

PROGRAM NARRATIVE & DETAIL
Hillsborough, NC Police Department

“Slower Is Faster” Driver Safety Program



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Hillsborough, N.C., Police Department

“Slower Is Faster” Officer Driver Safety Program

The Hillsborough Police Department (HPD) employs 27 sworn officers protecting a town of 6,300. Unlike a typical small town, Hillsborough offers a variety of historic attractions, has a vibrant downtown, and includes a popular Riverwalk connecting several key destinations. The town is located between two interstates (I-40 and I-85) and is about ten minutes from the larger cities of Durham and Chapel Hill. As a result of being such an active community, HPD officers deal with a variety of situations, especially as it relates to patrol vehicle operation. The HPD has provided annual in-car driver training for its officers since 2000. What started out as one small agency’s attempt to provide training for its officers on one of the more dangerous aspects of their jobs has grown over the years into an initiative that has gained momentum in North Carolina.

The HPD takes a slightly different approach to police driver safety than what is often done. While braking, navigating turns, and correcting skids are covered during in-car training, they take a back seat to decision-making, situational awareness, and emphasizing key skills that allow officers to remain in control and stay out of trouble, especially during stressful emergency responses. The goal is not to produce great drivers; that’s unreasonable given the limited amount of time and money available for training, especially given the amount of stress and multi-tasking involved in law enforcement driving. The real goal is to train excellent decision-makers behind the steering wheel!

As is well known, adrenaline “dumps” impair officers’ abilities to drive safely in a variety of ways (e.g., tunnel vision, auditory exclusion, slowed reaction times, degraded motor skills, and slowed forebrain functions and cognitive processing). Hence, training on tactics that make it easier for officers to keep their vehicles under control while maintaining cognitive control is an HPD priority. This has the two-fold benefit of improving driver safety and allowing officers to arrive on the scene more composed, ready to handle difficult, and often dangerous, situations. The connection between managing stress and improved officer performance is

often overlooked in training, yet is emphasized in HPD driver training.

Understanding the constraints of limited budgets, the HPD applies a triage approach to police driver training by emphasizing five key areas to reduce collisions. Focusing on a few high priority, in-car tactics has the added benefit of not overwhelming officers with too much information during in-car training, thus increasing the likelihood these tactics will be implemented when most needed.

Triage: HPD Course Design = Primary “Real World” Causes of Collisions



Overall, the approach is not to rely on car control skills to get oneself out of a dangerous situation, but rather to stay out of those situations as often as possible. Hence, one of the HPD driver safety mottos for the past 15 years has been, “it’s easier to stay out of trouble than to get out of trouble.” The batting average for escaping a crash at the last second is low. Therefore, the “Slower Is Faster” approach emphasizes avoiding trouble or danger in the first place. Ultimately, officers are usually alone in their patrol vehicles, don’t have anyone to assist in the cockpit at critical times, yet have a lot to manage at once. The HPD tries to train officers to be their own co-pilots. The following is a quick summary of the HPD’s “Top 5” in-car tactics:

- 1) **Vision/scanning**, “looking or peeking ahead” through corners or other features to avoid surprises.
- 2) **Early braking** to maintain vehicle control
- 3) **Slow down/maintain a reactionary gap** to have a margin of error for the unexpected, especially in “danger zones” like intersections, curves, hill crests, driving at night and in wet conditions, etc.

- 4) **Self-talk to perform better under pressure:** before driving fast always ask, “is it worth it, will it make a difference.” WIN – “What’s important now?”, “scan & plan,” and “what’s next?” are other examples.
- 5) **Breathe & relax:** practice combat breathing and “soft hands” on the steering wheel to remain calm.

Please see attached “HPD Driver Safety Handbook – 2015” for more information on course details.

Unique Features

While officers will never have to dodge cones during an emergency response, the HPD has found that mistakes officers make in training mirror the causes of many real world collisions. For instance, a large percentage of Line of Duty Deaths (LODDs) in vehicles are single-vehicle collisions, often when the car leaves the pavement or lane, impacting a tree, pole, ditch, or another vehicle. What likely happens inside the cockpit in many of these situations is that the officer’s line of sight drops due to stress and/or multi-tasking. Because an officer is no longer looking or thinking ahead, they get surprised, causing late braking and delayed turning inputs. As a result, control of the vehicle is lost.

