Managing Traffic Enforcement Operations

16 Hours – TCOLE Course #37006

Presented by:

Texas Police Chiefs Association Foundation

P.O. Box 819, Elgin, Texas 78621

Welcome to a Texas Police Chiefs Association Foundation (TPCAF) training session. Thank you for participating in some of the best leadership focused training in Texas. Whether you are seeking the coveted Law Enforcement Command Officer Professional (LECOP) status or taking an individual class to sharpen your skill set, we hope you find this class personally and professionally rewarding.

Proceeds from training sessions like this support the TPCA Foundation's work, including the Fallen Officer Fund. The Fallen Officer Fund provides a $10,000 check to the family of any peace officer killed in the line of duty in Texas. This includes Federal, State, county, local, and other peace officers working in Texas. The goal of the Fallen Officer Fund is to assist the family with any immediate needs by providing funds within 24-48 hours after the line of duty death. The family of a fallen officer should not have to worry about having money to pay a bill, flying in family from out of town, buying groceries, or any other need. Your attendance at this training session directly supports these families.

We encourage you to consider becoming a member of the Texas Police Chiefs Association (TPCA). TPCA is the largest association of police leaders in Texas and one of the largest state police chiefs associations in the nation. TPCA provides members with professional networking opportunities, a voice on legislative matters, resources, training opportunities, and access to model policies through the Texas Law Enforcement Accreditation Program. Please visit www.texaspolicechiefs.org for more information.

We hope you will check out our course catalog at Texas Police Chiefs Association Conference & Training Site to learn more about other training opportunities available.

Please consider donating to the Fallen Officer Fund

TEXAS POLICE CHIEFS ASSOCIATION FOUNDATION

To make a difference, please scan below

TEXAS POLICE CHIEFS ASSOCIATION FOUNDATION

TRUCK RAFFLE

2025 Chevrolet Trail Boss Valued at $60,000

Approximate Value

100% of Proceeds Benefit the TPCAF Fallen Officer Fund

Tickets
$100 each

Click Here To Purchase

Actual Truck Not Pictured

Drawing to be held:
April 17, 2025

Winner need not be present to win

SCAN ME

Winner assumes responsibility for all taxes and registration fees.

TPCA Foundation | PO Box 1030 | Elgin, TX 78621 | www.texaspolicechiefs.org

TPCA Training

Open To All Texas Law Enforcement Agencies

- Classes offered throughout different regions of Texas

- Aims to provide the very best of executive and command level training for chiefs, commanders and supervisors to lead and manage throughout their organizations

- Classes are focused on leadership with common themes of fairness, dignity, respect, trust and non-biased practices that create healthy organization and community confidence.

Details & Registration Here

TRAINING TOMORROW'S LEADERS TODAY!

LECOP
Law Enforcement Command Officer Program

Earn acknowledgment as a trained Law Enforcement Command Officer by completing a series of 10 training courses. Classes are open to all Texas Law Enforcement Agencies and designed to develop leadership skills and apply those skills to specific assignments.

TRACK A
Focuses on Individual Leadership Skills

TRACK B
Focuses On Leadership In An Organization & Influencing Culture

Plan on attending the annual TPCA Conference.

Register at Texas Police Chiefs Association Conference & Training Site

Texas Law Enforcement Accreditation Program

The Texas Police Chiefs Accreditation Program allows Law Enforcement Agencies to voluntarily demonstrate compliance with over 170 best practices, developed by professionals, to ensure efficient service delivery and protection of individual rights.

- External Review of policies & operations
- Enhances knowledge of policing & procedures
- Decreased exposure to liability risk & cost
- Demonstrates to the community the police department meets or exceeds the highest standards of Law Enforcement excellence

WHAT YOU NEED TO KNOW:

- Open to all Law Enforcement Agencies

- Financial obligations: new application fee, annual program fee, travel costs for review team

- Program manager is required to complete 8 hours of program training - Agency heads are highly encouraged to attend

- Agency has two years to complete the process

- Accredited status is granted for four years. During this period, agencies are required to submit annual reports to demonstrate ongoing compliance with relevant standards

- Participating entities may qualify for scholarship to cover intial fee

www.texaspolicechiefs.org

PROFESSIONAL SERVICES

The Texas Police Chiefs Association (TPCA) is the largest association of police executives in Texas and one of the largest state police chiefs associations in the country. With a diverse group of experts in all areas of policing, TPCA provides a wide range of professional services to Texas governmental entities.

Police Chief Search and Selection

Staffing Studies

Executive Level Training

Comprehensive Organizational Studies

Strategic Planning

Accreditation Program

POLICE CHIEF SEARCH AND SELECTION

The Texas Police Chiefs Association offers valuable technical assistance in evaluating resumes and pinpointing credible candidates. Utilizing these resources can enhance your ability to choose the most suitable candidate for your department. Additionally, the Association can deliver a comprehensive selection process, typically at a significantly lower cost than many consulting firms.

