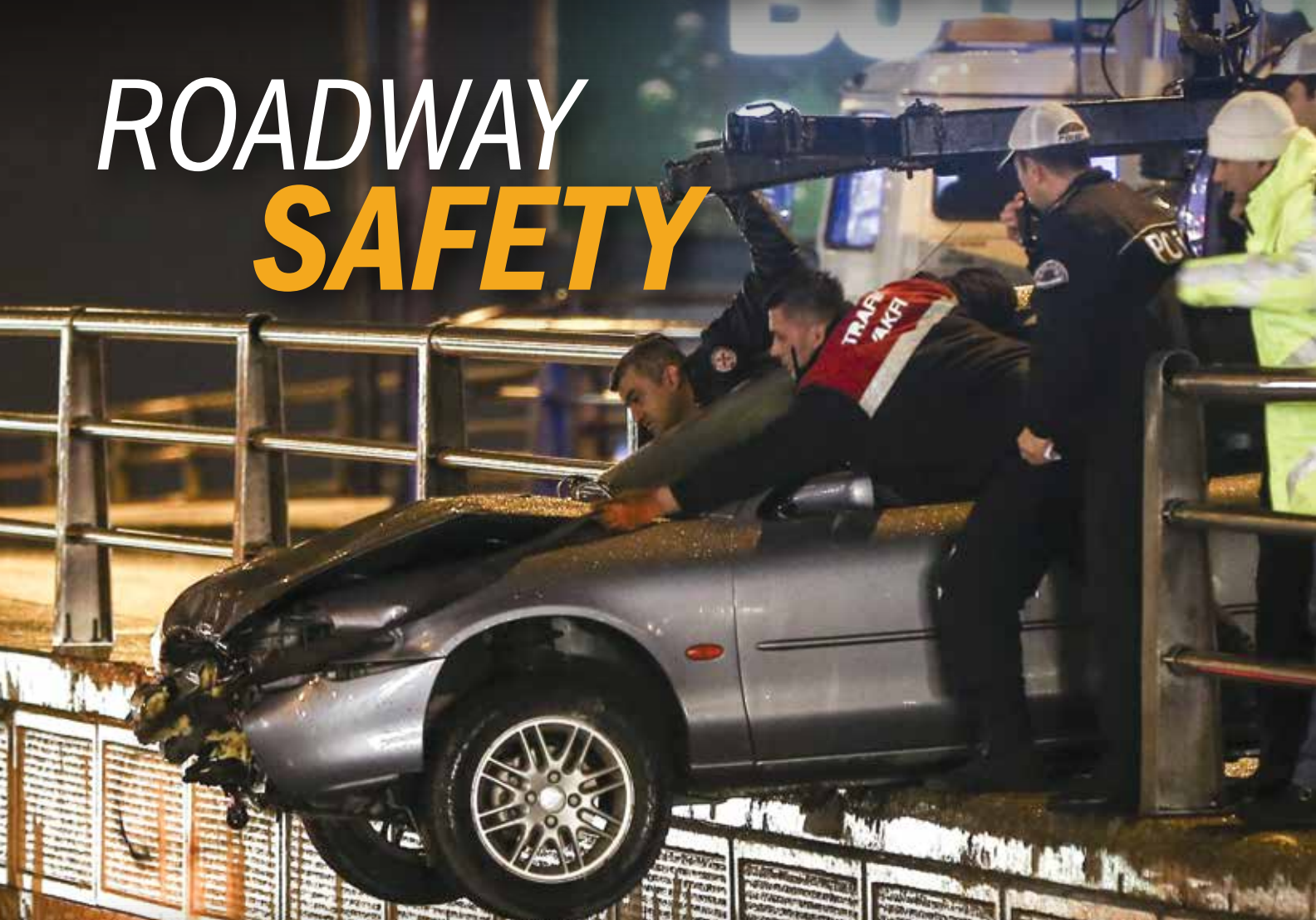


# POLICE CHIEF

## ROADWAY SAFETY



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# 2025 CALENDAR

Are you looking forward to reading about a certain issue in law enforcement or thinking about submitting an article to **Police Chief**? Look below to see some of the topics we are covering in 2025!

JANUARY	Youth-Focused Policing
FEBRUARY	Contemporary Issues in Policing
MARCH	Roadway Safety
APRIL	Connectivity for Public Safety
MAY	Officer Safety and Wellness
JUNE	Investigative Techniques
JULY	Navigating the Drug Crisis
AUGUST	Contemporary Issues in Policing
SEPTEMBER	Transnational Crime Trends
OCTOBER	Pivotal Policing Moments: 2010–2025
NOVEMBER	Addressing Violent Crime
DECEMBER	Translating Research into Action

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# ABOVE & BEYOND



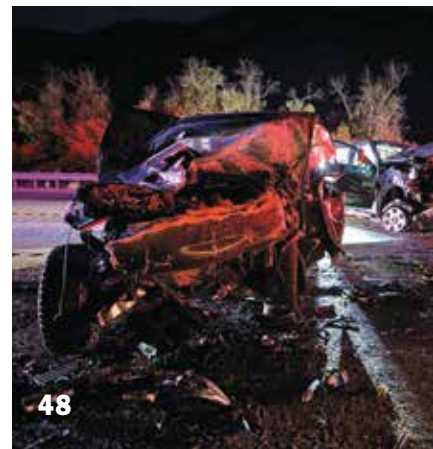
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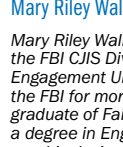

BRANDON MYERS



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# POLICE CHIEF

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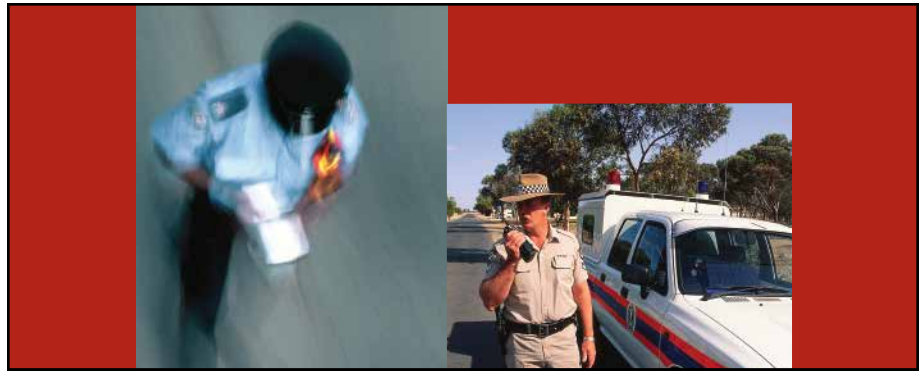
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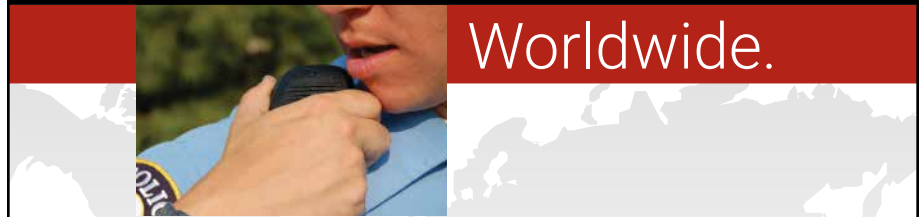
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Ken A. Walker  
IACP President

“  
Traffic stops  
are one of the  
few routine  
activities that  
allow police  
officers to  
engage directly  
with the public.  
”

## Roadway Safety— A Global Imperative

**IN 2023, THE UNITED STATES WITNESSED AN ESTIMATED 40,990 TRAFFIC FATALITIES. THIS ALARMINGLY HIGH FIGURE DOESN'T EVEN COME CLOSE TO THE GLOBAL SCALE OF ROADWAY FATALITIES. THIS STAGGERING NUMBER UNDERSCORES A CRITICAL PUBLIC SAFETY ISSUE THAT EXTENDS FAR BEYOND ANY ONE COUNTRY'S BORDERS. TO PUT THIS INTO PERSPECTIVE, THE NUMBER OF MURDERS, INCLUDING NONNEGLIGENT MANSLAUGHTER, IN THE UNITED STATES DURING THE SAME TIME PERIOD, WAS ESTIMATED AT 21,156. WHAT WOULD BE THE REACTION IN OUR COMMUNITIES IF WE EXPERIENCED A 97 PERCENT INCREASE IN HOMICIDES? WE LOSE ALMOST DOUBLE THE NUMBER OF PEOPLE TO TRAFFIC CRASHES AS WE DO TO MURDER.**

Law enforcement leaders, because of staffing difficulties and budget reductions, have had to reassign officers from traffic enforcement to address other crimes. It seems that dangerous driving has become acceptable. One can look at advertising by car manufacturers that encourages reckless behavior as one possible reason—television ads often show vehicles speeding and trucks bouncing through construction sites or along mountain roads.

While our commitment to combating violent crime remains unwavering, it is imperative that we also elevate the discourse on roadway safety.

The IACP has been at the forefront of addressing roadway safety through various initiatives. Our collaboration with the National Highway Traffic Safety Administration has produced several valuable resources such as the *Safer Roads, Stronger Communities* e-publication and

the Safe, Quick Clearance of Traffic Incidents Toolkit. These tools are designed to equip law enforcement agencies with the knowledge and strategies needed to reduce traffic-related fatalities and injuries. We also continue to promote roadway safety globally through the launch of the IACP International Road Policing Alliance (IRPA) and the Bloomberg Philanthropies Initiative for Global Road Safety (BIGRS) project.

One of the most pressing traffic safety issues society faces is impaired driving, particularly drivers impaired by drugs and alcohol. In 2022, alcohol-impaired driving alone claimed 13,524 lives in the United States. The effects of drug use on driving are equally concerning. A study titled, “Brain Function Outcomes of Recent and Lifetime Cannabis Use,” by Joshua L. Gowin and colleagues, highlights the detrimental impact of cannabis on brain function, particularly in tasks requiring working memory. This impairment poses a significant risk to roadway safety, as it affects a driver's ability to make quick decisions and react appropriately to road conditions. The IACP's Impaired Driving and Traffic Safety Conference continues to grow, drawing more than 1,300 attendees in 2024, highlighting the widespread and ongoing concern about this issue and the need to work toward collaborative solutions in order to save lives and keep our roadways safe.

Despite these alarming statistics we see relative to traffic fatalities and impaired driving, there is a growing narrative advocating for the reduction or elimination of what are called “low-level” traffic stops.



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Photo by Yellow Dog Productions/GettyImages

This perspective often stems from high-profile incidents where police shootings are linked to the initial reason for the traffic stop. However, it is crucial for the public to understand that police officers do not initiate stops for minor infractions with the intent to escalate to violence. More often than not, other factors contribute to these stops.

Traffic stops are one of the few routine activities that allow police officers to engage directly with the public. More often than not, a traffic stop is the first, and possibly the only, direct interaction the driving public has with a police officer. This encounter is likely to shape the driver's opinion of police for many years to come. Each stop is an opportunity to enforce the law ethically and purposefully while building trust within the community. These traffic stops are also an opportunity to explain the possible

consequences of the violation and educate drivers on the importance of safe driving practices to keep them and others safe.

Like many of you, I have received countless commendations from community members who appreciated the professionalism and courtesy shown by officers during these interactions. By approaching every traffic stop as a chance to foster positive relationships, we can enhance trust across diverse communities. After all, everyone uses the road in some capacity, and these roads connect us all.

In conclusion, we must prioritize roadway safety. The IACP remains committed to providing the resources and support necessary to reduce traffic fatalities and improve public safety. Together, through education, enforcement, and community engagement, we can make our roads safer for everyone. ♡

# Expand Your Knowledge



## 2025 Training Opportunities



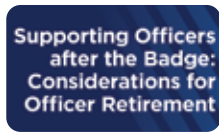
### Beyond the Boardroom— Insights from IACP’s Volunteer Leaders Episode 2 (Podcast)

Join us for our second installment of Beyond the Boardroom, a series of conversations with IACP’s volunteer leaders where we share information about association operations. In this episode, Second Vice President Will Johnson discusses IACP’s advocacy efforts, including policy priority development and opportunities for members to get involved in our legislative affairs. *Free for members and nonmembers*



### Leadership and Responding to Mass Violence (Podcast)

Every mass violence incident is unique, and each presents unique challenges for police leaders, yet mass violence issues share some commonalities that police leaders need to be aware of. Hear from Chief Daniel Thompson and Chief Greg Mullen, who led their respective departments through two high-profile mass violence incidents: the Waukesha, Wisconsin, Parade Tragedy of 2021 and the Charleston, South Carolina, Church Shooting of 2015. *Free for members and nonmembers*



### Resilience in Retirement (Podcast)

When an officer retires from law enforcement, they may experience challenges as they transition to civilian life and leave behind the badge and their police family. Panelists will discuss the concept of remaining resilient in retirement and how, with appropriate preparation for retirement, this mindset can help officers transition into the next chapter of their lives. *Free for members and nonmembers*



### Finding Meaning and Purpose (Podcast)

When adverse life events occur, people often suffer negative consequences to their mental health and well-being. Evidence suggests that reflecting on meaning and purpose is beneficial and can help an individual become or remain resilient throughout their life. Panelists will discuss strategies to reconnect with your purpose through your work and remain resilient throughout a law enforcement career. *Free for members and nonmembers*

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# Police Chief Bonus Articles

## JANUARY 2025 ARTICLES

Every week, a new bonus article is published at Police Chief Online to give our readers additional content throughout the month. These online-only articles present the relevant, applicable, and high-quality content you expect from *Police Chief*.



### The Vital Role of Credible Messengers

By Jerome Smalls & Lieutenant Anthony Gibson

Since 2020, gun violence has been the leading cause of death for children in the United States. The Charleston, South Carolina, Police Department is tackling this crisis head-on by partnering with credible messengers—community members with lived experiences who serve as mentors for at-risk youth. These partnerships are reshaping youth mentorship and violence prevention, demonstrating the transformative power of trust, collaboration, and community-led solutions.



### New Skills, New Friends, New Perspectives

By Crystal Kroeller

For over 50 years, Camp Rosenbaum has been at the forefront of youth-focused policing, helping youth develop trust and positive relationships with police. Through programs, youth aged 8–14 engage in sports, and leadership workshops designed to teach teamwork, communication, and citizenship. Police officers play a unique role as mentors and role models, fostering trust and understanding. These camps highlight the power of positive engagement, as evidenced by countless stories of trust built between officers and youth.



### “It Matters” By the City of Aurora, Colorado

“It matters” reflects the heart of Aurora SAVE’s mission to tackle youth violence in Aurora, Colorado. This innovative initiative combines prevention, accountability, and community collaboration to address the growing epidemic of youth gun violence. SAVE leverages promising practices like custom notifications and call-ins to reach those at

the highest risk and offers resources such as job training and peer support while holding individuals accountable. With early success stories and plans for future expansion, Aurora SAVE is committed to making the community safer for generations.



### De-Escalation in Everyday Police Operations

By Dr. Clemens Lorei & Dr. Kerstin Kocab

Balancing safety and conflict resolution can be challenging in routine police work. The KODIAK model provides officers with a systematic, six-stage framework for de-escalating everyday situations. By focusing on safety, rapport building, and clear communication,

officers can minimize the use of force while fostering trust and respect in the community.



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## Q: How have your agency's patrol officers engaged your community in the traffic enforcement component of road safety?



**A:** The Mesa Police Department (MPD) takes an active role in promoting traffic safety through various community engagement efforts and reporting channels. The department shares regular traffic safety tips on social media to help educate the community and increase awareness of roadway safety. Community members are encouraged to report any traffic safety hazards, which can then be reviewed by the real-time crime center. This allows for live video monitoring of incidents, which expedites the dispatch of an appropriate police response. Additionally, residents can submit traffic hazard concerns directly to the MPD Traffic Unit by filling out a traffic enforcement request form. These forms are used to assign a unit member to follow up on the concern through enforcement or education, whichever is more appropriate. As a leader in traffic safety in Arizona, MPD also collaborates with the Arizona Governor's Office of Highway Safety for traffic details that support safer roads.

George Chwe, Sergeant  
Mesa Police Department, Arizona



**A:** Tacoma Police Department's approach to community engagement in road safety is evident in many strategies. It begins with the support of a 2022 city ordinance to lower default speed limits on residential streets to 20 mph and specific arterial streets to 25 mph. The 20 is Plenty campaign emphasizes driver visibility, additional time for drivers to stop, and reduces the potential for fatal or severe injuries from accidents.

Technology has also helped to optimize department processes. The creation of multiple methods for community members to submit traffic concerns allows community liaison, motorcycle, and safety officers to follow up and educate. Officers can better understand, analyze, and transparently share crash data through an external dashboard to communicate outcomes and trends with the community.

Last, the agency's utilization of body-worn and in-car cameras creates an objective record of police and community interactions during traffic enforcement to enhance performance, gather evidence, and reduce complaints.

Crystal Young-Haskins,  
Assistant Chief  
Tacoma Police Department,  
Washington



**A:** With a population of about 7,700 people and an Annual Average Daily Traffic rate of approximately 21,241, which passes through the center of the city, traffic safety is a priority. Madras police officers work with local business owners; school administrators; and city, county, and state traffic safety partners in formulating, designing, and executing public education and enforcement activities. In addition, officers participate in traffic safety town halls, inviting community members to bring concerns, ideas, and solutions for focused enforcement efforts. During these meetings, officers listen to the community members about any areas of concern for traffic safety, resulting in enhanced enforcement efforts in those areas. The officers are also tasked with following up to determine whether the desired outcome was achieved.

Tim Plummer, Chief  
Madras Police Department, Oregon



**A:** Chief Anthony Sizemore has actively encouraged patrol officers to engage with the community through proactive traffic enforcement, emphasizing the importance of fostering buy-in from both officers and residents. He has made clear that traffic enforcement is not just about issuing citations but about enhancing public safety and building trust. This message has been communicated through various channels, including social media campaigns, community outreach, and targeted enforcement initiatives aimed at addressing specific traffic safety concerns. While the department has significantly increased traffic enforcement efforts, Chief Sizemore stresses that each traffic stop is an opportunity for education. Officers are encouraged to use these encounters to educate drivers about safe practices, thereby promoting long-term behavioral change in addition to immediate enforcement.

Allan Kolak, Captain  
Cape Coral Police Department,  
Florida



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# Street Takeovers

## One City's Considered Approach

**BY**  
Anne C.  
Harrigan, Chief  
Legal Counsel,  
Indianapolis  
Metropolitan  
Police Department,  
Indiana

**THE IMAGE IS FAMILIAR. A CROWD IS GATHERED, YELLING AND FORMING A CIRCLE AROUND AN INTERSECTION. MERE FEET AWAY, VEHICLES SLIDE, SMOKE, AND SPIN, ACCELERATING IN A CIRCLE AT A HIGH RATE OF SPEED. PASSENGERS HANG OUT WINDOWS, PRECARIOUSLY PERCHED.**

Street takeover incidents have become increasingly common. Promoted on social media, such an event can involve hundreds of people. These takeovers create a danger to drivers, passengers, and spectators. They cause property damage, lead to noise complaints, and hinder emergency response times. For those living in nearby areas, street takeovers effectively confine them to their homes. These incidents are often dangerous for responding police officers. Officers have been led on pursuits, intentionally blocked by participants, challenged by people jumping on their police cars, and had objects thrown at them.

Many jurisdictions don't have laws that specifically address this conduct. While street takeovers have been around since the 1980s, they began to increase in popularity post-pandemic.<sup>1</sup> There are laws against "speed contests" or "drag racing"; however, such language is more likely to evoke images from the movie *Grease*, with cars racing along the Los Angeles river, than the street takeover scene described above. Among other things, no one at these events is "racing." Rather, people are showing off their cars, doing donuts, and

"ghost riding."<sup>2</sup> Despite the dangerous nature of the behavior, sometimes the closest applicable criminal offense is a misdemeanor, only elevating to a felony if someone is injured.

In response to increases in street takeover incidents, the Indianapolis, Indiana, Metropolitan Police Department (IMPD) created a "spinner detail" geared toward the suppression of these events. IMPD was also supportive of a state legislative fix, but it failed to pass.<sup>3</sup> IMPD then turned its attention to the possibility of a local ordinance. The goal of an ordinance was to define street takeover conduct, identify the various participants, create a deterrent effect to discourage future incidents, and avoid constitutional concerns. With that in mind, IMPD contemplated the following.

### **1. DEFINING THE PURPOSE OF THE LAW AND THE CONDUCT TO BE PROHIBITED**

The law's purpose was to deter street takeovers and prevent its effects on the surrounding community. This definition becomes important when defending the governmental interest in the law. Examples of this interest include the effect of street takeovers on area crime rates; property values; the quality of life in the city's neighborhoods; and, most importantly, the safety of those on public city roadways and sidewalks.

In addition to the driver of the vehicle, Indianapolis's ordinance included those who



organize or promote the event, as well as anyone who participates in it. All terms and conduct were defined. To protect innocent bystanders, a mens rea requirement was included.<sup>4</sup>

## 2. HOME RULE

A legislative fix to street takeovers could be by state criminal law or local ordinance. A criminal law wields the possibility of incarceration but requires proof beyond a reasonable doubt. An ordinance is civil in nature, with a different burden of proof, and violations can incur monetary penalties as well as vehicle impoundment to abate the nuisance. For IMPD, once the state law failed to pass, attention turned toward a local solution.

When pursuing an ordinance, “home rule” restrictions must be considered. Many states have a statutory prohibition on local government enacting a penalty for conduct that is already considered a crime or infraction under state law. In such jurisdictions, local ordinances are preempted by applicable state laws. The Indianapolis ordinance specifically provides that

if an incident factually fits under a criminal statute, then that statute is applicable, and the person would not be cited for the ordinance violation.<sup>5</sup>

## 3. ANTICIPATING CONSTITUTIONAL QUESTIONS

### FIRST AMENDMENT

While these meetups are gatherings, that does not mean that they automatically enjoy the protection of the First Amendment. Criminal laws have long existed that restrict certain speech or expression.<sup>6</sup> The freedom of association protected by the First Amendment does not extend to joining with others for the purpose of depriving third parties (e.g., neighborhood residents, unassociated drivers) of their lawful rights.<sup>7</sup> That being said, any law should be drafted with the thought that it will be challenged. The more expansive the reach of the law, the more scenarios a challenger could construct. For example, IMPD considered including prohibitions on sharing the location of the event as part of the definition of “organizers.” But a challenger could pose the scenario of a reporter or neighborhood advocate stumbling upon a street takeover and posting on social media to report or warn others, which would likely be protected by the First Amendment.<sup>8</sup> Therefore, a narrower version was proposed, lessening the possible arguments by challengers.

### DUE PROCESS

A vehicle seizure raises due process concerns. At its most basic, due process requires notice and an opportunity to be heard.<sup>9</sup> Therefore, Indianapolis’s ordinance included a provision for notice to the vehicle owner. The length of the impoundment and the process were also defined.<sup>10</sup> A provision for judicial review, wherein the owner could petition for the return of the vehicle, was also included. This satisfied the requirement for an opportunity to be heard.<sup>11</sup> Also, in the event there is an argument that the impoundment of the vehicle equates to “payment as

punishment,” or forfeiture, the court may consider the circumstances of the particular case and the effect on the petitioner at such a hearing.<sup>12</sup>

IMPD instructed officers that the reason for the vehicle being impounded must be well articulated and should include facts supporting the vehicle being a hazard to public safety. This should be done as part of the police community caretaking function, much as officers would do with other vehicles that are responsible for causing a nuisance.<sup>13</sup>

Indianapolis is not the only jurisdiction to approach this issue by ordinance.<sup>14</sup> IMPD anticipates a new state law proposal to be introduced in the upcoming Indiana legislative session. As of now, there have not been many challenges to these laws, but challenges should be expected. In the meantime, the situation will continue to develop as communities address this issue. ♡

Special thanks to IMPD Captain Rick Riddle, Lieutenant Greg Scott, and Detective Dock Hughes for their help in creating the ordinance.

### NOTES:

<sup>1</sup>Mike Potter, “What Are Street Takeovers? The Illegal Trend that Has Indianapolis Police and Lawmakers Scrambling for Answers,” WTHR, September 18, 2024.

<sup>2</sup>Potter, “What Are Street Takeovers?”

<sup>3</sup>Public Safety, Indiana SB 240 (2024).

<sup>4</sup>That is a requirement that any prohibited conduct be done “knowingly.”

<sup>5</sup>See Ind. G.O. 36 § 441-392 (b).

<sup>6</sup>See *United States v. Williams*, 553 U.S. 285, 297 (2008).

<sup>7</sup>*United States v. Wilson*, 154 F3d 658 (7th Cir 1998).

<sup>8</sup>Ind. G.O. 36 § 441-391 et seq.

<sup>9</sup>*Holmes v. Randolph*, 610 N.E.2d 839 (Ind. 1993).

<sup>10</sup>See Ind. G.O. 36 § 441-394.

<sup>11</sup>The Indianapolis ordinance puts the burden of proof on the petitioner for such a hearing. See Ind. G.O. § 36 441-395 (2)(a)(viii).

<sup>12</sup>See *State v. Timbs*, 169 N.E.2d 361,368 (Ind. 2021); see also *Timbs v. Indiana*, 586 U.S. 146 (2019).

<sup>13</sup>See generally *Caniglia v. Strom*, 593 U.S. 194 (2021).

<sup>14</sup>See, inter alia, *Louisville, KY* (§ 71.20 et seq.); *Anaheim, CA* (§ 14.70.010 et seq.); *Fort Worth, TX* (§ 22-361); *Oklahoma City, OK* (§ 35-189).

BY

Katie Carlson, Director of Wellness Initiatives, Marion County Sheriff's Office, Indianapolis, Indiana, and Edward C. Keane, PhD, Police Psychologist, Danbury Police Department, Danbury, Connecticut

# Night Shift Survivors or Thrivers?

## THE EXISTING BODY OF RESEARCH ON POLICE OFFICERS WORKING THE MIDNIGHT SHIFT IS GRIM.

But the night shift isn't going anywhere. So, rather than belaboring the well-known challenges of shift work and the harmful effects of sleep deprivation, the authors set their sights on other questions:

- What is going well on the night shift?
- Why do some officers prefer and enjoy a shift that is detrimental to the personal health and familial relations of others?
- What are the officers who thrive on the night shift doing differently?
- How can those skills for thriving on the night shift be shared in a meaningful and accessible way?

