Wauwatosa Police Department
Strategic Plan
2025-2027

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Chief's Letter

**CITY OF WAUWATOSA
POLICE DEPARTMENT**
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JAMES H. MACGILLIS
CHIEF OF POLICE

November 15th, 2024

James H. MacGillis
Chief of Police
Wauwatosa Police Department

I, James MacGillis, as Chief of Police for the Wauwatosa Police Department, present the department's 2025-2027 Strategic Plan. This plan serves several important organizational objectives and serves as a roadmap for the future.

I have thoroughly reviewed the strategic plan and affirm my commitment to its principles, objectives, and strategic initiatives. I understand the importance of aligning our organizational efforts with the outlined goals and strategies to achieve sustained success.

By endorsing this strategic plan, I recognize the collaborative effort that has gone into its development and the dedication of all stakeholders involved. I am committed to supporting the plan's implementation, ensuring its integration into our day-to-day operations, and working collaboratively with my colleagues to achieve the defined objectives.

I understand that the success of this strategic plan relies on the collective efforts of our team, and I am fully invested in contributing our skills, expertise, and leadership toward its successful execution.

I look forward to the opportunities and challenges that lie ahead and believe that, through our joint commitment, we will realize the vision and goals outlined in this strategic plan.

Sincerely,

Chief James H. MacGillis

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i.   Strategic Planning Cycle

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Section 1. Strategies

Mission / Vision / Objectives Flow Chart

City of Wauwatosa ➡ **Wauwatosa PD**

Wauwatosa PD Strategic Planning Operational Flow Chart

The mission of the City of Wauwatosa is to provide accessible services that are essential and enhance the quality of life across the community and the region, in ways that are inclusive, efficient, effective, and affordable.

Vision: Wauwatosa is a safe, welcoming, and inclusive community, that provides excellent city services while maintaining a high quality of life for residents, visitors, and businesses

Objective: Priority Area Two: Public Safety

• Improve Communication and trust internally and with the public.
• Proactively address pedestrian, bicycle, and vehicular safety.
• Increase the City's capacity to provide mental health resources for the public and employees.
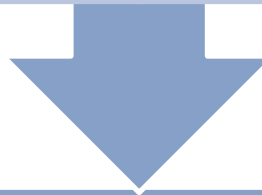
The mission of the Wauwatosa Police Department is to provide dedicated service and protection for all.

Vision: To foster a safe and secure community through collaboration, trust, and exceptional police service.

Objective: To achieve our mission through actions that demonstrate our values, courage, integrity, respect, and compassion.
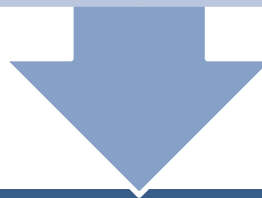
The purpose of this strategic plan is to guide the police department in enhancing community services, optimizing organizational efficiency, fostering employee engagement, ensuring fiscal responsibility, upgrading facilities, and integrating advanced technology. Through these focused efforts, we aim to build a safe and secure community through collaboration, trust, and exceptional police services.

Vision: The police department commits to a holistic approach that prioritizes community engagement, operational excellence, and sustainable growth.

Objective: We aim to build a resilient police force that is well-equipped to meet current and future challenges, fostering a safer and more connected community for all.

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Section 2. Purpose and Goals

This strategic plan aims to guide the police department in enhancing community services, optimizing organizational efficiency, fostering employee engagement, ensuring fiscal responsibility, upgrading facilities, and integrating advanced technology. Through these focused efforts, we aim to build a safe and secure community through collaboration, trust, and exceptional police services.

