

Proposal Narrative

A. Introduction

Located in the seventh largest city in the State of Wisconsin, the Waukesha Police Department (WPD) employs 124 sworn and 44 civilian personnel. The WPD is comprised of three service divisions: Patrol, Special Services, and Investigation. The WPD values community engagement and encourages citizens to participate and collaborate in order to create a partnership that fosters a safe and thriving community. At the heart of the department's ethos are three guiding principles: Mission Driven, Vision Focused, People Always. These principles form the foundation of a commitment to serving constituents with excellence.¹

- **Mission Driven:** Our mission is clear—to safeguard our community through dedicated and professional policing. Each member of our force is driven by a shared purpose, working tirelessly to uphold the values of integrity, accountability, and unwavering service.
- **Vision Focused:** We are not just law enforcement; we are visionaries dedicated to creating a community where everyone feels secure, valued, and connected. Our vision is centered on transparency, open communication, and proactive engagement with the diverse needs of our residents.
- **People Always:** This is more than a tagline; it is a commitment. People are at the core of our efforts. Your safety, concerns, and aspirations guide our actions. We exist to serve you, and we are here to listen, support, and collaborate in building a community we can all be proud of.

¹ [Police Department \(waukesha-wi.gov\)](https://www.waukesha-wi.gov/police)

In accordance with these principles, the WPD is proposing the creation of a traffic unit in order to enhance traffic safety for the City of Waukesha. The unit will consist of two police officers designated as Traffic Specialists, and two fully equipped police vehicles specifically designed for traffic enforcement, to include Commercial Motor Vehicles (CMV) enforcement. The issue is of such importance that Chief of Police Daniel Thompson, in consult with city leaders, has incorporated traffic safety in to the 2024 WPD Strategic Plan.² The Strategic Plan notes the following:

- Using intelligence from crash data to recognize the locations and times that are experiencing the largest volume of crashes, the WPD seeks to decrease vehicle, pedestrian, and bicycle collisions resulting in serious injury or fatality by 10%.
- The WPD will strive to mitigate the number of accidents through directed patrols, Commercial Motor Vehicle Enforcement, study of the location for potential environmental factors, and further data collection at these locations.

The Traffic Specialists will be responsible for traffic enforcement within the city, with a concerted focus on CMV violations and safety inspections. The two Traffic Specialists will be Motor Carrier Safety Assistance Program (MCSAP) certified for CMV inspections. This program also looks to expand on training and community outreach through partnerships with commercial motor vehicle industry leaders in the Waukesha community. Safety briefings and education on CMV law and best practices will be a priority to this traffic unit and demonstrates our commitment to proactively make our roadways safer. The police vehicles will provide the officers with the necessary tools and equipment to fulfill the obligations of the assignment.

² <https://www.waukesha-wi.gov/government/state-of-the-city.php>

The WPD certifies that the organization meets the eight conditions noted on page 19 of the funding announcement. Those are listed as follows:

- a. Prepare a proposal that is responsive to the NOFO
- b. Except for federally recognized Indian Tribes, coordinate the proposal with the Lead state Agency to ensure the proposal is consistent with State and national CMV safety program national priorities
- c. Certify that the applicant has the legal authority, resources, and trained and qualified personnel necessary to perform the functions specified in the proposal
- d. Designate an individual who will be responsible for implementing, reporting, and administering the approved proposal and who will be the primary contact for the project
- e. Agree to prepare and submit all reports required in connection with the proposal or other conditions of the grant or cooperative agreement
- f. Agree to use the forms and reporting criteria required by the Lead State Agency or FMCSA to record work activities to be performed under the proposal
- g. Certify that a political jurisdiction will impose sanctions for violations of CMV and driver laws and regulations that are consistent with those of the State; and
- h. Certify participation in national databases appropriate to the project

B. Problem Statement

The mission statement for the City of Waukesha reads "We are dedicated to enhancing the community's quality of life through efficient, effective and responsive government." Located 15 miles west of Milwaukee, Waukesha the seventh largest city in the state with a population of 72,299

(2020 census figure). Waukesha is the manufacturing hub of Waukesha County and home to many of the area’s largest employers.³

The WPD has seen consistent increases in major traffic accidents relating to injuries and commercial motor vehicles (table 1.1). This is significant considering the manufacturing and business focus for the city. The City of Waukesha has further experienced a sharp increase in CMV traffic accidents. Since 2020, there has been a steady increase each year; a rise of 48% since 2020. Examining CMV crashes with injuries has resulted in a three-year average sharp increasing from 4.66 crashes with injuries per year from 2018-2020, to 9.33 CMV crashes with injuries per year from 2021-2023.

