

# Texas Police Chiefs Association



**Managing Traffic Enforcement Operations**  
**16 Hours-TCOLE COURSE #W37006**





# 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.



Click For  
Details &  
Registration

**Honoring Our Past - Leading For Tomorrow**



**Register NOW  
To Join Us  
In Corpus  
March 30 - April 2, 2026!**

*Early-Bird rates thru 1/4/26*



**TPCA**  
Conference 2026

**Connect & Collaborate With Some of The Best Leaders In The Field**

- Dynamic Breakout Sessions**
- Top-Tier Speakers**
- Network With Law Enforcement Officials From Across The State**
- Sold-Out Exhibit Hall Featuring The Latest Innovations In Law Enforcement**
- Special Events**

*Host Chiefs Night, Run 2 Remember, Awards Luncheon, Foundation (Prayer) Breakfast, Golf Tournament*

**Registration**



[www.texaspolicechiefs.org](http://www.texaspolicechiefs.org)



# Texas Police Chiefs Association



# TPCA Fallen Officer Fund

WIN 2025 Ford Bronco Raptor

Only 2500 Tickets!

Texas Police Chiefs Association

Supporting the TPCA Fallen Officer Fund

**Tickets \$100**

[www.texaspolicechiefs.org](http://www.texaspolicechiefs.org)

Online purchases only  
Drawing April 2, 2026  
Need not be present to win

Winner is responsible for applicable taxes and fees.



# LECOP

**Law  
Enforcement  
Command  
Officer  
Program**



# Law Enforcement Command Officer Program



- Assignment Specific Training with an Emphasis on Leadership And
- Courses Focusing on Organizational Health and Integrity



## Track A

### Personal Leadership Development

Courses Focus on Individual Leadership Skills and Their Application in Specific Assignments

#### Required: (all 3)

- [Developing Leaders for Texas Law Enforcement](#)
- [Managing Patrol Operations](#)
- [Managing Criminal Investigations](#)

#### Electives: (pick 2)

- [Managing Special Operations](#)
- [Managing Traffic Enforcement Operations](#)
- [Managing Administrative Operations](#)
- [Leadership for Field Training Operations](#)

## Track B

### Organizational Health & Integrity

Courses Focus on the Application of Leadership in an Organizational Sense and Influencing Culture and Organizational Health

#### Required: (all 3)

- [Organizational Leadership, Courage, and Character](#)
- [Performance Appraisals and Employee Accountability](#)
- [Basic Internal Affairs Investigations](#)

#### Electives: (pick 2)

- [Accreditation Program Manager Training](#)
- [Auditing and Inspections](#)
- [Pre-Employment Background Inve](#)



# LECOP Awardee Lapel Pin and Uniform Bar



# LECOP Awardee Desk Coin



# LECOP Awardee Coin Table Frame



# Texas Police Chief's Association: FOUNDATION

- \* **Family Support**

The TPCAF provides funds to families of Texas law enforcement officers who have died in the line of duty through the Fallen Officer Fund.

- \* **Training**

The TPCAF helps support leadership training for law enforcement officers.

- \* **Accreditation**

The TPCAF sponsors an accreditation for law enforcement agencies.

[TPCA Foundation - Texas Police Chiefs Association](#)



# YOUR INSTRUCTOR:

*Dennis A. Stapleton*

- Retired Police Chief City of Lacy Lakeview (McLennan County)
- 35 years of service
- Basic and Advanced TCOLE instructor
- DPS Trained Crash Reconstruction officer
- Retired College Professor Criminal Justice
- TCOLE Academy Coordinator and instructor/advisory board
- LCC (GMI class 33)
- FBINA (175)
- Associate's MCC; Bachelor's Midwestern State University; Master's Sam Houston State University
- U.S. Army Veteran 95B
- Married, 2 adult daughters, 7 grandchildren



# COURSE SCHEDULE

## Day One

- 0800 – 0900 Welcome and Course Info
- 0900 – 1000 Goals of Traffic Enforcement
- 1000 – 1200 Justifying and Creating a Program
- 1200 – 1300 Lunch (on your own)
- 1300 – 1500 Developing Policies and Strategies
- 1500 – 1700 Personnel and Conduct Issues

## Day Two

- 0800 – 1200 Leadership and Accountability
- 1200 – 1300 Lunch (on your own)
- 1300 – 1700 DDACTS and Community Impacts

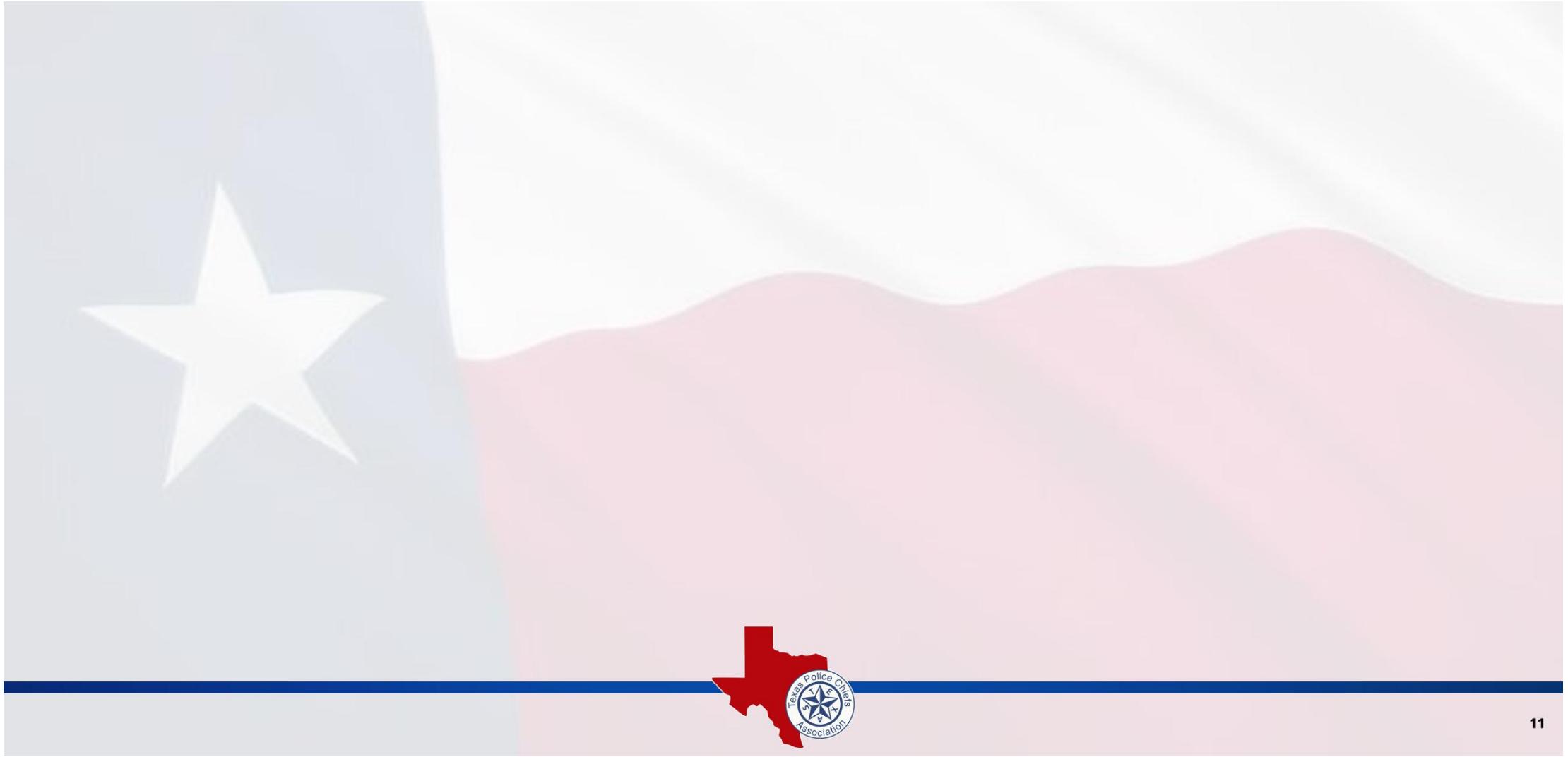


# WHO ARE YOU

- Department
- Rank
- Position
- Years of Service
- How far are you into LECOP
- What do you want to discuss/your expectations







11



# Course Objectives

1. Articulate the defensible justification for traffic enforcement programs
2. Identify leadership strategies applicable in traffic enforcement
3. Develop a plan of action to reduce traffic crashes
4. List the benefits of using DDACTs for traffic enforcement
5. Define the principles associated with DDACTS and related crime impacts



# COURSE EVALUATION PROCESS\*





# PROBLEM SOLVING





# Problem Solving

- Define the problem/concern
- Discover Support **DATA**
- Brainstorm solutions and selection
- Take the action
- Revisit/debrief for effectiveness







**On December 10th 1989  
the first TAC commercial went to air.**



# Traffic Enforcement



# Traffic Enforcement

THE BASIC PURPOSE OF TRAFFIC ENFORCEMENT - PROMOTION OF HIGHWAY SAFETY TO REDUCE TRAFFIC ACCIDENTS. THE 7-STEP VIOLATOR CONTACT IS THE PREFERRED METHOD. IN ADDITION, SAFETY PRECAUTIONS THE OFFICER SHOULD PRACTICE DURING EVERY STOP, DRIVER OR SIDE PASSENGER APPROACH, LE VEHICLE POSITIONING, IN CAR AND ON PERSON VIDEO/AUDIO, METHODS OF DEALING WITH ANGRY OR ABUSIVE DRIVERS, AND THE IMPORTANCE OF FILLING OUT THE CITATION CORRECTLY.

(NCJRS)



# Traffic Enforcement Goals:

## **defensible justification for a traffic enforcement program\***

1. Protect Drivers, cyclists, and pedestrians on our public roadways
2. Enforce Traffic Laws to prevent speeding, reckless drivers, driver impairment, and other violations
3. Gain intelligence information (data)



# GOALS OF TRAFFIC ENFORCEMENT\*

continued

4. Reduce Social Harm

5. Traffic Safety

- Drivers, Passengers, Bystanders, Motorcycles, Commercial Vehicles, Pedestrians & Insurance Compliance

6. Crime Control and Reduction

- Overall Crime, Commercial & Residential areas, Drugs, Violent Crime, and Property Crime

- NOT – Revenue

- NOT – Seizures



# Objectives of Traffic Enforcement:

## Leadership Strategies for effective traffic enforcement program\*

1. Reduce Crashes
2. Ensure Compliance with Laws
3. Traffic “Calming”
4. Assist in Traffic Control Design
5. Reduce Drunk/Impaired Driving
6. Data Collection/Mapping
7. Increase Seat Belt Compliance
8. Reduce Safety Risk to Pedestrians/Bystanders

Others?

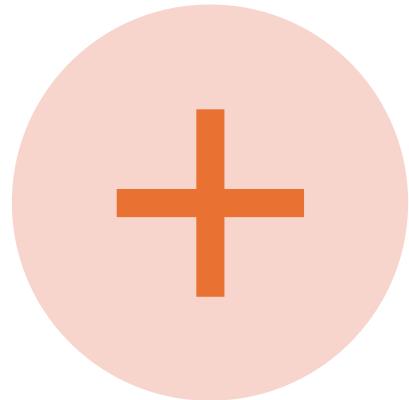
Traffic  
Safety



# Principals for the PROFESSIONAL Career of Law Enforcement



ETHICS



AND



INTEGRITY





# Social Harm: Crashes vs. Crimes



## Goals of Traffic Enforcement

Texas: Average Frequency of Reported Incidents ( TXDOT 2023)			
Crime	Time	Traffic	Time
Murder	Every 4.5 Hours	Crashes Involving Death	Every 2 Hours 3 Minutes
Agg Assault	Every 8 Minutes	Crashes involving Injury	Every 2 Minutes
Violent Crime	Every 5 Minutes	Crash Reported	Every 61 Seconds



# Social Harm: Crashes vs. Crimes

## Average frequency of reported incidents (United States)

Crime	Time	Traffic	Time
Murder	Every 32 minutes	Crashes w/death	Every 14 minutes
Agg assault	Every 39 seconds	Crashes w/injury	Every 7.2 seconds
Violent crime	Every 26.2 seconds	Crashes reported	Every 4.6 seconds



# Why Develop a Traffic Unit

## DATA

- Crash: Death, Injury, Property damage
- Violations
- Safety First
- Public Concern
- Growth



# Each Traffic Stop

Generates a STAT and Intel (DATA)



# NOVEMBER 7, 2000

HELP  
**#EndTheStreakTX**  
End the streak of daily deaths on Texas roadways.

This is troubling



# Crashes are NOT Accidents

- “Accidents” Perpetuates the Idea that They Cannot be Prevented (FALSE)
- 2023 Economic Impact = \$417 Billion, or \$1226 per Person in U.S.
- Lifetime Economic Cost for Each Fatality = \$1.4 Million
- More Than Twice as Many Killed in Traffic Crashes Than Murdered on Average Year-to-Year

## CRASH FACTS

Source: NHTS



# Texas Roadway statistics 2023 (NHTSA)

- 40,901 Lives Lost on U.S. Roadways
- 12,429 Drunk-Driving Fatalities
- 11,774 Speeding Related Traffic Deaths



TourTexas.com

copyright 1996





**1,467** people were killed in 2023 while driving at unsafe speeds.

**808** pedestrians were killed in 2021 in traffic crashes.



The majority of all deadly crashes are due to mistakes drivers make (e.g., **texting and driving** and **drinking and driving**).

**401** people were killed in 2021 in distracted driving crashes.



# CRASH FACTS

Source:  
NHTSA/NSC



## Car Deaths And Population Rates, 1913-2021



Source: National Safety Council



## Texas Motor Vehicle Traffic Crash Facts Calendar Year 2024

- The Fatality Rate on Texas roadways for 2024 was 1.35 deaths per hundred million vehicle miles traveled. This is a 5.25% decrease from 2023.
- Texas experienced a decrease in the number of motor vehicle traffic fatalities. The 2024 death toll of 4,150 was a decrease of 3.29% from the 4,291 deaths recorded in 2023.
- There were 14,905 serious injury crashes in Texas in 2024 with 18,218 people sustaining a serious injury\*.
- The annual vehicle miles traveled in Texas during 2024 reached 307.490 billion, an increase of 2.07% over the 301.254 billion traveled in 2023.
- Fatalities in traffic crashes in rural areas of the state accounted for 50.12% of the state's traffic fatalities. There were 2,080 deaths in rural traffic crashes.
- Single vehicle, run-off the road crashes resulted in 1,353 deaths in 2024. This was 32.60% of all motor vehicle traffic deaths in 2024.
- In 2024 there were 1,050 people killed in crashes occurring in intersections or related to an intersection.
- There were 617 people killed in head-on crashes in 2024.
- There were no deathless days on Texas roadways in 2024.
- There were three crashes that resulted in 6 or more fatalities in 2024.
- Friday, May 24<sup>th</sup> and Sunday, October 27<sup>th</sup> were the deadliest days in 2024 with twenty-seven (27) persons killed in traffic crashes. October was the deadliest month with 391 persons killed.
- Based on reportable crashes in 2024:
  - **1 person was killed every 2 hours 7 minutes**
  - **1 person was injured every 2 minutes 5 seconds**
  - **1 reportable crash occurred every 57 seconds**
- Of all persons killed in vehicles where restraint usage was applicable and usage was known in 2024, 45.34% were reported as not restrained when the fatal crash occurred.
- 251,977 persons were injured in motor vehicle traffic crashes in 2024.
- There were 585 motorcyclists (operators and passengers) killed in 2024. Thirty-seven percent (37%) of motorcyclists killed were not wearing helmets at the time of the crash.
- Pedestrian fatalities totaled 768 in 2024. This is a 5.19% decrease from 2023.
- Pedalcyclist fatalities totaled 78 in 2024. This is a 26.42% decrease from 2023.
- In 2024, there were 1,053 people killed in motor vehicle traffic crashes where a driver was under the influence of alcohol. This is 25.37% of the total number of people killed in motor vehicle traffic crashes.
- During 2024, more DUI - Alcohol crashes were reported in the hour between 2:00 am and 2:59 am than any other hour of the day. Also, more of these crashes occurred on Sunday than any other day of the week.
- In 2024, there were 380 people killed in crashes involving distracted driving. This is an 5.71% decrease from 2023.
- There were no fatalities caused by a bridge collapse in 2024.

