

**Ontario Provincial Police  
Highway Safety Division  
777 Memorial Avenue  
Orillia ON L3V 7V3**

**Police provinciale de l'Ontario  
Division de la sécurité routière  
777, avenue Memorial  
Orillia ON L3V 7V3**

Tel: (705) 329-6120      Tél. : (705) 329-6120  
Fax: (705) 329-6123      Téléc. : (705) 329-6123

March 20, 2007

File Reference/Dossier: 255

Ms. Valerie Todd  
Projects Manager  
Canadian Council of Motor transport Administrators  
2323 St. Laurent Boulevard  
Ottawa, Ontario  
K1G 4J8

**Re: CCMTA 2006 Police Partnership Award  
Ontario Provincial Police & Ohio State Highway Patrol**

As the Commander of the OPP Highway Safety Division, it is with great pleasure that I forward the attached nomination for the 2006 CCMTA Police Partnership award. This nomination represents a collaborative effort between two major North American police services and is based upon a mutual obligation to save lives and reduce serious injuries on the roadways in both jurisdictions.

During the past several years, the Ontario Provincial Police and the Ohio State Highway Patrol have developed a strong partnership based upon proven principles in leadership and traffic safety. The partnership encompasses a wide variety of policing subjects including training, operational strategies, leadership principles, professionalism and community involvement. Through a sharing of best practices and an ongoing dialogue, both agencies learn and prosper from each other.

In Canada, the Road Safety Vision 2010 targets are the impetus for traffic safety strategies and front-line focus at the national level. Similarly, in the United States, the national *Lifestat 1.0* goal of one fatality per 100 million miles traveled mirrors the RSV 2010 targets. Occupant restraint, drinking and driving, and high-risk driving behaviour are common to both jurisdictions and account for the majority of the fatal and serious injury crashes.

This CCMTA award nomination will hi-light the partnership between the Ontario Provincial Police and the Ohio State Highway Patrol, but more importantly it should serve as a best practice for other North American agencies to follow. Through our collective efforts, we will strive toward the betterment of society and make a positive contribution to reduce the senseless carnage on the roads in Ontario and Ohio. In this way, the Road Safety Vision 2010 targets and the *Lifestat 1.0* goals will be achieved and many lives will be saved.

Should this nomination be successful, a representative from each agency will be identified to attend the acceptance ceremony in Edmonton, Alberta. If any further information in required, please contact either Inspector Jim McDonnell or me at the OPP Highway Safety Division.

Sincerely

Bill Grodzinski  
Commander  
Ontario Provincial Police  
Highway Safety Division

Attachment

P:\traffic\jm\2006CCMTA.doc:kg

**2006**

**CCMTA Police Partnership Award Nomination**

**Ontario Provincial Police**

**&**

**Ohio State Highway Patrol**



**Submitted by:** Inspector James H. McDonnell  
OPP Highway Safety Division

**Date:** March 23, 2007

## **2006 CCMTA Police Partnership Award:**

### **Ontario Provincial Police and the Ohio State Highway Patrol**

#### **Background:**

In 2004, the Ontario Provincial Police undertook an extensive and comprehensive traffic safety study called the Provincial Traffic Review Project (PTRP). A small group of OPP members, represented from each of the six OPP regions were assembled in January of that year. The mandate of the group was to “Position the OPP as a leader in highway safety.”

Throughout the seven-month tenure of the PTRP team, the guiding principle of the group was to ensure that “the proper people, in the proper positions, supported by the proper structure were to be the champions of change in the area of highway safety.” The objective of the PTRP was to ensure that the Ontario Provincial Police develop a highway safety strategy that would ensure that Canada’s Road Safety Vision 2010 targets would be achieved.

In April 2004, during the consultation phase of the PTRP, several major police agencies were visited and consulted. A member of the PTRP team attended the Ohio State Highway Patrol in Columbus, Ohio. Throughout the initial consultation with the Ohio state Highway Patrol, the PTRP member gathered information and data that was later presented to OPP executives and the PTRP team in Orillia. Despite the jurisdictional differences between the two police agencies, the PTRP member readily recognized fundamental similarities between the United States federal *Lifestat 1.0* goals and Canada’s Road Safety Vision 2010 targets.