STAFFING STUDIES

We provide Staffing Studies that use the IACP and ICMA recommended workload models to determine the staffing options for various policing strategies.

COMPREHENSIVE ORGANIZATIONAL STUDIES

A comprehensive Organizational Audit is beneficial, as it examines all departmental operations to ensure adherence to legal standards and best practices. This evaluation provides an analysis of crime control strategies, necessary staffing levels, and may include an anonymous employee survey.

STRATEGIC PLANNING

A roadmap providing organizational direction can be an effective management and budget tool. TPCA can assist law enforcement agencies in developing a strategic plan and can facilitate the strategic planning process for other city departments.

EXECUTIVE LEVEL TRAINING

TPCA provides quality training around the state. The Law Enforcement Command Officers Program (LECOP) offers a series of 10 courses to command level officers and supervisors covering the full range of law enforcement operations including Developing Leaders, Managing Administrative Operations, Patrol, Traffic, Special Operations and Criminal Investigations. Upon completing the full course series, they receive a LECOP Certificate and special recognition. All TPCA classes emphasize the importance of Leadership.

ACCREDITATION PROGRAM

A nationally recognized program with over 170 standards outlining best practices for law enforcement agencies in Texas. This program includes independent review of policies and operations of an agency, ensures efficient service delivery to the public, protection of individual rights, and decreased exposure for liability and risk.

**FOR MORE INFORMATION PLEASE EMAIL
GELLIS@TEXASPOLICECHIEFS.ORG
OR CALL 512-281-5400**

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Texas Police Chiefs Association Foundation

Overview and Macro Curriculum
Managing Traffic Enforcement Operations

Rationale:
Traffic enforcement is an important duty for most law enforcement agencies. The primary goal of traffic enforcement is to improve traffic safety by securing better compliance with traffic laws and decreasing motor vehicle crashes. Whether or not an agency has a dedicated traffic enforcement unit, the responsibility to safeguard the motoring public is critical. A significant by-product of a quality enforcement program is a positive impact on crime trends within a community. This course is designed to provide those responsible for managing traffic enforcement efforts with data driven strategies for success including increased compliance, positive community interactions and effective reductions in crime.

Overview:
This course is 16 hours presented in 2 days. It focuses on leadership in the context of managing traffic enforcement efforts, policy concerns, developing positive interactions on traffic stops and utilizing effective deployment strategies. It exposes the participant to "Data Driven Approaches to Crime and Traffic Safety" (DDACTS) and the strategies that have proven effective utilizing these principles. The course is intended for managers and supervisors who are seeking to establish or improve traffic enforcement programs.

Course Goals:
At the conclusion of this course, the participant will:
1. Identify leadership strategies applicable in traffic enforcement.
2. Articulate the defensible justifications for traffic enforcement programs.
3. List the data reference points that justify directed enforcement efforts
4. Describe successful deployment strategies and performance measurements.
5. Define the principles associated with DDACTS and related crime impacts.

Schedule of Topics:
Day One
0800—0900 hrs	Welcome and Overview
0900—1000 hrs	Goals of Traffic Enforcement
1000—1200 hrs	Justifying and Creating a Program
1200—1300 hrs	Lunch
1300—1500 hrs	Developing Policies and Strategies
1500—1700 hrs	Personnel and Conduct Issues

Day Two
0800—1200 hrs	Leadership and Accountability
1200—1300 hrs	Lunch
1300—1700 hrs	DDACTS and Community Impacts

Instructors:
James Sanders, Major- Texas Department of Public Safety (ret.)

Scott Holt, Chief of Police- Lorena Police Department

Major James R. Sanders (ret.)

Major Sanders served with the Texas Department of Public Safety for 36 years, retiring in 2010 at the Rank of Major. He began his career with the Texas Department of Public Safety in 1974. After graduating from the DPS Academy he was assigned to the Highway Patrol as a Trooper in Haskell, Olney and Weatherford. In 1980 he was promoted to Sergeant and assigned to the Highway Patrol in Galveston. While there he directed the Highway Patrol response and activities following Hurricane Alicia in 1983. He served as a Squad Leader for the Civil Disturbance Management Team as a Sergeant in both Galveston and Palestine, Texas.

In 1987, Major Sanders promoted to the rank of Lieutenant and held assignments in Corpus Christi and Waco. In these locations he oversaw six Highway Patrol Sergeant areas and served as Regional Team Leader for the Civil Disturbance Management Team and in Waco was the Regional K-9 Coordinator.

In 1995, he was promoted to Captain and commanded the Highway Patrol at the State Capitol Complex in Austin where he directed all security and protective operations. In 1996, he was the Highway Patrol Division Captain in Waco where he directed all Highway Patrol operations in 26 Counties, also coordinating Highway Patrol resources with the United States Secret Service in the security and motorcade operations at the Presidential ranch in Crawford, Texas.