# Crash facts

Source: NHTSA/NSC



# WHY HAVE FATALITIES DECREASED OVER THE PAST THREE DECADES

## Technology

- Seat Belts, Airbags, Modern Car Designs, AI monitors (front and side)

## Stricter Laws

- Drinking and Driving Laws, Seat Belt Laws, Enhanced Enforcement

## Driver Behavior

- Reduced Drinking and Driving, Increased Seat Belt Use, Improved training and Education

## Infrastructure Improvements

- Safer Road Design
- Improved Traffic Operations

## Medical Improvements











## 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.



# WHAT ARE THE PRIMARY CONTRIBUTORS OF TRAFFIC FATALITIES

2% ENVIRONMENT

2% VEHICLE

2% UNKNOWN

**94% HUMAN FACTOR**



# WHAT HUMAN FACTORS INFLUENCE FATALITIES



**28.8% SPEEDING**



**30.9% IMPAIRED DRIVER**



**29.8% UNRESTRAINED OCCUPANTS**



**10.5% DISTRACTED DRIVER**

## Crash facts

Source: NHTSA/NSC

## OTHER FACTORS

- FATIGUE
- ROAD RAGE
- INEXPERIENCE



# Impaired Driving: Alcohol vs. Drugs

- Historically 33% of all Fatalities – Impaired Drivers
- Alcohol and Drugs Both Involved
- Drugs Becoming more Prevalent
- DRE – ARIDE Training
  - DRUG RECOGNITION EXPERT
  - ADVANCED ROADSIDE IMPAIRED DRIVING ENFORCEMENT



# Occupant Protection: Seat Belts

- Historically  $\frac{1}{2}$  of all Fatalities – No Seat Belts
- $\frac{1}{2}$  of Those Occur at Night
- (Remember Impairment!)





www.20thcenturyfox.com  
© 2003 Twentieth Century Fox Film Corporation. All Rights Reserved.



## 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*

## Traffic Safety



# How do we measure Prevention?

# DATA



# Traffic Unit Justification

Community/Governing Body Approval



# Traffic Unit Mission

Develop a Mission Statement, Vision,  
Core Values in writing

And Publish

Department Vision, Mission & Core  
Values | Lacy Lakeview, TX



# Traffic Unit Duties

1. Traffic enforcement
2. Crash
3. Survey
4. Other



# Traffic Unit Expectations

1. Improved Safety
2. Increased Cooperation
3. Other



# Traffic Unit Personnel

Selection Process and Develop a process



# Traffic Unit Budget

1. Personnel
2. Benefits
3. Vehicle
4. Fuel/Maintenance
5. Technology



# **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, Institute of Traffic Engineers 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)  
*citations per capita*”. (James Hedlund



# 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.



- Mobile Society
- Vast Majority of population drives
- 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

# DATA



## Overall Police Goals – Herman 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.

[Review: Managing Discretion: A Central Dilemma of Police Administration on JSTOR](#)



## Overall Police Goals - Goldstein, 1977 (continued)

- **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**



# Community Policing Principles

1. Philosophy and Organization 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

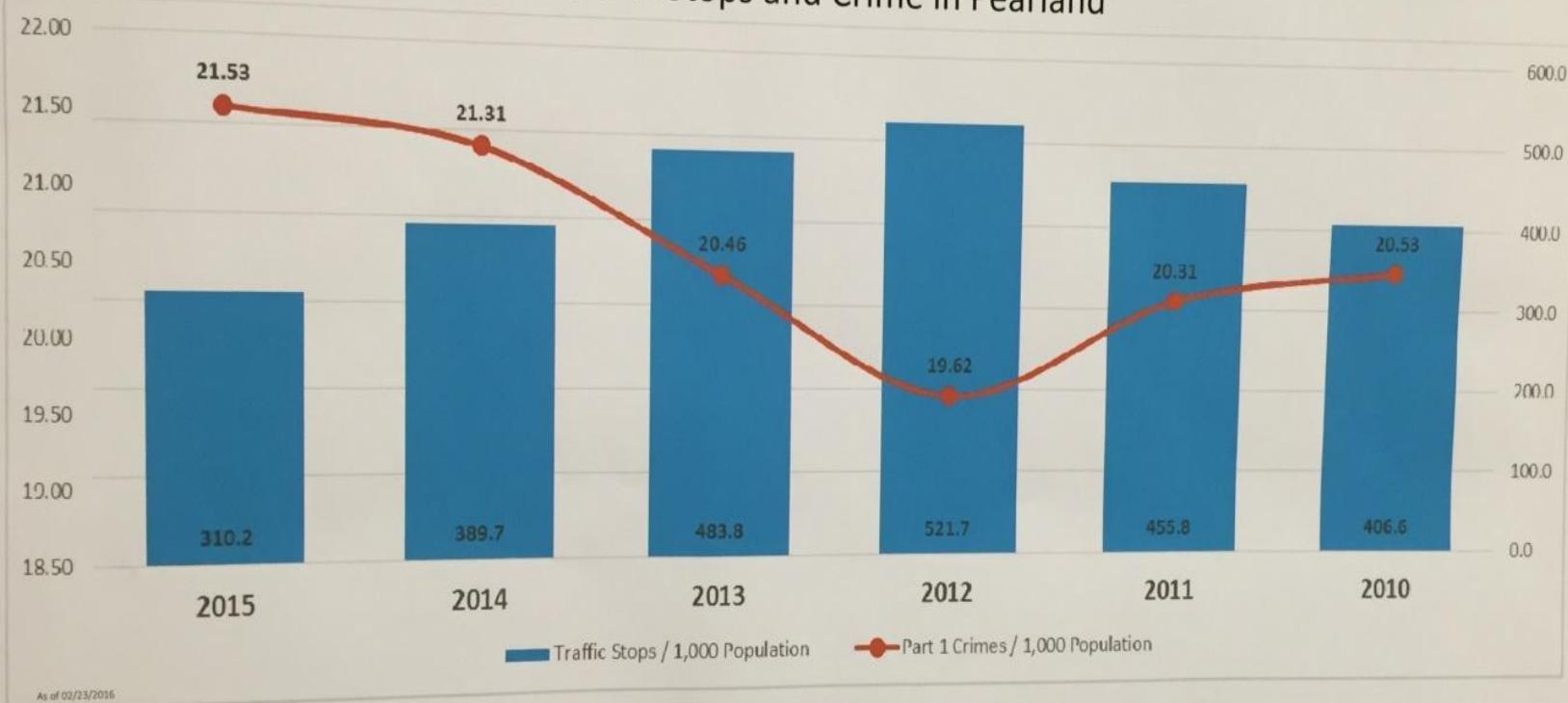


# Patrol Mission

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



## Traffic Stops and Crime in Pearland



# DDATS summary

## Data-Driven

### Approaches to Crime and Traffic Safety



## •Crime Mapping Old School



Coville 1911

Rattler 1911

Feb 11	for Jan	11 oc	Feb 4	for Feb	9 10
Mar 4	for Feb	11 oc	Mar 10	for Mar	9 10
Apr 1	for March	11 oc	May 5	for May	12 10
May 1	for April	14 oc	Jun 1	for June	12 10
May 28	for May	14 oc	July 5	for July	12 10
Jun 29	for June	14 oc	Aug 5	for Aug	12 10
July 29	for July	(7 oc	Sept 5	for Sept	12 10
Aug 5	for July	(7 oc	Oct 5	for Oct	12 10
Aug 27	for Aug	(7 oc	Nov 5	for Nov	12 10
Sept 16	for Aug	(7 oc	Dec 5	for Dec	12 10
Oct 7	for Sept	(5 00			
Oct 14	for Sept	(5 00			
Oct 21	for Oct	(5 00			
Nov 3	for Oct	(5 00			
Dec 2	for Nov	(6 00	Dec 28	for Nov	5 00
Dec 11	for Nov	(8 00	Jan 4	for Nov	9 00
Dec 31	for Dec	(5 00	Jan 15	for Dec	7 00
Jan 7	in Dec	(8 00	Jan 27	for Dec	7 00

1912

Feb	for Jan	14
Mar	for Feb	14
Apr	for Mar	14
May 4	for Apr	7 00
May 11	for Apr	7 00
June 1	for May	6 00
	for May	8 00
June 30	for June	7 00
July 13	for June	7 00
Aug 11	for July	6 00
17	for July	8 00
Sept	for Aug	6 00
Sept	for Aug	8 00
Oct 18	for Sept	5 00
25	Nov	5 00
Nov 2	for Sept	4 00
Nov 16	for Oct	5 00
Nov 23	for Oct	5 00

Snow 1911

Page

Jan 24	for Jan	5 00	Feb 13	for Jan	7 00
Feb 4	for Jan	7 50	Feb 22	for Jan	5 50
			Mar 11		
Feb 26	for Feb	10 00	Mar 11	for Feb	5 00
Mar 4	for Feb	2 50	Mar 3	for Feb	7 50
Mar 24	for Mar	6 00	May 1	for Mar	5 00
Mar 30	for Mar	6 50	July 17	for Mar	7 50
Apr 22	for Apr	6 00	July 20	for May	4 00
Apr 29	for Apr	6 50			
May 20	for May	6 00	July 20	for July	2 50
May 21	for May	5 50	Aug 3	for July	10.00
Jan 17	for June	6 00	Mar 9	for Aug	10.00
Jan 24	for June	6 50	Feb 14		2 50
July 22	for July	6 00	Oct 5	for Sept	12.50
29	for July	5 00	Nov 10	for Oct	12.00
Aug 5	for July	1 00	Dec 4	for Nov	12.50
Aug 22	for Aug	5 00	Jan 4	for Dec	12.50
Sept 9		2 50			
Sept 16		2 50			
Sept 29	for Sept	6 00	Feb 1	for Jan	12.50
Sept 30	for Sept	5 00	Mar 9	for Feb	12.00
Oct 7	for Oct	2 50	May 4	for Mar	12.50
Oct 28	for Oct	2 50	June 1	for May	12.50
Nov 5	for Oct	5 00	July 1	for June	12.50
Nov 11	for Oct	2 50	Aug 1	for July	12.50
			Sept 1	for Aug	12.50
			Sept 28	for Sept	12.50
			Oct 3	for Nov	12.50
			Nov 3	for Dec	12.00
			Dec 4	for Jan	
Nov 25	for Nov	5.00			
Dec 2	for Nov	5.00			
Dec 9	for Nov	2 50			
Dec 16	for Dec	5.00			
Dec 23	for Dec	3.00			

iStock

Credit: arenadesign



# DATA COLLECTION

- Reports
- CAD/RMS
- Crime Mapping
- Community
- Social Media
- Governing Board
- other

## Coordinated Crime Reduction Methods



# 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



# 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.



DDACTS (Data-Driven Approaches to Crime and Traffic Safety) is a strategic model that integrates data analysis, traffic enforcement, and crime reduction. The approach is based on using data to determine high-crime or high-traffic areas where law enforcement resources should be focused. This method aims to reduce both crime and traffic incidents through targeted enforcement.



# How DDACTS Works for Traffic Enforcement

## 1. Data Collection and Analysis:

- Agencies gather data on traffic accidents, crime statistics, and other relevant factors (e.g., traffic volume, weather conditions, time of day, locations of incidents).
- The data is analyzed to identify patterns, trends, and “hot spots” where traffic crashes and crimes frequently occur.
- DDACTS typically focuses on traffic-related crimes (e.g., impaired driving, speeding, seat belt violations) as well as general traffic safety and criminal activities that occur on roadways.



## **2. Identifying Hot Spots:**

- With the data, law enforcement can pinpoint areas with the highest incidents of traffic violations, crashes, or criminal activity.
- “Hot spots” could be intersections, stretches of highway, or neighborhoods that see frequent collisions or illegal activity like impaired driving, speeding, or reckless driving.

## **3. Focused Enforcement:**

- Police departments concentrate patrols and enforcement efforts on these hot spots, especially during peak times (e.g., evening rush hour, weekends).
- Officers may focus on specific violations such as speeding, seat belt use, impaired driving, distracted driving, or red-light running.
- Enforcement is usually paired with high-visibility methods to deter illegal behavior and increase the perceived likelihood of detection.



## **4. Community Engagement:**

- DDACTS encourages working with the community to raise awareness of traffic laws and safety. This could involve public education campaigns, outreach programs, and collaboration with local stakeholders to reduce traffic-related crimes and improve safety.

## **5. Evaluation and Adjustment:**

- DDACTS requires continuous monitoring and evaluation. Data is reviewed regularly to assess the effectiveness of enforcement in reducing crashes, injuries, and crime.
- Adjustments are made to ensure resources are being used efficiently, targeting emerging hot spots or modifying enforcement tactics based on evolving trends.



# Benefits of Using DDACTS for Traffic Enforcement\*

## 1. Resource Optimization:

- DDACTS helps law enforcement agencies use limited resources more effectively by focusing efforts on high-risk areas rather than spreading resources thin across the entire jurisdiction.

## 2. Crime Reduction:

- By targeting hot spots where both traffic violations and criminal activity overlap, DDACTS can help reduce both traffic accidents and crimes like impaired driving or street racing.

## 3. Improved Traffic Safety:

- DDACTS aims to reduce traffic-related crashes, injuries, and fatalities by addressing dangerous behaviors such as speeding, distracted driving, and running red lights.



## **Benefits of Using DDACTS for Traffic Enforcement (continued)**

### **4. Community Safety and Trust:**

- High-visibility enforcement improves the public's perception of law enforcement and encourages compliance with traffic laws. It also creates a sense of safety within the community.

### **5. Evidence-Based Decision Making:**

- DDACTS' reliance on data ensures that enforcement is driven by evidence and facts, reducing biases and making operations more transparent.