These same mistakes are frequently made during an Emergency Vehicle Operations Course (EVOC) or cone course, so this provides an outstanding and safe opportunity for officers to practice these essential tactics and make them habits. Once something is a habit (automaticity), it frees up the officer’s cognitive capacity to handle other critical tasks. *To boost the effectiveness and real-world connection of the typical cone course, the following features have been added over the years to the HPD schools:*

Decision Stations require officers to decide where, when, and what to do based on cues down the road on the EVOC course (e.g., signs, direction lights and arrows, cone walls, obstructions, etc.). This forces officers to look and plan ahead if they are to effectively navigate through the stations. When officers get caught not looking ahead, things get can get ugly with lots of skidding and cone crunching, but these are fantastic learning moments. The stations are operated by a combination of experienced workers (often volunteers from the motorsports community, town employees, and staff from the N.C. League of Municipalities at the statewide school).

Attached: “Decision Station Directions 2015 – League” and “Decision Station Directions HPD 2015”



Picture above: some signs used at decision stations.

Picture below: LED light provides direction on which way to go through the gate or lane.



On-course Distractions give officers the opportunity to identify hazards in advance by practicing vision techniques. This is done by looking where they want to go and not staring at the threat, so as to avoid “target fixation.” The on-course distractions also make maintaining a safe speed and reactionary gap essential tactics for safely navigating through the various features. When officers recognize they are fixating on a target or going into “zoom lens” mode, it becomes an opportunity to practice refocusing to a wide-angle lens perspective to get a better field of view to see what options are available for maneuvering.

This is important because stress and adrenaline levels can spike when drivers fixate on objects or threats. Looking down the road slows things down, helps manage stress, and simply gives officers more time to react behind the wheel. Distraction devices include: a remote control dog made by attaching a stuffed dog to a remote control truck, a moving deer (inflatable deer attached to a box with long rope) – these two devices were made for less than \$75. Other devices include more inflatable deer, inflatable Bozo the Clown punching bags, stuffed dogs, and babies.



Picture above: some of the distraction devices used during the courses, including the moving deer and dog.

Variety of Drills

✓ **Baseline & In-Car Instructor Feedback** - opportunity to practice fundamentals and key tactics; and to drive hard enough to make and learn from mistakes in a safe environment. In-car instructors ride with officers and provide feedback immediately after the run. This focuses improvement in those areas most likely to result in real world collisions, plus reinforces tactics officers are doing well. Instructors also switch places with the officer to talk through and demonstrate techniques the officers can improve upon. Officers get right back in the driver seat to immediately practice/test instructor suggestions.

✓ **“Scan & Plan”** – officers run the course in the opposite direction without practice runs to force them to look and think ahead. They also use commentary driving techniques to tell the instructor where they are looking. The instructor again drives the vehicle while talking to demonstrate where, when, and how far down course to look. Just adding the commentary complicates the process of driving so this is good practice.

**#1 Focus
Vision Up = No Surprises**



Picture above: note the officer is looking out the window, through the corner, and down the road.

✓ **Radio-dispatched Scenarios** - require officers to run through the busy cone course, respond to emergency situations while applying departmental policy, and properly navigating through the decision stations and distractions. After each run, officers debrief with the instructors (dispatcher and in-car) regarding whether they responded properly, how their decision-making could have been improved, as well as feedback on the actual driving. Driving quality degrades and mistakes increase during this quick paced, albeit low to medium speed drill, due to multi-tasking and stress.



Chief Duane Hampton & Chapel Hill Patrol Lt. Bryan Walker debriefing with an officer after a Code 3 decision-making drill.

Instructors - Volunteers with competition motorsports backgrounds, familiarized by the HPD in the nuances/complexity of law enforcement driving, supplement police driving instructors. This greatly increases the number of instructors, and usually provides

student ratios as low as 1.5 to 1, but usually around 2 to 1. Most of the volunteer instructors and decision station workers have been working with the annual HPD driving school for the past 5 - 15 years. Thus, they have gained a lot of experience and appreciation for the complexity of law enforcement driving. While these volunteer civilian instructors have solid driving and instruction skills, due to their competition motorsports backgrounds, they are primarily selected for their laid-back approach – the emphasis is to be more of a coach than instructor, ability to clearly communicate with a sincere desire to help the officers. [Please see attached “Instructor Guide.”](#)



Picture above: civilian volunteer instructor and multi-time SCCA national champion Tim Aro debriefs with an officer right after a run.

