Attachment 1

ALEXANDRIA POLICE TRAFFIC SAFETY PLAN

Michael L. Brown, Chief of Police

Acknowledgement of Staff:
Deputy Chief Shahram Fard
Lieutenant Michael May
Officer Suzanne Watts

Contents

Introduction 2
Stakeholders 4
Crash Data Analysis 9
Data Analysis Action Plan 11
Strategies to Address Overall Traffic Safety 15
Speeding 18
Impaired Driving 25
Red Light / Stop Sign Violations 32
Distracted Driving 39
Pedestrian Safety 46
Bicyclist Safety 55
Motorcycle Safety 63
Seat Belts and Child Passenger Safety 69
Teen Drivers (15 – 20 years old) Issues 75
Aging Road User (65 years +) Issues 82
Internal Department Review 90
Appendix A: Organizational Charge 92
Bibliography 93

Introduction

The City of Alexandria's Police Department is dedicated to ensuring the safe travel of all community members throughout the City; whether by vehicle, bicycle or on foot. The 2018 Traffic Safety Plan creates a safe, viable and balanced systems that will help eradicate traffic crashes, serious injuries and fatalities, while promoting voluntary compliance with traffic laws.

This plan serves as a guiding document for the City of Alexandria's Vision Zero Action Plan. The Alexandria Police Department's Traffic Safety Plan encompasses enforcement and education strategies enumerated in the City's Vision Zero Action Plan. The goal of the City's Vision Zero plan is to reach zero crash-related deaths and serious injuries by 2028. For additional information about the City's Vision Zero, visit alexandriava.gov/visionzero

With the overall goal to be the complete elimination of traffic crashes within the City, it will also address how the various modes of transportation can coexist on the same roadway. There will be a focus on identifying and addressing targeted problems, such as: speed, red signal violations, stop sign violations, distracted driving, impaired driving and other major factors that contribute to crashes on the roadway. Each targeted problem will have a set of goals and objectives to help the departments focus and drive initiatives. Traffic initiatives will be developed in advance with set goals and objectives that are communicated throughout the Department.

To ensure this safety plan is effective, support and commitment are needed from all personnel within the Department. To promote this, planning sessions will be designed to include feedback and input from everyone. These sessions will be used to discuss data trends, strategies and targeted goals. This promotion of communication within the Department will not only help drive the safety plan but increase motivation to be part of it.

Since current data is limited on traffic concerns within the City, developing and implementing accurate data collection will be a priority[1]. The data collected through the statewide Traffic Records Electronic Data System (TREDS) crash is useful, but has its limitations to conduct a

[1] Reference pg 50, of City of Alexandria's Vision Zero Action Plan

more in-depth statistical analysis. For example, track clearly the root cause of crashes. The Department has collaborated with the Virginia Department of Motor Vehicles on issues related to TREDS.

Additionally, the Department is generally several weeks or months behind on manually entering Virginia Uniform Summons (VUS) information because individual VUS's must be entered into the data system by available staff. To rectify this problem, the implementation of an eCitations program is paramount. Data on hand is unreliable due to the various methods of collection and completion. One officer may write a VUS for Disobeying a Highway Sign, where another may write the same violation for Disobeying a Stop Sign. This hinders how we can address current problems and target high-risk areas.

Once program improvements have been identified and funding is achieved, the Department's Tactical Computer Systems' Supervisor will help implement eCitation[2] and Crime Analysis Unit will be able collect traffic data to provide real time analysis. Additionally, more ongoing training will occur to ensure personnel are up to date on traffic codes and are expertly conducting crash investigations. **The efficient and effective use of all Department resources will be a priority moving forward.**

As with any new plan, there will be challenges and complications along the way and updates to this plan will be required. Data will be collected and reviewed at least quarterly, while the overall plan will be reviewed annually. Challenges will be met head-on by focusing on education, enforcement and partnerships throughout the Police Department and the community. We will increase the effectiveness of the enforcement efforts, enhance enforcement activities, upgrade traffic safety policies, educate personnel, and recognize and reward those who accomplish specific goals.

[2] Reference pg 52, #1 of City of Alexandria's Vision Zero Action Plan

Stakeholders

The Alexandria Police Department's Traffic Safety Plan was developed and will be supported by the concentrated efforts and various partnerships throughout the community. These include:

- The Community that resides and works within the City of Alexandria
- Community Civic and Business Associations
- Mayor and City Council
- City of Alexandria Government
    - Office of the City Manager
    - Alexandria Police Department (See Appendix A for Organizational Chart)
    - Health Department
    - Department of Transportation & Environmental Services (T&ES)
    - Alexandria Fire Department
    - Department of Emergency Communications and Customer Connection Center
    - Department of Information Technology Services
    - Legislative Director
    - Alexandria City Public Schools
    - Commonwealth's Attorney
    - Office of Human Rights
    - Department of Recreation, Parks & Cultural Activities
    - Planning & Zoning
    - Communication and Public Information Office
- Federal Partners
    - National Highway Transportation Safety Administration (NHTSA)
    - US Department of Transportation
    - Federal Highway Administration (FHWA)
    - Federal Motor Carrier Safety Administration (FMCSA)
    - Federal Transit Administration (FTA)

- State Partners
    - Virginia State Police
    - Virginia Department of Transportation (VDOT)
    - The Department of Motor Vehicles (DMV) – Highway Safety Office
    - Department of Rail and Public Transportation
    - Commonwealth Transportation Board
    - Washington Metropolitan Area Transit Authority
- Non-Government Organizations
    - The Alexandria Bicycle and Pedestrian Advisory Committee (BPAC)
    - Alexandria Families for Safe Streets (AFSS)
    - International Association of Chiefs of Police (IACP)
    - Commission of Accreditation of Law Enforcement Agencies (CALEA)
    - National Safety Council
    - Washington Area Bicyclist Association (WABA)
    - Mothers Against Drunk Driving (MADD)
    - Students Against Drunk Driving (SADD)
    - Washington Regional Alcohol Program (WRAP)
    - American Association of Retired Persons (AARP)
    - American Automobile Association (AAA)

Problem Identification

Alexandria Police Department's 2018 Traffic Safety Plan was developed to eradicate the occurrence of traffic crashes, injuries and fatalities; while ensuring the safe travel of all community members throughout the city; whether by vehicle, bicycle or on foot. Historically, the data collection efforts have been limited to crash data and traffic citations issued by officers. Data is also available from speed trailers placed at targeted locations. This limited data is a problem within itself and will be an area of focus in this plan.

To begin, traffic-related complaints will be streamlined through the Call.Click.Connect (Alex311) program[3]. Officers will be able to track complaints on their monthly worksheets; which the Traffic Safety Section Commander will review. Funneling citizen complaints to the Traffic Safety Section Commander will ensure that the problems will be both recognized and addressed. Utilizing a streamlined method will increase the data collected and help pinpoint specific problems and geographical areas of concern. The department will have to develop a tracking system to capture information on these traffic related issues and the agency's response to the complaints.

Speed trailers will continue to be utilized to help determine the validity of complaints and determine speed patterns. Data gathered from Alexandria's speed trailers will be utilized to determine when excessive speed is occurring in complaint areas to ensure we are deploying officers at the appropriate locations and times. The department's speed trailers provide information on speed including the 85th percentile computation and traffic volumes. The 85th percentile defines the speed at which 85% of drivers will drive at or below under free-flowing conditions. Speed trailers will help with problem identification and contextual issues and offer a time line concerning the problem and will narrow target areas. This will assist the department in developing the appropriate enforcement of education intervention.

[3] Reference pg 55, #1 of City of Alexandria's Vision Zero Action Plan

Improving crash data will continue to be a priority. Data is currently collected from crash reports taken by officers for crashes that result in injuries or damages exceeding $1,500 (reference VA Code: 46.2-373). The Department is reviewing ways to improve TREDS reporting and officer training. Officers will be strategically deployed to high-risk crash locations to reduce the frequency of crashes.

As more data is collected through the inception of this plan, areas of focus will progressively change, as will the high-risk geographical areas. Based on the Department's assessment of current trends and data the focus will be on areas that have been shown to be a contributing factor in the number of crashes, injuries and fatalities, including but not limited to:

1. Speeding
2. Impaired Driving
3. Red Light / Stop Sign violations
4. Distracted Driving
5. Pedestrian Safety
6. Bicyclist Safety
7. Motorcycle safety
8. Seat belt & Child passenger safety
9. Teen Drivers (15-20 years old) Issues
10. Aging Road Users (65+ years old)

Another concern of the City and the Department is the impact of congestion on unsafe driving behavior at certain times during the day. Departmental personnel have been reviewing information provided by T&ES and have made personal observations of selected roadways which have been impacted by congestion. The Department's observation periods have resulted in safety implications where drivers sometimes drive their vehicles in an unsafe and/or unlawful manner to get around congestion chokepoints. The Department must consider this in identifying traffic safety problem areas and creating its enforcement plans.

Recently, the Motor Unit was entirely moved from a support position to create a Traffic Safety Section within the Field Operations Bureau (FOB). The Police Department will be expanding this section from being an entity of motorcycle-mounted officers to a more multi-functional section to address the ongoing traffic safety interests. The Department will also be filling two Traffic Safety Officer positions within the Traffic Safety Section. These officers will have the same responsibility as Motorcycle Officers without the requirement of utilizing a motorcycle. This new role will be to assist the Department in building a greater understanding of problem areas and increase officer visibility.

All personnel throughout the Department will continue to be responsible for traffic initiatives and safety, not just those personnel assigned to the Traffic Safety Section.

A focus on internal planning and strategizing to address traffic safety concerns will be developed. Planning on how to address traffic initiatives will take place throughout the Department, to include the patrol officers. Communication will be promoted throughout the Department to ensure safety initiatives are being addressed as well as the goals and objectives. An emphasis on how to strategize on problems will be developed to ensure officers being

deployed to address issues, understand their goals and objectives. Results from daily traffic deployments will be included in the Watch Commander's Reports.

The following discussion will cover the specific approaches the Department will employ to improve traffic safety within Alexandria.

Crash Data Analysis

Emily Molfino, PhD of the City's Office of Performance and Accountability (OPA) completed a 5-year Crash Data Analysis in August 2017. She found that overall the number of vehicle only crashes have decreased over the years. However, crashes involving pedestrians and bicyclist have not seen the same drop.

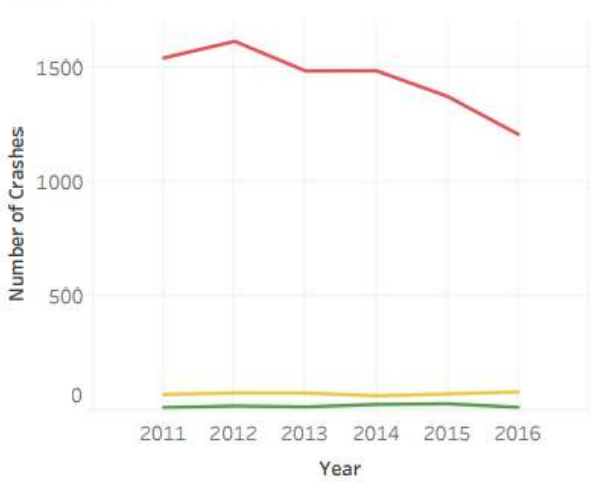
All Crashes

Total Crashes

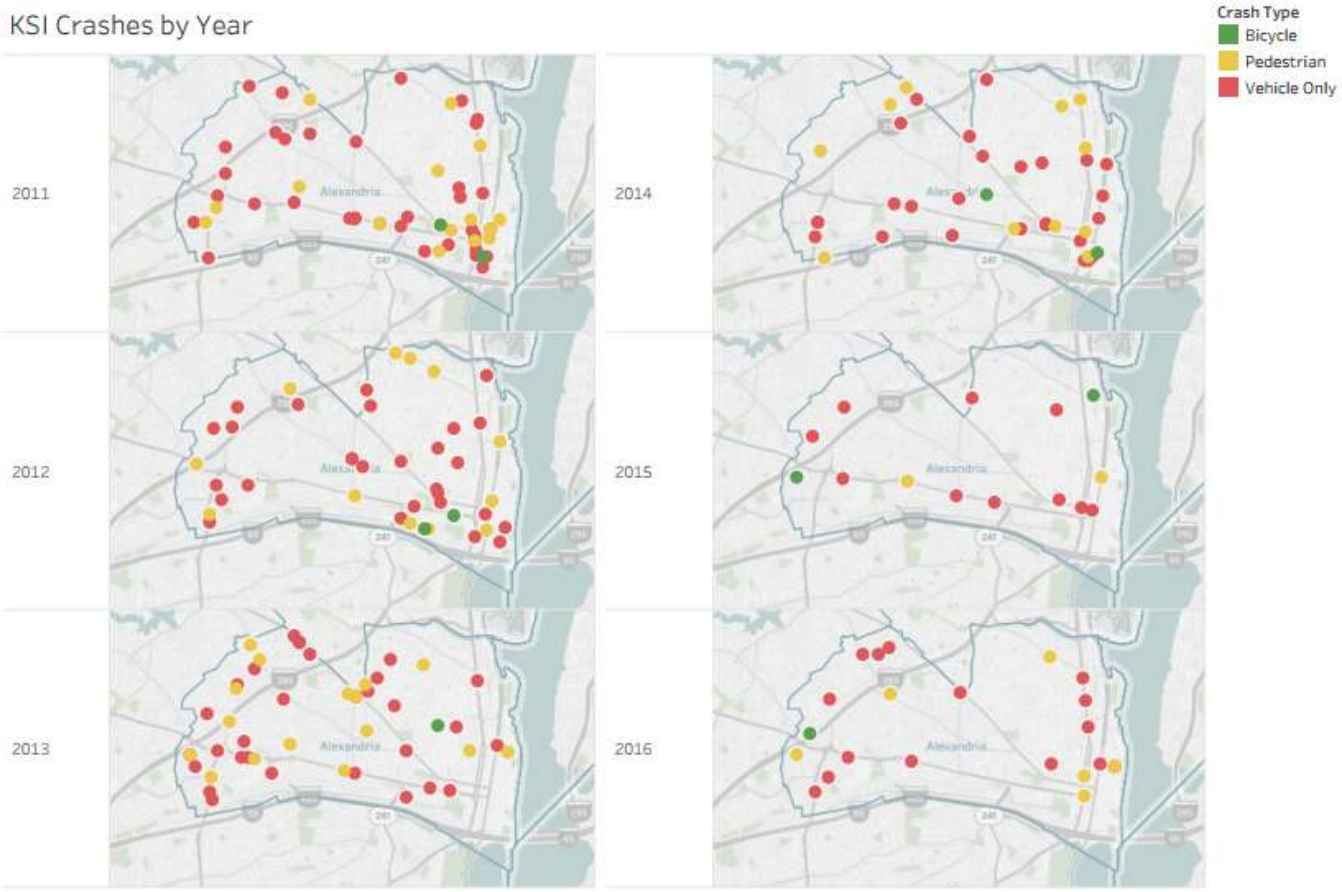
Year	Crashes	Previous Year Difference
2011	1,627	
2012	1,713	5.29%
2013	1,579	-7.82%
2014	1,579	0.00%
2015	1,478	-6.40%
2016	1,305	-11.71%
Grand Total	9,281	