In 2003, he was promoted to Major and assumed Command of Region III in Corpus Christi. There he was responsible for 655 commissioned and non-commissioned employees, operations in 28 Texas counties and 400 miles of the U.S.—Mexico border.

After retiring from the Texas DPS, he became the Regional Law Enforcement Liaison for the National Highway Traffic Safety Administration (NHTSA) as a contractor through Texas Police Chiefs Association to NHTSA Region 6, in Fort Worth, Texas. He provides technical support for the Highway Traffic Safety offices and Law Enforcement Liaisons in Texas, Mississippi, Louisiana, Oklahoma, New Mexico and the Indian Nations. He has a thorough understanding of NHTSA programs including occupant protection, impaired driving, distracted driving and speed management. Has facilitated and help present workshops on "Data Driven Approach to Crime and Traffic Safety".

Major Sanders holds a Bachelor of Science Degree in Criminal Justice from Midwestern State University and is a graduate of the Southern Police Institute and the Governor's Senior Management Development Program. He holds a Master Peace Officer Certification and National Incident Management System Certification.

Chief Scott Holt

Chief Scott Holt has the honor of being the department head for the Lorena Police Department. Chief Holt assumed the role after retiring as a Commander with the Waco Police Department.

Chief Holt holds an honorable discharge from the Waco Police Department after a 28-year career. He served in various roles, including Patrol, Bikes, Digital Media, Field Training Coordinator, Fleet Manager, Criminal Investigation, K-9, Street Crimes, Career Criminal Apprehension & Supervision Team, Traffic Enforcement, and served on Baylor University's Threat Assessment Group. During his career, he has been involved in and testified at the local, state, and federal levels.

He holds a Master of Science and Bachelor of Science in Criminal Justice from Texas A&M – Commerce and is a graduate of the Leadership Command College (LCC), The Institute of Law Enforcement Administration's Executive Leadership (ILEA), Texas Police Chief's Law Enforcement Command Officer's Program (LECOP), and other extensive leadership trainings. He has received numerous commendations throughout his career, such as 2018 and 2013 Supervisor of the Year Nominee, 2012 and 2014 Supervisor of the Year award, 2017 awarded a resolution from District 56 State Representative Charles "Doc" Anderson, , Meritorious Unit Citation, Certificate of Merit, and Live Saving Award.

Chief Holt serves as an adjunct instructor at Texas A&M University at Commerce and also teaches for the Texas Police Chief's Association. He is a member of the International Association of Chiefs of Police (IACP), Texas Police Chief's Association (TPCA), Central Texas Area Chiefs of Police and Sheriffs Association (CTACPSA), FBI-Law Enforcement Executive Development Association (FBI-LEEDA), National Association of Field Training Officers (NAFTO), serves as the Secretary for the CTACPSA and on the Board of Advisors for the Heart of Texas 100 Club.

"I am honored and humbled to be in a position to serve this organization. I am surrounded by men and women who mentored and molded me into the public servant I am today. There is no better calling than to serve your fellow man."

Chief Scott Holt

TEXAS POLICE CHIEFS ASSOCIATION FOUNDATION

Managing Traffic Enforcement Operations
16 Hours - TCOLE COURSE #37006

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COURSE SCHEDULE

▸ **Day One**
▸ 0800 – 0900 Welcome
▸ 0900 – 1000 Goals of Traffic Enforcement
▸ 1000 – 1200 Justifying/Creating a Program
▸ 1200 – 1300 Lunch (on your own)
▸ 1300 – 1500 Developing Policies/Strategies
▸ 1500 – 1700 Personnel and Conduct Issues
▸ **Day Two**
▸ 0800 – 1200 Leadership and Accountability
▸ 1200 – 1300 Lunch (on your own)
▸ 1300 – 1700 DDACTS/Examples/Cases

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INSTRUCTORS

James Sanders
  Major, Texas Department of Public   Safety – Retired
  Regional NHTSA Liaison – TPCA
Scott Holt
  Chief of Police – Lorena
  Instructor- TPCA

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GOALS OF TRAFFIC ENFORCEMENT

- **Reduce Social Harm**
- **Traffic Safety**
  - Drivers, Passengers, Bystanders, Motorcycles, Commercial Vehicles, Pedestrians & Insurance Compliance
- **Crime Control and Reduction**
  - Overall Crime, Commercial & Residential areas, Drugs, Violent Crime, Property Crime
- **NOT – Revenue**
- **NOT – Seizures**

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TRAFFIC SAFETY

- Reduce Crashes
- Insure Compliance with Laws
- Traffic "Calming"
- Assist in Traffic Control Design
- Reduce Drunk/Impaired Driving
- Data Collection/Mapping
- Increase Seat Belt Compliance
- Reduce Safety Risk to Pedestrians/Bystanders
- Others?

