdiction. This involvement will provide the respective communities and the agency the opportunity to discuss local needs from a variety of perspectives.
- Review policies to ensure that they are responsive to the needs and demands of the various communities within the agency's jurisdiction.
- Ensure full commitment and involvement of the agency by providing leadership and support for all programs, including traffic safety, developed to address community issues.
- Evaluate traffic programs to determine the effectiveness of each one. Enhance if possible those programs that have shown a level of success, and reconfigure or eliminate those programs that have been ineffective.
- Identify key people and organizations within the community who can assist the agency in forming a relationship with the community. See resource list provided below.
- Consider using all avenues of outreach, such as hospitals, pediatricians, trauma centers, safety coalitions, schools, neighborhood watch groups, and churches, to broaden the community outreach approach. Use these contacts to identify problems and implement solutions for effective traffic safety programs.
- Customize solutions to the individual community, and strive for community ownership.
- Share the results of community-oriented programs with the community.
- Establish multidisciplinary task forces to address traffic safety from a variety of perspectives, including: enforcement; judiciary; signing, striping, and engineering; emergency response; and public education and awareness. Encourage the task force members to identify problems, then recommend and implement solutions.

Strategy #9—Community Involvement, cont'd

Benefits

- Community members who are recognized as individuals, rather than as an invisible part of the jurisdiction, are apt to be more willing to participate in problem identification and resolution.
- Community participation in policy-making decisions will assist law enforcement agencies in gaining community support, and will help inspire community understanding, acceptance, and compliance.
- Involvement with the community will result in continual refinement of policies and programs to better address their issues.
- Using all available resources will enhance access to the community. People with diverse backgrounds can assist both the community and the agency in understanding various issues.
- Multidisciplinary task forces can accomplish far more by working together than an agency or organization can accomplish on its own.

Other Considerations

- A commitment to the various communities within an agency's jurisdiction can be time-consuming and may not produce immediate results.
- Officers may need training to recognize and be sensitive to the unique factors and customs of a particular community. They may also need training in coalition building and the dynamics of group leadership
- The agency and its officers may receive criticism and challenges from the community.
- "Territorial" issues may arise when a task force assesses traffic safety from a variety of perspectives. Resistance to one person's making suggestions about another's area of expertise can usually be overcome if a cooperative, rather than adversarial, atmosphere can be established.
- When seeking funding for traffic safety programs, agencies should collaborate with their governor's highway safety office or through other federal, state, and private grant sources.

Strategy #10—Program Evaluations

Develop and use a regular and ongoing program evaluation system, using both quantitative and qualitative criteria to measure the desired outcomes of current programs and aid in planning future programs.

Background

Law enforcement programs are sometimes driven by evaluation criteria that may have little connection to community needs. The number of tickets written, fine levels, arrests, and similar statistics do not necessarily confirm an effective program. While this raw data may be useful for examining certain aspects of programs, they do not say much about its overall success or failure. More meaningful and consequently more useful are statistics such as the mileage death rate, injury collision rate, pedestrian death and injury rates, and similar law enforcement related statistics. Programs should be identified and evaluated both quantitatively and qualitatively. Qualitative measurements are useful for determining if the community as a whole is benefiting from a program.

Actions

- Brief the local governing body on the agency's plan to develop a program evaluation system with broad-based public input.
- Meet on a regular basis with community groups for input in establishing the performance evaluation system.

- Solicit input for the performance evaluation system from department personnel on a regular basis.
- Publish program objectives, evaluation criteria, and results.
- Use qualitative data to measure results of the program evaluations to improve and direct program(s).
- Solicit ongoing public input through the Internet or via email.

Benefits

- Improved effectiveness of the agency.
- Improved community support for the agency's programs.
- More efficient use of agency resources.
- Safer communities.

Other Considerations

- Possible conflict over roles with the governing body.
- Cost of soliciting broad-based input.
- Mandates from federal or state entities may conflict with the agency-developed program.
- Program expectations may exceed available resources.

Strategy #11—Assessment and Evaluations—Who Are Our Customers?

Develop and implement a process that regularly evaluates both internally and externally a law enforcement agency's operating environment and determines the pertinent "communities" the agency interacts with in achieving its mission.

Background

Law enforcement does not operate in a vacuum. Its programs, namely traffic safety operations, have an impact on many "customer groups." Motorists, local schools, emergency services groups and organizations, automobile and commercial vehicle associations, and elected officials are but a few of the customers whose goals and needs are affected by law enforcement operations. Customers also include internal entities. Identifying and working cooperatively with these varied groups to determine how best to serve their needs will, in turn, win their support for an agency's mission, goals, and objectives. Feedback and change are essential steps in the process of self-examination.

Actions

- Identify pertinent community groups and develop an action plan for establishing a credible and visible presence among them.
- Instill accountability among law enforcement managers by tracking the success of community assessment efforts developed by those managers.
- Develop feedback mechanisms (e.g. surveys, focus groups, and community meetings).
- Institute a "key contact" program that encourages frequent contact with local, state, and national representatives, community leaders, and other stakeholders.

Benefits

- Through positive community involvement, a wide base of support is generated for the agency's mission, goals and objectives.
- A deeper understanding of communities served will allow managers to make more effective use of limited resources.
- Effective cooperation among client groups will allow the agency to utilize resources of client groups to "publicize" and help law enforcement achieve its public safety mission.
- Valuable feedback from respondents who know the operation well.
- Consensus-building prior to organizational changes.
- Elimination of some employee frustrations.
- The input of the stakeholders and partners will help the agency prioritize its goals and apply its resources
- Inclusive actions will help the agency better serve all of its constituents

Other Considerations

- Focused attention on the needs of other groups may spread other agency resources too thin.
- Competition among client groups for limited law enforcement resources could lead to discord between customer groups and the agency.

Strategy #11—Assessment and Evaluations—Who Are Our Customers?, cont'd

- Adequate resources are essential to properly conduct assessments and evaluations.
- Without management's commitment to change, surveying the public may be of little value.
- Surveying is part of a process of feedback, change, and reassessment that is ongoing.
- Even more than with surveys of external customers, the organization will lose credibility if it does not address issues identified by an internal survey.
- Employees may believe they are voting when they participate in an internal survey and expect any management decisions to support the popular survey result.

Strategy #12—Budgeting

Identify effective and responsible budgeting methods that provide funding for traffic safety and other critical services and personnel. Also, identify alternative sources of funding that can augment the agency's budget.

Background

Budgeting often seems to be the bane of many executives. However, it is the budgeting process that ensures the agency can fulfill its critical missions. The brunt of unanticipated fiscal emergencies must not be borne on the back of the traffic safety budget.

There is an ongoing demand for agencies to provide selective traffic enforcement on roadways that experience a high number of collisions. Although these efforts should be properly budgeted, at times a department's budget may not adequately support required enforcement programs, making external sources of funding necessary.

Actions

- Identify, justify, and prioritize the services currently provided and those desired, ensuring traffic safety programs are appropriately represented.
- Identify costs associated with services.
- Acknowledge units within the department that manage a fiscally sound budget.
- Stress the importance of sound financial decisions and fiscal accountability through ongoing training.
- Consider alternative funding sources, including the private sector, for traffic safety projects that cannot be supported by the operating budget.

Benefits

- Traffic safety is institutionalized within the organization.
- Additional traffic safety projects can be developed and implemented, reducing crashes, injuries, and fatalities.
- Properly prepared and utilized budgets instill confidence in the agency and its executive.
- Private industry receives various benefits when it contributes to traffic safety.

Other Considerations

- There are often ancillary costs associated with instituting new programs. These can include administrative hours, equipment maintenance costs, and overhead.
- Ongoing specialized training may be necessary for budget managers.

Strategy #13—Identifying and Sharing Resources

Law enforcement agencies can accomplish their mission in new and cooperative ways by sharing resources with allied agencies, and participating in various coalitions. At times, outside expertise may have to be obtained.

Background

The public's concern for safety has generated a need for improved coordination, sharing of resources, and information between numerous public safety, transportation, and other related agencies. Citizens are demanding greater accountability from all public agencies. With few exceptions, agencies have limited tax funds to support a wide range of responsibilities and mandates. These funds should not be spent for redundant purchases of similar equipment (or facilities) for different agencies. These agencies should integrate systems that will allow them to pool their limited resources towards the common goal of improving safety and services for their customers.

Many agencies share staff resources with other related agencies through mutual aid pacts, but have not considered sharing programs, technology and information. Current and planned investments in incompatible technologies and systems by local, state, and federal agencies continue to exacerbate the problem. Adding to the problem is the fact that agencies cannot stop the implementation of systems in mid-deployment and, therefore, will continue spending funds for new systems and technology and updating communications equipment without focusing on resource sharing opportunities. New technology and systems can be costly, but through partnerships and resource sharing each agency can potentially save money over the long term and provide enhanced services.

Actions

- Ensure the departmental mission and broad policy directives encourage the cost-effective sharing of resources with allied and non-traditional agencies.
- Identify departmental strengths and weaknesses (in terms of personnel, equipment, and facilities); use this as a guide for partnering efforts.
- Consider the resources of other governmental agencies, both within and without the boundaries of your jurisdiction, that could be potential partners. Successful partnerships have included public works; departments of transportation, health, welfare, and probation; and the courts. Consider communications, computers, jails, and administration functions. Information technology issues include connectivity, autonomy, systems integration, and maintenance.
- Consider agencies at other levels of government (federal, state, county, tribal, and local) and agencies they have created which can be resources or partners.
- Create a resource list of experts, categorized by discipline.
- Form, join, and work with coalitions to help identify and resolve problems (such as a regional selective traffic enforcement program). This can be particularly effective if done under the auspices of a regional, state, national or international law enforcement organization such as the International Association of Chiefs of Police. Partnerships with the private sector should also be considered when appropriate.

Strategy #13—Identifying and Sharing Resources, cont'd

- Establish a “key contact” program with elected officials to ensure the officials think of your department as an information resource and know your perspective on major issues.
- Encourage agency and individual membership and participation in local, regional, state, national, and international law enforcement associations to help maximize the knowledge and political influence of the profession and the agency, and to promote traffic and public safety.
- Become involved in municipal, metropolitan and regional planning bodies to help address congestion management, incident management, crash prevention, and intelligent transportation systems.
- Expertise and potential funding sources are identified for additional programs and projects.
- Law enforcement serves as a model for other governmental agencies.
- Traffic and public safety are improved.

Other Considerations

- Issues of autonomy, jurisdiction and other institutional barriers are often difficult to overcome. There must be a spirit of cooperation and willingness to share as agencies attempt to go forward. The emphasis must be placed on the positive outcomes.
 - A long-range systems plan may be necessary to help ensure inter-connectivity of devices and equipment, and compatibility of systems.
 - Outside contractor cost may be a consideration.
- Benefits*
- Taxpayer funds are used in a more effective and efficient manner.