Most of the volunteer instructors have backgrounds in several motorsports ranging from autocross, road racing, circle track, karting, rally, and motocross. All have at least won local or regional championships. Quite a few have had success in national competition and several have won national championships. Some also have experience with tire, shock/strut, and chassis testing, as well as with in-car GPS based data acquisition systems which provides additional insight into what is happening to the car due to driver inputs. Due to their experience, the volunteer motorsports instructors can often offer suggestions on small yet easy adjustments officers can make to their driving techniques that make them much safer on the road. Using a combination of law enforcement and motorsports instructors have complimented each other in a variety of ways, with each learning much from the other.

Timed live demonstration runs showing that slower is indeed often faster. Several officers are selected to drive one run through the cone course as fast as they can with all the other officers watching. They take a second run, but this time the in-car instructor tells them to brake

MUCH earlier everywhere on course. The first runs look faster, yet with little room for error and some sliding on the course. The second runs, with the early braking, look much slower yet are in total control. Most of the time, the “slow” runs are actually faster. Officers have said multiple times, “I wouldn’t have believed it had I not seen it.” [Please see attached “Is Slower Really Faster – Law Officer Article.”](#)

Critical Concepts Guide – Information from well over 1,000 pages of books, articles, and website sources, in addition to points gathered from seminars and interviews with subject matter experts are consolidated into this 23 page guide. The purpose of the guide is to provide officers quick and easy access to essential information on police driving to 1) increase the depth of understanding of this complex task, and 2) compliment the in-car training they receive. Reading the Critical Concepts Guide before taking the in-car training makes it easier for officers to translate the lessons from the driving school to the real world. Plus, it’s a good training tool for the volunteer instructors. The guide is divided into six sections and includes graphics, tables, and pictures that tie into the narratives. [Please see attached “HPD Critical Concepts Guide.”](#)

Other HPD Driver Safety-Related Efforts

- ✓ **Annual Classroom training and policy review** – after a long absence, the department started classroom training again in 2015 that focuses on distracted driving, emergency driving, and information from the Critical Concepts Guide.
- ✓ **Below 100** - for all HPD officers as part of mandatory in-service training in 2012. The HPD’s lesson plan, developed by Chief Duane Hampton, was picked up by the State of North Carolina, revised, and made an option as part of statewide mandatory law enforcement training.
- ✓ **Routinely inviting other agencies to participate in the annual driver safety course** - agencies send officers and instructors. This is sometimes done as a way to make training more affordable by sharing costs with other agencies. It’s also a way for a small department to offer something in return to the larger

neighboring agencies that often provide assistance to the HPD.

- ✓ Cognitive Command research study on police driving and stress - Worked with neuroscientist Dr. Jonathan W. Page and Kasee F. Page, to test the effectiveness of Cognitive Command training on two groups of HPD officers to improve driving performance under stress. The study was briefly discussed in Dr. Page's Fall-Winter 2015 article in FLETC Journal, "[NeuroCop, Using Science to Understand Policing Under Stress](#)" - please see attached. Due to the positive results of the training, the HPD hopes to add aspects of Cognitive Command training in the future. Dr. Page and research partner Kasee Page also took the HPD's "Slower Is Faster" course in 2014, including in-car drills. They shared experiences from their law enforcement driving research with the London Metropolitan Police Department with the HPD officers during the school.
- ✓ New vehicle graphics package - with higher day/night visibility to improve officer safety (2014-2015). Officer feedback and voting was employed to update and select the new HPD graphics. The package includes the Below 100 logo on the driver's side dollar pillar as a regular safety reminder.



- ✓ *Distracted Driving Policy (Adopted April 2015)* – greatly restricts potentially distracting activity in the vehicle, including use of the Mobile Data Computer, non-essential cell phone calls, eating, and other activities that limit the use of one of both hands until the vehicle comes to a stop. **Please see attached “HPD Distracted Driving Policy.”**
- ✓ *Seatbelt Use* – the Town has a policy that compels supervisors to file a notification form if an employee is not wearing their seatbelt. No notices have been issued to HPD officers. The seatbelt wear rate appears to be quite high in the HPD. Veteran officers have been known to informally coach and encourage fellow officers on the advantages of following this key tenant of Below 100.