1. Community Services: Strengthen partnerships with community members and organizations to improve public safety, foster trust, and enhance the quality of life for all residents.
2. Organizational Efficiency: Streamline processes, eliminate redundancies, and implement best practices to ensure that resources are used effectively and that the department operates at the highest level.
3. Technology Enhancements: Invest in cutting-edge technology to improve communication, data management, crime analysis, and overall operational efficiency, ensuring the department remains forward-thinking.
4. Employee Engagement: Promote a supportive and inclusive work environment that values all employees' well-being, development, and contributions.
5. Fiscal Responsibility: Manage financial resources prudently by prioritizing expenditures, maximizing value, and ensuring transparency and accountability in all financial operations.
6. Facilities Upgrades: Upgrade and maintain facilities to provide safe, functional, and modern workspaces that support the effective delivery of police services and the well-being of personnel.

Through this strategic plan, the police department commits to a holistic approach, prioritizing community engagement, operational excellence, and sustainable growth. By focusing on these key areas, we aim to build a resilient police force well-equipped to meet current and future challenges, fostering a safer and more connected community for all.

Section 3. Desired Outcomes
2025

1. Community Service - Strengthen partnerships with community members and organizations to improve public safety, foster trust, and enhance the quality of life for all residents.

    1.1. *Hot Spot Deployments: Continually evaluate the "hot spot" deployment strategy to assess the impact on crime and community harm and recommend adjustments as necessary. Seek grant funding opportunities where available. Liaison with external partners and regularly prepare reports for internal personnel and City leadership.*

    1.2. *Pursuit Intervention Technique: Research the budgetary impact of the PIT, including upfront setup, training, and ongoing maintenance cost (squad damage). Conduct a cost/benefit analysis based on current pursuit data. Develop a policy and/or operating procedure that aligns with best practices and national standards. Create an implementation and department-wide training plan. Implement a tracking mechanism for data collection and after-action review.*

    1.3. *Community Response Unit: Develop an implementation plan for deployment strategy upon grant approval. Liaison with the Health Department to develop policy and/or operating procedure, to include dispatch protocol. Implement tracking mechanism in RMS. Identify building space for the Social Work team.*

2. Organizational Efficiencies - Streamline processes, eliminate redundancies, and implement best practices to ensure that resources are used effectively and that the department operates at the highest level.

    2.1. *Organizational Focus Study: Liaison with Certus to provide data and documents supporting the organizational structure review, evaluation of patrol workload, and feasibility of compressed schedules. Help facilitate focus group discussions with a cross-section of the organization.*

    2.2. *Communications Plan: Develop and implement a communications plan for day-to-day and crisis communications that aligns with the City's communications policy. Develop a training plan for members of the public information team.*

    2.3. *Northeastern LEADS project: Upon grant approval, liaison with the research team to provide data and assist with interpretation and analysis in support of the "hot spot" directed patrol mission to determine the impact on crime and/or community harm. Assist with the development and administration of a*

department-wide employee and citizen survey. Develop reports regarding the outcome for internal personnel and City leadership.

2.4. Expand Community Service Officer Program: Make necessary personnel allocation adjustments within the budget to support increasing the community service officer program from 5 positions to 8 positions. Re-evaluate current onboarding and training plan to ensure necessary capacity. Reevaluate deployment strategy to determine where to shift workload.

3. Technology Enhancements - Invest in cutting-edge technology to improve communication, data management, crime analysis, and overall operational efficiency, ensuring the department remains forward-thinking.

3.1. Axon Taser 10 & Virtual Reality Training: Develop training and transition plan. Determine taser deployment and tracking strategy.

3.2. Axon Body-worn Camera Contract: Negotiate a fiscally responsible contract that provides a technological enhancement to the existing Axon package. Develop transition, implementation, and training plan. Consider a proposal to incorporate station camera systems for transition to the Axon platform.

3.3. Drone Program: Research and develop a deployment plan that balances current technological advancement with fiscal responsibility in compliance with potentially changing Federal regulations. Forecast future developments in how drones are utilized more regularly, such as intelligence gathering and surveillance. Assess the cost of training users and develop a selection process. Develop a policy and/or procedure for use.