Year	Fatal Crashes	Injury Crashes	CMV Crashes
2023	6	266	74
2022	1	265	70
2021	1	290	62
2020	2	221	50
2019	2	324	81

Table 1.1

The WPD, similar to many police departments throughout the country, faces significant staffing and budgetary challenges. Currently, the WPD is only able to allocate one police officer to commercial motor vehicle traffic enforcement, on a part-time basis. The limited resources do not allow for the proactive approach the WPD seeks to employ to ensure safe roadways for its citizens. This officer cannot perform the duties required for a comprehensive traffic safety program, as the officer is also tasked with the normal responsibilities of a first responder. Specific to traffic

³ [About Waukesha \(waukesha-wi.gov\)](https://www.waukesha-wi.gov)

enforcement, the duties of the current officer include:

- Level I CMV inspections (MCSAP certification requires a minimum of 32 inspections per year)
- Response (on and off duty) to motor vehicle crashes involving CMV's
- Hazardous material (HAZMAT) response

The formation of this specialized traffic unit will not only add additional personnel, it will allow for the time and resources necessary for full-time traffic enforcement. This will help to ensure the unit's success in reducing the number of crashes and properly educating the citizens of their responsibilities as motor vehicle operators.

C. Performance Objective

The WPD intends to have their team in place at the beginning of 2025 and will immediately focus their CMV enforcement on new entrant local carriers who typically operate in and around county and municipal areas, and who are often not operating on the interstate. When bypassing the interstate, CMV operators avoid weigh stations, Wisconsin State Patrol Inspectors, and rarely get the three required inspections needed to successfully complete the new entrant program. Many of these new entrant carriers are start-ups that do not fully comprehend the safety regulations of which they need to abide. As such, these carriers subject themselves to a higher likelihood of being involved in a CMV crash. WPD officers have the capability to determine whether or not the carrier is a new entrant. Carriers with poor Commercial Vehicle Safety Alliance (CVSA) safety scores have and will remain a top priority for roadside inspection.

The WPD will also focus on unsafe equipment and drivers with a particular focus on city construction areas during the spring and summer, which typically sees a higher volume of traffic.

CMV weight and unsecured cargo violations are routinely observed by the WPD. When overweight, the distance required for a truck to stop significantly increases, particularly in emergency situations. Vehicle brake inspections are key to identifying inoperative or damaged braking systems for trucks that routinely operate with heavy cargo loads.

The WPD has identified a consistent problem pertaining to local landscaping companies and Commercial Driver's License (CDL) violations. Central to this problem lies with seasonal staff often employed by these companies. Many of these individuals lack the training and supervision to adhere to the basic rules of the road, moreover driver's licenses and proper classification. Through enforcement and training, the WPD would like to assist the companies in this specific industry by offering a pathway for operators to obtain the requisite credentials to safely and legally operate these vehicles. The Waukesha Police Department remains a strong community partner with our local technical college that provides CDL training and would accept referrals into their program to assist these businesses with compliance.

The WPD seeks to actively engage and partner with the community in order to provide the best resources and service for its constituents. According to data from the FMCSA portal, the city of Waukesha has 420 US DOT numbers registered just to the City of Waukesha. This does not account for the massive number of DOT registered CMV in and around the Milwaukee area. The WPD intends to offer their community partners a minimum of two training sessions per year. This training will focus on and incorporate CMV regulatory practices along with overall traffic safety lessons. By offering this type of outreach, the WPD hopes to have a positive impact with minority community members who may feel marginalized due to prior negative interactions with police.

Throughout the duration of the project, the WPD set forth the following benchmarks to achieve:

- Increase the amount of personnel dedicated to our Commercial Motor Vehicle and Crash Reduction Program so that our roadways are safer in our community.
- Engage in community outreach through training and providing safety briefings to the commercial motor vehicle businesses and community partners.
- Reduce the amount of Commercial Motor Vehicle crashes by 10%
- Increase the amount of targeted traffic enforcement in high crash areas by 50%

The WPD utilizes specific databases in regards to traffic enforcement and data analysis. The current WPD officer certified in CMV enforcement utilizes the Federal Motor Carrier Safety Administration (FMCSA) website. This portal is utilized extensively for inspections and data collection. The Performance and Registration Information Systems Management (PRISM) feature is a tool used to identify carriers ordered out-of-service who subsequently register different trucks under a new company name and USDOT number. PRISM pulls information from inspection reports and matches operators, trucks, trailers, addresses, company names, phone numbers, etc. It attempts to identify carriers who are engaging in this type of activity. If a violation is identified, the WPD, in conjunction with FMCSA and the Wisconsin State Patrol, takes action to suspend the registration of the truck and/or trailer in any state. SSQD ratings are a quality control measure to ensure the accuracy of information entered from inspection and crash reports. The WPD also utilizes the “Crash Query Tool” in the FMCSA A&I website which offers in depth analysis of CMV crash data.

D. Performance Activity Plan

Officers and support personnel are assigned 40-hour workweeks (not inclusive of overtime). The two officers will be assigned to traffic enforcement duties full-time, meaning 100% of their time

will be devoted to achieving project benchmarks. The WPD asserts that this devotion of time and resources is necessary to achieve project success. The officers will be assigned specific patrol and enforcement areas based on a comprehensive quarterly review of collected data. The timeline noted in **section F** describes dates, benchmarks, and measurables in further detail.