Implementation: Process & History

1999: Police Chief Nathaniel Eubanks attended an in-car driver safety course as part of a team building exercise for department heads. The exercise was a small cone course and included classroom sessions coordinated by Town Manager Eric Peterson, who competes in Sports Car Club of America (SCCA) autocross events at a state and national level. Chief Eubanks asked Peterson if he could design a driver safety school for the HPD, similar to the exercise since the department did not have an in-service driver safety training program. A curriculum was developed, and then reviewed by HPD command staff and the Town’s insurance company (the League). Since the department had no certified law enforcement driving instructors, instructors with competition motorsports backgrounds were recruited and volunteered to help.

2000: the HPD rented the 1.6 mile South Course at the Virginia International Raceway (VIR) in Danville, VA two times that year (April and November). In addition to HPD officers, risk management field representatives from the League also attended. Cone features were used to keep speeds under 60 MPH on the course. HPD officers offered positive feedback and suggestions. In addition to running the full course there were drills focusing on evasive maneuvers and cornering.

2001 – 2008: Annual schools continued each fall at VIR. Drills were added to emphasize the importance of slowing down and entering corners and transitional maneuvers under control. The day ended with calls being

dispatched to the officers while they navigated the course. Classroom sessions before the day of in-car training included: vehicle dynamics basics, braking techniques, how to drive different types of features (car placement, where to apply brake and throttle), getting out of trouble, input smoothness, maintaining a safety buffer/margin for error, proper seating and hand position, vision techniques, and video clips of driving mistakes. Major enhancements during this period:

- ✓ *Adding on-course distractions* such as the inflatable Bozo punching bags, stuffed dogs, dolls, and balls rolling in front of cars from hidden areas.
- ✓ *Coming to the understanding of the following points:* 1) emphasizing car control skills (skid control) was more likely to create overconfident drivers, 2) in the heat of the moment, saving oneself at the last second has a low probability of success, and 3) the most effective driver safety tactic is to not put oneself in a dangerous position in the first place – hence the emphasize on the class motto - “it’s easier to stay out of trouble than to get out of trouble.”
- ✓ *Dispatching calls,* in the last drill of the day while officers navigated the course, tied everything together, added to the complexity, and revealed more mistakes/learning opportunities.

2009 - Present: The school switched locations to the Danville Regional Airport in Danville, Virginia where a decommissioned runway and taxiway provided a better law enforcement training site and was much less expensive. The airport runway layout allowed more challenging courses to be designed, forcing officers to push their vision down the road and brake early if the course was to be navigated properly. These are the two critical in-car tactics the HPD believes are crucial for staying out of trouble in the real world. Major enhancements during this period:

- ✓ *Format change* to sessions focusing on key skills (fundamentals, scan & plan, and Code 3 drills).
- ✓ *Added multiple decision-making stations* requiring officers to properly navigate intersections (e.g., slow, stop, clear, cover the brake pedal), lane/gate choices, often when busy in the middle of a turn or other feature. Once again, the focus is being vigilant about looking ahead to avoid surprises.

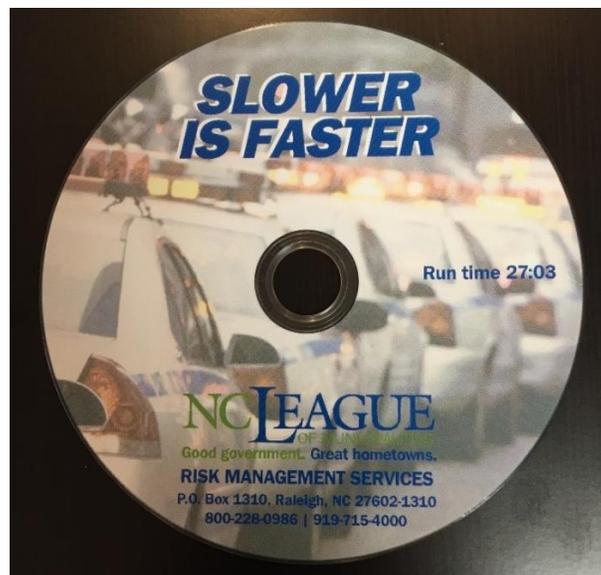
- ✓ Moving distractions: various moving dog devices and a deer on a box-sled.
- ✓ Decision-making scenarios bolstered in Code 3 Emergency Response Drills: Includes a pursuit scenario. Officers have immediate debriefing afterwards with instructors to evaluate their decisions and vehicle handling during this busy drill.
- ✓ Critical Concepts Guide developed, provided to officers, and future testing to occur. Peterson learned a tremendous amount after traveling and co-presenting with Travis Yates during the March 2012, five-day “Slower Is Faster” tour. Yates recommended a variety of books and articles on law enforcement/military training for life-threatening situations, survival stress, and many other driving-related topics. Peterson used knowledge gained from books and articles, the North Carolina Justice Academy, ALERT International, the League, key points from Yate’s and other’s presentations, HPD officers, police driving instructors, and many other sources to develop the guide for HPD officers and those attending the League’s “Slower Is Faster” seminars.