Crash Count by Crash Type

Year	Bicycle	Pedestrian	Vehicle Only
2011	13	71	1,543
2012	20	77	1,616
2013	16	77	1,486
2014	27	65	1,487
2015	30	73	1,375
2016	14	82	1,209
Grand Total	120	445	8,716



Looking at crashes that resulted in fatalities and serious injuries (KSI) across the years some trends do appear. Duke Street and Route 1 appear to be high-risk corridors. Old Town and the West End appear to be split on crashes.



The analysis of this data concluded that information was incomplete and lacking quality. For example, the exact locations of crashes were unable to be geocoded due to invalid intersections, wrong streets, or had additional data attached. A post-analysis recommendation is to develop a consistent approach to indicating where a crash had occurred; whether it is at the intersection, midblock, or on a ramp. Additional recommendation is to improve and develop a process to track the root cause of crashes. With the analysis' findings, we are able to see the lack of consistency with officers conducting crash investigations. This supports the additional training and education needed to improve the quality of crash investigations.

Data Analysis Action Plan

This Traffic Safety Plan was developed to use data driven tools to identify specific traffic concerns and high-risk geographical areas. Since data collection has been previously limited, this plan will develop an improved action plan on collecting more efficient usable data. Future analysis will drive every aspect of this Department's response to the traffic safety problems. Data will be shared across the Department and a focus on improved methodologies will be implemented.

1. Consolidate community input, Crime Analysis, Crash Data, Crash Reconstruction Team input, T&ES data, to publish top problematic locations each month.
2. Ensure that the Traffic Safety Section Commander and the Technology, Data and Analysis Division staff are working together.
    - Streamline traffic safety issues to Call.Click.Connect (Alex311).
    - Update data collection methods and analysis.
    - Develop analytical maps to that show high-risk areas.
    - Ensure personnel at all levels are seeing the data results.
    - Promote the use of Police Reporting and Investigative Search Module's (PRISM) Crash Module to encourage the analysis of data by all personnel.
    - Develop prediction strategies based on previous data analysis and community trends.
    - Ensure data is being collected and analyzed from each traffic initiative.
3. Ensure the Traffic Safety Section Commander and the Public Information Office Supervisor work on developing an increase media and awareness campaigns:
    - Increase marketing of Call.Click.Connect (Alex311)
        - DMV, Transit Stops, Senior Centers, Schools, etc.
    - Increase awareness of traffic initiatives through social media and the community
        - Drive Sober, Click it or Ticket.
    - Problem areas and intervention efforts to be initiated to address these problems as identified by internal analysis.

- Alexandria Families For Safe Streets (AFSS) brings the community together to create safe streets for all people to bike and walk, by telling the impact stories, increasing political support, and influencing change in policies and investments that eliminate traffic-related fatalities and injuries in our city.

4. Marketing Specialist

- Develop a marketing position to address the needs of this program.
  - This position will be responsible for directly assisting the Field Operations Bureau in researching and advertising the various projects, initiatives and undertakings of the Bureau and the Department.
- Create a Traffic Safety brand to utilize in all safety events.
- Develop educational materials for officers to pass out on traffic stops.[4]
- Create a calendar that encompasses all traffic related events (Special events, community events, school events, holidays, etc)
  - Communicate with TSS Commander about events in advance to plan traffic initiatives.

5. Continue to verify complaints and identify high-risk locations.

- Utilizing speed trailers.
- Utilizing officers to conduct stationary and mobile patrol.
- Communicate with community and business owners.
- Communicate with Stakeholders.
- Develop a means to track all traffic related complaints and related reports within the Department.

[4] Reference pg 48, #5 of City of Alexandria's Vision Zero Action Plan

6. The Traffic Safety Section Commander will develop strategies to increase traffic safety:
    - Research to determine effective countermeasures for each target problem area.
        - Based on data analysis, feedback from the community and officers.
    - High visibility enforcement to include more frequent checkpoints.
        - Will be preplanned with budget and staffing needs.
    - Follow up enforcement in previously targeted areas.
    - Coordinate with T&ES to address issues outside law enforcement capabilities:
        - Addressing road way engineering[5].
        - Signage of speeds and traffic congestion.
        - Adding rumble strips to high-risk areas.
        - Increased pedestrian walkways with traffic alerts to drivers.
        - Keep up to date with T&ES's roadway plans.
    - Work with the Crash Reconstruction Team to develop training for officers:
        - Better investigation skills to determine pre-crash factors.
        - Streamline investigation techniques and reporting[6].
7. Implement predictive enforcement deployment strategies, including:
    - Holidays
    - Special Events
    - School events
    - Trends in neighboring jurisdiction
    - Additional known factors (political, sporting, music events etc)
8. Develop a traffic safety educational program stressing voluntary compliance with traffic laws. This program should be related issues, target specific audiences as appropriate and include an implementation mechanism.

[5] Reference pg 45, #1-5 of City of Alexandria's Vision Zero Action Plan
[6] Reference pg 52, #4 of City of Alexandria's Vision Zero Action Plan

9. Work with the Administrative Services Bureau:

- Integrate eCitations by no later than January 2019
- While waiting for eCitations:
  - Explore opportunities to expedite the current process of populating Virginia Uniform Summons (VUS) information into the Record Management System (RMS).
  - Develop a traffic stop warning system to track stops and warnings issued.
  - Ensure the ease of completing these for officers to promote the activity.
  - Develop a program to scan driver licenses to speed up the traffic stop process.
- Promote soft skills and education during traffic stops to gain voluntary compliance from the community.
- Ensure officers are maintaining a complete, accurate, and timely record of traffic stops and citations.

10. Ensure continuous follow-up and adjustment to traffic initiatives.

- This requires extensive communication with personnel at all levels throughout the Department.
  - What worked, what didn't?
  - Has there been a reduction of the problem?
  - Are there alternative approaches that could be attempted?

11. Develop performance measures that will track the effectiveness of the plans strategies:

- Behavioral measures:
  - Observed seat belt use
  - Observed distraction while driving
- Core measures:
  - Number of traffic fatalities
  - Number of serious injuries in traffic crashes
  - Number of property damage only crashes
  - All core measures should also include information on the primary collision factors and associated factors related to the crashes.

Strategies to Address Overall Traffic Safety

1. Review existing departmental directives concerning traffic safety enforcement to ensure they include proper guidance to officers conducting such enforcement activities.

2. Assess and implement as appropriate the staffing recommendations of the International Association of Chiefs of Police (IACP), related to staffing, including:
    - A total of 17 officers in the Traffic Safety Section.
    - A total of 134 officers in the Patrol Shifts.

3. Implement Vision Zero enforcement strategies, including:
    - Require all officers to participate in the National Highway Traffic Safety Administration's (NHTSA) pedestrian training.[7]
    - Increase enforcement on roadways with higher speeds and target education campaigns about speeding in these areas.
    - Continue to regularly deploy high visibility DUI enforcement in high priority areas on nights with higher concentrations of severe and fatal crashes and major community events.[8]
    - Increase traffic safety enforcement against illegal maneuvers in school zones and drop-off lanes during school hours.
    - Assess congestion related issues in problem identification.
    - Develop and promote educational efforts promoting voluntary compliance with traffic safety laws and promoting traffic safety in the city

4. Develop Marketing initiatives:
    - Increase public awareness of traffic initiatives and education on negative outcomes of driving behaviors.
    - Increase awareness of highway traffic programs including Vision Zero.
    - Increase media campaigns.

[7] Reference pg 49, #1 of City of Alexandria's Vision Zero Action Plan
[8] Reference pg 49, #4 of City of Alexandria's Vision Zero Action Plan

- Create education material to pass out during traffic stops.
- Partnership with Alexandria Families for Safe Streets (AFSS).

5. Conduct high visibility enforcement team traffic posts.
    - Targeted area and problem will be determined through data analysis.
    - Implement the IACP's High Visibility Education Plan
        - Based on crash data analysis, determine an area of focus on targeting those issues.
    - Increase traffic checkpoints for behavioral issues such as impaired driving, distracted driving and other identified safety concerns as appropriate for targeted problem areas. Check points primarily focusing on operator license compliance will not be included in this approach.
    - Develop a planning phase that not only addresses the problem areas, but also the budgetary and staffing needs for these efforts.

6. Engage judicial branch when planning traffic safety operations.
    - Communicate about entirety of traffic safety plan and Department traffic policies.
        - Including strict enforcement areas.
    - Discuss a review of required RADAR and Laser calibration requirements.
    - Request training and feedback on officer's testimony.
    - Train officers on how to reach out to the judicial representatives for feedback and address questions.
    - Train officers on how to be prepared for courtroom procedures, case preparation and presentation.

7. Work with the State Legislative and Council Liaisons
    - Recommend traffic safety legislation
        - Speed safety cameras.
        - Distracted driving laws and punishments.
        - Hands free driving (city code).
        - Address and revise outdated ordinances [9].

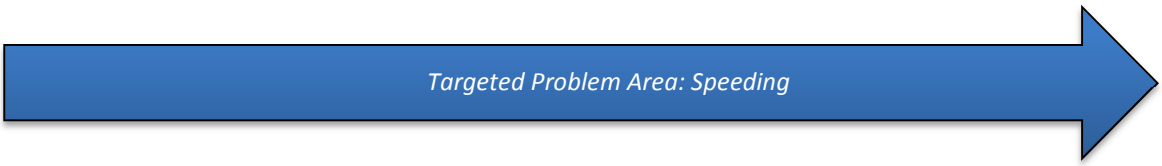
8. Report effectiveness of traffic enforcement at the weekly and monthly Strategic, Assessment, Forecast, and Engagement (SAFE) meeting.
    - Ensure representatives from all Departments are present at these meetings.
        - Promote and encourage discussions from all personnel.
    - Develop an effective operational plan with set goals and objectives.
    - Ensure officers are conducting traffic stops based on violations.
    - Improve crash investigations and reporting.
    - Developing future strategies based on data analysis and history of traffic safety concerns.
    - Ensure continuous follow up and adjustment of strategies as data is developed.
    - Prioritize resources and effectively allocate officers to execute traffic management strategies.

9. Continue to collect data on all traffic crashes
    - Focus will be placed on those crashes that result in any injury, serious injury or fatality.
    - Officers will be assigned by dispatch to those crashes, as well as all Hit and Run crashes.
    - Data will be collected by utilizing the investigating officer's reports, FR300s and citations.

[9] Reference pg 55, #2 of City of Alexandria's Vision Zero Action Plan

Targeted Problem Areas

The following discussion covers the specific targeted problem areas and the departmental approach to addressing these issues. The goals, objectives, and specific action items for each problem area are outlined in this coverage.



Speeding

Goal: Eliminate the number of crashes, fatalities and injuries due to speed.

Objective: To reduce the number of speed involved crashes by 5% by 2020.

Trends:

Speeding in itself is the violation of a basic traffic law. The best way to gain voluntary compliance with the speed limits within the City is to deter the behavior of speeding through enforcement strategies. This includes high visibility of officers and strict enforcement of speed limits in all areas.

In 2015, speed was a contributing factor in 27% of all traffic crashes resulting in 9,557 fatalities nationwide (NHTSA, 2016, February). In Alexandria, there were a total of 5,941 citations given for speeding violations, which accounts for 30% of all citations in 2016. There were 4,650 citations given for speeding in 25 MPH zones; 901citations in 35 mph zones; and 579 citations for reckless driving by speed during the same year. About three-quarters of all drivers in NHTSA's 2002 national survey reported that they exceeded the posted speed limit on various types of roads.

Beyond enforcement, it also requires working with T&ES to ensure speed limits are set appropriate to the roads and that the signs are visible. The Department of Transportation's 2005 Speed Management Strategic Initiative (FWHA, FMCSA, & NHTSA, 2005) contains a comprehensive set of engineering, enforcement, and education strategies to reduce speeding-

related fatalities and injuries. Officers can only do so much to rectify the speeding problems within the City. Roads must be engineered in a manner to improve both safety and mobility for all users.