Strategy #14—Technology Issues

With the fast-paced development of technology, law enforcement executives will need to anticipate and plan for constant change in this field and the effect it will have on their agency's traffic safety programs. Refer to the Technology section of this document for additional information concerning technology issues.

Background

Technology has advanced at such a rate that it is often out-dated soon after its delivery. Compatibility with older technology is easy to promise and difficult to ensure. Without adequate planning and supportive policies and requirements, law enforcement will be forced to continually play “catch up.”

Advanced technology has the potential to both improve the delivery of service to the public and complicate law enforcement operations. Increasingly, the operations of public works agencies and departments of transportation affect daily law enforcement operations. A current example is Intelligent Transportation Systems (ITS), which include a number of technologies intended to move people and goods more safely and quickly. Law enforcement agencies should play an integral role in the development of ITS technologies and strategic plans.

Actions

- Organize, or participate in, a technology-oriented committee for the agency or governing body, which addresses the acquisition of equipment, instrumentation, or software for the agency and/or body.
- Ensure full evaluation of technology for compatibility and require the vendor to provide a suitable warranty. Strongly consider inter-connectivity with related systems and other agencies.
- Make budget requests flexible to accommodate technology changes that will occur during the budget approval process.

- Develop in-house expertise, or form coalitions with other agencies, so that technology needs may be accurately assessed and existing technology may be used most effectively.
- Participate in ITS committees, task forces, and related organizations. Ensure that highway safety is given serious consideration, and that enforcement needs are addressed.
- Address technology and training as part of the agency's strategic plan.
- Develop, or participate in, a standing committee that functions within professional law enforcement organizations whose responsibility is to evaluate traffic safety technologies and make recommendations for action.
- Encourage the private sector to respond to law enforcement needs (examples include pursuit termination technologies and technologies to make officers more efficient—computerized citations, collision reports, video cameras, laser measuring devices, and so forth).

Benefits

- Properly applied technology expenditures will provide better results.
- Improved technology in other agencies better accommodates law enforcement needs.
- There is time for legislative or other actions to address the development and implementation of technologies that will complicate traffic safety or law enforcement operations.

Strategy #14—Technology Issues, cont'd

Other Considerations

- Cost-benefit analyses may show that some new technologies afford minimal benefits and serve narrow interests.
- Private sector expertise often involves a desire to sell a vendor's products.
- There may be initial reluctance to educate law enforcement representatives about ITS or other technologies, but the value of inclusion will be more obvious after some experience.
- Whenever technology replaces face to face interaction between officers and motorists, opportunities for detection of other criminal activities are eliminated.

Strategy #15—Selective Traffic Enforcement Programs

Develop selective traffic enforcement programs to enhance agency efficiency and operations in order to improve quality of life in local communities.

Background

Law enforcement agencies should direct their resources to the areas that maximize the intended results in achieving their mission of saving lives, reducing injuries, and protecting property. Selective traffic enforcement programs have proven to be one of the best tools to improve traffic safety and reduce crime.

Actions

- Gather the best data possible through partnerships with other agencies and their databases (for example, state and local transportation agencies and emergency medical services). The data may be more accurate and therefore more revealing.
- Identify the number and location of crashes by causal and contributing factors like time of day, weather, highway conditions, vehicle type, and other pertinent data.
- Establish the priority of enforcement to help save the most lives, and reduce severe injuries and the number of crashes based on the analysis of the data.
- Develop programs, such as highway task forces with local community involvement, focus teams, and enhanced enforcement, to address the unique aspects of a specific location or area, as well as the causal factors for the crashes, deaths, and injuries.
- Develop performance measurements that are directly related to enforcement priorities. This step will assist in assessing the success of the programs.

- Publicize the programs, the continuing enforcement efforts, and the end results of the enforcement programs. Ensure that the results are related to the previously identified performance measures.
- Augment existing traffic safety programs by seeking available sources of grant funding.

Benefits

- Reduction in fatalities, injuries and property damage resulting from traffic crashes.
- Reduction in criminal activity.
- Assists with maximizing resources.
- Excellent public relations tool.
- Will assist in garnering public support for traffic enforcement and increase voluntary compliance with the law.

Other Considerations

- Requires personnel resources.
- Program could be seen as a means to generate revenue, as from enhanced enforcement, for instance, and receive negative reaction from the public.
- Potential negative impact on traffic flow.
- Some enforcement programs offer the agency the prime opportunity to inform and educate the public.
- Guidelines for establishing selective traffic enforcement programs are available through your state's highway safety office.

Human Resources

Preface

Our people are the most valuable resource that we possess. Their happiness and satisfaction have a direct correlation to the achievement of our objectives. When people all work together they create a synergism that is much greater than simply adding together their individual products. Law enforcement executives need to search for ways of improving their human resources.

When that is done other priorities come into perspective. It is predicted that many of law enforcement's future challenges will be people related. Will your agency be ready? Will you know what is going on in your agency and community? Can your agency withstand the pressures? Now is the time to start a process for preparedness.

Strategy #16—Demographics

Law enforcement is more effective when its members are representative of the community it serves.

Background

Public opinion and policy prescribe that government institutions, including law enforcement agencies, be inclusive and reasonably representative of the communities they serve. Agencies are more effective when members understand and are able to respond to the ethnic and cultural diversities of their communities.

Actions

- Focus recruiting efforts toward candidates who will make the agency representative of the community.
- Inform the community of these efforts.
- Maintain a current and projected demographic picture of the community.

Benefits

- Simplified caseload because of fewer collateral issues stemming from cultural and ethnic misunderstandings.
- Enhanced credibility within the community.
- Improved community relations.
- Fewer resources used for responding to citizens' complaints.
- Increased potential for partnering in the community.

Other considerations

- Possible discrimination complaints.
- Public suspicions over the use of demographic information.
- Possible political repercussions for the governing body.
- Possibly increased recruiting costs.

Strategy #17—Demographic Change

React to current community demands and prepare for expected demographic changes in the community.

Background

- Demographic data may reveal an aging population, a population that is changing ethnically, or one that is stratified by economics. Additionally, continued urbanization and the decline of rural populations will be a factor. An aging population may commit fewer violent crimes, but the denser urban populations may offset this decrease. Aging populations require more services in relation to traffic and pedestrian issues, while urban density may increase crash rates. As community make-up changes, so should the department.

Actions

- Acquire and maintain a current demographic picture of the community served and provide regular briefings to ensure understanding. Keep personnel apprised of changes.
- Acquire and consider demographic forecasts.
- Integrate a demographic picture of the community and agency into policy and command planning.
- Integrate a community and agency demographic picture into training for all personnel.
- Develop in-house programs that enhance relations between the different groups within the agency.

Benefits

- Provides an important basis for proactive planning and projections by the agency and governing body.
- Assists personnel in understanding and dealing with incidents as they unfold.
- Helps the agency make effective changes in departmental policy and objectives.
- Reduces complaints and related problems based upon cultural and ethnic issues.
- Improves relations within the agency, decreases stress, and enhances accomplishment of objectives.

Other Considerations

- Public concern over law enforcement collection of demographic data.
- Possible complaints of favoritism.
- Training and recruiting costs.

Strategy #18—Media Relations

Foster continuing and positive relationships with all media and use their extensive outreach capabilities to publicize agency efforts to enhance traffic safety and the overall law enforcement mission.

Background

The media can be effective in disseminating the message of how important traffic safety is to citizens and law enforcement. Positive relationships with all types of media (print, radio, television, and online) will help lend credibility to the agency, its personnel, its mission, and the importance of maintaining an effective traffic safety program.

Actions

- Develop a policy and implement training programs for officers that focus on working with all types of media.
- Ensure the information provided to media outlets is timely, correct, credible, and reinforces the agency's public safety image.
- Establish a primary media contact resource within each organizational level while making all officers "media" officers in their day to day performance of duties.
- Seek honesty and truthfulness

Benefits

- Positive media relations will help ensure agency credibility among the public, and help ensure that public safety messages reach their intended target audiences.
- Effective media relations will help ensure accountability for job performance.

Other Considerations

- Media representatives can become overzealous in their coverage of departmental activities.
- Required training may decrease the number of available personnel.

Strategy #19–Team-Building

Use internal agency team building to identify and resolve complex projects and issues and enhance day to day performance and training.

Background

Circumstances arise that require the need to identify and resolve complex projects and issues. These projects and issues can be very technical, time consuming, and difficult for one or two people to resolve. The use of a team-approach to work on complex, time consuming projects provides a synergistic benefit that results in greater efficiency, higher quality service and improved morale. Team building within existing units can enhance results and increase the feeling of accomplishment.

Actions

- Provide team building strategies and training to all existing departmental units.
- Identify and group employees in teams to address and resolve special assignments when necessary.
- Use the team approach to research and prepare a strategic plan concerning traffic safety improvements.
- Use technology to enhance team building.
- Monitor and evaluate the use of teams concerning their effectiveness, and make appropriate adjustments when necessary.

Benefits

- Improves morale and motivation.
- Provides synergism of ideas and resolutions to issues and challenges.
- Expedites project completion and the achievement of stated objectives.

Other Considerations

- Requires personnel resources.
- Requires good interpersonal skills and flexibility.
- Requires training.

Strategy #20—Labor/Management

The new millennium holds many challenges for the police profession with “people issues” taking the center stage. The skills of all involved will be tested in finding new opportunities for collaboration.

Background

There is no one formula for effective organization of labor and management in law enforcement. The make-up varies from agencies not involved in collective bargaining to those with representative groups, strong unions or contracts governing the relationship between labor and management. It is recognized that labor and management sometimes have philosophical differences and that it is necessary for them to work together to solve these differences.

Actions

- Find areas of agreement between labor and management.
- Open lines of communication with all employees.
- Meet periodically with all work groups in both formal and informal settings.
- Initiate and or strengthen systems that handle employee grievances.
- Initiate training for all supervisors and managers in inter-personal effectiveness as it relates to labor and management partnering.
- Achieve “ownership” in departmental goals and objectives by involving both labor and management in their development.
- Seek agreement with labor on the importance of traffic safety to the organization’s mission and goals.

Benefits

- Much will be accomplished by a “united” approach to mutual issues.
- Improved relations will result from open communication and employee grievances will decrease.
- Morale will improve.
- Opportunities may present themselves in negotiations and discussions.

Other Considerations

- Limitations imposed by statutes, agreements, and past practices.
- Agreement may be difficult depending upon the issue.

Strategy #21—Recruitment

Identify and apply effective recruiting techniques and programs to increase the qualified applicant pool.

