

# Operation ARC

A Procedurally Just Traffic Safety Initiative





# SPEAKERS



Capt. Josh Kyle  
Sgt. Scott Hajek



Dr. Sue Williams  
Dr. Lorenza Lockett  
John Grube



- 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



- 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?



# THE PROBLEM



- 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



# KANSAS STATE UNIVERSITY



- Founded 1863 as a land grant college
- Ag, veterinary, engineering
- NCAA I
- Total Enrollment 24,146

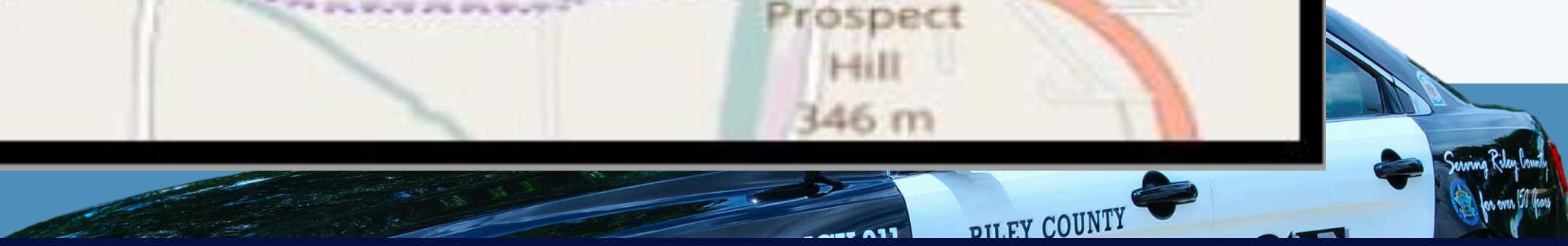
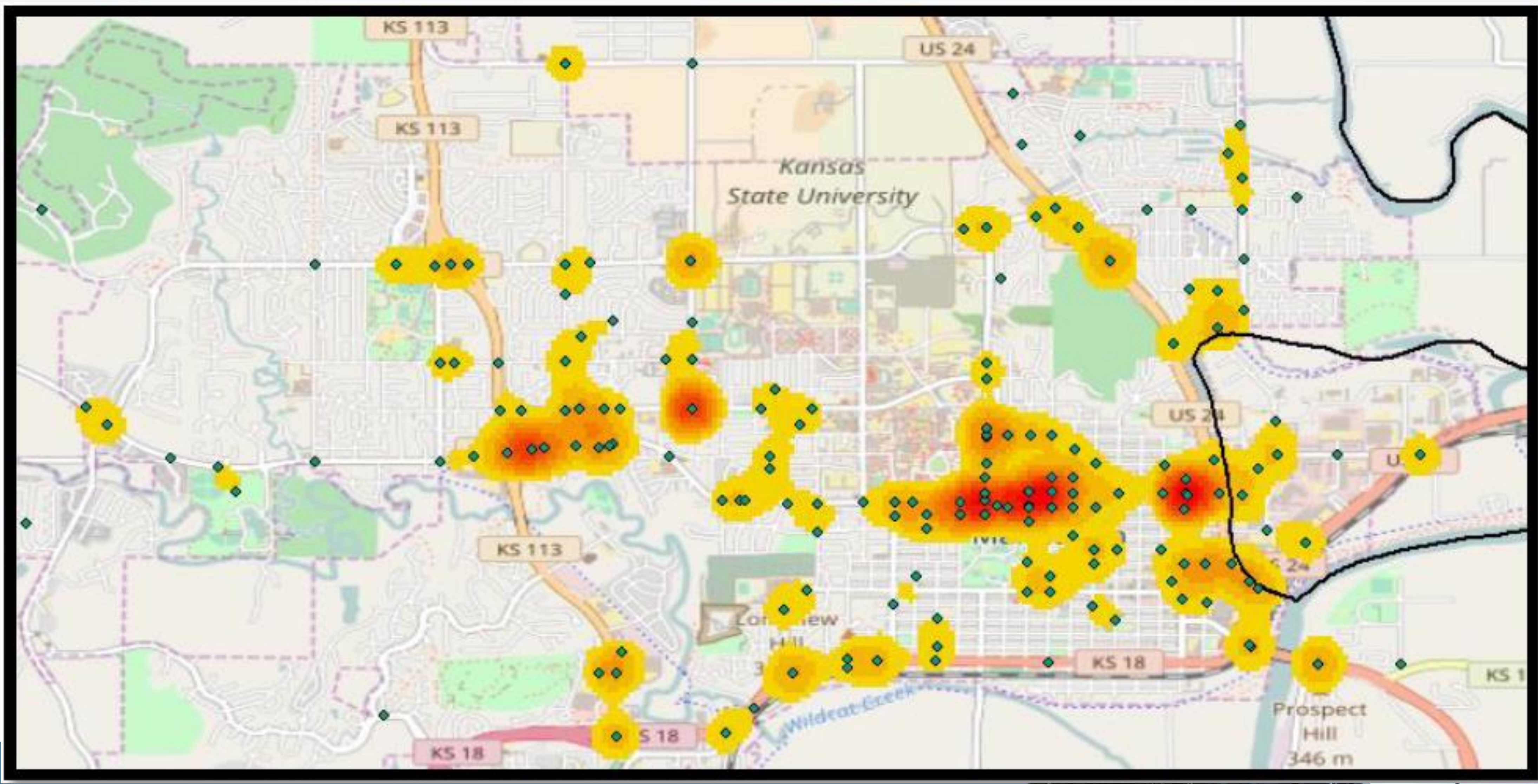