3.4. Shotgun vs. Rifle Inventory: Research and strategize relinquishing the current inventory of Benelli shotguns and develop a plan for acquiring more patrol rifles at/or near budget-neutral impact. Determine the impact on long-gun storage capacity, building, and squad.

4. Employee Engagement - Promote a supportive and inclusive work environment that values all employees' well-being, development, and contributions.

4.1. Employee Feedback: Reevaluate the effectiveness of the employee feedback mechanism (QR code / Feedback form) and make recommendations for improvement. Develop a strategic communications plan. Incorporate personnel at all levels into projects assigned by the Project Management Committee.

5. Fiscal Resiliency - Manage financial resources prudently by prioritizing expenditures, maximizing value, and ensuring transparency and accountability in all financial operations.

  5.1. *Assess Federal Task Force Officer positions: Evaluate the impact on staff from the redeployment of an officer to the High-Intensity Drug Trafficking Area. Develop the selection process to include process components and selection criteria. Work with task force leadership to determine the best group/initiative placement. Conduct a cost/benefit analysis.*

  5.2. *State-level Advocacy: Increase participation in Milwaukee County Law Enforcement Executive Association in advocacy for local and county needs. Increase participation in the Wisconsin Police Executive Group to engage legislators on fiscal challenges.*

6. Facility Upgrades - Upgrade and maintain facilities to provide safe, functional, and modern workspaces that support the effective delivery of police services and the well-being of personnel.

  6.1. *Lower Level Conference Room Revamp: Liaison with City facilities in the development of a design plan with a focus on future use and needs.*

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2026

1. Community Services - Strengthen partnerships with community members and organizations to improve public safety, foster trust, and enhance the quality of life for all residents.

    1.1. *Expand Citizen Services Website:* *Liaison with Pro Phoenix to examine the capabilities of the citizen services online portal. Examine internal procedures and make a recommendation of services to move to an online format. Develop and implement a training plan.*

2. Organizational Efficiencies - Streamline processes, eliminate redundancies, and implement best practices to ensure that resources are used effectively and that the department operates at the highest level.

    2.1. *Implementation of the Department Focus Study:* *Review the Certus report and determine what actionable items are contained within. Develop a plan to implement what is actionable.*

3. Technology Enhancements - Invest in cutting-edge technology to improve communication, data management, crime analysis, and overall operational efficiency, ensuring the department remains forward-thinking.

    3.1. *Flock Contract:* *Evaluate the current setup of the Flock system. Negotiate a fiscally responsible contract with adjustments as needed. Find funding sources.*

    3.2. *Document Management System:* *Research and propose a document management system that is fiscally responsible. Extensive consideration should be given to existing Department infrastructure and City Information Technologies initiatives.*

    3.3. *Red Dot/Handgun Transition:* *Research the cost impact of transitioning the department inventory of handguns to a platform that supports red dot sights, all required training, and inventory of red dot sights. Develop a transition and training plan for department-wide training.*

4. Employee Engagement - Promote a supportive and inclusive work environment that values all employees' well-being, development, and contributions.

    4.1. *Department-wide Survey:* *Assist outside academic partners with developing and administrating a department-wide employee survey. Analysis and interpret the results and develop a plan to act upon the information received as necessary.*

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5. Fiscal Resiliency - Manage financial resources prudently by prioritizing expenditures, maximizing value, and ensuring transparency and accountability in all financial operations.

    5.1. *Secure COPS grant: Apply for a COPS grant in support of the US Marshal's Task Force position and ensure that all elements of the grant are satisfied.*

    5.2. *Implement Police Foundation: Establish a civilian-led committee and support them with the development of the infrastructure necessary, such as governing rules, for the solicitation and donation of funds to support department strategic initiatives.*

6. Facility Upgrades - Upgrade and maintain facilities to provide safe, functional, and modern workspaces that support the effective delivery of police services and the well-being of personnel.