Background

With improved economic conditions locally and nationally, the potential candidate pool for recruiting persons into law enforcement will significantly decrease. Additionally, as candidates decrease, maintaining cultural diversity in the workplace through hiring decreases as well. This shortfall will be felt by many police agencies. To address this problem, police agencies will need increased funding and efforts for recruitment. This creates competition for potential trainees. When economic conditions deteriorate, the availability of candidates will increase. This phenomenon will also decrease tax dollars, and agencies will have difficulty funding new personnel.

Actions

- Increase scope of recruitment. Traveling outside of an agency jurisdiction for recruitment can be a very effective tool. Recruitment officers should have the ability to attend national job fairs and visit college campuses.
- Solicit grants, many of which provide for the hiring of officers for traffic-related and community-oriented policing positions. A program should be encouraged that funds the officers and the recruitment activities to fill those positions. This type of program should include traffic safety positions.
- Involve all personnel in recruiting. Surveys conducted on cadets to ascertain how they became interested in a career in law enforcement indicate that about half were

recruited through personal contact with a “nonrecruiting” officer. To that extent, every employee of a department should be encouraged to actively seek out qualified candidates throughout the course of their workday and in their personal life. Allow ride-along programs and encourage officer contacts in the schools.

- Establish intern programs. Many agencies have programs for working with young persons while in high school such as working fairs, directing traffic in parking lots, community service, and so forth. However, by the time these young candidates finish high school, they move away from the program, as college and financial self-sufficiency become increasingly important. This program would hire interns part time to continue with a department and prepare them for entrance into a law enforcement academy.
- Form advisory committees to provide input into recruiting activities.
- Consider employing an advertising agency consultant. Due to the nationwide scope of recruitment efforts, the assistance of a professional advertising agency in developing campaign themes could significantly improve effectiveness.
- Consider incentives for recruitment efforts.
- Consider establishing a mentoring program for both applicants and cadets.
- Select mentors who have a sincere interest in assisting cadets.

Strategy #21—Recruitment, cont'd

Benefits

- More candidates applying for traffic safety positions.
- Focused recruitment by advertising for women and minorities.
- Grant funding is sometimes available for programs to ease the burden on state/local budgets.
- Applicants/cadets can receive encouragement and approach their mentor with their problems or concerns.
- Mentors' assistance will result in more cadets completing the academy and thus save the agency training dollars.

Other Considerations

- As programs are established and funded, a proportionate level of overhead costs related to a program also occur. A department may not have the staffing or physical means to support new programs.
- Departments may not have adequate administrative staff to supervise additional recruitment programs and personnel.
- If grant funding purchases equipment for recruitment programs, departments may not have in existing budgets the funds available to support ongoing expenses related to the equipment.
- Issues of lateral recruitment should be considered.
- Mentoring might take officers away from their primary duties.

Strategy #22—Increase Law Enforcement Educational and Career Development Opportunities in the Community

Increase public awareness of law enforcement educational opportunities; improve depth and diversity of current administrative and criminal justice curricula, specifically including more traffic safety focus.

Background

Complexity of duties and advancing technology will continue to increase the need for more educational preparation. The more educated “white collar” criminal will require a well-trained investigator. As traffic management becomes more complex and technical, the educational focus must be adjusted accordingly. Most community colleges currently have associate’s degree programs in administration of justice or criminal justice programs, and many award certificates of achievement with options in police and correctional services. (Transfer of credits to a four-year college or university can lead to a bachelor’s degree in the criminal justice field.) Although POST (Police Standards and Training) certification is required nationwide, the standards vary from state to state. Therefore, consistency and standardization in law enforcement training should be considered as a priority in law enforcement education.

Actions

- Knowledge and performance standards (including physical fitness) need to be established statewide, then nationwide.
- Use experienced sworn and non-sworn law enforcement employees and qualified civilians as instructors.
- Broaden the base of law enforcement curricula at the college level to include traffic safety and related subjects in this battery of courses. Such courses should cover crash investigation, emergency medical response, basic computer skills, problem solving, leadership, interpersonal communications, cultural diversity, and public speaking. When possible, other practical courses might be made available, including DUI detection, SFST’s, breath analysis, and commercial motor vehicle enforcement.
- Establish consistent written and performance tests to prove that the student has achieved mastery of the information and tasks.
- Increase available technical curricula to teach the investigative techniques necessary to solve more complex crimes.
- Create an exchange program for high tech expertise.
- Create internship programs for students in the specified study areas to increase exposure to and experience in law enforcement activities.
- Split the Academy into halves—basic classroom instruction in the first half and advanced enforcement activities in the second. Allow those with an associate’s degree or POST certification from an approved educational institution to enter the academy at the advanced portion of the class.
- Promote law enforcement as a career in educational institutions and provide assistance when possible.
- Provide incentive programs (financial and otherwise) which encourage higher education for personnel.
- Have classes available online or on CD-ROM for distance learning.

Strategy #22—Increase Law Enforcement Educational and Career Development Opportunities in the Community, cont'd

- Increase Law Enforcement Explorers program visibility and availability, emphasizing traffic safety and training.
- Provide advanced supervision and management courses to enhance career development opportunities for in-house personnel.

Benefits

- Broader area of contact for recruiting.
- Better prepared entry level and promotional candidates with a higher probability for success.
- Enhances the public perception that traffic enforcement reduces crime.
- Less cost to the agency by allowing the candidate to “pre-train.”
- Less cost to the agency by shortening agency paid training time.
- Improved public and community relations.
- With standardized POST requirements and an accepted degree, study could be done at any approved institution and employment sought anywhere nationwide.
- Improved morale for employees eligible for promotion.
- Improved performance by employees.

Other Considerations

- Difficult to obtain standardized curricula.
- Difficult to create standardized, semester-type academy.
- Difficult to maintain the quality of candidates.
- Several issues complicate instructor availability. It is expensive to train the trainer. It might be difficult to find enough qualified employees in the area to teach. It is also difficult to obtain additional funding to pay instructors. Agencies may need to pay overtime to teach or reduce “on-duty” time to accommodate teaching time.
- Some items may increase cost.
- Curriculum changes may require outside approval.

Strategy #23—Field Training Officer/Probation/Initial Retention

Development of a program that will provide a highly structured and standardized Field Training and Evaluation (FTE) program for new officers just completing academy training. Ensure that a detailed performance appraisal process is in place to determine whether a new officer meets established performance standards during the probationary period.

Background

To ensure that law enforcement agencies have competent and highly trained traffic enforcement officers, it is essential that an FTE program provide trainees with the opportunity to develop skills to perform their duties safely and effectively. Additionally, this program should monitor trainee performance in order to detect problems for early remediation, and identify and select only those trainees who are able to handle the demands of law enforcement. Probationary officers should be given regular written performance appraisals to ensure that they continue to meet established performance standards.

Actions

- Develop a system of highly structured and standardized field training with systematic documentation and analysis of trainee performance. This training program should contain a significant traffic safety component.
- Open and maintain career paths within departments by providing qualified, experienced officers with the opportunity to serve as Field Training Officers (FTOs) and gain additional training to broaden skills and enhance leadership ability.
- Ensure judicious selection, training, and retention of FTOs to ensure success of the FTE program.
- Provide recognition and rewards for officers serving as FTOs.
- Establish a probationary appraisal process

that will afford departments the opportunity to determine if new officers continue to meet performance standards.

Benefits

- Highly trained and motivated officers capable of meeting or exceeding the performance standards required by departments.
- Standardized field training and systematic documentation will improve the validity and make more defensible the officer selection and retention process.
- Establish new career paths within departments by providing qualified officers with the opportunity to serve as FTOs and gain additional training to broaden skills and enhance leadership ability.

Other Considerations

- Personnel hours lost due to training.
- There may be costs associated with career development training in terms of personnel away from work to conduct training and/or to attend training.
- Reduced number of officers in the field when partnered with trainees.
- Reduced number of overall enforcement hours when officers are training assigned officers.

Strategy #24—Collect Data Necessary to Evaluate Performance

Develop a validated performance evaluation system.

Background

Every organization should develop a method of performance evaluation to assist supervisors and employees in increasing individual effectiveness. Performance appraisals assist employees on a continuing basis by identifying strengths and weaknesses.

Actions

- Develop a method that is meaningful to personnel by involving them in its creation.
 - Develop a manual to provide consistency and direction in employee evaluation performance.
 - Evaluation should be accomplished in a concise manner that allows supervisors to attend their other duties.
 - Develop guidelines for supervisors in the uniform administration of the evaluation method. Supervisors should keep their subordinates informed and appraised of their accomplishments and shortcomings in a timely fashion.
 - Identify and establish critical tasks assigned to specific job classifications and locations on the basis of the outcomes expected including traffic safety. Expected outcomes should be based on valid data.
 - Evaluations need to be honest and straightforward.
 - Recognize accomplishments, foster open communications, help develop employees and detect problems or deficiencies that need to be addressed early in the evaluation process.
 - Use a performance contract, when appropriate, to correct deficiencies.
 - Give positive feedback when corrections are made, and design a correction plan even if no improvement is seen.
- Support the reports of success or failure with adequate data.
 - Consider performance evaluations for special assignments, transfers, promotions, and training.
 - Include in the evaluations, ratings for interpersonal relationships with all employee levels and the public, initiative, honesty, leadership skills, teamwork, respect, professionalism, communication skills, trust and fairness, and sensitivity.
 - Review performance periodically. Employees should not be surprised when they receive their evaluation.
 - Create programs that publicly recognize the outstanding performance of employees.

Benefits

- Develops employees.
- Identifies the employee's strengths and weaknesses.
- Detects problems early on.
- Fosters open communication.
- Provides an effective supervisory tool to bring about efficient operation of an organization.

Other Considerations

- Sometimes evaluators fail to give extreme ratings on the assumption that nobody could be that bad or good. However, it is important to make performance distinctions among employees. The full use of a rating scale, when substantiated by performance, is the most reliable way of achieving distinctions among employees.
- An average employee can look extremely good or extremely poor in contrast to a very "low" or very "high" performing employee. Actual observed behavior relative to expected behavior is what should be rated.

Strategy #25—Employee Development

To implement and establish a system of assessing personnel strengths and weaknesses in an atmosphere that encourages improvement and development. Mentors and coaches can assist in this process by lending their expertise and assistance to those with areas of need.

Background

Areas of employee deficiency can be detected by using personal skill assessment. Improvement in these areas will benefit both the individual and the agency. To further this improvement concept, the agency should encourage the mentoring concept while assigning coaches to assist those in need.