- POP (around 2007)
- PTO
- ILP
  - ROP
  - **Operation Impact**
  - CIU
- EBP
  - Hotspots





- Positive results
- What was to blame?
- Spin out of control
- Not advertised correctly



- 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

The four principles of procedural justice:

Voice

Neutrality

Respect

Trustworthiness



- 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



AGGIEVILLE

Ballard's  
SPORTING GOODS

START

BEAUTY ON  
BEACH SOON  
2002 SUBWAY  
4400 Y&B  
KEEP GLASS

COPYCO

AGGIEVILLE

Manhattan Ave

ONE WAY





- 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

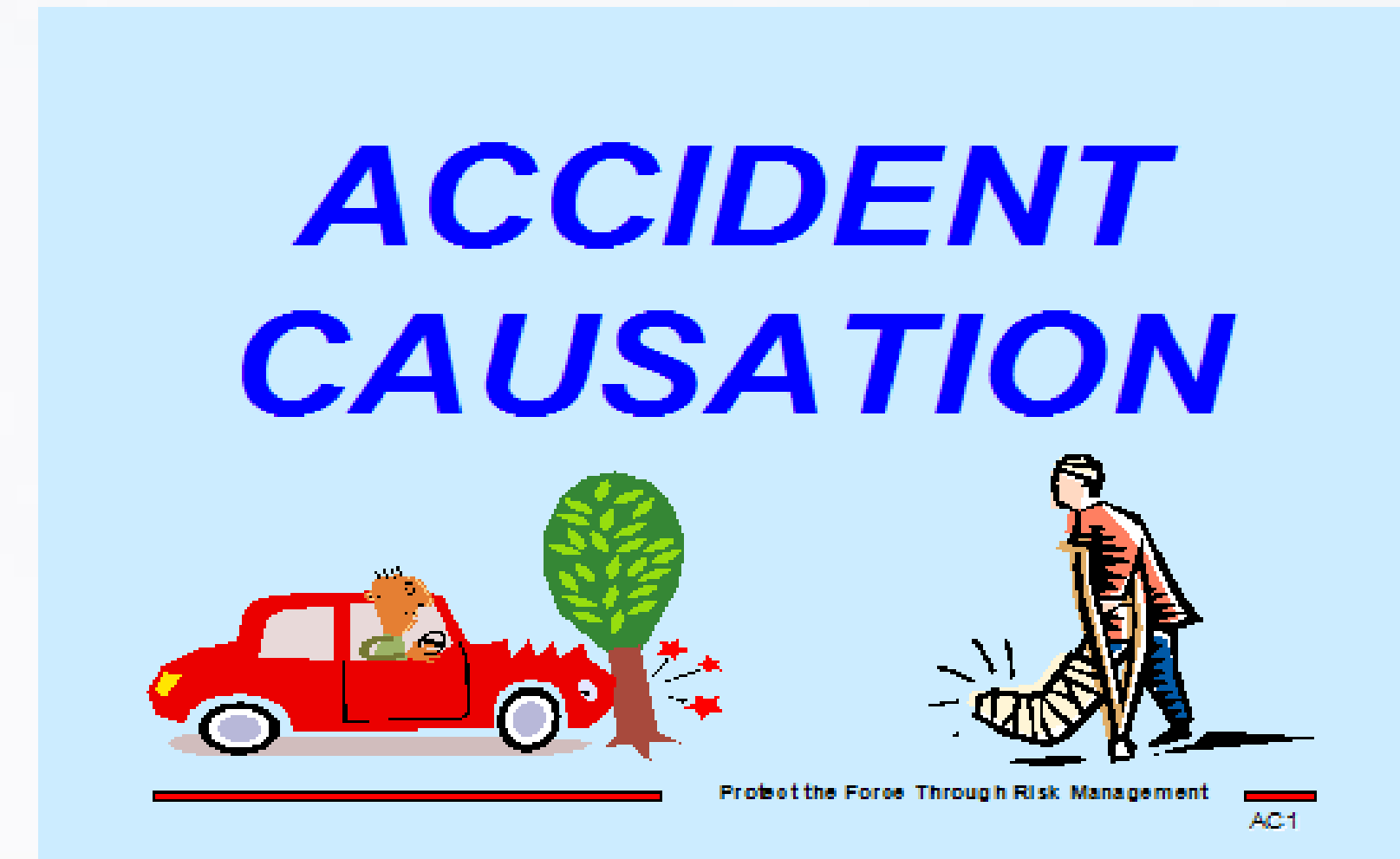


- Top 5 Accident Causations?



# TOP 5 ACCIDENT CAUSATIONS

- Inattentive Driving
- Failure to Yield
- Following too Close
- DUI
- Speeding



# Critical Elements of Operation ARC

- ▶ 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)

- ▶ Top 5 Causes of Accidents:
- ▶ 1. Inattentive Driving
- ▶ 2. Failure to Yield
- ▶ 3. Following Too Close
- ▶ 4. DUI
- ▶ 5. Speeding / Unsafe Lane Changes

Focus Group (KSU Survey)