Methodology on Data Collection:

Data collection will be collected by:

- TSS Commander will schedule and deploy speed trailers. Utilizing speed trailers more frequently will determine and verify target areas and capture data, including:
    - Average speed
    - 85th percentile
    - Maximum speed
    - Approximate number of speeders per hour

  With this data the TSS Commander will know the areas to target and develop traffic initiatives. TSS Commander will communicate those initiatives with FOB Commanders.
- Capturing speed data on tickets issued by officers.
    - Number of speeding tickets issued
    - Number of reckless speeding tickets issued.
    - Average MPH over the limit
- Improved investigations during crashes to determine speed prior to incident.
    - Officers will use evidence available at the scene to determine speeds and pre-crash factors.

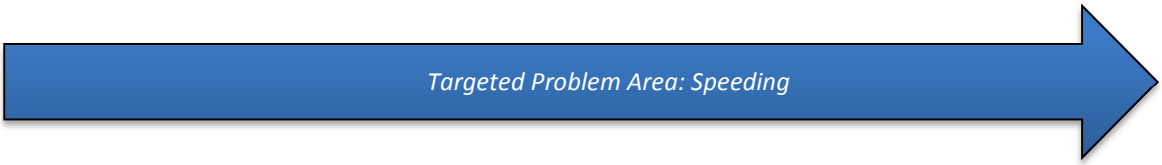
Raw data will be sent to the TSS Commander and Crime Analysis Supervisor. Crime Analysts will utilize this data to pin point the location of high-risk areas. They will also determine if traffic initiatives are effective.

Targeted Problem Area: Speeding

Strategies:

- Identify and routinely update specific speed related problem areas.
- Conduct high visibility enforcement in high-risk areas.[10]
    - Utilize both stationary and mobile patrol units.
    - Follow up enforcement strategies on a regular basis.
    - Automated enforcement including red light cameras.
- Utilize speed trailers more frequently across the city.
- Develop a corridor safety program.
- Work with T&ES to increase the number of speed reminder signs.
    - Adding flashing lights and rumble strips to areas where speeds are reduced.
- Review traffic policy and penalty enforcement with the judiciary system.
- Include the community and develop a neighborhood speed watch program.
    - Develop partnership with Alexandria Families for Safe Streets (AFSS).
- Obtain funding and grants to help develop more initiatives
    - Utilize funding to obtain hard mount RADAR units for each patrol vehicle.
- Develop a Marketing campaign:
    - Both through social media and the community.
    - Alert community of speed enforcement areas
    - Alert community to the negative effects speeding can induce.
- Obtain feedback of problems from the Community Civic Associations.
    - Educate members on traffic initiatives.

[10] Reference pg 49, #2 of City of Alexandria's Vision Zero Action Plan



Delegation of Duties and Responsibilities:

- **Traffic Safety Section Commander**
  - Work with T&ES to determine the need, purpose and location of "strict enforcement" area signs. (January 2019)
  - Work with T&ES to increase the number of speed reminder signs in areas where speed is reduced. (January 2019)
    - To also address any roadway engineering issues.
    - Improve data-collection capability of devices.
  - Develop effective strategies to address high speed problem areas (Monthly)
    - Track and analyze the effectiveness of strategies after each deployment. (Ongoing)
    - Review suggestions from the Crime Analysis Unit (Ongoing)
  - Communicate the goals and objectives to Commanders and Supervisors (Weekly)
  - Meet regularly with all personnel for feedback on current tactics (Monthly)
  - Increase the use of speed trailers (As needed)
  - Determine if the Crash Reconstruction Team or current Traffic Safety Officers can develop a refresher training program for advanced crash investigations (June 2018)
  - Communicate with Stakeholders (Quarterly)
  - Obtain grants to fund ongoing strategies and obtain more up to date technology (Quarterly)
  - To include hard mount RADAR units for all patrol vehicles. (June 2019)
  - Develop a budget proposal to install RADAR on all police patrol vehicles. (June 2018)

- **Technology, Data and Analysis Division (Crime Analyst)**
  - Consolidate data and input to identify high-risk traffic patterns, geographical areas of concern and trends. (Ongoing)
  - Will help identify problems with suggest long-term strategies. (Ongoing)
  - Report effectiveness of current initiatives at the SAFE meeting (Weekly and monthly).
  - Create analytical maps to show high-risk areas and targeted problems. (Ongoing)
  - Will provide the TSS and FOB Commanders with weekly, monthly and quarterly data updates.
- **Marketing Specialist**
  - Develop marketing campaigns on speed enforcement initiatives (As needed)
  - Partner with the community and business owners. (Ongoing)
- **Public Information Officer Supervisor**
  - Publicize speed initiatives on social media outlets (As needed)
- **Community Liaison Program, Chiefs Aide**
  - Provide Civic Association liaisons with speed enforcement flyers (Per request of TSS Commander)
- **Crime Prevention Unit Supervisor**
  - Develop neighborhood speed watch program through neighborhood watch. (January 2019)
- **Training and Development Supervisor**
  - Coordinate RADAR/LIDAR training for all FOB and new Officers
  - Alert personnel to upcoming certification expiration (Ongoing)
  - Coordinate training with officers and the Crash Reconstruction Team.
    - Or assist in finding external training.

- **Commanders**
  - Communicate with Supervisors to ensure an understanding of the goals and objectives as well as the strategies in place. (at least Weekly)
  - Coordinate with Supervisors on which target areas will be a focus each shift. (at least Weekly)
  - Include data of traffic initiatives in the daily Watch Commander's Reports. (Daily)
- **Supervisors**
  - Ensure officers are certified and trained in RADAR/LIDAR certification (Annually)
  - Ensure officers are deploying with RADAR/LIDAR equipment and utilizing it throughout their shift. (Daily)
  - Deploy one RADAR unit every shift. (Daily)
  - Encourage and motivate officers to engage in speed enforcement activities (Daily)
  - Communicate with officers on strict enforcement areas. (Daily)
  - Set daily goals and performance objectives for officers to work toward. (Daily)
    - Recognize and reward officers who meet goals and objectives. (at least Monthly)

Targeted Problem Area: Speeding - Duties & Responsibilities

- **Officers**
  - Maintain RADAR/LIDAR certification. (Ongoing)
  - Ensure that RADAR/LIDAR equipment is racked and utilized each shift. (Daily)
  - Be proactive in stopping speeding vehicles. (Daily)
  - Communicate with Supervisors to ensure an understanding of the goals and objectives of each traffic initiatives. (As needed)
  - Communicate with Supervisors, Commanders and the Traffic Safety Supervisors on any problems, questions, or suggestions regarding the initiatives. (As needed)
  - Maintain a complete, accurate, and timely record of traffic stops and citations. (Daily)
  - Communicate complaints clearly on the monthly worksheet. (Daily)
  - Report results of traffic initiatives at the end of each shift to a Supervisor. (Daily)

Impaired Driving

Goals: To eliminate the occurrence of all crashes involving impaired drivers.

Objective: To reduce the number of crashes involving impaired drivers 5% by 2020.

Trends:

It is estimated that at least 80 million trips are made annually by drivers with BACs of .08 or higher. In Alexandria, 293 arrests were made for DUI during the 2016 calendar year.

Driving Under the Influence (DUIs) arrests are time consuming on officers and often costly to the Department. They are also extremely detail laden and can be intimidating for many officers. A 2016 NHTSA analysis reviewed six case studies where law enforcement agencies developed strategies to both reduce the time spent on DUIs as well as the cost. One of the common strategies was to utilize internet reporting; whether it was the implementation of eCitation, eWarrants, or online training tools to ensure officers had the proper training in blood sample collection. With internet reporting, the common thread allows officers to minimize the amount of repetitive paperwork. A second common strategy was utilizing specialized DUI enforcement teams.

This analysis shows that improvements can be made to help officers conduct DUI arrest more efficiently. But there also needs to be a focus on stopping impaired driving from even occurring.

Targeted Problem Area: Impaired Driving

Methodology on Data Collection:

- TSS Commander will review previous traffic stops and crash data involving impaired drivers.
    - Based on this data, TSS Commander will schedule and determine high-risk areas.
    - TSS Commander will develop initiatives to identify and reduce impaired drivers.
    - These units will report back to the Commander on their actions and observations.
- TSS Commander will plan and deploy impaired driving checkpoints.
- Capturing more data on impaired drivers from crash investigations by officers.
- Capturing impaired driver data or violations from VUS information.
- With this data the TSS Commander will know the areas to target and develop traffic initiatives. TSS Commander will communicate those initiatives with FOB Commanders.

Targeted Problem Area: Impaired Driving

Strategies:

- High visibility enforcement.
- High media propaganda about enforcement by officers.
    - Coordinate with Stakeholders like MADD and SADD
- Continue DMV Alcohol and Impaired driving grant participation.
    - Apply for additional DMV grants.
- Market Sober Ride programs[11].
- Obtain funding for eCitations
- Develop more strategic DUI enforcement teams.
- Plan and coordinate more frequent DUI check-points.
- Increase officer training on DUI procedures:
    - Standardized Field Sobriety Tests
    - Implied consent laws
    - Preliminary breath tests
    - Warrant procedure
    - Blood draw procedure
- Increase officer training and role-playing to prepare for court procedures.
    - Work with Commonwealth's Attorney's Office for training.
    - Get feedback on previous cases and how officers can improve.

[11] Reference pg 49, #3 of City of Alexandria's Vision Zero Action Plan

Targeted Problem Area: Impaired Driving - Duties and Responsibility

Delegation of Duties and Responsibilities:

- **Traffic Safety Section Commander**
  - Responsible for all data collection and analysis. (Ongoing)
    - Work with The Technology, Data and Analysis Division.
    - Plan high visibility enforcement and checkpoints. (Ongoing)
    - Ensure data is being collected from each traffic initiatives.(Daily)
  - Increase media and marketing campaigns. (Ongoing)
    - Work with the PIO.
  - Work with Marketing (if available) to increase marketing Sober Ride programs. (Ongoing)
  - Research and develop DUI enforcement teams. (June 2018)
  - Communicate the goals and objectives to Commanders and Supervisors
    - Ensure training on DUI procedures is being conducted. (Quarterly)
  - Work with internal training coordinators concerning the delivery of ARIDE training to detect drugged impaired driving. (January 2019)
  - Assess the need for Drug Recognition Experts in the department's traffic safety program. (January 2019)
  - Ensure Civic Association liaisons are educating members on traffic initiatives and obtaining feedback on problem areas. (As needed)
  - Meet regularly with all personnel for feedback on current tactics (Quarterly)
  - Communicate with Stakeholders (Ongoing)
  - Obtain grants to fund ongoing strategies and obtain more up to date technology. (Ongoing)

- **Technology, Data and Analysis Division (Crime Analyst)**
  - Consolidate data and input to identify high-risk traffic patterns, geographical areas of concern and trends. (Ongoing)
  - Will help identify problems with suggest long term strategies. (Ongoing)
  - Report effectiveness of current initiatives at the SAFE meeting. (Weekly / Monthly)
  - Create analytical maps to show high-risk areas and targeted problems. (Ongoing)
  - Will provide the TSS Commander with weekly, monthly and quarterly data updates.
- **Public Information Officer Supervisor**
  - Increase media campaign to alert public of high enforcement strategies. (As needed)
  - Increase Sober Ride campaigns. (Per request of TSS Commander)
- **Marketing Specialist**
  - Develop marketing materials for officers to hand out on stops for both drivers and their families. (As needed)
  - Market and advertise Sober Ride campaigns. (Per request of TSS Commander)
  - Proactively develop materials for local events. (As needed)
  - Work TSS Commander to market DUI prevention programs. (As needed)
  - Develop partnership with Alexandria Families for Safe Streets (AFSS) (Ongoing)

- **Community Liaison Program, Chiefs Aide**
  - Provide Civic Association officers with DUI informational flyers (Per request of TSS Commander)
- **Crime Prevention Unit Supervisor**
  - Assist with any prevention strategies delegated by the Traffic Safety Commander
- **Training and Development Supervisor**
  - Coordinate training per request of TSS Commander on DUI related issues.
- **Commanders**
  - Communicate with Supervisors to ensure an understanding of the goals and objectives as well as the strategies in place. (At least weekly)
  - Coordinate with Supervisors on which target areas will be a focus each shift. (At least weekly)
  - Include data of traffic initiatives in the daily Watch Commander's Reports. (Daily)
- **Supervisors**
  - Encourage and motivate officers to engage in DUI initiatives. (Daily)
  - Ensure officers understanding DUI procedures, provide ongoing training. (Ongoing)
  - Schedule DUI enforcement teams during high-risk time periods:
    - Holidays, local events, sporting events, etc
  - Set daily goals and objectives for officers to work toward. (Daily)
    - Recognize and reward officers who meet goals and objectives. (At least Monthly)
  - Encourage officers to meet with prosecutors for feedback after DUI trials. (Monthly or at least Quarterly)

Targeted Problem Area: Impaired Driving - Duties and Responsibility

- **Officers**
  - Communicate with Supervisors to ensure an understanding of the goals and objectives of each traffic initiatives. (As needed)
  - Ensure understanding of DUI procedures (Daily)
    - Ask for additional training when questions arise.
  - Proactive DUI enforcement. (Daily)
  - Communicate with Supervisors, Commanders and the Traffic Safety Supervisor on any problems, questions, or suggestions regarding the initiatives. (As needed)
  - Maintain a complete, accurate, and timely record of traffic stops and citations. (Daily)
  - Communicate complaints clearly on the monthly worksheet. (As needed)
  - Report results of traffic initiatives at the end of each shift to a Supervisor (Daily)

Targeted Problem Area: Red Light / Stop Sign Violations

Red Light / Stop Sign Violations

Goal: Eliminate crashes, fatalities and injuries due to red light and stop sign violations.

Objective: Reduce the number of red light / stop sign violation involved crashes by 5% by 2020.