To dig into this issue, a random survey was conducted of 119 (and growing) law enforcement officers from more than 13 agencies across the United States. The survey results provided incredible insights into what helps an officer "thrive" on the night shift versus those who simply "survive" the night shift. Every officer who responded is currently or has been assigned to the night shift during their career, and nearly half of the respondents had been assigned to it for over seven years. The definition of night shift included any shift that covered the

midnight hour, whether 10:00 p.m. to 6:00 a.m., midnight to 8:00 a.m., 6:00 p.m. to 6:00 a.m., and the like.

The respondents were divided into three groups called "Night Shift Thrivers," "Night Shift Survivors," and "Undetermined" for those who experienced both significant challenges and significant benefits from working the night shift.

The in-depth results of the survey were surprising. The officers had a lot to say and share, but the difference between Night Shift Thrivers and Night Shift Survivors really boiled down to two things. The first is basic sleep hygiene, adjusted for the night shift. Getting an adequate amount of sleep is the bedrock of personal health and wellness. Like other basic aspects of wellness, including exercise and nutrition, sleep hygiene is an oft-discussed topic. But, like the other basics of wellness, just knowing about it or understanding it does not necessarily translate to incorporating it into daily routines.

### SHIFT IMPACTS ON HEALTH

The primary differentiation between the Night Shift Thrivers and the Night Shift Survivors is communication, specifically with their families, including partners and children.

To put this in context, approximately one-third to one-half of new police officers begin their careers on the

night shift without any orientation and training about the health implications of this shift. Most officers are unprepared for this abrupt change and gradually develop unhealthy habits. When observing the current state of well-being of police officers, it's often asked, "What happened?" The question should be changed to: "What can be done to improve this situation?"

Some new officers already have families while others don't, but based on the survey results, the authors suggest creating a practical "Conversation Guide for Officers Starting on Night Shift." The suggested guide is based on the real-world experience and wisdom of officers who have thrived working on the night shift.

The current body of research surrounding the night shift is presented with much doom and gloom. But there's a lot to love about working the night shift. By far, Night Shift Thrivers enjoy flexible and additional time with their families, at home or attending children's activities, and more alone time. Thrivers enjoy the experience of doing police work and quieter shifts, driving in less traffic, and managing less monotonous traffic work. Night shift officers can even enjoy more distance between themselves and the pressures of police administration.

Still, for both Thrivers and Survivors, getting enough sleep is the greatest





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challenge for those working on the night shift, as well as the negative impact on their schedule and the detrimental effects poor sleep has on their family relationships.

### CONVERSATION CONSIDERATIONS

Less than half of the officers who responded to the survey felt that they had received adequate information or resources from their agency to help them adapt to a night shift schedule. It begs the question, if the night shift is a standard part of policing that is not going away, if a large percentage of new law enforcement officers are starting their careers on the night shift, and if generation after generation of officers have been figuring out good and bad ways to adapt, why wouldn't resources be provided for every officer starting on night shift?

Here are some important wellness recommendations agencies should consider while including a "Conversation Guide for Officers Starting on Night Shift" based on the survey results:

1. Set a sleep schedule and stick to it.
2. Communicate openly with your family about your sleep schedule.
3. Use a family calendar to plan family time around your sleep schedule.
4. Set up an ideal space for sleep:
  - a. Use blackout curtains and/or a sleeping mask in a dark room.

- b. Use white noise or a noise machine.
- c. Keep the room cool and use a fan for additional white noise.

5. Limit caffeine intake.
6. Take naps.
7. Exercise and keep to a healthy diet.
8. Avoid scrolling on your phone by deleting social media, if necessary.
9. Don't overcommit to scheduled events on your off days and prioritize rest.

It is important to note that work obligations can interrupt a night shift officer's sleep schedule.

To address this issue, due to the hazardous outcomes that sleep deprivation can have on an officer's health, mental well-being, family life, and even their safety and effectiveness on the job, agencies that tout care and concern for officer wellness have an obligation to support an officer's need for sleep, no matter what shift they are assigned.

Based on the survey, here are some additional recommendations that can be enacted by the agency (and addressed in the "Conversation Guide for Officers Starting on the Night Shift"):

1. Avoid all unnecessary phone calls and messaging to night shift officers during their general sleep schedule. While the schedules may

vary from officer to officer, agencies and management are aware of the officers who work nights and should make every effort to protect those officers' sleep. The texts or phone calls can wait.

2. Be considerate of training opportunities and obligations. Consider the inclusivity of night shift officers and their sleep schedule when scheduling training.
3. Advocate for an officer's sleep to the courts. Court appearances are frequent interruptions to a night officer's sleep hours. If courts can schedule a night officer's case for the afternoon, this would help officers get the needed sleep.
4. Promote healthy sleeping strategies. Don't leave rookies and officers new to the night shift to figure it out independently. Find the Night Shift Thrivers at your agency and ask them to share what works for them.

While there is more that an agency can do to support an officer's sleep, ultimately, an officer spending quality time with their family tends to be one of the most significant advantages to working on the night shift and one of the biggest challenges to getting enough quality sleep.

For officers, the following are practical suggestions for setting expectations



with their families to optimize their time together:

- **Have the Conversation:** Start with being honest and open with partners and children (at an age-appropriate level) about being on the night shift, what changes can be expected, your new sleep schedule, and the importance of sleep as a matter of physical health and mental well-being.
- **Ask for Support:** Emphasizing the importance of maintaining a regular sleep schedule while working on the night shift is a family affair. Let your family know that you are going to need their help, support, and understanding to get the amount of sleep that is necessary for good health and mental well-being.
- **Two-Way Street:** Relationships are a two-way street. When discussing the importance of maintaining a sleep schedule, ask your partner or spouse how you can take advantage of your new schedule for them to engage in self-care, whether that's getting additional sleep themselves or time

for them to participate in activities they enjoy. Find benefits in your new family schedule.

- **Set Expectations:** Acknowledge the events that may be impacted by the change in sleep schedule to manage expectations both with partners and children. Ask for their support in maintaining your sleep schedule in your larger community, including events with family and friends. Plan for these events with a family calendar. Include planning "quality time" as a family unit.
- **Address Concerns:** Allow your loved ones to ask questions or address concerns about your new schedule. If you don't know the answer, tell them you will talk to a Night Shift Thriver at your agency for advice.
- **Emphasize the Positive:** Sleep is the foundation for physical and mental health. Emphasizing the importance of sleep (for all family members) and setting a good example can lead to a healthy lifestyle and better mental health. Remember that it's not just

about the amount of time you spend together as a family, but the quality of time that you spend together as a family.

### CONCLUSION

The dangers and risks of sleep deprivation and the increased risks for officers working night shifts are well-known. But they cannot be shrugged off anymore. Whether through advocacy, training, or conversations, there are tools available to every agency to promote, support, and advocate for healthy sleep for all officers, especially those working on the night shift. The night shift is not going away. Police leaders must help night shift officers thrive—not just survive—on the night shift. ☑

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# A DRE's Perspective

## How Interpersonal Communication Can Impact a Drug Influence Evaluation

BY  
Dylan Rasmussen,  
Trooper, Iowa State Patrol

**FOR FOUR DECADES, THE DRUG EVALUATION AND CLASSIFICATION PROGRAM, UNDER THE DIRECTION OF THE NATIONAL HIGHWAY TRAFFIC SAFETY ADMINISTRATION AND THE INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, HAS BEEN EFFECTIVE IN DETERMINING WHETHER A SUBJECT IS IMPAIRED BY DRUGS OR A COMBINATION OF ALCOHOL AND ANOTHER DRUG. THE PROGRAM ALSO HELPS OFFICERS DETERMINE WHETHER THE SUBJECT IS EXPERIENCING MEDICAL IMPAIRMENT AND, IF THE IMPAIRMENT IS RELATED TO DRUGS, WHAT DRUG CATEGORIES ARE RESPONSIBLE FOR THE OBSERVED IMPAIRMENT.**

### COMMUNICATION DURING THE 12-STEP EVALUATION

When an officer attends drug recognition expert (DRE) school, they are taught the technical concepts of the 12-step systematic and standardized evaluation procedures and how to carefully consider all physical and testimonial evidence gathered during the evaluation in order to conclude whether articulable signs of drug influence exist. Although not directly one of the 12 steps, one key element of the DRE evaluation process is the DRE's ability to effectively communicate during the evaluation and subsequent courtroom testimony. Excelling in interpersonal communication with a wide range of individuals is crucial to a successful, well-rounded investigator.

In DRE school, students must demonstrate knowledge of the evaluation procedures through hands-on practice, written tests, and practical application during the certification phase. The 12-step evaluation procedures are the governing guidelines for all drug influence evaluations, but the DRE must incorporate their own "interpersonal style" to achieve voluntary compliance—and, ultimately, a chemical specimen. Many internal and external factors can influence a DRE's approach to any given subject; however, one crucial characteristic of a successful DRE is adaptability throughout the evaluation. No two drug influence evaluations are alike—the DRE must be capable of gauging a subject's overall demeanor, perceptive to the subject's present situation, and genuinely empathetic and receptive to potential

circumstantial changes that may arise during the evaluation. The DRE's interpersonal communication skills will guide their ability to adapt.

When a DRE is requested to conduct an evaluation of a person who is suspected of being impaired by a drug or drugs, the mindset of the DRE must shift from a general patrol officer to that of an investigator. Similar to the mindset of a homicide detective or a collision reconstructionist examining physical evidence and conducting interviews to determine what happened. During a DRE evaluation the "crime scene" is the human body. A DRE must apply all their investigative skills to decipher what the body is revealing to them. Generally, this is accomplished by the administration and assessment of psychophysical tests, observance of vital signs, eye examinations, and other components during the 12-step evaluation process. However, it does not stop there. After careful examination of obtained physical evidence, the DRE will utilize these factual findings to direct a conversational interview with the subject to further solidify what observations the DRE made.

While the formal interview of a subject during the evaluation does not occur until the 10th step (Interrogation, Interview, and Other Observations), it is crucial that a DRE establish a positive rapport with a subject at first introduction. There are many documented examples of a DRE evaluation leading to further investigation of crimes other than, or in addition to, impaired driving. If positive rapport is not established,

communication becomes hindered, voluntary compliance may cease, and additional evidence may be missed. This could result in cases that may never come to fruition or cases that are difficult to prosecute. For example, an arrest was made in Iowa after establishing effective communication and a positive rapport. A subject forcefully stole the vehicle of a benevolent motorist who saw the subject walking in a blizzard and stopped to check the subject's welfare. The subject then violently assaulted the motorist and led law enforcement on a brief motor vehicle pursuit. After the subject was taken into custody, a DRE evaluated the subject and determined that the subject showed signs and symptoms of drug influence consistent with CNS (central nervous system) stimulants and cannabis.

Because of the rapport established during the evaluation, the DRE not only obtained admissions of the subject's consumption of methamphetamine and marijuana but also obtained an admission of the subject forcefully stealing the victim's vehicle. The statements obtained during the DRE evaluation led to charges of felonious robbery, motor vehicle theft, and operating a vehicle while intoxicated—all of which the subject pleaded guilty to.

Like many aspects of policing, DREs must be capable of wearing many "hats" during a drug influence evaluation. Because nearly the entire 12-step evaluation process includes interpersonal communication in some form, the DRE's ability to actively listen, build and maintain

rapport, and display emotional intelligence, all while gathering and interpreting evidence, is critical to ensuring an accurate conclusion based on factual data. These characteristics are important during any drug influence evaluation but may be considered especially important in cases in which a fatality or serious injury collision may have occurred and drug impairment is suspected as a contributing factor.

The daily success of any police professional, regardless of rank, agency, or assignment, can depend greatly on the officer's ability to communicate effectively. Whether an officer is conducting investigative interviews, preparing themselves for promotional opportunities, or generally interacting with the public, the officer's ability to adequately communicate will influence the respective outcome, much like a DRE's ability to conduct a thorough investigation based on their expertise and interpersonal skills.

### CONCLUSION

It is the mission of every public safety entity to provide the community it serves with a sense of safety and security. The identification, apprehension, and investigation of a person who makes the choice to consume drugs or alcohol and cause potential harm to the public by driving under the influence can immediately have a positive impact on public safety. A DRE who has honed their interpersonal skills is one piece of the collaborative effort required to ensure the safety of the motor-ing public in the communities they serve. ♡



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## Research abounds on topics related to policing and criminal justice, and it can be difficult to sift through it all. Informer breaks down three studies for police leaders to help keep them up to date.

### VISIBLE POLICE PRESENCE AND SPEEDING

Speeding contributes to increases in both the number and severity of traffic collisions. To test the deterrence effect of police presence on speeding, this study placed a marked, unoccupied police vehicle in clear view on a highway off-ramp in Canada and examined its effects on the speed of passing traffic.

Researchers measured the speeds of passing vehicles for one week before the car was placed (pre-test), during the week while the car was present (intervention), and during the week after the car was removed (post-test); more than 140,000 vehicles were observed throughout the entirety of the study. The speeds of passing vehicles were recorded approximately 0.2 km before the police vehicle (Point A) and again at the location of the police vehicle (Point B).

Results indicated a statistically significant drop in average speed between the pre-test (63.3k m/hr) and the intervention period (57.2 km/hr), although speed increased slightly above its original rate during the post-test period (63.6 km/hr). It was also shown that individuals slowed down by 6.9 km/hr between Point A and Point B during the intervention period.

While these results are promising, future research should assess how visual deterrence strategies could work in long-term situations. Given staffing concerns and the increasing responsibility of the police, strategies that require little human intervention but still reduce the likelihood of speeding may be effective methods for making roadways safer.

Rylan Simpson, Quentin Frewing, and Sukhdip Tiwana, "A Field Test of Police Vehicle Presence on Speed(ing): Parked, Unoccupied, and Effective," *Crime & Delinquency* (2023): 1–18.

### POSITIVE IMPACTS OF SPEEDING CAMERAS

Roosevelt Boulevard in Philadelphia, Pennsylvania, is one of the most dangerous streets in the United States, with high rates of crashes leading to fatalities, injuries, and property damage. Cameras were installed along a portion of the road (the treated area) to identify and ticket speeding vehicles. This study examined the use of cameras along Roosevelt Boulevard and the impact they had on speeding and crashes.

Findings from the study showed that collisions and fatalities along the treated areas of Roosevelt Boulevard decreased following the installation of the cameras. Furthermore, collisions also decreased along untreated areas of the street. Compared to similar roadways in Philadelphia, which experienced increases in collisions and fatalities, this study showed a significant reduction in crashes, injuries, and fatalities among both pedestrians and vehicle traffic. Researchers estimated that the traffic cameras prevented an estimated 524 crashes and 36 fatalities since their implementation in 2020.

Results from this study have led to an increased understanding of traffic safety and crash prevention within the city, corroborating prior research. The significant impact on crashes and fatalities has resulted in similar initiatives along other roadways and in school zones in Philadelphia, making communities safer and freeing up valuable police resources.

Eric Guerra et al., "Evaluating the Effectiveness of Speed Cameras on Philadelphia's Roosevelt Boulevard," *Transportation Research Record* 2678 no. 9 (2024): 452–461.

### IDENTIFYING DRIVER DISTRACTIONS

Individuals who become distracted by their cellphones while driving are more likely to get into crashes, and it's estimated that over 7 percent of drivers may be distracted by cellphone usage at any given time. This study examined whether distracted drivers were more likely to be identified by an in-person observer or through still photographs later viewed by a remote observer.

Researchers used eleven volunteer drivers, six different vehicles, and six different distraction assignments to examine which method of detection was most effective. Over 612 trials, one in-person observer and one remote observer coded the perceived distractions of the drivers. Volunteers drove on a closed course, one at a time, and at a steady rate of 30 mph.

Overall, it was noted that the in-person observer was more likely to correctly identify the type of distraction, identifying 78 percent of behaviors correctly as opposed to the remote observer, who correctly identified 72 percent. Variations existed across different types of behaviors; however, these variations were slight. Though the study's findings were significant, the differences were marginal. Because of this, researchers suggested cameras could be a reasonable alternative to real-time human observation, especially in congested streets or areas with higher speed limits that could impact an in-person observer's ability to identify all distractions.

Amber N. Woods et al., "Assessing Different Methods for Detection of Distracted Driving," *Proceedings of the Human Factors and Ergonomics Society Annual Meeting* 67 no. 1 (2023): 1257–1261.



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# A Winning Game Plan

**IS YOUR AGENCY SITTING ON THE BENCH WAITING TO BE RECOGNIZED OR IS IT THE STAR PLAYER WHO CAN BE RECOGNIZED THROUGHOUT THE CITY? WHEN THE WINSTON-SALEM, NORTH CAROLINA, POLICE DEPARTMENT (WSPD) WANTED TO STRENGTHEN THEIR BONDS WITH LOCAL UNIVERSITIES, THEY CAME UP WITH A GAME PLAN THAT WOULD GET THEM OFF THE SIDELINES AND ONTO THE COURT.**

The WSPD placed a focus on local universities because the agency offers multiple scholarships for students who are interested in a career in policing. The App State Scholarship Program contributes money toward tuition and book fees, as well as providing a guaranteed job upon graduation. The WSPD also offers the Bonner-Redd-Suratt-Davis Scholarship Program, named after four previous chiefs. This scholarship is available to students enrolled in public historically black colleges and universities (HBCUs). The agency found that these programs weren't receiving the attention they deserved. Therefore, a partnership with local campuses could be the perfect solution.

"Recognizing that sporting events draw a significant interest from residents and visitors alike, we decided to give sports marketing a try," said Public Information Officer (PIO) Annie Sims. After she and Chief Penn explored the initiative further, Sims reached out to the local universities. Through a series of meetings, the idea of sponsoring sports events was brought to fruition.

Although there was some initial hesitation from the Winston-Salem Police Foundation, once they understood the full vision and potential benefits, they became enthusiastic backers of the project.

The summer of 2024 marked the first step in highlighting the scholarships and boosting community awareness. The WSPD sponsored the Wake Forest University home football game against North Carolina Agricultural and Technical State University, a prominent HBCU in the area. Shortly after, the agency sponsored a home football game at Winston-Salem State University. At each



event, WSPD officers engaged the community via on-field recognition, in-game announcements, and booths. By tossing T-shirts, distributing branded rally towels, and handing out flyers, the officers ensured their presence was felt throughout the event.

Additional efforts like signage in local coliseums and sponsorships of soccer, baseball, and basketball games were also implemented.

The primary goal was to connect with the student population, share information about the WSPD scholarship programs, and raise awareness about the Winston-Salem Police Foundation. Increased officer morale, a noticeable rise in traffic across media platforms, and stronger community relationships were an added bonus. The WSPD recruitment website engagement surged from a few hundred visits per month to 4,000 in just one month. There were over 30 participants in the reading test on a single Tuesday, which is the highest number during the week at a reading test in an extended period of time. Football players have also expressed interest in the WSPD student weekend program to learn more about the department. "These results stem from our creative

approach to community engagement and the visibility the initiative has provided," said PIO Sims.

This approach to recruitment has sparked conversations and praise throughout the community. It has not only expanded the agency's reach in terms of recruitment but also strengthened relationships with local universities, creating a pipeline for future opportunities.

Police agencies need innovative ways to engage with the community and highlight the positive work completed. Take a page out of WSPD's playbook and start creating connections. ♡



## RECOMMENDATIONS

The Winston-Salem Police Department provides the following advice on utilizing a sports marketing approach:

- Keep an open mind and be willing to take a leap of faith.
- Gain support from leadership and key stakeholders.
- Results may not be immediate, but with persistence, the impact will be worth it.

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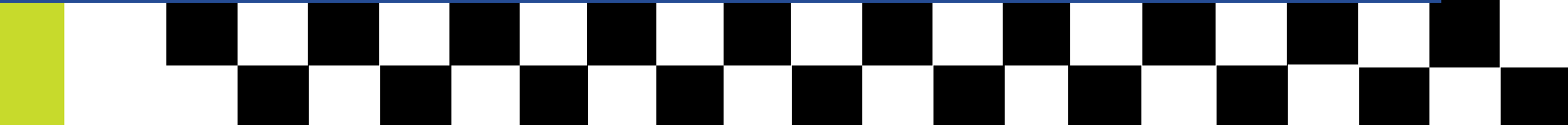


# The Art of the POSSIBLE, PERMISSIBLE, and ACCEPTABLE

BY  
Kyle Gordon, Commander, National Police  
Chiefs' Council Lead, Roads Policing  
Operations, United Kingdom

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## A United Kingdom Perspective on Roads Policing



**ROADS POLICING (A UK TERM RELATING TO DEDICATED HIGH-WAY PATROL AND TRAFFIC ENFORCEMENT UNITS) EVOKES MIXED FEELINGS FROM THE PUBLIC AND FROM POLICING PROFESSIONALS ALIKE. NOBODY LIKES TO BE CAUGHT SPEEDING, YET FREQUENTLY THOSE SAME PEOPLE REGULARLY STATE THAT THEY DON'T WANT SPEEDING IN THEIR TOWN, VILLAGE, OR NEIGHBORHOOD.** In the policing profession, roads policing does not seem to carry the same currency as other specializations like firearms or public order, something witnessed firsthand by the author when, after two decades in those other roles, his command was expanded to include the Metropolitan Police Service's Roads and Transport Policing Command, the largest roads policing command in the United Kingdom. Even running the UK's

largest roads and transport policing command didn't cut it with other "Ops" leaders! Challenges around perception occur as well because, within the UK government, roads policing sits between two authorities, with the Home Office responsible for policing and criminal justice and the Department for Transport holding responsibility for road safety.

Having been privileged for five years to hold the National Police Chief's Council (NPCC) lead for Roads Operations, Intelligence, and Investigations (NRPOI), a pan-UK working group within Chief Constable Jo Shiner's overarching roads policing portfolio, the author was recently asked to reflect on the current challenges and speak to partners and stakeholders at the Road Safety Support National Safer Roads Partnerships Conference. The assigned topic was "Roads Policing,

The Art of the Possible." In considering this, the author expanded the building blocks of his deliberations to not simply consider what is possible, but what is permissible and acceptable within the UK's Peelian model of "policing by consent." Ultimately, this thought process resulted in these four key questions to frame delivering the art of the possible through roads policing:

1. Do we have the MANDATE?
2. Do we have the PUBLIC SUPPORT?
3. Do we have the CAPACITY and CAPABILITY?
4. Do we have the RESOLVE?

### THE CURRENT CONTEXT

In the United Kingdom, since 2010, when the benefits of mandatory seat belt wearing, tougher enforcement of speeding and drunk driving,



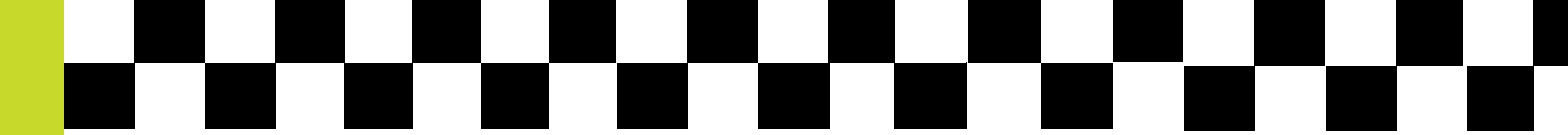
and more effective first response delivered their positive effects on the country's roads, the numbers have plateaued at around 1,700 people killed on UK roads, and some 30,000 seriously injured annually. In real terms, that means every 17 minutes, or by the time one finishes reading this short article, there will have been another killed or seriously injured (KSI) casualty somewhere on a UK road, and it also means that if today is an average day in the United Kingdom, there will be five empty seats around breakfast tables tomorrow that were filled by loved ones today. These heartbreaking statistics are despite the United Kingdom's ranking third out of 33 countries for achieving the lowest number of road fatalities per million population at 25 deaths per million, comparing favorably to the worst performing country in the comparison set (Bulgaria) at 82 per million. A similar

comparison in the United States shows approximately 130 deaths per million, over five times as many as in the United Kingdom, and worse than many countries in the data set with significantly greater socioeconomic challenges. Just think, almost 43,000 people in the United States killed in one year—not in a war or by combating terrorism or from drug cartels, but simply by moving around the roads. It's a sobering thought.

Since 2020, unfortunately, the UK KSI rate has remained stubbornly high, while the seeming indifference to the harm to individuals; communities; and, indeed, the economy seems to prevent the issue being given the focus it deserves. It is extremely difficult to accurately measure the total human and economic cost of those killed and seriously injured on roadways, as some require a lifetime of after-care,

but one estimate by the Towards Zero Foundation recently placed the figure as high as \$43.5 billion to the UK economy.

In this context, then, there is sometimes the paradoxical call for the police to do more to stop this carnage on the roads (paradoxical because those asking for the police to do more really mean "just not to me on my way to work, don't you know I pay your wages..."). In his leadership role, the author often discusses with senior colleagues and the national network whether the roads policing efforts are having the right impact (or indeed any impact) as they work to coordinate a patchwork of 45 territorial police forces across England, Scotland, Wales, and Northern Ireland. There is much that could be, and arguably should be said, in this space. Indeed, the Department for Transport's ongoing Roads



Policing Review, and His Majesty's Inspectorate of Constabulary, Fire and Rescue (HMICFRS) in their inspection of roads policing in the United Kingdom have already said some of what could be said, including looking at a national intelligence function for UK roads and bringing in evidence-based policing methodology to road safety solutions. Those wider discussions are for another time.

## CONSIDERATIONS FOR THE ART OF THE POSSIBLE

For now, the question is “What is the art of the possible?” It is pragmatic to consider what can be done with the current resources and in the current situation. To that end, there are four areas of consideration that may help answer just what is possible.

### Do We Have the Mandate?

As noted, roads policing (indeed the wider road safety topic) is a complex topic in the United Kingdom. There is no other policing portfolio that presides over the same frequency of individual, community, and country harm and yet fails to sustainably position itself as a priority for legislators and policymakers at either the national or local levels. If any other area of policing presided over a constant toll of five deaths per day for decades, there would undoubtedly be calls from many for targeted action, accompanied by the securing and releasing of necessary funding, legislative enhancements, and political and public demonstrations of commitment and support. Yet, on the issue of road safety, there is little, if any, such activity.