Accident Causation List

- 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

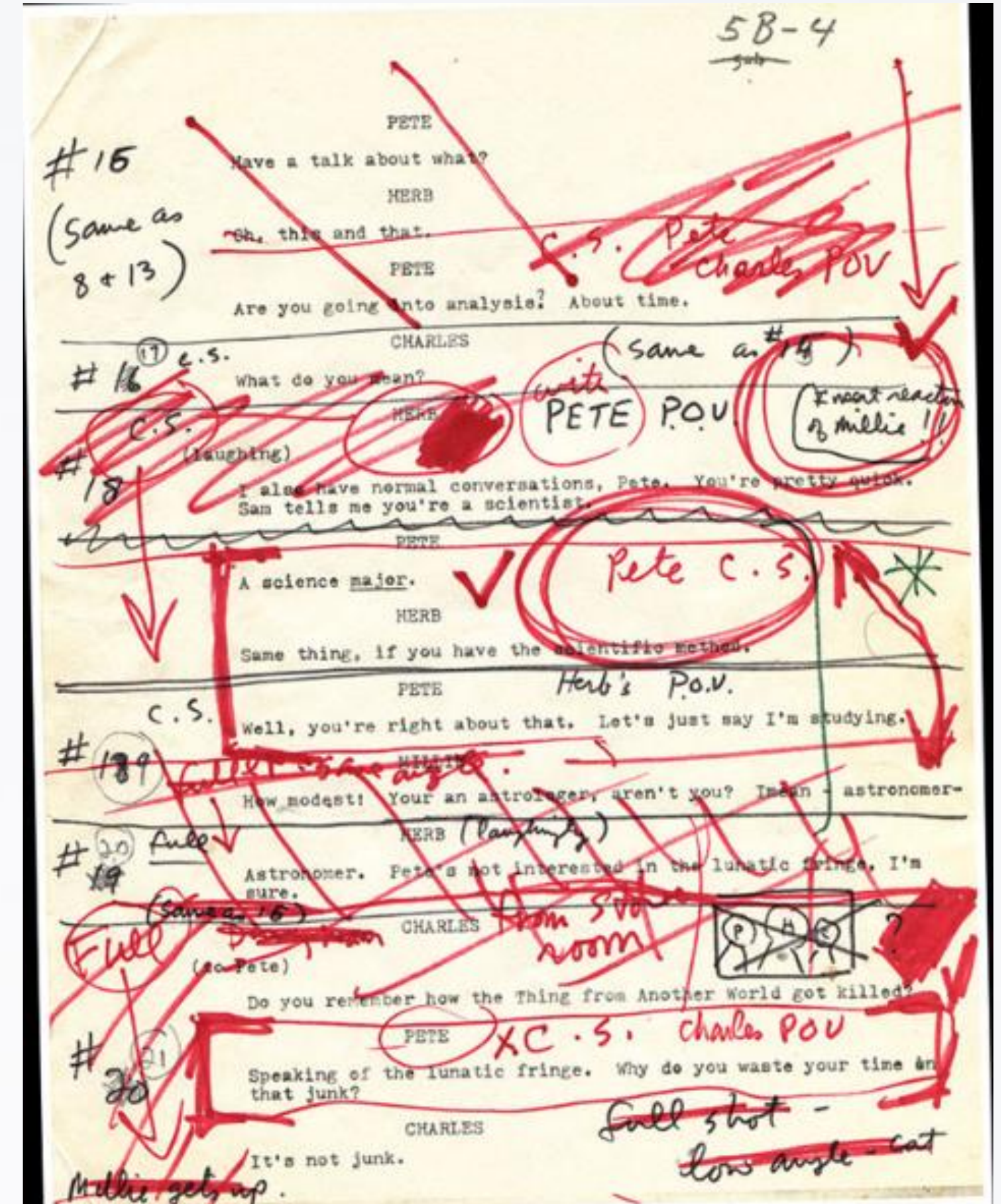
## ▶ DIGNITY AND RESPECT

- 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...”

