



# Wauwatosa Police Department

## Interdepartmental Correspondence

DATE: May 21, 2024

TO: City of Wauwatosa-Committee of the Whole

FROM: Police Chief James H. MacGillis

SUBJECT: Executive Summary-Center for Public Safety Management (CPSM) project

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In late 2020, the City of Wauwatosa hired the Center for Public Safety Management (CPSM) to conduct a study of the Wauwatosa Police Department. The study concentrated on the Department's recruitment strategies, alternative responses and efficiencies in delivering services, policy reviews, training, promotional processes, and strategic planning. CPSM provided its final analysis report to the City on June 30<sup>th</sup>, 2021, containing 39 recommendations for the Department and City to consider. It is important to note, that the City had previously conducted a 2016 CPSM study that had 113 key recommendations for improvement and integration by the department.

### **Applying the CPSM recommendations**

I was sworn in as the Wauwatosa Police Chief on July 26<sup>th</sup>, 2021. After reviewing both the completed 2016 and the new 2020 study, I determined the 2020 study and recommendations were to be considered a template and a guide toward strategic planning over the next 5 years. As the executive command staff and I assessed the needs of the community, the department, available funding and staffing shortages related to effective and efficient policing, it was determined completing the study would require significant time (3-5 years). This included analysis of all the recommendations, prioritization, and integrating/implementing the recommendations. Some recommendations were not instituted based on budget limitations, contradiction with the department's strategic direction, and opposing viewpoints with report recommendations. The outline numbers in attached **Appendix A- CPSM Integration and Results** align with the 39 recommendations listed on pages 2-6 of the CPSM report.

### **Outcomes**

As Police Chief, I was pleased the City had invested and hired an external consulting firm in both 2016 and in 2020 to assess department operations, administration and the support services utilized in the Department's policing mission. The 2020 analysis report was very helpful as a guide while considering historical norms, department culture and morale, and improving trust and transparency through internal and external relationships by integrating applicable recommendations.

A climate survey was conducted in 2022 to obtain feedback on morale, culture, equipment needs, perceptions of both community and intergovernmental support, and how the data was to be applied. The CPSM report was intended to be applied over a 5-year period and has been completed in 2.5 years. A significant factor in the timely completion of this arduous process was the tireless dedication and desire of all department employees towards process, system and organizational improvement of policing in Wauwatosa. The department embraced the recommendations, provided honest and unfettered feedback, stood up and participated in work groups, all while accomplishing their daily work responsibilities aligned with our mission of providing Dedicated Service and Protection for All.

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Of the 39 recommendations, the Department had a success rate of 87.19% in the completion and integration of recommendations-coded as **COMPLETE**. 12.82% of the items are coded as **ASSESSED-NOT INTEGRATED** or **ASSESSED-PARTIALLY INTEGRATED** -the items were assessed and not integrated based on reasons outlined in **Appendix A**.

A strategic plan was authored in October, 2022 as part of the CPSM recommendations (#17 and #39), and out of organizational necessity. According to the existing strategic plan, 2023-2024 involved assessing the work that had been completed as part of applying the 2020 CPSM analysis and the Employee Relations Project (ERP) recommendations. The established timelines contained in the strategic plan took more time than anticipated and required a significant strategic recalibration. Strategic goals have also changed based on the efficiency of the CPSM and ERP completion, requiring a reassessment of the department's strategic plan. The Department will be exploring the need for another external study by CPSM in 2026 as part of the strategic plan. There is a high likelihood that a 2026 process will not be needed.

A critical goal of the Wauwatosa Police Department is to be internally and externally transparent. Public safety is a shared responsibility, and the public and intergovernmental partners must be informed of how we provide policing services in partnership with the community, our strategic goals, and how we operate as public safety professionals. To that end, the results of the CPSM study will be outlined and publicly displayed on the City and Police Department's webpage.

### **Conclusion**

On behalf of the Wauwatosa Police Department, I would like to express my gratitude to City Administration for the funding and support of the CPSM analysis report. The significant monetary investment by the City has provided support for process, system and organizational improvements that will be a significant return on investment. I also want to thank HR Director Mbow and her staff for assisting directly with the analysis of the CPSM recommendations, prioritization, and integrating/implementing the recommendations while working collaboratively with the Wauwatosa Police staff.

Finally, and most importantly, I want to thank the members of the Wauwatosa Police Department at all levels and positions within the organization for their tireless dedication in accomplishing the day to day policing mission. We have worked together as a team, worked through several challenges, and are well positioned for future success. The completion of the CPSM process could not have been accomplished without your honesty, feedback and hard work.