Actions

- Develop an assessment process that will help identify problems or deficiencies that need to be addressed.
- Consider the use of outside organizations to conduct the assessment process.
- Develop and select mentors and coaches for specialized training who will assist in achieving employee improvement.
- Establish clear policy objectives in support of the employee development program.
- Assign coaches based on their areas of expertise and according to the needs of employees.
- Take advantages of existing mentor relationships and encourage the progression of coaches into mentoring capabilities.

Benefits

- Takes advantage of existing abilities and relationships while developing employees.
- Detects problems early on and provides in-house assistance. Outside assistance can be provided when needed.
- Builds new relationships while fostering open communication and teamwork.

Other Considerations

- It is important to document findings and follow-up activities.
- Supervisors should not relinquish their evaluation responsibilities; it is up to them to know when it is working or not working and take the appropriate actions.

Strategy #26—Promotion

Validate promotional processes, which provide upward mobility opportunities.

Background

To ensure that departments continue to have qualified personnel at all levels, upward mobility programs need to be established which are designed to provide equitable access and departmental assistance to those with a demonstrated interest and ability to advance. Traffic safety should play an integral role in this process.

Actions

- Ensure employees have equal access to upward mobility opportunities and develop law enforcement personnel to their fullest potential prior to participation.
- Validate the promotional process.
- Develop methods to streamline the promotional process and implement ways to encourage viable candidates to participate.
- Develop and maintain a mechanism for monitoring and evaluating program effectiveness and participation.
- Facilitate career opportunities by exploring new avenues for upward mobility and making recommendations for improvement in existing career opportunities.
- Include traffic-related items in all promotional processes.

Benefits

- Implementation of a valid process for identifying, testing, and selecting the best candidate for promotion.
- A standardized system ensures that all employees have equal access to upward mobility opportunities.
- Creation of an atmosphere that will enable interested employees to utilize upward mobility options.
- Establishment of a system that assures that qualified and capable candidates are afforded promotional opportunities at all levels within a department.
- Inclusion of traffic items in the promotional process will advance traffic safety priority within the agency.
- Valid promotional processes ensure a fair and equitable system.

Other Considerations

- Costs associated with career development training.
- Costs associated with personnel taken away from work to conduct or to attend training.
- There may be objective non-traditional processes that can be validated for the promotional procedures.
- Outside expertise may be needed to complete the process.

Strategy #27—Partnering in In-Service and Supervisory Training

Develop training that incorporates “partnering.”

Background

Few agencies have adequate budgets to support police training at a level they feel is sufficient. At the same time, agencies face the challenge of providing in-service and supervisory training that can keep up with developing technology and changing societal demands. In the future many agencies will be using a variety of new technologies to deliver training through “distance learning” activities. Consequently, training should be developed with the cooperation and partnership of other law enforcement agencies, educational facilities, community colleges, and other institutions whenever appropriate resources are available and standards can be met.

Actions

- Develop a training program that will take advantage of other government and law enforcement agencies, private enterprise resources, and educational facilities.
- Whenever possible, establish reciprocal agreements to decrease training costs.
- Identify and solicit resources within the agency that could be shared with other agencies such as gyms, computers, classrooms, driving tracks, and instructors.
- Identify other governmental agencies that would benefit from sharing training resources and establishing a partnership.
- Identify institutional barriers that may impede the ability to share resources.

Benefits

- Allows small law enforcement agencies to provide training that would otherwise be too expensive if they were to hire their own instructors and acquire equipment and training sites.
- Establishes cooperative relationships and develops rapport with other agencies and organizations.
- Allows agencies to share technology, experience, and expertise.
- Using available funds in a more effective and efficient manner results in cost savings to taxpayers.
- May increase funds available for additional training resources.

Other Considerations

- A long range training plan or policy is necessary to anticipate future training needs and changing technology. Long range planning will also help ensure interconnectivity of devices and equipment, and compatibility of systems.
- Proper communication between participating agencies is imperative for success.

Strategy #28—Alternative Work Schedules

Support and develop an alternative work program for law enforcement agency employees.

Background

Alternate work scheduling can include flexible work hours, alternate or compressed workweeks, satellite work sites, and telecommuting. Alternative work schedules can be a viable tool for enhancing employee motivation and productivity, and alleviating workspace demands.

Actions

- Consider developing a plan that examines the feasibility of alternative work scheduling and identifies what positions could be considered for an alternative work schedule or alternative work sites.
- Implement an alternative work schedule when feasible.
- Consider traffic safety data in the development of alternative work approaches.

Benefits

- Improves morale, motivation, and effectiveness.
- Office space, parking facilities, and employer subsidized transportation costs can be reduced, and office resources can be shared.
- Enhanced employment opportunities for the disabled and mobility restricted.

- Telecommute work and public services can continue uninterrupted during natural disasters, such as earthquakes, floods, and fires, which may prevent routine access to the office.
- Communication often improves between the supervisor and the employee.
- Employee turnover rates are reduced, as are costs associated with recruitment, training, and downtime during the training and replacement periods.
- A decline in employee absenteeism and sick leave.

Other Considerations

- Requires management support.
- Shift requirements (coverage/availability)
- Not all staff may qualify or be considered for participation. For example, staff members who are frequently called on by management for input or project assignments may not be viable candidates.
- Employee supervision.
- Job objectives are highest priority.
- Once implemented it is hard to reverse.
- The planning process must consider labor/management contracts and implications.

Strategy #29—Personnel Allocations

Incorporate the use of industry-accepted staffing formulae as a means of determining proper staffing needs, acquisitions, and allocations.

Background

The role of law enforcement is constantly changing. Agencies are and will be experiencing decreases in authorized strength at the same time that calls for service increase. Whether adding new levels of responsibility, or being forced to phase out existing operations due to budget and personnel limitations, adequate staffing to effectively meet changing responsibilities remains a daunting challenge. An accepted staffing formula that takes into account relevant demographics, current responsibilities and personnel resources, and other validated concerns, will do much to help justify additional personnel hiring and allocations.

Actions

- Conduct literature search and analyze current and relevant research in the area of law enforcement staffing formulas.
- Consider traffic safety components in all staffing formulae.
- Consider existing personnel allocation models, e.g., the Northwestern University Traffic Institute Personnel Allocation Model.
- Test selected formulas for applicability to specific agency needs and requirements.
- Lobby for acceptance of the formula and the results it generates among those responsible for funding personnel resources.
- Educate agency personnel in the selected staffing formula to help ensure acceptance.

Benefits

- A staffing formula based on the operational needs of the agency will do much to help justify changes in personnel resource allocations.
- Staffing based on application of accepted formulas provides an objective basis for allocating resources toward identified problems and needs.

Other Considerations

- Use of formulas may yield unrealistic staffing needs that are unattainable in the current political and economic climate.
- Industry-wide acceptance of a single staffing formula may not exist.
- Models need to be customized to agency needs. Issues of civilian staffing may not be considered in existing models.

Strategy #30—Civilianization/Privatization

In any law enforcement agency, the uniformed officer is very expensive to recruit, train, and retain. Efforts should be undertaken to move non-uniformed personnel into positions that do not require powers of arrest, but will support the agency's public safety, traffic safety, and service goals. Privatization is another option to be considered in the effort to return more uniform personnel to field service.

Background

Law enforcement agencies are complex organizations with multiple task levels and responsibilities. Traditionally, the uniformed officer performs many functions beyond the primary enforcement activities. Non-uniformed (civilian) employees can perform some of these tasks, and some may be privatized. Civilians already hold many of the administrative and most of the support positions (e.g., clerical, janitorial, and mechanical positions) in law enforcement agencies. There are a number of job classifications and tasks that are currently performed by uniformed personnel that might be transferred to non-uniformed members or be privatized, thereby enhancing the agency's ability to provide service and support to the community.

Actions

- Consider hiring civilian personnel for some high tech positions such as local area network and wide area network (LAN/WAN) administration and coordination in field locations.
- Establish career mobility for civilian employees.
- Use trained civilian staff for follow-up customer service calls.
- Consider using qualified civilian employees to conduct training currently taught by uniformed personnel at the academy and in the field. A number of government and agency classifications already cover many of these tasks.
- Review positions within the agency that may

be redefined for civilian positions.

- Assess applicant investigation and testing, recruitment and public affairs for possible reassignment to civilian personnel or for privatization.

Benefits

- Create more assignments and diversity for civilian employees.
- Free up more time for uniformed employees to perform enforcement activities.
- Opportunity for more geographical movement for civilian employees.
- Public would benefit by receiving better, timelier service and protection.
- More effective use of training and personnel.
- Civilianization/privatization of certain positions may make additional personnel available for traffic safety efforts.

Other Considerations

- There may be labor union or contractual issues requiring clarification or negotiation.
- Replacement positions versus additional duties or personnel can be difficult to reach agreement on.
- There are costs associated with training and reassignment.
- Reduces sworn manpower available for mobilization in the time of natural disasters, riots or other critical need situations.
- Civilian/privatized employees do not possess law enforcement skills and/or authority and thus the ability to apprehend criminals is lost in some positions.
- May cause sworn staffing reductions.

Strategy #31—Use of Specialists

Consider using specialists for more complex technical duties and joint interdisciplinary programs with other agencies. Traffic safety specialists can include motor carrier experts, drug recognition experts, crash reconstruction experts, field training officers, child safety seat technicians, and so forth.

Background

Many law enforcement responsibilities demand more technological sophistication than ever before. The technology used for certain investigations and traffic responsibilities has become increasingly complex, leading to increases in training requirements. For example, traffic management and operation centers and intelligent transportation systems are becoming more common and are requiring more participation by law enforcement. Increased training requirements and operational complexities mean that the interests of the public and the department are best served by continuity in the personnel assigned to more technically complex duties.

Actions

- Recruit, train and/or assign the most qualified personnel for technically complex duties as specialists on continuous assignments.
- Provide clear promotional paths for specialists.
- Provide recognized, standardized training for specialty assignments as required.
- Provide proficiency pay as an incentive for specialists in technically complex positions.
- Plan and train for continuous traffic safety needs.
- Allow management to select the most qualified personnel for specialty assignments.

Benefits

- Lower overall training costs.
- Less staff turnover and more efficiency in what may be viewed as less desirable duties.
- Duties that are high priority but less desirable can be more readily staffed.
- Improved implementation of rapidly changing and complex technologies, resulting in improved program effectiveness.
- Improved inter-agency working relationships when dealing with other disciplines such as traffic engineers and information system specialists.

Other Considerations

- Initial training and recruitment costs may be higher.
- It is essential that training be recognized and validated.
- Opposition from employee organizations.
- Possible loss of highly trained personnel to other career paths.
- Labor and management issues
- Transition to and from specialty units can be difficult and lead to erosion of patrol skills.
- Promotion opportunities for specialists may not be equal to those of the traditional uniformed officer.