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CRASH FACTS
SOURCE: NHTSA

- Crashes are NOT Accidents
- "Accidents" Perpetuates the Idea that They Cannot be Prevented
- 2010 Economic Impact = $242 Billion, or $784 per Person in U.S. or 1.6% of the U.S. Gross Domestic Product
- Lifetime Economic Cost for Each Fatality = $1.4 Million
- 40,100 Killed in Crashes in 2017 (17,284 Murders), up 6% from 2014

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CRASH FACTS
SOURCE: NHTSA

- Lost Workplace Productivity totaled $57.6 Billion
- Lost Household Productivity totaled $19.7 Billion
- Property Damages for all Crashes totaled %76.1 Billion
- Congestion Costs (Delays, Fuel Used, and Environmental Impacts) Totaled $28 Billion
- 2010 Costs Borne by Society (not Crash Victims) = $187 Billion

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CRASH FACTS
SOURCE: TXDOT

COMPARISON OF MOTOR VEHICLE TRAFFIC DEATHS, VEHICLE MILES, DEATH RATES, AND ECONOMIC LOSS 2003 - 2015

YEAR	DEATHS	% INCREASE OR % DECREASE (DEATHS)	VEHICLE MILES TRAVELED (VMT) (MILLIONS)*	% INCREASE OR % DECREASE (VMT)	DEATHS PER 100,000,000 VEHICLE MILES TRAVELED	ESTIMATED ECONOMIC LOSS OF ALL MOTOR VEHICLE CRASHES**
2003	3,822	-0.03%	218,209	1.08%	1.75	$20,700,000,000
2004	3,700	-3.19%	229,345	5.10%	1.61	$19,400,000,000
2005	3,558	-3.84%	234,231	2.13%	1.52	$19,200,000,000
2006	3,521	-1.04%	236,486	0.96%	1.49	$20,400,000,000
2007	3,462	-1.68%	241,746	2.22%	1.43	$20,600,000,000
2008	3,479	0.49%	234,593	-2.96%	1.48	$22,900,000,000
2009	3,122	-10.26%	231,976	-1.12%	1.35	$21,300,000,000
2010	3,060	-1.99%	234,261	0.98%	1.31	$22,300,000,000
2011	3,067	0.23%	237,443	1.36%	1.29	$23,400,000,000
2012	3,417	11.41%	237,821	0.16%	1.44	$26,000,000,000
2013	3,407	-0.29%	244,536	2.82%	1.39	$27,800,000,000
2014	3,536	3.79%	242,989	-0.63%	1.46	$38,100,000,000
2015	3,531	-0.14%	246,633	1.50%	1.43	$37,800,000,000

*2015 VMT is an estimate.

**Economic Loss figures are estimated using the National Safety Council's (NSC) Average Economic Cost on a per death basis figure for the year identified. Figures are rounded to the nearest hundred million. 2015 figures are based on 2014 cost.

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TRAFFIC SAFETY

- The Extent of Prevention/Deterrence Success on Traffic Safety is Unknown.
- Patrol Officer Domingo Gonzalez, Laguna Vista PD (TX)

  "I have seen the horrors of traffic crashes and carelessness. Intoxicated drivers have taken the lives of many people on our highways." He also said, "I never know what I might discover during a traffic stop, but as I build my investigation, I may realize the stop has matured into much more (than a traffic stop)." Patrolman Gonzalez stated, "we will never know how many lives we have saved or how many lives we will save, but it is good to remember that we can only try our best."

  Interview: 1996

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- **The Extent of Prevention/Deterrence Success on Traffic Safety is Unknown.**
- **Research Indicates Deterrence is Effective**
  - Study on Massachusetts "Click it or Ticket", Showed "Tickets Significantly Reduce Accidents and Non-Fatal Injuries" (Dara N. Luca 2015)
  - The Traffic Safety Toolbox, ITE publication 1999 Cited Enforcement as a Primary Tool for "Traffic Calming"
  - "Police-based traffic law enforcement has an effect on reducing the number of accidents with injuries however this reduction is not observed with stationary, automatic interventions (cameras)". (Greer/Barends NYU 2015)
  - "The most important difference between the high and low belt use states is enforcement, not demographic characteristics or dollars spent on media... enforcement was much more vigorous in the high belt use states, as shown by an average of twice as many seat belt law citations per capita". (James Hedlund, NHTSA 2008)

TRAFFIC SAFETY

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Data-Driven Approaches to Crime and Traffic Safety (DDACTS)

Project Analysis Shows Most Agencies Experience Year-to-Year Reductions in Crashes When They Make at Least 7 Traffic Stops for Each Crash Reported in the Previous Year.

TRAFFIC SAFETY

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- **Mobile Society**
- **Everyone Drives (almost)**
- **Including Criminals**
- **Statistics Show Hotspots Relationships Between Crime and Traffic Crashes/Violations**
- **Studies Indicate That as Much as 40% of Arrests Nationally Arise From Traffic Stops**
- **47% of Arrests from Traffic Stops Were for Serious Offenses**

CRIME REDUCTION

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Overall Police Goals - Goldstein, 1977

To prevent and control conduct widely recognized as threatening to life and property (serious crime).