# Creating Your Own ARC Script

- ▶ “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



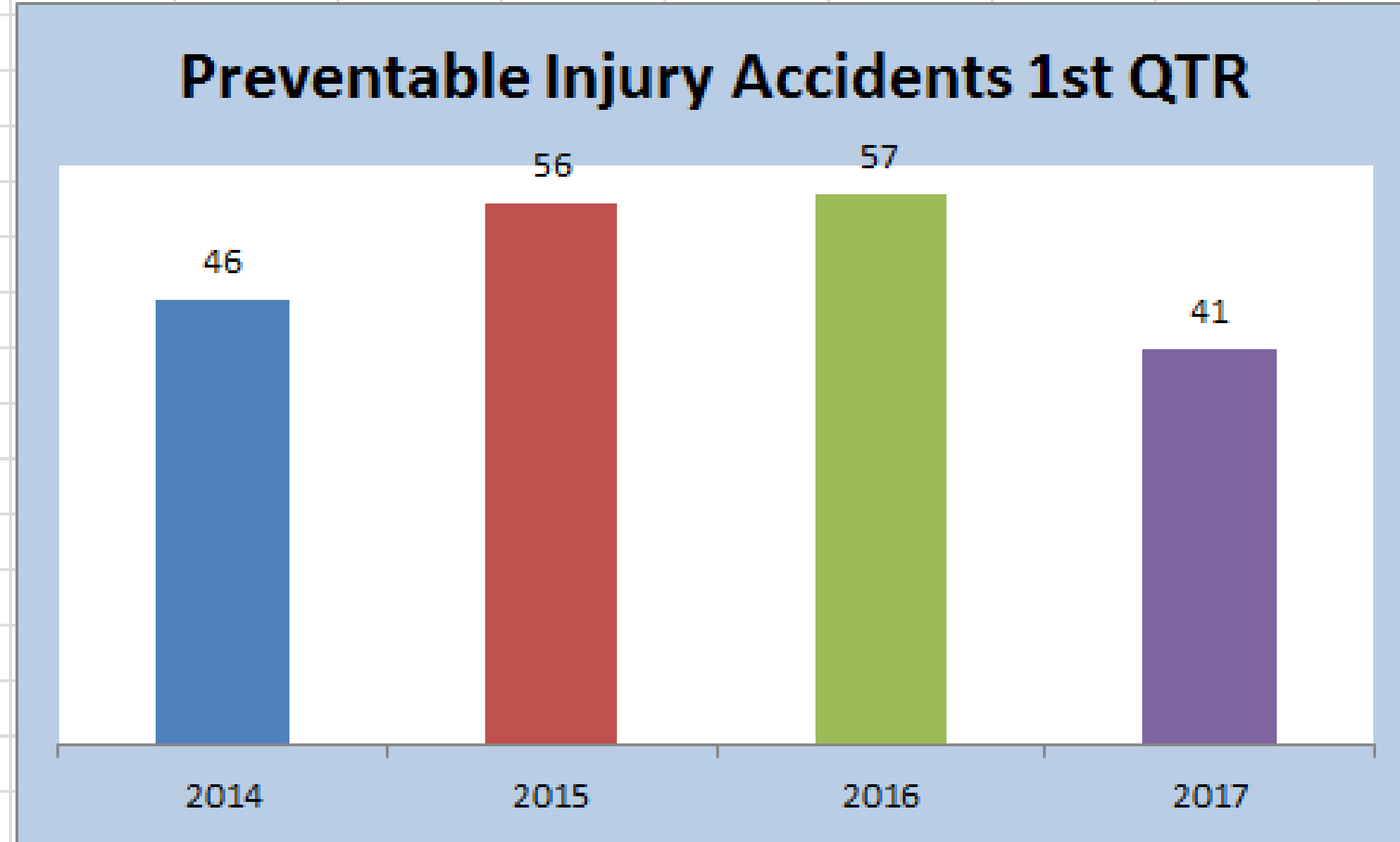
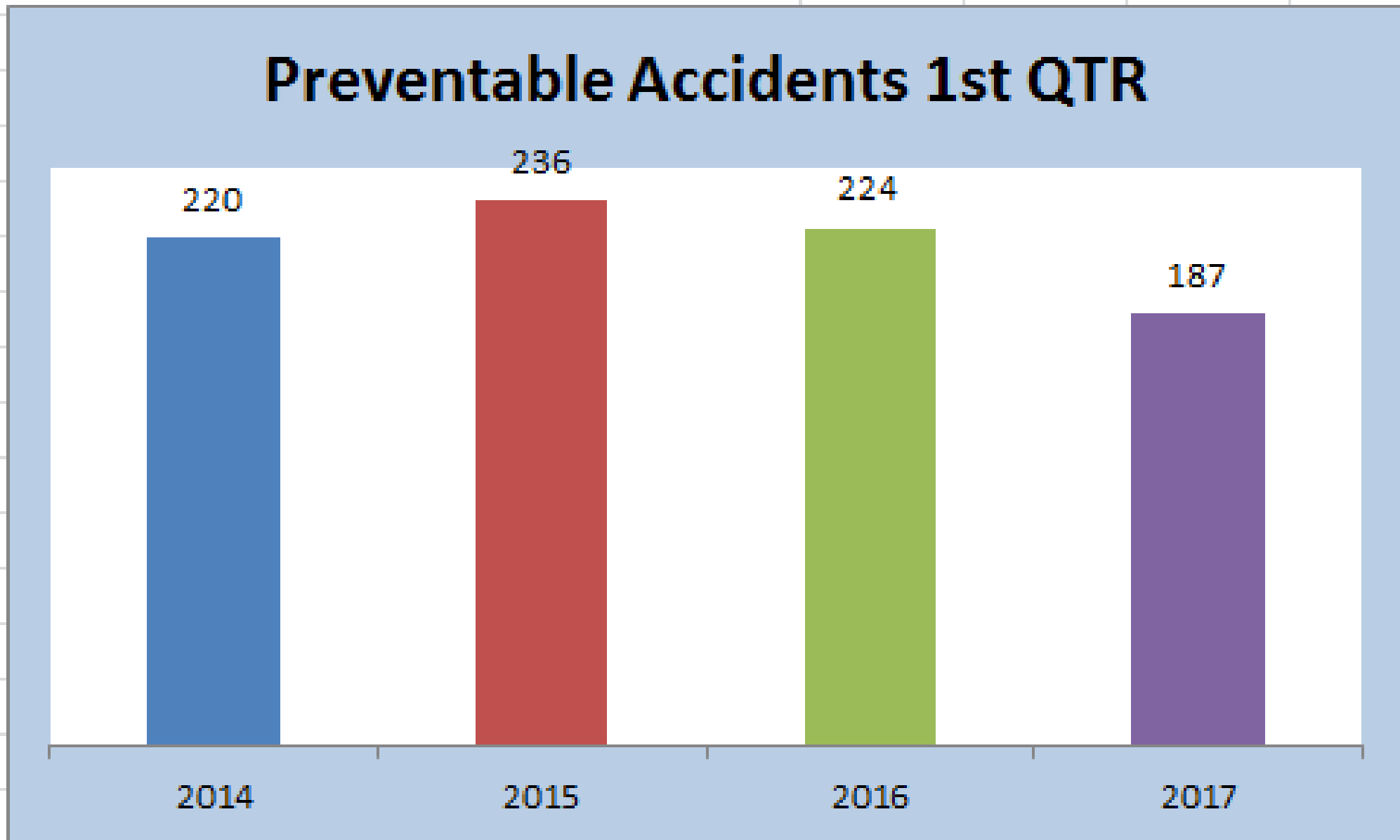