Strategy #32—Develop an Active and Strong Reserve/Volunteer Program

Develop reserve and volunteer programs to assist employees with many of the routine and special operational tasks performed by regular staff members.

Background

Volunteer programs provide agencies the opportunity to allow the community to witness firsthand the routine activities of a law enforcement agency.

Actions

- State the objectives of the reserve and volunteer programs.
- Define the eligibility requirements for reserve and volunteer participation.
- Outline the organization, roles and responsibilities of the reserve and volunteer program coordinators.
- Define the activities that can be performed by reserves and volunteers.
- Ensure applicants have a medical evaluation to indicate which type of duties they are capable of performing.
- Train and evaluate personnel as appropriate.
- Recruit reserves and volunteers by public service announcements, word-of-mouth, print media, and presentations before groups.
- Coordinate a volunteer program for senior citizens with a local or regional retired senior volunteer program. Senior volunteers may acquire limited liability and personal injury insurance through this association while participating in the program.
- Establish a volunteer selection process to assess the applicant's ability to meet the duties and obligations of a volunteer.
- Conduct background investigations to determine their character and suitability as a reserve or volunteer.

Benefits

- Using volunteers to assist with routine tasks affords a law enforcement agency the opportunity to focus limited personnel resources on pressing problems and allows the agency to enhance its commitment to public service.
- Volunteer programs (such as the Explorer Program administered in cooperation with the Boy Scouts of America) can be used to recruit those who may be considering a career in law enforcement and establish positive mentoring relationships.
- Volunteer programs provide an opportunity for an agency to reach out to their community and allow the public to learn firsthand of the day-to-day activities of their local law enforcement agency.
- Volunteer programs will instill an understanding and appreciation of the justice system, human relations, traffic safety, and the ethics of law enforcement.
- Reserve officers can provide additional staffing when and where needed, allowing deployment of regular staff for more critical needs.

Strategy #32—Develop an Active and Strong Reserve/Volunteer Program, cont'd

Other Considerations

- Commissioned reserves are difficult to recruit and train due to law enforcement training standards and other requirements. Efforts should be made to make reserve training less burdensome so that it will become more attractive to those willing to serve.
- Liability issues and disciplinary actions for volunteers should be investigated and delineated.
- Depending on the size of the volunteer program, a regular staff member may be needed to coordinate the operation.
- Volunteers in the senior volunteer program (SVP) may form a non-profit corporation and establish a tax-exempt status if the SVP wishes to receive cash donations.
- Labor issues may arise within an organization.
- Liability for the actions of reserve and volunteer personnel may be attached to the agency.
- Staffing may be affected.

Strategy #33—Employee Wellness

The objective is to reduce employee mental, emotional and physical health risks; promote safe and healthy behavior among employees; and increase longevity and quality of life.

Background

Wellness programs have been developed as a result of recognition of the cost in lost time, production and efficiency due to mental and physical health issues. It is critical in law enforcement that the employee is in optimum mental and physical health. Enhancing employee health and fitness will produce benefits for both the employees and the organization.

Actions

- Provide educational material to all employees on a monthly basis. The topic each month may include specific health issues such as diabetes, nutrition, heart disease, exercise, and physical fitness.
- Consider making physical conditioning a condition of employment throughout an officer's career.
- Establish minimum physical ability criteria and test annually. Provide appropriate standards for uniformed and non-uniformed employees and establish rewards for both.
- Emphasize wellness by setting the example.
- Consider developing peer support groups and employee assistance programs.
- Host events that promote physical activities such as walking and running, and offer nutrition and weight control seminars, stress management courses, and injury and illness prevention seminars.
- Provide showers and locker room facilities for employees.

- Provide an exercise area or group memberships at local gymnasiums.
- Consider partnering with medical facilities to provide proactive psychological and medical programs.
- Develop resident physical fitness experts who can provide guidance and lead training.
- Recognize employees who have made significant positive health changes.
- Integrate traffic safety issues into the wellness program.

Benefits

- Enhanced overall health and quality of life.
- Increased awareness in detecting early signs of illness and potential injuries.
- Less employee absenteeism because of illness or injury.
- Improved employee efficiency, attitude and productivity.
- Potential reductions in overall cost of health care.

Other Considerations

- Liability issues related to injury during exercise, walking or running activities, which are promoted, required or endorsed by the employer.
- Cost of personnel, equipment, shower facilities, locker rooms and gymnasiums.
- Labor and management issues.

Technology Strategies

Preface

Technology is advancing at such a pace that what is new today has a newer version tomorrow. However, “newer” does not necessarily mean more cost effective or that the older is obsolete. There are also factors within agencies and in the private sector, which should inhibit the acquisition of new technology (e.g., employee relations, community acceptance, ongoing training, maintenance, etc.). Also technology decision by large agencies may not be appropriate for smaller agencies because of economies of scale cost ramifications, difficulty of coordination, etc. Law enforcement agencies must partner with other public safety and transportation agencies to develop integrated networks that enable an authorized user to use data and resources no matter the location in federal, state, or local databases. Technology is expensive but through partnerships small agencies as well as large agencies can take advantage of the latest advances.

Many of the technologies mentioned in this section do not lend themselves to direct application, development, or operations by a law enforcement agency per se. A number of the strategies throughout this section apply not only to police but to other public safety agencies, which have an impact of traffic safety. Law enforcement should be knowledgeable about the potential application of the technologies identified in this section, and support their adoption.

Strategy #34—Intelligent Transportation Systems (ITS)

Identify and apply ITS technology for improving and assisting traffic management functions (e.g., traffic congestion management, incident response and roadway system management).

Background

It is important to manage the highway system to maximize the safe and efficient movement of vehicles and to respond to incidents expeditiously. To assist responsible agencies in managing the highway system, the use of various ITS technology is imperative. Law enforcement has a role in transportation management to include being involved in the design, development and operation of these technologies.

Actions

- Develop, operate, or participate in Traffic or Transportation Management Centers (TMCs). Traffic Management Centers are used to monitor, regulate, and respond to traffic-related operations and incidents. Additionally, they provide an inter-modal and integrated transportation system management capability.
- Install and integrate transportation operation systems technology with TMCs to all law enforcement agencies. This technology could include traffic loop detectors, closed circuit television cameras (CCTVs), ramp meters, highway advisory radios, adverse weather detection equipment, and so forth.
- Install and/or convert call boxes into “smart” call boxes. This technology integrates loop detectors, adverse weather detection equipment, CCTVs, and other equipment into the “smart” call box and then interfaces the system with the TMC.

- Use technology to detect adverse weather (e.g., fog, smoke, wind, snow, rain) and roadway conditions (e.g., icy, wet) and electronically inform vehicle operators via changeable message signs, highway advisory radios, and so forth, of the adverse conditions and/or any additional advisory information (e.g., slow down, prepare to stop).
- Provide and promote public access to transportation management information.

Benefits

- Improved highway safety and mobility.
- Increased emergency detection and response time.
- Improved air quality.
- Improved identification of needed emergency response equipment and material.
- Extends the transportation system management capability of the TMC

Other Considerations

- Cost of the technology
- Increased skills, expertise and training for personnel to support and operate.
- Accuracy and reliability of technology.
- Potential increase in support staff requirements, which may cause a reduction in existing personnel levels.
- Inter-connectivity with other systems and privacy issues of shared systems.
- Level of involvement depends on size of agency

Strategy #35—Roadway Safety Design

Use technology to improve roadway/infrastructure safety.

Background

Passenger and commercial vehicle operators occasionally veer off the roadway, resulting in serious incidents. Technology is available to alert the driver when the vehicle is leaving the traveled portion of a roadway (e.g., rumble strips). This technology is applicable to rural and urban roadways and highways, and would be a safety asset for roadway geometrics that involve curves and/or adjacent obstacles and concerns (drainage ditches, utility poles, trees, drop-offs, and the like).

Actions

- Encourage and support the installation of raised and inverted profile and/or roadway delineation devices.
- Encourage and support the use of illuminated warning devices equipped with vehicle sensing activation technology.
- Seek involvement in roadway safety design.

Benefits

- Reduced vehicle collisions and incidents.
- Reduced motorist fatalities and injuries.
- Reduced property damage.

Other Considerations

- Cost of the technology
- Increased skills, expertise and training for personnel to support and operate.
- Accuracy and reliability of technology.
- Potential increase in support staff requirements, which may cause a reduction in existing personnel levels.
- Inter-connectivity with other systems and privacy issues of shared systems.
- All use of technology in work zones should conform to appropriate industry standards.

Strategy #36—Variable Speed

Identify and apply variable speed advisory technology to improve highway/roadway operations and safety.

Background

Speed continues to jeopardize motorist safety and is a significant contributing factor to crashes on the highways and roadways in the United States. To curtail unsafe vehicle speeds, variable speed advisory signs should be used at strategic roadway locations to advise motorists of their unsafe speed and/or to alert the motorist to a safe speed for the prevailing weather or roadway conditions.

Actions

- Install advisory signs with recommended speeds near areas that frequently experience vehicle incidents (for instance, a super-elevated ramp with a restrictive radius where trucks often run off or roll over).
- Rotate the use of mobile speed advisory trailers to locations where excessive vehicle speeds are apparent.
- Use electronically variable speed limit systems where motorists need supplementary signage that reflects limited visibility, snow/ice, or other weather or road conditions. Justify these speed limits with engineering and traffic surveys.
- Promote the use of highway safety messages via variable messages signs.

Benefits

- Reduced vehicle collisions and incidents.
- Reduced motorist fatalities and injuries.
- Reduced property damage.
- Improved highway and roadway traffic flow (mobility).
- Reduced traffic congestion.
- Expands the “reach” of traffic safety messages.

Other Considerations

- Cost of the technology.
- Increased skills, expertise and training for personnel to support and operate.
- Accuracy and reliability of technology.
- Potential increase in support staff requirements, which may cause a reduction in existing personnel levels.
- Inter-connectivity with other systems and privacy issues of shared systems.
- Possible liability issues if equipment is not maintained properly.
- Need for statutory changes to support variable speed limits.

Strategy #37—Work Zone Safety

Use technology to improve highway/roadway work zones for construction and maintenance employees as well as the motoring public that shares the roadway.

Background

Each year in the United States, maintenance and construction employees are injured or killed by collisions in and around highway/roadway work zones. Technology is available to alert and warn employees of imminent danger from possible collisions.

Actions

- Use technology to alert and warn roadway and highway workers of imminent danger from errant vehicles (for example, pneumatic and laser devices that sense a vehicle and sound a warning beeper worn by the worker or a centrally located horn).
- Use enforcement activity in work zone
- Use outreach technology such as the Internet to alert the public about work areas.
- Use traffic routing to keep oversized loads from entering construction areas.