Trends:

Red light and stop sign violations create a serious intersection safety issue, both on main roadways and residential. According to NHTSA's Fatality Analysis and Reporting System (FARS), in 2014 there were 710 fatalities related to red light violations, 44 of which involved pedestrians or a bicyclist.

In Alexandria, during 2016, there were 923 citations given for stop sign violations and 655 for red light violations. Between the years of 2011 – 2016, 2.29% (3,891 total) of crashes that resulted in a serious injury or fatality occurred at a traffic light; while 2.25% (712 total) occurred at a stop sign. The Department utilizes red light cameras at four intersections within the city, with a total of six cameras being used.

Targeted Problem Area: Red Light / Stop Sign Violations

Methodology on Data Collection:

Data collection will be collected by:

- TSS Commander will review and analyze crash data to determine high-risk intersections. A review of VUS information will also be conducted.
- With this data the TSS Commander will know the areas to target and develop traffic initiatives. TSS Commander will communicate those initiatives with FOB Commanders.
- Capturing violation data on VUS' issued by officers.
    - Number of VUS' issued
    - Location of violations
- Improved investigations during crashes to determine speed prior to incident.
    - Officers will use evidence available at the scene to determine speeds.
- TSS Commander will communicate and work with the Special Police Officers who monitor and cite red light violations; to gather data from these locations.

Raw data will be sent to the TSS Commander and Crime Analysis Supervisor. Crime Analysts will utilize this data to pinpoint the location of high-risk areas. They will also determine if traffic initiatives are effective.

Targeted Problem Area: Red Light / Stop Sign Violations

Strategies:

- Identify and routinely update specific red light / stop sign violation related problem areas[12].
- Conduct high visibility enforcement in high-risk areas.
    - Utilize both stationary and mobile patrol units.
    - Follow up enforcement strategies on a regular basis.
    - Automated enforcement including red light cameras.
    - Work with T&ES to increase adding flashing lights and rumble strips to areas where violations occur at higher rates.
- Review traffic policy and penalty enforcement with the judiciary system.
- Include the community and develop a neighborhood watch program.
    - Develop partnership with Alexandria Families for Safe Streets (AFSS).
- Obtain funding and grants to help develop more initiatives.
- Develop a Marketing campaign:
    - Both through social media and the community.
    - Alert community of enforcement areas
    - Alert community to the negative effects violations can induce.
- Obtain feedback of problems from the Community Civic Associations.
    - Educate members on traffic initiatives.

[12] Reference pg 49, #5 of City of Alexandria's Vision Zero Action Plan

Delegation of Duties and Responsibilities:

- **Traffic Safety Section Commander**
  - Develop effective strategies to address red light /stop sign violations (Monthly, ongoing)
    - Distribute educational material on these violations for the public
      - Work with the Marketing (if available)
    - Tracks and analyze the effectiveness of strategies after each deployment.
    - Review suggestions from Crime Analysist (On going)
  - Ensure all data is being collected from traffic initiatives (daily)
    - Work with The Technology, Data and Analysis Division (daily)
  - Work with the PIO (as needed)
    - To increase public awareness of these violations and educate them on the dangers created.
  - Work with T&ES to add effective counter-measures to high-risk intersections. (January 2019)
    - Rumble strips, clear stop bars, warning lights, etc..
  - Work with the Special Police Officers who handle red light monitoring and citation to capture their data. (Weekly)
    - Ensure the Crime Analysis Unit is receiving this data as well.
  - Communicate the goals and objectives to Commanders and Supervisors. (Weekly)

- Meet regularly with all personnel for feedback on current tactics. (Monthly)
- Communicate with Stakeholders. (Quarterly)
  - Obtain grants to fund ongoing strategies and obtain more up to date technology. (Quarterly)

- **Technology, Data and Analysis Division (Crime Analyst)**
  - Consolidate data and input to identify high-risk traffic patterns, geographical areas of concern and trends. (Ongoing)
  - Will help identify problems with suggest long-term strategies. (Ongoing)
  - Report effectiveness of current initiatives at the SAFE meeting. (Weekly/Monthly)
  - Create analytical maps to show high-risk areas and targeted problems. (Ongoing)
  - Will provide the TSS and FOB Commanders with weekly, monthly and quarterly data updates.
- **Marketing Specialist**
  - Develop marketing campaigns on red light/stop sign enforcement initiatives. (As needed)
  - Partner with the community and business owners. (Ongoing)
  - Assist TSS Commander on researching effective strategies on educating community members on safety concerns. (As needed)

- **Public Information Officer Supervisor**
  - Publicize red light/stop sign initiatives on social media outlets. (As needed)
- **Community Liaison Program, Chiefs Aide**
  - Provide Civic Association liaisons with red light/stop sign enforcement flyers. (Per request of TSS Commander)
- **Crime Prevention Unit Supervisor**
  - Develop neighborhood red light/stop sign watch program through neighborhood watch. (January 2019)
- **Training and Development Supervisor**
  - Coordinate any training requests from the TSS Commander with officers. (As needed)
- **Commanders**
  - Communicate with Supervisors to ensure an understanding of the goals and objectives as well as the strategies in place. (At least weekly)
  - Coordinate with Supervisors on which target areas will be a focus each shift. (At least weekly)
  - Include data of traffic initiatives in the daily Watch Commander's Reports. (Daily)

Targeted Problem Area: Red Light / Stop Sign Violations - Duties & Responsibilities

- **Supervisors**
  - Deploy officers to target areas. (Daily)
  - Encourage and motivate officers to engage in red light/stop sign enforcement activities. (Daily)
  - Set daily goals and performance objectives for officers to work toward. (Daily)
    - Recognize and reward officers who meet goals and objectives. (at least Monthly)
- **Officers**
  - Be proactive in enforcing red light/stop sign violations. (Daily)
  - Educate drivers on the negative effects their behaviors can have. (Daily)
  - Communicate with Supervisors to ensure an understanding of the goals and objectives of each traffic initiatives. (As needed)
  - Communicate with Supervisors, Commanders and the Traffic Safety Supervisors on any problems, questions, or suggestions regarding the initiatives. (As needed)
  - Maintain a complete, accurate, and timely record of traffic stops and citations. (Daily)
  - Communicate complaints clearly on the monthly worksheet. (Daily)
  - Report results of traffic initiatives at the end of each shift to a Supervisor. (Daily)

Targeted Problem Area: Distracted Driving

Distracted Driving

Goal: To eliminate the number of crashes, injuries and fatalities caused by distracted driving

Objective: To reduce the number of distracted driving incidents by 5% by the year 2020.

Trends:

A distraction is anything that takes the drivers attention away from the road. Texting while driving can take a driver's eyes off the road for 5 seconds. Five seconds, at 55 MPH is the length of a football field. In 2015, approximately 3,477 were killed and 391,000 were injured due to distracted driving. In Alexandria, during 2016, 31 citations were given in relationship to distracted driving, including: texting while driving, using earphones, and having a TV screen in view of the driver.

NHTSA has previously estimated that driver distraction is involved in 16% of all fatalities (NHTSA, 2010a). In reality, this number may be even higher since many distractions will leave no evidence behind after the crash. A study that monitored 100 drivers for a year using specialized instrumentation found that secondary-task distractions such as dialing a hand-held device or eating contributed to 22% of the crashes and near-crashes that occurred during the study (Klauer, Dingus, Neale, Sudweeks, & Ramsey, 2006).

Legislation in several states has made moves to diminish distracted driving by outlawing handheld devices. Virginia currently allows handheld devices but does outlaw Texting While Driving. Traffic initiatives within the Department will focus on strict enforcement on Texting While Driving and will be enforced by all personnel. Again, working with T&ES will be important to address ways we can help make the roadways safer. Adding rumble strips to high-risk intersections or areas with reduced speed. Adding better lighting to dark corridors or widening roadways.

Methodology on Data Collection:

- TSS Commander will schedule and deploy units to observe distracted driving. These units will conduct overt and covert operations to determine:
    - Types of distractions.
    - High distraction areas.
    - These units will report back to the Commander on their observations
        - Units will also make contact with distracted drivers during deployed times to educated them on the negative outcomes their behavior could have.

  With this data the TSS Commander will know the areas to target and develop traffic initiatives. TSS Commander will communicate those initiatives with FOB Commanders.
- Capturing distracted driving tickets and crash investigations by officers.
    - Number of distracted driving tickets
        - Texting while driving
        - ≤18 year olds using cell phones of personal communication devices.
    - Number of crashes that involved distractions
        - Cell phones, GPS, music, etc.
        - Officers should make every effort to determine pre-crash behaviors during investigations.

Raw data will be sent to the TSS Commander and Crime Analysis Supervisor. Crime Analysts will utilize this data to pin point the location of high-risk areas. They will also determine if traffic initiatives are effective.

Targeted Problem Area: Distracted Driving

Strategies:

- Recognize and address the three separate types of distractions, including:
  - Manual
  - Visual
  - Cognitive
- Initiate improved police reporting
- Provide community with Family Safe Driving Agreements
- Monitor national pilot projects related to distracted driving
- Promote public education
- Work with the State Legislative and Council Liaisons
  - Distracted driving laws and punishments[13]
- Increased enforcement
- Conduct effective communicate and outreach programs
- Implement effective roadway counter-measures
  - Rumble strips
  - Improve lighting at night

[13] Reference pg 54, #3 of City of Alexandria's Vision Zero Action Plan

Targeted Problem Area: Distracted Driving - Duties and Responsibilities

Delegation of Duties and Responsibilities:

- **Traffic Safety Section Commander**
  - Develop effective strategies to address distracted driving (Monthly, ongoing)
    - Distribute educational material on distracted driving for the public (daily, ongoing)
      - Work with the Marketing (if available)
    - Tracks and analyze the effectiveness of strategies after each deployment.
    - Review suggestions from Crime Analysist (On going)
  - Ensure all data is being collected from traffic initiatives (as needed)
    - Work with The Technology, Data and Analysis Division (daily).
  - Work with the PIO. (As needed)
  - Review Directive 11.21, Traffic Enforcement (June 2018)
    - Add "Texting While Driving" as a strict hazardous enforcement item
- Work with the Legislative Director and Council Liaisons
  - Distracted driving laws and penalties.
  - Communicate the goals and objectives to Commanders and Supervisors (Weekly)
  - Meet regularly with all personnel for feedback on current tactics (Monthly)
  - Communicate with Stakeholders (Quarterly)
    - Obtain future Grants and funding
  - Develop proposals for T&ES on ways to implement effective roadway counter-measures (January 2019 / ongoing)

- **Technology, Data and Analysis Division (Crime Analyst)**
    - Consolidate data and input to identify high-risk traffic patterns, geographical areas of concern and trends. (Ongoing)
    - Will help identify problems with suggest long term strategies. (Ongoing)
    - Report effectiveness of current initiatives at the SAFE meeting. (Weekly/Monthly)
    - Create maps to show high-risk areas and targeted problems. (Ongoing)
    - Will provide the TSS Commander with weekly, monthly and quarterly data updates.
- **Public Information Officer Supervisor**
    - Increase media campaign to alert public of high enforcement strategies. (As needed)
- **Marketing Specialist**
    - Create a "Talk.Text.Crash" campaign. (January 2019)
    - Develop marketing materials for officers to hand out on stops. (Ongoing)
    - Proactively develop materials for local events and school functions. (Ongoing)
    - Develop educational and training materials for School Resource Officers to use for new drivers. (As needed)
    - Develop a Family Safe Driving Agreement to be passed throughout the community and school systems. (January 2019)
        - Develop partnership with Alexandria Families for Safe Streets (AFSS). (Ongoing)
- **Community Liaison Program, Chiefs Aide**
    - Provide Civic Association liaisons with distracted driving enforcement flyers. (Per request of TSS Commander)

- **Crime Prevention Unit Supervisor**
  - Develop neighborhood distracted driving watch program through neighborhood watch. (January 2019)
- **Training and Development Supervisor**
  - Coordinate and/or research any training request per the Traffic Safety Commander.
- **Commanders**
  - Communicate with Supervisors to ensure an understanding of the goals and objectives as well as the strategies in place. (At least Weekly)
  - Coordinate with Supervisors on which target areas will be a focus each shift. (At least Weekly)
  - Include data of traffic initiatives in the daily Watch Commander's Reports. (Daily)
- **Supervisors**
  - Deploy one overt and covert distraction unit per TSS commander.
  - Encourage and motivate officers to engage in distracted driving enforcement activities. (Daily)
  - Set daily goals and objectives for officers to work toward. (Daily)
    - Recognize and reward officers who meet goals and objectives. (At least Monthly)

Targeted Problem Area: Distracted Driving - Duties and Responsibilities

- **Officers**
  - Be aware of distracted driving laws. (Ongoing)
  - Communicate with Supervisors to ensure an understanding of the goals and objectives of each traffic initiatives. (As needed)
  - Communicate with Supervisors, Commanders and the Traffic Safety Supervisor on any problems, questions, or suggestions regarding the initiatives. (As needed)
  - Maintain a complete, accurate, and timely record of traffic stops and citations. (Daily)
  - Communicate complaints clearly on the monthly worksheet. (Daily)
  - Report results of traffic initiatives at the end of each shift to a Supervisor (Daily)

Targeted Problem Area: Pedestrian Safety

Pedestrian Safety

Goal: To eliminate the occurrence of all crashes involving pedestrians.

Objective: To reduce the number of crashes involving pedestrians 5% by 2020.

Trends:

During the 2016 calendar year, Alexandria had a total of 1,305 reportable crashes; 82 of which involved pedestrians. Approximately 60 drivers were cited for failing to yield to pedestrian; while 22 pedestrians were cited for jaywalking. It's important to remember that everyone is a pedestrian at some point in their day.