To aid individuals who are in danger of physical harm, such as the victim of a criminal attack.

To protect constitutional guarantees, such as the right of free speech and assembly. To facilitate the movement of people and vehicles.

To assist those who cannot care for themselves: the intoxicated, the addicted, the mentally ill, the physically disabled, the old, and the young.

To resolve conflict, whether it be between individuals, groups of individuals, or individuals and their government. To identify problems that have the potential for becoming more serious problems for the individual citizens, for the police, or for government.

To create and maintain a feeling of security in the community.

To build the public trust in the police, increasing in legitimacy, through developing partnerships with the community to assist in reducing crime, disorder, and increase security.

CRIME REDUCTION

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Community Policing Principles

1. Philosophy and Org Strategy
2. Community Empowerment
3. Decentralized/Personalized Policing
4. Proactive Problem Solving
5. Ethics, Responsibility & Trust
6. Expanded Mandate
7. Assisting Those With Special Needs
8. Grass Roots Creativity & Support
9. Wholistic Internal Involvement
10. Building for the Future

CRIME REDUCTION

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Patrol Mission

- Response
- Prevention
- Detection
- Apprehension
- Traffic Management
- Emergency Services
- Protection of Rights of All

CRIME REDUCTION

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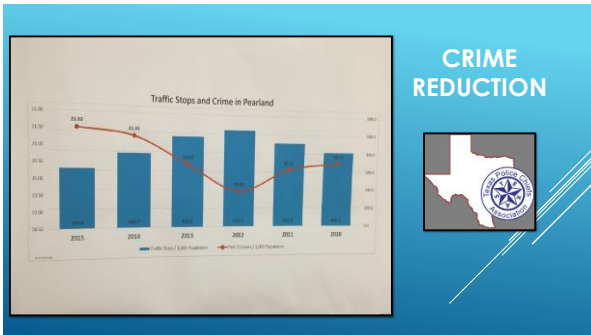
CRIME REDUCTION

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PROGRAM BENEFITS

▸ **Traffic Enforcement Programs Enhance Community Safety**
▸ **Provide For Police Visibility**
▸ **Deter Crime (When Done Right)**
▸ **Enhance Traffic Safety**
▸ **Opportunity for Positive Police Community Interactions**
▸ **Increase Warrant Services**
▸ **Does Not Require a Dedicated "Unit"**
▸ **Does Require Up-Front Training & Policy Guidance**

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PROGRAM BENEFITS

▸ **A "Data – Driven" Approach (*Even if Not Formal DDACTS*) Insulates the Department Against Accusations of Arbitrary or Biased Enforcement.**
▸ **Random Traffic Enforcement is Ineffective in Terms of Deterrence.**
▸ **Communications About Crime/Traffic Hotspots is Essential in Community Policing.**
▸ **Citizen Concerns Constitute "Data" and Allows Department Responsiveness.**

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PROGRAM BENEFITS

▸ **Hot Spot Policing**
  ▸ **50% of calls from 5% of places**
  ▸ **Advent of "micro-places"**
  ▸ **Problem Solving response better than general enforcement**
  ▸ **Presence alone reduces crime**
  ▸ **Spending 10 minutes better than driving through**
  ▸ **Proactive medium length stops on random intermittent basis**
  ▸ **Disrupt situational dynamics**

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PROGRAM BENEFITS

Motivated Offender — Time and Place With Absence of Capable Guardianship — Suitable Target — CRIME!
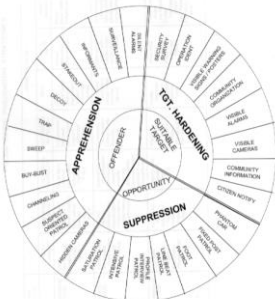
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This essentially gives police three avenues for tactical development:

1. Remove the motivated offender through **apprehension tactics**
2. Remove the suitable target through **target hardening tactics**
3. Supply the capable guardianship through **suppression tactics**

In the 1980s, analysts at the San Diego (CA) Police Department created a diagram for such tactics, now colloquially known as the "San Diego Wheel" (right). This article does not include some of these tactics (because we no longer know what they mean) and does include some additional ones.