During 2005 and 2006, the partnership between the Ontario Provincial Police and the Ohio State Highway Patrol has grown and flourished. The two agencies have collaborated on various highway safety initiatives and concepts including training, leadership principles, professionalism, performance measures, accountability strategies, internal communication, external partnerships and media practices. Plans are currently underway for a June 2007 joint police motorcycle training session in Columbus, Ohio.

This CCMTA award nomination will outline the purpose and some of the specific accomplishments resulting from the ongoing partnership between the OPP and the OSHP. The overall objective of both agencies is to save lives, reduce injuries and to make the roads in Ontario and Ohio safer for the public in both jurisdictions. The partnership between the two agencies supports and is commensurate with the Road Safety Vision 2010 targets in Canada and the *Lifestat 1.0* initiative in the United States.

#### **PTRP Final Report June 2004:**

The final report of the PTRP was submitted in June 2004. The report contained 23 recommendations under six main themes – leadership, structure, education/awareness, supervision, image/profile, and a provincial Traffic Management Plan. As a result, in January 2005, the OPP Highway Safety Division (HSD) was created under the command of a Chief Superintendent. The creation of the HSD was one of the recommendations of the PTRP final report and was also based upon the Ohio State Highway Patrol model and philosophy. The following excerpted case study under Leadership was included in the final 2004 PTRP report that received OPP approval in 2005:

## **Leadership – Case Study Ohio State Highway Patrol**

*The importance of the following Ohio State Highway Patrol (OSHP) case study has been integral to the PTRP work. This case study has provided an excellent example of what can be achieved with the proper focus, leadership and effort.*

*The case study also illustrates the importance of supporting an organizational vision/direction and instituting accountability measures that monitor progress and ensure success. Many examples of success were observed during the visit to Ohio even though the new vision is in the early stages of implementation.*



*Colonel Paul McClellan, C/Supt. Bill Grodzinski & Lt. Colonel Bill Costas take the salute at Golden Helmet performance in Columbus, Ohio (June 2006)*

During Phase II of the PTRP work several police agencies were consulted. As information was collected and members of police agencies were interviewed a common theme emerged, the Ohio State Highway Patrol (OSHP) was regarded by many police agencies – in Canada and the United States - as the leader in highway safety.

In April 2004 a member of the PTRP team attended Ohio to consult and conduct interviews with all levels of the OSHP. During the two-day visit front-line troopers, Sergeants, Lieutenant Post (Detachment) Commanders, training personnel, Captain District Commanders and the Command Staff at the OSHP Headquarters in Columbus were interviewed. In June 2004 the consultation culminated with a two-day visit by OSHP Colonel Paul McClellan to OPP General Headquarters.

While the mandate of the OSHP is single focus - highway safety – versus, the OPP’s broader mandate of full police service delivery (municipal contracts, criminal investigation, marine responsibilities, behavioural sciences, etc) the case study is still applicable when applied against the implementation of the “Highway Safety Division”. Consultation has revealed that many parallels exist between the OSHP and the OPP in the area of highway safety.

They are:

- Both jurisdictions are under severe fiscal constraints
- Internal communication poses continual barriers
- Change management requires considerable “buy in” and leadership by all levels of the organization
- Significant organizational changes have to occur in order to achieve future highway safety objectives and goals
- The current level of carnage and death on the highways in both jurisdictions is unacceptable

### **Meeting the Challenge:**

In January 2003 Colonel Paul D. McClellan was appointed as the Superintendent of the Ohio State Highway Patrol. During the first few months of his command, Colonel McClellan interviewed front-line troopers and civilian employees in each of the ten OSHP districts across the state to “take the temperature of the organization” and to obtain candid feedback on how the OSHP was meeting its obligations. The Colonel personally attended each district to receive this feedback from the front-line. The results achieved from this process were invaluable.

The overall goal of the OSHP is as follows:

*“In 2002, there were 1417 fatalities on Ohio’s roads, in 2008 we need to reduce that to 1120. The goal of one fatality per 100 million miles traveled by 2008 is a strategy that is being developed nationally with the United States Department of Transportation. Our strategic goal for the division is that we achieve, by the end of the year 2007, a fatality rate of one per 100 million miles traveled in the state of Ohio.”*

### **The New Vision:**

There are eight elements that are incorporated into the methodology of the new vision for the OSHP. Each of the elements is listed below, but they should be viewed as an integrated strategy similar to the recommendations proposed by the PTRP work.