- 02:25 & 11:00
- [17 0626 ARC Conference Presentation](#)  
[AXON\\_Flex\\_Video\\_2017-04-16\\_1805.mp4](#)



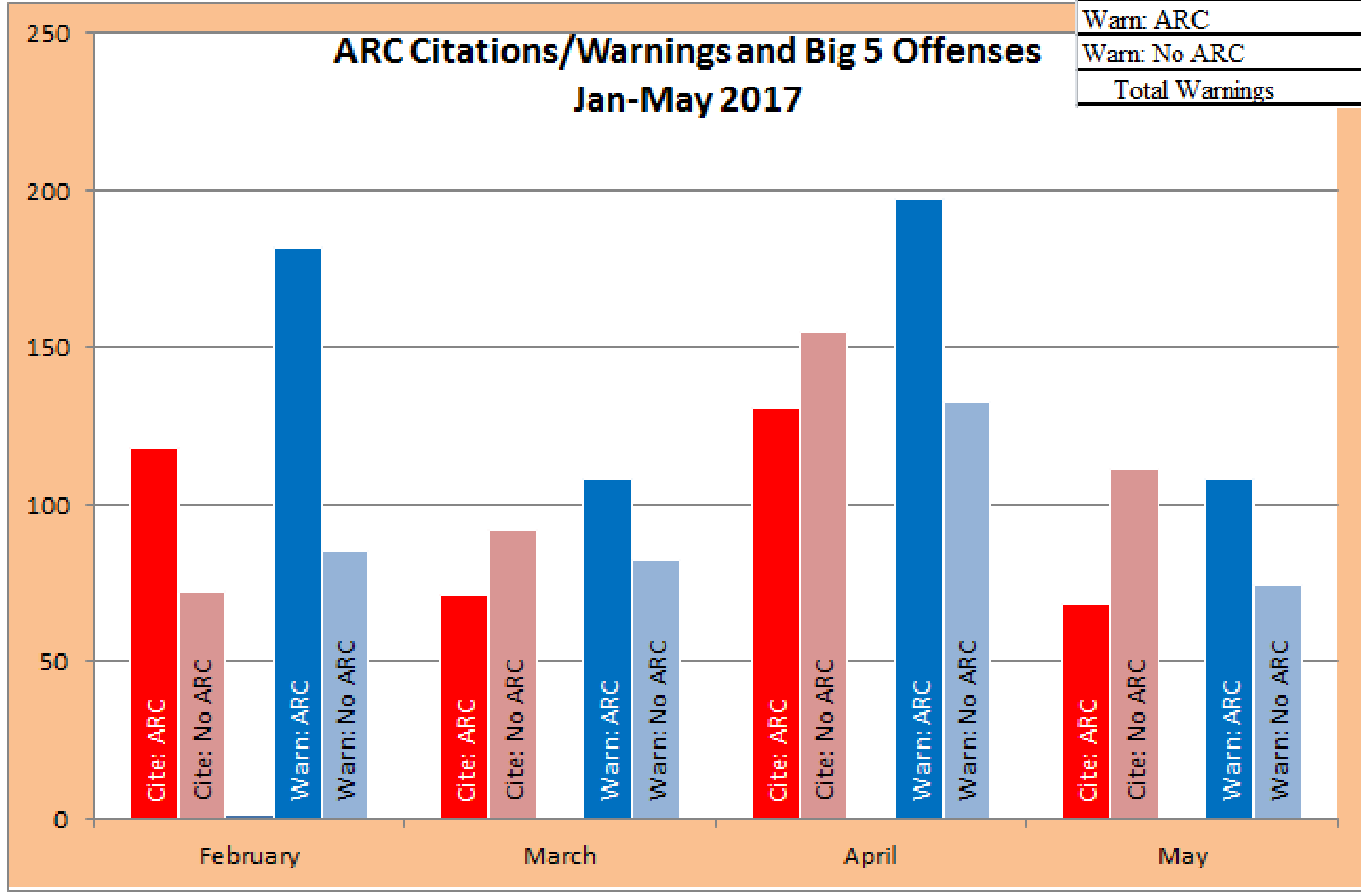
# ACCIDENT TOTALS

Year	2014				2015				2016				2017
Quarter	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1
Preventable Accidents	220	231	244	253	236	219	259	277	224	215	264	295	187
Preventable Injury Accidents	46	52	50	58	56	54	66	74	57	61	85	87	41
Persons Injured in Preventable Accidents	57	70	69	82	75	74	89	109	74	74	110	113	62
Preventable Fatal Accidents	0	2	1	0	2	1	0	1	3	0	1	1	0
Fatalities in Preventable Accidents	0	2	1	0	2	1	0	1	3	0	1	1	0



# COMPLIANCE RATES

ARC Citations/Warnings and Big 5 Offenses Jan-May 2017							
Big 5 Violations	January	February	March	April	May	Total	% of
<b>Citations:</b>							
Cite: ARC	N/A	118	71	131	68	388	47.4%
Cite: No ARC	N/A	72	92	155	111	430	52.6%
Total Citations	N/A	190	163	286	179	818	
<b>Warnings:</b>							
Warn: ARC	N/A	182	108	197	108	595	61.4%
Warn: No ARC	N/A	85	82	133	74	374	38.6%
Total Warnings	N/A	267	190	330	182	969	