2013 – Present: League Director of Risk Management Services Bryan Leaird approached Peterson and Hampton about partnering to provide a 2-day “Slower Is Faster” seminar. With thousands of officers in the 250+ agencies covered by the League, a “train the trainer” approach was determined to be the most cost effective way to share information amongst departments in their insurance pool. Major enhancements, modifications, and creative approaches during this period:

- ✓ One day of classroom training focusing on collision causes, tactics to prevent collisions, ideas for training, and sharing information between agencies.
- ✓ Participation of neuroscientist and expert in law enforcement stress/cognitive command Dr. Jon Page in the 2014 school. Jon’s comments and interactions with the officers added a lot of good information to this school and future schools.
- ✓ Karting drills as a pilot project in 2015.

HPD Partnership with the North Carolina League of Municipalities (the League): Taking the “Slower Is Faster” approach to officers and departments across the state

The League’s Risk Management Services Division is the insurance provider for over 250 police departments in the state. It formed a Law Enforcement Training Advisory Committee (LETAC) in 2008 to explore ways to improve officer safety, reduce insurance claims, reduce officer and civilian injuries/fatalities, and save money. The committee was composed of police chiefs and officers from across the state, League insurance staff, and Hillsborough Town Manager Eric Peterson due to his experience as a local government manager as well as coordinating Hillsborough’s police driver training program. In 2010 the League asked Peterson to write and direct a video about policy driver safety, using many of the key points from the HPD’s driver training program. The League paid for video production costs but all other work was volunteered by those assisting with the project. The partnership between the League and HPD on the video spun-off into the following statewide police driver safety initiatives:



The 27-minute “Slower Is Faster” video (2012) included various presenters from the North Carolina law enforcement community emphasizing key driver safety points, a powerful story from an officer telling about his experience in a serious collision and the aftermath, videos, tips from a multi-time national champion sports

car driver with law enforcement driving instruction experience, and a demonstration using in-car GPS based data acquisition systems showing how the more controlled slower entry into two different types of corners, a typical 90 degree and a 180 degree turn, resulted in a safer yet faster exit. HPD staff was featured in many parts of the video, including the two officers who did the test driving.

Five City North Carolina Tour to Promote Police Driver Safety Featuring Tulsa PD Major Travis Yates. To promote use of the “Slower Is Faster” video and encourage departments to bolster their driver safety efforts, a five day tour visiting one city per day across North Carolina was coordinated by the League in March 2012. Each seminar was free to attendees, included lunch, and a DVD of the “Slower Is Faster” video. The League covered the expenses so there was no cost for officers to attend. Well over 100 departments from across the state sent representatives, many agencies sending multiple officers.

As a nationally recognized expert on police driving, then-Captain Travis Yates’ four hour presentations each day generated tremendous awareness, support, and momentum for the “Slower Is Faster” effort. Each daily seminar included a showing of the video with a short presentation by Peterson. Two articles (attached) about the seminars were published in the League’s monthly magazine Southern City, highlighting the key points made in Yate’s presentations, the video, and encouraging elected officials and city management to support their police department’s efforts to fund driver safety and the Below 100 program. **Please attached “Slower Is Faster – 3 Southern City Articles.”**

Other Organizations’ Use “Slower Is Faster” Video, Approved by the League

✓ The North Carolina Justice Academy (NCJA) - included the video as one of the options for required annual in-service training for law enforcement officers in 2013. HPD Chief Duane Hampton assisted in the process by submitting a draft Below 100 curriculum to NCJA, who then revised and adapted it for use in North Carolina law enforcement agencies.