- 1) *Post Commanders need to focus on the specifics of their Post area*
- 2) *Each post is to be focused on the needs in their community*
- 3) *We are not diminishing the value of enforcement*
- 4) *How does that translate beyond the post commander?*
  - All post commanders know the numbers of lives that need to be saved in their post areas to contribute to the overall statewide goal by the end of 2007
- 5) *Troopers have a direct connection with the public to change driving behavior, to educate the public and to achieve what we need to achieve as an organization.*
- 6) *Every employee needs to understand what we are going after and contribute every day.*
- 7) *Evaluation of data is key to our strategic goal.*
- 8) *As we evolved into a different organization, we must embrace partnerships.*
  - We need to understand that we will not get any appreciable increase in roadways in Ohio, yet we are anticipating a huge traffic increase in the next few years
  - We need to adjust to that by partnering with the Department of Transportation, our communities, and other enforcement agencies
  - When we all come together and make this happen the goals that we set for ourselves are attainable

*“At the end of the day we want to leave our world a little better place – We do that by ensuring our organization, our post, our community, our zone and ourselves are the best we could be on that particular day – It’s that personal.”*

Colonel Paul D. McClellan Ohio State Highway Patrol

The PTRP team recognizes that there is no cure-all in terms of addressing highway safety issues. The OSHP has taken considerable risk in their new approach and it has been met with significant resistance from some internal members and also from some external officials and groups. As the OPP moves into the future, similar principles and risk-taking will have to be adopted in order for the recommendations of the PTRP work and the strategic goals of the organization to be realized.

### **Creation of the OPP Highway Safety Division and Provincial Command for Traffic Safety 2005 - 2007:**

In 2005, following the approval of the PTRP report, the OPP Highway Safety Division was created. Many of the core values of the OSHP were incorporated into the HSD philosophy and the HSD mission statement was developed to reflect the organizational commitment to RSV 2010:

*“Saving lives on Ontario’s highways, trails and waterways through Professionalism, Leadership and Visibility.”*

In January 2007, the Provincial Command for Traffic Safety was announced under the leadership of a Deputy Commissioner. The new Provincial Command encompasses all of the dedicated provincial OPP traffic resources across the province. In conjunction with the new command, the Provincial Traffic Safety Program (PTSP) has been introduced as the long-term overall strategy to deliver traffic services within OPP jurisdiction. The new program is a return to intelligence-led, well-proven principles of traffic safety measures – high visibility, professional traffic stops, community involvement, proactive enforcement, statistical analyses and leadership at all levels.

### **Current Status of OPP / OSHP Partnership 2005 / 2006:**

During the past three years, the partnership between the OPP and the OSHP has grown and flourished. An informal protocol has been developed and agreed upon by both agencies. Excerpts from the informal protocol are listed below and illustrate the strength and commitment of both police agencies towards the goal of making the roadways safer in both jurisdictions:

#### ***Ontario Provincial Police & Ohio State Highway Patrol Protocol***

*“To recognize a partnership committed to developing enhanced professional traffic law enforcement services between the State of Ohio and Ohio State Highway Patrol and the Province of Ontario and Ontario Provincial Police”*

*“WHEREAS, to address mounting traffic safety concerns in the Province of Ontario necessitating the enhanced commitment toward development of a Provincial Highway Safety Division to address the approximately 3000 traffic fatalities occurring annually in Canada, of which nearly 900 fatalities and thousands of traffic crash injuries are occurring in Ontario, and”*

*“WHEREAS, to achieve safer roadways, saved lives, and reduced injuries resulting from traffic crashes in the State of Ohio and Province of Ontario the sharing of ideas is beneficial in areas of agency structure, leadership, supervision, awareness and education, image and profile enhancement, and traffic management planning, and”*

*“WHEREAS it is appropriate to recognize the value of partnership in the sharing of ideas between the Ohio State Highway Patrol and the Ontario Provincial Police to ensure the citizens in the State of Ohio and the Province of Ontario have safety and security on the roads on which they travel.”*