# Challenges to Consider

## 1. Data Quality:

- The success of DDACTS depends on the quality and accuracy of the data being collected. Inaccurate or incomplete data could lead to misallocation of resources.

## 2. Community Perception:

- In some areas, high-visibility enforcement could be seen as overly aggressive or as targeting certain groups, which could lead to community backlash.



# Challenges to Consider (continued)

## 3. Sustainability:

- The model requires continuous resources, especially for data analysis and monitoring. Without sustained effort, the effectiveness of DDACTS could diminish over time.

## 4. Balancing Traffic Enforcement with Community Policing:

- While DDACTS focuses on traffic safety, it's important to balance enforcement with community engagement and not become overly focused on punitive actions. Building relationships with the community can help ensure long-term success.



DDACTS is a powerful tool for managing traffic enforcement by combining data-driven insights with focused enforcement strategies. By using data to pinpoint high-risk areas and focusing on enforcement in these locations, law enforcement agencies can improve traffic safety, reduce crashes, and prevent crimes. However, it requires continuous evaluation and a balanced approach to ensure it remains effective and well-received by the community.



# 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

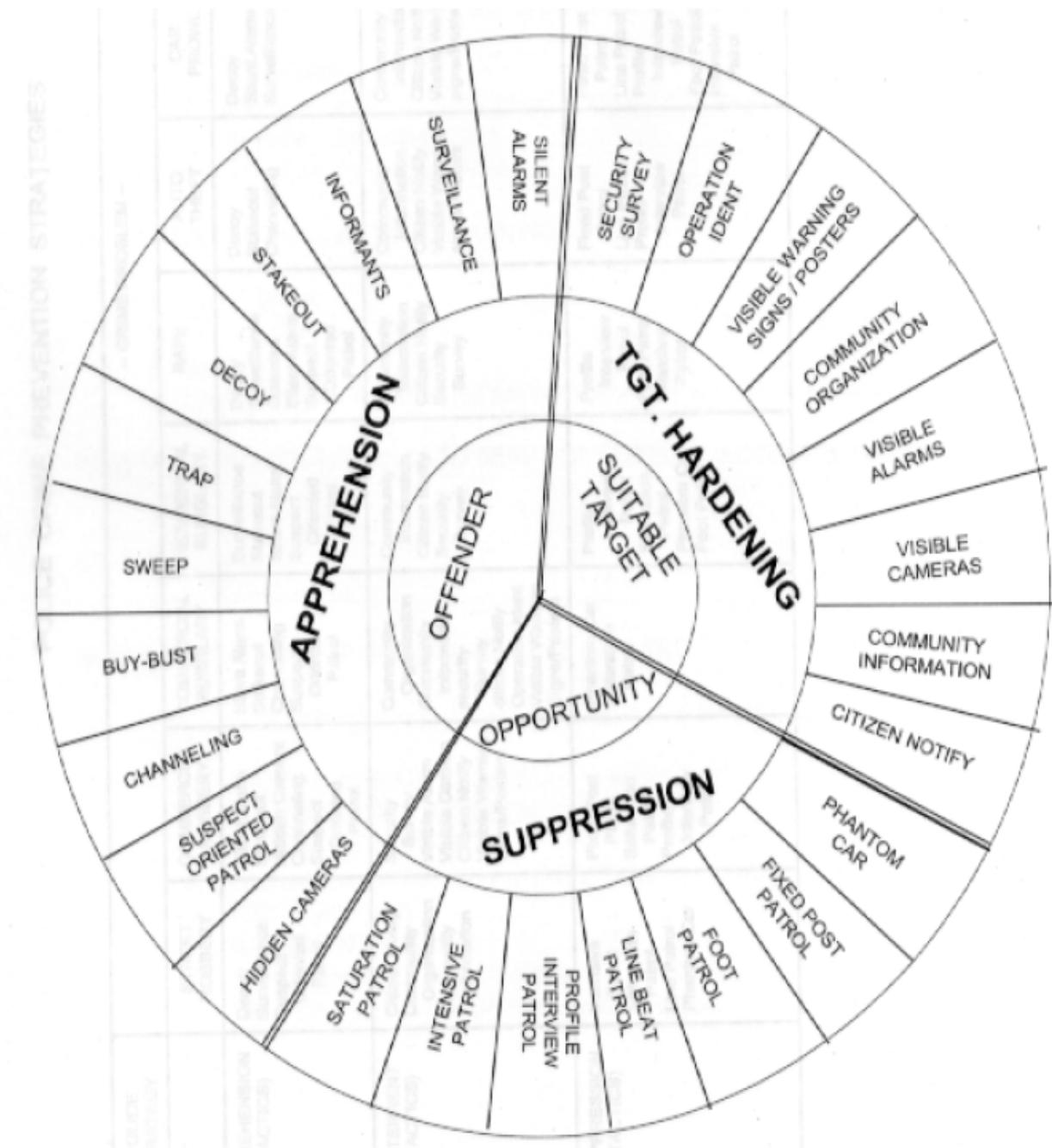




This essentially gives police three avenues for tactical development:

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**

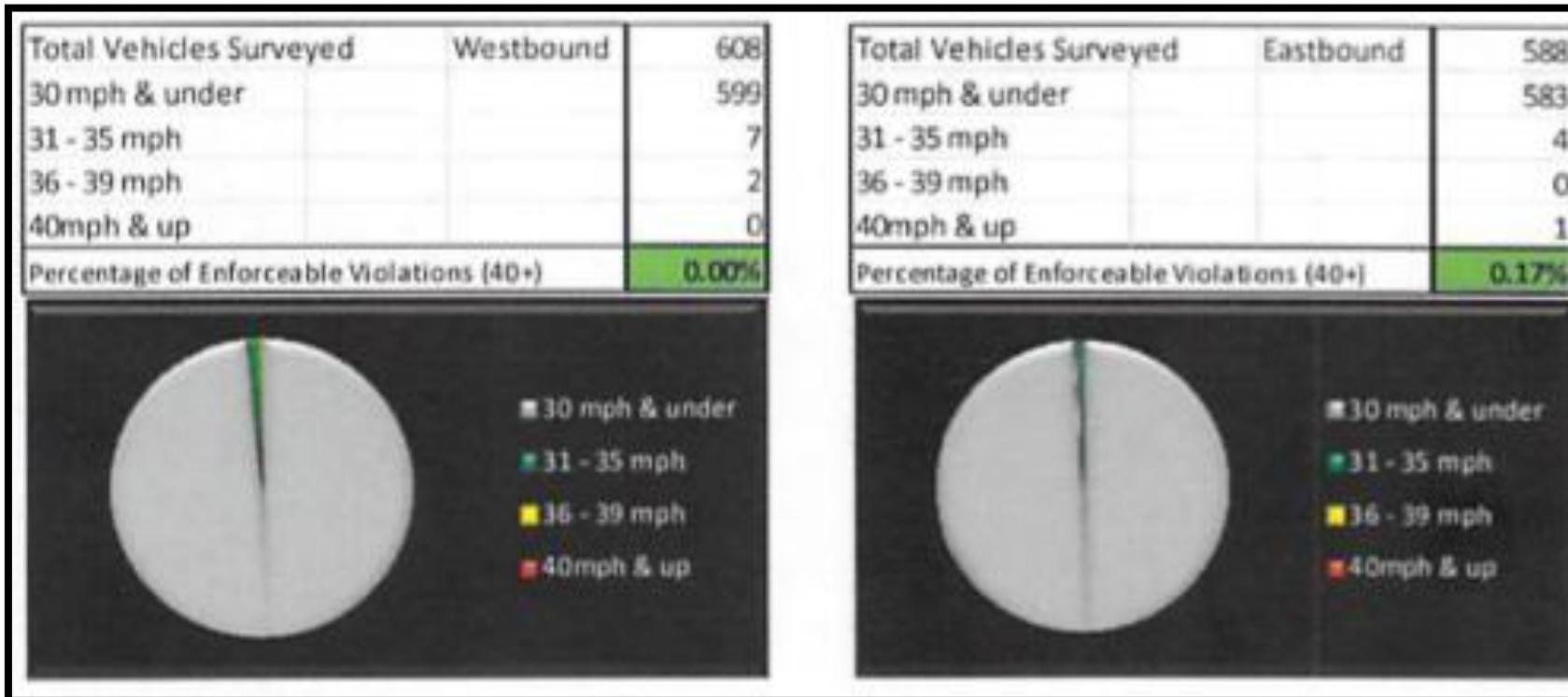
In the 1980s, analysts at the San Diego (CA) Police Department created a diagram for such tactics, now colloquially known as the “San Diego Wheel” (right). This article does not include some of these tactics (because we no longer know what they mean) and does include some additional ones.



# Speed Trailers Assist the Government Entity With Problem Solving and Planning



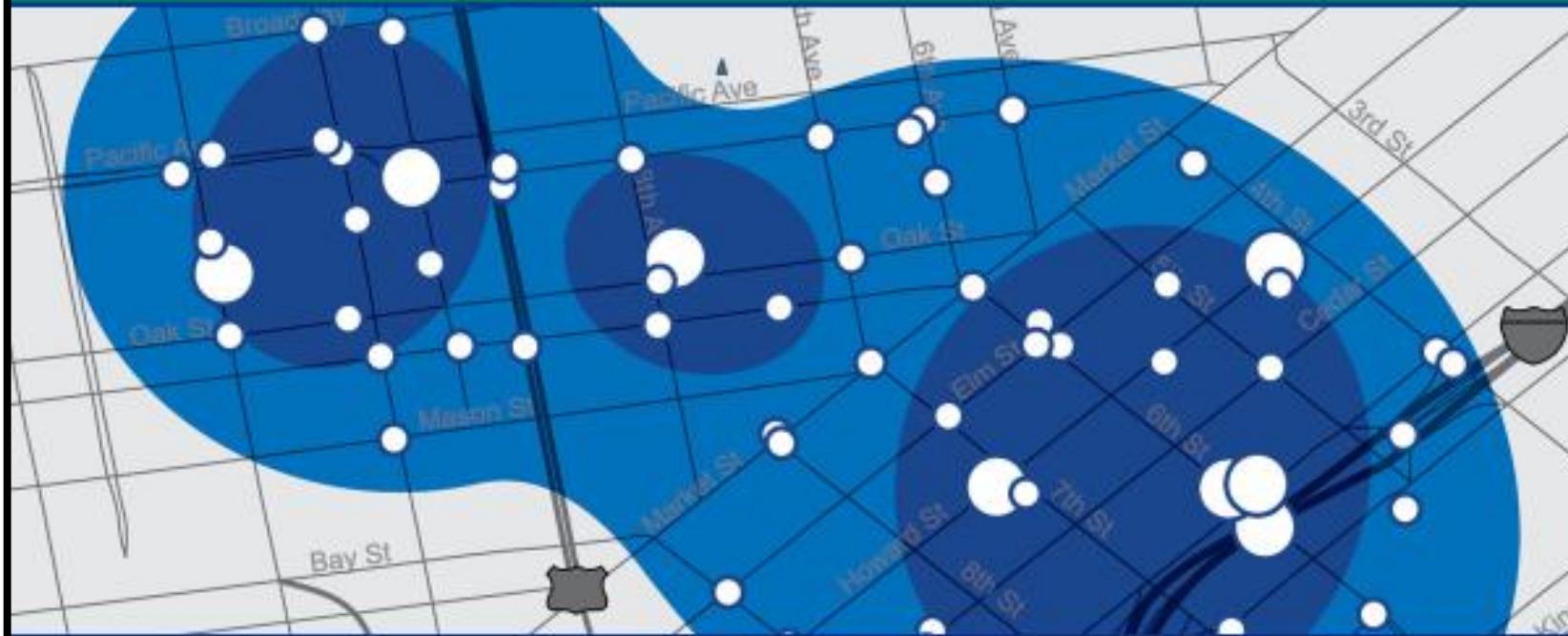
# Speed Trailers Assist the Governmental Entity With Problem Solving and Planning



# DDACTS

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

## DATA-DRIVEN APPROACHES TO CRIME AND TRAFFIC SAFETY



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



# DDACTS



# IMPORTANCE OF QUALITY DATA

# What is DDACTS?

## *Data-Driven Approaches to Crime & Traffic Safety*

DDACTS integrates location-based traffic crash, crime, calls for service, contacts, and officer-initiated activity data to establish effective and efficient methods for deploying law enforcement resources. By identifying areas through temporal and spatial analysis that have high incidences of crashes and crime, DDACTS encourages the deployment of highly visible police presence and police activity data contacts to affect these areas. This model affords communities the dual benefit of reducing traffic crashes and crime in the same area, thus reducing overall social harm.



# 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



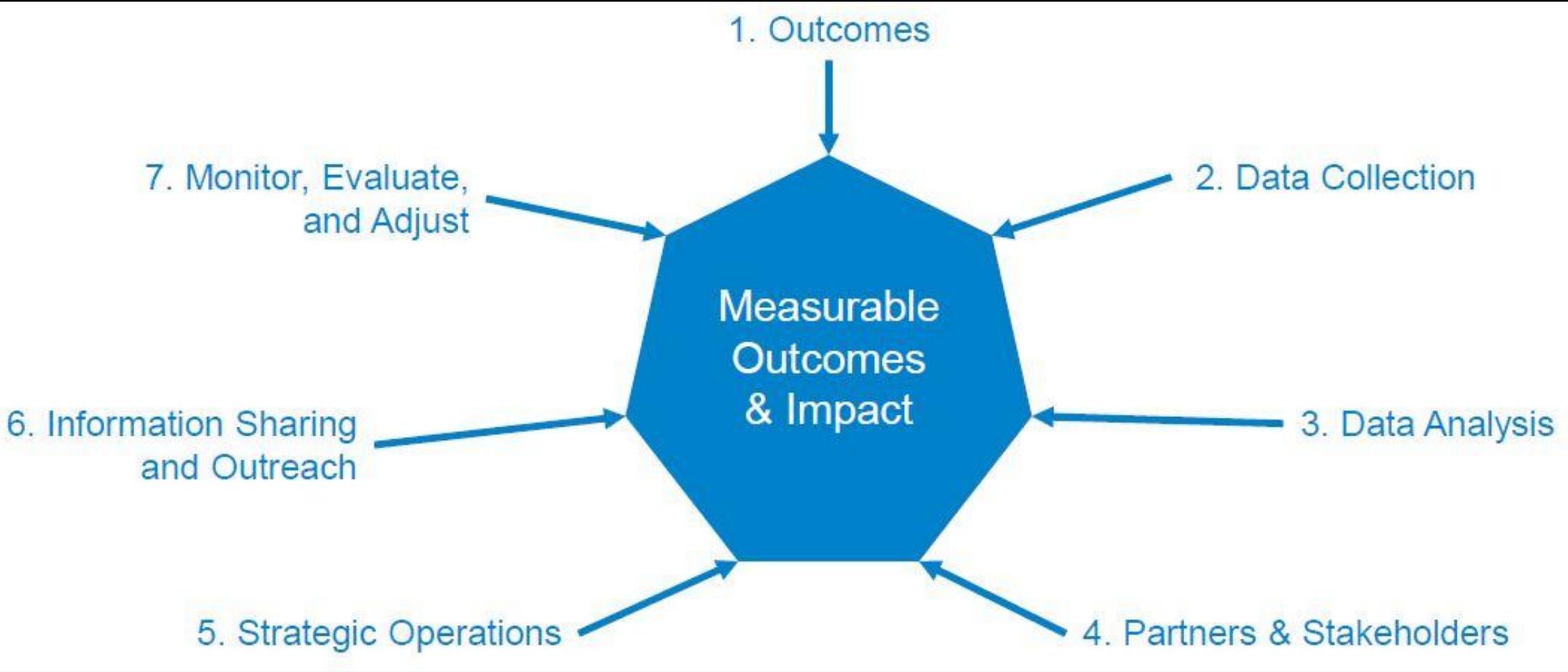
# Data Driven Strategies

*“We let the data tell us where we need to place our resources because it will be based upon historical data not just what is popping up now.”*

*~ Chief Terry Zeigler,  
Kansas City, KS Police Department*



# DDACTS – 7 Guiding Principles\*



# DDACTS – 7 Guiding Principles as related to crime impacts\*

1. **OUTCOMES** – Define Expectations and Desired Results
2. **DATA COLLECTION** – (Garbage in – Garbage out)
3. **DATA ANALYSIS** – Determine Patterns and Trends
4. **PARTNERS & STAKEHOLDERS** – Involve Those Affected
5. **STRATEGIC OPERATIONS** – Implement DDACTS Plan
6. **INFORMATION SHARING & OUTREACH** – Transparency
7. **MONITOR, EVALUATE & ADJUST** – Re-evaluate  
Data/Impacts



# DDACTS – 7 Guiding Principles

1. **Outcomes** - Goals and objectives that emerge during data analysis and hot spot identification are developed into outcome measures. These measures help to assess effectiveness relating to reductions in crashes, crime, traffic safety violations, and other social harm. The DDACTS model supports success with *outcomes* (reduced fatalities and crime, etc.) versus a focus on *outputs* (citations, arrests, etc.) in determining the effectiveness and efficiency of law enforcement operations.