- ✓ Georgia Municipal Association - for use by their member police departments.
- ✓ ALERT International – resource on their website.
- ✓ First Net Learning - converted the video into an on-line training course.

Annual Two-Day “Slower Is Faster” Seminars for N.C. Police Trainers and Driving Instructors

Since 2013, the League has sponsored and coordinated an annual two day seminar available to its member departments. This effort is led by former police officer, driving instructor, and League Director of Risk Management Field Services Bryan Leaird. The program was modeled after the HPD annual in-car driver safety course, but was expanded to include additional programs. Selected departments send one officer, often a driving instructor, to this “train the trainer” program.

The seminar provides officers with a “toolbox” of information, including, articles, videos, research, policies, lesson plans, and presentations they can take back home and adapt for use in their training efforts. It’s also an opportunity for officers to share information and ideas from their respective departments. In 2015, representatives from 24 departments participated in the seminar in Statesville, N.C. Over the past three years, representatives from 52 different police departments have attended. The League pays the cost of the school, lunches, hotel, and the karting drills. The agency only needs to send an officer with a car, pay for fuel and a few meals. This is truly an amazing service and commitment the League makes to its member departments! **Please see the attached: 1) “Schedule – 2015 League Slower Is Faster Seminar,” and 2) “Toolbox – USB resource file list” for additional information.**

Day #1: Classroom

The first day of the seminar includes classroom lectures and discussions. Leaird covers topics such as analyzing the claims history and types of collisions that are happening in police departments across North Carolina, as well as their cost impact on Workers Compensation and property & liability insurance coverage. He also covers basic defensive driving skills that prevent collisions and ways to incorporate this into departmental in-service training.



Picture above: Hillsborough Police Chief Duane Hampton leading a classroom discussion during the League’s annual two day “Slower Is Faster” seminar.

Chief Duane Hampton, a certified police driving instructor, leads sessions on identifying the problem and causes that make vehicle-related accidents the leading reason for line of duty deaths of police officers. Hampton leads discussions where officers share what their departments currently do for their training and policy review. Officers discuss the biggest challenges, barriers, and changes that could bolster departments’ driver safety and collision reduction efforts. **Please see attached “Chief Hampton Slower is Faster PPT” for his classroom presentation.**

Focusing on in-car training tactics that are most likely to reduce collisions, save lives, and give departments the most bang for their training buck, highlights Peterson’s classroom presentations. He also shares suggestions on how to justify driver training requests in the budget process to help secure funding. **Please see “Slower Is Faster – 2015 Peterson PPT” for the classroom slides.**

Karting Drills

That evening, officers don helmets and neck collars to practice key in-car tactics (e.g., vision, scanning, avoiding surprises, dealing with visual distractions, braking very early, driving under control, vehicle spacing, breathing and relaxing to manage stress) at the nearby GoPro Motorplex karting facility in Mooresville. The 0.7 mile karting road course is one of the nicest such facilities in the country and is only a 25 minute drive from the classroom and driving range in Statesville.



Please see attached: 1) “Karting Drills PPT”, and 2) “Karting Drills Curriculum” for additional information.

The 13 horsepower rental karts are very sensitive and provide immediate feedback when the driver makes a mistake. Having a safe environment to make mistakes and learn was a big benefit of the karting drills cited by officers. The experience of spinning a kart, often because the driver started braking too late or was caught by surprise because they weren’t looking and thinking ahead, is a good way to teach officers what can happen if this mistake is made when responding to call. Adults learn by repetition so getting a lot of laps to practice these tactics with debriefings after each of the three 12 minute sessions is helpful.



Picture above: staff was located around the course holding up signs reminding officers to practice key tactics. Signs included the following cues: Look Ahead, Vision-Up, Brake Early, Scan, Dump Your Speed Early, Relax, and Breathe.



Picture above: officers on the starting grid at the GoPro Motorplex for the last of three drills designed to maximize distractions & stress.

