



**Wauwatosa Police Department
Strategic Plan**

2026-2028

February 9th, 2026

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Chief's Letter

Residents and Visitors of Wauwatosa:

I present the Department's 2026-2028 Strategic Plan. This plan serves important organizational objectives and as a roadmap for the future.

My supervisory staff and I have thoroughly reviewed the strategic plan and I affirm my commitment to its principles, objectives and strategic initiatives.

I understand that the success of this strategic plan relies on the collective efforts of our team. I am fully invested in contributing our skills, expertise and leadership toward its successful execution. To that end, the strategic plan will be reviewed every year aside our mission, vision, and values to support the community, the department and its staff.

Public safety is a shared responsibility and I look forward to the opportunities and challenges that we will face together. Through our joint commitment and energy, we will realize the vision and goals outlined in this strategic plan.

Sincerely,

A handwritten signature in dark ink, appearing to read 'J. MacGillis', written in a cursive style.

Chief James H. MacGillis

i. Strategic Planning Cycle



Strategic Planning Cycle



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 of 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.

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

Objective: We aim to build a resilient police force that is empowered to meet current and future challenges, fostering a safe and secure community for all.

Section 2. Purpose, Goals and Strategic Categories

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, eliminate single points of failure, 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, seeking grants and partnerships, 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 adaptable growth. By focusing on these key areas, we aim to build a resilient police force empowered to meet current and future challenges, fostering a safe and secure community for all.

Section 3. Desired Outcomes

-2026-

Projects in Progress:

- Final phases of the Department's organizational structure changes: bureau, position, office locations
 - Completion of phase II of the drone unit – purchase of a second exterior drone
 - Continuation of the NIJ/Hot Spot study, to include external and internal surveys
 - Implementation of a Police Foundation to accept charitable donations
 - Personnel & complaint management system with our ProPhoenix RMS
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 and visitors.
 - 1.1. **Hot Spot Deployments & Northeastern Research:** Continually evaluate the “hot spot” deployment strategy to assess the impact on crime and community harm and recommend adjustments as necessary. Complete internal and external surveys. Liaison with grant and external partners and regularly prepare reports for internal personnel and City leadership. Grant funding has been secured from 2025 to 2027 to support this project.
 - 1.2. **Pursuit Intervention Technique:** Research the budgetary impact of the PIT, including upfront setup, training, and ongoing maintenance costs. 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 Care:** Continue partnership with the City Health Department related to the Social Worker and Substance Use Specialist. Refer appropriate calls to Police to these staff members. Continue to support the City's CHIP (Community Health Improvement Plan).
 - 1.4 **Update the Community/Special Event review process with other City Departments:** Improve the approval/denial process, establish clear expectations of event organizers, seek tactics to minimize Police staff hours while maintaining event safety.

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. **Implement the wireless cell phone 911 technology:** Improve the digital and 911 call system in compliance with State and Federal guidelines. Improve the responsiveness of emergency services to Wauwatosa customers. Work will occur in partnership with IT Department.
 - 2.2. **Crisis Communications Plan:** Develop and implement a communications plan for day- to-day and crisis communications that aligns with the City's communications policy. Train this plan for use by all members of the public information team.
 - 2.3. **Review Certus Study Recommendations:** Review the full Certus report that was provided to the Department in May 2025. Assess and implement items that are in alignment with the Strategic Plan and are time sensitive.
 - 2.4. **Review or Relocate Flock Cameras:** Review effectiveness of current Department owned cameras locations. Review the reads, wanted-vehicle alerts, and crime heat maps to deploy cameras in the most effective locations.
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. **Maximize effectiveness of RMS & Microsoft 365 software:** Continue project management work to maximize the efficiencies within our current Report Management System (RMS). Schedule training from the RMS vendor to identify and improve those deficiencies. Work with the IT Department to maximize the tools within the City's new 365 software.
 - 3.2. **Long Gun Transition:** Use approved finances and sale of current inventory to transition the Departments long gun inventory to an "all rifle" platform. Transition squad storage to accommodate a new platform. Provide training, increase marksmanship, and reduce long-gun inventory and maintenance costs.
 - 3.3. **Red Dot Handgun Research Continues:** Research and develop a plan that transitions the Department's current outdated duty handguns to an updated model with added laser fitted sights. Assess the cost of transitioning our current inventory, purchasing new equipment, training users and tracking improvements in marksmanship. Select, equip, train and test a sample group of Officers.

4. **Employee Engagement** - Promote a supportive and inclusive work environment that values all employees' well-being, development, and contributions.
 - 4.1. **Respond to Citywide Survey from 2025:** Review, plan, and respond to Police employees' feedback and concerns from the Citywide survey. Develop an action plan with all supervisors to message, implement and monitor for effectiveness.
 - 4.2. **Refocus on Recruitment (2026 & 2027):** Review and implement tactics to improve the recruitment and hiring of Officers. Restart hiring and referral bonuses. Review and adjust the hiring process to be more competitive.
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:** Redeploy an officer to the High-Intensity Drug Trafficking Area Task Force. Work with task force leadership to determine the best group/initiative placement. Conduct a cost/benefit analysis. Increase forfeiture opportunities.
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. **Capital Project Meetings Start for PD training facility renovation:** Design consultant funds secured for 2026. PD, FD, DPW to discuss with designer the training facility needs in/around the PD's and FD's current training facilities on DPW property. Construction estimated to begin in 2031.