# DDACTS – 7 Guiding Principles

2. **Data Collection** - Accurate, timely and complete crash, crime, calls for service and activity-related data, including location, incident type, time of day, and day of week, are the DDACTS model's building blocks. The process of data collection begins as soon as a telecommunicator answers a 911 call, or an officer initiates a contact. Data collection then continues through the report from the responding officer, the notes of a detective, and the disposition of a case. At all points along the way, the priority must be on the collection of timely, accurate, and complete data. The primary data sources are citizen calls for service, crime incident reports, crash reports, and police activity. There must be policies and procedures in place that prioritize report quality.



# **DDACTS – 7 Guiding Principles**

- 3. Data Analysis** - The creation of actionable analysis products, including maps that overlay crash, crime, and activity-related data along with other related analyses, allows agencies to identify problem locations or hot spots. Additional analysis, including various proven evaluation techniques, can help to distinguish causation factors for each type of incident, delineate spatial and temporal factors, and consider environmental influences on crashes, crimes, and other disorders or social harm. The analysis should be “user-friendly” to include clear and simple visuals that provide the best opportunity to identify hot spots for focused high-visibility efforts.



# DDACTS – 7 Guiding Principles

4. **Community Collaboration** - *Collaboration among law enforcement agencies and local stakeholders is essential for building trust and legitimacy. This collaboration also provides opportunities and support for increasing safety and improving the quality of life in a community. The goals are to establish active and continual communication lines with internal and external partners and stakeholders and determine how each can assist the police agency in collaborating and improving the overall quality of life in problematic areas, especially in seeking non-enforcement-related solutions.*



# DDACTS – 7 Guiding Principles

5. **Strategic Operations** - Through analysis, agencies identify high activity hot spots, likely to include incidents of crashes, crimes, and other calls for service. These hot spots can then be proactively engaged with strategic, high-visibility traffic and other contact efforts at the most appropriate places and times. As discussed earlier, hot spot analysis guides the realignment of workflow and operational assignments to focus high-visibility engagement efforts and increase the efficiency of reducing social harm, i.e., community contacts, “walk-and-talks,” and directed patrols. The guiding question should be, “Do the officers have a clear understanding of where they should use their time and planned activities when not on a call for service?”



# DDACTS – 7 Guiding Principles

**6. Information Sharing** - Large and small agencies everywhere have dramatically improved *internal and external* information-sharing through technology and social media. Through strategic information sharing and increased police-citizen collaboration, these efforts can further support increased officer awareness, expanded public safety, and enhanced community satisfaction.



# DDACTS – 7 Guiding Principles

7. **Monitor, Evaluate, and Adjust** - Data collection and analysis procedures allow supervisors to monitor, evaluate and *adjust* strategic operations and account for and *justify* enforcement activity. These procedures also provide an opportunity to regularly assess crash and crime reduction, cost savings, and other outcome measures that define success. The DDACTS model is place-based and thus needs to keep pace with ever-changing data. Regular staff meetings or CompStat style (see definition in Glossary) processes can help executives evaluate the effectiveness, or lack thereof, regarding officers' efforts in the hot spots. This method will inherently invite accountability and enforcement review.



# DDACTS – 7 Guiding Principles

Evidence shows crime and traffic collisions frequently occur in geographic clusters; policing these hot spots works to reduce both crime and crashes, and strategic traffic engagement can be a useful tool to reduce crashes, crime, and other social harm. DDACTS, in short, is **evidence-based policing**.

To summarize, the DDACTS model complements and synthesizes well with other progressive policing models and paradigms. It is **community-oriented** in its insistence on involvement and collaboration with communities. It can be **problem-oriented** if the agency conducts a systematic analysis of hot spots and identifies and addresses long-term problems. It can be **intelligence-led** with a thorough review of offender populations in the target areas. DDACTS will help reduce crashes and crime, with focused zones based on *data-driven* hot spots.



# Data Collection and Analysis

**Law Enforcement Analysis, most simply stated, is the study of crime patterns and trends.**

**Law Enforcement Analysis is processes, techniques, and products that provide information support to the various missions of law enforcement agencies.**

**Why are the dots appearing on the map?**



# CRIME MAPPING:

## CrimeMapping.com - Helping You

## Build a Safer Community



# 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



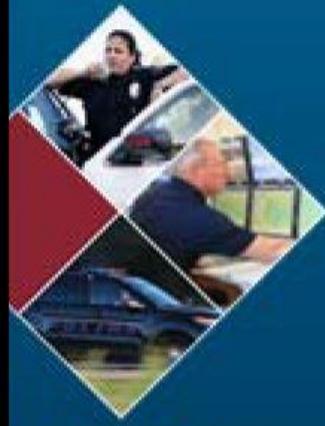
# Data Collection and Analysis



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



# HVE VS HVE



IADLEST - DDACTS 2.0

DDACTS 2.0 focuses on  
the transformative and  
philosophical change  
from

**High Visibility  
Enforcement**

to

**High Visibility  
*Engagement!***



# Benefits of Motor Vehicle Stops

- Specific deterrence to moving violations
- General deterrence to moving violations
- Specific deterrence to criminal activity
- General deterrence to criminal activity
- Intelligence



# Overcoming Concerns Regarding Traffic Enforcement

**“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)*



# Effects of Traffic Contacts

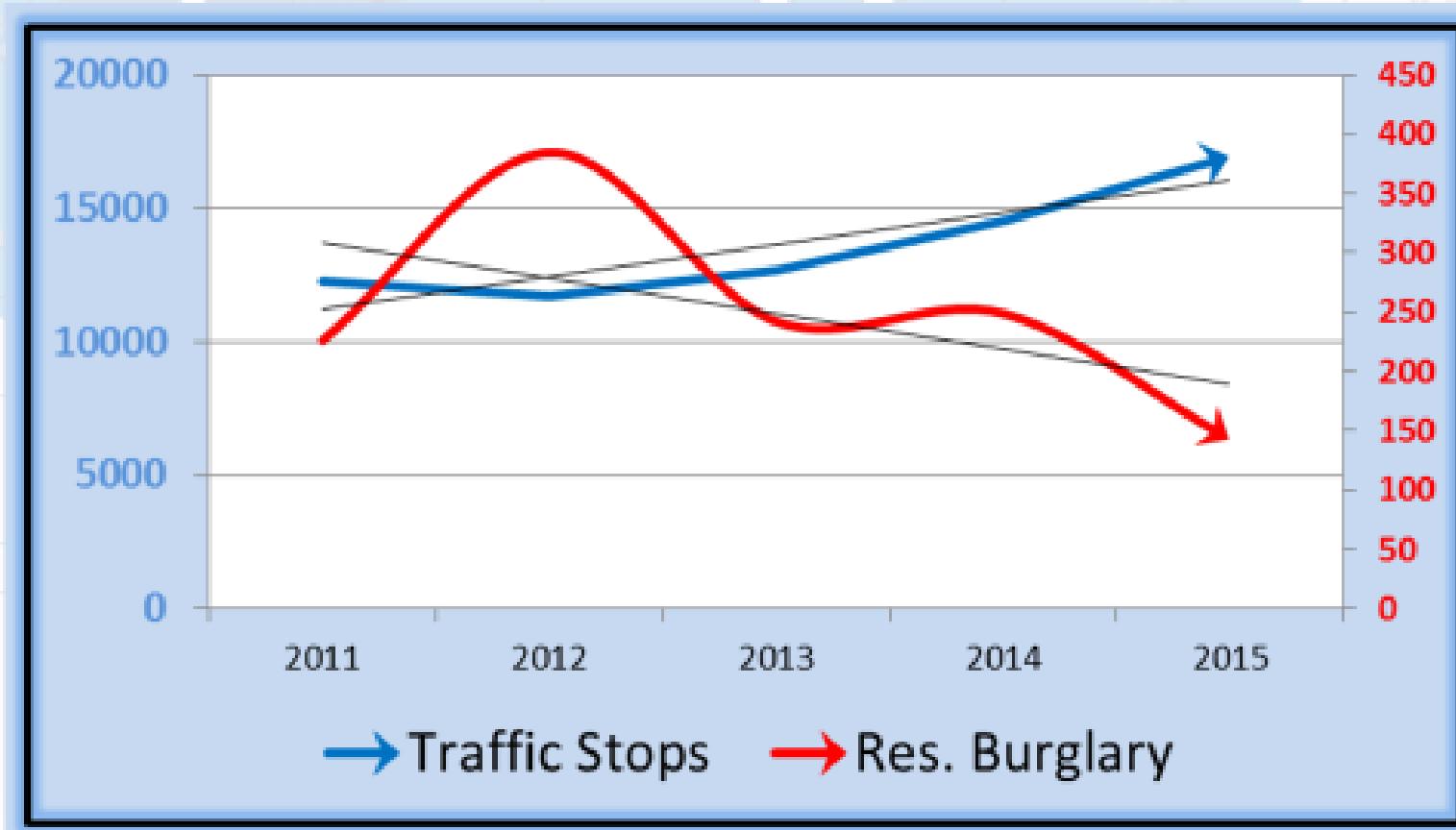
## Theory of General Deterrence

- 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



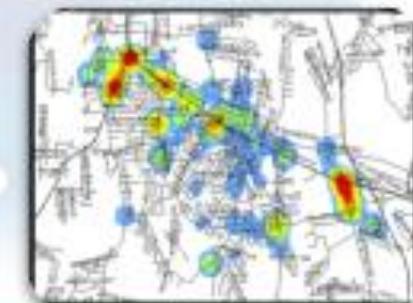
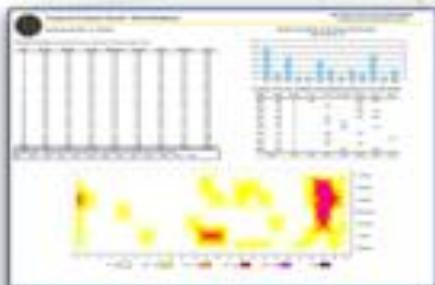
# Effect of Traffic Contacts

## Nexus Between Traffic Enforcement and Residential Burglary

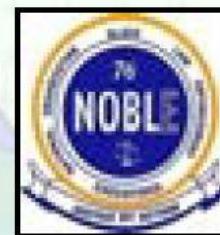


# Data-Driven Approaches to Crime *and* Traffic Safety

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



# DDACTS National Partners



## Support of Data-Driven Approaches to Crime and Traffic Safety (DDACTS 2.0)

*Submitted by: Highway Safety Committee*

HSC.04.20

WHEREAS, resources allocated for law enforcement activities are frequently insufficient to keep pace with the demands placed on agencies to respond to calls for service and threats to public safety; and

WHEREAS, decreasing social harm and improving the quality of life for communities continue to be primary missions of law enforcement agencies; and

WHEREAS, the need for law enforcement executives to provide timely and accurate data to justify expenditures and deployment decisions will only increase as federal, state, and local officials, along with the public, continue to scrutinize the allocation and transparency of tax dollars; and

WHEREAS, a community-focused, location- and evidence-based law enforcement philosophy has emerged as an effective strategy for addressing current issues of social harm and concerns for public safety; and

WHEREAS, hundreds of agencies have successfully implemented the Data-Driven Approaches to Crime and Traffic Safety (DDACTS) model and experienced reductions in traffic crashes, crime, and other social harms with improved community trust; and

WHEREAS, DDACTS 2.0 is a law enforcement operational model integrating location-based crime and traffic crash data to establish effective and efficient methods of deploying law enforcement and other resources and using analytical mapping to identify areas that have high incidences of crime and crashes; therefore be it

RESOLVED, that the International Association of Chiefs of Police (IACP) recommends that all law enforcement agencies adopt DDACTS 2.0 model.



# WHY DDACTS?

DDACTS is the **ONLY** crime **AND** crash reduction model that puts structure and emphasis on community outreach using a **transparent**, and ***data-driven strategy***.