According to NHTSA, the majority of pedestrian crashes occur either within 50 feet of an intersection or in the middle of a block (NHTSA, 2013). They estimate that on average, a pedestrian were killed every two hours and injured every seven minutes in traffic crashes. Fourteen percent of all traffic fatalities and an estimated 3 percent of those injured in traffic crashes were pedestrians. (NHTSA, 2014). In 2012, almost three-fourths (73%) of pedestrian fatalities occurred in an urban setting versus a rural setting (NHTSA, 2014).

This section will not necessarily focus on the driver of the vehicle. Pre-crash actions could include distracted driving, speeding and impaired driving; all of which are target problems areas discussed separately in this plan. This section will focus primarily on strategies to target pedestrian safety.

Targeted Problem Area: Pedestrian Safety

Methodology on Data Collection:

- TSS Commander will review previous crash data involving pedestrians.
    - Based on this data, TSS Commander will schedule and deploy units to observe pedestrians in these areas.
    - These units will report back to the Commander on their observations
        - Units will also make contact with pedestrians during deployed times to educated them on the negative outcomes their behavior could have.
        - Units will provide pedestrians with tips on pedestrian safety.
        - Units will also be aware of roadway hazards that but undue risk on pedestrians.
- Capturing more data on pedestrian behaviors from crash investigations by officers.
- Capturing pedestrian behavior or violation from VUS information.
- With this data the TSS Commander will know the areas to target and develop traffic initiatives. TSS Commander will communicate those initiatives with FOB Commanders.

Targeted Problem Area: Pedestrian Safety

Strategies:

- Implement crosswalk enforcement operations.
  - High-risk intersection
- Address school intersections and crosswalks.
  - Increase crossing guards during school arrivals and departures.[14]
  - Increase warning signs around school zones.
  - Have School Resource Officers provide pedestrian safety to students.[15]
  - Develop child safety clubs to educate both students and parents.
  - Implement high enforcement during school arrivals and departures.
  - Review and revise Safe Routes to School Program.
- Develop pedestrian safety zones.
  - Target high-risk areas.
    - Especially areas with higher rates of older citizens
  - Analyze crash data to determine causes and develop countermeasures to reduce the number of incidents.
- Reduce and enforce speed limits.
  - Determine high-risk areas that resulted from speed.
- Work with the State Legislative and Council Liaisons[16]
  - Increase fines for crashes that occur with pedestrians in marked crosswalks
  - Require drivers to stop instead of yield for pedestrians in crosswalk
- Require all officers to participate in the National Highway Traffic Safety Administration's (NHTSA) pedestrian training

[14] Reference pg 49, #6 of City of Alexandria's Vision Zero Action Plan
[15] Reference pg 48, #3 "Develop walking..", of City of Alexandria's Vision Zero Action Plan
[16] Reference pg 49, #7; and pg 54, #4, of City of Alexandria's Vision Zero Action Plan

- Improve night time visibility at intersection.
    - Install crosswalk flashing lights.
    - Increase lighting.
- Identify appropriate local interest groups on pedestrian safety and develop approaches to engage these entities in promoting pedestrian safety initiatives.

Delegation of Duties and Responsibilities:

- **Traffic Safety Section Commander**
    - Develop effective strategies to address pedestrian safety (Monthly, ongoing)
    - Tracks and analyze the effectiveness of strategies after each deployment.
        - Ensure data is being collected from each traffic initiatives.
        - Review suggestions from Crime Analysis Unit (On going)
    - Develop educational material on pedestrian safety for the public (Daily, ongoing)
        - Work with the Marketing Specialist (if available)
    - Increase media and marketing campaigns. (As needed)
        - Work with the PIO.
    - Work with the State Legislative and Council Liaisons
        - Increase fines for crashes that occur with pedestrians in marked crosswalks
        - Require drivers to stop instead of yield for pedestrians in crosswalk
    - Develop partnership with Alexandria Families for Safe Streets (AFSS) (Ongoing)
    - Strengthen relationship with Alexandria Bicycle & Pedestrian Advisory Committee (Ongoing)

- Identify and assess other local pedestrian safety interest groups. (June 2018)
- Work with T&ES to add Pedestrian crosswalks with lights in high-risk areas. (January 2019)
    - Also look to adding overall lighting for nighttime visibility.
    - Add additional alert signs to school zone areas.
- Communicate the goals and objectives to Commanders and Supervisors (Weekly)
- Ensure Civic Association Liaisons are educating members on traffic initiatives and obtaining feedback on problem areas. (As needed)
- Work with School Resource Officers and ACPS to determine high-risk school hours and intersections. (Ongoing)
    - Develop/formalize Safe Routes to School Program (January 2019)
    - Determine the need for additional Crossing guards at schools. (Ongoing)
- Meet regularly with all personnel for feedback on current tactics (At least monthly)
- Communicate with Stakeholders (Quarterly)
- Obtain grants to fund ongoing strategies and obtain more up to date technology (Quarterly)

- **Technology, Data and Analysis Division (Crime Analyst)**
    - Consolidate data and input to identify high-risk traffic patterns, geographical areas of concern and trends. (Ongoing)
    - Will help identify problems with suggest long term strategies. (Ongoing)
    - Report effectiveness of current initiatives at the SAFE meeting. (Weekly/Monthly)
    - Create analytical maps to show high-risk areas and targeted problems. (Ongoing)
    - Will provide the TSS Commander with weekly, monthly and quarterly data updates.
- **Public Information Officer Supervisor**
    - Increase media campaign to alert public of high enforcement strategies. (As needed)
    - Will provide the public with tips on pedestrian safety techniques. (As needed)
        - Walking against traffic, using sidewalks, etc.
- **Marketing Specialist**
    - Develop marketing materials for officers to hand out on stops for both pedestrians and their families. (As needed)
    - Proactively develop materials for local events and fairs. (As needed)
    - Work with the TSS Commander to market Pedestrian programs. (As needed)
    - Develop partnership with Alexandria Families for Safe Streets (AFSS) (Ongoing)

- **Community Liaison Program, Chiefs Aide**
  - Provide Civic Association officers with pedestrian safety informational flyers (Per TSS Commander)
- **Crime Prevention Unit Supervisor**
  - Assist with any prevention strategies delegated by the Traffic Safety Commander
- **Training and Development Supervisor**
  - Implement and require all officers to participate in the National Highway Traffic Safety Administration's (NHTSA) pedestrian training. (Per TSS Commander)
- **Commanders**
  - Communicate with Supervisors to ensure an understanding of the goals and objectives as well as the strategies in place. (At least weekly)
  - Coordinate with Supervisors on which target areas will be a focus each shift. (At least weekly)
  - Include data of traffic initiatives in the daily Watch Commander's Reports. (Daily)
- **Supervisors**
  - Encourage and motivate officers to engage pedestrians and educate them on safety skills. (Daily)
  - Set daily goals and objectives for officers to work toward. (Daily)
    - Recognize and reward officers who meet goals and objectives. (At least monthly)
  - Provide training and education on pedestrian safety to officers. (On going)

- **School Resource Officers**
  - School Resource Officers will conduct pedestrian safety training at their schools. (Daily)
    - Will alert their Supervisor to problems or complaints at their school. (As needed)
    - Will help implement Safe Routes to School Program. (Ongoing)
  - Will formalize any current programs that are currently being run informally. (Ongoing)
- **School Crossing Guards**
  - Recognize and address safe crosswalk behavior with both students and parents. (Daily)
  - Provide safe crossing tips to students. (Daily)
  - Address any roadway concern, traffic issues, etc., with Supervisor. (As needed)

Targeted Problem Area: Pedestrian Safety - Duties & Responsibilities

- **Officers**
  - Communicate with Supervisors to ensure an understanding of the goals and objectives of each traffic initiatives. (As needed)
  - Understand the education materials on pedestrian safety. (Ongoing)
  - Be able to identify potential dangers of pedestrians on the roadways. (Daily)
  - Be aware pedestrians while on shift. (Daily)
  - Communicate with Supervisors, Commanders and the Traffic Safety Supervisors on any problems, questions, or suggestions regarding the initiatives. (As needed)
  - Maintain a complete, accurate, and timely record of traffic stops and citations. (Daily)
  - Communicate complaints clearly on the monthly worksheet. (As needed)
  - Report results of traffic initiatives at the end of each shift to a Supervisor (Daily)

Targeted Problem Area: Bicyclist Safety

Bicyclist Safety

Goal: To eliminate the occurrence of all crashes involving bicycles.

Objective: To reduce the number of crashes involving bicycles 5% by 2020.

Trends:

Bicyclists accounted for 2% of all traffic deaths (a total of 724) and 2% of all crash related injuries in 2014 (NHTSA, 2014). In 2010, 618 bicyclists died and 52,000 were injured in traffic crashes in the United States (NHTSA, 2013). NHTSA reported that 51% of crashes occurred at intersection with the bicyclists riding out or through the intersection into the path of a motorist. The second most common incident was where the motorist failed to yield for the bicyclist.

During the 2016 calendar year, Alexandria had a total of 1,305 reportable crashes; 18 of which involved bicycles.

Since bicyclists are riders of all ages and training levels, strategies to reduce crashes will focus on education and enforcement. Like pedestrians, pre-crash actions could include distracted driving, speeding and impaired driving; all of which are target problems areas discussed separately in this plan. This section will focus primarily on strategies to target pedestrian safety.

Targeted Problem Area: Bicyclist Safety

Methodology on Data Collection:

- TSS Commander will review previous crash data involving bicycles.
    - Based on this data, TSS Commander will schedule and deploy units to observe bicycles in these areas.
    - These units will report back to the Commander on their observations
        - Units will also make contact with bicycles during deployed times to educated them laws and dangers on the roadway.
        - Units will provide bicyclist with safety tips.
        - Units will also be aware of roadway hazards that but undue risk on bicycles.
- Capturing more data on bicyclist behaviors from crash investigations by officers.
- Capturing bicyclist behavior or violation from VUS information.
- With this data the TSS Commander will know the areas to target and develop traffic initiatives. TSS Commander will communicate those initiatives with FOB Commanders.

Targeted Problem Area: Bicyclist Safety

Strategies:

- Educate bicyclist on the basics of riding safety
    - Following the same traffic laws as motorists.
    - Riding with predictable behavior.
    - Increased visibility (lights and reflective vests).
    - The dangers of distracted riding (listening to music, cell phones).
    - School Resource and Community Policing Officers can run educational programs at their designated schools and neighborhoods, i.e. Bike Rodeos.
- Run quarterly Fit to Ride program
    - Ensure bicycles are fitted to the rider properly
    - Working front and rear lights
    - Proper safety helmet and fit
- Advocate for Idaho Stop Legislation
- Schedule regular bicycle enforcement at intersection with high rates of violations.
- Strict enforcement on helmet laws for kids.
- Develop and run bicycle skills clinics, fairs, bike rodeos
    - Run obstacle courses with APD bike units
- Develop partnerships with local shops and organizations
    - Provide clinics with these groups.
    - Advertise about bicycle safety and enforcement.
    - Proactively engage the community

Delegation of Duties and Responsibilities:

- **Traffic Safety Section Commander**
  - Responsible for all data collection and analysis. (Ongoing)
    - Work with The Technology, Data and Analysis Division.
    - Ensure data is being collected from each traffic initiatives.
  - Increase media and marketing campaigns. (As needed)
    - Work with the PIO.
  - Strengthen relationship with Alexandria Bicycle & Pedestrian Advisory Committee, Alexandria Families for Safe Streets (AFSS), Washington Area Bicyclist Association (WABA) and local bicycle shops. (Ongoing)
    - Develop and organize clinics (Quarterly, at least Bi-Annually)
    - Develop and organize bicycle skills fairs Quarterly, at least Bi-Annually)
    - Develop educational materials to provide during events. (As needed)
- Work with the State Legislative and Council Liaisons
  - Advocate for Idaho Stop Legislation.
  - Develop an internal program for bike officers to engage with the community of bicyclist. (January 2019)
    - Help train these officers on how to build relationships and encourage bicyclists to abide by traffic laws.

- Develop and run bicycle skills clinics, fairs, bike rodeos (Quarterly, at least Bi-Annually)
  - Run obstacle courses with APD bike units
  - Create and purchase bicycle lights and reflectors to pass out at fairs and clinics.[17]
- Communicate the goals and objectives to Commanders and Supervisors (Weekly)
- Ensure Civic Association liaisons are educating members on bicycle initiatives and obtaining feedback on problem areas. (As needed)
- Meet regularly with all personnel for feedback on current tactics (Monthly)
- Communicate with Stakeholders (Quarterly)
- Obtain grants to fund ongoing strategies and obtain more up to date technology (Quarterly)

- **Technology, Data and Analysis Division (Crime Analyst)**
  - Consolidate data and input to identify high-risk traffic patterns, geographical areas of concern and trends. (Ongoing)
  - Will help identify problems with suggest long term strategies. (Ongoing)
  - Report effectiveness of current initiatives at the SAFE meeting. (Weekly/Monthly)
  - Create analytical maps to show high-risk areas and targeted problems. (Ongoing)
  - Will provide the TSS Commander with weekly, monthly and quarterly data updates.