    6.1. *Building Space Study: Analysis of existing use of space and determine future needs while liaising with City Facilities and outside contracts to develop a redesign plan.*

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2027

1. Community Services - Strengthen partnerships with community members and organizations to improve public safety, foster trust, and enhance the quality of life for all residents.

2. Organizational Efficiencies - Streamline processes, eliminate redundancies, and implement best practices to ensure that resources are used effectively and that the department operates at the highest level.

    2.1. *Transition for Chief's Retirement:* Develop a transition plan for the incoming Chief of Police.

3. Technology Enhancements - Invest in cutting-edge technology to improve communication, data management, crime analysis, and overall operational efficiency, ensuring the department remains forward-thinking.

    3.1. *Next Generation 911 Upgrades: Develop* a transition and implementation plan for required upgrades to the communications center. Ensure that all elements of the required upgrades are satisfied.

4. Employee Engagement - Promote a supportive and inclusive work environment that values all employees' well-being, development, and contributions.

    4.1. *Department-wide Mental Health Check-in:* Determine the desire for mandatory v. voluntary mental health check-ins for all staff and find a funding source for this initiative.

5. Fiscal Resiliency - Manage financial resources prudently by prioritizing expenditures, maximizing value, and ensuring transparency and accountability in all financial operations.

    5.1. *Tax Levy Implications:* Assess the status of City tax levy status/"fiscal cliff" and establish a mitigation plan.

6. Facility Upgrades - Upgrade and maintain facilities to provide safe, functional, and modern workspaces that support the effective delivery of police services and the well-being of personnel.

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Future Items (2028/2029)

1. Community Services - Strengthen partnerships with community members and organizations to improve public safety, foster trust, and enhance the quality of life for all residents.

2. Organizational Efficiencies - Streamline processes, eliminate redundancies, and implement best practices to ensure that resources are used effectively and that the department operates at the highest level.

3. Technology Enhancements - Invest in cutting-edge technology to improve communication, data management, crime analysis, and overall operational efficiency, ensuring the department remains forward-thinking.

4. Employee Engagement - Promote a supportive and inclusive work environment that values all employees' well-being, development, and contributions.

    4.1. Department-wide Survey

5. Fiscal Resiliency - Manage financial resources prudently by prioritizing expenditures, maximizing value, and ensuring transparency and accountability in all financial operations.

6. Facility Upgrades - Upgrade and maintain facilities to provide safe, functional, and modern workspaces that support the effective delivery of police services and the well-being of personnel.

    6.1. Training Facility/Range Upgrades

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Section 4. Project Management Initiative

Definition: What is Project Management?

Project management is the structured approach to planning, executing, and overseeing projects to achieve specific goals within set parameters, such as time, scope, cost, and quality. It involves using methodologies, tools, and techniques to guide a project from initiation through completion, ensuring that resources are used effectively, risks are managed, and objectives are met.

Importance: Why Project Management Matters in Law Enforcement

Project management is crucial in law enforcement because it provides a systematic way to handle complex initiatives, such as implementing new technologies, launching community programs, or enhancing operational procedures. It ensures that projects are completed on time, within budget, and meet the intended outcomes. Effective project management also enhances accountability, improves resource allocation, and fosters collaboration across departments, which is essential in a field where public trust and safety are paramount.

Objective: Aligning Law Enforcement Initiatives with Strategic Goals

Incorporating project management in law enforcement aims to ensure that all initiatives are directly aligned with the organization's strategic goals, such as improving community safety, increasing efficiency, or enhancing officer training. By applying project management principles, the Wauwatosa Police Department can systematically prioritize projects, allocate resources efficiently, and track progress against strategic objectives, leading to more impactful and sustainable outcomes.