# Why 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: 21<sup>st</sup> Century Pillars of Policing**

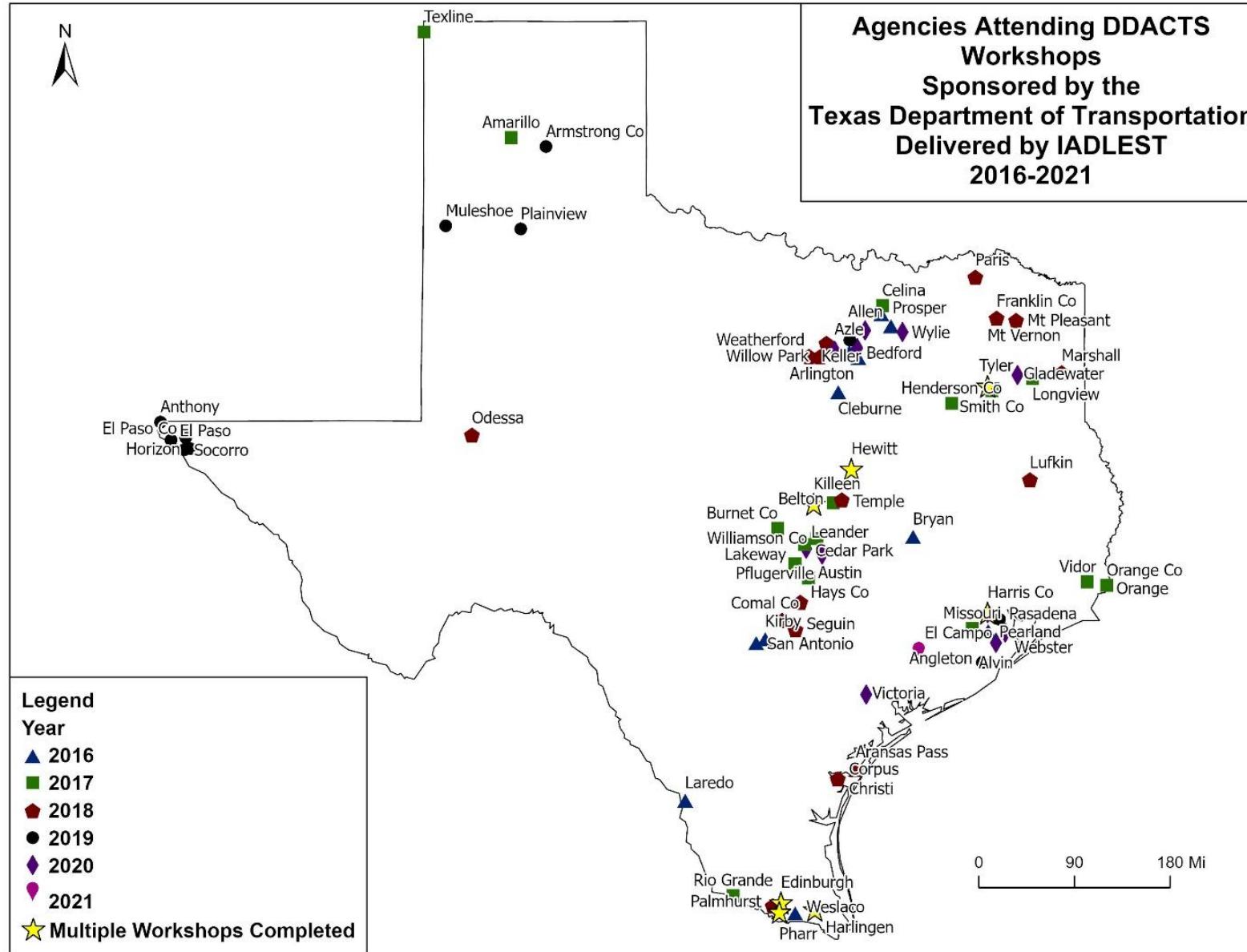


# Why DDACTS- Return On Investment

- **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**



# Texas DDACTS Project



# Successful DDACTS Locations:

Site	Population	Officers
Philadelphia (PA) Police	1,558,378	6,734
Metro-Nashville (TN) Police	635,475	1,413
Mesa (AZ) Police	452,725	777
<b>Amarillo (TX) Police</b>	197,000	375
Kansas City (KS) Police	151,000	306
Pearland (TX) Police	119,700	168
Allen (TX) Police	95,000	126
Longview (TX) Police	83,440	172
Mount Laurel (NJ) Police	42,000	60
<b>Weatherford (TX) Police</b>	30,600	65
Winter Park (FL) Police	29,000	84
<b>Cleburne, (TX) Police</b>	30,000	54
Peters Township (PA) Police	22,000	23



# DDACTS in Pearland Zone 1

- One Year Review
  - Decrease of 51% in Robberies in Zone 1 vs 20% for COP
  - Decreases in All other Thefts, Vandalism, Theft of MV parts, Vandalism
  - Overall crimes down 24%
  - Arrests up 32%
  - Drug related charges up 28%
  - Officer initiated activity up 43%



City of Pearland, Texas



# Example: Amarillo, TX Police



## City:

- Population: 200,945
- Median Income: \$62,469
- Area: 103 square miles

## Police:

- Sworn Staff: 375
- Civilian: 60

## DDACTS Implementation:

- August 2017



# Example: Amarillo, TX Police Department

Amarillo: Citywide			
Crime	5 Period Average	Post DDACTS	Percentage Change
All Part 1 Crime	5249	5552	6%
Robbery	130	132	2%
Burglary	857	868	1%
Auto Theft	430	507	18%
Theft from MV	1084	1188	10%
Total Selected	2501	2695	8%

Amarillo: DDACTS ZONES			
Crime	5 Period Average	Post DDACTS	Percentage Change
All Part 1 Crime	738	686	-7%
Robbery	31	30	-4%
Burglary	115	115	0%
Auto Theft	61	62	2%
Theft from MV	135	93	-31%
Total Selected	331	300	-9%



# Example: Amarillo, TX Police Department

- Introduction & DDACTS 101

Amarillo: Citywide			
Crashes	5 Period Average	Post DDACTS	Percentage Change
Crashes	2731	2781	2%
Amarillo: DDACTS ZONES			
Crashes	5 Period Average	Post DDACTS	Percentage Change
Crashes	344	330	-4%

Amarillo: Citywide			
Car Stops	5 Period Average	Post DDACTS	Percentage Change
Car Stops	1528	1754	15%
Amarillo: DDACTS ZONES			
Car Stops	5 Period Average	Post DDACTS	Percentage Change
Car Stops	404	571	41%



# Changing Public Safety in Texas

## History of STEP in Texas

- Main goal: Reduce crashes
- Site selection: Surveys
- Performance Measure: Motor Vehicle Incidents per Hour
- Agencies worked hard

**Crashes still dropping off**  
**Participation increasing**



# Benefit of Reducing Crashes

- 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



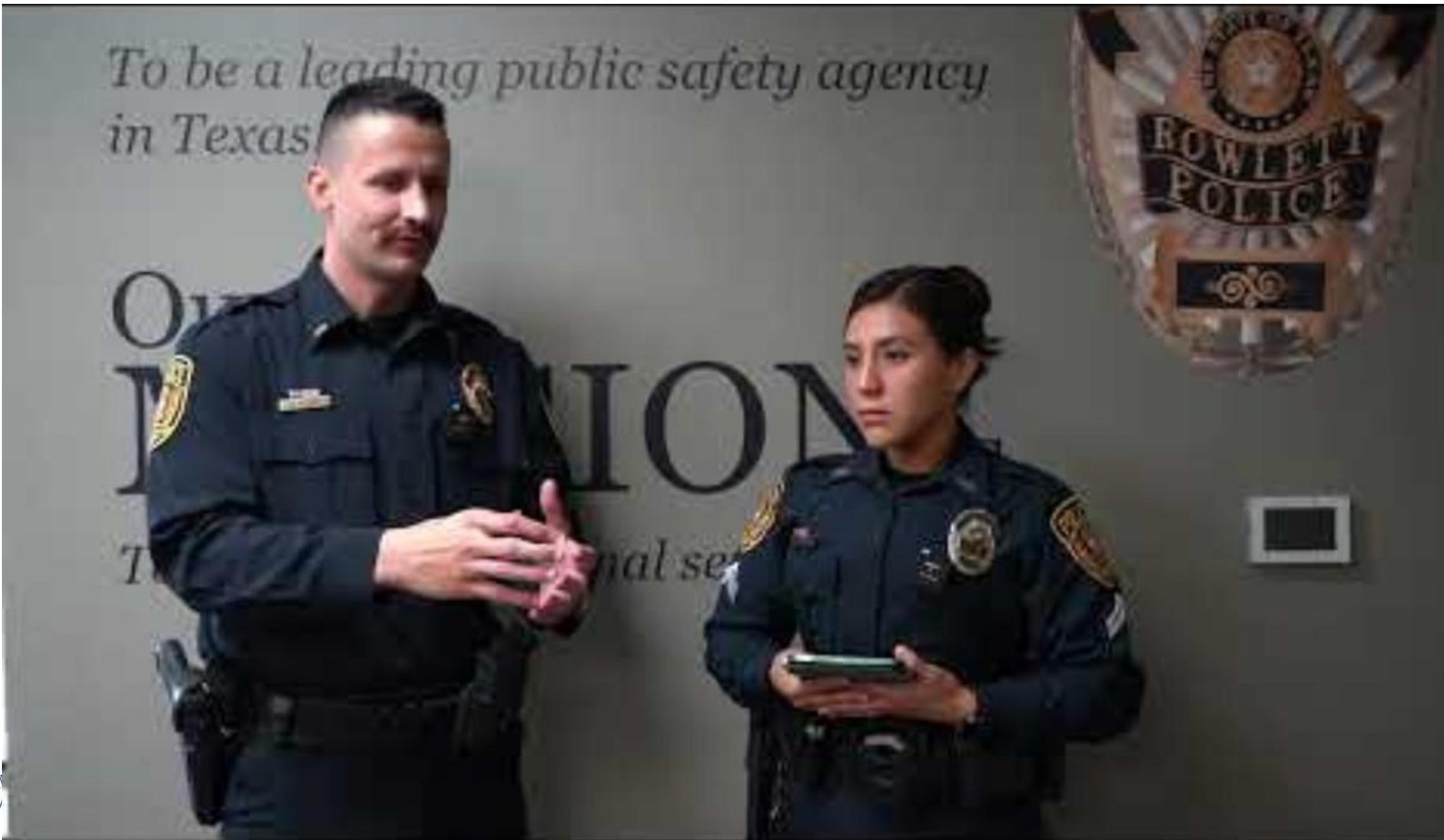


# What Can DDACTS Do for Your Agency?

- 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



## Rowlett PD Data Driven Approaches to Crime and Traffic Safety (DDACTS)



# MANAGING THE TRAFFIC UNIT



# Policy Concerns

## Mission, Goals and Objectives

- Clear, Mission Driven, Buy-in

## Officer Training/Expectations

- Clear and communicated well

## Procedural Justice Tenants

- Building Trust & Legitimacy
- Policy & Oversight
- Technology & Social Media
- Community Policing & Crime Reduction
- Training & Education
- Officer Wellness & Safety



# DEVELOP AND IMPLEMENT POLICY

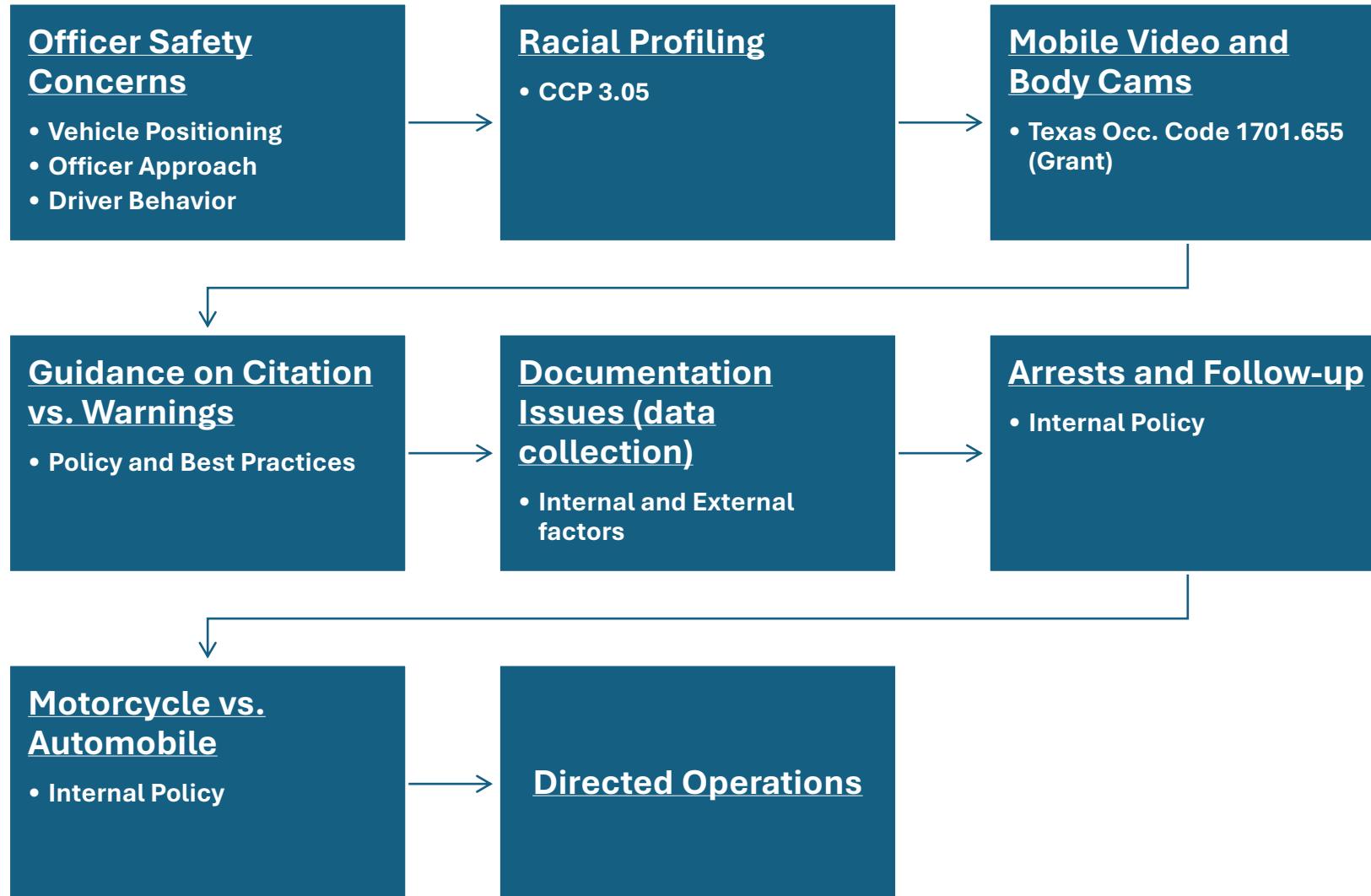


# CONSIDERATIONS

- Clear Goals/objectives
- Expectations
- 7-step violator contact
- Pursuits
- Quota's
- Vehicle selection
- Positive citizen interactions
- Placement
- Motivation
- Personnel evaluation
- Technology
- other



# POLICY CONCERNS Cont.



# RACIAL PROFILING



Texas Racial Profiling: **All agencies are REQUIRED to submit both the TCOLE fill form report and the Comparative Analysis report, unless filing EXEMPT.**

Texas Occupations Code § 1701.164 specifies that TCOLE collect incident-based data in accordance with the Code of Criminal Procedure Articles 2B.0051 – 2B.0059. Chief administrators of law enforcement agencies that meet the reporting criteria must submit racial profiling reports to their governing body and TCOLE.

**Each agency must file an online annual report** by selecting and completing the reporting option that applies to their particular situation. Reports are filed online through TCLEDDS. The reporting period for the **previous** year begins on January 1st and ends March 1st.



The Reporting options are:

**Exempt** - Agencies that do not make motor vehicle stops in the routine performance of duties must fill out the one page online exempt status report. The exempt status report contains agency contact information for the general public for questions about its racial profiling filing status. A comparative analysis is not required if reporting EXEMPT.