- Dr. Williams



- 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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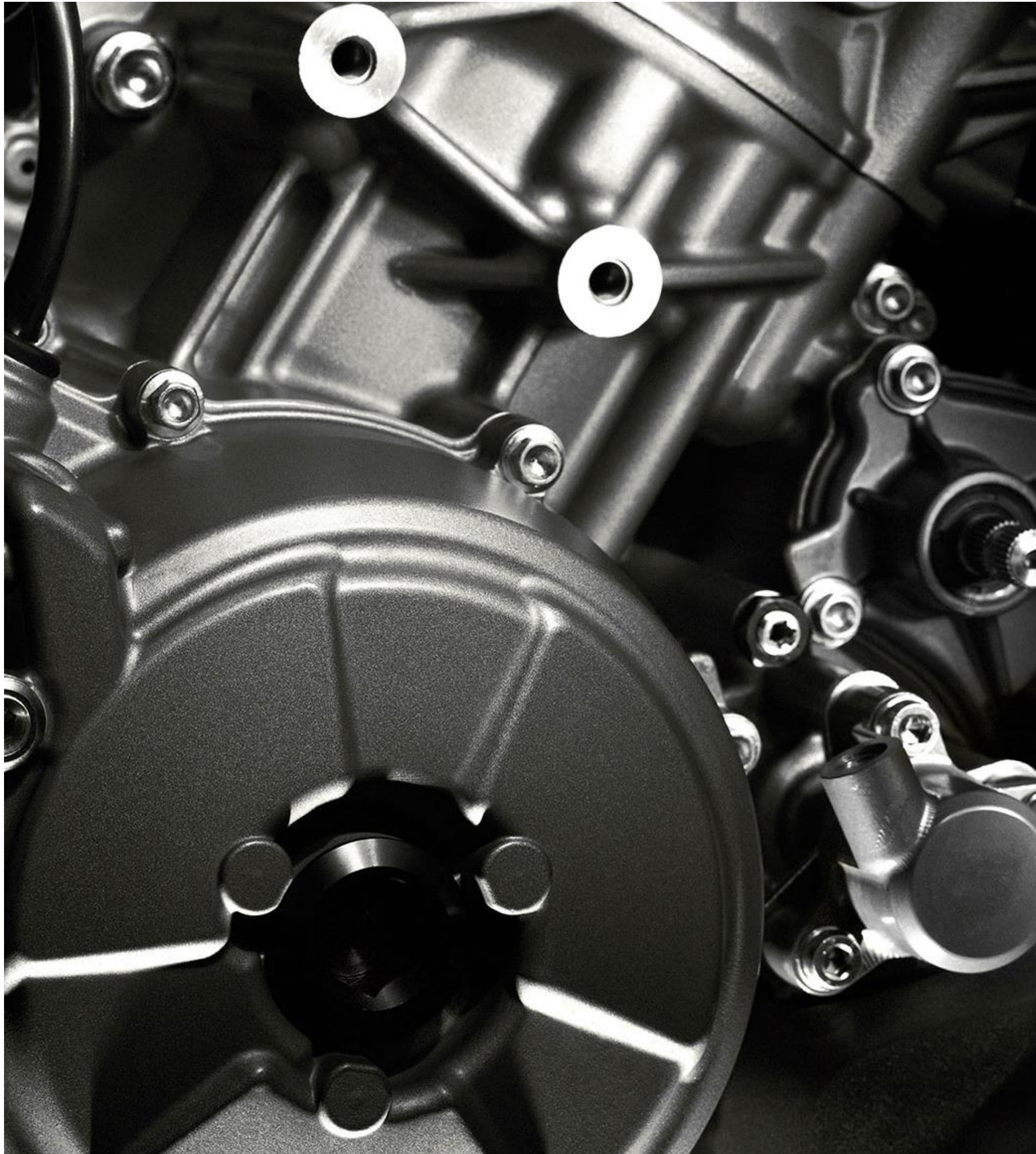




# RILEY COUNTY POLICE DEPARTMENT

*To reduce crime and improve the quality of life for the citizens we serve*









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“Type a quote here.”

–Johnny Appleseed