[17] Reference pg 48, #2 of City of Alexandria's Vision Zero Action Plan

- **Public Information Officer Supervisor**
  - Increase media campaign to alert public of high enforcement strategies. (As needed)
  - Will provide the public with tips on bicycle safety techniques. (As needed)
    - Following traffic laws, proper lights
- **Marketing Specialist**
  - Develop marketing materials for officers to hand out on stops for both bicyclist and their families. (As needed)
  - Proactively develop materials for local events and fairs. (As needed)
  - Work with the TSS Commander to market safe rider programs. (As needed)
  - Develop partnership with Alexandria Families for Safe Streets (AFSS) (Ongoing)
- **Community Liaison Program, Chiefs Aide**
  - Provide Civic Association officers with bicyclist safety informational flyers (Per TSS Commander)
- **Crime Prevention Unit Supervisor**
  - Assist with any prevention strategies delegated by the Traffic Safety Commander
- **Training and Development Supervisor**
  - Coordinate bicycle training with officers (Per request of TSS Commander)
- **Commanders**
  - Communicate with Supervisors to ensure an understanding of the goals and objectives as well as the strategies in place. (At least weekly)
  - Coordination and use of Bicycle-Mounted Officers in enforcement strategies. (Daily, when weather permits)

- Coordinate with Supervisors on which target areas will be a focus each shift. (Daily)
- Include data of traffic initiatives in the daily Watch Commander's Reports. (Daily)

- **Supervisors**
  - Encourage and motivate officers to engage bicyclists and educate them on safety skills.(Daily)
  - Set daily goals and objectives for officers to work toward. (Daily)
    - Recognize and reward officers who meet goals and objectives. (At least monthly)
  - Provide training and education on bicycle safety to officers. (As needed)
- **School Resource Officers**
  - School Resource Officers will conduct bicycle safety training at their schools. (Daily during arrival/dismissal)
    - Will alert their Supervisor to problems or complaints at their school. (As needed)
    - Will help implement Safe Routes to School Program. (Ongoing)
- **School Crossing Guards**
  - Provide bicycle safety tips to students commuting to and from school on bicycles. (Daily)
  - Address safety concerns as they arise with students. (As needed)
  - Address any roadway concern, traffic issue, etc., with Supervisor. (As needed)

Targeted Problem Area: Bicyclist Safety - Duties & Responsibilities

- **Officers**
  - Communicate with Supervisors to ensure an understanding of the goals and objectives of each traffic initiatives. (As needed)
  - Understand the education materials on bicycle safety. (Ongoing)
  - Be able to identify potential dangers of bicycles on the roadways. (Daily)
  - Be aware bicyclists while on shift. (Daily)
  - Communicate with Supervisors, Commanders and the Traffic Safety Supervisors on any problems, questions, or suggestions regarding the initiatives. (As needed)
  - Maintain a complete, accurate, and timely record of traffic stops and citations. (Daily)
  - Communicate complaints clearly on the monthly worksheet. (Daily)
  - Report results of traffic initiatives at the end of each shift to a Supervisor (Daily)

Targeted Problem Area: Motorcycle Safety

Motorcycle Safety

Goal: To eliminate the occurrence of all crashes involving motorcycles.

Objective: To reduce the number of crashes involving motorcycles 5% by 2020.

Trends:

The latest vehicle mile travel data show motorcyclists are about 27 times as likely as passenger car occupants to die in a motor vehicle traffic crash and 6 times as likely to be injured (NHTSA, 2014). During the 2016 calendar year, Alexandria had a total of 1,305 reportable crashes; 27.78% of which involved motorcycles.

Riding a motorcycle requires a variety of skills and techniques that are quite different than operating a vehicle. Proper training and licensing is essential to ensure every rider is competent and riding safely. Promoting proper safety gear is worn is also a factor; helmets should meet the US Department of Transportation, Federal Motor Vehicle Safety Standard 218. Research indicates that helmets reduce motorcycle rider fatalities by 22 to 42% and brain injuries by 41 to 69% (Coben, Steiner, & Miller, 2007; Cummings, Rivara, Olson, & Smith, 2006; Deuterman, 2004; Liu, Ivers, Norton, Blows, & Lo, 2008).

Targeted Problem Area: Motorcycle Safety

Methodology on Data Collection:

- TSS Commander will review previous crash data involving motorcycles.
    - Based on this data, TSS Commander will schedule and deploy units to high-risk areas.
    - These units will report back to the Commander on their observations and information on VUS' issued.
        - Units will also make contact with motorcycles riders during deployed times to educated them laws and dangers on the roadway.
        - Units will provide safety gear checks on helmets.
- Capturing more data on motorcycle behaviors from crash investigations by officers.
- Capturing motorcycles behavior or violation from VUS information.
- With this data the TSS Commander will know the areas to target and develop traffic initiatives. TSS Commander will communicate those initiatives with FOB Commanders.

Strategies:

- Educate and promote riders of personal protective gear.
    - Conduct safety check points on motorcycles.
    - Safety checks of helmets and safety gear.
    - Proper licensing.
- Conduct strict enforcement on motorcycle groups disobeying traffic laws.
- Strict helmet law enforcement
- Develop and provide rider training courses to promote education and skills.

Targeted Problem Area: Motorcycle Safety

Delegation of Duties and Responsibilities:

- **Traffic Safety Section Commander**
  - Responsible for all data collection and analysis. (Daily)
    - Work with The Technology, Data and Analysis Division.
    - Ensure data is being collected from each traffic initiatives.
  - Increase media and marketing campaigns. (As needed)
    - Work with the PIO.
  - Develop training materials on identifying helmets that meet the requirements by US Department of Transportation, Federal Motor Vehicle Safety Standard 218. (January 2019)
  - Communicate the goals and objectives to Commanders and Supervisors (At least weekly)
  - Ensure Civic Association liaisons are educating members on traffic initiatives and obtaining feedback on problem areas. (As needed)
  - Meet regularly with all personnel for feedback on current tactics (At least monthly)
  - Communicate with Stakeholders Quarterly)
  - Obtain grants to fund ongoing strategies and obtain more up to date technology (Quarterly)

- **Technology, Data and Analysis Division (Crime Analyst)**
    - Consolidate data and input to identify high-risk traffic patterns, geographical areas of concern and trends. (Ongoing)
    - Will help identify problems with suggest long term strategies. (Ongoing)
    - Report effectiveness of current initiatives at the SAFE meeting. (Weekly/Monthly)
    - Create analytical maps to show high-risk areas and targeted problems. (Ongoing)
    - Will provide the TSS Commander with weekly, monthly and quarterly data updates.
- **Public Information Officer Supervisor**
    - Increase media campaign to alert public of high enforcement strategies. (As needed)
    - Will provide the public with tips on motorcycle safety (As needed)
        - Including proper safety gear.
- **Marketing Specialist**
    - Develop marketing materials for officers to hand out on stops for motorcycle riders. (January 2019)
        - Including proper safety gear requirements.
    - Proactively develop materials for local events and fairs. (As needed)
    - Work with the TSS Commander to market safe rider programs. (Ongoing)
    - Develop partnership with Alexandria Families for Safe Streets (AFSS) (Ongoing)
- **Community Liaison Program, Chiefs Aide**
    - Provide Civic Association officers with motorcycle safety informational flyers (Per TSS Commander)

- **Crime Prevention Unit Supervisor**
  - Assist with any prevention strategies delegated by the Traffic Safety Commander
- **Training and Development Supervisor**
  - Coordinate any training requests made by TSS Commander.
- **Commanders**
  - Communicate with Supervisors to ensure an understanding of the goals and objectives as well as the strategies in place. (At least weekly)
  - Coordinate with Supervisors on which target areas will be a focus each shift. (At least weekly)
  - Include data of traffic initiatives in the daily Watch Commander's Reports. (daily)
- **Supervisors**
  - Encourage and motivate officers to engage motorcyclist and educate them on safety gear and riding. (Daily)
  - Set daily goals and objectives for officers to work toward. (Daily)
    - Recognize and reward officers who meet goals and objectives. (At least monthly)
  - Provide training and education on motorcycle safety to Officers. (Bi-Annually)

- **Officers**
    - Communicate with Supervisors to ensure an understanding of the goals and objectives of each traffic initiatives. (As needed)
    - Understand the education materials on motorcycle safety. (Ongoing)
    - Ensure the ability to identify proper safety gear/helmets. (Ongoing)
    - Be able to identify potential dangers of motorcycles on the roadways. (Daily)
    - Be aware motorcycles while on shift. (Daily)
    - Communicate with Supervisors, Commanders and the Traffic Safety Supervisors on any problems, questions, or suggestions regarding the initiatives. (As needed)
    - Maintain a complete, accurate, and timely record of traffic stops and citations. (Daily)
    - Communicate complaints clearly on the monthly worksheet. (As needed)
    - Report results of traffic initiatives at the end of each shift to a Supervisor (Daily)

Targeted Problem Area: Seat Belts and Child Passenger Safety

Seat Belts and Child Passenger Safety

Goal: Eliminate the occurrence of all fatalities and injuries due to seat belts or safety seats.

Objective: Reduce number of fatalities and injuries due to seat belts or safety seats 5% by 2020.

Trends:

During 2016, 39 citations were given to drivers in Alexandria for improper child restraints, while 39 drivers were cited for no seatbelt use. According to NHTSA, in 2015, of the 35,092 fatalities that occurred due to motor vehicle crashes, 48% were not wearing a seat belt. They report that wearing seat belts could have saved 2,804 lives.

NHTSA 2015 National Survey of the Use of Booster Seats shows 37.4% of children ages 4-7 were not being properly restrained. This same survey found restraints for all children under the age of 13, had decreased by 89.2%.

Seat belts are the single most effective tool of protection in a traffic crash. Data shows that approximately 90% of people are using their seat belts, but that leaves almost 28 million people who continue to not buckle up.

Targeted Problem Area: Seat Belts and Child Passenger Safety

Methodology on Data Collection:

- TSS Commander will review previous crash data that resulted in injuries or fatalities from the lack of seatbelt or child restraint use.
- TSS Commander will plan and schedule seatbelt and child restraint checkpoints.
- Capturing data on seatbelt and child restraint behaviors and usage from crash investigations by officers.
- Capturing seatbelt violations violation from VUS information.
- With this data the TSS Commander will know the areas to target and develop traffic initiatives. TSS Commander will communicate those initiatives with FOB Commanders.

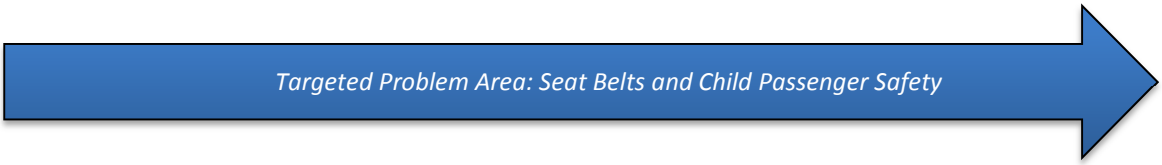
Strategies:

- High enforcement of seat belt laws.
    - Click it or Ticket media campaign.
    - Planned checkpoints.
        - Both day and night time enforcement.
- High visibility media campaign / paid advertising.
- Have School Resource Officers provide education to new drivers on seat belt safety.
- Provide educational materials to schools and community events.
- Offer clinics for parents to check their child seats are installed correctly.
- Provide officers with Child Passenger Safety Certifications.
- Ensuring all personnel understand seat belt and child passenger laws.

Targeted Problem Area: Seat Belts and Child Passenger Safety

Delegation of Duties and Responsibilities:

- **Traffic Safety Section Commander**
  - Responsible for all data collection and analysis. (Ongoing)
    - Work with The Technology, Data and Analysis Division.
    - Ensure data is being collected from each traffic initiatives.
  - Increase media and marketing campaigns. (As needed)
    - Click it or Ticket campaign.
    - Work with the PIO.
  - Develop training materials on child passenger laws. (January 2019)
  - Work with School Resource and Community Policing Officers (Ongoing)
    - Develop education program for new drivers
    - Ensure child safety seats are installed correctly.
  - Promote Child Passenger Safety Certifications training with officers. (January 2019, ongoing)
  - Communicate the goals and objectives to Commanders and Supervisors (Weekly)
  - Ensure Civic Association liaisons are educating members on traffic initiatives and obtaining feedback on problem areas. (As needed)
  - Meet regularly with all personnel for feedback on current tactics
  - Communicate with Stakeholders (Quarterly)
  - Obtain grants to fund ongoing strategies and obtain more up to date technology (Quarterly)



- **Technology, Data and Analysis Division (Crime Analyst)**
  - Consolidate data and input to identify high-risk traffic patterns, geographical areas of concern and trends. (Ongoing)
  - Will help identify problems with suggest long term strategies. (Ongoing)
  - Report effectiveness of current initiatives at the SAFE meeting. (Weekly / Monthly)
  - Create analytical maps to show high-risk areas and targeted problems. (Ongoing)
  - Will provide the TSS Commander with weekly, monthly and quarterly data updates.
- **Public Information Officer Supervisor**
  - Increase media campaign to alert public of high enforcement strategies. (As needed)
  - Will provide the public with tips on seatbelt and child passenger safety. (As needed)
- **Marketing Specialist**
  - Develop marketing materials for officers to hand out on stops for motorcycle riders. (January 2019)
    - Including proper safety gear requirements.
  - Develop marketing for a Click It or Ticket campaign. (January 2019)
  - Proactively develop materials for local events and fairs. (Ongoing)
  - Work with the TSS Commander to market safe rider programs. (Ongoing)
  - Develop partnership with Alexandria Families for Safe Streets (AFSS) (Ongoing)

- **Community Liaison Program, Chiefs Aide**
  - Provide Civic Association officers with motorcycle safety informational flyers (Per request of TSS Commander)
- **Crime Prevention Unit Supervisor**
  - Assist with any prevention strategies delegated by the Traffic Safety Commander
- **Training and Development Supervisor**
  - Coordinate Child Passenger Safety Certifications with officers.
- **Commanders**
  - Communicate with Supervisors to ensure an understanding of the goals and objectives as well as the strategies in place. (At least weekly)
  - Coordinate with Supervisors on which target areas will be a focus each shift. (At least weekly)
  - Include data of traffic initiatives in the daily Watch Commander's Reports. (Daily)
- **Supervisors**
  - Encourage and motivate officers to engage seatbelt violations noticed during stops. (Daily)
  - Ensure training and understanding of child passenger laws and understood by officers. (Quarterly, at least Bi-Annually)
  - Encourage and motivate officers to become Child Passenger Safety Certified. (Annually)
  - Set daily goals and objectives for officers to work toward. (Daily)
    - Recognize and reward officers who meet goals and objectives. (At least monthly)
  - Provide training and education on seatbelt safety to officers. (Bi-Annually)

- **Officers**
  - Communicate with Supervisors to ensure an understanding of the goals and objectives of each traffic initiatives. (As needed)
  - Understand the child passenger laws. (Quarterly, as needed)
  - Proactively address seatbelt and passenger safety concerns during traffic stops. (Daily)
  - Communicate with Supervisors, Commanders and the Traffic Safety Supervisors on any problems, questions, or suggestions regarding the initiatives. (As needed)
  - Maintain a complete, accurate, and timely record of traffic stops and citations. (Daily)
  - Communicate complaints clearly on the monthly worksheet. (As needed)
  - Report results of traffic initiatives at the end of each shift to a Supervisor (Daily)

Targeted Problem Area: Teen Drivers Issues

Teen Drivers (15 – 20 years old) Issues

Goal: Eliminate the occurrence of all crashes involving teen drivers.