2015 was the first time the karting was included in the League’s annual “Slower Is Faster” seminar and was done as a pilot program. The karting curriculum was developed for the HPD by Peterson and Hampton, but had not yet been implemented. Based on the outstanding feedback from officers the karting drills will likely return in 2016. Many officers felt the karting was the most valuable aspect of the two day seminar due to the opportunities to make and learn from mistakes, practice key tactics over multiple laps, as well as dealing with the stress from traffic, distractions, and just doing something very different.

Day #2: In-car Drills

Day two uses the identical format of the HPD annual schools. The same pool of the HPD’s volunteer motorsports instructors, along with Hampton, and Peterson, was bolstered with veteran law enforcement instructors from several other agencies. HPD officers also help instruct, coordinate, and operate the school, while the Town of Hillsborough Safety Officer, League Risk Management staff, and other experienced volunteers operate the decision stations. **Please see the attached for additional information on this program:**

- “Southern City Article – Every Day a Training Day”
- “NCLM 2014 – Slower Is Faster Training Video”
- “WBTB video story – Officers Learning Advanced Police Driving”
- “Town of Hillsborough Press Release – HPD Helps Provide Driver Training to Departments”



Pictures above: officers navigating decision stations during scenario-based drills being dispatched via radio at the end of the day.

Officer Buy-in

HPD - officers have been exceptionally supportive over the years. In fact, the officers play a critical role in teaching the motorsports instructors about the nuances of law enforcement driving, including adjusting to driving the larger police vehicles. The officers have provided suggestions on how to improve the school every year. Officers from the HPD and other agencies that have taken the school have shared numerous stories over the years as to how tactics learned in training 1) prevented a collision, and/or 2) gave them a greater awareness when responding to calls. Many of the points covered in the Critical Concepts Guide were also HPD officer initiated.

NCLM “Slower Is Faster” Seminar: Attending officers have provided excellent ratings and testimonials over the past three years. Some quotes are included in attached articles from Southern City Magazine. Several officers that have attended the seminars now instruct in the annual program, sharing their vast experience with other trainers/instructors across the state. In an effort to improve the school each year a survey is provided to

officers. In 2015, the survey was sent three weeks after the seminar to provide officers' time to see how key tactics emphasized in the "Slower Is Faster" training impacted their driving. The following table indicates a positive response and buy-in from attending officers:

Since Returning to Your Agency Have You Noticed the Following:	Noticeable/ Big Improvement
Vision-up, looking further down the road, and scanning while driving	100%
More attention to braking early & slowing down when entering turns, intersections, and "danger zones"	100%
Giving more space between cars in front of you	78.57%
Breathing and relaxing when driving, especially when running code	78.57%
Decision-making & watching your speed: "Is it worth it, will it make a difference?"	85.71%
Smooth inputs with the steering, brake, and throttle	92.86%
Greater awareness of your "limitations" due to performance-robbing impacts of stress & multi-tasking	85.71%

Top-Down Leadership

- ✓ Since 2000 all three police chiefs that have served the HPD have actually taken and supported the annual schools, as well as enforcing safe driving practices by officers.
- ✓ Current Chief Duane Hampton is a certified driving instructor, teaches and helps coordinate both the annual HPD School and the League's "Slower Is Faster" seminar, and continues to instruct in Basic Law Enforcement Training (BLET) academies. He has made many presentations on police driver safety at conferences and meetings. He's an ALERT International Board Member and southeast region representative.
- ✓ Town Manager Eric Peterson continues to coordinate and instruct in the HPD's annual program, as well as the League's annual "Slower Is Faster" seminars. He has written several articles on police driver safety, presented at conferences, regularly encouraging elected officials and city managers to

support their agencies' driver safety programs. He's a member of ALERT International. Most recently he had an article appear at LawOfficer.com - "Is Slower Really Faster?" The September 2012 article in Public Management Magazine (published by the International City County Management Association - ICMA), "Keeping Cops Safe on the Road, Why Police Driver Training Needs to be a Priority" was co-authored with Tulsa Police Major Travis Yates for the purpose of raising awareness and support on this issue amongst managers across the country.

Peterson continues to apply lessons learned from his weekend motorsports career to the law enforcement driving world. He's now been competing for over 21 years, primarily in autocross and karting events. In 2014 he won the Sports Car Club of America's (SCCA) Pro Solo National Championship in Street-Rear Wheel Drive and also won the Solo National Championships in E Street.