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PROGRAM BENEFITS

- Assists Gov't Entity With Problem Solving and Planning

Total Vehicles Surveyed	Westbound	608
30 mph & under		599
31 - 35 mph		7
36 - 39 mph		2
40mph & up		0
Percentage of Enforceable Violations (40+)		0.00%

Total Vehicles Surveyed	Eastbound	588
30 mph & under		583
31 - 35 mph		4
36 - 39 mph		0
40mph & up		1
Percentage of Enforceable Violations (40+)		0.17%

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POLICY CONCERNS

- Mission, Goals and Objectives
- Officer Training/Expectations
- Procedural Justice Tenants
- 7 Step Violator Contact
- Officer Safety Concerns
- Racial Profiling
- Mobile Video and Body Cams
- Guidance on Citation vs. Warnings
- Documentation Issues (data collection)
- Arrests and Follow-up
- Motorcycle vs. Automobile
- Directed Operations
- Others

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POLICY CONCERNS

- Performance Measurement

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POLICY CONCERNS

▸ **Procedural Justice**
- ▸ **Allow people to tell their story, listen, question**
- ▸ **Neutrality in decision making, explain why**
- ▸ **Treat with dignity and respect, even if arresting**
- ▸ **Acting out of benevolence toward them, that you have their best interests at heart**

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PERSONNEL & CONDUCT

▸ **Insert Chip Huth Video**

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PERSONNEL & CONDUCT

▸ **Most Complaints Relate to Rudeness**

▸ **Penn State Study – Officers With Higher Rates of Rudeness Complaints Tend to Excessive Force Later in Careers**

▸ **Is it Natural for Traffic Officers to Have Rudeness Complaints?**

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PERSONNEL & CONDUCT

- Insert Elton Simmons Video

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PERSONNEL & CONDUCT

- Structured Contacts and Practice Limits Complaint
- 7 Step Violator Contact
  1. Greeting and ID of Agency
  2. Statement of Violation
  3. ID Driver and Assess Conditions
  4. Statement of Action to be Taken
  5. Take the Action (Cit. or Warn)
  6. Explain Required Actions
  7. Close the Contact

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PERSONNEL & CONDUCT

- Remember Most are Common People
- They are Frustrated (with themselves) so De-Escalate
- Don't Demean, Even Passively
- A Smile Helps
- Don't Take Things Personally
- Remember the Nobility of the Job
- Leave Them With as Positive Experience as Possible
- Remember "Procedural Justice"

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Supervisor Response to Complaints
- Review Every Complaint and Follow Procedures
- Listen to Their Side
- Remember Perceptions (Rudeness is Racist if That Sensitivity Exists)
- Give "Cool Off" Time…"I'll be Glad to Check into Your Concern and Get Back With You".
- Be Timely With a Response.
- Don't Make Excuses for Bad Conduct
- Explain Why the Officer was Right (if so)
- Remind Complainant They Can Call Anytime
- Keep a Record of the Incident and Response.

PERSONNEL & CONDUCT

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"Those who are here unfaithfully do incredible damage."

Rumi

LEADERSHIP MATTERS

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- Insert Baltimore Skateboarder Video

LEADERSHIP MATTERS

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When people of action cease to believe in a cause, they begin to believe only in the action! - *Unknown*

LEADERSHIP MATTERS

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"No one is compelled to choose the profession of police officer, but having chosen it, everyone is obligated to perform its duties and live up to the high standards of its requirements."

President Calvin Coolidge (1923-1929)

LEADERSHIP MATTERS

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▶ **Tools of Policing**
  ▶ **The Law**
  ▶ **Use of Force**
  ▶ **Incarceration**
  ▶ ***INFLUENCE***

LEADERSHIP MATTERS

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LEADERSHIP MATTERS

▸ **Two Types of Power**

   ▸ **Power of _control_:** Using coercion, threats, force, or the perception of power to gain compliance or obedience; the power to do something to someone.

   ▸ **Power of _influence_:** Using one's honor and principles to earn people's respect and make a positive difference in their lives; the power to work effectively with others to get a better result.

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LEADERSHIP MATTERS

"When the only tool you know how to use is a hammer, every situation looks like a nail."

— Unknown

What tools are we leading, teaching, educating, orienting our police officers to use?

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LEADERSHIP MATTERS

How Do We _Discover_ or Return to Our Noble Roots?

One contact, one engagement at a time"

We develop our noble character by acting with Courtesy, Professionalism and Respect – regardless of the situation!

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Servant Leadership is a practical philosophy that encourages collaboration, trust, foresight, listening, and the ethical use of power and empowerment."

- Robert Greenleaf

LEADERSHIP MATTERS

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LEADERSHIP MATTERS

▸ **Insert Colin Powell Video**

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▸ **MOTIVATION**

▸ **Daniel Pink – DRIVE**

▸ **Autonomy**

▸ **Mastery**

▸ **Purpose**

LEADERSHIP MATTERS

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LEADERSHIP MATTERS

▸ **Insert Drive Video**

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LEADERSHIP MATTERS

▸ **Most Common Mistake Made by Law Enforcement Leaders**

Settling for Mediocrity

▸ **by Rewarding Poor Performance**

▸ **by Not Challenging It Directly**

▸ **by Training and Developing Toward the Average Rather Than the Exceptional.**

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LEADERSHIP MATTERS

Accountability Based on Ethics, not Numbers or Quotas

Sec. 720.002. PROHIBITION ON TRAFFIC-OFFENSE QUOTAS. (a) A political subdivision or an agency of this state may not establish or maintain, formally or informally, a plan to evaluate, promote, compensate, or discipline:

(1) a peace officer according to the officer's issuance of a predetermined or specified number of any type or combination of types of traffic citations; or

(2) a justice of the peace or a judge of a county court, statutory county court, municipal court, or municipal court of record according to the amount of money the justice or judge collects from persons convicted of a traffic offense.