Objective: Reduce the number of crashes involving teen drivers 5% by 2020.

Trends:

In 2014, there were 1,717 teen drivers who died in motor vehicle crashes, an increase of 1 percent from 1,697 in 2013 (NHTSA, 2014). Motor vehicle crashes are a leading cause of teen death, according to the most recent data available (2014) from the National Center for Health Statistics (Centers for Disease Control and Prevention's web-based Injury Statistics Query and Reporting System).

Teen drivers are at risk because of their inexperience and immaturity. They lack the experience to recognizing dangerous behaviors and situations. In fact, research on adolescent development suggests that key areas of the brain involved in judgments and decision making are not fully developed until the mid-20s (Dahl, 2008; Keating, 2007; Steinberg, 2007).

Targeted Problem Area: Teen Drivers Issues

Methodology on Data Collection:

- TSS Commander will review previous crash data involving teens.
    - Based on this data, TSS Commander will schedule and deploy units to school zones and high-risk areas.
    - These units will report back to the Commander on their observations and issued VUS':
        - Units will also make contact with teens during deployed times to educated them on the negative outcomes their behavior could have.
        - Units will provide teens with tips on safety.
- Capturing more data on teen's driving pre-crash behaviors during crash investigations.
- Capturing teen driving behavior or exact violation from VUS information.
- With this data the TSS Commander will know the areas to target and develop traffic initiatives. TSS Commander will communicate those initiatives with FOB Commanders.
    - This information will also help identify if specific violations occur at a higher rate with teen drivers.

Targeted Problem Area: Teen Drivers Issues

Strategies:

- Conduct high visibility enforcement before and after school hours.
- Utilize School Resource and Community Policing Officers.
  - Provide ongoing education to teen drivers.
  - Run workshops on safe driving habits and how to avoid peer pressure.
  - Run safety programs that show the dangers of high-risk behavior[18]
    - SADD, MADD
  - Develop Peer education programs within the schools
- Develop mentor programs between officers and teens.
- Coordinate with schools to develop a safety calendar to run educational programs around holidays
  - Back to school
  - Fall and Winter break
  - Spring break / Easter
  - Prom / Homecoming / Dance
  - End of year
- Develop safe driver reward program for teens.
  - Work with the Virginia Highway Safety Office on available programs and funding.
- Provide teens with safe driving skills and collision avoidance at the Department by the Traffic Safety Section officers.
- Develop Public Service Announcement targeted at teens including Youtube video, court cases, police dash cams; of incidents involving teens.

[18] Reference pg 48, #6 of City of Alexandria's Vision Zero Action Plan

Delegation of Duties and Responsibilities:

- **Traffic Safety Section Commander**
  - Responsible for all data collection and analysis. (Daily)
    - Work with The Technology, Data and Analysis Division.
    - Ensure data is being collected from each traffic initiatives.
  - Increase media and marketing campaigns. (As needed)
    - Work with the PIO.
  - Work with School Resource and Community Policing Officers (Monthly)
    - Develop education programs and promote safe driving habits.
    - Develop mentor program with officers and teens.
    - Develop reward for safe driving teens.
    - Continue partnerships with SADD, MADD and other anti-drinking and driving programs.
  - Develop a skills course for teen drivers that address collision avoidance and defensive driving. (January 2019)
  - Communicate the goals and objectives to Commanders and Supervisors (Weekly)
  - Ensure Civic Association liaisons are educating members on traffic initiatives and obtaining feedback on problem areas. (As needed)
  - Meet regularly with all personnel for feedback on current tactics (At least monthly)
  - Communicate with Stakeholders (Quarterly)
  - Develop partnership with Alexandria Families for Safe Streets (AFSS) (Ongoing)
  - Obtain grants to fund ongoing strategies and obtain more up to date technology (Quarterly)

- **Technology, Data and Analysis Division (Crime Analyst)**
    - Consolidate data and input to identify high-risk traffic patterns, geographical areas of concern and trends. (Ongoing)
    - Will help identify problems with suggest long term strategies. (Ongoing)
    - Report effectiveness of current initiatives at the SAFE meeting. (Weekly/Monthly)
    - Create maps to show high-risk areas and targeted problems. (Ongoing)
    - Will provide the TSS Commander with weekly, monthly and quarterly data updates.
- **Public Information Officer Supervisor**
    - Increase media campaign to alert public of high enforcement strategies. (As needed)
    - Develop public service announcements for teen safety. (As needed)
- **Marketing Specialist**
    - Develop marketing materials for officers to hand out on stops for both teen drivers and their families. (January 2019)
    - Proactively develop materials for local events and schools. (As needed)
    - Work TSS Commander to market safe driver programs. (As needed/ongoing))
    - Develop partnership with Alexandria Families for Safe Streets (AFSS). (Ongoing)
    - Proactively market teen safety during high-risk months (End of year, prom, school holidays, etc).
- **Community Liaison Program, Chiefs Aide**
    - Provide Civic Association liaisons with teen driver informational flyers. (Per TSS Commander)

- **Crime Prevention Unit Supervisor**
  - Assist with any prevention strategies delegated by the Traffic Safety Commander
- **Training and Development Supervisor**
  - Coordinate and/or research and training request per the Traffic Safety Commander.
- **Commanders**
  - Communicate with Supervisors to ensure an understanding of the goals and objectives as well as the strategies in place. (At least weekly)
  - Coordinate with Supervisors on which target areas will be a focus each shift. (At least weekly)
  - Include data of traffic initiatives in the daily Watch Commander's Reports. (Daily)
- **Supervisors**
  - Encourage and motivate officers to engage teen drivers. (Daily)
  - Set daily goals and objectives for officers to work toward. (Daily)
    - Recognize and reward officers who meet goals and objectives. (At least monthly)
  - Schedule officers to patrol around schools during school arrivals and dismissal. (Daily)
  - Schedule additional officers high enforcement patrol during school events
    - Prom, All Night Grad Party, etc.

- **School Resource and Community Policing Officers.**
    - Provide ongoing education to teen drivers.
    - Run workshops on safe driving habits and how to avoid peer pressure.
    - Run safety programs that show the dangers of high-risk behavior
        - SADD, MADD
    - Develop Peer education programs within the schools
    - Formalize and promote additional educational programs already in place.
    - Request assistance of PIO and Marketing as needed.
- **Officers**
    - Proactively enforce around school zones. (Daily)
    - Communicate with Supervisors to ensure an understanding of the goals and objectives of each traffic initiatives. (As needed)
    - Understand the education materials on teen drivers. (On going)
    - Be aware of teen drivers and school zones while on shift. (Daily)
    - Communicate with Supervisors, Commanders and the Traffic Safety Supervisor on any problems, questions, or suggestions regarding the initiatives. (As needed)
    - Maintain a complete, accurate, and timely record of traffic stops and citations. (Daily)
    - Communicate complaints clearly on the monthly worksheet. (As needed)
    - Report results of traffic initiatives at the end of each shift to a Supervisor (Daily)

Targeted Problem Area: Aging Road User Issues

Aging Road User (65 years +) Issues

Goal: Eliminate the number of crashes, injuries and fatalities involving those ≥ 65 years of age.
Objective: To reduce the number of incidents involving those ≥ 65 years of age.

Trends:

In 2015 there were a total 47.8 million drivers in the 65+ age category (NHTSA, 2014). That same year, 18% of all traffic crashes resulted in the death of an aging adult (6,165 fatalities). By 2030, the Census Bureau estimates that the resident population over 65 will double, to over 72 million, and will comprise 19.3% of the total population (U.S. Census Bureau, 2008).

As drivers age, various physical and cognitive changes take place. Reactions slow, vision and hearing change, cognitive abilities begin to diminish and overall physical health will also be reduced. Because older drivers are more fragile, a crash is more likely to produce a serious injury or fatality than for younger drivers (NHTSA, 2015). And while speed and aggressive driving is rare with older drivers, other areas of concern take place; such as driving too slow.

The goal of this plan is to help educate and empower mature drivers to be safe and maintain their license. This includes providing driver education courses for aging drivers to make them aware of the dangers they face as they age. Building partnerships with companies that can make adaptations to cars; such as adding mirrors or adjusting the pedals. Building relationships with the aging community so they have someplace to go to help find resources to ensure they are commuting safely. Additionally, educating officers on how to recognize signs of aging and when it may require referring someone to the DMV. With this, there should be a focus on developing alternative methods for promoting mobility with the aging population.

Targeted Problem Area: Aging Road User Issues

Methodology on Data Collection:

- TSS Commander will review previous crash data involving aging pedestrians and vehicle users.
    - Based on this data, TSS Commander will schedule and deploy units to observe aging road users in these areas.
    - These units will report back to the Commander on their observations
        - Units will also make contact with drivers and pedestrians during deployed times to educated them on the negative outcomes their behavior could have.
- Capturing age of drivers from crash investigations by officers.
- Capturing age of drivers from VUS information.
- With this data the TSS Commander will know the areas to target and develop traffic initiatives. TSS Commander will communicate those initiatives with FOB Commanders.

Targeted Problem Area: Aging Road User Issues

Strategies:

- Provide resources to the aging community.
- Run regular CarFit programs throughout the year.
- Promote national and regional aging road user driving education programs
    - Example, We need to Talk[19]
- Develop partnerships with AARP and AAA
- Educate and train aging drivers and families how to self-assess their ability to drive safely
- Educate personnel on how to identify older drivers who cannot drive safely
- Establish partnerships with older drivers and senior centers.
- Develop partnerships with the DMV to promote license screening and testing
- Provide aging pedestrians with safety strategies (reflectors, crosswalk safety techniques)
- Work with T&ES to develop Safe Routes with older pedestrians
    - Target locations with higher rates of older pedestrians

[19] Reference pg 55, #5 of City of Alexandria's Vision Zero Action Plan

Delegation of Duties and Responsibilities:

- **Traffic Safety Section Commander**
  - Develop effective strategies to address aging road users (Monthly, ongoing)
    - Develop educational material on aging road users for the public (daily, ongoing)
      - Work with the Marketing (if available)
    - Tracks and analyze the effectiveness of strategies after each deployment.
    - Review suggestions from Crime Analysist (On going)
  - Ensure all data is being collected from traffic initiatives (as needed)
    - Work with The Technology, Data and Analysis Division (daily).
  - Develop effective strategies to address older drivers (January 2019)
    - Research CarFit program and implement the program throughout the year.
    - Determine high-risk intersections/routes that have previously resulted in crashes involving older citizens.
    - Conduct high seatbelt enforcement
    - Tracks and analyze the effectiveness of strategies after each deployment.
    - Partner with Senior Groups and Homes.
  - Work with T&ES to develop Safe Routes in high-risk areas. (January 2019)
  - Work with the DMV to promote and encourage license screening and testing for older citizens. (January 2019/ongoing)

- Develop safe driver courses for the elderly. (January 2019)
    - Develop partnerships with AARP and AAA
        - Both offer courses specifically for older drivers
        - Develop a joint effort with these groups to offer safe driving courses
- Develop and purchase pedestrian safety marketing items that can be given out at community events (APD reflectors, flashlights,etc). (January 2019)
    - Work with the Commonwealth's Highway Safety Office concerning funding.
- Communicate the goals and objectives to Commanders and Supervisors (At least weekly)
- Ensure Civic Association officers are educating members on traffic initiatives and obtaining feedback on problem areas. (As needed)
- Develop internal education and marketing materials on older driver characteristics and things to be aware of: (June 2018)
    - Medications
    - Fragility
    - Sight/Hearing
    - How to assess safe driving ability
- Meet regularly with all personnel for feedback on current tactics (Monthly)
- Communicate with Stakeholders (Quarterly)
    - Obtain grants and funding.