-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. **Command Staff Succession Planning (2027 & 2028)**: Proactively mentor and train all levels of the Command Staff (Chief, Deputy Chief, Captains and Lieutenants). Seek internal roles and external training to prepare the next level of Departmental leadership.
 - 2.2. **Use RMS for Case Management & Outcomes**: Maximize the RMS case management system to properly oversee criminal cases and track investigative outcomes.
 - 2.3. **Maximize effectiveness of RMS & Microsoft 365 software**: Continue project management work to maximize the efficiencies within our current Report Management System (RMS). Schedule training from the RMS vendor to identify and improve those deficiencies. Work with the IT Department to maximize the tools within the City's new 365 software.
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. **Increase Flock footprint w/ private businesses and neighbor LEA's ('27 & '28)**: Evaluate the public/law enforcement and private network of Flock cameras in Wauwatosa. Partner with private businesses where crime maps show the need for Flock technology.
4. **Employee Engagement** - Promote a supportive and inclusive work environment that values all employees' well-being, development, and contributions.
 - 4.1. **Refocus on Recruitment (2026 & 2027)**: Review and implement tactics to improve the recruitment and hiring of Officers. Restart hiring and referral bonuses. Review and adjust the hiring process to be more competitive.
 - 4.2. **Reevaluate Employee Feedback System**: Review the current QR-code based employee feedback system. Research the effectiveness of submissions, Command staff review process, Supervision input, solution process and messaging to employees.

- 4.3. **Create a Formal Leadership Development Plan:** Training and Personnel Division to lead this project to develop plans each supervisory position. Create a Training Manual and Training Track. Message this to all staff for personal development.
5. **Fiscal Resiliency** - Manage financial resources prudently by prioritizing expenditures, maximizing value, and ensuring transparency and accountability in all financial operations.
 - 5.1. **Mitigate Tax Levy Implications:** Stay informed at State and City levels of pending “fiscal cliff.” Command Staff to advocate at every level for solutions. Regularly and proactively communicate with City Administration and Finance Departments.
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.

-2028-

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. **Command Staff Succession Planning (2027 & 2028):** Proactively mentor and train all levels of the Command Staff (Chief, Deputy Chief, Captains and Lieutenants). Seek internal roles and external training to prepare the next level of Departmental leadership.
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. **Increase flock footprint w/ private businesses and neighbor LEA's ('27 & '28):** Evaluate the public/law enforcement and private network of Flock cameras in Wauwatosa. Partner with private businesses where crime maps show the need for Flock technology.
 - 3.2. **Evaluate Need for Document Management System:** Determine if the systems in place through IT (Microsoft 365, Adobe, etc.) and at the Department (RMS, CAD, City server system, etc.) effectively serve the needs of the employees.
4. **Employee Engagement** - Promote a supportive and inclusive work environment that values all employees' well-being, development, and contributions.
 - 4.1. **Conduct Internal Department Survey:** Conduct a survey for all Departmental employees. Determine what the Department is doing well and what it needs to improve.
5. **Fiscal Resiliency** - Manage financial resources prudently by prioritizing expenditures, maximizing value, and ensuring transparency and accountability in all financial operations.
 - 5.1. **Mitigate Tax Levy Implications:** Stay informed at State and City levels of pending "fiscal cliff." Command Staff to advocate at every level for solutions. Regularly and proactively communicate with City Administration and Finance Departments.
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.

Future Items

-2029 and beyond-

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.
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 Needs:** Review current status of the PD/FD/DPW training facility project that was started in 2026. Secure capital project funding through the City for an estimated 2031 renovation start.

Section 4. Project Management for Strategic Success

1. 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.

2. 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.

3. 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 employee engagement. By applying project management principles, the Wauwatosa Police Department systematically prioritizes projects, allocates resources efficiently, and tracks progress, leading to more impactful and sustainable outcomes.

Project management works as a structured approach to planning, executing, monitoring, and completing a project. It involves using methodologies, tools, and processes to ensure the efficient use of staff, resources, adherence to timelines, and delivery of desired outcomes.

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.

5. How It Supports Success

Project management ensures that complex initiatives 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.

6. Budget and Resource Transparency

A project management system ensures transparency in law enforcement agencies through several mechanisms that enhance visibility, accountability, and communication throughout the project lifecycle.

- **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: Strategic Success Through Project Management

The need for effective strategic planning and 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 staff and resources. Our project management initiative provides the structured approach necessary to meet these challenges head-on through the following:

- Responding to a changing landscape of evolving demands and increased accountability
- Leveraging resources effectively by maximizing return on investment and streamlining operations

- Building a future-ready agency by embracing innovation and fostering a collaborative culture
- Timing is critical due to current opportunities, challenges and changing expectations

Call to Action

Now is the time to act and position ourselves as community leaders in effective, efficient, and accountable law enforcement operations. By embracing a project management philosophy and system, 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.

We will build an agency that consistently delivers excellence, inspires trust, and drives meaningful change. We will lead the way in shaping the future of law enforcement.