There are promising green shoots, however. In 2023, the United Kingdom's Home Office issued an updated Strategic Policing Requirement (SPR). This is the doctrine that sets out for UK police chiefs the strategic direction and the capabilities required to tackle the biggest threats to the United Kingdom. This document, which has existed in various versions since

2012, properly focuses on everything from terrorism and cyberattacks through to public disorder, civil emergencies, and violence against women and girls. In all of that time, the issue of the 1,700 deaths occurring annually on UK roads has never received a mention, but through the efforts of a good many resilient and vocal advocates, the 2023 SPR does highlight roads policing as a cross-cutting capability. Of course, this is very good news and has been welcomed in policing and across the road safety community. The fact that roads policing is now included as a cross-cutting capability alongside other policing “big-hitters” such as specialist firearms capabilities suggests that the NPCC Roads Policing Strategic pillar of “Changing Minds,” is working. If there was any small fly in this particular ointment, however, it would be that the wording describing the capability seems to focus solely on the capability of roads policing as a means to tackle the main strategic threats, with little explicit appreciation included around the need to tackle the preventable deaths and injuries on the roads as a mission in and of itself. Work has already begun with other UK portfolios to demonstrate roads policing's effectiveness as a cross-cutting capability, and it is believed that this work will continue to influence and enhance the perception of roads policing as a specialization across the United Kingdom.

Another area for optimism is that the road safety community is now anticipating an updated National Road Safety Strategy from the Department for Transport in early 2025. This will inevitably bring a renewed national focus on road safety and plans to improve the United Kingdom's record of delivery in this space (in 2010, the United Kingdom was assessed as the second best in the league table mentioned previously, sliding to number three over a decade). It is heartbreaking (and evidence of a need for a renewed focus through a revised national strategy) that, since the

last national strategy in 2011, more than 22,000 people have died on UK roads. The hope is that the revised national strategy, combined with the first SPR inclusion, may permit a more intelligent assessment of what is actually required from policing in a landscape busy with private and third-sector actors—and provide an even greater mandate to define what is possible for roads policing against a backdrop of ever increasing policing requirements and potential future pressures in public spending anticipated by some commentators.

In yet another positive step, local police and crime commissioners have started to include roads policing and road safety as a key pillar in many of their local police and crime plans, a testament to the ever-strengthening relationship between the NPCC portfolio, and the Association of Police and Crime Commissioners.

Bereaved families and survivor groups have also been pushing hard in this space over the last decade, helping to create a more credible mandate with the public and politicians as they approach this from the perspective of those who have been impacted the most. Calls for the United Kingdom to introduce proven, well-evidenced remedies to protect young people on the roads, such as graduated driving licenses, which have been successful in cutting KSI numbers in countries that have adopted them, have been building and gaining momentum and traction with some in government. This and other similar initiatives and research, spearheaded by those affected most, must increase awareness and widen public empathy to help strengthen the mandate.

So, do those in policing then actually have the mandate to do something? In short, yes. Government, inspectorates, commissioners, and other governing bodies have been increasing their voice and, in many cases, their activity around this issue in recent times.



But policing takes place in an extremely complex and competitive operational environment where good intentions can't or don't always manifest as strong operational activity. While positive progress is being made, those in the roads policing arena make no apology that the five deaths witnessed every day drive them to be increasingly impatient for these green shoots to be properly nurtured, fed, and watered, so that the mandate delivers real harm reduction through being matched by activity at every level from the most senior legislators right down to those on the front line.

## Do We Have Public Support?

So having considered the mandate, the next consideration is whether roads policing has public support. This is an interesting question to explore in 2025. The issue of public support for policing as a general theme in the United Kingdom, and indeed globally, has been the subject of much debate, as have public interest and calls in some quarters for defunding linked to high-profile negative events in the last number of years. This has not been helped by the highly publicized criminal behavior of some who work within policing. It is not the job of this article to stray into these wider

issues, other than to acknowledge that they exist and, therefore, any consideration of public support for policing has to be seen within this wider context.

Tackling road safety through policing has been a mixed bag in the United Kingdom. For many, the stereotypical response of "Why don't you go out and catch real criminals?" is something many police officers and enforcement staff on the front line hear when carrying out roads policing operations, and the loss (or perceived loss) of roadside discretion, in part brought about by the automation of speed and other enforcement, has often been cited as removing the human element from policing the roads and undermining the coveted "policing by consent" ethos for which the United Kingdom is renowned. Further evidence of this seems to exist through the much-publicized opposition to the recent introduction of a country-wide 20 mph speed limit in towns in Wales, with vocal opposition and widely circulated memes, such as an altered Welsh national flag with a red snail replacing the dragon. It is difficult to accurately gauge at this early stage the level of support in local communities in Wales for the 20 mph speed limits but the recently published data around its positive impact show real

promise. "Compared with the same period the year before, the number of people killed on the affected roads is down 35 percent, serious injuries are down 14.2 percent, and slight injuries 31 percent." If public support is based on evidence, then this should provide a basis for consent.

It would be easy to take a simplistic view that the vocal element of society speak for the majority, and that road safety enforcement is, as detractors complain, "a money-making machine for government, targeting those who are largely law-abiding and supportive of the police." However, this may not be an accurate view. Antisocial behavior in vehicles and speeding in neighborhoods is widely reported as one of the most common priorities and sources of complaint in police and neighborhood forums. It seems that the complexity of the public support issue may be closer to one of not tolerating offenses in one's own neighborhood, while paradoxically not wanting to be penalized when driving through someone else's. Supporting this view is the exponential increase of online offense reporting in the United Kingdom using dashcam/helmet cam footage, suggesting a real public willingness to identify offenders in the hope of having an appropriate criminal justice outcome. None of



this, of course, is a license for authorities to play into the hands of detractors by encouraging staff to operate in ways that alienate the public or lead to perceptions of unfairness, e.g., the apocryphal activity of hiding behind lampposts to catch taxpayers on their way to work. Enforcement should always be evidence led, community supported, and activity aligned to the areas of high harm. The principles of procedural fairness are at the heart of policing by consent. This is not an excuse to avoid making difficult and unpopular policy decisions on matters of public concern, but it does mean that public policy on enforcement and operational deployments to deliver the same should not be created without sensitivities to public support.

So, does public support exist for roads policing and enforcement?

This is a difficult one to call, but on balance, public support exists, on the conditions that the police exercise the principles of procedural fairness and are *seen* to be working with communities to tackle road harm and not working in isolation and secrecy, potentially giving rise to suspicions that the road safety and enforcement officers are just there to increase revenues for local authorities. Contemporary policing issues

have shown that the support of the public is fragile and should never be taken for granted. It is important that the police continue to work tirelessly to retain this support; after all, Sir Robert Peel admonished us

*to recognize always that the power of the police to fulfill their functions and duties is dependent on public approval of their existence, actions and behavior, and on their ability to secure and maintain public respect.*

## Do We Have the Capacity and Capability?

This question, deliberately designed for a conference audience to be provocative and lead to discussion, is easy to answer on a basic level, and yet, the question belies several layers of complexity. The short answer to the question would seem to be a simple “no.” Policing in the United Kingdom, through the austerity of the recent decade, has meant that, in many areas, growing demand has been at a stark juxtaposition with shrinking workforce numbers. Between 2010 and 2017, police officer numbers in England and Wales fell by 15.8 percent from 144,734 to 121,929, while increased reporting of violent crimes, such as rape, sexual assault, and domestic violence, as well as the increasing volume and

complexity of online crimes has led to challenges for police leaders to be able to effectively deliver all they are asked to deliver. This pressure can be seen in the latest HMICFRS annual *State of Policing* report, which states too many victims of crime are being let down by policing and the criminal justice system. Furthermore, it does not make comfortable reading for police leaders around the basics such as answering and responding to emergency calls and crime investigations. Certainly, in this period of “needs must,” there was a risk of a move toward the apocryphal business maxim of “only what gets measured gets done,” and as noted earlier, little measurement was taking place in the road safety space. Just after the nadir of policing numbers, HMICFRS, in their first ever thematic inspection and report into roads policing, stated “the number of roads policing officers has declined, while their responsibilities for supporting general policing have increased” and observed that, while the funding on all policing functions had fallen by 6.1 percent in this period, expenditure on roads policing had fallen by a staggering 34 percent in real terms. They further observed that, while general police funding and capacity had increased by the time of reporting, they saw



no corresponding evidence of the same trend in the roads policing funding. Reporting on roads policing capacity and capabilities isn't a requirement in the United Kingdom, so it is difficult to gain a proper understanding of just how much has been lost during the austerity period. That said, through the NPCC roads policing portfolio, an annual "Roads Policing Strategic Threat and Risk Assessment" is completed by all 45 UK police forces, and it is clear that the diminution of both capacity and capability is consistently assessed as a high threat across the majority of forces.

On another level, posing a question like this to provoke thought and discussion may elicit a further question: "Whose responsibility is it to keep the roads safe anyway?" While optimism would suggest that it is understood that road safety is everyone's concern, and therefore appreciated as a societal issue out of which society cannot simply "police" its way, but, invariably, as the most public facing of the partners involved in road safety, the question is often levied at policing (even police's blue light colleagues in the Fire and Rescue Service do not attract the same amount of attention or interest in this space, despite many crashes requiring their rescue skills and little, if any, police response). Asking from a policing perspective whether the capacity and capability exists is like diagnosing the effects of disease on a body by looking only at one symptom. Road safety is a systems challenge, and policing is only one element of that system. It is for others, of course, to answer the question from their own perspective as to whether more effective collaboration can deliver the tangible gains in reducing death and injury needed. Nonetheless, there is cause for optimism and encouragement when viewed from across a wider system. The greater use of partnerships and better leveraging of the third and private sectors could not only mitigate any reductions in pure roads policing capability and capacity across the United Kingdom, but, indeed, it

could outstrip any benefit from investment in roads policing alone, providing hope that any challenges around public sector finance and capacity might instead be a catalyst for a more comprehensive systems approach.

So, do we have the capacity and capability?

If considered from a single-strand police-only view, then the answer is a cautious "no," and the promise of a governmental white paper into police reform in 2025 focusing on accountability, community engagement, and crime fighting (without any explicit mention at this point around road safety) is not likely to catalyze police chiefs and commissioners to invest further in the area of road safety. However, when considered against a broader platform of public-, private-, and third-sector abilities, the system as a whole has both the capacity and capability (and indeed the drive for innovation) to deliver needed results in this area.

## Do We Have the Resolve?

This last consideration, pertinent due to the Sisyphean nature of road safety work in a country with, currently, 41.5 million vehicles on the roads is something of a challenge. The context set out in the previous parts of this article could very well evoke an attitude of "well then, why bother?" Or it could, as is hoped and intended, provide a realistic, unvarnished assessment of the landscape, shake away any complacency, and catalyze greater commitment and activity. In the United Kingdom, the 1,700 deaths annually are a constant reminder that, no matter how difficult the task seems; no matter how little traction efforts are getting with legislators, policymakers, and the public; and no matter how many other priorities seem insistent on diverting attention from the issue, it's essential to stay the course. Statistics don't galvanize activity and provide the fuel for greater efforts, but the individuals behind those statistics—their families, communities, and those

broken for life through survivable, but life-changing injuries—do. Would it be easier to jump on the latest policing trend, following the money, momentum, and esteem of some shiny new portfolio? Of course, it would be, but roads policing officials are not involved in this work because it is easy. Roads policing is not considered by many to be an overly attractive area of policing; it is not normally considered a quick path to acclaim, seniority, or plaudits, but for those with whom roads policing officers speak on a regular basis, touched and sometimes broken by the harm caused every day, it is a very worthwhile cause.

The author meets with road safety professionals, volunteers, and service personnel on a regular basis and is always touched by how deeply they care. But more than this, he has been privileged to meet with bereaved and surviving family members across the United Kingdom. They are an unbelievably resolute and determined group. They appear undeterred by the seeming mountain that needs to be climbed. They have the resolve in buckets, and little-by-little, they are changing minds and making a difference in the United Kingdom. The least they can expect from those fortunate enough to be privileged to hold senior positions is a resolve that is at least as strong as theirs. ♡

### IACP RESOURCES

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# Curbing the Threat of **DISTRACTED** **DRIVING**

What Police Agencies  
Need to Know

BY

Robyn D. Robertson, Karen Bowman,  
and Carl Wicklund, Traffic Injury  
Research Foundation, USA, Inc.

**A DRAMATIC INCREASE IN ROAD DEATHS REPORTED IN 2021, SHOWING ALMOST 43,000 PEOPLE KILLED ON U.S. HIGHWAYS, REVEALED HOW EASILY PROGRESS IN MAKING ROADS SAFER CAN BE LOST. THIS 10 PERCENT INCREASE IN TRAFFIC-RELATED DEATHS OVER THE PRECEDING YEAR WAS A WAKE-UP CALL FOR GOVERNMENTS, FRONTLINE PROFESSIONALS, STAKEHOLDERS, AND ADVOCATES. ALTHOUGH THE NUMBER OF DEATHS BEGAN TO DECLINE AGAIN IN THE LAST HALF OF 2022, A RENEWED FOCUS ON PREVENTION SUPPORTED BY ENFORCEMENT IS PARAMOUNT TO REGAINING LOST GROUND.**

Moreover, while it has long been recognized that speed, impairment, and nonuse of seat belts remain the leading contributing factors to road crashes, new evidence from the National Highway Traffic Safety Administration (NHTSA) suggests distraction, although widely acknowledged to be underreported in road crashes, also plays a significant role in fatalities.

As a consequence, dozens of organizations representing government, industries, academia, educators, non-profits, and advocacy organizations concerned about distracted driving came together to form the National Distracted Driving Coalition under the stewardship of the National Transportation Safety Board and chaired by the Traffic Injury Research Foundation (TIRF).

The coalition established a National Action Plan to move the needle on distracted driving.

## Distraction-Related Fatal Collisions in Canada | 2000-2021

Steve Brown, Ward G.M. Vanlaar & Robyn D. Robertson  
May 2024



TRAFFIC INJURY RESEARCH FOUNDATION

### KEY FINDINGS

The number of road deaths in Canada that were distraction-related declined to 359 in 2021 from 458 in 2000 according to the *Traffic Injury Research Foundation's (TIRF) National Fatality Database*. In contrast, there has been a general upward trend in the percentage of motor vehicle fatalities involving a distracted driver since 2000.

Among drivers who were fatally injured between 2017 and 2021:

- the percentage of fatalities that were distraction-related increased to 28.8% in 2021 from 19.1% in 2000
- both drivers aged 16-19 and those 65 and older in fatal crashes had higher rates of distraction than all other age groups
- fatally injured drivers of commercial vehicles, particularly those operating heavy trucks and tractor-trailers, were more often distracted than fatally injured automobile drivers or motorcyclists

DISTRACTION-RELATED FATAL COLLISIONS | 2000-2021 1

## PREVALENCE OF DISTRACTED DRIVING

There is growing evidence and recognition that distracted driving plays a much greater role in road deaths than previously believed. According to NHTSA, in 2020, there were 3,142 deaths and an estimated additional 324,652 people injured on U.S. roadways as a result of distracted driving. Of concern, 8 percent of fatal crashes, 14 percent of injury crashes, and 13 percent of vehicle collisions in 2020 that were reported to the police involved distraction as a contributing factor.

A NHTSA report published in 2023, entitled *The Economic and Societal Impact of Motor Vehicle Crashes*, reexamined 2019 crash data using a validated imputation model that compensated for underreporting of distracted driving. With this model, NHTSA estimated distracted driving was a contributing factor in 12,405 traffic deaths, or 28 percent of all traffic deaths in the United States in 2019, costing society \$158 billion.

The prevalence of distracted driving is not unique to the United States. This road safety risk has been recognized in several countries around the world as a leading contributor to road crashes. According to the TIRF National Fatality Database in Canada, based on data collected from medical examiners and coroners across the country, in 2021,

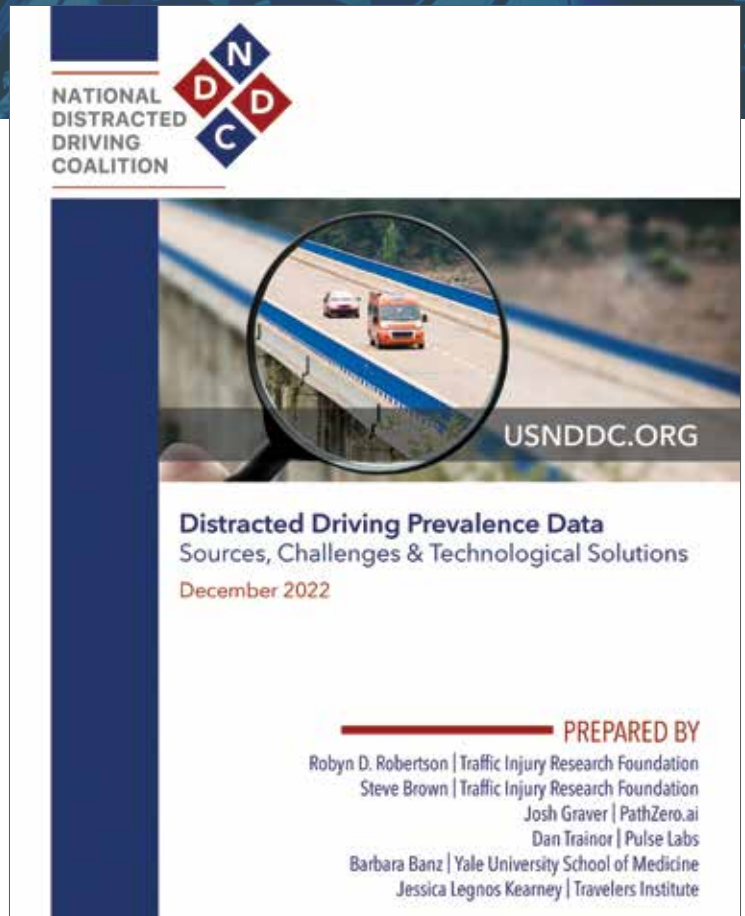
*Distraction driving has become a serious road safety risk around the globe.*

there were 359 fatalities in which at least one driver was distracted, making it a contributing factor in more than one in four (28.8 percent) road fatalities.

An examination of self-reported data further underscores the magnitude of the problem and makes clear why this issue warrants attention. In 2023, an international E-Survey of Road Users' Attitudes (ESRA 3) examining distraction on the road was fielded in 39 countries, including the United States and Canada. Survey respondents from Canada, Europe, and the United States reported disquieting rates of talking on a handheld phone and sending messages or checking social media or the news while driving in the past 30 days. Results revealed one in five Canadians (20.5 percent) reported talking on a handheld phone while driving at least once during the past 30 days. Even larger proportions were reported in Europe (22.2 percent) and in the United States, where 25.6 percent of respondents (one in five) said they had talked on a handheld phone while driving. Slightly less than one-quarter (23 percent) of Canadians and Europeans had read a message or checked social media or news at least once while driving within the last 12 months; a slightly larger proportion (31.5 percent) was reported in the United States. The prevalence of hands-free usage was even higher at almost 40 percent in the United States and 46 percent in Canada. These self-reported indicators make it clear that distracted driving is quite prevalent in all three regions, posing considerable risk on the road.

## ENFORCEMENT OF DISTRACTED DRIVING LAWS

In response to growing concern about distracted driving, the legal landscape has changed dramatically.



Self-reported data suggest distracted driving is prevalent across Canada, Europe, and the United States.

More than 20 years after the first law targeting mobile communication devices took effect in New York in 2001, a majority of U.S. jurisdictions has implemented some variation of a distracted driving law. Yet, the scope and features of these laws vary widely, and the recognition evident in corresponding laws and consequences has neither been universal nor demonstrated the

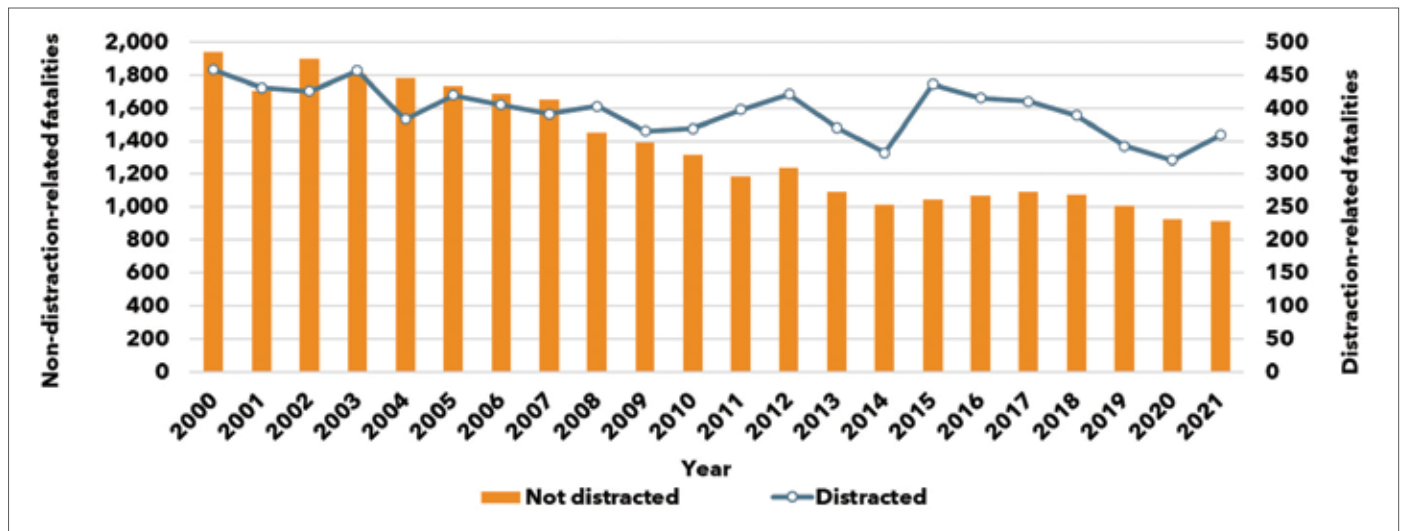


FIGURE 1. Canadian Fatalities Related to Distracted Driving

# DON'T DRIVE DISTRACTED

**Distracted Driving is any activity that could divert a person's attention away from the primary task of driving. All distractions endanger driver, passenger, and bystander safety.**



**These types of distractions include:**



**#PASafety #PATrafficLaw**

*In Pennsylvania, in 2023, the Department of Transportation reported distracted driving was a factor in 11,262 crashes.*

same level of gravity. As of April 2024, laws in the United States included the following:

- Texting while driving is banned for all drivers in 49 states (except Montana) and the District of Columbia.
- Handheld phone conversations while driving are banned in 28 states and the District of Columbia.
- Handheld phone conversations while driving are banned in specific situations (e.g., school zones) or among specific populations (e.g., young drivers with a learner's permit) in another 9 states.
- Laws banning holding a phone while driving have been passed in 14 states (Alabama, Arizona, Georgia, Hawaii, Indiana, Massachusetts, Michigan, Missouri, Oregon, Tennessee, Virginia, Vermont, Washington, and West Virginia).

Notably, these laws differ substantially with respect to their scope and ease of enforcement. Distraction-related offenses are notoriously difficult for police officers to detect with sufficient evidence to sustain a charge or obtain a conviction. Unlike impairment, speed, and nonuse of seat belts, distraction is neither easily observed nor specifically measured. Hence, distracted driving is underreported, and its role in fatal crashes is underestimated. Even still, available data suggest cause for concern. In Pennsylvania, in 2023, the Department of Transportation reported distracted driving was a factor in 11,262 crashes, more than 50 of which involved fatalities, surpassing 8,330 alcohol-related crashes.

In particular, underestimates of the problem exist because not all crashes are reported to police, there are wide variations in the details and distraction types collected in police reports, and surviving drivers in crashes are unlikely to admit distraction while those who are killed in crashes cannot. The end result is

that existing data suffer from critical gaps that impede decision-making in terms of the relative priority of the problem, the allocation of resources required, and the identification of effective prevention strategies.

Specific wording in legislation also has important implications for the ability of officers to enforce laws. A study from the Insurance Institute for Highway Safety (IIHS) revealed the way laws addressed distracted driving behaviors and how the laws were enforced affected crash outcomes. It noted that laws allowing officers to initiate traffic stops and issue citations when observing a violation (primary enforcement law) produced larger crash reductions than secondary laws, which required drivers to commit some other primary offense (e.g., speeding, reckless driving) before a citation for an offense like texting could be issued. It further reported that laws banning all cell-phone use typically produced larger crash reductions than legislation banning texting only.

At the same time, tremendous advances in cellphone technology have meant these devices are today capable of a much more extensive array of features, applications, and tools. As a consequence, it has been necessary for legislation to evolve simply to keep pace with the ever-expanding range of distracting behaviors made possible by modern smartphones.

The 2022 IIHS study investigated laws that prohibited holding or using a phone or electronic communication device while in the driver's seat in a vehicle on a public road. Specifically, it examined monthly rear-end crash rates in California, Oregon, and Washington from 2015 to 2019 and compared results to two comparable control states (Colorado and Idaho), which had implemented texting bans. The expanded law in the three experimental states added language in 2017 specifying only



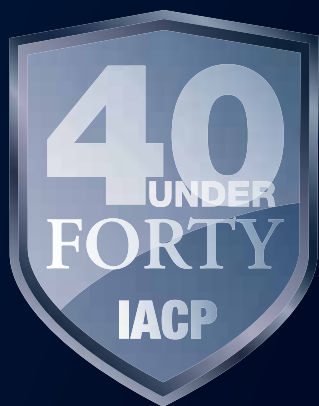
hands-free interactions or those requiring minimal input were acceptable uses of a cellphone while driving. In particular, Oregon and Washington explicitly banned holding a cellphone while driving as well as when stopped at an intersection or in traffic, whereas the law in California was less precise.

In the analysis, results were adjusted for unemployment, vehicle miles traveled, and the legalization of recreational cannabis. It revealed that monthly crash rates per 100,000 people declined substantially in Oregon and Washington after the law was adopted; however, such gains were not evident in California. In addition, monthly crash rates decreased 9 percent in Oregon and 11 percent in Washington compared to control jurisdictions. The fine amounts imposed may have played a role in the extent of the declines in crashes achieved since costs to drivers were substantially higher in Oregon and Washington compared to California. Convictions also increased following the new law despite a previous declining trend. In Oregon, convictions increased 15 percent in 2018 and 27 percent in 2019, while in Washington increases were 74 percent and 11 percent, respectively.

Convictions also rose for two consecutive years in California (19 percent; 20 percent) but fell slightly in the third year.

A main takeaway from this study was the importance of laws being crafted with clear, straightforward language banning any handheld use of a phone while driving. A ban on touching or holding the phone also sends a clear message to drivers, perhaps increasing compliance. It may also increase confidence in officers to issue tickets by making behaviors more observable, clearcut, and easier to identify and, thereby, less likely to be dismissed in court.