Benefits

- Reduced worker injuries and fatalities.
- Reduced highway work zone congestion
- Crash avoidance and reduction.
- Improved employee relations.
- Reduced insurance claims.

Other Considerations

- Cost of the technology.
- Increased skills, expertise and training for personnel to support and operate.
- Accuracy and reliability of technology.
- Potential increase in support staff requirements, which may cause a reduction in existing personnel levels.
- Inter-connectivity with other systems and privacy issues of shared systems.
- All use of technology in work zones should conform to appropriate industry standards.

Strategy #38—Automated Highways/Vehicles

Seek involvement to ensure that safety, security, and enforcement issues are adequately addressed in the development of automated highway systems.

Background

Since at least the 1950's, engineers have dreamed of an automated highway environment where vehicle speed, lane position, and following distance are controlled automatically. With advances in electronics, these types of systems are within technological reach, and a prototype has been successfully demonstrated.

Actions

- Seek involvement in the development of automated highways.
- Allow system testing to occur on law enforcement driver training facilities, if available.

Benefits

- Greater consideration of safety, security, and enforcement issues.
- Improved functioning of automated highway systems.
- Greater acceptance of this technology.

Other Considerations

- Cost of the technology.
- Increased skills, expertise and training for personnel to support and operate.
- Accuracy and reliability of technology.
- Potential increase in support staff requirements, which may cause a reduction in existing personnel levels.
- Inter-connectivity with other systems and privacy issues of shared systems.

Strategy #39—Vehicle Simulators

Improve driving abilities by simulating driving conditions that are too dangerous or costly to try in real life.

Background

Driving simulators are complex and expensive when designed to give the user visual, audible, and motion feedback. In recent years, dramatic improvements in computing power have led to many visual enhancements. Lower cost “part task” simulators have also been developed to teach a specific portion of the driving task (e.g. handling the microphone, steering wheel, lights and siren all at once).

Actions

- Develop regional alternatives for driving simulators.
- Determine the most common types of vehicle incidents and match with available part-task simulators.
- Introduce this technology into traffic safety education programs, such as those offered through the Department of Motor Vehicles.

Benefits

- Fewer collisions and less property damage.
- Reduced liability.
- Improved public image.

Other Considerations

- Cost of the technology.
- Increased skills, expertise and training for personnel to support and operate.
- Accuracy and reliability of technology.
- Potential increase in support staff requirements, which may cause a reduction in existing personnel levels.

Strategy #40—Emergency Response Vehicle Operation

Use technology to improve the safe operation of emergency response vehicles.

Background

Technology is being developed that will improve the efficiency and safety of vehicle operations. Some of this technology is in the research stage and others are available to the public. Some examples of evolving vehicle technology include infrared vision enhancement, crash avoidance, and navigational equipment. This technology will benefit both law enforcement and the motoring public.

Actions

- Use night vision enhancement devices, such as infrared equipment, to improve driving visibility and to scan the terrain for subjects (suspects and/or search and rescue subjects).
- Use crash avoidance technology to alert and warn the vehicle operator of an imminent collision.
- Encourage the use of the latest display technology in vehicles to include hands-free, eye-activated, head-up displays.

Benefits

- Improves officer and public safety.
- Enhances night visibility.
- Assists law enforcement personnel by locating suspects or subjects and reduces search time.
- Reduces vehicle collisions.

Other Considerations

- Added requirement of multitasking, which can cause driver distraction and inattention, affecting safe vehicle operation.
- Cost of the technology.
- Increased skills, expertise and training for personnel to support and operate.
- Accuracy and reliability of technology.
- Potential increased support staff requirements, which may cause a reduction in existing personnel levels.
- Inter-connectivity with other systems and privacy issues of shared systems.
- Available technology must work in concert with effective emergency vehicle operation programs.

Strategy #41—Emergency Vehicle Coordination and Response

Use of technology to improve and maximize the operations and efficiency of emergency vehicle coordination and response.

Background

Technology is now advancing that will improve emergency vehicle response coordination and vehicle control. During an emergency, information and control systems are advantageous to the emergency vehicle operator and individuals coordinating the emergency response.

Actions

- Consider installing touch screens and/or voice activated equipment in emergency response vehicles and at respective communications centers.
- Examine the use of automatic vehicle locators (AVL) on emergency response vehicles.
- Consider using audio vehicle navigation systems in emergency response vehicles to provide directions to incidents.
- Explore computer aided dispatch technology.

Benefits

- Reduced emergency vehicle collisions.
- Expedites and assists with the emergency response process.
- Improve emergency vehicle response time and driver safety.
- Increase public safety.

- Improve communication between driver and dispatch.
- Excellent public relations aspect.
- Allows communication centers (dispatch) to monitor emergency vehicles.
- Assists dispatchers in determining which emergency vehicle is the most appropriate to dispatch to an incident.
- Assists dispatchers in providing navigational information to emergency responders.

Other Considerations

- When technology is introduced, internal policies and procedures should be examined to ensure that they are current and compatible with the agency mission.
- They should interface with allied agencies as appropriate.
- Possible labor/management issues with AVL technology.
- Cost of the technology
- Increased skills, expertise and training for personnel to support and operate.
- Accuracy and reliability of technology.
- Potential increase in support staff requirements, which may cause a reduction in existing personnel levels.
- Inter-connectivity with other systems and privacy issues of shared systems.

Strategy #42—Pursuit Management

Actively support research and development of new technologies that will deter, prevent, or terminate pursuits.

Background

In recent years, there has been increasing interest in technological solutions for the problem of motorists attempting to evade apprehension by fleeing from law enforcement authorities

Actions

- Work with other entities in the development of technology. This includes collecting data on pursuits, developing typical pursuit scenarios, and identifying operational criteria such as security, human health, liability, and other issues. Provide this information to inventors and high technology companies.
- Work with governing bodies and the private sector to secure funding to support the development and procurement of technologies.
- Train all employees in the use of the technology.

Benefits

- Better information about pursuits (where, when, who, why).
- Fewer pursuits.
- Shorter pursuits.
- Less severe pursuits (fewer collisions, injuries and deaths, less property damage).

Other Considerations

- Limited information about uninvolved vehicles near the target vehicle when activating current high-power microwave prototypes.
- Cost of the technology.
- Increased skills, expertise and training for personnel to support and operate.
- Accuracy and reliability of technology.
- Potential increase in support staff requirements, which may cause a reduction in existing personnel levels.
- Inter-connectivity with other systems and privacy issues of shared systems.
- Departmental policy must be considered as technology advances.

Strategy #43—Collision Analysis

Take advantage of the computerization of vehicles to improve the analysis and reporting of collisions.

Background

With computers controlling an increasing array of motor vehicle functions, and in-vehicle software-based diagnostics, it is not surprising that motor vehicle manufacturers are starting to add event data recorder capability to many vehicles.

Actions

- Negotiate with automobile manufacturers to allow access to their event data recordings by law enforcement.
- Use the technology as part of training.
- Use the results to supplement the analysis of investigators in major collisions.
- Use collision analysis results to better understand the dynamics of collisions.

Benefits

- Better information about collision dynamics.
- Reduced on-scene officer workload in determining speed from skid marks and other crash variables.
- Reduced litigation and court-related work.

Other Considerations

- Privacy and other constitutional issues may become a factor.
- Cost of the technology.
- Increased skills, expertise and training for personnel to support and operate.
- Accuracy and reliability of technology.
- Potential increase in support staff requirements, which may cause a reduction in existing personnel levels.
- Inter-connectivity with other systems and privacy issues of shared systems.

Strategy #44—Collision Notification

Actively support the development, implementation, and operation of vehicle-based technologies that can accurately detect a collision, notify appropriate authorities, and provide the location of the collision along with other useful information.

Background

One of the emerging ITS success stories is the development and mass marketing of Mayday and similar devices. These are multi-purpose devices with a number of vehicle-based sensors and controls, a global positioning satellite (GPS) antenna to identify the vehicle's location, and a communications system (typically cellular).

Actions

- Ensure that governmental and private service providers have updated law enforcement contact information to facilitate the transfer of accurate collision-related information to the responding agency.
- Encourage local cellular service providers to improve coverage in rural or other areas with weak coverage.
- Procure CAD systems; include specifications that will interface with service providers or the vehicle itself.
- Work with IACP, the National Emergency Number Association (NENA), and other interested groups to develop standards and specifications for Mayday devices and communication links.

Benefits

- Decreased response time to vehicle collisions and reduced morbidity.
- Reduced emergency detection time.
- Faster notification of emergency incidents.

Other Considerations

- Accuracy of the reported crash information is a concern.
- Cost of the technology.
- Increased skills, expertise and training for personnel to support and operate.
- Accuracy and reliability of technology.
- Potential increased support staff requirements, which may cause a reduction in existing personnel levels.
- Inter-connectivity with other systems and privacy issues of shared systems.

Strategy #45—Interlock Devices

Physically prevent restricted drivers and DUI offenders from further unlawful driving.

Background

Restricted drivers in many jurisdictions have faced the possibility of court-required installation of ignition interlocks on their vehicles. The technological sophistication of interlocks continues to improve and decrease the potential for defeating the interlock.

Actions

- Support legislation to require usage of interlocks by all court ordered restricted and DUI drivers.
- Encourage the development of technology that ensures that interlock devices can not be overridden or bypassed.

Benefits

- Fewer collisions/property damage.
- Reduced social costs.
- Collect data on affected restricted drivers.

Other Considerations

- Cost of the technology.
- Increased skills, expertise and training for personnel to support and operate.
- Accuracy and reliability of technology.
- Potential increase in support staff requirements, which may cause a reduction in existing personnel levels.
- Inter-connectivity with other systems and privacy issues of shared systems.

Strategy #46—Commercial Vehicle Communications

Improve communication between and among government emergency response and transportation communication centers, commercial vehicle dispatch centers, and private transportation information services providers to encourage the exchange and mutual benefit of transportation information.

Background

With the explosion of communications options, many commercial vehicles have sophisticated long-distance communication systems along with satellite-based systems for location determination. Many drivers and companies are also willing to participate in focused public/private partnerships.

Actions

- Form partnerships with commercial vehicle firms to improve the reporting of highway collisions and other incidents with specific location information.
- Automate the dissemination process and establish contacts at major commercial dispatch centers to receive information about highway conditions.
- Ensure that private service providers have updated law enforcement contact information to ensure that alerts about cargo thefts, hijackings, and stolen vehicles are directed to the appropriate agency.

Benefits

- Reduce incident notification time.
- Reduce incident response time.
- Improve the security of commercial vehicle operations.