Project management works as a structured approach to planning, executing, monitoring, and completing a project to achieve specific objectives. It involves using methodologies, tools, and processes to ensure the efficient use of resources, adherence to timelines, and delivery of desired outcomes. Here's a detailed explanation of how project management works:

How Project Management Works

1. Project Lifecycle

Project management follows a lifecycle divided into key phases. Each phase has specific tasks and goals:

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a. Initiation

- **What Happens:** Define the project's purpose, scope, and objectives.
- **Key Activities:**
  - o Identify stakeholders and their needs.
  - o Conduct feasibility studies or risk assessments.
  - o Obtain necessary approvals.
- **Example:** A law enforcement agency decides to implement a body-worn camera program and outlines the goals and stakeholders.

b. Planning

- **What Happens:** Develop a roadmap for achieving the project objectives.
- **Key Activities:**
  - o Create a detailed project plan, including timelines, budgets, and resource allocation.
  - o Define roles, responsibilities, and deliverables.
  - o Identify risks and create mitigation strategies.
- **Example:** Plan the rollout of the body-worn cameras, setting deadlines for procurement, training, and deployment.

c. Execution

- **What Happens:** Implement the project plan and carry out tasks.
- **Key Activities:**
  - o Assign tasks and mobilize resources.
  - o Manage workflows and ensure tasks are completed.
  - o Communicate progress to stakeholders.
- **Example:** Train officers to use the cameras and distribute the equipment.

d. Monitoring and Controlling

- **What Happens:** Track progress and make adjustments as needed.
- **Key Activities:**
  - o Measure performance against the project plan.
  - o Manage changes to scope, schedule, or budget.
  - o Address risks and issues proactively.
- **Example:** Track the deployment progress and address technical issues promptly.

e. Closing

- **What Happens:** Finalize all activities and review outcomes.
- **Key Activities:**
  - o Deliver final results to stakeholders.

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- o Conduct a post-project review to document lessons learned.
- o Release project resources.
- **Example:** Complete the rollout and evaluate how the body-worn camera program impacts community relations.

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2. Tools and Techniques

Project management uses tools and methodologies to streamline processes and improve outcomes:

- **Planning Tools:** Gantt charts, project timelines, and task breakdowns.
- **Collaboration Platforms:** Software for communication and file sharing (e.g., Microsoft Teams, Slack).
- **Tracking and Reporting:** Dashboards and performance analytics.
- **Methodologies:** Agile, Waterfall, Lean, or hybrid approaches, depending on the project type.

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3. Key Elements of Project Management
a. Objectives

- Clearly define what the project aims to achieve.
- Ensure objectives align with organizational goals.

b. Resources

- Identify and allocate resources (time, budget, personnel, and materials).

c. Stakeholders

- Engage with individuals or groups affected by or involved in the project.
- Keep them informed and address their needs.

d. Risks

- Identify potential challenges and develop mitigation strategies.

e. Communication

- Ensure effective communication channels are in place to facilitate collaboration and updates.

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4. Benefits of Project Management

- **Organization:** Provides a structured approach to managing tasks and priorities.
- **Efficiency:** Helps optimize resource use and minimize waste.
- **Accountability:** Clearly defines roles, ensuring tasks are completed responsibly.
- **Transparency:** Tracks progress and communicates outcomes effectively.
- **Adaptability:** Enables quick responses to risks or changes.

How It Supports Success

Project management ensures that complex initiatives, whether in law enforcement, healthcare, or business, are handled systematically, reducing chaos and increasing the likelihood of achieving desired outcomes. By following its phases and principles, teams can stay focused, aligned, and effective.

Project Management and Transparency

A project management system ensures transparency in law enforcement agencies through several mechanisms that enhance visibility, accountability, and communication throughout the project lifecycle. Here's how it works:

1. Clear Documentation

- **Detailed Plans:** Project management systems maintain comprehensive project plans, including objectives, timelines, budgets, and roles, which are accessible to stakeholders.
- **Audit Trails:** Changes and decisions are documented, clearly showing actions taken and why.