The 2020 CPSM analysis and integration is **completed**.

Respectfully submitted,



James H. MacGillis

Chief of Police

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### Appendix A- CPSM Integration and Results

#### Focus Groups

1. **Focus groups-** We utilize the PFC, CPA, community meetings, meetings with elected officials at regular intervals, meetings with WPOA/WPSA at regular intervals, and encouragement of intergovernmental and external relationship building, something that was challenging before the 2019 study. **COMPLETE**

#### Recruitment

2. **Branding campaign-** Completed and on-going with Detonator and an internal cohort of PIO, Retention and Recruitment Task Force, and Recruitment Team members. Also, informing and aligning with City Hall/Communications Manager on external communications. **COMPLETE**
3. **Branding that humanizes our officers/digital media campaign-** see item #2 **COMPLETE**
4. **Recruitment team-** Integrated into regular assessment of efficacy of process and systems (monthly). Involves Training and Personnel team, FTO group, PFC, and PIO team. Team is diverse and focuses on several avenues of recruitment. **COMPLETE**
5. **Daytime demographic survey-** City Administration goal, not feasible or cost effective. Ongoing assessment of city population dynamics (48k night/105k daytime), better served with a community feedback survey to be conducted in 2024)-**REVISED APPROACH/COMPLETE**
6. **Revised recruitment website-** [Servetosa.net](http://Servetosa.net) website, will be used for all City recruitment efforts in the future (unintended, positive result)-cultural shift at PD and City Hall. **COMPLETE**
7. **Expanded recruitment-** Ongoing and integrated into process and systems. **COMPLETE**
8. **Diversified recruitment based on core values,** not only focused on criminal justice degrees- Ongoing and integrated into process and systems. **COMPLETE**
9. **Recruitment before college-** CSO recruitment and the integration of interns has proven successful. Ongoing and integrated into process and systems. The Department is not pursuing an Explorer program at this time. **COMPLETE**
10. **Citizen Police Academy-** Ongoing and integrated into process and systems. A tremendous success, along with providing a group of external citizens for the development of a WUPD Foundation (and/or a Chief's Advisory Group, should that be needed in the future) **COMPLETE**
11. **Review interview instrument for new hires-** Ongoing and integrated into process and systems. **COMPLETE**
12. **Paperless system in hiring process-** Ongoing and integrated into process and systems. **COMPLETE**
13. **Review other agency's recruitment strategies-** Ongoing and integrated into process and systems. **COMPLETE**

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### Policing Strategically

14. **Mission and Vision statements**-developed by department members and integrated into all levels of the Department, including Core Values. **COMPLETE**
15. **Quantifiable goals related to mission**-Ongoing and integrated into process and systems. Directed Patrol Missions (DPMs) for crime reduction, external outcomes (safer community and feeling safer); system and organizational improvements are what we do foundationally set on our mission, vision and core values. **COMPLETE**
16. **Policing philosophy**- "Public safety is a shared responsibility. Our goal is for a reduction in crime, while also making people feel safe". Ongoing and integrated into process and systems. **COMPLETE**
17. **Develop and promulgate a strategic plan**- Ongoing and integrated into process and systems. A 2024 assessment of our 5-year plan will be conducted **ONGOING**, revised 5-year to be completed in 2024

### Service Demands

18. **Community committee to evaluate calls for service and police responses**- Not started, not necessary. Need will be assessed in strategic plan. **ASSESSED-NOT INTEGRATED**
19. **False alarm assessment and fines**- Ongoing and integrated into process and systems. **COMPLETE**
20. **Eliminate routine traffic stops**- Traffic stops are behavior or equipment based, and applied in specific DPM missions. Ongoing and integrated into process and systems. **COMPLETE**
21. **Traffic safety strategy**- Ongoing and integrated into process and systems, using the 40/40/20 approach (40% enforcement/40% Infrastructure assessment/ 20% Education and Awareness) **COMPLETE**
22. **Track demographics of traffic stops**- Not started due to technology challenges. Data can be obtained via the TRACS system for citations issued, but not for warnings. Will be explored when the CMS/RMS software upgrades allow, or the City purchases a new CMS/RMS system- **ASSESSED-NOT INTEGRATED**
23. **Curtail emphasis on routine traffic stops**-See #20: Ongoing and integrated into process and systems. **COMPLETE**
24. **Record and track demographics during suspicious person/vehicle calls**- Not started, not necessary. Community perceptions are subjective. WUPD addresses suspicious behavior, not policing individual "community bias". Patterns are addressed via Community Support Division with an education approach (call specific). **ASSESSED-PARTIALLY INTEGRATED**