Other Considerations

- Cost of the technology.
- Increased skills, expertise and training for personnel to support and operate.
- Accuracy and reliability of technology.
- Potential increase in support staff requirements, which may cause a reduction in existing personnel levels.
- Inter-connectivity with other systems and privacy issues of shared systems.

Strategy #47—Provide Real-time Information to Drivers

Technology is being developed to provide real-time information about crashes, construction, inclement weather, or other conditions that contribute to congestion, additional collisions, lost productivity, and air pollution.

Background

Millions of people take to the highways every day. All too often, they are caught in traffic jams, which contribute to collisions, lost productivity, and air pollution. When drivers obtain real-time information about congestion, collisions, fog, heavy rain, snow, or fog, they may be able to adjust their travel plans to avoid problem areas.

Actions

- Investigate and support public/private partnerships that make use of the Internet, variable message signs, cellular phones, and the media to provide up-to-the-minute travel information to drivers before and during their commutes.
- Look into making up-to-the-minute information available to commercial drivers via computers at truck stops and inspection (weigh) stations.
- Support providing alternate route information to help drivers avoid congestion.
- Support making transportation management centers or communications centers the “hub” for providing real-time information.

Benefits

- Drivers can plan their trips to avoid congestion.
- Reduced collisions and numbers of people killed and injured in them.
- Improved air quality as the result of improved traffic flow.
- Less lost productivity that results from people sitting in traffic.

Other Considerations

- Cost of the technology.
- Increased skills, expertise and training for personnel to support and operate.
- Accuracy and reliability of technology.

Strategy #48—Fatigue Detection

Encourage the use of self-contained in-car devices to detect fatigued drivers.

Background

All drivers experience fatigue and sleep deprivation at one time or another. Exhaustion has been identified as a particular problem for shift workers. Law enforcement agencies, whose officers work various shifts, are also susceptible to driving while fatigued.

Action

- Track the development of self-contained in-car fatigue detection devices and consider testing in police agency vehicles.
- If the devices prove effective, encourage their use in passenger vehicles and commercial vehicles.

Benefits

- Alerts drivers to take a break or a nap when their eyes droop or stay closed too long.
- Reduce the number of collisions, fatalities, and injuries.
- May be helpful in reducing fatigue-induced commercial vehicle collisions.

Other Considerations

- Cost of the technology.
- Accuracy and reliability of technology.

Strategy #49—Testing for Driving Under the Influence of Alcohol and/or Drugs

Actively support the development and implementation of technologies that accurately reveal the level of alcohol and/or drugs in an individual's system without violating his or her civil liberties.

Background

Driving under the influence is a factor in tens of thousands of traffic collisions every year. Although the general public's reduced acceptance of mixing drinking and driving and the lowered statutory threshold for blood alcohol concentration in some states has reduced the number of alcohol-involved collisions, much still remains to be done in this area.

Actions

- Consider using preliminary alcohol screening (PAS) devices for both screening and evidence.
- Monitor the development of technology that uses saliva swabs and hair samples to simultaneously detect commonly used drugs, including cannabinoids, ecstasy, cocaine, opiates, and benzodiazepines.
- Establish procedures to meet the legal criteria for evidentiary use of both technologies.
- Pursue enabling legislation if necessary.

Benefits

- Allows samples to be taken at the time of the DUI stop, which will reduce the likelihood of a "rising blood alcohol" and degree of impairment defense.
- Sample collection can be closely observed.
- Is less invasive than taking urine or blood samples.
- Identifies drugs actually present in the blood at the time the person is stopped.

Other Considerations

- Cost of the technology.
- Increased skills, expertise and training for personnel to support and operate.
- Accuracy and reliability of technology.
- Constitutional requirements.

Strategy #50—Establishing Identification of Individuals with Commercial Driver’s Licenses

Use technology to achieve consistency for establishing one license, one record, and one identity for individuals who hold a commercial driver’s license.

Background

Currently, commercial drivers can purchase fraudulent or duplicate driver’s licenses. Additionally, some commercial drivers in good standing are selling their “identities” and good records to drivers who do not meet commercial driver’s license requirements. These practices circumvent the intent of establishing standards for commercial drivers.

Actions

- Support the development of technology that would facilitate capturing and sharing viable information, such as fingerprints, and allow the digital transfer of such data for database verification.
- Support sharing this information among states.
- Support enabling legislation if necessary.

Benefits

- Reduce or eliminate the possibility of drivers whose commercial driver’s licenses have been suspended or revoked in one state from acquiring a license in another.
- Reduce or eliminate the practice of selling “identities” to drivers who do not meet criteria to obtain a commercial driver’s license.
- Reduce or eliminate the number of drivers who hold multiple valid commercial driver’s licenses to use in various states/situations.
- Improve safety by removing drivers who are not qualified to drive commercial vehicles.
- Verify that a licensed presenter is indeed the authorized license holder.

Other Considerations

- Cost of the technology.
- Increased skills, expertise and training for personnel to support and operate.
- Accuracy and reliability of technology.
- Constitutional requirements.

Strategy #51—Driver/Violator Identification Systems

Enhance officer safety and minimize the time citizens are delayed by law enforcement traffic stops through the use of automated and computerized driver/violator identification systems.

Background

Law enforcement is an inherently dangerous profession. Each time an officer makes a traffic stop, the risk to officer safety is heightened by the time needed to confirm a violator's identity and whether or not they may be wanted, usually through radio contact with dispatchers. Additionally, delays encountered by citizens who are not wanted for any other violation or crime can be frustrating, especially if radio traffic is particularly heavy. Driver's licenses with "magnetic striping" are now common place in many states. These computerized stripes contain all identification information and can be accessed with the "swipe" of the license through a special reader. Used in conjunction with a mobile digital computer in a patrol car, an officer can have virtually instant access to the identity of a suspected violator.

Actions

- Consult with other law enforcement agencies that have conducted pilot projects or that are now using technology allowing them to read and process "mag-stripe" driver's licenses.

- Develop and implement pilot projects utilizing technology to read and process "mag-stripe" driver's licenses.
- Explore the use of electronic fingerprinting.
- Seek standardization for automated license protocols.
- Configure systems with open architecture permitting multiple license protocols.

Benefits

- Enhancements to officer safety.
- Minimize the time necessary to complete a traffic stop.

Other Considerations

- Cost of the technology.
- Increased skills, expertise and training for personnel to support and operate.

Strategy #52—Electronic Citations

Streamline the issuance of citations and the subsequent judicial process through the use of electronic citation devices and accompanying computer technology.

Background

The physical process of writing and issuing traffic citations demands a significant amount of a patrol officer's time and attention. In addition to the officer's time, entering information from each citation into computer systems, filing, and tracking these documents demands significant amounts of time from limited personnel resources. This is true both in law enforcement agencies and court offices. Various pilot projects using electronic citation devices have demonstrated a significant reduction in officer and office staff time devoted to processing traffic citations.

Actions

- Consult with other law enforcement agencies that have conducted pilot projects or that are now using electronic citation devices.
- Consult with local judicial councils regarding the feasibility of using electronic citations.
- Develop and implement pilot projects utilizing electronic citation devices where feasible.
- Seek legislation to allow process in courts.
- Seek standardization of the citation data elements, system design, and interface protocols.

Benefits

- Increases amount of time officers have for patrol and enforcement by reducing time needed for writing citations and associated paperwork.
- Increases amount of time clerical staff has to accomplish other administrative duties.
- Enhanced and more efficient adjudication process by working with computerized and electronic citation records. Eliminates paper filing, mailing, and manual record keeping.
- Enhanced accountability for citations during issuance and processing.
- Makes the citation more legible for the client.
- Improves the reliability of the information

Other Considerations

- Cost of the technology.
- Increased skills, expertise and training for personnel to support and operate.

Strategy #53—Photo Enforcement

Implement the use of photo enforcement technology to improve traffic safety and operations.

Background

Each year in the United States motor vehicle crashes cause nearly 3.2 million injuries, about 41,000 fatalities, and extensive property damage. Motorists who run red lights, speed, and illegally maneuver through railroad crossings cause the majority of these incidents. Photo enforcement technology can be used to supplement law enforcement presence, assist in motorist compliance with vehicle laws, and improve transportation system operations.

Actions

- Install and use enforcement cameras for traffic signals, rail crossings, speed control, high vehicle occupancy lanes, and commercial vehicle weigh-in-motion.
- Pursue photo enforcement enabling legislation.
- Work with courts for judicial support and acceptance.

Benefits

- Reduced vehicle collisions and incidents.
- Reduced motorist fatalities and injuries.
- Reduced property damage.
- Improved highway and roadway traffic flow (mobility).
- Reduced traffic congestion.
- Improved highway/roadway operations.

Other Considerations

- Loss of actual sight (physical presence) enforcement by an officer.
- Potential loss of staff positions.
- Loss of criminal activity detection gained by traditional enforcement.
- Perceived as a revenue generator.
- Fewer personnel complaints made due to the loss of one on one contact.
- Constitutional and privacy issues.

Strategy #54—In-Car Video Cameras

Installing video cameras in law enforcement vehicles to record various activities performed by officer while on patrol.

Background

Officers performing patrol duties are conducting enforcement operations or providing services to the public on a daily basis. In many cases, the officers are performing these activities alone without benefit of an independent (unbiased) means of recording the services provided or the actions taken by the officer. The use of video cameras in patrol vehicles would address this need and provide additional evidentiary documentation for court and personnel complaints.

These cameras should be mounted within the vehicle in such a manner as to visually record the officer and the citizen involved in the contact. The system should also be configured to capture audio material.

Actions

- Monitor the development of digital camera technology to determine if it would be advantageous for use in patrol vehicles.
- Explore the installation of camera technology in patrol vehicles.
- Seek support from the bargaining unit, the public sector, and the government to install this technology.
- Develop a policy and procedures covering the use of in-car camera systems. This policy should include use, tape storage, evidence procedures, and related issues.
- Consider the tape storage and retention requirements in facility design and management.
- Design the camera system to activate automatically under certain situations.

Benefits

- The recordings will provide an unbiased and accurate version of the traffic enforcement action/public contact.
- Assist in the investigation of alleged conduct violations/personnel complaints.
- Promotes compliance with departmental policy and procedures.
- Promotes positive citizen response during contacts with the officer.
- Can be used for evidentiary purposes in both civil and criminal proceedings. This evidence may ultimately provide supportive documentation in lawsuits and protect the agency from liability.
- Assists in the apprehension of suspects when the officer is injured and disabled.
- Aids the agency in evaluating performance and the effectiveness of policies and procedures.

Other Considerations

- Costs associated with initiating and maintaining the program.
- Labor and management issues regarding constant scrutiny of officers' actions.
- Tape retention and storage issues.
- Costs may limit the number of vehicles equipped with this technology.