### **OPP Review Article – Fall / Winter 2005 (attached):**

The following excerpt is taken from “*A profile of the new Highway Safety Division*” that was published in the *OPP Review* magazine in the Fall / Winter 2005 issue. (Vol. 40 No. 3 Fall / Winter 2005)

#### **Road Safety Vision 2010**

“The OPP is committed to the National Road Safety Vision 2010 goal of “Making Canada’s Roads the Safest in the World” through the reduction of fatalities by 30 percent. Primarily, this will be accomplished by:

- Increasing seat belt and proper child restraint use; and
- Decreasing fatalities and serious injuries involving unbelted occupants, drinking drivers and all other high-risk driving behaviours”

### **Ohio State Highway Patrol Flying Wheel Article July – September 2006 (attached):**

The following excerpt is taken from “*Golden Helmets help emphasize Motorcycle Safety*” that was published in the Ohio State Highway Patrol *Flying Wheel* in the July – September 2006 issue. (Vol. 44 No. 3 July – September 2006)

“For the last two years, the Patrol has enjoyed a close relationship with the Ontario Provincial Police. Collaboration between our agencies began when OPP leadership invited Colonel Paul McClellan to Ontario in 2004 to brief their officers on our *Lifestat 1.0* Initiative. Due to persistent and increasing highway safety problems in Ontario, a highway patrol component modeled after our Division was established within the OPP last year. OPP officers have visited our general headquarters several times to learn more about our traffic safety methods including analysis of field and aviation operations, training, and administrative functions. Furthering our cooperative relationship, members of our Motorcycle Unit enjoyed the opportunity to learn from the OPP motorcycle officers.”



*Colonel Paul McClellan accepts an OPP wide brim hat from HSD Commander, C/Supt. Bill Grodzinski (June 2006)*

## **Results:**

### **Ohio State Highway Patrol *Lifestat 1.0* report card:**

The following is an excerpt from a newspaper article published in the *Columbus Dispatch* on Monday, March 12, 2007. The newspaper article profiled Colonel Paul McClellan during his last week at work prior to his retirement.

“Although he defers credit to his senior staff, McClellan’s tenure made Ohio a national model for reducing fatalities, which have dropped 13 percent since 2002 to the lowest level in 70 years.”

“The Patrol’s *Lifestat 1.0* program, which uses accident data and computer modeling to focus on crash-prone areas for enforcement, is being copied by police agencies across the U.S.”

### **Ontario Provincial Police – RSV 2010 report card:**

The RSV 2010 OPP target is to reduce fatal collisions and fatalities by 30% from the average of fatalities from 1997 to 2001. Based on that average, the OPP target is to reduce fatalities by 133 collisions. The 2006 OPP count for fatal roadway crashes is 387 that resulted in 445 persons fatally injured. The OPP has reduced fatalities by 13% of the 1997 to 2001 average. From 1997 to 2006, OPP fatal collisions and fatalities have been reduced by 22%.

## **Conclusion:**

The partnership and collaboration between the Ontario Provincial Police and the Ohio State Highway Patrol provides an exceptional example of two major police services to demonstrate cooperative leadership in the area of traffic safety. Both agencies are widely recognized as leaders in that field and by working together they have an exponentially greater impact on road safety in North America. Through the sharing of best practices in training, operations, administration and accountability, the results are positive and encouraging.

As the partnership expands and strengthens, other agencies will realize the benefits of this collaborative approach. The key to success will be the ability of each agency to engage front-line members to make a personal, sustainable and long-term commitment to road safety in both jurisdictions. It is very difficult to quantify the number of lives saved through efforts such as this, but the obvious benefits from the partnership enables both countries to reap the rewards. Only through joint efforts and collaborative work will we truly be able to achieve the most efficient use of allocated resources and best practices.

The partnership outlined in this CCMTA award nomination is based upon a fundamental obligation to save lives and reduce injuries in Canada and the United States. Through our tireless efforts and personal contributions, we are working toward the betterment of society and each member is making a positive difference every day. The direct recipient of these efforts is the motoring public in Ontario and Ohio.



The targets of Canada’s Road Safety Vision 2010 and the goals of United States’ *Lifestat 1.0* provides each jurisdiction with a formidable road safety challenge; however, the partnership established between the Ontario Provincial Police and the Ohio State Highway Patrol will serve as a testament to leadership and professionalism in traffic safety for other agencies to follow.