There have since been other examples of success demonstrating that well-crafted laws can facilitate their enforcement. Tennessee enacted a hands-free law on July 1, 2019, that made it illegal for drivers to operate a motor vehicle while holding or supporting a cellphone or mobile device with any part of their body. As of May 2024, more than 61,000 citations were issued to drivers by the Tennessee Highway Patrol. More recently, in October 2023, Ohio enacted a primary offense law that made it illegal for drivers to use or hold a cellphone or



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electronic device in their hand, on their lap, or other parts of the body while driving (Section 4511.204 of the Ohio Revised Code). The Ohio Department of Public Safety credited this revised law with an 11.6 percent decrease in crashes and 19.4 percent

decrease in fatalities. Since its enactment, state troopers issued over 25,000 tickets for distracted driving, representing a 263 percent increase over the previous year.

## TOOLS TO ENHANCE ENFORCEMENT

Alone, a well-crafted law is insufficient to reduce distracted driving. As with most laws, the introduction of most distracted driving laws is followed by campaigns sharing information about the new law, facts about penalties, and intensive enforcement initiatives that are typically followed by behavior changes among at least some drivers. However, months after a law is enacted, tickets are issued, and what was once novel is no longer newsworthy, risky behaviors start to reemerge, notably among those most persistent in their beliefs and attitudes. The good news is that there are tools for police agencies to overcome this complacency.

**Workplace policies and training.** First, the implementation of workplace safety policies and training that identify risks and mitigation strategies for police officers can help increase awareness about how distractions create risks and the magnitude of them. Workplace policies and training are critical to sustain momentum and ensure police officers recognize the risks posed by distracted driving and are able to keep themselves safe as well as encourage civilian drivers to make smart choices on the road. Patrol cars have a wide array of technologies, computers, and communication tools that have the potential to make police officers some of the most distracted drivers on the road. Orientation to workplace safety policies to reduce distraction on the road can have the secondary benefit of increasing awareness among officers about how drivers, even those specially trained like them, can lose their focus behind the wheel and become involved in a crash. In other words, this knowledge is transferable and can help officers recognize the risks distracted drivers create on the roads and underscore why even minor secondary tasks perceived to be harmless are, in fact, not harmless.

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Humans can only attend to **ONE TASK AT A TIME.**

The **BRAIN POWER** required to perform non-driving tasks, including hands-free devices, takes away **BRAIN POWER NEEDED to DRIVE SAFELY.**

**HANDS-FREE ≠ RISK-FREE**

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Sources: [www.DropItAndDrive.com](http://www.DropItAndDrive.com) & [www.tirf.ca](http://www.tirf.ca) ISBN: 978-1-988945-86-6 Copyright © Sept 2019

Even laws banning handheld cellphone use don't fully address the risks of distracted driving.



In addition, anecdotal evidence from officers in Canada suggests one of the reasons officers may be reluctant to issue distracted driving violations, particularly as costs and consequences increase, is that they recognize they too are distracted on the road. Some may experience internal conflict from citing others for behaviors they engage in themselves. As such, illustrating the risks through workplace policies can not only make officers safer but also increase their motivation to enforce these laws.

The Tennessee Department of Safety and Homeland Security and agencies in other states, including Florida, New York, and Washington, have implemented policies regarding the use of patrol vehicle communication devices. These policies prohibit the use of cellphones while driving unless it is hands-free with exigent circumstances and the use of state-owned devices for personal business. Also, Tennessee cadets learn about distracted driving as part of emergency vehicle operations and defensive driving training, learning how distraction affects the brain, perception-reaction time, and crash risk. The role of distraction in police-involved collisions and the prevalence of such crashes are also shared.

As such, it is critical that all police agencies establish policies and provide initial and ongoing training with regular reminders about officer distractions to both protect officers and make a compelling case for enforcing distracted driving laws on the road.

**Technologies to detect and prevent distracted driving.** New tools to automate distracted driving enforcement are also increasingly available, which can help police agencies increase their efficiency and effectiveness. Despite evidence that automated enforcement is effective for speeding and red lights, it is also controversial, with opponents citing concerns about privacy and the equity of enforcement. However, the use of automated enforcement strategies has been reinvigorated in recent years, and declines in officer recruitment combined with large-scale retirements and an ever-expanding array of demands for services may create new opportunities to leverage the potential of automated enforcement technologies and also enhance officer safety.

In particular, automated cameras have considerable potential to augment distracted driving enforcement. Within the past few years, several transportation agencies globally have deployed roadside smart cameras that can detect distracted drivers holding cellphones and other electronic devices. These systems can operate and detect distracted drivers in traffic moving at highway speeds during day and night conditions. Cameras can be mounted in multiple fixed or mobile locations: on an overpass, gantry, pole, or mobile roadside trailer. They use advances in computerized



## EXAMINING AUTOMATED SPEED ENFORCEMENT PROGRAMS IN CANADA

September 2024



TRAFFIC INJURY RESEARCH FOUNDATION

*Automated cameras have considerable potential to augment distracted driving enforcement.*

image processing technology to automatically identify handheld phone use. These systems are also built with extensive privacy controls and utilize encryption and data minimization strategies to protect collected data. In essence, prevalence data can be measured and fully anonymized. For example, measuring handheld cellphone prevalence does not require identifying drivers or vehicles or retaining data related to specific vehicles.

Deployment of these types of systems has been reported in Australia, the Netherlands, and Abu Dhabi, with demonstrations and trials reported in several other locations including the United States and the United Kingdom. This technology presents an important new source of real-world data on distracted driving involving cellphone use across the full set of vehicles and drivers on the roadway. Reports from existing deployments show excellent performance and accuracy in identifying distracted drivers and improving data collection.

Cameras specifically designed to detect drivers using mobile phones and to capture high-resolution, photographic evidence, can be placed in high-crash areas and have been a successful enforcement and prevention solution in the United Kingdom and Australia. Some cameras are also now being tested



## DISTRACTED DRIVING POLICY A CRIMINAL JUSTICE PERSPECTIVE ON PENALTIES

Robyn D. Robertson, Hannah Barrett & Devon Valentine, December 2023



Distracted driving legislation was first introduced in Canada in 2008. Due to its growing role as a contributing factor in fatal crashes, in the past decade this issue has emerged as a top road safety priority. For this reason, distracted driving has been the focus of escalating penalties and policies to curb this risky behaviour on Canadian roads in more recent years. Indeed, many jurisdictions in Canada have increased distracted driving penalties since 2014 and this has been, in part, due to a lack of alternative effective distracted driving countermeasures.

However, it is important to acknowledge the limitations of relying solely on this traditional approach as a solution to this pervasive problem. While harsh penalties may have an intuitive appeal to discourage would-be violators, the truth is harsher penalties are most effective at changing behaviour among those individuals who are least invested in it. In other words, penalties are more likely to deter persons who are largely pro-social and who drive distracted more due to a lack of awareness than a firm belief they are capable of doing so. Conversely, significant penalties alone are less effective at changing the behaviour of those more persistent in it because it is convenient, or they do not perceive themselves to be part of the problem.



This raises an important question about the path forward to deal with distracted drivers and the strategies needed to deter violators and reduce road deaths and injuries. To answer this question, this fact sheet describes the prevalence and recent trends in distracted driving on Canadian roads and examines changes in distracted driving penalties. It also explores the potential impact of escalating penalties on society and human behaviour using the proportionality principle. The potential of alternative strategies such as well-designed awareness and

education programs to help shift attitudes and behaviours is explored along with the potential of harnessing social norms.

### How big is the distracted driving problem?

According to TIRF's National Fatality Database, distracted driving was a factor in 24% of motor vehicle fatalities in Canada in 2020. Among fatally injured distracted drivers 75.2% were male compared to 24.2% female. Drivers aged 25-34

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*In response to growing concerns about distracted driving, the legal landscape has changed dramatically.*

in U.S. jurisdictions, including North Carolina, where the North Carolina Highway Patrol are using them to enforce no-touch policies for commercial truck drivers.

Another camera solution being piloted by law enforcement in Halton, Ontario, and elsewhere is side-mounted cameras on police cruisers that enable officers to pull alongside distracted drivers and record images without the officer needing to take their eyes off the road. These cameras do not rely on special features such as infrared or zoom to enhance what officers could otherwise observe with their naked eye, and this has mitigated at least some privacy concerns.

While the use of distracted driving cameras is still in its infancy, this technology offers alternatives to police agencies that enable them to prioritize distracted driving enforcement without requiring increased personnel and the use of overtime. It also helps to protect officers who place themselves in harm's way to enforce traffic laws. While the use of automated enforcement

remains contentious in many jurisdictions, this technology has tremendous potential to enable police agencies to focus their attention and skills on other competing priorities. Further, it can bring consistency to traffic enforcement, which is essential both to sustain the deterrent effect of laws and to reduce potential bias in traffic enforcement.

Police agencies are also developing innovative strategies to detect distracted drivers in the form of unique vehicles. Minnesota has deployed solid black, high-riding pickups with hidden red and blue lights and four cameras to record evidence of violations of Minnesota's hands-free law. The high-riding vehicles also allow officers to see into the vehicle and see the driver's lap. The trucks have monitors so that a second officer can be dedicated to observing, ticketing, and documenting. The success of this effort has convinced the Minnesota Office of Traffic Safety to provide grant funding to expand the effort to several more police and sheriff departments.

Using a different approach with support from the Tennessee Highway Safety Office, the Tennessee Highway Patrol has been using a public transit bus to go undercover and detect distracted drivers. While driving on roadways, troopers riding in the bus can identify and report drivers who are using a cellphone or not wearing a seat belt to patrol cars. This solution has not only increased enforcement of a hands-free law, but, by its very presence, it serves as a deterrent. Additionally, they have invited other local police agencies to ride along and observe. The Tennessee Highway Patrol also has a clearly marked police bus that it uses for enforcement. During the past seven years, several other police agencies have joined this initiative to create a statewide presence for distracted driving enforcement.

## LEADERSHIP FOR DISTRACTED DRIVING ENFORCEMENT

Although police agencies across the United States are facing immense challenges, leadership for traffic enforcement remains paramount. A 2018 report revealed that, statistically, most police-civilian encounters were initiated by some type of traffic stop. This means that these interactions have the power to shape public perceptions of police officers daily. Every traffic stop is an opportunity to demonstrate integrity, credibility, and the fairness with which officers protect and serve communities.



Today, police officers are expected to serve as the last line of defense against known and emerging social problems, even before they are understood. But a series of high-profile negative police encounters or uses of force have placed policing under a microscope, bringing intense scrutiny. The corresponding negative publicity and public condemnation resulted in calls for curbing what was viewed as enforcement overreach. This has since prompted major reviews of policing practices and powers and resulted in calls for the reshaping and reallocation of police services. As a consequence, agencies across the United States have reported that recruitment has hit an all-time low, with many agencies struggling to fully staff shifts and assignments.

These challenges were further amplified by the COVID-19 pandemic protocols. A survey of 194 police departments produced by the Police Executive Research Forum (2021) revealed that between April 1, 2020, and March 31, 2021, retirements and resignations increased by 45 percent and 18 percent respectively. Physical distancing mandates also led to dramatic declines in traffic stops. High-visibility enforcement campaigns were either shelved or greatly reduced, while scheduled enforcement training was canceled or reconstituted virtually without evidence of effectiveness. In fact, the second wave of an International Association of Chiefs of Police (IACP) survey of enforcement agencies revealed over half (53 percent) of more than 1,000 responding agencies formally limited self-initiated or proactive enforcement of traffic and pedestrian stops in both March and May 2020.

While the confluence of these events has had a tremendous negative impact on the use of traffic stops, the implications of declining enforcement are evident in the dramatic increases in road fatalities reported in the past five years and described herein. When drivers have a strong perception of a real likelihood of being detected, they are deterred from engaging in distracted driving

behaviors. The unfortunate reality is that the absence of a visible enforcement presence in the community unintentionally elicits risk-taking on the roads. This was abundantly evident in the wake of the pandemic when the United States experienced substantial increases in road deaths.

So, critical questions facing many police agencies are how to reinstate traffic enforcement as a continuing priority, and how to create a focus on distracted driving in the same way that impaired driving and speeding are prioritized. It is paramount that police agencies consider and utilize available data sources effectively within the context of underreporting of distraction when assigning priorities to traffic enforcement. Equal considerations should be given to the level of visible presence of enforcement on roadways to ensure enforcement initiatives effectively deter drivers from risky behaviors and to publishing results of enforcement initiatives. At the same time, these initiatives have the potential to reshape public perceptions of policing, one stop at a time.

Other opportunities to maximize distracted driving enforcement include implementing workplace safety training and policies to increase awareness about risks among officers. This can also help motivate officers to enforce these laws. Finally, the changing landscape of policing combined with mounting pressures to increase effectiveness and reduce road fatalities can build a compelling case for the consideration of automated enforcement strategies. ☺

#### IACP RESOURCES

- Distracted Driving Toolkit  
**theIACP.org**
- Law Enforcement's Role in Distracted Driving
- Highway Safety Initiatives: The War on Distracted Driving

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

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# DRIVE WITHOUT ALCOHOL

## 20 Years of Saving Lives in Mexico City



BY  
Delia A. Ruelas Valdés, Senior  
Consultant, CSV Mexico

**MEXICO, LIKE MANY DEVELOPING NATIONS, FACES SIGNIFICANT CHALLENGES IN TERMS OF ROAD SAFETY. EVERY YEAR, THOUSANDS OF PEOPLE LOSE THEIR LIVES OR ARE SERIOUSLY INJURED IN TRAFFIC CRASHES. MEXICO CITY (CDMX), BEING THE HEART AND EPICENTER OF MEXICO, IS NO STRANGER TO THIS PROBLEM. THE STREETS AND AVENUES OF THE CAPITAL CITY DAILY BECOME THE SCENE OF TRAFFIC EVENTS THAT, IN SOME CASES, HAVE FATAL CONSEQUENCES.**

A worrying factor in these crashes is the combination of alcohol and driving. This situation not only represents a risk for the drivers and passengers involved, but also for pedestrians and other road users, so it is necessary to have actions to control this risk factor.

Among the actions, based on scientific evidence, recommended for implementation are the establishment of limits on legal blood alcohol concentration levels (by type of driver, novices/young people), the application of random tests, and checkpoints, among others. The risk mitigation actions must be accompanied by deterrence campaigns for maximum effectiveness.

In addition, it is essential to have accurate statistical data that allow

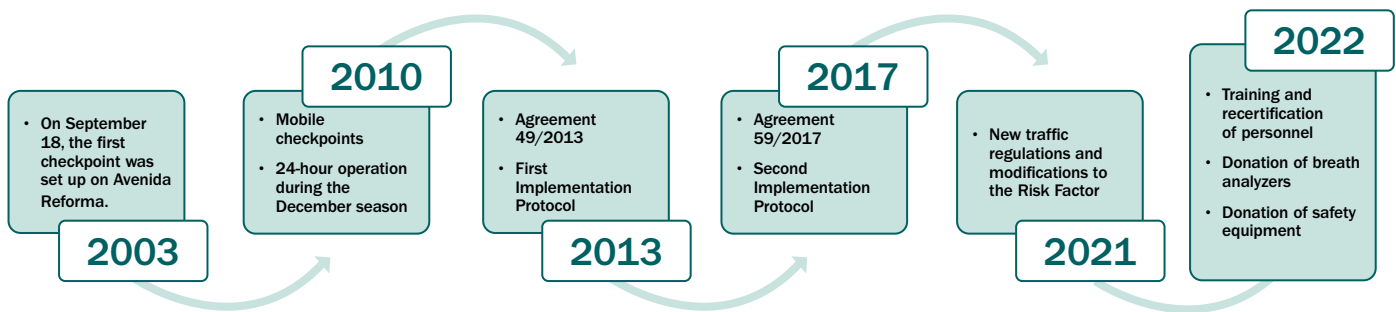
authorities and society in general to make informed decisions and develop effective strategies to reduce the fatalities and injuries associated with these events.

Mexico City has faced this situation for several decades and has been concerned with the implementation of evidence-based solutions, so it implemented the Drive Without Alcohol Program in 2003 through the Secretariat of Citizen Security (SSC), and within the framework of its legal attributions, a strategy was developed to reduce traffic incidents related to driving and alcohol. The CDMX Drive Without Alcohol Program was created by a recommendation from former New York Mayor Rudolph Giuliani as part of the comprehensive security

strategy. In the 20 years since its birth, this initiative has become a benchmark in preventative actions implemented by the authority.

As the Drive Without Alcohol Program has progressed, it has been accompanied by information dissemination and awareness campaigns designed to ensure the public knows the risks of alcohol consumption and driving and the measures implemented by the authority, in an effort to discourage risky behaviors.

Over the last two decades, Drive Without Alcohol has collaborated with other sectors of the public administration, as well as different actors from civil society and private initiatives to carry out multidisciplinary work.



**FIGURE 1.** Relevant actions of the Drive Without Alcohol Program in 20 years.

Among these collaborative efforts, the program has worked with the Bloomberg Foundation within the framework of the Global Road Safety Initiative, through the International Association of Chiefs of Police (IACP), which strengthened the comprehensive strategy by developing a continuous training program that contributes to the professionalization of police; ensuring the renewal of breath analyzers (known as breathalyzers), which

is the primary tool for carrying out random breath tests on drivers; and donating safety equipment for the members of the program. This is the result of collaborative and advisory work between the authorities of the Undersecretariat of Citizen Participation and Crime Prevention of the SSC and the IACP.

This has a direct benefit for the public, since the equipment used to carry

out alcohol detection tests is certified by international organizations, which gives certainty and transparency to the procedures. It is worth mentioning that the Drive Without Alcohol Program has also benefited directly by having technological equipment renewed and advancing professionalization issues, which allows it to continue to be a benchmark in Mexico in the prevention of alcohol-related traffic events.



## DRIVE WITHOUT ALCOHOL PROGRAM OVERVIEW

The Drive Without Alcohol Program is grounded in three main areas of focus:

1. Prevention
2. Sustainability
3. Information

### 1. Prevention

The aim of the checkpoints is to prevent road accidents related to driving and alcohol by deterring risky behavior. Therefore, the penalty for a driver who exceeds the concentration of alcohol established in the Traffic Regulations of Mexico City is administrative arrest.

One of the biggest challenges that the program has faced is to avoid the imposition of economic sanctions, which is why the legal consequence, if detected by the authority, is an administrative sanction that prevents the driver from putting his life and that of the rest of the road users at risk.

### 2. Sustainability of surveillance actions

From the first day of its implementation, no operations have been suspended. This has allowed society to be aware that, in the event risky behavior is

assumed, the probability of being detected in a review is high to very high.

### 3. Information

The authorities have developed strategies for communication and dissemination of results, which allow the public to know the impact and benefits of the actions implemented by the authority.

## Program Structure

The Drive Without Alcohol Program is multidisciplinary and multisectoral, which has led it to be called highly effective among public critics. There are seven key elements that comprise the core of the program.

### 1. Comprehensive legal framework

The existence of a legal framework that supports the implementation of such a program has been essential. It includes regulations for the installation of checkpoints, the performance of alcohol detection tests, and the application of a penalty, which has been the basis for obtaining the results of the program.

Over the last few years, changes have been made to the Traffic Regulations of Mexico City, which has strengthened the operation of the program, such as the modification to the regulations, in 2021, which established that, in

order to release a car from the vehicle deposit, the sanctioned driver must present the official document that guarantees that they complied with the hours of administrative arrest imposed by the judge.

This measure sought to discourage the so-called *amparos*, a legal measure by which a sanctioned driver is momentarily freed from complying with the imposed hours of arrest.

### 2. Institutional support

From its inception, the Drive Without Alcohol Program was characterized by the rigorous application of the law to all people equally. The consequences of driving with alcohol concentrations above those allowed have led to public figures, politicians, and the general public being sanctioned equally. This would not be possible without the support of the highest-level authorities in Mexico City.

It should be noted that the program is also recognized in the Traffic Regulations of Mexico City and has an action protocol for the authority.

### 3. Multidisciplinary team

The Drive Without Alcohol Program is characterized by being made up of a multidisciplinary team which has



At first, people did not accept the program. Many citizens were not used to the checks; it took about five years for people to normalize going through a breathalyzer point [commonly used name for checkpoints]. There are still people who disagree.

—Erik Guzmán, Drive Without Alcohol Program

What have I heard about the Drive Without Alcohol Program? Well, I have seen it on several avenues, but I have not had to pass because I do not drive, but my friends have gone to the Torito [Center for Administrative Sanctions, where sanctioned drivers comply with the hours imposed on them by a judge].

—Jimena Sanchez, resident, Mexico City.

A principle of the highest-level authorities in the Ministry of Citizen Security is that there are no exceptions, there are no distinctions in the application of the law. Any citizen who exceeds the level of alcohol will be subject to the corresponding penalty.

—Wilfredo Lescas Morga, Drive Without Alcohol Program

allowed it to have experts who contribute in the development of strategies designed to achieve effective results.

It should be noted that one of the most significant achievements of the program is to have the presence of the judges who determine the consequence immediately.

#### 4. Checkpoints

The authorities analyze the data and available information to select safe locations to implement the checkpoints, emphasizing areas with a greater influx of activities; areas with the highest rates of traffic crashes; and areas requested by citizen petitions.

#### 5. Random breathalyzer tests

According to scientific evidence, breathalyzer tests should be random, since it is this characteristic that produces the effect of deterrence. The aim is for the driver to perceive that they have a high probability of being detected, as mentioned previously.

#### 6. Use of technology

A fundamental aspect of legitimacy is the mechanisms offered to assure the public that their blood alcohol concentration is measured using cutting-edge technology that adheres to national and international quality standards.

#### 7. Police professionalization

Over the last few years, the Drive Without Alcohol Program has stood out for having specialized components for the performance of its actions, which is why it has a continuous training and certification program in various topics:

- Knowledge and management of the technology used in the program
- Effects of alcohol on the human body
- Human rights
- Implementation of checkpoints

The team is made up of approximately 300 individuals (including officials, administrative personnel, and police), each of whom are trained in prevention, road safety, and mobility issues. This team has been characterized by its commitment, professionalism, and comprehensive training.

In November 2023, the IACP hosted the Standardized Field Sobriety Testing training in Mexico City. The three-day training covered the following topics:

- Alcohol detection and general deterrence
- The legal environment
- Overview of alcohol screening, note-taking, and testimony
- Vehicles in motion
- Personal contact

- Pre-arrest evaluation
- Concepts and principles of standardized field sobriety tests
- Demonstrations and practice
- Processing and legal procedures

Twenty-one members of the Drive Without Alcohol Program participated in this training with the aim of strengthening their skills for the detection not only of alcohol but also of other drugs causing driver impairment. It is worth mentioning that the training was divided into a theoretical part and a practical part. In the practical part, the attendees put into practice the information previously acquired, as well as their experience implementing breathalyzer control points.

Among the topics addressed in the training was the identification of prevention as the definitive solution to deter driving under the influence of alcohol and other drugs. The discussion in the group of attendees focused on the importance of general deterrence, seen as the possibility of being detected by the authority. In this scenario, checkpoints and law enforcement are the mechanisms for developing driver deterrence.

In the practical part, different exercises were carried out using techniques based on scientific evidence for the detection of alcohol in a driver (e.g., nystagmus, walk

The truth is that we identify when there is a breathalyzer, we know that there is no other way, we will have to go through there. The truth is that I agree with what the police do.

—David Martínez, resident, Mexico City

Over the years, we have designed strategies to be able to limit drivers from being able to avoid being filtered through the checkpoint, so we close the possible routes where they can flee. This has allowed citizens to be aware that they have a very high probability of being detected for drinking and driving.

—Paloma Estrada, Drive Without Alcohol Program

The update of the breathalyzer equipment donated by the IACP has made a difference in terms of the speed and accuracy of the tests carried out at the checkpoints. This generates confidence in the program for the hosts.

—Wilfrido Lescas Morga, Drive Without Alcohol Program





**TABLE 1.** Quantitative Outcomes of Drive Without Alcohol.

**21 Years (2003–2024)**

Days	10,831
Checkpoints	71,497
Interviews and qualitative tests	20,318,248
Number of quantitative tests	2,359,405
Number of drivers sanctioned	263,648
Number of vehicles sent to the depot	186,041

Source: Drive Without Alcohol Program, October 2024.

and turn test, stand on one leg). It should be noted that Mexico City regulations establish that the detection of alcohol in drivers is carried out through breath or blood alcohol tests.

This type of training contributes not only to the development of technical and scientific capacities among the attendees but also promotes the possible next steps that must be considered for the reinforcement of current programs, such as the following:

**1. Security of the checkpoints:** A fundamental point for the implementation of the checkpoints is the safety of participants and users, ranging from the selection of the location to

the emergency protocols that have been developed in the event of a risk situation.

In addition, visibility is a priority aspect, so there is equipment that allows citizens to identify the checkpoints.

**2. Penalties:** Drivers who exceed the permitted limit established in current traffic regulations are subject to an unchangeable administrative arrest of 20 to 36 hours, transfer of the vehicle to the vehicle deposit, and loss of points on their driver's license.

**3. Education:** The program seeks to help prevent risky behaviors and raise awareness among the population about the risks of driving under the influence of alcohol through awareness campaigns and road safety education that are carried out continuously.

The program is comprehensive and has the ability to be adapted to specific situations. For example, during the COVID-19 pandemic, the program team designed a virtual platform, PREVENZOOM, to raise awareness among the public about the importance of not driving under the influence of alcohol.

**4. Collaboration with nongovernmental organizations (NGOs) and civil society:** One of the actions that has characterized Drive Without Alcohol

is its continuous work with NGOs and civil society. These actors have contributed to the legitimization of the program among the public, and they have constituted a bridge of communication between society and authority. In addition, they have been donors, which has contributed to the program's strength.

**RESULTS AND IMPACT**

Since its implementation, the Drive Without Alcohol Program has proven to be highly successful in reducing alcohol-related traffic events and increasing public awareness of the risks associated with driving under the influence of alcohol.

**Decrease in Traffic Incidents**

Statistics show a decrease in the number of traffic incidents caused by drivers exceeding legal blood alcohol limits in recent years.

According to the National Institute of Statistics, Geography, and Information, in 2015, the capital registered 129 traffic events related to alcohol consumption. The following year, 2016, this figure rose to 141 incidents, marking a worrying increase. However, 2017 showed a significant decline, with only 92 incidents. In 2018, 119 alcohol-related incidents were recorded. In 2019, there were 138 alcohol-related traffic incidents.



Those of us who are part of the team are committed to preventing alcohol-related traffic events and saving lives.

—Erik Guzmán, Drive Without Alcohol Program

We have the instruction and operational capacity to install safety checkpoints for the equipment and for road users. Checkpoints are designed to provide protection and security. We care about improving what we do.

—Paloma Estrada, Drive Without Alcohol Program

I think we all know when a breathalyzer [checkpoint] is installed. From afar you can see the lights, the patrol cars, the blankets, and even the vests of the police officers, those white ones; we already know it, and I have passed by several times. But they have never taken me to the Torito.