**Full Reporting** - Agencies that make motor vehicle stops must fill out the online racial profiling report. **The online report requires the completion of agency contact information for the general public and requires completion of both:**

An online form about the numbers of motor vehicles stops made; and Uploading a separate PDF Comparative Analysis document containing a statistical analysis of its motor vehicle stops compared to the gender and ethnic population of the agency's reporting area. It must also contain a statement as to if racial profiling complaints were made against the agency and, if so, a listing of all racial profiling complaints and the corresponding resolutions. Click here for more information



## RACIAL PROFILING CONTINUED

**Please be advised that failure to submit the required report within the designated reporting period may result in license action against the chief administrator, civil penalties against the agency, or administrative penalties against the agency. See Code of Criminal Procedure Articles 2B.0055(f), 2B.0058(a); Texas Occupations Code § 1701.501(a)(2); 37 Texas Administrative Code § 223.2.**



Agencies that make motor vehicle stops in the routine performance of duties must fill out the online racial profiling report. Reports are filed online through TCLEDDS.

In addition to the online form, agencies must upload a separate PDF comparative analysis document containing a statistical analysis of its motor vehicle stops and their dispositions compared by race or ethnicity, such as percentages or ratios. An example of such an analysis can be found beginning on page 3. Any incomplete data or data anomalies should be explained in your report. The second document must also contain a statement as to if racial profiling complaints were made against the agency and, if so, a listing of all racial profiling complaints and the corresponding resolutions. This requirement is laid out in the Code of Criminal Procedure, copied below.



# Minimum Requirements for Comparative Analysis Document

## Art. 2B.0055. COMPIRATION AND ANALYSIS OF INFORMATION COLLECTED.

- (a) A law enforcement agency shall compile and analyze the information contained in each report received by the agency under Article 2B.0054.
- (b) Not later than March 1 of each year, each law enforcement agency shall submit a report containing the incident-based data compiled during the previous calendar year to:
  - (1) the commission; and
  - (2) the governing body of each county or municipality served by the agency, if the law enforcement agency is a local law enforcement agency.



(c) A report required under Subsection (b) must be submitted by the chief administrator of the law enforcement agency, regardless of whether the administrator is elected, employed, or appointed. The report must include:

(1) a comparative analysis of the information compiled under Article 2B.0054 to:

(A) evaluate and compare the number of motor vehicle stops, within the applicable jurisdiction, of:

(i) individuals recognized as members of racial or ethnic minority groups; and

(ii) individuals not recognized as members of racial or ethnic minority groups;

(B) examine the disposition of motor vehicle stops made by officers employed by the agency, categorized according to the race or ethnicity of the individuals affected, as appropriate, including any searches resulting from stops within the applicable jurisdiction; and

(C) evaluate and compare the number of searches resulting from motor vehicle stops within the applicable jurisdiction and whether contraband or other evidence was discovered during those searches; and



(2) information relating to each complaint filed with the agency alleging that a peace officer employed by the agency has engaged in racial profiling.

(d) A report required under Subsection (b) may not include identifying information about a peace officer who makes a motor vehicle stop or about an individual who is stopped or arrested by a peace officer. This subsection does not affect the reporting of information required under Article 2B.0054(a)(1).

(e) The commission, in accordance with Section 1701.162, Occupations Code, shall develop guidelines for compiling and reporting information as required by this article.

(f) The commission shall begin disciplinary procedures against the chief administrator of a law enforcement agency if the commission finds that the chief administrator intentionally failed to submit a report required under Subsection (b).



# DATA

Annual Racial Profiling Reporting | Texas  
Commission on Law Enforcement

racial-profiling-comprehensive-12.xlsx

HTTPS://WWW.CENSUS.GOV/QUICKFACTS/



# QUOTA'S



## **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:



## **Accountability Based on ETHICS, not Numbers or Quotas**

(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.



# Accountability Based on Ethics, not Numbers or Quotas.

- (f) In this section:
  - (1) "Conviction" means the rendition of an order by a court imposing a punishment of incarceration or a fine.
  - (2) "Traffic offense" means an offense under:
    - (A) Chapter 521; or
    - (B) Subtitle C.



# VEHICLE SELECTION



# Positive Citizen Interactions

## 7 Step Violator Contact

- 1. Greeting and Identification**
- 2. Statement of Violation**
- 3. Identification and Insurance**
- 4. Statement of Action**
- 5. Take the Action**
- 6. Explaining What Violator  
Must Do**
- 7. Conclude the Stop**

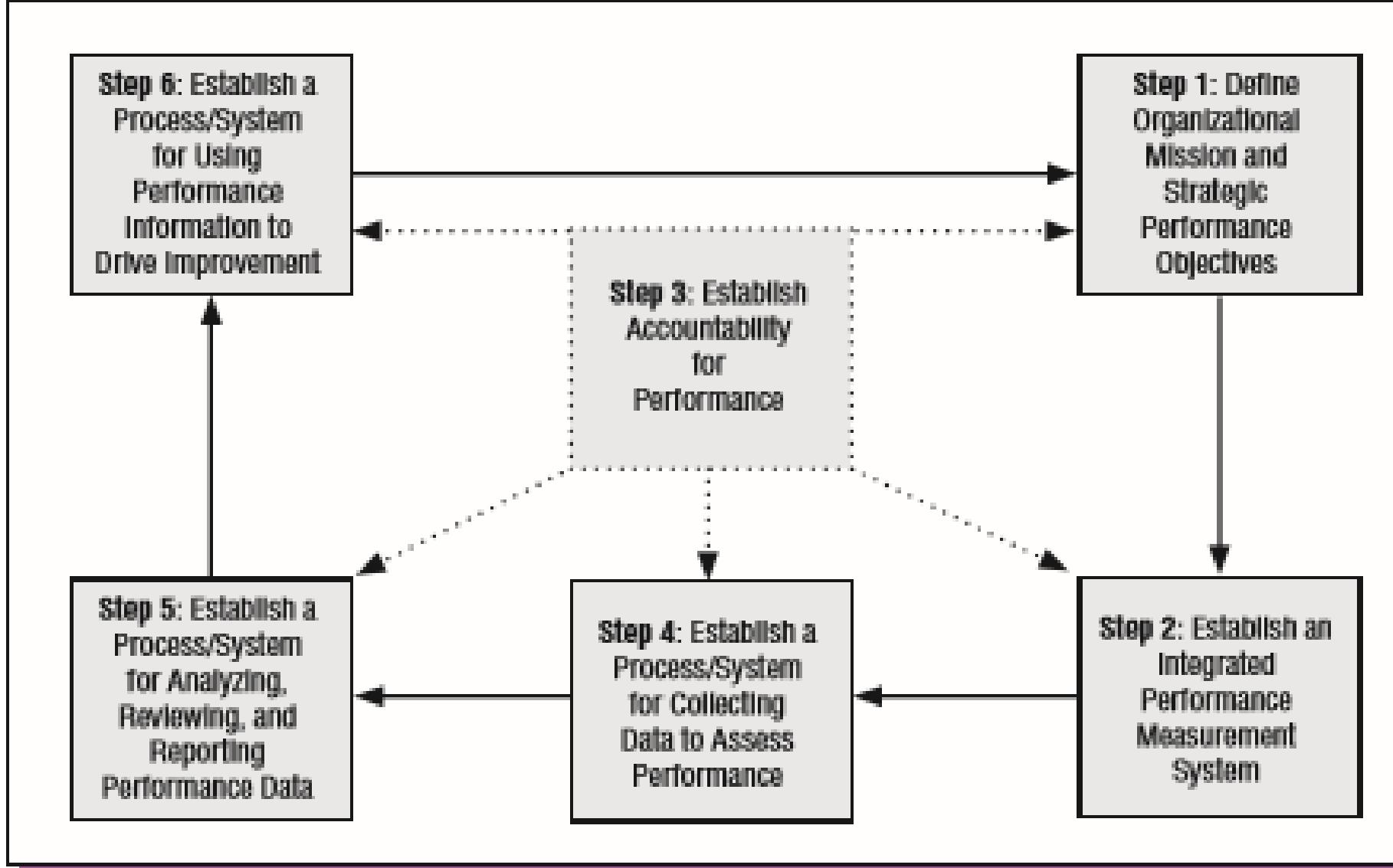


# Procedural Justice

- 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



# Performance Measurement





# PERSONNEL & CONDUCT

- Most Complaints Relate to Rudeness
- Penn State Study – Officers With Higher Rates of Rudeness Complaints Tend to Use Excessive Force Later in Careers
- Is it Natural for Traffic Officers to Have Rudeness Complaints?



**Confirmation Bias:** people's tendency to process information by looking for, or interpreting, information that is consistent with their existing beliefs.

This biased approach to decision making is largely unintentional, and it results in a person ignoring information that is inconsistent with their beliefs. These beliefs can include a person's expectations in a given situation and their predictions about a particular outcome. People are especially likely to process information to support their own beliefs when an issue is highly important or self-relevant.





# 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"







**Texas Government Code Chapter 614**  
**SUBCHAPTER B. COMPLAINT AGAINST**  
**LAW ENFORCEMENT OFFICER**  
**OR FIRE FIGHTER**

**Texas Constitution and Statutes**



(a) Except as provided by Subsection (b), this subchapter applies only to a complaint against:

- (1) a law enforcement officer of the State of Texas, including an officer of the Department of Public Safety or of the Texas Alcoholic Beverage Commission;
- (2) a fire fighter who is employed by this state or a political subdivision of this state;
- (3) a peace officer under Article [2A.001](#), Code of Criminal Procedure, or other law who is appointed or employed by a political subdivision of this state; or
- (4) a detention officer or county jailer who is appointed or employed by a political subdivision of this state.

(b) This subchapter does not apply to a peace officer or fire fighter appointed or employed by a political subdivision that is covered by a meet and confer or collective bargaining agreement under Chapter [143](#) or [174](#), Local Government Code, if that agreement includes provisions relating to the investigation of, and disciplinary action resulting from, a complaint against a peace officer or fire fighter, as applicable.



## **Sec. 614.022. COMPLAINT TO BE IN WRITING AND SIGNED BY COMPLAINANT.**

To be considered by the head of a state agency or by the head of a fire department or local law enforcement agency, the complaint must be:

- (1) in writing; and
- (2) signed by the person making the complaint.

## **Sec. 614.023. COPY OF COMPLAINT TO BE GIVEN TO OFFICER OR EMPLOYEE.**

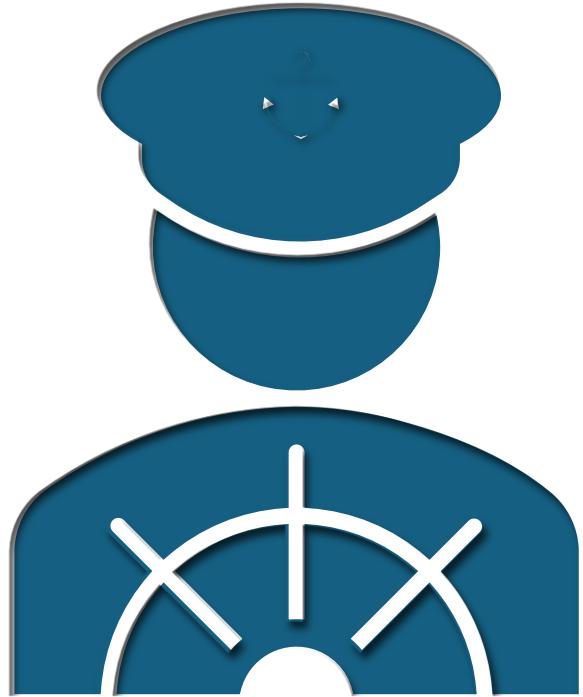
- (a) A copy of a signed complaint against a law enforcement officer of this state or a fire fighter, detention officer, county jailer, or peace officer appointed or employed by a political subdivision of this state shall be given to the officer or employee within a reasonable time after the complaint is filed.
- (b) Disciplinary action may not be taken against the officer or employee unless a copy of the signed complaint is given to the officer or employee.
- (c) In addition to the requirement of Subsection (b), the officer or employee may not be indefinitely suspended or terminated from employment based on the subject matter of the complaint unless:
  - (1) the complaint is investigated; and
  - (2) there is evidence to prove the allegation of misconduct.



# Supervisor Response to Complaints

- Review Every Complaint and Follow Procedures (Written and signed)
- 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



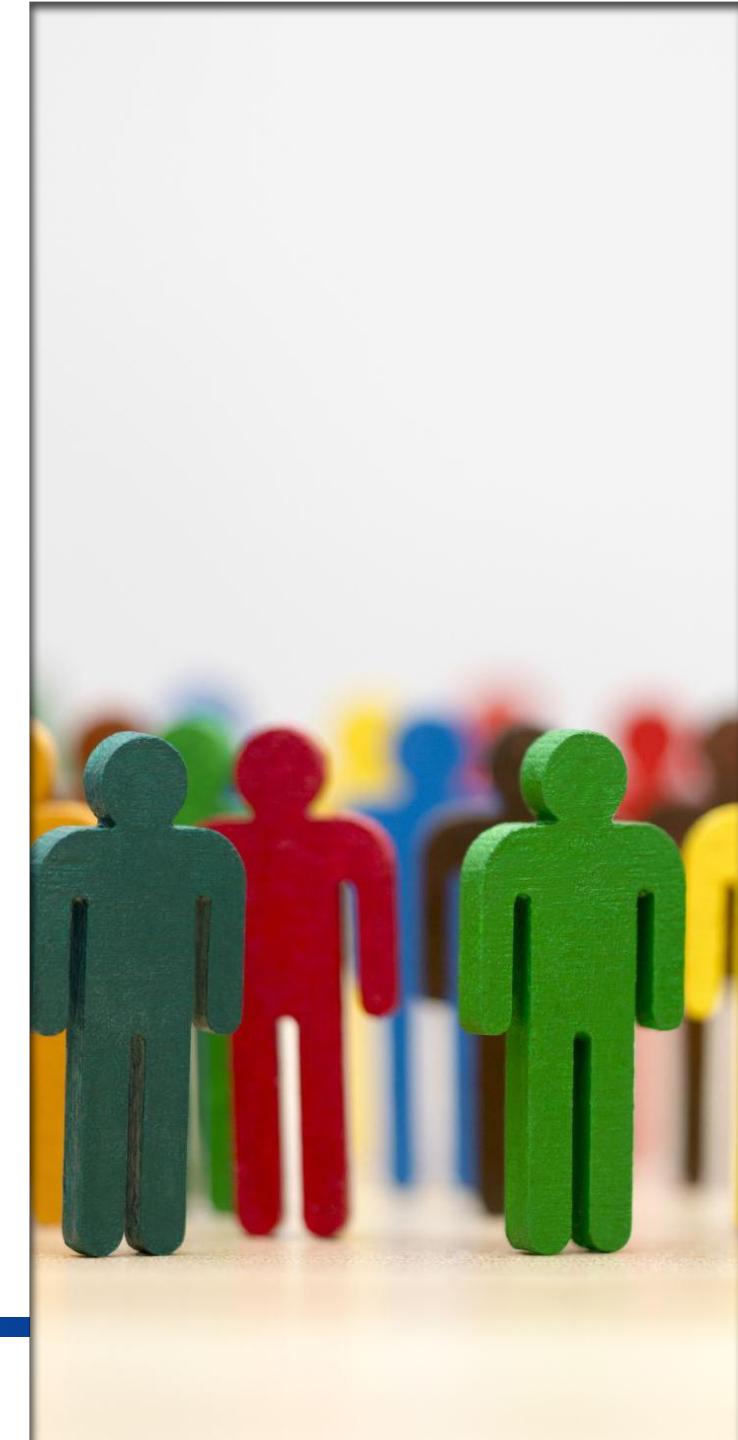


# WHAT IS A LEADER





- A leader is someone who guides, influences, or directs group or organization towards achieving goals, making decisions, and creating a vision. Leadership is not just about holding a position of power; it's about inspiring others, motivating them, and building trust. A good leader listens, understands, and empowers their team, fostering an environment where individuals feel valued and capable of contributing their best.
- Leadership can take many forms depending on the context—whether it's in a workplace, community, or a personal relationship—but the core idea is always about helping others to grow and succeed while also achieving shared objective.