E. Performance Measurement Plan

To ensure proficiency, comprehensive data reviews must be incorporated into the project. Accurate data is imperative for progress reporting and to accurately assess how effective deployments are relative to the project benchmarks. The WPD will use data received from the aforementioned databases to gauge project success. The officers will review the data to ensure meaningful progress toward project benchmarks. The analyses will include a review of the following:

- Volume of traffic stops
- Number of inspections
- Number of violations
- Number of CMV vehicles removed from service
- Number of crashes involving commercial motor vehicles

The analyses can pinpoint where officers should be deployed in order to meet the project goal of an increase in the amount of targeted traffic enforcement in high crash areas by 50%. Successful analysis and deployment of resources will offer the greatest opportunity to meet the project benchmark of reducing the amount of CMV crashes by 10%.

F. Monitoring and Timeline/Milestone Plan

TIMELINE OF PROJECT DELIVERABLES

In the table that follows each goal, identify the objective, all major activities needed to achieve the goal, the timeline when each of the related activities is projected to be met, how you will measure whether you are successful in meeting your goal and objective(s) and the person/role responsible for the activity.

- Goals:**
- 1) Increase the amount of personnel dedicated to our Commercial Motor Vehicle and Crash Reduction Program so that our roadways are safer in our community.
 - 2) Engage in community outreach through training and providing safety briefings to the commercial motor vehicle businesses and community partners.
 - 3) Reduce the amount of Commercial Motor Vehicle crashes by 10%
 - 4) Increase the amount of targeted traffic enforcement in high crash areas by 50%

Objective 1	Related Activities	Timelines	How Success will be Measured
1. Expand the Waukesha Police Department commercial motor vehicle and crash reduction team by adding two traffic specialists.	1. Waukesha Police will post a recruitment opportunity for internal candidates for traffic specialist. 2. Waukesha Police leadership will review eligible candidates, select candidates, and assign candidates to a shift. 3. Waukesha Police will order equipment, such as fleets, laptop, cell phone, and other equipment. 4. Selected Traffic Specialists will begin target enforcement, crash reduction strategies, and community outreach and training.	1. By 08/01/24 2. By 09/01/24 3. By 10/15/24 (Or as soon as grant funds are made available for purchases) 4. 01/01/25 – 12/31/26	1. Job posting will go live. Applications will be received and screened. 2. Candidate accepts an offer for position. Start date is confirmed. 3. Equipment is received, inventoried by IT, and deployed to candidate. 4. Increasing the amount of Commercial Motor Vehicle

			Inspections by 100%. Decreasing the amount of CMV crashes by 10%. Increasing the amount of targeted traffic enforcement relating to CMVs by 50%. Increase the amount of public awareness and education through CMV safety training sessions by 50%
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Person/Role Responsible: Waukesha PD leadership

Objective 2	Related Activities	Timelines	How Success will be Measured
1. Develop and/or maintain engaged partnerships with key stakeholders for the purpose of reducing crashes and training stakeholders on cmv safety	1. Identify existing partnerships and confirm how traffic specialists will continue to engage and train with those stakeholders such as local truck companies, transport companies, landscape companies, freight companies...etc 2. Identify new partnerships to be developed to improve roadway safety and crash reduction in our municipalities high crash areas	1. 01/01/25 through 12/31/26. 2. 01/01/25 through 12/31/26	1. Increase the amount of public awareness and education through CMV safety training sessions by 50% 2. Traffic Specialists will engage with traffic engineers and local cmv businesses to provide safety briefs and obtain data to reduce crashes.

Person/Role Responsible: Waukesha PD leadership, Traffic Safety Specialists

Objective 3	Related Activities	Timelines	How Success will be Measured
<p>1. Evaluate the program to measure impact and to implement continuous improvements.</p> <p>2. Develop sustainability plan post-grant.</p>	<p>1. Review what current data points are being measured for crashes data and cmv data department wide. Identify additional measures to track internally and develop a plan for tracking.</p> <p>2. Utilize data analysis to ensure deployment of personnel and efforts are being effective relating to crash reduction involving commercial motor vehicles.</p> <p>1. Waukesha PD will evaluate impact, expenses, revenue fiscal state of respective budgets through a series of meetings.</p>	<p>1. By 12/31/24</p> <p>2. 01/01/25 through 12/31/26</p> <p>1. 01/01/25 through 06/30/26</p>	<p>1. Inventory of data points will be produced.</p> <p>2. The Traffic Sergeant will produce quarterly traffic crash reports and commercial motor vehicle units activity report.</p> <p>1. Leadership will identify three plans for sustainability post-grant. Plans will be presented to city officials for support, as needed.</p>

Person/Role Responsible: Waukesha PD leadership