### Deployment

25. **Explore shift assignments and work hours**- Ongoing and integrated into process and systems on some levels. Waiting for return of deliverables from CERTUS and tied to #32. **ONGOING**, to be completed in 2024

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### Alternatives to Police Services

26. **Comprehensive community engagement strategy**-See #10 (Citizen Police Academy), we have leveraged social media more efficiently, purchased and integrated the RAVE system, bolstered an already robust citizen complaint process; community survey to be conducted in 2024 by the City, business cards utilized and culturized, exploring community support integration into patrol call responses. Ongoing and integrated into process and systems. **-COMPLETE**
27. **Technology to enhance policing**- Online reporting, online night parking, integration of deferred reporting online, applying body worn camera captures into transparency, UKG scheduling technology, Flock cameras, video use in training and awards, social media expansion, online crime maps and monthly crime reporting transparency- Ongoing and integrated into process and systems. **COMPLETE**
28. **Community Service Officers (CSOs)**- We have 5 CSOs. This has been efficient in accomplishing several objectives under Recruitment- Ongoing and integrated into process and systems. **COMPLETE**
29. **Crisis Intervention Team/Addressing Community mental health**- Ongoing and integrated into process and systems. Public Health Social worker, mental health referrals, working collaboratively with Fire, PH, and external stakeholders, since calls involve persons in mental health crisis. **COMPLETE/ONGOING-need a county level mental health professional to institute a CART approach**

### Policies

30. **Policy reviews**- Ongoing and integrated into process and system at regular intervals. We need to explore a more efficient system of auditing and reviewing our policies. Citizen complaint-**COMPLETE**, Discipline/RULES and Regulations Sanctions-**ONGOING**, Emergency Detention-**COMPLETE** (awaiting legislative changes), Response Levels-**COMPLETE**, Racial Profiling-**COMPLETE**, Use of Force/Uoff reporting-**COMPLETE/ONGOING**
31. **Policy maintenance software**-See #30, cost prohibitive at this time. Other existing internal mechanisms are being explored (ProPhoenix, NEOGOV) for this purpose. **ASSESSED-PARTIALLY INTEGRATED**

### Training

32. **Organizational Structure of Department**- See #25 Awaiting return from CERTUS. I disagree with some components of this recommendation by CPSM. **ONGOING, to be completed in 2024**
33. **Training software**- We are using existing software (ProPhoenix, NEOGOV) now for this purpose. May become a future strategic initiative, but is cost prohibitive and not necessary at this time. **ASSESSED-NOT INTEGRATED**
34. **Crisis Intervention Training**- Disagree, there will not be a CIT team, however our strategic goal is to get all patrol officers and supervisors CIT trained based on cost and availability. Ongoing and integrated into process and systems. **COMPLETE**

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35. **Hiring of Public Health Social Worker-** Hiring of a Public Health Social worker, along with an Addiction Specialist Counselor have been tremendous assets for the City and our policing mission, related to harm reduction and providing non-police services. Ongoing and integrated into process and systems. **COMPLETE**
36. **Integration of de-escalation scenario training into tactics curricula-** This recommendation is redundant to all of the training curricula that we use from the Law Enforcement Standards Board (LESB) and our own internal training that we provide. Performance outcomes are reviewed via BWC, pursuit reviews, Use of Force reviews, and citizen complaints on a case by case basis, along with supervisory auditing. Ongoing and integrated into process and systems. **COMPLETE**
37. **Addressing bias-** We have a DE & I supervisor that monitors our policing responses internally and externally. We have an on-going presence and relationship with the DE & I Commission. The City and our internal Training and Personnel team provide training and integrate DE & I principles into training curricula. CVMIC, external and City provided training on this subject makes it part of the conversation, not an afterthought. Challenges continue to exist with our RMS software related to enforcement vs warning data collection, however we share raw crime data externally every month. There are subjective components at the operational level of this recommendation that we are not going to do. Ongoing and integrated into process and system. **COMPLETE**

### Promotional Process

38. **Re-engineer the promotional process-** All promotional processes have been restructured under the supervision of the Police and Fire Commission, Human Resources, and the feedback/auditing obtained from the Employee Relations Project (ERP). The only exception were promotion processes codified in the collective bargaining agreement (CBA) with the Wauwatosa Peace Officers Association. The request was made by both the ERP and the WPOA to model the new promotional process for CBA codified positions. That request will be explored in the next Detective promotional process. Ongoing and integrated into process and systems. **COMPLETE**

### Strategic Planning

39. **Strategic Plan-** See #17-Ongoing and integrated into process and systems. A 2024 review will be underway. **ONGOING/COMPLETE**