(b) A political subdivision or an agency of this state may not require or suggest to a peace officer, a justice of the peace, or a judge of a county court, statutory county court, municipal court, or municipal court of record:

(1) that the peace officer is required or expected to issue a predetermined or specified number of any type or combination of types of traffic citations within a specified period; or

(2) that the justice or judge is required or expected to collect a predetermined amount of money from persons convicted of a traffic offense within a specified period.

(d) This section does not prohibit a municipality from obtaining budgetary information from a municipal court or a municipal court of record, including an estimate of the amount of money the court anticipates will be collected in a budget year.

(e) A violation of this section by an elected official is misconduct and a ground for removal from office. A violation of this section by a person who is not an elected official is a ground for removal from the person's position.

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Accountability
- Officers Can be Required to Make Stops or Contacts
- Behavior Tracking to Notice Changes in Work is Allowable
- Officers Cannot be Disciplined for Failure to Write ANY Type of Citation (Court Charge)
- Officers Who are Ineffective can be Reassigned (non-punitive)
- Selection of Personnel is Critical

LEADERSHIP MATTERS

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DDACTS
DATA-DRIVEN APPROACHES TO CRIME AND TRAFFIC SAFETY

Integrating "hot spot" technologies to establish effective methods for deploying law enforcement resources through analysis of crash and crime data.

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4 D's of Data-Driven Enforcement

- Data
  - Quality
  - Analytical capabilities
- Disruption
  - Remove comfort associated with traffic violations, criminal activity
- Dedication
  - Remain vigilant in enforcement efforts over time
  - Continuously evaluate data, results
- Displacement
  - Chronic bad actors seek easier existence elsewhere

DATA-DRIVEN APPROACHES TO CRIME AND TRAFFIC SAFETY

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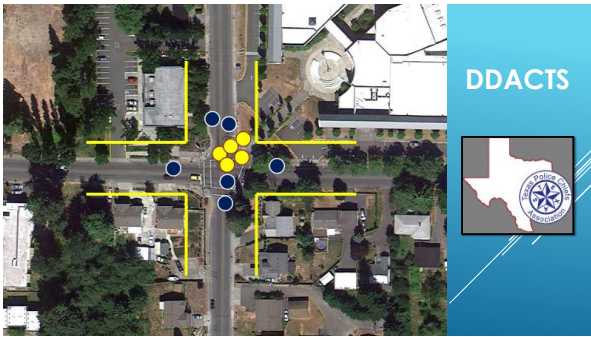
49
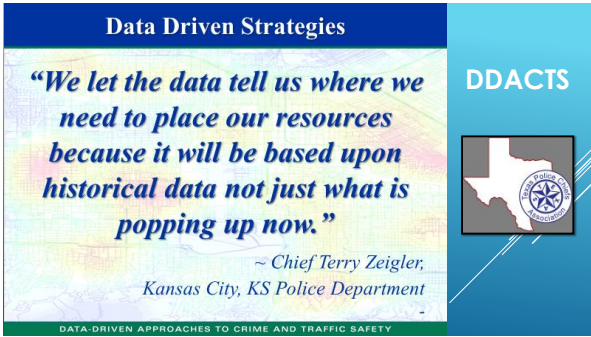
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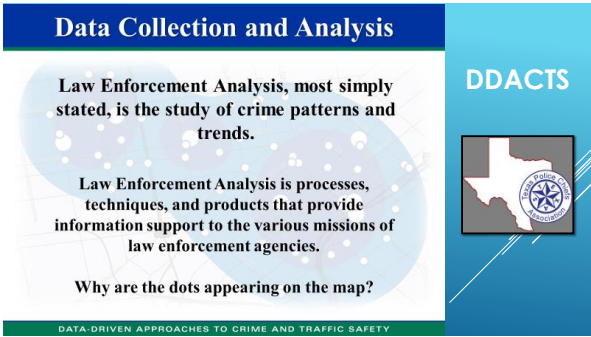
51

Common Data Errors

- Most crime occurred at the police department
- HWY/Major thoroughfare – officers aren't clear what address to record; or missing street #s
- Free form typing/mis-spellings
- Missing data
- Duplicate master data
- Address file doesn't match mapping files

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Data Collection and Analysis

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Using the Right Data

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Using the Right Data

Daytime Crime & Crash Data
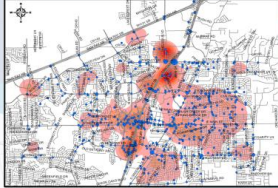
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Using the Right Data

Night-time Crime & Crash Data

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DDACTS GOALS

Reducing Crime, Crashes and Social Harms Through High Visibility Traffic Contacts.