—César Mejía, resident, State of Mexico



For 2020 and 2021, lower figures are observed, with 97 and 95 incidents, respectively; however, it is crucial to consider the global context of those two years.

## Citizen Awareness

The initiative has contributed a greater awareness about the risks and consequences of driving under the influence of alcohol. Drivers are more aware of their actions and are more likely to avoid driving after drinking.

As part of educational outreach, the Drive Without Alcohol Program has visited a number of locations:

- Elementary, upper middle, and high schools
- 216 parks, markets, shopping centers, and public squares
- 74 government institutions, companies, and associations
- 94 bars, restaurants, and mass events
- 16 modal transfer centers (CETRAM)

In addition, the program has conducted 23,557 friendly tests on people who are consuming alcoholic beverages in commercial establishments.

## CHALLENGES

Although the program has had a positive impact, it still faces a number of challenges.

The conception of the Drive Without Alcohol Program is and will be to save lives. For which there is no economic penalty, the objective is to prevent the driver from putting his life and that of other road users at risk. We are sure that this is why this effort has been supported by the citizens.

—Wilfrido Lescas Morga, Drive Without Alcohol Program

## THE DATA THAT ARE NOT ALWAYS OBSERVED

### Number of hours worked:

The working days are usually between 12 and 14 hours on different days of the week, and the work increases during holidays, national holidays, and special events, which means that the members of this team spend fewer hours with their family and friends. To cite an example, in the month of December, more than 30 checkpoints are installed; therefore, many of the police officers cannot share the festivities with their relatives.

*At this point my family knows that we have a lot of work on special dates, but*

*I am an example for my daughter, which is very satisfying for me.—Paloma Estrada, Drive Without Alcohol*

### Number of lives saved:

In 21 years, 250,764 drivers have been sanctioned.

The big question is whether all of them had their lives saved. There is no way of knowing, but each impaired driver taken off the roadway was one less likely to be killed or injured—or less likely to kill or injure someone else.

- **Expansion of coverage.** An increase in the number of checkpoints is needed to cover a greater proportion of the population in order to continue discouraging risky behaviors.
- **Design of tailor-made awareness campaigns.** Developing awareness campaigns according to risk profiles is an immediate priority to ensure that drivers are always aware of the risks and liabilities of driving after consuming alcohol. Many drivers underestimate the effects of alcohol on their ability to operate a vehicle safely, which increases the likelihood of a traffic event.
- **Detection of other drugs and reduction of the permitted alcohol concentration.** A fundamental challenge is identifying methods to detect other drugs in drivers, due to an observed increase in drug use among the population. It is also a challenge to reduce the concentration of alcohol allowed by law, and it is essential to have the infrastructure that supports this action.

## CONCLUSION

Mexico City's Drive Without Alcohol Program is an example of a sustainable, legitimized, and recognized public policy among society, which has contributed to the prevention of traffic incidents and the general well-being of society. As it continues to move forward, it will be vital that the public continues to support and participate in this joint effort to create a safer and more responsible road environment. ♡

We created a special team of elements that give talks, in person and remotely, where it is explained how the Drive Without Alcohol Program works, what are the permitted limits, the sanctions that are applied, the myths and realities about the breathalyzer, among others.

—Wilfrido Lescas Morga, Drive Without Alcohol Program

### IACP RESOURCES

- The Correlation Between Speed and Alcohol Project  
[theIACP.org](http://theIACP.org)
- Reductions in Alcohol-Related Traffic Deaths
- Navigating Through the Ever-Changing Landscape of Impaired Driving

[policechiefmagazine.org](http://policechiefmagazine.org)



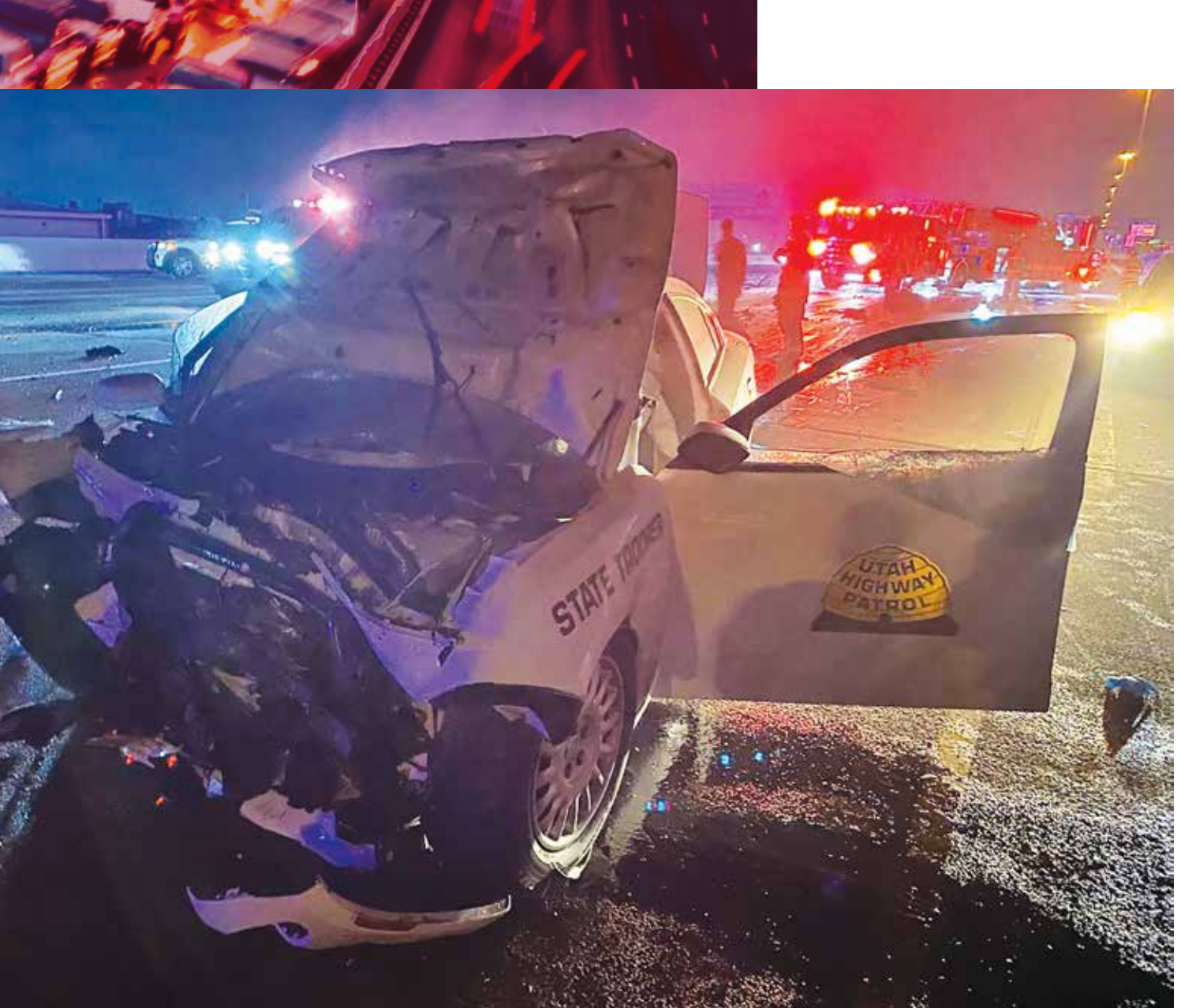
BY  
Jeff Nighur, Assistant  
Superintendent, Utah  
Highway Patrol

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# MANAGING AN EPIDEMIC OF **WRONG-WAY DRIVERS**

A Utah Perspective



**IN THE EARLY MORNING OF DECEMBER 17, 2024, TROOPER CARLOS RIOS-REDD WAS ON A ROUTINE GRAVEYARD SHIFT, UNAWARE THAT THE NEXT CALL FOR SERVICE WOULD SIGNIFICANTLY IMPACT MANY LIVES, INCLUDING HIS OWN.** While working on reports near the local Utah Highway Patrol (UHP) office, he was dispatched to a wrong-way driver traveling southbound in the northbound lanes of Interstate 15. In an effort to intercept the suspected wrong-way driver, Trooper Rios-Redd stopped his work on reports and increased his speed to turn around at the next exit. Unbeknownst to him, the wrong-way driver was actually traveling northbound in the southbound lanes of Interstate 15 and was

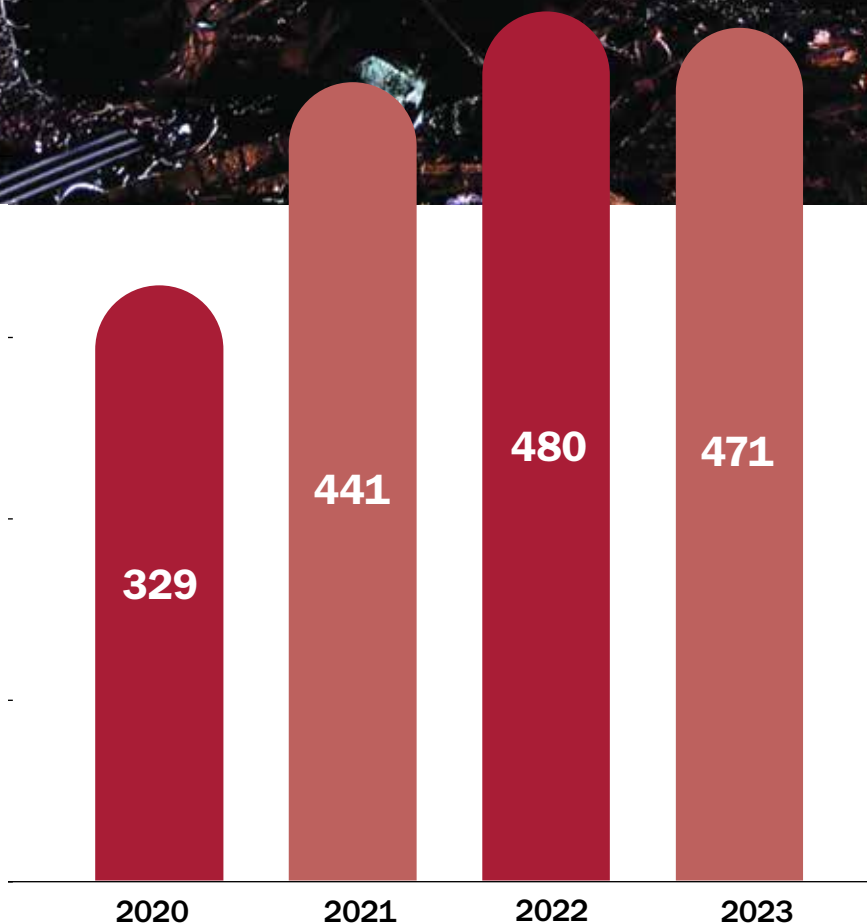
approaching his location. As he crested a hill on a freeway structure at milepost 269, he was hit head-on by the wrong-way driver he was intending to interdict. This tragedy happened in a split second, and there was nothing Trooper Rios-Redd could have done to avoid the collision.

The driver of the wrong-way vehicle was killed instantly. The passenger of the wrong-way vehicle was transported to the hospital in critical condition, and although she survived, her life has been forever changed. Trooper Rios-Redd had a significant break to his femur but came back to full duty following a very long recovery. After further investigation, the driver of the wrong-way vehicle was suspected of extreme impairment,

including both alcohol and drugs. Luckily, no additional lives were lost that evening. Unfortunately, responders were left to pick up the pieces of a very poor decision to get behind the wheel.

The COVID-19 pandemic posed numerous challenges for the policing profession. These challenges included staffing issues, the management of remote work, the need for COVID-19 testing, and administering subsequent vaccinations. Additionally, police agencies faced the challenge of enforcing traffic laws while minimizing human contact. From a traffic safety perspective, there was a notable increase in traffic-related fatalities, DUI arrests, extreme speeding, road rage incidents, and

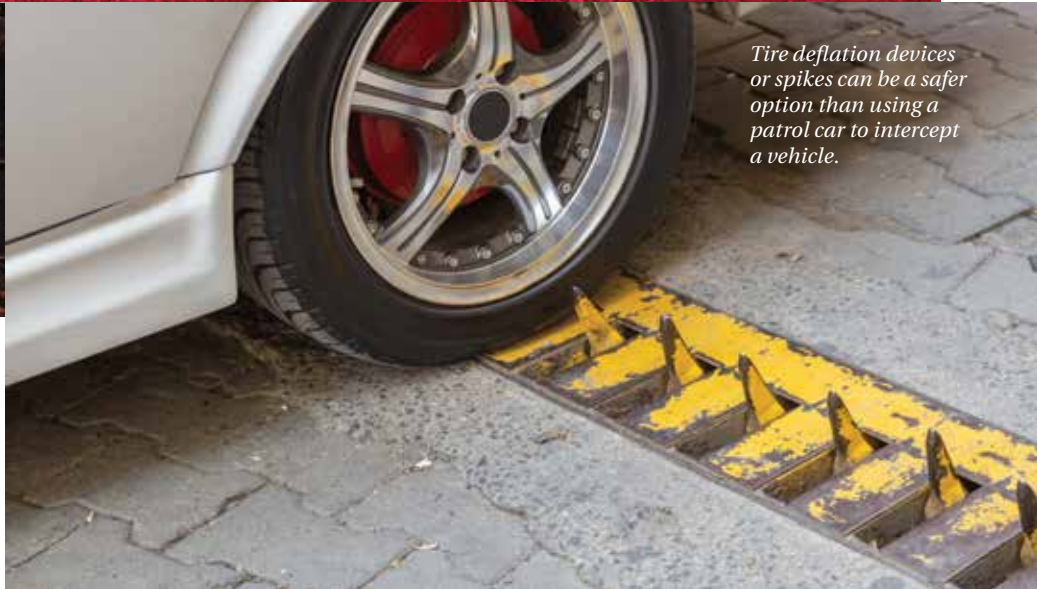
Utah has experienced a concerning upward trend in crashes involving wrong-way drivers.



**FIGURE 1.** Annual Number of Reports of Wrong-Way Drivers to Utah DPS Dispatch

wrong-way driving from 2020 to 2023. One very concerning trend has been the increase in wrong-way drivers. From 2020 to July 2024, there were 136 incidents involving wrong-way drivers in both urban and rural areas, with 2023 recording the highest number at 34 incidents. Tragically, 36 people lost their lives as a result of these incidents. During this time, 78 percent of the wrong-way fatal crashes involved a driver who tested positive for alcohol, drugs, or both. The majority of were severely impaired, to the extent that they were unable to function or even realize they were traveling in the wrong direction on the freeway. Unfortunately, many wrong-way driver crashes result in the tragic loss of innocent lives.

A closer examination of figures from six Utah Department of Public Safety (DPS) dispatch centers revealed a significant increase in calls for service



*Tire deflation devices or spikes can be a safer option than using a patrol car to intercept a vehicle.*

related to wrong-way drivers. It is important to note that multiple calls could have been made for the same incident, meaning that several reports may have come in regarding the same wrong-way driver.

It was quickly identified that many of these wrong-way drivers would simply realize their mistake and turn around on their own. Once a trooper was dispatched to check the area, the wrong-way driver would no longer be there. However, the issues remained: How can the identification, interdiction, and notifications of the impaired drivers who were going the wrong way be improved?

## **WRONG-WAY DRIVER TASK FORCE**

In 2022, a strong emphasis was made to understand the reasons behind the wrong-way driver issue. To enhance

understanding among stakeholders, a task force was established to identify and address common themes through enforcement and engineering solutions. The UHP, the Utah Department of Transportation (UDOT), and the Utah Highway Safety Office began to meet regularly to tackle this critical issue.

During initial task force meetings in 2022, focus was placed on defining what constituted a wrong-way driver for tracking and statistical purposes. It was quickly agreed that wrong-way drivers would be monitored and recorded if

they met specific criteria. Incidents were categorized as “Wrong Side” or “Wrong Way” when a driver was determined to be traveling on the wrong side of a divided highway. The data were sourced from the existing crash report database, where all crash reports are digitally filed in the state of Utah.

Quality control efforts were implemented to ensure that wrong-way drivers met the established criteria. This approach prevents crashes involving simple crossovers on a roadway or vehicles that are briefly straying from their lanes.



*Partial or full head-on collisions are not a feasible interception strategy.*



*Wrong-way infrared cameras*

In the task force meeting, members defined wrong-way drivers, explored various topics, and brainstormed potential solutions to this issue. The following is a selection of the topics discussed, but it is not intended to be an exhaustive list:

- Tire rippers on off-ramps and on-ramps
- Increased roadway markings
- Increased signage, including flashing lights
- Actual height of wrong-way signs
- Infrared camera technology
- DUI squad and DUI enforcement

A Data-Driven Approaches to Crime and Traffic Safety (DDACTS) model was utilized in an attempt to understand the problem, and the numbers began to tell an interesting story. From 2018 to 2024:

- Wrong-way crashes resulted in 54 suspected serious injuries and 44 fatalities.
- Wrong-way crashes are 9.1 times more likely to result in death than other crashes.
- Of the 182 wrong-way driver crashes, 61.4 percent of the drivers were male and 38.6 percent were female
- 18.3 percent of wrong-way drivers were 21–24 years of age, and 17.9 percent were 25–29 years of age.
- 31.47 percent of all wrong-way drivers tested positive for alcohol and or drugs.

- In 78 percent of all wrong-way fatal crashes, the drivers tested positive for alcohol and or drugs.
- 3.08 percent of all wrong-way drivers were distracted.
- 13.7 percent of all wrong-way crashes occurred around 1:00 a.m., and 8.24 percent occurred around 2:00 a.m. and 10:00 p.m.
- 12.08 percent of wrong-way crashes occurred in May, and 9.8 percent occurred in January and February.
- 52.3 percent of Utah’s wrong-way fatalities occurred on urban roads, and 47.7 percent took place on rural roads.
- 72 percent of wrong-way crashes occurred during dark conditions.
- Top 5 Cities: 22 percent of all wrong-way crashes occurred in Salt Lake City, along with 5 percent in Farmington, 5 percent in West Valley City, 4 percent in Lehi, and 4 percent in North Salt Lake.
- 4 percent of wrong-way crashes occurred in Salt Lake County, 15 percent in Davis County, 9 percent in Utah County, and 7 percent in Tooele County.
- 41 percent of wrong-way crashes occurred on I-15; 8 percent on I-215; 6 percent each on I-70, SR-85, and SR-201.

Statistical information was utilized to create a heat map to identify high-probability areas for wrong-way drivers. Unfortunately, no

clear pattern could be identified in the locations of crashes and incidents involving wrong-way driving. Additionally, it was difficult to determine where drivers were entering roadways in the wrong direction. This presented a significant challenge to identifying potential countermeasures and implementing safety protocols. It was a unique problem compared to addressing known high-fatality or high-crime areas, with clearer location variables. Despite these challenges, the task force recognized the urgency of tackling the issue due to mounting pressure.

## POTENTIAL SOLUTIONS

Although the task force focused on potential solutions to the issue of wrong-way drivers, it must be emphasized that these solutions are not comprehensive or a definitive fix for the problem. The strategies presented herein emerged through collaborative brainstorming efforts in Utah. A significant part of sharing

these solutions is to foster discussion and collaboration on a broader level in search of additional solutions. Contact was made with other states to inquire about their experiences with wrong-way driving. Some states responded, "We have an issue but are not sure what to do about it," while others commented, "What wrong-way driving issue?" The challenge of wrong-way driving has persisted for many years and will continue to be a problem, so it is crucial that it be addressed.

After analyzing the data, the task force concentrated on a few primary solutions. These options were chosen because they were seen as achievable goals that could be managed at that time. Budget considerations were also a significant factor in discussions, influencing

what feasibly could or could not be pursued. Ultimately, the main focus points were identification, interdiction, and notification.

### Wrong-Way Driver Intercept

From the perspective of a responding officer, one of the initial solutions considered was the interception of wrong-way drivers. It quickly became clear that having officers stop a wrong-way driver through a full or partial head-on collision was not a feasible approach. Additionally, it was unrealistic to expect officers to attempt a reverse Precision Immobilization Technique (PIT) maneuver on a vehicle traveling over 70 miles per hour in the opposite direction. This approach could result in significant injuries for both parties

involved and extensive damage to patrol units.

To address this issue creatively, the UHP training division implemented a technique known as the wrong-way driver intercept. This included developing a comprehensive policy that defines the guidelines for this maneuver and outlines when it can and cannot be utilized.

Unfortunately, intercepting a wrong-way driver is labor intensive and requires significant time. This presents a challenge because additional resources may not always be available, and officers may be pressed for time. When a wrong-way driver is first reported to dispatch, overhead variable message signs (VMS) are automatically activated to warn other drivers of potential dangers.



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If police units are positioned well when the call is dispatched, a slowdown is implemented to reduce, stop, or divert traffic in the affected area. An additional unit, sometimes located miles ahead, positions itself on the shoulder facing the wrong direction, waiting for the wrong-way driver to pass. This unit can then catch up with the wrong-way driver, knowing that traffic has been diverted or stopped.

Once catching up to the wrong-way vehicle, the officer then performs a PIT maneuver, traveling in the wrong direction to stop the vehicle. Additional officers in the area may be necessary for post-PIT containment. To emphasize, setting up a wrong-way intercept requires multiple officers or units and significant time. While not applicable in every situation, the UHP has successfully executed several wrong-way intercepts.

Rather than confronting the wrong-way vehicle head-on, UHP has encouraged the increased use of tire deflation devices or spikes behind safe cover before using a patrol vehicle.

### Enforcement

Another area of focus has been the enforcement of impaired driving, thus removing dangerous drivers from the road before they enter it in the wrong direction. UHP has addressed this through ongoing efforts involving high-visibility enforcement and overtime initiatives. As previously mentioned, identifying the likely location and timing of wrong-way drivers has proven to be extremely challenging. Predicting when or where the next wrong-way driver will enter the roadway is nearly impossible.

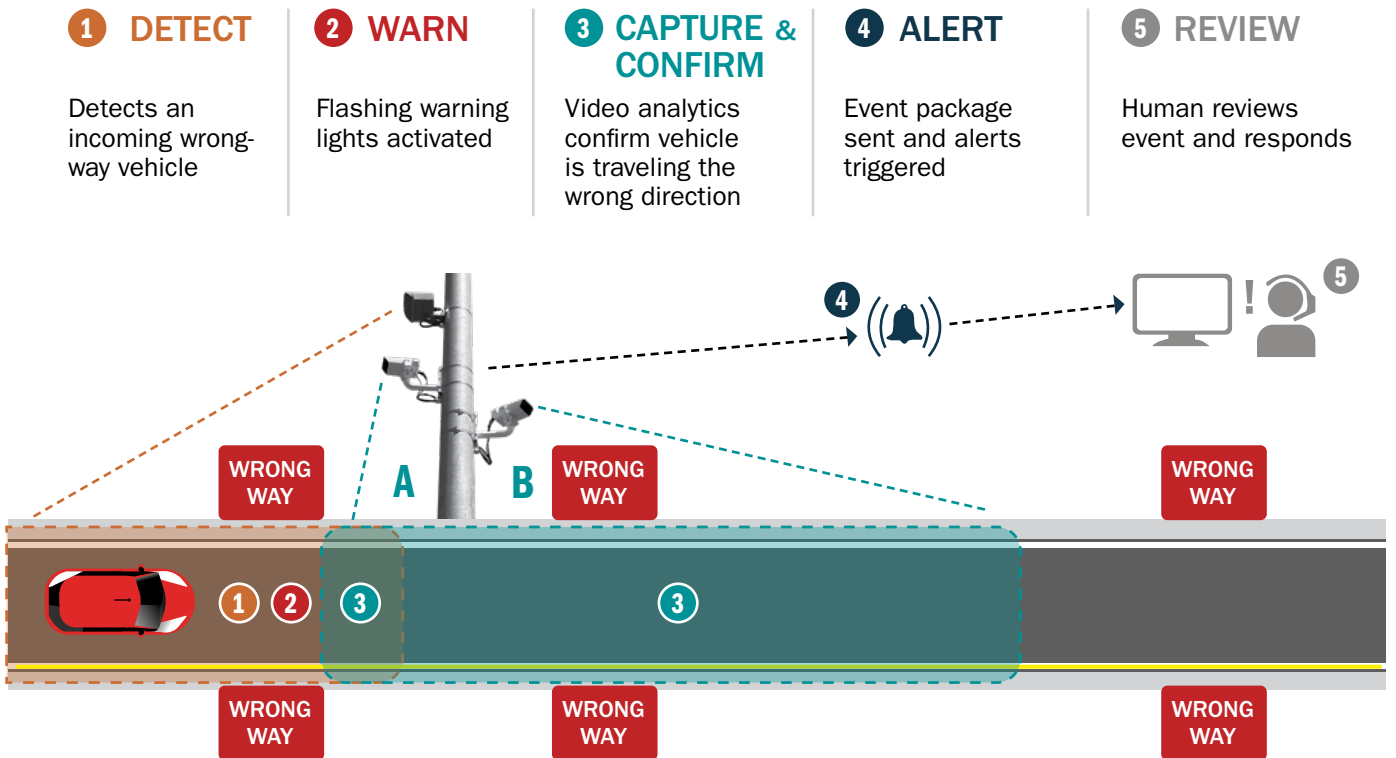
To concentrate efforts on high-risk areas, UHP utilized the DUI squad,

which consists of nine full-time state troopers. These troopers targeted high-probability locations, such as the 400 South interchange in Salt Lake City, which features several on- and off-ramps leading downtown. While the exact number of wrong-way drivers prevented is unknown, high-visibility enforcement, along with a robust traffic enforcement presence, must be integral to any effective solution for combating wrong-way driving.

### Wrong-Way Infrared Cameras

Wrong-way infrared cameras were a significant topic of discussion regarding methods for the identification and notification of wrong-way drivers. The partners at UDOT primarily approached this project from an engineering and technology perspective. Additionally, UDOT owns all the rights-of-way, traffic poles, and power supplies

**FIGURE 2.** Camera System Operational Process







The cameras send a notification, complete with pictures and video, to the Traffic Operations Center.

Cameras were installed in locations with challenging interchanges and intersections.



Notifications go to dispatch, responding officers, and public messaging signs.

necessary for the cameras to function effectively.

UDOT identified two different camera systems capable of detecting wrong-way drivers, eventually selecting one vendor for implementation. However, determining suitable locations for these cameras posed a challenge, as there was no clear pattern regarding where the crashes occurred. Nonetheless, the aim was to maximize the impact with the available funding. Several

areas were identified for the installation of the wrong-way cameras, primarily because these locations were known to see a higher incidence of wrong-way driving due to challenging interchanges and intersections. Priority was given to sites with a history of wrong-way driving incidents, including fatal crashes.