- **Technology, Data and Analysis Division (Crime Analyst)**
    - Consolidate data and input to identify high-risk traffic patterns, geographical areas of concern and trends. (Ongoing)
    - Will help identify problems with suggest long term strategies. (Ongoing)
    - Report effectiveness of current initiatives at the SAFE meeting. (Weekly/Monthly)
    - Create maps to show high-risk areas and targeted problems. (Ongoing)
    - Will provide the TSS Commander with weekly, monthly and quarterly data updates.
- **Public Information Officer Supervisor**
    - Increase media campaign to alert public of high enforcement strategies. (As needed)
- **Marketing (if available)**
    - Develop marketing materials for officers to hand out on stops for both aging road users and their families. (January 2019)
    - Proactively develop materials for local events and senior residence. (Ongoing)
    - Promote national and regional aging road user driving education programs (Annually)
    - Work TSS Commander to market safe driver programs. (As needed)
    - Develop partnership with Alexandria Families for Safe Streets (AFSS) (Ongoing)
- **Community Liaison Program, Chiefs Aide**
    - Provide Civic Association officers with aging road user informational flyers (Per TSS Commander)

- **Crime Prevention Unit Supervisor**
  - Assist with any prevention strategies delegated by the Traffic Safety Commander
- **Training and Development Supervisor**
  - Coordinate any training per TSS Commanders request.
- **Commanders**
  - Communicate with Supervisors to ensure an understanding of the goals and objectives as well as the strategies in place. (At least weekly)
  - Coordinate with Supervisors on which target areas will be a focus each shift. (At least weekly)
  - Include data of traffic initiatives in the daily Watch Commander's Reports. (Daily)
- **Supervisors**
  - Encourage and motivate officers to engage aging road users and educate them on internal programs such as CarFit (Daily)
  - Set daily goals and objectives for officers to work toward. (Daily)
    - Recognize and reward officers who meet goals and objectives.
  - Provide training and education on older drivers and pedestrians to Officers, including: (Quarterly)
    - Identifying potential driving impairments that need to be referred to the license and testing center (DMV)
    - How the elderly differ (sight, hearing, fragility)
    - Seatbelt enforcement
  - Set daily goals and objectives for officers to work toward. (Daily)
    - Recognize and reward officers who meet goals and objectives.

- **Officers**
  - Communicate with Supervisors to ensure an understanding of the goals and objectives of each traffic initiatives. (As needed)
  - Understand the education materials on older drivers. (As needed)
  - Be able to identify potential driving impairments and how to refer someone to the DMV license and testing center. (Daily / As needed)
  - Be aware of older drivers and pedestrians while on shift. (Daily)
    - Take the time to provide resources to these people, including CarFit program, DMV license screening and testing.
  - Communicate with Supervisors, Commanders and the Traffic Safety Supervisor on any problems, questions, or suggestions regarding the initiatives. (As needed)
  - Maintain a complete, accurate, and timely record of traffic stops and citations. (Daily)
  - Communicate complaints clearly on the monthly worksheet. (Daily)
  - Report results of traffic initiatives at the end of each shift to a Supervisor (Daily)

Internal Department Review

- Review and update Directive 6.4, Vehicle Use and Maintenance:
    - Update operating procedures
        - Seat belt use
        - Distracted driving
    - Ensure officers are engaging in traffic safety and laws on and off duty.

- Review and update Directive 11.1, Traffic Crash Investigation:
    - Clarify when citations are to be given.
    - Provide training on Traffic Crash Investigations
        - Ensure officers are all conducting investigations uniformly.
        - Officers understand when FR300s are required.
        - Accurate documentation and determination of root causes.
            - Investigate pre-crash behaviors.

- Review and update Directive 11.21, Traffic Enforcement:
    - Ensure officers are clear on discretion
        - Stop vs Citation discretion
        - Hazardous vs non-hazardous discretion
    - Train officers on strict enforcement areas.

- Marketing Position
    - Develop a marketing position to address the needs of this program.
        - This position will be responsible for directly assisting the Field Operations Bureau in researching and advertising the various projects, initiatives and undertakings of the Bureau.
    - This person will help develop, monitor and assess strategic planning of initiatives.
        - Developing marketing materials: training aids, brochures, fact sheets, reports, posters, briefings.
    - Will aid in stakeholder outreach and focus groups.

    - Develop a relationship with community members
    - Create targeted campaigns
    - Communicate with TSS Commander about events in advance to plan traffic initiatives.

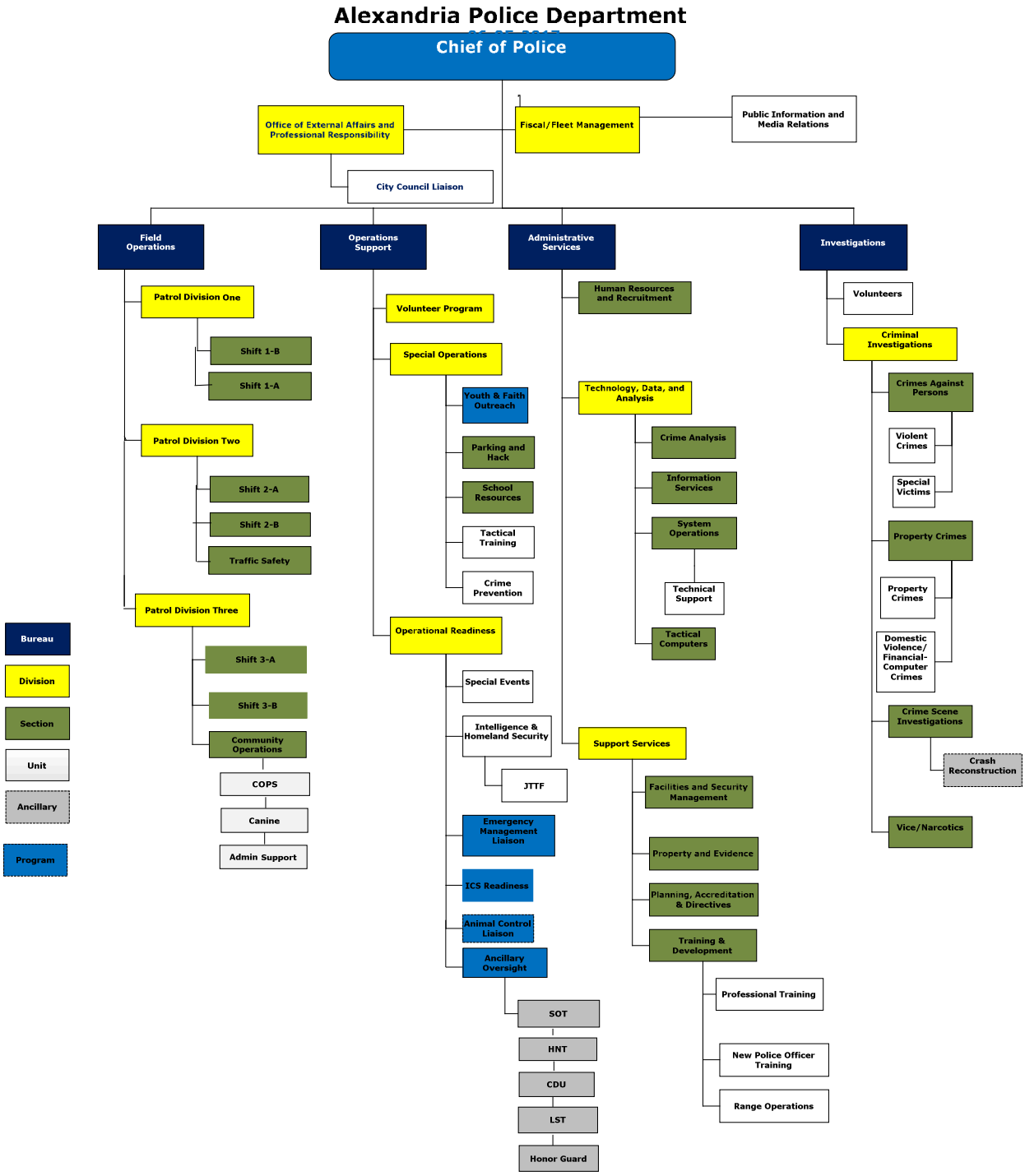
- Train and motivate all personnel on conducting traffic safety initiatives:
    - Encourage Supervisors and Commanders to conduct traffic stops.
    - Reward officers who reach traffic goals and objectives.
    - Encourage personnel to complete online NHTSA pedestrian safety training.
    - Provide VDOT Traffic Incident Management Training (TIMS) to sworn staff.
    - Be realistic about the time officers have to conduct traffic enforcement.
    - Train officers how to provide educational skills/information during stops.

- Provide personnel with ongoing driving training:
    - Plan, coordinate, develop EVOC refresher courses.

- Increase communication throughout the Department
    - From Executive to Officer level
    - Conduct regular and periodic ride along with officers to see first-hand how strategies are working.
        - To include D/C, Commanders, and Supervisors.
    - Conduct round table discussions quarterly with Commanders, Supervisors and Officers.

- Utilize personnel more efficiently
    - Plan initiatives in advance / Develop traffic safety calendar
        - Determine staff and budget
    - Develop Special Event Traffic Plans:
        - Safe and efficient travel to and from event

Appendix A: Organizational Charge



Directive 1.3 - Organization Appendix - Organization Chart 09-26-2017

Bibliography

American Association of Retired Persons. *Walk the Walk: Connecting Senior Pedestrian Safety to Seniors in New York City. http://www.aarp.org/content/dam/aarp/livable-communities/learn/transportation/walk-the-walk.pdf*

Centers for Disease Control and Prevention's web-based Injury Statistics Query and Reporting System, available at http://webappa.cdc.gov/sasweb/ncipc/leadcaus10_us.html

Coben, J. H., Steiner, C. A., & Miller, T. R. (2007). Characteristics of motorcycle-related hospitalizations: Comparing states with different helmet laws. Accident Analysis and Prevention, 39, 190-196.

Cummings, P., Rivara, F. P., Olson, C. M., & Smith, K. M. (2006). Changes in traffic crash mortality rates attributed to use of alcohol, or lack of a seat belt, air bag, motorcycle helmet, or bicycle helmet, United States, 1982-2001. Injury Prevention, 12, 148-154.

Dahl, R. E. (2008). Biological, developmental, and neurobehavioral factors relevant to adolescent driving risks. American Journal of Preventive Medicine, 35(3S), S278-S284.

Deuterman, W. (2004). Motorcycle Helmet Effectiveness Revisited. (Report No. DOT HS 809 715). Washington, DC: National Highway Traffic Safety Administration. Available at www-nrd.nhtsa.dot.gov/Pubs/809715.PDF

Florida Department of Transportation. (2017) *2017 Highway Safety Plan.* http://www.fdot.gov/safety/3-Grants/FL%202017%20HSP.pdf

Federal Highway Administration, Federal Motor Carrier Safety Administration, & National Highway Traffic Safety Administration (FMCSA). (2005, September). *Speed Management Strategic Initiative.*

Federal Highway Administration (FHWA) Safety Office. (2014, October) *Speed Management Safety Page* safety.fhwa.dot.gov/speedmgt/

Federal Highway Administration (FHWA). (2005). *Red-Light Camera Systems Operational Guidelines*.

International Association of Chiefs of Police. (2016). *A Staffing Analysis for Patrol and Investigations.* Alexandria, Virginia: IACP.

Keating, D. P. (2007). Understanding adolescent development: Implications for driving safety. Journal of Safety Research, 38, 147-157.

Klauer, S. G., Dingus, T. A., Neale, V. L., Sudweeks, J. D., & Ramsey, D. J. (2006). *The Impact of Driver Inattention On Near-Crash/Crash Risk: An Analysis Using the 100-Car Naturalistic Driving Study Data.*

Liu, B. C., Ivers, R., Norton, R., Blows, S., & Lo, S. K. (2008). Helmets for Preventing Injury in Motorcycle Riders. The Cochrane Database of Systematic Reviews: Issue 1.

NHTSA. (2003). The National Highway Traffic Safety Administration Motorcycle Safety Program. (Report No. DOT HS 809 539). Washington, DC: Author. Available at www.nhtsa.gov/people/injury/pedbimot/motorcycle/motorcycle03/index.htm

National Highway Traffic Safety Administration (NHTSA). (2010a, April). *Overview of the National Highway Traffic Safety Administration's Driver Distraction Program.* https://www.nhtsa.gov/sites/nhtsa.dot.gov/files/811299.pdf

National Highway Traffic Safety Administration (NHTSA). (2013, April). *Countermeasures that Work: A Highway Safety Countermeasure Guide for State Highway Safety Officers, Seventh Edition, 2013*. https://www.nhtsa.gov/staticfiles/nti/pdf/811727.pdf

National Highway Traffic Safety Administration (NHTSA). (2014, April). *Traffic Safety Facts: Pedestrians.* https://crashstats.nhtsa.dot.gov/Api/Public/ViewPublication/811888

National Highway Traffic Safety Administration (NHTSA). (2016, February). *Countermeasures That Work, Eighth Edition.* https://www.nhtsa.gov/sites/nhtsa.dot.gov/files/812239_countermeasures_8thed_tt.pdf

National Highway Traffic Safety Administration (NHTSA). (2016, May). *Traffic Safety Facts: Young Drivers.* https://crashstats.nhtsa.dot.gov/Api/Public/ViewPublication/812278

National Highway Traffic Safety Administration (NHTSA). (2015, November). *Countermeasures that Work: A Highway Safety Countermeasure Guide for State Highway Safety Officers, Eighth Edition, 2015.* https://www.nhtsa.gov/sites/nhtsa.dot.gov/files/documents/812202-countermeasuresthatwork8th.pdf

Oregon Department of Transportation (2016, Deecmber). *Oregon Traffic Safety Performance Plan.* http://www.oregon.gov/ODOT/Safety/Documents/2016AnnualReport.pdf

Steinberg, L. (2007). Risk taking in adolescence: New perspectives from brain and behavioral science. Current Directions in Psychological Science, 16, 55-59.

The President's Task Force on 21st Century Policing. (2015, May). *USDOJ COPS*. Retrieved September 6, 2016, from U.S. Department of Justice: http://www.cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf

U.S. Census Bureau, Population Division (2008). *Table 2. Projections of the Population by Selected Age Groups and Sex for the United States: 2010 to 2050*.

Vision Zero Network. (2017). *Vision Zero Network*. Retrieved from www.visionzeronetwork.org