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Benefits of Motor Vehicle Stops

DDACTS

- **5 Benefits of a vehicle stop**
  - Specific deterrence to moving violations
  - General deterrence to moving violations
  - Specific deterrence to criminal activity
  - General deterrence to criminal activity
  - Intelligence

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Overcoming Concerns Regarding Traffic Enforcement

DDACTS

"The purpose of traffic enforcement is **not** to issue tickets. It is to:
- provide public safety,
- interact with the public in a professional manner to impact behavior and reduce crime through increased contact with habitual offenders."

Dr. George Kelling (April 2015)

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Effects of Traffic Contacts

DDACTS

Theory of General Deterrence
- When a Driver's DISCOMFORT or CONCERN for being stopped outweighs the desire to disobey the law They Comply with the law.

- There is no Concern for being stopped unless there is a RISK of being stopped

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Effect of Traffic Contacts

DDACTS

Nexus Between Traffic Enforcement and Residential Burglary

→ Traffic Stops → Res. Burglary

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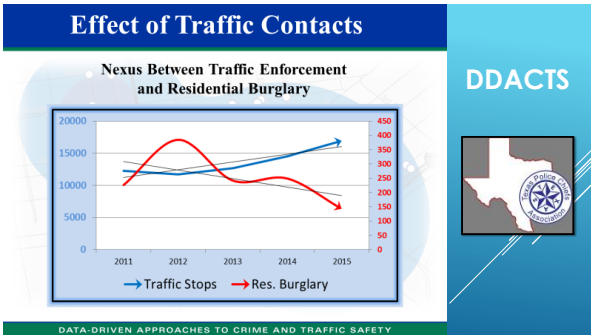
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Data-Driven Approaches to Crime *and* Traffic Safety

DDACTS

DDACTS is an <u>Operational Model</u> that uses the analysis of location-based crash, crime, calls for service and enforcement data to establish effective and efficient methods for deploying resources.

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DDACTS National Partners

DDACTS

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DDACTS
7 GUIDING PRINCIPLES

DDACTS

- **Participation** of partners & stakeholders
- **Data collection** – (Garbage in - Garbage out)
- **Analyze** data for patterns & trends
- **Implement** strategic operations
- **Share** information & conduct outreach
- **Monitor**, **evaluate** and **adjust** operations
- **Outcomes**

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Why DDACTS?

DDACTS

- Crashes and crime often occur in close proximity
- Social harms often involve motor vehicles
- Crashes are a significant drain on every agency's resources
- Vehicle stops can yield valuable intelligence
- Increasing Demands and Limited Resources
- President's Task Force: 21st Century Pillars of Policing

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Why DDACTS- Return On Investment

DDACTS

- Cost Effective Approach
- Increased Field Contacts = Investigative leads
- Targeted High Visible Patrols = Increased Deterrence
- Reduction in Crashes, Crime and Social Harm
- Recover uncommitted patrol time
- More time for proactive policing efforts
- Improved cost-benefit ratio of enforcement efforts

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Changing Public Safety in Texas

History of STEP in Texas

DDACTS

- Ma~~rsh~~al: Reduce crashes
- Site selection Surveys
- Performance Measure points per Hour
- Age~~nc~~ies worked hard

Crashes still dropping off
Participation increasing

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Benefit of Reducing Crashes

DDACTS

- Police Department reported responding to 5,403 crashes in 2018.
- An est. 12,208 officers were dispatched to crashes in 2018 for an est. total of 21,856 Police officer hours
- 21,856 hours is roughly equivalent to $1.6 mil , or 3.7% of the budget or 14.57 full-time officers
- Time spent on crashes prevented active directed patrols equating to approx. 2,801 MV stops not made, and approx. 738 arrests not occurring
- For every 1% reduction in crashes means a minimum of:
  - 54 fewer crashes
  - 218.5 patrol hours recovered
  - 28 MV stops recovered at the current rate of 0.13 per hour
  - 7.38 arrest at the rate of 1 for every 3.8 MV Stops

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DDACTS

▶ Insert Missouri City DDACTS Video

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Provided Flash Drive Contains a Number of DDACTS Cases in Several Jurisdictions.

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What Can DDACTS Do for Your Agency?

DDACTS

- Acknowledges spatial relationships between crashes & crime
- Renews emphasis on traffic safety, contacts not tickets.
- Provides a flexible approach
- Meets CALEA® and TPCA standards
- Increases agency accountability & productivity
- Strengthens relationships with partners & stakeholders

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The Measure of a Man is Not What He Has Accomplished,

But What He Has Accomplished for Others.

CLOSING

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CLOSING

- Use Traffic Enforcement to Further the Greater Organizational Goals, Not a Goal in Itself.
- Prevent Social Harm
- Drive the Principles of Nobility/Fundamental Fairness in the Program.
- Hold the Organization and Individuals Accountable to a Performance Standard.
- DO WHAT IS RIGHT.

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CLOSING

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