In total, UDOT installed 26 wrong-way cameras along the Wasatch Front, which is the most densely populated area in Utah.

With the wrong-way driver cameras operational, the priority shifted to enhancing the notification processes, which includes notifying not only the public but also the dispatch team and the responding officers on the road. When a camera detects a wrong-way driver, it immediately sends a notification, complete with pictures and video, to the Traffic Operations Center (TOC) and a designated email list. This email list includes



*Additional wrong-way signs were installed to alert drivers.*

*Flashing lights can help draw attention to the wrong-way signs before a fatal error is made.*

administrators, TOC personnel, dispatch, and officers.

The TOC promptly displays a wrong-way driver safety message on all VMS near the incident. They also verify that the vehicle is indeed traveling the wrong way and that it has not turned around to correct itself. Notifications are simultaneously pushed through dispatch police channels and sent to the responding officers. The process to notify stakeholders used to take several minutes, but it has now been reduced to just 30 to 50 seconds. This includes continuing to enhance notifications through computer-aided dispatch systems to ensure that alerts are instantaneous for officers in the field.

Wrong-way driver cameras are certainly not the panacea for this traffic safety threat. They have their own challenges, like false positive alerts, and it is nearly impossible to have a camera at every off-ramp on Utah's freeway system. That being said, work continues on improving camera locations and technology.

### Roadway Improvements

The UDOT closely examined actual roadway improvements and concentrated on easily achievable changes. Extra roadway markings were added to turn lanes at interchanges and intersections that were particularly confusing for drivers. This included

the addition of more turn arrows to traffic lights. Instead of relying on full green lights, directional arrows were introduced to clarify travel directions.

Moreover, additional wrong-way signs were installed, with some locations featuring double signs for increased visibility. Flashing lights were also added to these wrong-way signs to draw more attention to them. While the concept of using tire rippers was frequently discussed as a solution, it ultimately proved impractical. In a state that experiences significant snowfall each year, snow plowing presents a considerable challenge. Additionally, tire rippers are designed for use at lower speeds, making them unsuitable for off-ramps and interchanges.

## FUTURE TECHNOLOGY

As traffic safety professionals consider the future of wrong-way driving, it's essential to explore potential solutions. This includes asking such questions as—What technological advancements are on the horizon? And what resources are currently available? If the police and other stakeholders delay addressing this issue, it may become too severe, putting lives at risk and compromising traffic safety. Looking ahead five to ten years, how can agencies enhance the detection, interdiction, and notification systems for wrong-way drivers? Additionally, how can key stakeholders, including state and federal departments of transportation, vehicle manufacturers, law enforcement agencies, legislators, media, and technology companies, be united in this mission?

Current technologies, such as OnStar, enable vehicle manufacturers to have direct access to vehicles. This technology allows for automatic crash response, roadside assistance, and remote vehicle commands, including the ability to shut down vehicles in emergency situations.

How can public safety collaborate with vehicle manufacturers to implement automatic shutdown or speed reduction if a vehicle detects it's traveling the wrong way? Additionally, how can the police partner with mapping apps and companies to incorporate this technology into smartphones, thereby reducing incidents of wrong-way driving?

Furthermore, how can vehicle-to-vehicle (V2V) communication be enhanced to enable alerts and notifications to be sent out, warning drivers of wrong-way dangers in their vicinity? Last, how can existing technologies like telematics be leveraged to effectively communicate important information?

These are all critical questions to address in the coming years as communities confront the issue of wrong-way drivers.

## CONCLUSION

According to estimates from the National Transportation Safety Board, more than 500 people die each year in wrong-way crashes. By implementing strong enforcement initiatives and increasing visible traffic enforcement, police agencies can create effective deterrents to reduce the number of lives lost.

Collaborating with key stakeholders, such as vehicle manufacturers, can lead to safety-focused enhancements in technological capabilities. Partnering with the state departments of transportation enables police agencies to achieve engineering goals and milestones aimed at making roadways safer. Additionally, working with the public to educate them about the causes and dangers of wrong-way drivers is essential.

It is clear that this is a challenging problem to solve, as it encompasses various aspects of traffic safety. However, a collaborative approach by all stakeholders can make a significant impact and reduce fatalities caused by wrong-way driving. ♡

### IACP RESOURCES

- Road Policing and Traffic Safety Resource Page

[theIACP.org](http://theIACP.org)

- Examining Law Enforcement's Response to Lethal Drivers
  - A Lesson Learned the Hard Way
- [policechiefmagazine.org](http://policechiefmagazine.org)

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# SMART

# APPROACH

## for Emergency Vehicle Lighting

**RECALL A TIME WHEN YOU WERE DRIVING AND APPROACHED AN EMERGENCY SCENE. WHAT'S THE FIRST THING YOU NOTICED? LIKELY, YOU ENCOUNTERED SEVERAL EMERGENCY VEHICLES AND A SEA OF FAST, FLASHING BRIGHT LIGHTS. HOW DID YOU RESPOND TO SEEING THE LIGHTS? WHAT MESSAGE WAS BEING CONVEYED? HOW WAS YOUR VISION IMPACTED?**

Your answer to these questions might evoke thoughts that the lights were disorienting, distracting, and too bright. You're not alone. We've all experienced the visual chaos of emergency vehicle lights. Maybe you've experienced being blinded by the lights of your patrol vehicle, or you can recall when you drove upon a scene and were confused about what was happening and which way you were supposed to proceed. Talk to the public or query the internet, and you'll likely hear how society finds our warning lights overwhelming, blinding, and confusing. Most of us recognize a problem here but are unsure of a solution and do not pursue an answer.

### THE WILD WEST OF VEHICLE LIGHTING

The visual chaos caused by emergency lighting has existed for a long time, but it has been exacerbated by the introduction of the light-emitting diode (LED) in emergency vehicle warning lights. The age-old adage of "the more, the better" from the era of halogen, strobe, and rotating lights has been carried down and still believed today by many as the best methodology for emergency vehicle lighting. However, realization is starting to dawn that this may no longer be true.

In the mid-2000s, LEDs began to break into the lighting market. The first few generations of LEDs were underwhelming and didn't rival older technologies. However, LEDs quickly evolved and dominated the marketplace. LEDs unlocked the constraints of older lighting technologies. They consume less power; can be built into smaller-sized housings; have a long lifespan; and produce bold, vibrant colors with intense brightness.

Unlike the rapid improvements in LED technology, the performance standards for emergency lights have not significantly changed since they were introduced into the market. Current U.S. standards regulate only minimum photometric performance, which measures light in terms of its perceived brightness to the human eye. There are no regulations or standards on maximum photometric performance. This has become problematic as LEDs far outperform minimum standards and produce a significantly higher candela output than previous generations of warning lights.

There is little guidance or direction on the application and use of emergency lighting on police vehicles or those of other industries. The fire industry is the only discipline that has any regulations. The National Fire Protection Association has several standards for lighting, but these rules apply only to firefighting apparatus. The lack of guidance and regulations has resulted in a free-for-all, where each agency does what it wants and sees as a best fit. To further

BY  
Thomas Brengel, Master  
Sergeant, Illinois State Police



*Cruise (nonemergency) lights*

complicate matters, laws from state to state significantly differ. Many states' laws minimally regulate emergency lights based on the color permitted on different first responder vehicles. The application and meaning of color varies from state to state, which can confuse motorists. For example, in Wisconsin, tow trucks are permitted amber and red lights, whereas in Illinois, tow trucks are allowed amber and clear. If a tow truck from Wisconsin with red and amber lights crosses into Illinois, the driver must have a way to turn off the flashing red light or face a citation.

More colors are being installed and used on emergency vehicles than in the past. With LEDs capable of producing multiple colors, some agencies have introduced nontypical colors such

as amber and green. Some agencies have begun using lighting differently, such as activating warning lights to a steady-on pattern for nonemergency use, typically called "cruise lights," to display law enforcement presence when parked or while on patrol. While these applications can be useful, the public is rarely educated about these changes and what they are meant to communicate to motorists.

What has resulted from the lack of regulation, out-of-date performance standards, varying laws, and use of the brightest warning lights ever made? Chaos and confusion. Lighting on emergency vehicles is like the Wild West, especially for police agencies. Organizations must be intentional when selecting lighting products and

flash patterns and colors—they can't rely on past practices or choose something because it's flashy and looks cool.

## TAMING THE WILD WEST

The SMART Approach is a fusion of five operational practices that can easily be implemented with emergency lighting to improve safety, provide effective communication to motorists, and improve scene safety and traffic incident management.

### SMART

- Strategy
- Message
- Automatic
- Reduced Intensity
- Tier Levels



## STRATEGY

The first step in strategizing a functional lighting system is understanding that emergency lights send different messages to different road users. Flashing lights gain attention, provide warning, and communicate a hazard. The light's color identifies the vehicle type and may communicate authority, such as a police vehicle. Lights also command drivers to act, such as yielding right-of-way, directing drivers to move right or left, or compelling a driver to stop.

Strategy also includes budgeting and selecting equipment. Fleet administrators must balance budget considerations with what provides the best functional product to the end-user. Agencies should consider testing and evaluating new solutions on a vehicle before implementing a fleetwide change, allowing agencies to tailor a solution best suited for their use.

LEDs that produce multiple colors should be strongly considered. Multicolor LEDs provide versatility and can enhance a vehicle's warning profile for task-specific applications. For example, forward-facing warning lights can be multicolored, providing a color-flashing warning light and the option for a white illumination scene light. Implementing a "brainbox" lighting system (explained further in this article) that incorporates vehicle-to-vehicle lighting pattern pairing requires careful planning and partnerships with local agencies if the desire is to harmonize lighting system functions across departments.

## MESSAGE

The message sent to the motoring public through emergency lights must be immediately apparent. Is the emergency vehicle in motion and requesting right-of-way, or is it parked and warning of an incident scene? Often, on police vehicles, the same flash pattern used to oblige a motorist to pull over is the same pattern displayed when the police vehicle is parked at a scene.



Current research indicates that "people tend to judge lights with more rapid flashing as conveying a greater sense of urgency than slower flash rates." Understanding this dynamic is critical. When a police or emergency vehicle is in response mode traveling to a call, the best choice is fast flash patterns to alert motorists and demand the right-of-way. However, slow flash patterns should be used once the emergency vehicle arrives on a scene and becomes stationary. Utilizing patterns ranging from 60 to 75 flashes per minute will project a calmer message than 100 or more flashes per minute. Less visual chaos will improve drivers' ability to discern what is ahead and maneuver around hazards with less confusion.

Selecting a proper flash pattern and phase when using multiple colors is critical. Lights of opposite colors should be flashed opposite each other to avoid blending colors. Many officers have likely noticed how different colors blend and create a white-purplish aura when flashed simultaneously. This phenomenon becomes most

apparent at approximately a quarter mile or more and diminishes the message that the color of light sends, confusing motorists. When police vehicles are parked, color blending is detrimental as it becomes less clear to drivers what is ahead. There should be a visually apparent contrast in color to send a clear message. Proper phasing of different colors creates distinct color blocks and eliminates the mixing of colors.

## AUTOMATIC

The last thing a police officer under stress wants or should have to do is fumble around searching for a button on a lighting control box. Automating functions based on situationally dependent events provides uniformity for fleets and enhances operator safety.

In 1996, the National Fire Protection Association regulated that all white lights on fire apparatus be turned off when a vehicle is placed into park. This was the first known introduction of automation in emergency lighting.



Three-tier rear lights on two different vehicles.

night is the on-off flashing of lights. Enabling a low percentage of illumination to remain on when the light otherwise would be off reduces the disorienting pop of light when turned on. This low-high modulation is less disorienting than an on-off flash. To further reduce intensity and enhance conspicuity, incorporate steady-on, commonly called steady-burn, light elements when parked. Steady-on light improves a motorist's closure detection abilities, such as identifying whether the vehicle ahead is stationary and the distance remaining.

### TIER LEVELS

Tier lighting involves placing lights at different vertical axes. At least two, preferably three, tiers will significantly enhance the vehicle's profile. When using three tiers, mount lights high, either on the roof or headliner, mid-level by the grill and rear license plate, and low by the fog lamps and on the rear bumper. It's also essential to ensure warning lights are placed to provide 360-degree coverage for intersection clearing and off-axis blocking. Tiered lights also help overcome obstructions and environmental conditions.

Many agencies today utilize larger-profile patrol vehicles, including full-size SUVs and pickup trucks. These vehicles provide extra real estate for mounting supplemental lights compared to smaller vehicles. The goal is to define the shape and size of the vehicle to create a silhouette. This will help produce a bold signal at a greater distance and give drivers a more discernible signal.

LEDs are primarily linear, meaning most light output is sent directly outward from the light. If a police vehicle is angled enough, such as in an angular lane block, most of the warning signal is offset and not visible to approaching drivers. Sometimes, open compartment doors on the vehicle block warning lights. In these cases, it should be considered that supplemental warning

For police vehicles, many task-specific events can utilize this methodology, and warning systems can be modified based on variables to provide specific messages without operator input. For example, when a vehicle door is opened, a steady-on white light can automatically turn on for scene illumination. As another example, consider a scenario of two police vehicles in response mode—the second vehicle's driver may not see the lead vehicle's brake lights because the flashing lights overpower the brake lamp signal, leading to a dangerous situation and near crash. To overcome this, warning lights systems can automate certain flashing lights to change to a slower pattern, turn off, or act as a supplemental brake lamp, showing the vehicle braking.

### REDUCE INTENSITY

Reducing intensity is intended to calm the scene and applies to light brightness and flash patterns. Most people have experienced being blinded by the high beams of an approaching vehicle.

Glare from bright lights, especially at night, adversely affects nighttime vision. For this reason, the brightness of emergency lights must be reduced when the vehicles are parked at a scene at night.

Many LEDs have dimming capabilities, but these are often not used. Lowering intensity does not detract from the vehicle's visibility. Instead, reducing brightness eliminates blinding glare, allowing drivers to see the scene and safely navigate hazards. Research by Dr. John Bullough of the Light and Health Research Center, Icahn School of Medicine at Mount Sinai, revealed, "Using lower intensities [of flashing lights] at night will reduce discomfort glare without reducing their visibility." A photocell can be wired into a lighting system to automatically trigger lights to dim when low ambient light is detected. Reducing brightness will also benefit officers as their own lights will not blind them.

One contributing factor to the disorienting effects of flashing lights at



lights should be mounted on the inside panel of the compartment or placed on the exterior in a position that the compartment door would not obscure. SUVs are notorious for losing rear warning lights when the rear hatch is opened by either blocking the roof-mounted lightbar or pointing interior lights upward. A simple solution could be mounting lights on the lip of the hatch or on the fender or pillars.

## ADVANCED LIGHTING SYSTEMS

The lighting industry continues to advance, and many manufacturers have recently introduced advanced lighting controllers that function like minicomputers. These “brainboxes” are the hub for all siren and light control and can be an asset to implementing the SMART Approach. Brainbox systems provide nearly

limitless lighting control and features. Brainboxes read vehicle signals through a direct connection to the vehicle’s onboard diagnostic port. These signal triggers can be programmed to automate lighting functions. For example, when the roof-mounted lighting bar is turned on and the driver’s door is opened, the lightbar’s side flashing light can be turned off or dimmed to avoid blinding or distracting the officer from the task at hand. All warning lights are plugged directly into the brainbox, allowing each light to be independently controlled or paired with other lights without extra wiring. Brainboxes are programmed through a computer application, enabling agencies to standardize their fleet by loading the same program into each vehicle.

Brainbox systems can be enhanced by adding a synchronization module, which allows vehicles programmed alike to display the same flash patterns. The sync technology operates off GPS-based information to coordinate simultaneous flashing, creating a synchronized effect. The visual impact of paired warning lights calms the scene and reduces distractions. Officers are not dazed by their lights, nor are the lights competing for their attention from the violator. Synchronized lights send motorists a distinct, unified, clear message and are a force multiplier indicating command and control.

## BE SMART

When implementing the five SMART Approach operational practices, remember the key tenets:



*Synchronized lights (Lincolnshire Police Department)*



- **Brighter isn't always better.** Higher-intensity lights present more glare and can negatively impact a driver's ability to discern the scene ahead. Lower-intensity lights still provide visibility without causing discomfort or glare. In low-light conditions, reducing the brightness of lights will improve a motorist's ability to see the scene.
- **Faster is not always safer.** The goal is to calm the scene. When an emergency vehicle is in response mode, fast flashing lights convey urgency and demand right-of-way. Once parked at a scene, a slow alternating flash pattern should present a calm appearance. Incorporating some lights to a steady-on or high-low flash instead of an on-off flash will improve motorists'

ability to detect the distance to the scene and recognize that the emergency vehicle is parked.

- **Be strategic and use technology.** Brainbox systems allow the most versatility and facilitate easy implementation of the SMART Approach. Lighting features should be automated as much as possible. The purposeful placement of lights on the vehicle should be at three tiers, and the vehicle's available real estate should be utilized to outline the vehicle's profile, enhancing the vehicle's silhouette to produce a bold visual signal.

As technology and lighting systems evolve, warning lights must be used intentionally to convey clear,

meaningful messages. Implementing the SMART Approach and an advanced lighting system improves the safety of officers and motorists. ♡

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BY

Yaniv Mendelson, Director of Business Development, Echodyne, and Robert Tabbara, CEO, AirSight

# Multilayered Police Event Security

## Integrating Drone Detection with Ground Surveillance

**UNMANNED AERIAL SYSTEMS (UAS), MORE COMMONLY KNOWN AS “DRONES,” ARE BOTH AFFORDABLE AND ACCESSIBLE—A DANGEROUS COMBINATION FOR MALICIOUS ACTORS WHO WANT TO WREAK HAVOC. WHILE NO ONE WANTS TO THINK THE WORST, IT’S EASY TO SEE HOW THESE SMALL, AGILE AIRCRAFT COULD HAVE THE POTENTIAL TO USHER IN THE NEXT GENERATION OF CRIME PERPETRATED AT LARGE-SCALE EVENTS. IN FACT, RECENT EVENTS POINT TO JUST THIS.**

In December 2024, National Football League (NFL) Commissioner Roger Goodell addressed the U.S. Congress to discuss the ongoing risk posed by unauthorized drones flying near stadiums. To put this into context, the NFL said there were 2,845 drone flights into restricted air space during games in 2023, up from 2,537 in 2022.

Although the Federal Aviation Administration (FAA) prohibits UAS from flying at or below 3,000 feet above ground level within a three-nautical-mile radius of stadiums with a seating capacity of 30,000 or more during sporting events, this law has not deterred drone operators. Whether they are acting out of malice or just have a penchant for mischievousness, individuals are using these easy-to-procure aircraft to break the rules, cause delays in games, and spread panic.

The impact of this misuse doesn't stop at sports. Drone sightings have also taken place at concerts. In September 2024, at Comerica Park in Detroit, Michigan, the band Green Day temporarily left the stage during their performance after an unauthorized drone was seen overhead. The concert was paused for approximately 10 minutes as security handled the situation and the drone buzzed above the crowd. Detroit police apprehended the drone operator, who faced potential fines of up to \$30,000 and the possibility of having their license suspended or revoked by the FAA.

While the police are undoubtedly grateful that none of the incidents resulted in physical harm or mass chaos, it's impossible for the mind not to wander to dark places and pontificate on the potential these aircraft can have for destruction. Is there a potential for domestic drones to carry military-grade payloads into sporting events? What could have happened in those 10 long minutes the drone was flying over the concert?

The nature of the problem is also complicated by current FAA law that prohibits local police and security personnel from intercepting or disabling a drone in flight, even if the aircraft presents a very clear and imminent threat. As of now, drones are afforded the same legal protections

as any other aircraft operating within the National Airspace System, meaning they can't be tampered with while in the air except by a few, select federal law enforcement bodies. This leaves security personnel and local police charged with protecting the event security perimeter feeling hindered by their inability to legally act against drones.

While the drone threat is emerging and the mitigative measures are limited to a select few, these recent high-profile drone sightings underscore the urgency for proactive measures that can prevent harm before it's too late. This is especially true as drone technology evolves and continues to make these aircraft able to carry higher payloads (including, potentially, weapons and dangerous contraband) and skirt traditional detection systems.

As event security and the police are increasingly tasked with handling not only ground-based threats, but also aerial ones, it's imperative to rethink current security solutions and adopt systems that provide full situational awareness on both land and in the air.

#### **DRONE DETECTION TECHNOLOGY: THE MULTILAYERED SECURITY APPROACH**

A multilayered security approach combines aerial and ground surveillance, enabling event security, state and local police, and federal law enforcement to monitor and

respond to threats more effectively and increase response times to drones that are nearing restricted airspace.

As shared, this "early detection" approach is crucial because of those limitations in FAA law that prevent a drone in flight from being struck down or stopped in its path. Therefore, as a rule of thumb, the earlier a drone is spotted approaching the security perimeter, the more time there is to deploy the right protocol and secure the site.

Key to this integration is the deployment of cutting-edge sensors that enable reliable detection and tracking of drones.

#### **THE ROLE OF SENSORS IN DRONE DETECTION AND GROUND SURVEILLANCE**

High-performance, multilayered drone detection systems rely on a combination of at least two sensor types to achieve comprehensive coverage. The synergy between sensor types provides the robust security needed to protect large-scale events from unauthorized drone activity. The three most commonly used types are radar, optical, and radio frequency sensors.

#### **RADAR SENSORS**

Radar is the backbone of modern drone detection technology, offering critical data that inform and validate other detection methods. Radar's ability to detect and track



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drones of all sizes, speeds, and classifications in varying weather and lighting conditions makes it a fundamental component of any multilayered approach.

**Capabilities:** Radar systems can identify small drones from several kilometers away and filter out nonrelevant objects such as birds. They are highly effective in detecting erratic or fast-moving drones that might bypass other detection methods. For example, the emergence of “dark drones”—or drones that have been altered to not emit radio frequency (RF) signals—has called increased attention to radar as a “catch-all layer,” as these sensors can spot all classifications of drones in the airspace.

**Integration with Ground Surveillance:** Ground-based radar systems provide real-time monitoring of airspace above an event, delivering data to command centers for police or security use. This ensures that drone activity is not only detected but also tracked with precision, enabling swift responses.

#### OPTICAL SENSORS

Optical sensors, including pan-tilt-zoom (PTZ) cameras and thermal imaging systems, complement radar by providing visual confirmation and detailed analysis of detected drones.

**Capabilities:** Cameras, PTZ models, enable security teams to closely monitor drone activity, including flight patterns and specific details about the drone. For instance, a PTZ camera can help identify whether a drone is equipped with a camera or carrying a payload, providing critical information to assess potential intent and determine the necessary response. However, cameras are most effective when used alongside radar, as they may struggle to maintain target tracking in poor weather conditions or challenging lighting environments.

**Integration with Ground Surveillance:** When combined with radar, optical systems provide high-resolution imagery and additional context. Mounted on drones or ground vehicles, they enable police to observe drone flight patterns and gather critical information about potential threats.

#### RF SENSORS

RF sensors are integral to detecting the communication signals between a drone and its operator.

**Capabilities:** Unlike radar, RF sensors rely on a drone’s communication system to function, detecting the aircraft by intercepting the radio signals exchanged between the drone and its operator. By analyzing and triangulating these signals, RF sensors can determine the location of the drone and, in certain instances, identify the operator’s position.

**Integration with Ground Surveillance:** These sensors can integrate into existing communication monitoring systems. By triangulating signals, they can enable real-time tracking of both drones and suspicious activity, enhancing the overall effectiveness of drone detection efforts.

## BRIDGING THE GAP BETWEEN AERIAL AND GROUND SURVEILLANCE

The true power of a multilayered security approach lies in its ability to bridge the gap between aerial and ground surveillance. Integrating data from radar, optical, and RF sensors creates a unified security system that offers several advantages:

- **Real-Time Situational Awareness:** An integrated system ensures that all relevant data—whether from drone detection or ground surveillance—is fed into a central command hub or C2 layer. Advanced software platforms can analyze this data in real-time, flagging potential threats and providing actionable insights to on-ground personnel.
- **Coordinated Response:** By combining aerial and ground surveillance data, the police can deploy resources more effectively. For example, if a drone is detected entering the monitored airspace, ground patrols can be directed to investigate potential launch sites or locate the operator.
- **Threat Mitigation:** Integrated systems allow for swift action and early detection, and real-time data reduce the window of opportunity for malicious actors. While security personnel and police can’t act against the threat, these systems give them more runway to loop in federal law enforcement agencies that do have mitigative power.

## THE FUTURE OF MULTILAYERED EVENT SECURITY

As drone technology continues to evolve, so must the tools and strategies used to counter threats. Emerging advancements in artificial intelligence (AI) and machine learning promise to enhance the capabilities of integrated security systems. Examples include AI-powered algorithms that can analyze sensor data to identify patterns and predict potential threats, enabling even faster response times.

Other innovations include deploying patrol robots around event perimeters that are equipped with optical and RF sensors, providing an additional layer of security, and increased prioritization of interoperability, allowing different agencies and jurisdictions to share data seamlessly during large-scale events.

When it comes to measures that police and event security can take today, integrating drone detection with ground surveillance represents the next frontier in event security. By leveraging radar, optical, and RF sensors, police agencies can create a multilayered security system that enhances situational awareness, enables coordinated responses, and mitigates threats effectively. As public events grow larger and more complex, this approach will be essential to ensuring safety and security in an increasingly drone-populated world. ◊



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# The CJIS Advisory Process

## BY

Mary Riley Walker,  
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**WHEN THE FBI'S CRIMINAL JUSTICE INFORMATION SERVICES (CJIS) DIVISION SHARES ITS CUTTING-EDGE INVESTIGATIVE AND IDENTIFICATION SERVICES WITH U.S. POLICE AGENCIES, IT DOESN'T DO SO IN A VACUUM. THE FBI HAS ALWAYS CONSIDERED LOCAL, STATE, AND TRIBAL AGENCIES, AS WELL AS OTHER FEDERAL AGENCIES, AS PARTNERS AND COLLABORATORS IN INFORMATION SHARING.**

For three decades, the FBI's CJIS Division has depended upon the CJIS Advisory Policy Board (APB) to function as a federal advisory committee that provides the FBI director with the user community's advice and guidance regarding the CJIS Division's systems and programs. Chartered under the Federal Advisory Committee Act, the CJIS APB includes federal, state, local, territorial, and tribal law enforcement personnel; staff from the homeland security, correctional, prosecutorial, and judicial sectors; and representation by executives from major law enforcement organizations, such as the International Association of Chiefs of Police, the National District Attorneys' Association, and the National Sheriffs' Association.