Strategy #55—Automated Traffic Collision Reports

Streamline report writing and improve data collection for traffic collisions through the use of electronic technology at the scene.

Background

The substantial volume of paperwork that must be completed for traffic collision reports consumes a significant amount of a patrol officer's time with a resultant loss of proactive enforcement and in-view patrol. Historically, all forms and reports prepared by the patrol officer have been completed manually, an inefficient and error-prone method. Automating the patrol officer's environment to allow point-of-origin information gathering and reporting will improve officer efficiency, improve service to the public, and improve the reliability and timeliness of data.

Actions

- Deploy traffic data collection devices (laptops or other devices).
- Improve network transmission capability.
- Reengineer traffic data collection systems.
- Seek support and funding from the private sector to promote this technology.

Benefits

- Enhancements to public and officer safety.
- Minimize report writing time.
- Improve data quality.
- Reduce the time required to make data available for traffic analysis.
- Increases amounts of time officers have for patrol and enforcement.

Other Considerations

- Cost of the technology.
- Increased skills, expertise and training for personnel to support and operate.

Strategy #56—Identify and Manage Hazardous Material Incidents

Use technology to identify and manage hazardous material incidents and transportation routings and provide alternative routings to the public when incidents occur.

Background

Enforcement of hazardous material shipment regulations and hazardous material incident management is an ongoing and increasingly complex responsibility for public safety agencies. Hazardous material identification depends on a system of placards and shipping papers that are not always available or decipherable. By using technology, emergency responders can quickly and accurately identify and appropriately respond to incidents involving hazardous materials.

Actions

- Use transponders or similar technology to identify the material, quantity, and other pertinent information on hazardous material shipments.
- Make information about the specific commodity (hazardous material) and the quantity transported accessible to all responsible public safety and first responder agencies.
- Provide incident information to government emergency response communication centers and traveler information systems for public notice and establishing alternate routes.
- Encourage the use of technology to provide real time data on these materials in the field.

Benefits

- Improved public and officer safety.
- Improved incident response time.
- Improved safety for first responder personnel.
- Safer routing of hazardous material shipments.
- Better carrier and shipper accountability.
- Reduced delay for the traveling public.

Other Considerations

- Cost of the technology.
- Increased skills, expertise and training for personnel to support and operate.
- Accuracy and reliability of technology.

Strategy #57—Commercial Vehicle Regulatory and Enforcement Data

Simplify verification of regulatory and enforcement credentials of commercial vehicles by making this data available to all responsible jurisdictions.

Background

Commercial vehicle traffic has increased with general economic growth and the implementation of the North American Free Trade Agreement. A simple method available to all law enforcement agencies for verifying Commercial Vehicle Operations (CVO) documentation is necessary to establish compliance status and to investigate all incidents involving commercial vehicles, not just those on state highways.

Actions

- Establish access to commercial vehicle credentials by connecting to automated credential systems, such as Commercial Vehicle Information Systems and Networks (CVISN), either through TMCs or by direct access to the system.
- Provide field unit access to automated credential systems.
- Automate inspections and electronically upload data to the federal motor vehicle clearinghouse.

Benefits

- More complete reports by investigating officers.
- More timely reports.
- Improved accountability by responsible parties.
- Provides accurate real-time data for law enforcement.

Other Considerations

- Cost of the technology.
- Increased skills, expertise and training for personnel to support and operate.
- Accuracy and reliability of technology.

Strategy #58—Commercial Vehicle Automated Inspections

Use automated inspection bypass technology in all responsible jurisdictions to increase the clearance rate for commercial vehicles in compliance with regulatory, and enforcement credentials and safety regulations, at inspection facilities and ports-of-entry.

Background

Commercial vehicle traffic is continuing to increase. Agencies charged with ensuring compliance with public safety licensing and financial responsibility regulations are faced with doing more work with fewer resources. The ability to identify commercial vehicles that comply with pertinent safety regulations and carry proper credentials allows law enforcement to focus attention on non-compliant vehicles.

Action

- Utilize a national inspection selection system to select commercial vehicles for safety inspections.
- Consider utilizing brake adjustment and diagnostic equipment technologies during safety inspections.
- Institute the use of automated inspection bypass programs and weigh-in-motion at all commercial vehicle scales, inspection facilities, and ports-of-entry.

Benefits

- Improved motorist safety.
- Focuses enforcement on commercial vehicles that are out of compliance and have a history of safety violations.
- Commercial vehicles in compliance with proven safety records are not delayed.
- Provides truckers with an incentive to be in compliance.
- Reduces traffic congestion along with attendant safety problems around commercial vehicle inspection facilities and ports-of-entry.

Other Considerations

- Cost of the technology.
- Increased skills, expertise and training for personnel to support and operate.
- Accuracy and reliability of technology.

Strategy #59—Develop Geographic Information Systems

Use currently available and rapidly emerging technology to implement and use geographic information systems (GIS).

Background

Many departments currently collect information in databases. GIS integrates this data and translates it immediately into the spatial, or map-based, environment. Viewing, analyzing, and manipulating this data in a spatial environment allows the data to take on a new dimension. Actually, that dimension is not necessarily new. It has always been possible to translate information from paper to a map, drawing, or schematic plan; however, that process has been so time-consuming with past methods that it was prohibitive to do on a regular basis.

Actions

- Develop an integrated GIS plan that will support numerous layers of information and application, including collisions, traffic, schools, hospitals, and hazardous materials supplier locations.
- Assure strategies for accurate information in databases from which spatial information can be drawn.
- Consider using global positioning satellite (GPS) coordinates for location identification.

Benefits

- GIS allows available data to be efficiently queried for in-depth analysis.
- Analysis results can be printed on maps, which can reveal additional information.
- Photographs of terrain can be imported into the maps to further reveal highway configurations or terrain.
- Enhanced memory in small computer workstations and personal computers makes it possible for users to query the data, focus on specific areas, project eventualities, change scenarios, and perform analysis in minutes or hours that would have taken days or weeks in the past.
- Data obtained will assist with deployment and enforcement strategies.

Other Considerations

- Cost of the technology.
- Increased skills, expertise and training for personnel to support and operate.
- Accuracy and reliability of technology.
- Potential increase in support staff requirements, which may cause a reduction in existing personnel levels.
- Inter-connectivity with other systems and privacy issues of shared systems.

Resource Organizations

Airbag & Seat Belt Safety Campaign

1025 Connecticut Avenue, NW, Suite 1200
Washington DC 20036
(202) 625-2570
(202) 625-2570
www.nsc.org/airbag.htm

American Association of Motor Vehicle Administrators

4301 Wilson Blvd., Suite 400
Arlington, VA 22203
Phone (703) 522-4200
www.aamva.org

American Association of Retired Persons

610 E Street, NW
Washington, DC 22049
(800) 424-3410
www.aarp.org

AAA Foundation for Traffic Safety

1440 New York Avenue, NW, Suite 201
Washington, DC 20005
(202) 638-5944
www.aaafoundation.org

American Trucking Associations

2200 Mill Road
Alexandria, VA 22314-4677
(703) 838-1700
www.trucking.org

The Century Council *

1310 G Street, NW
Suite 600
Washington, DC 20005
(202) 637-0077
www.centurycouncil.org

Commercial Vehicle Safety Alliance

5430 Grosvenor Lane, Suite 130
Bethesda, MD 20814
(301) 564-1623
www.cvsa.org

Commission on Accreditation for Law Enforcement Agencies, Inc.

10306 Eaton Place, Suite 320
Fairfax, VA 22030-2201
(703) 591-2206.
www.calea.org

Federal Highway Administration *

400 7th Street SW,
Washington, DC 20590
(202) 366-0408
www.fhwa.dot.gov

Federal Motor Carrier Safety Administration

400 7th Street, SW
Washington, DC 20590
(202) 366-0650
www.fmcsa.dot.gov

Institute of Police Technology and Management *

University of North Florida
12000 Alumni Drive
Jacksonville, FL 32224
(904) 620-4786
www.ipm.org

Insurance Institute for Highway Safety

1005 N. Glebe Road, Suite 800
Arlington, VA 22201
(703) 247-1500
www.hwysafety.org

International Association of Chiefs of Police *

515 North Washington Street
Alexandria, VA 22314
(703) 836-6767
www.theiacp.org

International Association of Directors of Law Enforcement Standards and Training

2521 Country Club Way
Albion, MI 49224
(517) 857-3828
www.iadlest.org

ITS America

400 Virginia Avenue SW, Suite 800
Washington, DC 20024-2730
(202) 484-4847
www.itsa.org

Mothers Against Drunk Driving

511 E. John Carpenter Freeway, Suite 700
Irving, TX 75062
800-GET-MADD
www.madd.org

National Association of Governors' Highway Safety Representatives

750 First Street NE, Suite 720
Washington, DC 20002
(202) 789-0942
www.naghsr.org

National Highway Traffic Safety Administration *

400 7th Street, SW
Washington, DC 20590
(202) 366-0123
www.nhtsa.dot.gov

National Institute of Justice

810 Seventh Street, NW
Washington, DC 20531
(202) 307-2942
www.ojp.usdoj.gov/nij

National Safe Kids Coalition

1301 Pennsylvania Avenue, NW, Suite 1000
Washington, DC 20004-1707
(202) 662-0600
www.safekids.org

National Safety Belt Coalition

1025 Connecticut Avenue, NW, Suite 1200
Washington, DC 20036
(202) 296-6263
www.nsc.org/traf/sbc.htm

National Safety Council

1121 Spring Lake Drive
Itasca, IL 60143-3201
(630) 285-1121
www.nsc.org/index.htm

National Sheriffs' Association *

1450 Duke Street
Alexandria, VA 22314-3490
(703) 836-7827
www.sheriffs.org

National Traffic Law Center

American Prosecutors Research Institute
99 Canal Center Plaza, Suite 510
Alexandria, VA 22314
(703) 549-9222
www.ndaa-apri.org

***Northwestern University Traffic Institute at
Northwestern University ****

405 Church Street
Evanston, IL 60204
(847) 491-5476
www.northwestern.edu/nucps

Police Executive Research Forum

1120 Connecticut Avenue, NW, Suite 930
Washington, DC 20036
(202) 466-7820
www.policeforum.org

U.S. Census Bureau

4700 Silver Hill Road
Suitland, MD 20746
(301) 457-4608
www.census.gov/

U.S. Department of Justice

950 Pennsylvania Avenue, NW
Washington, DC 20530-0001
(202) 353-1555
www.usdoj.gov

World Future Society *

7910 Woodmont Avenue, Suite 450
Bethesda, MD 20814
(301) 656-8274
www.wfs-org/wfs/

* Contributed to project