- ✓ Hillsborough Elected Officials – over the years five elected officials, including two mayors, have actually taken the annual school with officers. The board has steadfastly supported the HPD's efforts with both funding and encouragement for the past 15+ years. The three newer elected officials have already expressed their desire to attend the 2016 HPD School to learn more about the challenges officers face in their jobs.

Participation Rate/Success

Levels of agency participation (HPD)

- ✓ Since the program started in April of 2000, all officers (100%) attend the school on a regular basis. On average, approximately 50% of the department attends each year. Some years, when the school is offered over different two days to address shift coverage, over 80% of officers have attended.
- ✓ In 2015, classroom training on distractions and emergency vehicle response was mandatory for all officers.
- ✓ In 2012, all officers attended Below 100 training.

Agency defined success

From the beginning, the ultimate goals of driver training for the HPD have been to 1) prevent officer and civilian injuries, 2) prevent fatalities, 3) reduce the frequency and dollar amount of claims to save taxpayer dollars as well as free up funds for the department to use in other ways. While collisions are going to occur, the goal has been to avoid big and serious incidents, damages, and injuries. Noteworthy results include:

- ✓ Maximum insurance discount - The current experience modifier for the Town of Hillsborough's property and liability (P&L) policy is 0.71 – this includes the HPD. Any factor above 1.0 is a penalty, anything below is a discount. The Town and HPD are receiving the maximum discount an agency can get at 0.75 or a 25% premium reduction, even though the Town's 0.71 rating exceeds the best possible rating.
- ✓ Few collisions - In 2014 and 2015 the HPD had two minor incidents, one involving a deer – both with less than \$50 in damage.
- ✓ Low collision cost/rates - Over the past five years, nine incidents produced \$5,984 in damages, two incidents were deer-related, one deer strike alone accounted for about 30% of the five year claim total in dollars, average of only 1.8 HPD vehicle incidents per year with an average annual cost of \$1,197.
- ✓ No injuries - there have been no driving-related injuries/workers compensation claims in the last five years.
- ✓ Long-term - since the program started 15 years ago there have only been three at-fault serious collisions, fortunately no serious injuries came from those incidents. In one case, a single-vehicle collision, the patrol car was still repairable and put back in service.
- ✓ Statewide impact - The League reported in an August 2015 article in Southern City Magazine, "Steering Clear of Accidents" that the 52 police departments that have participated in the Annual 2-day "Slower Is Faster" Seminar since 2013 have experienced a 20% decrease in vehicle-related claims. Some agencies have seen dramatic decreases in collisions after

participating in the "Slower Is Faster" seminar. One department, featured in the article mentioned above, went from having nine collisions in its 19 member agency, down to only one over the next two following years

Marketing/Promotion

HPD Initiatives

Due to the HPD's small size no original formal marketing material has been developed due to the agency's small size. Below 100 reminders have been included on the doors of patrol vehicles, during training, on documents, posters, etc. The HPD did implement a new program in 2015, "**Make Every Day a Training Day**," based on the Gordon Graham mantra. Officers get a least a few minutes of training on most shifts on a wide variety of topics, including driver safety. Much of the training material is generated internally by officers. The Town did produce a short YouTube video to share the 2014 training with the community and HPD. **Please see the attached video: "What's Happening in Hillsborough," video on 2014 HPD driver training and research study.**

League "Slower Is Faster" Initiatives

- ✓ During the 2012 five day "Slower Is Faster" tour, the League did direct mailings, e-mailings, and website and publication advertisements to encourage officer participation at these seminars.
- ✓ For the annual two day seminars, Leaird has made direct contact with police chiefs and town/city managers, personally inviting them to participate. Agencies with poor collision and claims histories were strongly encouraged to 1) participate, and 2) report back on the changes implemented within their departments after the seminar.
- ✓ As mentioned earlier, to make it easier on departments to attend, the League pays for the cost of the seminar, lunches, the karting drills, hotel room, and toolboxes provided (handouts and USBs containing about 50 resources, such as presentations, articles, videos, etc.).
- ✓ Articles and videos: Several articles have appeared in the League's Southern City Magazine featuring the various "Slower Is Faster" programs since 2012.