Police needs and methods have changed and progressed over the years, and it's the mission of the CJIS APB to manage that change by listening to input from law enforcement personnel around the United States and reviewing appropriate strategic, policy, technical, and operational ideas, ultimately providing recommendations to the FBI for changes and improvements to CJIS systems and services.

The FBI's law enforcement partners participate in the Advisory Process through contact with various components that review information, discuss and vote on topics, and bring suggestions for consideration to the attention of the CJIS APB, which makes final recommendations to the FBI director. The result—CJIS programs and systems are more effective for police professional across the United States based on this unique shared management partnership.

## HOW THE CJIS ADVISORY PROCESS WORKS

So, what are the nuts and bolts of this collaboration? The full APB meets at least twice during a

calendar year, and a notice of these meetings is published in the *Federal Register*. Typically, the full APB meetings are open to the public unless there is a specific reason to close a meeting, at which point the designated federal officer, an FBI executive who oversees the advisory process, will declare it has been decided that the meeting, or a portion of it, needs to be closed. The advisory process has three main components that meet at different biannual sessions.

First, there are five working groups, which are divided into four geographical regional groups and one federal working group that meet in closed sessions. Each regional working group consists of a CJIS systems officer for each state or territory and one local representative from each state that represents the interests of local police agencies. Working groups often provide recommendations to the APB for consideration.

Second, there are ad hoc subcommittees created yearly to focus on specific areas or current topics regarding CJIS services. The subcommittees are made up of subject matter experts and may form short-term task forces as needed to accomplish more focused assignments. The subcommittees also consider working group suggestions and then make recommendations to the full APB. As of the beginning of 2025, there are 10 ad hoc subcommittees:

- The **Identification Services Subcommittee**, which addresses biometric identification and criminal justice use of criminal history records.
- The **Data Sharing Services Subcommittee**, which helps development of both the National Data Exchange System and the Law Enforcement Enterprise Portal.

- The **NCIC Subcommittee**, which handles issues regarding the FBI's National Crime Information Center.
- The **Executive Committee**, which comprises the APB officers and the chair of each working group and subcommittee and meets to discuss overarching matters of concern for the APB.
- The **Compliance Evaluation Subcommittee**, which evaluates the results of audits conducted for users of the CJIS Division programs.
- The **Security and Access Subcommittee**, which recommends security policy governing those systems that interface with the CJIS Division's computers and telecommunication systems.
- The **UCR Subcommittee**, which reviews issues related to the Uniform Crime Reporting statistical program.
- The **NICS Subcommittee**, which analyzes and makes recommendations on issues related to the National Instant Criminal Background Check System.
- The **Public Safety Strategy Subcommittee**, which provides forward-looking guidance to the CJIS APB and helps strengthen the APB's relationships and interactions with major law enforcement associations and organizations.
- The **Bylaws Subcommittee**, which assesses proposed changes to the bylaws for the CJIS Advisory Process.

The full APB is the final review board that considers suggestions and, if appropriate, forwards them to the FBI director for approval.

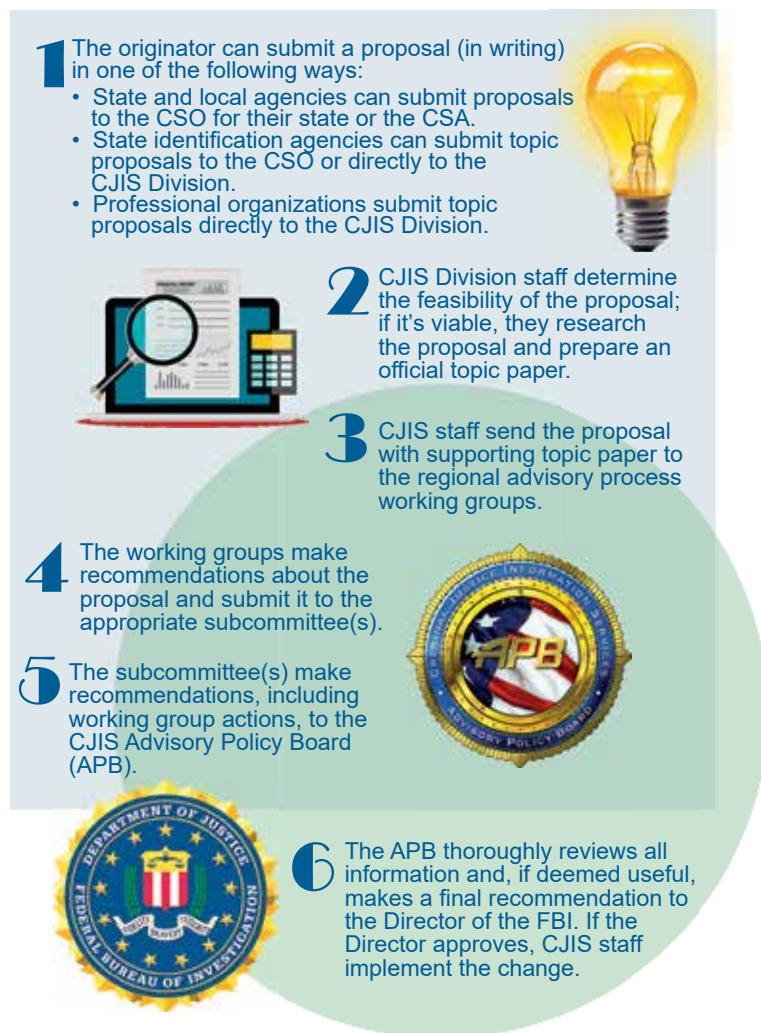
To date, the APB has presented around 2,400 recommendations to the FBI director, who has approved all but two recommendations. The CJIS Division has implemented 97 percent of the APB's recommendations.

#### HOW TO PARTICIPATE IN THE ADVISORY PROCESS

How does a good idea for improvement or a solution to a problem go from a spark to being implemented in a CJIS system? Figure 1 walks the idea from concept to fruition.

When following Step 1 of the process—submitting the proposal in writing—the originator should remember to include the following information:

- A concise statement of the suggestion being made.
- A brief recap of how the subject/situation is currently handled (or a description of the problem as perceived). Explain the seriousness of a problem or important impact of a change in order to assist in setting a priority for the recommendation.
- A suggested solution to the issue.
- A scenario/example to help illustrate the issue.
- The perceived benefit(s) to the criminal justice community.
- The possible impacts of the change on state or local agencies, users, and systems.



**FIGURE 1.** Proposal Review Process

- A point of contact regarding the proposal and that person's contact information.

#### WHY THE FBI'S CJIS ADVISORY PROCESS MATTERS

Perhaps former FBI Director Christopher Wray expressed the heart of the CJIS Advisory Process best in an address to the CJIS Advisory Process Board in 2021,

*"By working alongside one another, we are bringing everyone's unique authorities, expertise, and experiences to this fight to stay ahead of the threats, and the CJIS Advisory Board, in particular, has been a great partner in these efforts. You help us keep in touch with more than 18,000 criminal justice agencies around the country, and we couldn't do what we do without your hard work and collaboration."*

The CJIS Advisory Process is the CJIS Division's greatest developmental resource and serves as the keystone of the division's successful collaboration with and service to our police partners at all levels across the United States. ◊



Image courtesy of Galls.

# Uniformed Excellence

## Elevating Police Pride and Performance

**THE SIGNIFICANCE OF A WELL-CRAFTED UNIFORM IS BEST CAPTURED U.S. FOOTBALL STAR DEION SANDERS' WORDS: "IF YOU LOOK GOOD, YOU FEEL GOOD. IF YOU FEEL GOOD, YOU PLAY GOOD." ALTHOUGH SANDERS SPOKE OF ATHLETICS, HIS WORDS RESONATE DEEPLY WITHIN THE POLICING PROFESSION AS WELL. A UNIFORM IS NOT MERELY A PIECE OF CLOTHING; IT'S A POWERFUL SYMBOL OF AUTHORITY, DISCIPLINE, AND DEDICATION. WHEN AN OFFICER TAKES PRIDE IN THEIR APPEARANCE, IT CAN BOOST THEIR CONFIDENCE AND PERFORMANCE.**

However, traditional fabrics like wool and cotton have caused several restrictions for today's officers. They lack the stretch and durability for dynamic movements, retain heat and moisture, and are prone to wear and tear. Traditional fabrics often require more maintenance to keep them looking professional, which can be time-consuming and costly. Modern fabrics and technologies are addressing many of these issues to provide officers uniforms that are more comfortable, functional, and durable.

### SUPPLY AND DEMAND

For 60 years, Galls has become a well-established name in police uniforms by offering the best gear possible to the profession. The company's industry-leading customer portal, eEquip, skyrocketed them to the top of the supply chain. It allows an officer to log in and order anything that's been approved by their agency; however, eEquip is mostly used by midsize and large

agencies, leaving a gap in services for smaller agencies. That was the impetus for the Galls Custom Uniforms (GCU) portal.

The online portal was developed to be a one-stop shop for command staff. "We're trying to make it as easy and hassle-free as possible for those small agencies to manage their uniform program," said Mike Fadden, chief executive officer of Galls. A user would be able to go to Galls.com and click on GCU. Once logged in, they would be presented with a curated offering of the most popular brands in police uniforms, including 5.11, Fechtmeier, and Elbeco.

In the GCU portal, users would be able to find 5.11's Apex Pant, which was originally developed in collaboration with a federal agency seeking a discreet, low-visibility option for domestic and international operations. The pant seamlessly balances function and discretion because it was designed to accommodate



essential gear, such as rifle magazines, restraints, and escape-and-evasion tools.

Flying Cross, a division of Fechheimer, is also a recognizable name found in the GCU portal. Known historically for their Class A dress uniforms, the brand also offers functional on-duty uniforms for daily patrol use. The company's Flex collection can be found in Gall's portals, and the line has expanded with the new Prime Flex collection. "Everything we're doing right now is moving toward stretch fabrics," said Tim Freischmidt, vice president of public safety at Fechheimer. To accomplish that goal, developers at Flying Cross have created a poly-wool material that resembles a golf pant or jogger. It has a more athleisure feel to provide maximum comfortability. The Prime Flex line includes common uniform styles, such as 4- and 6-pocket and external cargo pocket uniform pants, short and long sleeve Class A uniform shirt, and an undervest shirt designed

to be worn under external body armor carriers. Each of these options are available in women's and men's sizes and available in navy and black. Prime Flex is expected to launch in late summer 2025.

In-house customization for patches and badges is also available through GCU.

Galls will ship orders completed through the online portal within three business days.

#### MODERNIZING THE UNIFORM

Modernizing police uniforms goes beyond aesthetics; it's about equipping officers with the tools they need to perform their duties safely and efficiently. They often work in unpredictable and physically demanding environments where comfort, mobility, and durability can directly impact their effectiveness and safety. From enhanced comfort and functionality to integrated

tech solutions, uniform upgrades can play a pivotal role in guaranteeing the well-being of both officers and the communities they serve.

Burlington Fabrics (Burlington) has been at the forefront of textile innovation with specialized fabric solutions. Through Burlington's Raeford division, engineers have revolutionized police uniforms by developing and utilizing materials that accommodate the increased physicality of modern policing. RAEFLEX represents a groundbreaking innovation in uniform fabrics by bridging the gap between performance and professionalism. It is the first wool fabric featuring proprietary Power Stretch Recovery (PSR) technology. By integrating PSR technology, Burlington created a fabric that offers stretch, climate control, and wrinkle resistance without sacrificing the classic qualities of worsted wool. The fabric's resilience even minimizes the need for frequent replacements.

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Developers at Burlington believe that the future of policing lies in smart textiles and enhanced fabric technologies. While it is expected that fabrics will continue to evolve toward higher performance with lighter weights, greater stretch capabilities, and improved moisture management, the designers anticipate greater integration of sensors and wearable tech, such as built-in health monitoring and communication systems.

Collaborating closely with large agencies—both domestic and international—5.11 has been working to bring these anticipated features to fruition. For example, 5.11 developers have partnered with international agencies that require discreet authentication features to be woven into the fabric. The integration of this technology ensures that only authorized personnel can access official uniforms. “The company’s end-to-end control over its products—from fabric creation and in-house prototyping to real-world user feedback—ensures that every uniform delivers the highest level of

Image courtesy of Flying Cross.



performance,” said 5.11 Senior Director of Professional Field Sales Will Ayres.

Although it may not seem like an advancement at first, the new lines from 5.11, Flying Cross, and Burlington are all machine washable. Dry cleaning has been a long-standing practice to keep uniforms in pristine conditions, but this can be expensive and inconvenient. By simplifying and modernizing maintenance, these companies have reduced the costs associated with commercial laundering while also providing more durable and reliable materials.

#### CONCLUSION

The journey to modernize police uniforms is more than just a cosmetic upgrade. It is a commitment to performance, professionalism, and safety. A new era of police attire is being ushered in by industry leaders like Galls, 5.11, Fechheimer, and Burlington Fabrics.

The integration of advanced fabrics and cutting-edge technologies has ensured that officers are well-equipped to face the challenges of their demanding profession. Enhancements in comfort, functionality, and durability can increase officers' confidence and performance, reinforcing the pride they take in their duty to serve and protect. ♡

## SOURCE LIST

Please view this article online for contact information.

- 5.11
- Aker International
- Burlington Fabrics
- Condor Outdoor Products, Inc.
- Elbeco
- Flying Cross
- Galls
- Her BlueWear Uniforms
- Hunter Apparel Solutions
- Interceptor Boots
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- Nye Uniform Co.



Image courtesy of Galls.

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[www.umx.solutions](http://www.umx.solutions)



### Tactical Helmet

Galvion announces the Batlskin Hellbender TE (Tactical Edition) helmet. The helmet's proprietary geometry features an ACH-front with smooth ear transition and a ridged back, offering structural rigidity, increased rear ballistic protection, and improved impact protection. The new helmet features hybridized layer construction with an ultra-high molecular weight polyethylene (UHMWPE) ballistic core and will be available in hi-cut or a unique mid- or full cut. Configurable to meet a variety of mission needs with a suite of modular accessories and compatible with the APEX liner system, the helmet can be tailored for law enforcement applications and will be available for purchase in mid-2025.

[www.galvion.com](http://www.galvion.com)



### Long Gun Light

Streamlight Inc. introduces the ProTac Rail Mount HP-X Pro long gun light, with 800 lumens and 105,000 candelas for a far-reaching beam of 648 meters. The new light also has a Jack-Cap tail cap switch that allows one-handed operation; offers both push-button or remote pressure switch operation; and provides battery versatility, allowing users to choose between two 3-volt CR123A lithium batteries or one Streamlight SL-B26 protected lithium-ion rechargeable battery pack. This lightweight, low-profile rail-mounted light features a rugged, integrated rail clamp to rapidly and securely attach to rifles, carbines, and sub-machine guns with Picatinny rail or by using an optional included M-LOK mount.

[www.streamlight.com](http://www.streamlight.com)



### Rugged Smartphone

Kyocera announces that its ultra-rugged DuraForce PRO 3 Android smartphone is available and free for eligible police departments in the United States. The smartphone delivers reliable mission-critical communications with loud-clear 100dB+ audio for noisy environments, AI-enhanced dual-mic noise cancellation, an all-day replaceable battery, and a scratch- and shatter-resistant display designed for outdoor visibility with glove and wet-touchscreen operation. Its protection against drops, dust, spills, and hazardous materials; blazing 5G speeds; and Wi-Fi 6E connection ensure reliable communications. Features include replaceable battery, triple rear cameras, dual SIMs for public and private network support, and improved GPS dual-band location sensing.

[kyoceramobile.com](http://kyoceramobile.com)



### Training App

Jiu Jitsu Five-O is proud to introduce its revolutionary mobile app designed to address a critical need in law enforcement: consistent training. The Jiu Jitsu Five-O app empowers officers to train anytime, anywhere, supplementing existing training. Officers can train anytime, before or after shifts, to stay prepared. Learn safe, effective control and defense methods rooted in Brazilian Jiu Jitsu. Cost-effective for individuals and departments of any size, this app is a modern solution for law enforcement training. The mobile app is now available on both the App Store and Google Play. Users can also sign up online.

[www.jiujitsu50.com](http://www.jiujitsu50.com)



## Shell Carriers

Mesa Tactical announces their new SureShell shell carriers with integrated Aimpoint Acro reflex sight mounts for Benelli M4 tactical shotguns. The mounts are designed to co-witness with factory ghost ring sights and are available in both aluminum and polymer versions. The aluminum models, offered in four- and six-shell configurations, feature 6061-T6 construction with Type 3 hard coat anodizing. The lighter-weight polymer version, available in a six-shell configuration, uses glass-filled nylon with aluminum backing. Both versions use a friction retention system to securely hold shells while maintaining easy access. The carriers mount directly to drilled and tapped receiver holes for stability.



[mesatactical.com](http://mesatactical.com)

## Corrections-Grade Tablets

Securus Technologies, a leading provider of corrections technology, announces their EVOTAB and Officer T80 tablets. These innovative devices hold significant potential to transform communication and efficiency within correctional facilities. The EVOTAB and Officer T80 tablets deliver tablet-based communication via Securus' ConnectME app and a consumer mobile carrier's LTE network. The customer pilots, in progress, with small and large departments of corrections and county customers, will ensure these devices meet modern correctional environments' demanding needs through user feedback, training, demonstrations, and on-site testing. These corrections-grade tablets are built to leverage Android Enterprise and zero-touch enrollment for a secure and streamlined user experience.



[www.aventiv.com/securus-technologies](http://www.aventiv.com/securus-technologies)

## Hemostatic Gel

Cresilon announces an innovative hemostatic gel is available to EMS agencies, first responders, emergency departments, and trauma centers across the United States. TRAUMAGEL, a plant-based gel that controls bleeding in seconds when applied to a wound, received U.S. Food and Drug Administration clearance for temporary external use for controlling moderate to severe bleeding. It comes in a 30 mL sterile prefilled syringe, requires no preparation, is easy to apply and remove, and provides immediate hemorrhage control. It can be used in the field and applied to a wide variety of moderate to severe bleeds, such as extremity injuries, head lacerations, and penetrating wounds.



[www.cresilon.com](http://www.cresilon.com)

## Data Interface

Investigations are constantly evolving. With the varied demands agencies encounter, often multiple tools are needed for operational efficiency. With the LexisNexis Risk Solutions Data Application Programming Interface (Data API), agencies can now directly access a vast repository of private and commercial data in most investigative products. As part of the Accurant Public Safety Marketplace, users can now purchase an application programming interface that will provide more comprehensive data insights, without having to access multiple different products to manually connect data to develop actionable intelligence. Customers can integrate the identity data found in Accurant for Law Enforcement alongside additional connected solutions for law enforcement.



[risk.lexisnexis.com](http://risk.lexisnexis.com)

## Telescopic Ladder

Hultafors Group North America introduces its W.steps telescopic RESCUE Line ladders for first responders and military personnel in the United States and Canada. W.steps (pronounced "vee-steps") are easy to carry and stow thanks to their telescopic design. The ladder can handle up to 1,102 lbs., hold three people simultaneously, and easily convert to a stretcher. The top rungs push together to form a head rest, the ends of the ladder can be gripped as handles and height indicators help size the stretcher to the individual. The telescopic height makes them ideal for use during first responder situations that require quick adjustments and reliable equipment.



[wsteps.us](http://wsteps.us)

## Hybrid Training System

InVeris announces the launch of fats LIVE, an innovative new hybrid training system combining the best of virtual training, including instant data capture and reporting, with the unmatched realism of live fire shooting. This represents a leap forward in technology-driven training solutions for law enforcement agencies. Officers fire live weapons at realistic scenarios projected on a self-healing rubber screen, which is designed to endure up to 80,000 rounds. The standard screen measures 118.1 by 66.4 inches and is available in fixed or portable formats; the portable option includes a lightweight aluminum frame. A dual-camera hit detection system records data.



[www.inveristraining.com](http://www.inveristraining.com)

**IACP**

# TECHNOLOGY CONFERENCE

May 5-7  
Indianapolis, IN

2025

2025 IACP

# TECHNOLOGY CONFERENCE

The **2025 IACP Technology Conference** will be held in Indianapolis, Indiana, May 5-7. This event is dedicated to bringing together leading policing practitioners to explore the latest innovations in technology and to collaborate effectively to stay ahead of sophisticated cyber-enabled crimes.

Attendees will have access to more than 50 educational workshops and networking activities, as well as an exhibit hall with more than 100 vendors showcasing the latest technological advances in public safety.

Sessions and activities are designed to meet the needs of a broad range of public safety professionals:

- Chief information officers (CIOs)
- Chief technology officers (CTOs)
- Crime analysts and investigators
- Executives and policymakers
- Federal agency representatives
- Frontline officers
- Procurement officers
- Technology industry service providers

Visit [theIACP.org/tech-conference](https://theIACP.org/tech-conference) for the most up-to-date information about the conference, including educational sessions, exhibitors, speakers, special events, and more.



## EDUCATION & NETWORKING

As technology continues to advance, so too does the reach of criminal activity. The 2025 conference will provide attendees with the opportunity to learn about the latest technology challenges and engage with colleagues from other departments, government agencies, and private sector organizations from around the world.

The conference will feature more than 50 educational workshops, general assemblies, and a host of networking activities spanning three full days on a broad range of topics:

- Artificial intelligence (AI)
- Ambient Invisible Intelligence
- Governance
- Human Capacity Agentic AI
- Neurological Computing Polyfunctional Robotics
- Post-Quantum Cryptography and Cryptanalysis
- Small Asset Models
- Spatial Computing
- Autonomous Vehicles
- Biometrics and Identification
- Blockchain, Cybersecurity, and Cybercrime
- Data Storage and Management
- Digital Evidence and Forensics
- Disinformation Security
- Funding Opportunities
- Immersive Reality Technologies
- Machine Learning and Robotics
- Mobile Apps and Wearable Devices
- Real-Time Crime Centers
- Remotely Piloted Aircraft System Programs
- Smart Cities
- Video Analytics and Integration
- Voice-Activated Technology
- 5G/6G Network Expansion



## SCHEDULE-AT-A-GLANCE

### MONDAY, MAY 5

7:00 AM–5:00 PM	Registration/Check-in
8:30 AM–10:00 AM	Opening General Assembly
10:30 AM–3:30 PM	Workshops
11:30 AM–1:00 PM	Lunch (Not Provided)
3:30 PM–5:00 PM	Welcome Reception in Exhibit Hall
1:00 PM–2:00 PM	Workshops
2:30 PM–3:30 PM	Workshops
3:30 PM–5:00 PM	Welcome Reception in Exhibit Hall

### TUESDAY, MAY 6

7:30 AM–5:00 PM	Registration/Check-in
8:00 AM–9:00 AM	Workshops
9:00 AM–4:00 PM	Exhibit Hall Open
9:45 AM–4:15 PM	Workshops
12:30 PM–1:30 PM	Lunch (Not Provided)

### WEDNESDAY, MAY 7




7:30 AM–12:00 PM	Registration/Check-in
8:00 AM–2:30 PM	Workshops
9:00 AM–1:30 PM	Exhibit Hall Open
12:30 PM–1:30 PM	Lunch (Not Provided)
1:30 PM–2:30 PM	Workshops
2:45 PM–4:00 PM	Closing General Assembly



### Tech Talk Theater

Stay up to date on the latest industry solutions at the Tech Talk Theater, highlighting product demonstrations and services benefiting the field. The Tech Talk Theater allows attendees to easily engage with service providers to discuss solutions to their technology challenges.

■ Advertiser ■ Partner

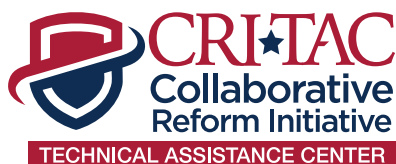
3Si	338	FirstTwo	129
Abel Police	527	Flashpoint	404
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Advanced Kiosks	104	<b>Flock Safety</b>	<b>221</b>
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Attain Insight	618	Havis, Inc.	625
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<b>Axon</b>	<b>635</b>	InTime	336
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DekkoSecure	109	Mobile Mark, Inc.	538
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DragonForce	308	<b>Motorola Solutions</b>	<b>315</b>
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<b>FirstNet, Built with AT&amp;T</b>	<b>226</b>	OSACO Group Ltd.	536
		OUR Rescue	604



Panasonic Connect	415	SWORN, Inc.	139
Peregrine	326	Tableau (a Salesforce company)	138
Police Narratives AI	133	TBL Systems, Inc.	218
PowerDetails, LLC	632	TG3 Electronics, Inc.	427
PRI Management Group	305	TGR Technologies	607
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Reveal Technology	606	Truleo	210
RollKall	435	Two Technologies, Inc.	515
Samsung	509	uAvionix	622
ShadowDragon	609	Utility	333
Silvus Technologies	135	Veritone, Inc.	108
Sirchie	311	<b>Versaterm</b>	<b>238</b>
Siren Data Intelligence, Inc.	130	VIDIZMO LLC	118
Skydio	633	Wave Sciences LLC	608
SmartCOP	207	Westin Public Safety	533
SoundThinking (formerly ShotSpotter)	115	Whelen Engineering Co., Inc.	327
Spokeo	334	Whooster	209
Stackbench	229	Zebra Technologies	304

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**By the field, for the field**



Visit website for more information and request assistance



The Collaborative Reform Initiative Technical Assistance Center (CRI-TAC) provides no-cost customized technical assistance solutions designed to meet the unique needs of state, local, tribal, and campus law enforcement agencies throughout the United States.

**Services provided include:**

- Resource Referral
- Web-based Training
- In-person Training
- Virtual Coaching
- Meeting Facilitation
- On-site Consultation
- Policy Assistance
- Agency Peer Exchange

This project was supported by cooperative agreement number 15JCOPS-22-GK-03334-CRIT awarded by the U.S. Department of Justice, Office of Community Oriented Policing Services. The opinions contained herein are those of the author(s) and do not necessarily represent the official position of the U.S. Department of Justice. References should not be considered an endorsement by the author(s) or the U.S. Department of Justice.



Agencies can request assistance in over 60 topic areas. To learn more or to submit a request for assistance, visit [www.CollaborativeReform.org](http://www.CollaborativeReform.org).