2. Real-Time Monitoring and Reporting

- **Progress Tracking:** Milestones, deliverables, and task completions are tracked in real time, enabling stakeholders to monitor the project's status.
- **Performance Dashboards:** Visual dashboards display key performance indicators (KPIs), making identifying successes and areas needing attention easier. (A visual display for the PD is being developed.)

3. Accountability for Roles and Responsibilities

- **Defined Roles:** The system assigns clear responsibilities to individuals and teams, ensuring everyone knows their part and can be held accountable.
- **Task Visibility:** Stakeholders can see who is responsible for specific tasks, deadlines, and progress.

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4. Improved Communication

- **Centralized Communication:** Project management systems provide a single platform for updates, announcements, and collaboration, reducing miscommunication.
- **Stakeholder Engagement:** Regular status updates and open channels for feedback keep all parties informed and involved.

5. Risk and Issue Management

- **Proactive Identification:** The system highlights risks and issues early, ensuring they are addressed transparently and efficiently.
- **Resolution Documentation:** Records of how risks and issues were handled demonstrate accountability and informed decision-making.

6. Budget and Resource Transparency

- **Cost Tracking:** Budget allocation and expenditure are tracked, reducing the risk of future unallocated budgetary issues.
- **Resource Utilization:** Transparency in how resources are allocated ensures fairness and efficient use.

7. Evaluation and Feedback

- **Lessons Learned:** The system facilitates post-project reviews, where successes and shortcomings are openly analyzed to improve future projects.
- **Public Accountability:** In cases where projects affect the community, results can be shared to demonstrate responsible use of public resources.

By fostering open communication, detailed documentation, and clear accountability, a project management system builds trust both within the agency and with external stakeholders, enhancing overall transparency in law enforcement operations.

Conclusion: Why Now is the Right Time for a Project Management Initiative

The need for effective project management in law enforcement has never been more pressing. Our agency faces increasing demands to modernize operations, enhance community engagement, and deliver measurable results with limited resources. Our project management initiative provides the structured approach necessary to meet these challenges head-on.

1. Responding to a Changing Landscape

- **Evolving Demands:** Every day, we are tasked with addressing complex issues such as public safety, community trust, and technological advancements. Our project management framework ensures these demands are handled systematically and efficiently.
- **Increased Accountability:** With heightened public and governmental scrutiny, implementing a transparent and accountable project management system signals a commitment to excellence and responsibility.

2. Leveraging Resources Effectively

- **Maximizing ROI:** Tight budgets and resource constraints mean we must do more with less. Project management ensures every dollar, hour, and resource is strategically applied to achieve maximum impact.
- **Streamlined Operations:** By adopting a project management initiative, we can eliminate inefficiencies, reduce redundancies, and improve coordination across city quadrants.

3. Building a Future-Ready Agency

- **Embracing Innovation:** As technology and policing practices evolve, project management ensures a structured approach to implementing new tools, processes, and strategies.
- **Fostering a Collaborative Culture:** A project management system encourages teamwork, clear communication, and shared goals—key elements for building a resilient and effective agency.

4. Timing is Critical

- **Current Opportunities:** Grant funding, technology advancements, and evolving methodologies make this an opportune time to invest in project management. Project management helps prevent delaying risks, losing momentum, or continuing to fall behind industry best practices.
- **Changing Expectations:** Community and stakeholder expectations for transparency, efficiency, and results are at an all-time high. Project management equips us to meet these expectations head-on.

Call to Action

Now is the time to act and position ourselves as leaders in effective, efficient, and accountable law enforcement operations. By embracing a project management initiative, we can create a foundation for success, ensuring that the Wauwatosa Police Department not only meets today's challenges but is also prepared for those of the future.

Investing in project management is not just about improving projects; it's about building an agency that consistently delivers excellence, inspires trust, and drives meaningful change. Let's start this journey today and lead the way in shaping the future of law enforcement.