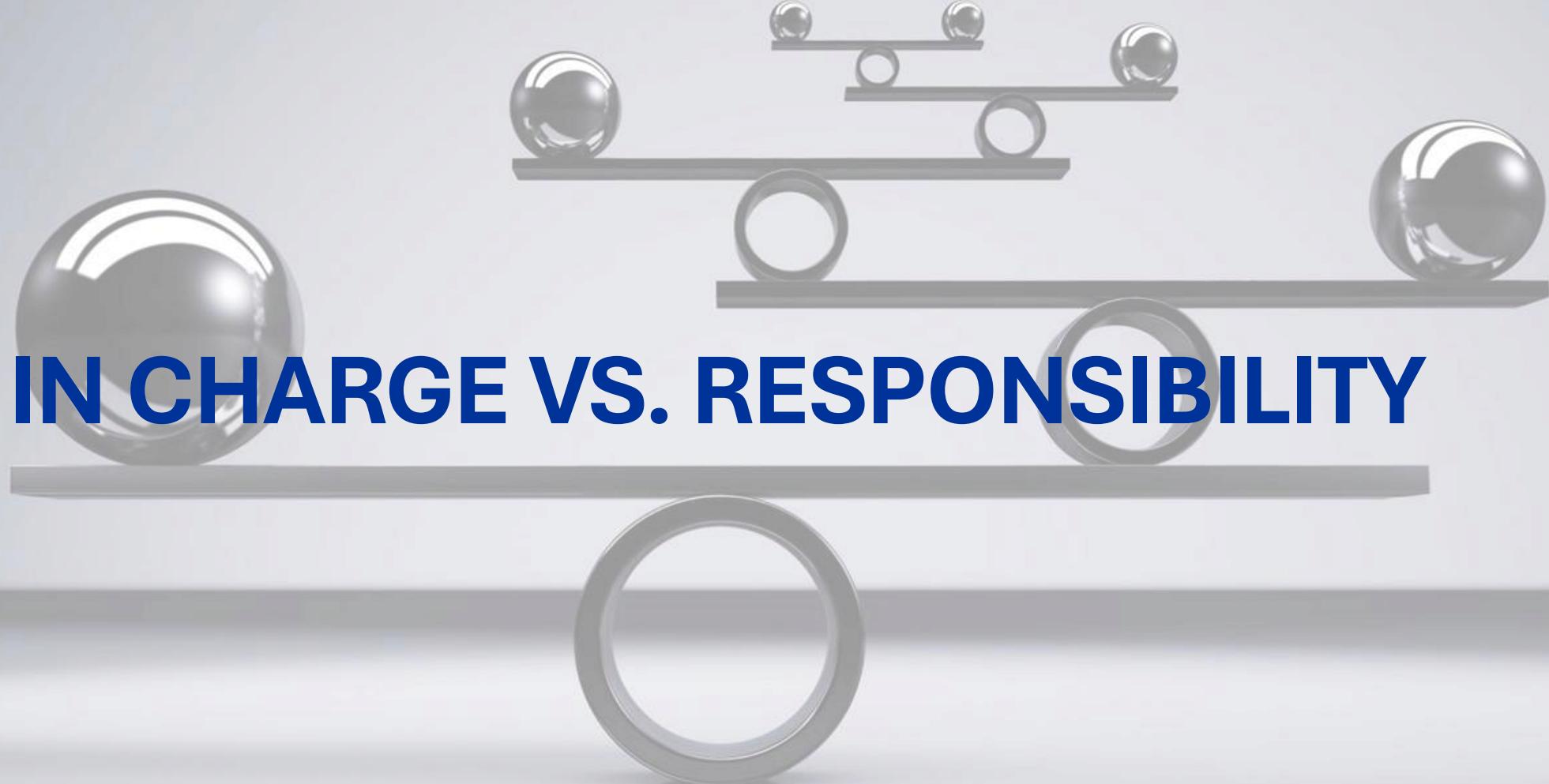




# MINDSET

A fixed way of thinking or a set of beliefs and attitudes that influence how a person perceives and responds to the world, shaping their thoughts, behaviors, and experiences





# IN CHARGE VS. RESPONSIBILITY



# PEER SUPPORT

The City of Waco's recent work session on August 19, 2025, highlighted significant advancements in public safety and health initiatives. A key focus of the meeting was the establishment of a multidisciplinary response team aimed at enhancing community support through collaboration between the police department, fire department, and mental health services.

City officials expressed pride in supporting this initiative, which combines the expertise of a mental health clinician, a law enforcement officer, and paramedics. This model, inspired by successful implementations in cities like Denver, aims to address both preventative and reactive needs, particularly for individuals who frequently engage with emergency services.



# PEER SUPPORT



Additionally, the meeting addressed funding allocations for jail discharge medication care coordination. This program is designed to assist high-risk inmates as they transition back into the community, ensuring they receive necessary medical care and support.

Overall, these initiatives reflect Waco's commitment to improving public safety and health outcomes, with a focus on proactive measures to support vulnerable populations. The city plans to move forward with these programs, which are expected to have a positive impact on community well-being.



**What is a Critical Incident?** A Critical Incident is any event that results in an overwhelming sense of vulnerability and/or loss of control. This could include but is not limited to line of duty shootings, getting shot or seriously injured on the job, high speed pursuits that end in tragedy, events that bring prolonged and critical media attention, personal tragedies, and the like.



# Post Critical Incident Seminar (PCIS) LEMIT

**Overall Goal of the Post Critical Incident Seminar is to turn vulnerability into strength by utilizing proven peer support strategies and processes.**

**What is PCIS?** The Post Critical Incident Seminar is a three-day workshop, delivered by **LEMIT** and is designed for first responders, as well as active and veteran military personnel, who have experienced traumatic life-altering incidents while in the performance of their duties. Despite the best support immediately following a critical incident, there are sometimes be long lasting effects that can inhibit one's ability to return to what they believe is their sense of normalcy. Going through a critical incident can be like crossing over a fence with no opportunity to jump back. A critical incident can disrupt one's basic worldview or perspective about the way things are or should be. It can sometimes leave us vulnerable while having to come to grips emotionally with a reality that those who lack such experience cannot understand. The job, the streets, one's weapon and/or mission can start to be perceived differently. The Post Critical Incident Seminar will provide education on trauma, patterns of resolution, and field-tested coping strategies to promote recovery and resilience and peer support is an important element in the process. Discussion of incidents with fellow first responders or military veterans who have "been there" promotes normalization and recovery. This format has been in use by the FBI since 1985.



- **Who should attend?** PCIS is offered to first responders, tele-communicators, and active and veteran military personnel who have been through highly traumatic events, PCIS can be the difference between long lasting effects of trauma going unresolved and unexamined and thus keeping one from entering a road to recovery.
- **What will I get out of this?** An opportunity to share one's experience with one's peers, give and receive peer support, participate in sessions with mental health professionals who are experienced in communicating with first responders, tele-communicators, and active and veteran military personnel while utilizing proven trauma recovery methods. Additionally, participants will learn coping strategies that will enable recovery from past critical incidents and strengthen one's ability to deal with future incidents.
- **What will it cost?** There is no registration fee for the seminar. Lunches are provided each day and lodging is covered for participants who choose to lodge with us at our designated event hotel. Participants and/or their department or agency will cover the costs associated with travel.
- Participants are highly encouraged to bring their spouse, as they can also be affected by the critical incident that the participant experienced.



# LEADERSHIP: TAKE CARE OF YOUR PEOPLE



# LEADERSHIP MATTERS

Those who are  
here unfaithfully do  
incredible damage.”

*Rumi*



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

*Unknown*



# LEADERSHIP MATTERS

**“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)***



# TOOLS OF POLICING

- The Law
- Use of Force
- Incarceration
- INFLUENCE*





# 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



*“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?*



# NOBLE PROFESSION

Law enforcement is a noble profession and a rewarding career choice for anyone looking to give back to the community.



# LEADERSHIP MATTERS

## How Do We Discover or Return to Our Noble Roots?

*“One contact, one engagement at a time”*

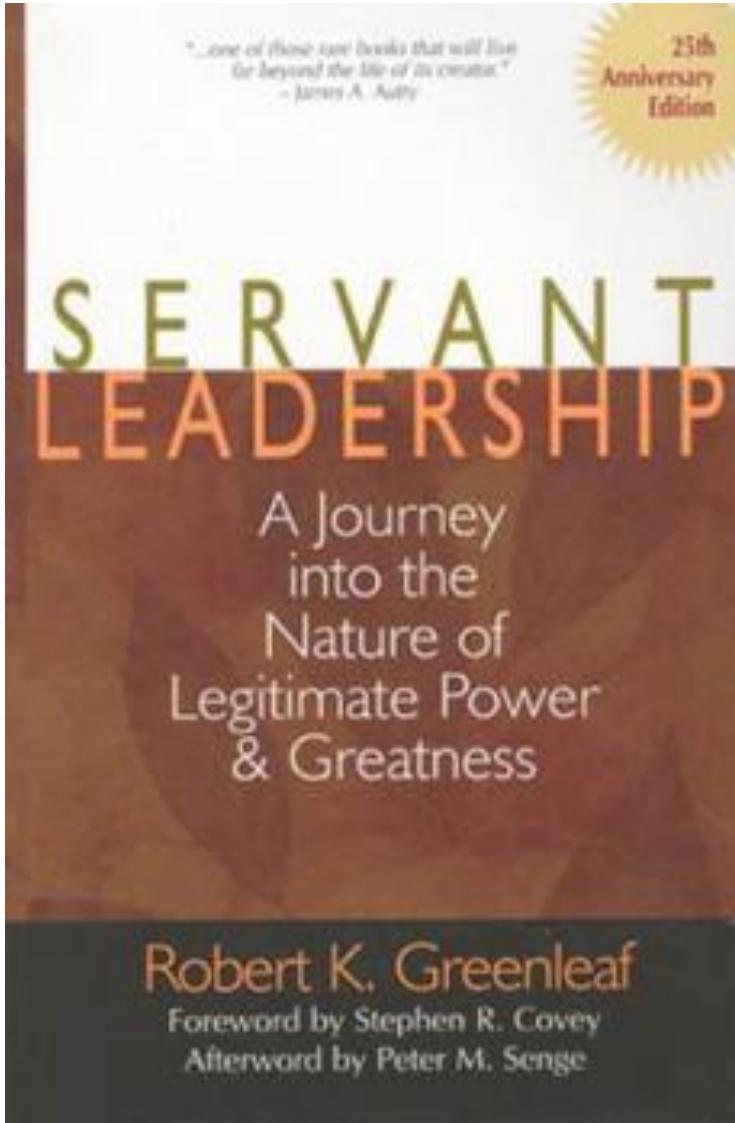
*We develop our noble character by acting with Courtesy, Professionalism and Respect – regardless of the situation!*

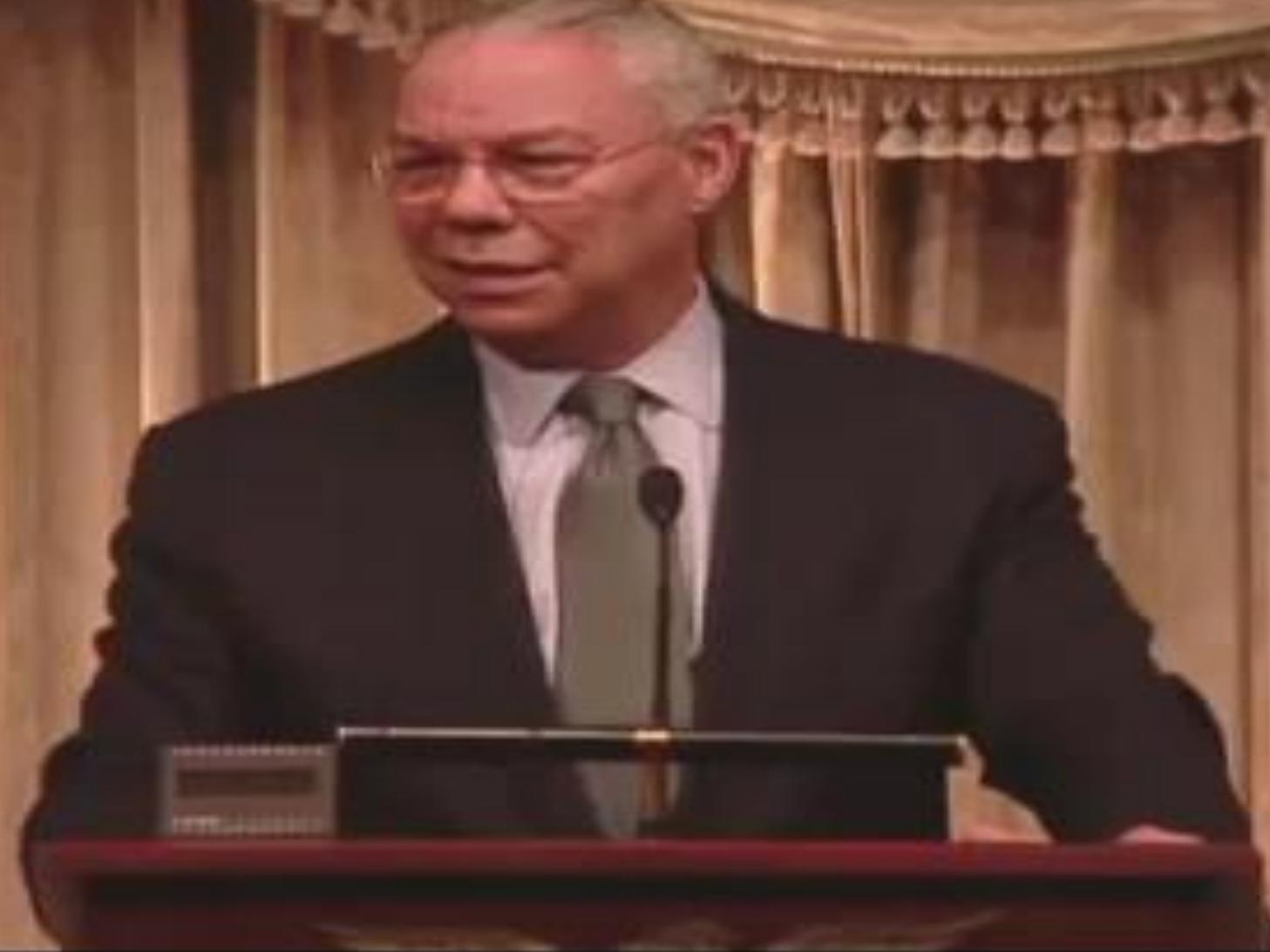


# Leadership Matters

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

**- Robert Greenleaf**





# MOTIVATION VS. INSPIRATION

- an internal state that propels individuals to engage in goal-directed behavior. It is often understood as a force that explains why people or other animals initiate, continue, or terminate a certain behavior at a particular time
- something that makes someone want to do something or that gives someone an idea about what to do or create : a force or influence that inspires someone



# **MOTIVATION**

## **Daniel Pink – DRIVE**

- **Autonomy**
- **Mastery**
- **Purpose**
- [Drive | Daniel Pink](#)

- In this provocative and persuasive book, Dan Pink asserts that the secret to high performance and satisfaction—at work, at school, and at home—is the deeply human need to direct our own lives, to learn and create new things, and to do better by ourselves and our world.