# Reducing Risks and Building Trust

## Effective Interview and Interrogation of People with Intellectual and Developmental Disabilities

### BY

Marianne  
Mulrooney, Project  
Coordinator, IACP

**POLICE OFFICERS MAY EXPERIENCE VARIOUS CHALLENGES WHEN RESPONDING TO SITUATIONS INVOLVING INDIVIDUALS WITH INTELLECTUAL AND DEVELOPMENTAL DISABILITIES (IDD), SUCH AS WHEN INTERVIEWING WITNESSES AND INTERROGATING SUSPECTS. INNOVATIVE RESOURCES ARE A KEY COMPONENT IN PREPARING POLICE TO EFFECTIVELY INTERACT WITH INDIVIDUALS WITH IDD.**

The International Association of Chiefs of Police (IACP) is launching a new initiative, Reducing Risks and Building Trust: Effective Interview and Interrogation of People with Intellectual and Developmental Disabilities. This program seeks to advance community policing by enhancing law enforcement in implementing effective strategies for interviews and interrogations of people with IDD who are witnesses to or suspects of crime.

In partnership with the Arc of the United States' National Center on Criminal Justice and Disability (The Arc) and the Department of Justice, Office of Community Oriented Policing Services (COPS Office), the IACP will bring together police

leaders, prosecutors, defense attorneys, behavioral health experts, legal experts, disability advocates, and persons with lived experience to develop resources for the policing profession to promote effective interactions with individuals with IDD during interviews and interrogations, strengthen the evidentiary value of these police practices, increase public safety by ensuring perpetrators are held accountable, and enhance public trust and confidence in policing.

During this two-year collaboration, the IACP will support the field by developing the following:

- **National Consortium for Reducing Risks and Building Trust with People with Intellectual and Developmental Disabilities**—A group of police

leaders; nationally recognized experts from criminal justice, academic, and nonprofit organizations; and individuals with lived experience will meet quarterly over the next two years. This group will explore best practices; current research; case law and the legal landscape; existing training and resources; and specific challenges related to recognition, communication, understanding of *Miranda* rights, vulnerability to suggestion and influence, and risks of false confessions when working with this population. Discussions will also explore the impact on people with IDD, their families, and the community—and how these feed into community perceptions of, and trust in, police. This National Consortium model, with a multidisciplinary approach and community partnership framework, will allow the IACP to engage a wide span of impacted stakeholders and translate their input into recommendations for innovative policies and practices to inform police practices.

- **Law Enforcement Roundtable**—The IACP will host a roundtable at the 2025 IACP Annual Conference in Denver, Colorado, to gather feedback and seek guidance from police leaders representing diverse agencies around the United States. Participants will bring experience in community policing, training, police legal issues, civil rights, trauma-informed policing, and criminal investigations. Discussions will focus on exploring training, policy, and procedure needs; engagement strategies for police to form effective community partnerships with the disability community, prosecution, and criminal defense agencies in their local jurisdictions; and dissemination strategies for the project's forthcoming resources.
- **State of the Field and Roadmap Report**—This report of the current state of practice and a roadmap of recommendations will be produced based on the National Consortium convenings; roundtable feedback; insights from partnering subject matter experts; and examination of the latest research, current practices, case law, and legal landscape. The report will provide recommended strategies for effectively interviewing and interrogating individuals with IDD. It will also include training, policy guidance, and community partner engagement strategies that will enhance police practices at the local level.
- **Key Takeaways for Law Enforcement Brief**—The IACP will condense the recommendations and strategies from the *State of the Field and Roadmap Report* down to the most essential, actionable information for police professionals. Working with project partners and the National Consortium, the IACP will identify and include the topline messages, highlight the issue, and outline the most important

recommended practices for police professionals conducting interviews and interrogations with individuals with IDD. This high-level resource will provide actionable recommendations and highlight promising practices from around the United States that will help agencies and officers to operationalize the recommendations.

With this new initiative, the IACP will construct a foundation to enhance police practices around interviewing and interrogating individuals with IDD. ♡

The IACP has already developed a number of groundbreaking resources and training for police on interacting with individuals with IDD. For more information, visit

- Crisis Response and Intervention Training Initiative ([www.theIACP.org/projects/crit-initiative-tta](http://www.theIACP.org/projects/crit-initiative-tta))
- Home Safe ([www.theIACP.org/projects/home-safe](http://www.theIACP.org/projects/home-safe))
- Academic Training Initiative ([www.informedpoliceresponses.com](http://www.informedpoliceresponses.com))

For more information about the IACP's IDD training and technical assistance initiatives for law enforcement, contact Sabrina Fernandez at [fernandez@theiacp.org](mailto:fernandez@theiacp.org).



This project is supported, in whole or in part, by federal award number 15JCOPS-24-GK-02520-PPSE awarded to the International Association of Chiefs of Police by the U.S. Department of Justice, Office of Community Oriented Policing Services (COPS Office). The opinions contained herein are those of the author(s) or contributor(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific individuals, agencies, companies, products, or services should not be considered an endorsement by the author(s), contributor(s), or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues. The internet references cited in this publication were valid as of the date of publication. Given that URLs and websites are in constant flux, neither the author(s) nor the COPS Office can vouch for their current validity.



IACPnet is the top resource for effective practices, case studies, and other information to support police leaders as they navigate the ever-changing public safety landscape. Learn more and request a demo by visiting [theIACP.org/IACPnet](http://theIACP.org/IACPnet).

Reflects December 2024 data

PAGE VIEWS

11,775



MEMBER AGENCIES

Police professionals from agencies of all sizes utilize IACPnet to enhance programs and operations, to develop data-driven solutions, and for professional development.

1,237



NEW & UPDATED POLICIES

102

IACPnet contains policies utilized by hundreds of agencies to address real-world policing challenges. Search results can be filtered by revision date, agency size, and state or province, ensuring the most relevant information is found.

NEW & UPDATED RESOURCES

101

In addition to policies, the Resource Library offers a wealth of articles, reports, infographics, and more. Refine search results by type, date, population, and other criteria to easily access the necessary resources.

TOP RESOURCES

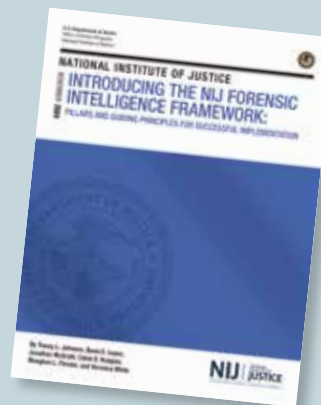
- > **Taser 10**  
— Discussion Board post
- > **Equipment**  
— Policy from the Charlotte-Mecklenburg Police Department, North Carolina
- > **Unmanned Aircraft Systems (UAS)**  
— Policy from the La Crosse Police Department, Wisconsin



FEATURED RESOURCE

**Introducing the NIJ Forensic Intelligence Framework**

This document introduces the NIJ Forensic Intelligence Framework concepts and guiding principles for law enforcement, forensic laboratories, and researchers, and explains the foundations for implementing and sustaining a forensic intelligence program.



Access these resources and more at [theIACP.org/IACPnet](http://theIACP.org/IACPnet). For more information, call the IACPnet team at 800.227.9640.



### TOP IACP BLOG POST

## The Law Enforcement Marriage: Knowing When It's Time to Get Help

Healthy marriages and relationships have the potential to provide law enforcement officers a great degree of support. Officers tend to work long non-traditional hours and encounter many on the job stressors that some traditional jobs might not.

It is critical for the couple to recognize when it is time to seek help and receive care. Frequent self- and partner inventories of the marriage can be helpful to resolve issues before they become large scale stressors.



Read this and other posts at [theIACP.org/blog](https://theIACP.org/blog).

### POPULAR IACP RESOURCES



» OFFICER WELLNESS  
DASHBOARD-  
LEGISLATIVE  
PROTECTIONS  
& TRAINING  
REQUIREMENTS

» RESPONDING  
TO PERSONS  
EXPERIENCING A  
MENTAL HEALTH  
CRISIS (POLICY  
RESOURCE)

» MENTOR MATCH



Find these and other important resources at [theIACP.org](https://theIACP.org).

### FEATURED ITEM IN IACP MONTHLY JANUARY NEWSLETTER

## Impaired Driving and Traffic Safety Conference:

The IACP 2025 Impaired Driving and Traffic Safety (IDTS) Conference will be held in Chicago, Illinois, August 4-6. Join traffic safety professionals from around the world to share knowledge about effective and proven approaches for improving road safety, the latest science on alcohol and drug impaired driving enforcement, how technology can be leveraged to make communities safer, and how agencies can use traffic safety education to engage and build trust with their communities.



View this guidance and other policy resources at [theIACP.org/IDTSconference](https://theIACP.org/IDTSconference).

### POST



# of the month



This week, the IACP conducted a site visit in Guayaquil, Ecuador, to coordinate enforcement planning and assess speed checkpoint operations with @ATMGuayaquil traffic agents under the @BloombergDotOrg Initiative for Global Road Safety.



### TOP POLICE CHIEF JANUARY BONUS ONLINE ARTICLE

## “It Matters: Aurora SAVE”

Story and Photos Courtesy of City of Aurora, Colorado



Read this and other articles at [policechiefmagazine.org](https://policechiefmagazine.org).

### CRITICAL DISPATCH PODCAST

## Mass Casualty Events: Lessons to be Learned from New Orleans

January 9, 2025

In the aftermath of the brutal attack on Bourbon Street New Year's Day that killed 14 people and injured dozens more, host Jeff Pegues speaks with Ronal Serpas, former superintendent of police in New Orleans. Serpas and Pegues discuss the chain of command in response

to terrorist attacks and where the assets and resources exist to deter these types of attacks in the future.



Access the podcast at [theIACP.org/resources/critical-dispatch-podcast](https://theIACP.org/resources/critical-dispatch-podcast) or via your favorite podcast player.

# The Evolution of Railroad Police in North America

## BY

Brandon Myers,  
Deputy Chief, CN  
Railway and Police  
Chair, IACP Railroad  
Section P

**MORE THAN 170 YEARS AGO, ON FEBRUARY 1, 1855, ALAN PINKERTON WAS CONTRACTED TO CREATE ONE OF THE EARLIEST KNOWN RAILROAD POLICE AGENCIES. HE WAS TASKED**

*to respond ... without delay ... give their personal attention to the preliminary investigation of the facts, and maturing and adapting the plan of action, preference in all cases to be given to those companies whose buildings trains or tracks are then in jeopardy*

Today, thousands of railroad and transit police continue to support this mandate, policing the rails throughout North America.

Railroad police have played a critical role in ensuring the safety and security of North America's vast rail networks since the early days of the rail industry. From protecting valuable cargo to enforcing traffic laws at crossings, their work has evolved to meet the growing demands of modern transportation. Railroad police contribute to a safer, more efficient system, with education and traffic enforcement becoming increasingly important in the face of rising rail traffic.

The need for railroad police emerged in the early 1800s as railroads began to stretch across the continent. With trains transporting valuable cargo such as mail, freight, and gold, railroads became prime targets for theft and vandalism. To protect their property and ensure the safety of their employees, railroads began to hire their own security. In 1849, the Baltimore and Ohio Railroad created the first formal rail police force in the United States, which had the authority to patrol and investigate crimes on railroad property. In Canada, railroad policing began in the 1880s as railroads expanded across vast, often remote regions. Like their U.S. counterparts, Canadian railroad police were tasked with protecting railroad assets and maintaining order in areas with little or no law enforcement presence.

As railroads grew, so did the responsibilities of the railroad police. By the early 20th century, their duties expanded beyond crime prevention to include assisting accident investigations and enforcing traffic laws. Additionally, concerns over sabotage and terrorism meant that they had to identify a wider

range of threats. Their jurisdiction extended over rail yards, stations, and tracks that spread across the continent, giving them the unique responsibility of protecting both physical infrastructure and people with federal, interstate, and local law enforcement authority.

Because railroad police have authority in every jurisdiction the railroad has property, their work often overlaps with local and federal law enforcement. In urban areas, for example, local police initially respond to and investigate incidents involving railroads. Then, railroad police—with their specialized training—liaise and assist the local police with the investigations.

In cases of interstate/provincial crime or terrorism, the FBI or the Royal Canadian Mounted Police may become involved, with railroad police supporting investigations due to their expertise in rail-specific issues. Similarly, cross-border security may involve partnerships with border agencies from both countries.

One of the most visible roles railroad police play today is in traffic and trespass enforcement. Accidents involving trains remain a serious public safety issue and account for hundreds of injuries and fatalities each year. As a result, education is a vital part of their mission. Railroad police work with local police agencies to raise awareness about the dangers of disregarding railroad crossing signals and trespassing. By fostering a culture of safety, all police can play a key role in proactively preventing accidents.

The history and importance of railroad police is a story of adaptation and collaboration. From Pinkerton's pursuit of notorious outlaws such as Jesse James and Butch Cassidy to their current role in ensuring public safety, railroad police are an indispensable part of the law enforcement community. By working closely with local and federal agencies, railroad police continue to help protect one of the most critical infrastructures in North America, ensuring that the rails remain safe, secure, and efficient for generations. ♡

## 2025

MAR  
19  
—  
21**2025 Division Midyear**

Orlando, Florida

The Division of State and Provincial Police, Division of State Associations of Chiefs of Police, and Midsize Agencies Division will hold their joint midyear meeting in Orlando, Florida. This meeting provides an opportunity to discuss critical issues facing the law enforcement community, identify best practices, and enhance relationships with colleagues.

[theIACP.org/events/2025-division-midyear](https://theIACP.org/events/2025-division-midyear)

APR  
25  
—  
27**2025 Policy Council Midyear**

Grapevine, Texas

The Policy Council Midyear is designed to increase engagement, activity, and collaboration between committees and sections and to ensure the work of the groups aligns with the direction of each Policy Council. All committees will meet in addition to individual section leadership.

[theIACP.org/events/2025-policy-council-midyear](https://theIACP.org/events/2025-policy-council-midyear)

MAY  
5  
—  
7**IACP Technology Conference**

Indianapolis, Indiana

The IACP Technology Conference provides training, professional development, and a forum for law enforcement executives, operational managers, and technology and research staff to share best practices and lessons learned on new and emerging technologies.

[theIACP.org/tech-conference](https://theIACP.org/tech-conference)

MAY  
5  
—  
8**Public Information Officers Midyear Conference & Training**

Kansas City, Missouri

The IACP Public Information Officers Midyear conference brings together public information officers from across the globe to explore new information-sharing efforts, best practices, case studies, and more. This conference offers 20 hours of training, and attendees will walk away with new and exciting tools and strategies to communicate with residents, community members, staff, and other stakeholders.

[theIACP.org/events/conference/2025-iACP-public-information-officers-section-midyear-conference](https://theIACP.org/events/conference/2025-iACP-public-information-officers-section-midyear-conference)

MAY  
18  
—  
23**Legal Officers Section Spring Training & Midyear Meeting**

Scottsdale, Arizona

The Legal Officers Section assists in the establishment of professional standards, assistance, and cooperation among attorneys who provide legal advice or representation to law enforcement administrators. This event offers 4.5 days of intensive training on a number of legal topics.

[theIACP.org/events/conference/2025-iACP-legal-officers-section-spring-training-midyear-meeting](https://theIACP.org/events/conference/2025-iACP-legal-officers-section-spring-training-midyear-meeting)

AUG  
4  
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6**IACP Impaired Driving & Traffic Safety Conference**

Chicago, Illinois

The IDTS Conference is the largest training conference for drug recognition experts and traffic safety professionals, bringing them together from around the world to share knowledge and approaches for improving road and traffic safety.

[theIACP.org/IDTSconference](https://theIACP.org/IDTSconference)

OCT  
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21**2025 IACP Annual Conference and Exposition**

Denver, Colorado

The IACP Annual Conference and Exposition is the pre-eminent law enforcement event of the year. Public safety professionals from across the globe come together to network with their colleagues, learn new techniques, advance their careers, and equip their departments for ongoing success.

[theIACPconference.org](https://theIACPconference.org)

Looking to take that vacation this year?

Members can save more with plenty of discounts on travel services. For details, see: [theIACP.org/member-benefits](https://theIACP.org/member-benefits).

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# Meet an IACP Member



## Ed Book Chief of Police/ Emergency Manager

*Santa Fe College, Florida*

*Agency size: 31*

*Total years of service: 39+*

*IACP MEMBER SINCE 2008*

*Contact me:*

*Email: [edbook@sfcollge.edu](mailto:edbook@sfcollge.edu)*

*Phone: 352-395-5883*

*Website: [www.sfcollge.edu/pd](http://www.sfcollge.edu/pd)*

### **WHY DID YOU JOIN THE IACP?**

To benefit from the immense networking, experience, and professional development offered.

### **WHEN DID YOU FIRST HEAR ABOUT THE IACP?**

My captain approached me years ago and told me I should join.

### **HOW HAS YOUR CAREER BENEFITED FROM YOUR MEMBERSHIP?**

The contacts I have made and the information available at my “fingertips” through the IACP have allowed me to learn about best practices and cutting-edge trends in law enforcement, obtain solutions to challenging agency concerns, and keep perspectives fresh through the vast training opportunities offered. As a result, I have been a better leader and manager for the two agencies I have worked for and a better colleague to other agencies I have worked with.

### **IS THERE AN IACP RESOURCE OR EVENT THAT HAS AIDED YOUR AGENCY OR COMMUNITY OR YOU IN YOUR CAREER?**

The annual conference and the *Police Chief* magazine in particular provide such vast professional development and information on developing issues that I have been able to stay ahead of the curve and forward thinking.

### **DO YOU HAVE ANY TIPS OR ADVICE FOR NEW IACP MEMBERS?**

Be willing to reach out and ask questions and for advice. All leaders typically experience similar concerns and problems in their community and learning from those who have been through these before both puts things in perspective and provides numerous good solutions to consider. Attend the conference or other training opportunities offered! For the *Police Chief*

magazine, share noteworthy articles relevant to your agency with your supervisory team.

### **WHY DID YOU CHOOSE A CAREER IN POLICING?**

The old adage that “I wanted to help people” remains true for me even today.

### **WHAT DO YOU LOVE MOST ABOUT THE PROFESSION?**

Making a difference and serving.

### **WHAT IS THE MOST CHALLENGING PART OF POLICING?**

Externally—communicating across a vast diverse community and ensuring that community members understand the *why* and *how* of our efforts and actions, not just the *what*.

Internally—making sure that the entire agency is always improving and leading in best practices, communications within and without the organization, and equipping staff with all the tools to do their job in the best possible way.

### **WHAT CAREER ADVICE DO YOU LIVE BY?**

Treat all with professionalism, courtesy, respect, and civility.

### **WHAT ADVICE WOULD YOU GIVE SOMEONE WHO WANTS TO ENTER THE POLICING PROFESSION?**

Realize that policing is one of the most honorable professions of all, and as a result, we are rightfully held to a higher standard. Uphold that standard and police with ethics, integrity, professionalism, and compassion as foundations.

### **HOW DO YOU DEFINE SUCCESS?**

Making any situation better for those we serve, including the community and our own employees.



**WHAT DO YOU THINK IS THE BIGGEST CHALLENGE FACING POLICING TODAY?**

Recruitment and retention—and especially hiring those who already have excellent interpersonal communication skills (or possess the ability to learn them).

**WHAT KEEPS YOU UP AT NIGHT?**

Concern that an active threat and harm will occur ... and [learning], in retrospect, that it could have been prevented.

**WHAT IS A PROGRAM, POLICY, OR TECHNOLOGY YOU HAVE IMPLEMENTED IN YOUR AGENCY THAT YOU ARE PROUD OF?**

Many, many, many. Here is a very small snapshot. The Santa Fe College Police Department is one of the very few higher education 24/7 agencies on a college campus in Florida (different from universities). Programmatically, our commitment to safety and crime prevention through environmental design, community policing, and collaboration and integration with our college community has been recognized as award worthy. We were the first college police department ever to be recognized by the IACP for community policing initiatives and similarly have been honored by other prestigious organizations such as the Florida Police Chiefs Association, Florida Crime Prevention Association, and the International Association of Campus Law Enforcement Administrators (IACLEA) for innovation in the field. (A list of these recognitions, a testament to everyone who works here can be viewed at [www.sfcollge.edu/pd/about](http://www.sfcollge.edu/pd/about)).

From a technology standpoint, our department was the first in the region to implement body-worn cameras and external body armor

“

*Policing is one of the most honorable professions of all, and as a result, we are rightfully held to a higher standard.*

”

and then shared what we learned with other agencies as they moved forward with implementation. And our professional development remains a key emphasis for staff as we ensure we stay abreast of areas such as mental health, crisis intervention, crime prevention through environmental design, and active threats. And, lastly, I am proud of the men and women who serve at the Santa Fe College Police Department 24/7 in sworn, dispatch, and civilian positions. ☺

**CALLING ALL IACP MEMBERS**

Interested in being featured in a future Roll Call? Contact [editor@theIACP.org](mailto:editor@theIACP.org) to express your interest. Your fellow members are waiting to meet you!

**Personal Profile**

**WHAT INDUSTRY PUBLICATIONS DO YOU LISTEN TO, WATCH, OR READ?**

I am a voracious reader of law enforcement periodicals, including *Police Chief* magazine, and digital news from many sources daily.

**WHAT IS YOUR FAVORITE LEADERSHIP BOOK?**

No one favorite—two very different books I like are *The 7 Secrets of Highly Effective People* (Stephen R. Covey) and *Leadership Secrets of Attila the Hun* (Wess Roberts).

**WHO INSPIRES YOU?**

A community leader I have learned from over many years, Ms. Rosa Williams, and my wife, Lori Book, who can handle anything that comes her way and was an incredible first-grade teacher for 38 years.

**DO YOU HAVE A FAVORITE QUOTE?**

I have several. One of them is “Do your best, otherwise you will never know.”

**WHAT IS A FUN FACT ABOUT YOURSELF YOU'D LIKE TO SHARE?**

I played a mean game of racquetball most of my life, but as I've gotten older, I am now transitioning into playing a mediocre game of pickleball.

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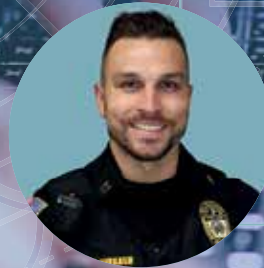
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for police professionals.

## Best Practices

- Look to your peers for what has worked for them. Use IACPnet's vast network of law enforcement leaders to ask questions and solicit opinions about law enforcement topics.



The IACPnet database has been an invaluable resource for me and the Department. I have used it primarily for research purposes on policies and internal documentation as my agency continues to grow to unprecedented levels. It is extremely helpful to be able to look at agencies our size, or larger, and how to implement new programs or policies effectively as some agencies already have."



**Capt. John Jurkash**  
*Administration Captain*  
Whitestown Metropolitan  
Police Department,  
Whitestown, IN

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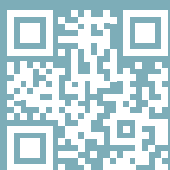
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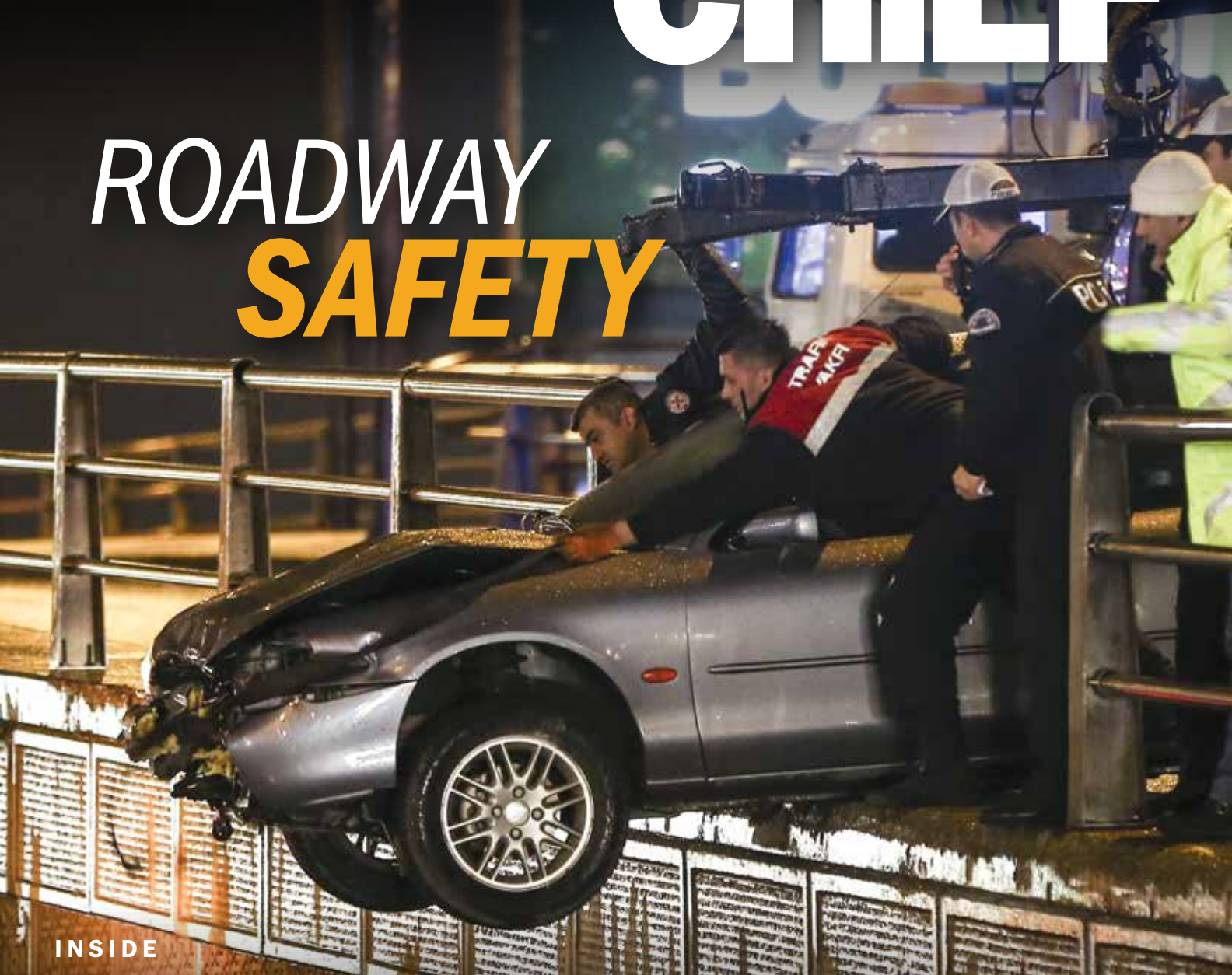
**LOCAL: Charles Hayes,  
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Oregon State Police**

**STATE: Kevin Davis, Chief  
California Highway Patrol**



# POLICE CHIEF

## ROADWAY SAFETY



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