Operation ARC
A Procedurally Just Traffic Safety Initiative
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• Introduction of the Manhattan Area, RCPD, and KSU
• Historical Context - RCPD Initiatives and Operation Impact
• Basic Review of Procedural Justice
• Genesis of Operation ARC
• Critical Elements of Operation ARC
• Operation ARC: Training Course Development and Delivery
• Study Development and Results
LEARNING OBJECTIVES

• What led RCPD/KSU down the path to PJ?
• What is Procedural Justice (PJ)?
• How was PJ applied to a traffic safety initiative called Operation ARC?
• How were officers trained for this initiative?
• What were the preliminary results of the initiative?
You are the Patrol Commander for a 100 officer agency in a college town in the Midwest.

Your agency has successfully deployed a number of initiatives with public support.

However a traffic safety initiative based on DDACTS was rejected by the public.

Since this time the agency has not had a traffic safety initiative. The Department’s oversight board has recently rejected a grant funded seatbelt enforcement campaign.

Accidents are relatively low, but vary significantly by season, especially injury accidents.
• Population 56,308
• Area 19.2 sq miles
• 83.5% white
• Median HH income $43,104
• 26.2% persons in poverty
• State university, military post, level IV research facility. commercial/social hub
• Consolidated 1974
• Law Board oversight
• Accredited (CALEA) 1991
• 205 full-time employees
• 107 sworn officers
• 98 civilian employees
• Founded 1863 as a land grant college
• Ag, veterinary, engineering
• NCAA I
• Total Enrollment 24,146
• POP (around 2007)
• PTO
• ILP
  • ROP
  • **Operation Impact**
• CIU
• EBP
  • Hotspots
OPERATION IMPACT

• Positive results

• What was to blame?
  • Spin out of control
  • Not advertised correctly
PROCEDURAL JUSTICE

• Voice, Neutrality, Dignity & Respect, Trustworthy Motives

• Process over Outcome

• Perceived legitimacy results in voluntary compliance

• Must treat officers with PJ to get PJ

• Police Legitimacy = Police Effectiveness + PJ
OPERATION ARC

- Accident Reduction Citations/Centers
  - How to get the public’s **Voice**
    - Researchers
    - Money
    - Administrative Resistance
BIG APPLE V. LITTLE APPLE

CONTEXT MATTERS
BIG APPLE V. LITTLE APPLE

THE ARCHITECTURE OF RURAL LIFE
• Series of focus groups/Interviews
  • Focus on public safety
  • Big 5
    • DUI
    • Speeding (>8-10 mph over, esp. school zones)
    • Tailgating
    • Cell phone use (esp. texting)
    • Running stop signs/red lights
• Locations (20/20, 1-2)
• Behaviors
• Repeat Traffic Offenders
ANY GUESSES?

• Top 5 Accident Causations?
TOP 5 ACCIDENT CAUSATIONS

- Inattentive Driving
- Failure to Yield
- Following too Close
- DUI
- Speeding
Focus Group (KSU Survey)

- Top 5 things people think RCPD should focus on:
  1. Impaired driving
  2. Speeding (esp. school zones)
  3. Distracted driving (esp. phones and texting)
  4. Failure to stop (stop signs AND red lights)
  5. Tailgating (F-T-C)

Accident Causation List

- Top 5 Causes of Accidents:
  1. Inattentive Driving
  2. Failure to Yield
  3. Following Too Close
  4. DUI
  5. Speeding / Unsafe Lane Changes
• Follow up study by K-State was approved by bosses

• Internally funded with a new budget item
BUILD A TRAINING PROGRAM

• Introduction to PJ and Police Legitimacy
  • Esp. the four elements

• Critical Elements of Operation ARC
  • Review of traffic accident data
  • Review of the Australian Experiment (QCET)
    • Strong focus on scripting (officer’s voice)
      • 90 second Rule
      • Compliance Checks (supervisors)
• Define an ARC Stop
  • Big 5 violation
  • Use their script
    • Sincere (Verbal Judo Issue)
  • Mark the citation/warning as ARC
• They decided how many citations to write and what kind (e.g. warnings v. citations).
  
  • Low accident numbers/promise to law board
  
  • They wrote their own scripts
  
  • They decided when to make non-traffic safety stops
Creating Your Own ARC Script

VOICE:
- Voice/Participation are reinforced whenever you mention public expectations.
- The goal is to give the driver “voice” through the explanation of the survey, NOT by creating a roadside debate.
Creating Your Own ARC Script

- **TRUSTWORTHY MOTIVES:**
  - This is emphasized when you mention that we are trying to reduce accidents and the violation you stopped them for is known to cause accidents.
Creating Your Own ARC Script

- NEUTRALITY:
  - This is emphasized when you mention your supervisor expects/assigned you to make traffic safety stops.
  - Focused on behavior
Creating Your Own ARC Script

- DIGNITY AND RESPECT
  - This is emphasized by your demeanor.
  - Saying something like, “Well, sorry to have met like this, but I do need your driver’s license and...”
“I stopped you for speeding…”
“My supervisor sent me to this location to reduce accidents” (Trustworthy motives, Neutrality)
“Speeding is one of the major causes of accidents” (Trustworthy motives)
“We asked the public what they thought we should focus on and they said speeding was an important issue” (Voice)
“Sorry we had to meet like this, but I need your license and…” (Dignity/Respect)
Return visit – “My supervisors and the public expect me to write tickets for speeding so that everyone can use the roads safely, so I’ve written you a ticket for…” (Motives, Dignity/Respect, Neutrality)
• Development of script
• Peer review of script (open practice)
• Traffic stops with peers
• Debrief
• 02:25 & 11:00

• 17 0626 ARC Conference Presentation
AXON_Flex_Video_2017-04-16_1805.mp4
## ACCIDENT TOTALS

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### Preventable Accidents 1st QTR

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### Preventable Injury Accidents 1st QTR

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• Dr. Williams
LESSONS LEARNED

- QC measures were created well after training (very complicated)
  - Video review by supervisors
- No reminders (cheat sheets) after training
- Officers keenly interested in accident data and study construction.
- A small number of officers regularly wrote ARC citations and a small group did not.
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"Type a quote here."

– Johnny Appleseed