# Leadership Matters



## Most Common Mistakes 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.



# Accountability

- Officers Can be Required to Make Stops or Contacts
- Behavior Tracking to Notice Changes in Work is Allowable
  - For example: Early Warning Systems
- 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



# DDACTS

DATA

DRIVEN

APPROACHES  
to

CRIME and

TRAFFIC

SAFETY



## DDACTS: IDENTIFY STRATEGIES AND TACTICS

The types of crashes, crime, and traffic safety issues identified through the analysis will dictate the deployment of strategies and tactics. During this process, agencies may need to consider the procurement of additional equipment, provision of additional training, and the reallocation of personnel necessary for specific policing efforts. Staffing studies and workload analysis can be valuable in determining the availability of “uncommitted time” or opportunities for greater efficiency. In some under-staffed and under-resourced agencies, officers routinely run from call to call, and proactive, preventative policing can be almost impossible



In most agencies, however, there are opportunities to be proactive and reduce crashes and crimes, achieving greater efficiency. The officers can then focus on identified problems and social harms, achieve documented reductions and better serve the community directly through actionable analysis by applying resources in the right places and at the right times. Analysis of available patrol hours and an objective examination of documented unobligated time are highly recommended.

# DDACTS

## Identify

## Strategies

## and Tactics



# DDACTS: Action items

---

Identify the strategies and practical tactics needed to address the problems in the hot spots (i.e., Koper Curve; frequently patrolling hot spot areas, foot patrols, directed patrols, attending community meetings, procedural justice training, etc.).

---

Develop a preliminary list of proposed traffic safety engagement measures, i.e., “*Click It or Ticket*.” Try to expeditiously leverage grant overtime funding, i.e., *Selective Traffic Enforcement Program* (STEP), reviewing the grant parameters to determine if these activities can occur in your focus zones.

---

Develop a preliminary list of crash and crime prevention, problem-solving, and other related strategies. Allow these strategies to drive tactics.



# DDACTS: Action items

---

Make projections on the effect that increased HVE may have on traffic safety and crime reduction. Develop interim goals supporting these projections and measures.

---

Identify equipment, training, personnel, and other needs associated with the selected strategies and tactics.

---

Measure actual unobligated patrol time that could be made available for DDACTS enforcement.

---

Develop a plan to obtain the buy-in and gather input from all community groups, including but not limited to: elected officials, other municipal department leaders, residents in the affected and non-affected areas, and the business community.



# DDACTS: Considerations

## Identify

Identify the strategies and tactics needed to address the problems in the hot spots.

## Ensure

Ensure that all discussions on enforcement and contact efforts include staff members engaged in implementing the strategies.

## Establish or expand

Proactively establish or expand community outreach efforts, specifically with those residing and working within the areas identified as disproportionately affected by crime and crashes.

## Build on

Build on the positive experiences of others that have used a mix of HVE operational strategies.



# DDACTS: Considerations

## Review

Review exemplary programs and consult with other law enforcement executives who have used saturation patrols and different HVE strategies to improve traffic safety and reduce crime.

## Examine

Examine the benefits of investing in existing and new technologies.

## Consider and address

Consider and address, when appropriate, objections to specific tactics raised by partners and stakeholders.



# DDACTS: Considerations

---

Be prepared to counter arguments that available unobligated patrol hours do not exist and proactive DDACTS patrol strategies are not possible. The agency must consider how to drive an “all hands-on deck” mentality as a means to create a highly visible presence.

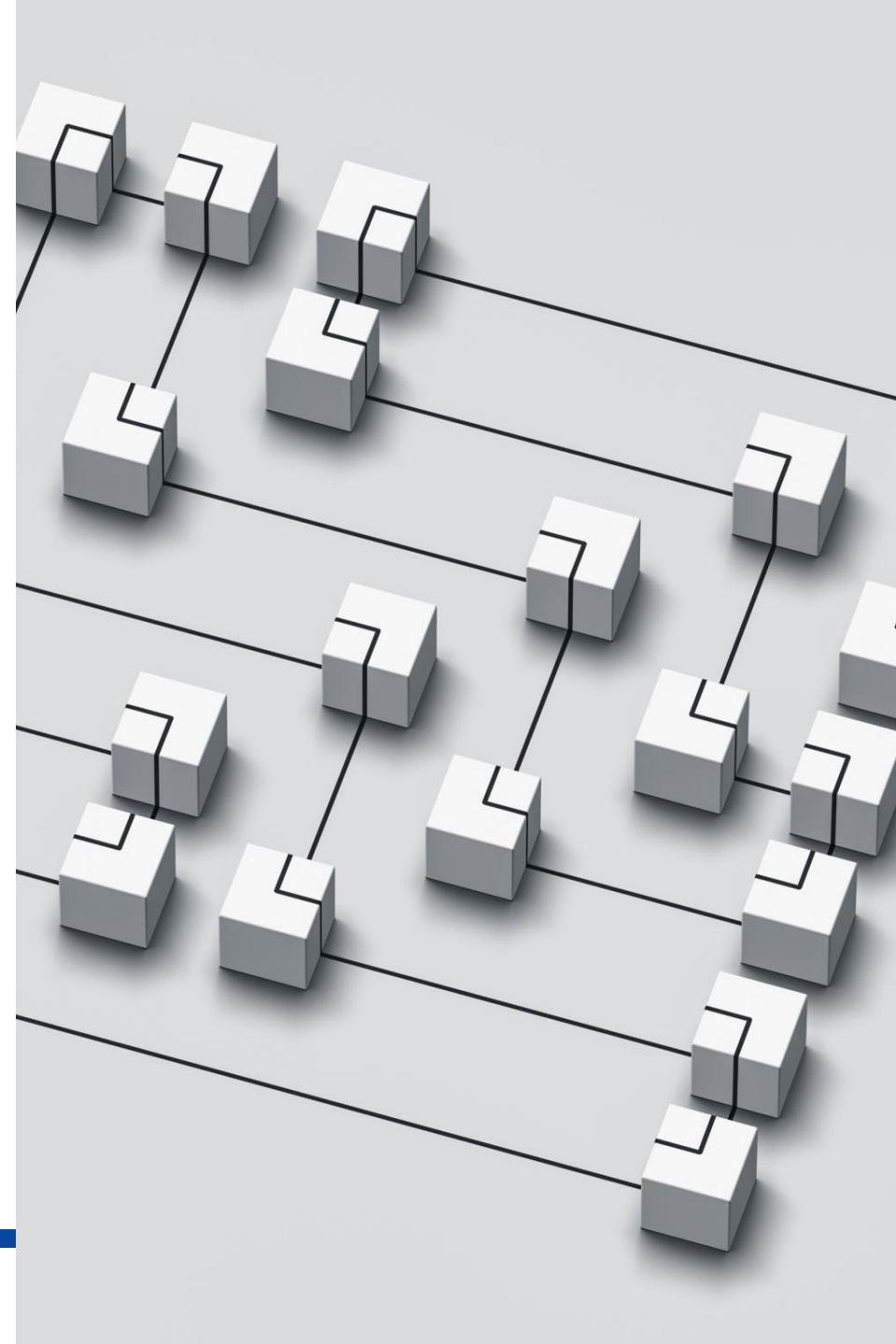
---

Prepare to stress the need to make *quality* motor vehicle contacts and recognize that not all officers will understand this concept. In-service training should reinforce the idea that motor vehicle contacts are intended to change undesirable driving behaviors. Vehicle stops also provide for the possibility of collecting invaluable information and intelligence.



# DDACTS: Develop An **OPERATIONS** plan

A comprehensive operational plan describes the overall deployment strategy for the hot spot(s) and provides the framework for monitoring, evaluating, and adjusting the strategy. An essential component of this strategy is training that addresses the multiple skill sets associated with traffic and crime reduction. The operational plan might include the following elements.



# DDACTS: Develop OPS plan

- Goals and objectives
- A strategic approach to place-based deployment
  - Traffic contact options
  - Crime reduction tactics
  - Community engagement activities
  - Crime prevention activities
  - Frequency and timing of proactive patrols
  - Multijurisdictional interaction and enforcement
- Personnel requirements
- Training of staff
- Equipment and other resources



- Operational plan implementation
  - Daily engagement activities
  - Weekly engagement activities
  - Officer assignments
  - Reporting activities
  - Internal briefings
  - External briefings
  - Debriefings
  - Scheduling
  - Union concerns
- Budgeting (both short and long term)
- Evaluation

## **DDACTS** **Develop OPS Plan**



# LEADERSHIP 101

Tell us what to do,  
be clear about it,  
and we'll get it  
done”



# IMPLEMENTATION

MTEO - Flashdrive Materials (2021)\Agency DDACTS Implementation\Agency Implementation plan template.docx



# IMPLEMENTATION

- Organizational, environmental, and community-related factors may influence the best time to start using the DDACTS model. In addition to considering these factors, police executives should allow time for informing staff and community groups, formally and informally, about the process and timing of plan implementation.
  - Set up formal meetings and briefings before plan implementation to prepare staff for changes.
  - Hold a formal briefing for all staff to share the implementation plan.



# IMPLEMENTATION

- Work with community members and groups, and local media participating in scheduled meetings and briefings to obtain input and feedback.
- Ensure staff members understand the importance of public contact. Develop “talking points” to distribute to **all** officers outlining your specific DDACTS operations.
- Continually inform all personnel, sworn and non-sworn, to *include* line officers throughout DDACTS implementation.
- A formal announcement and media outreach addressing the startup of your engagement is vital to the success of plan implementation.
- Launching the initiative with a formal announcement will demonstrate respect for the community and promote future collaboration.



# LEADERSHIP

*"Place-based policing has become ingrained in the culture of our Department. It has become second nature for all officers to engage in highly visible, proactive traffic engagement. It is understood that one of the most effective ways to influence criminal behavior is with traffic stops. Not only are we affecting the behavior of the people stopped, but also all the other motorists that pass by the stop and see our visible presence."*

Major David Bowen, Administrative Services Bureau  
Commander, Greenville, North Carolina, Police Department.



# DDACTS: Information sharing

- Information sharing and outreach reflect community-based nature
- Include messages that reinforce the objective nature of DDACTS
- This allows the use of data to identify hot spots and provide an unbiased basis
- Communication enhances buy in from stakeholders and community partners
- Roll call/daily briefing sessions with visual aids such as crime mapping to show the current hot spots
  - Do officers clearly understand where they should use their time and planned activities when not on a call for service?



# DDACTS: Information sharing

- Regularly generated analytical products give management documentation needed to keep staff informed, share information with community members, and report to government administrators and elected officials. Regular evaluation also provides the basis for ongoing media relations.
- Social media: Informing the public regarding traffic contact and crime reduction activities and the resulting impact of DDACTS deployment is crucial to long-term success. Working with data analysts or designated staff, the agency's public information officer or spokesperson should develop a plan for communicating through traditional and social media outlets to share information about the DDACTS initiative.



# DDACTS: MONITOR, EVALUATE AND ADJUST

- Law enforcement executives should monitor traffic engagement effectiveness and its impact on crashes, crime, and social harm. The goal should be to align engagements and other operations with incidents and contributing factors to achieve identified desired outcomes. Strategic operations can only be evaluated and adjusted if data is available to monitor the impact of the agency's efforts.



# DDACTS: MONITOR, EVALUATE AND ADJUST

- Regular evaluation of your identified outcomes, i.e., public interaction and time spent in the focused areas and all other activity, allows for adjustments to the mix of traffic safety measures and officer deployment. Also, scheduled briefings keep executives aware of officers' performance and concerns. The accountability of first-line supervisors is critical. Supervisors must be given the authority to manage and then be held accountable for the effort displayed by their direct reports. Conduct regular audits to ensure that line officers are being held to a standard and meet the strategic operational plan's objectives.



# DDACTS: MONITOR, EVALUATE AND ADJUST

- Law enforcement executives can also assess the impact this concentrated effort has on the performance of other police-related activities. These activities include:
  - Non-traffic-related arrests,
  - Processing arrested people,
  - Filing reports,
  - Making court appearances, and
  - Meeting and talking with the public.
- This information should contribute to decisions about the reallocation of resources and the deployment of officers who investigate agency crashes and crimes.



# DDACTS: LEADERSHIP

*“It is imperative that current and historical data be reviewed continually to determine the level of success or lack thereof in enhancing the quality of life in known hotspots.*

*As we all know, some geographical locations have historically and will continue to present challenges; however, a daily review of crashes and crimes will also keep current locations in mind so that resources can be deployed accordingly to combat both historical and newly developed hotspots.”*

Captain Mike Alexander, Patrol Division, Metropolitan Nashville Police Department, Tennessee



# DDACTS: SUMMARY

Place-based policing with an emphasis on building community engagement has been an effective policing strategy for two decades. Adopting a data-driven approach to analyze issues affecting your community and gaining community support to deploy the appropriate degree of police presence is the very essence of the DDACTS model. Continuing to adapt to the significance of community collaboration and problem-solving, agencies using the DDACTS model work and plan using a well-researched, evidence-based, and structured format. Challenged by reduced budgets, law enforcement agencies must use their current resources more effectively. DDACTS is not all about traffic stops. DDACTS focuses on engaging the community in a purposeful and meaningful manner that will impact communities by reducing crashes and crime, improving quality of life, and ultimately saving lives.



# DDACTS: LEADERSHIP

*“Knowledge is power, and analysis is the power behind the badge. Every report, every map, every trend uncovered is a step toward protecting those who need it most.”*

Crime Analyst, Harris County Sheriff’s Office



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

But What He Has  
Accomplished for Others.



# 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.







# COURSE EVALUATION CHECK YOUR EMAIL

Thank you  
for your  
attendance.  
Be safe



# CONTACT INFORMATION

**Dennis A Stapleton  
Chief of Police (retired)**

**(c) 254-716-2395**

**dastapleton59@gmail.com**

