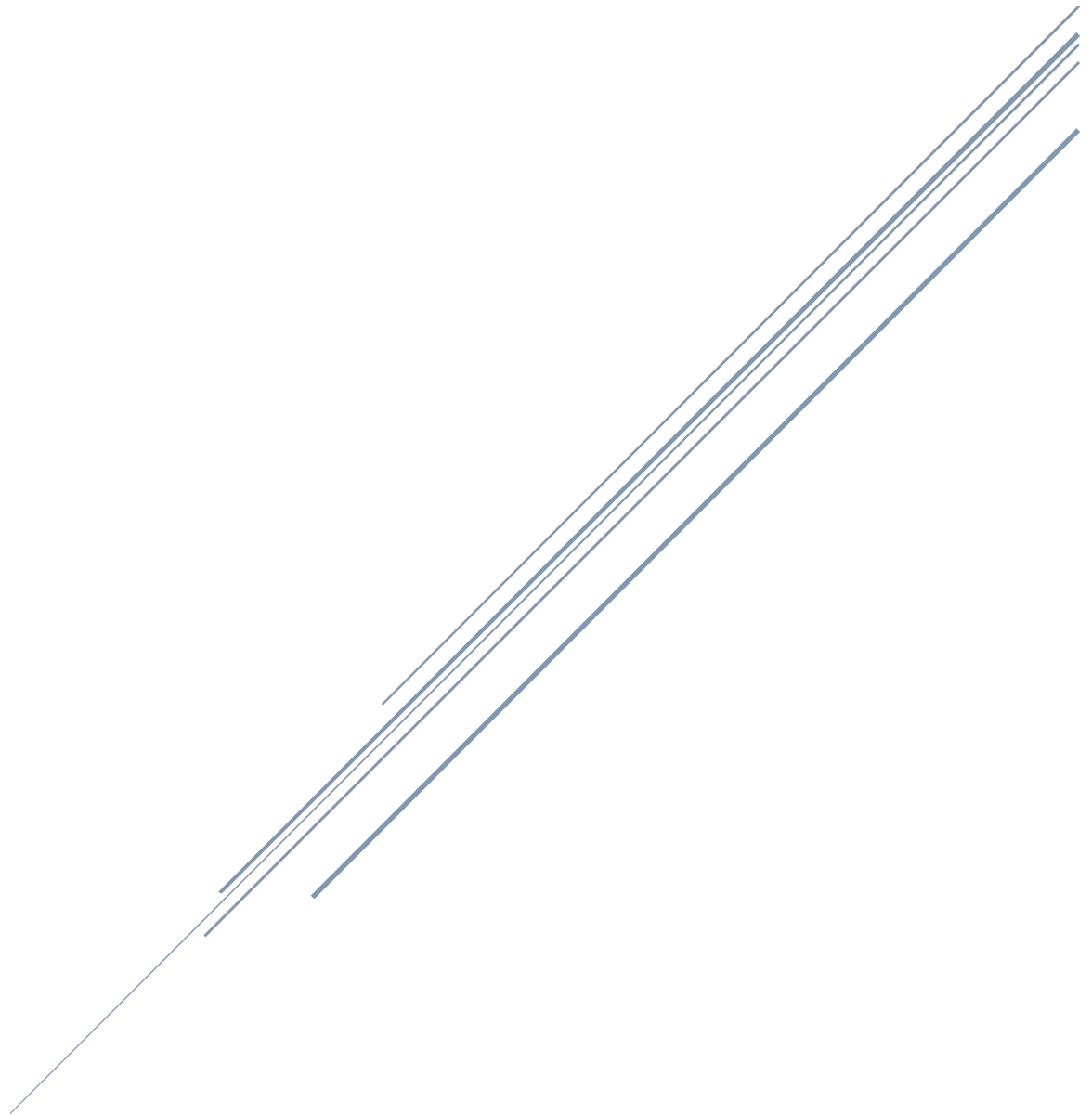


WAUKESHA POLICE DEPARTMENT ORGANIZATIONAL RESTRUCTURE PROPOSAL

April 12, 2022



Chief Dan Thompson – Waukesha Police Department
A pledge to serve with Integrity, Honor, and Courage.

Introduction

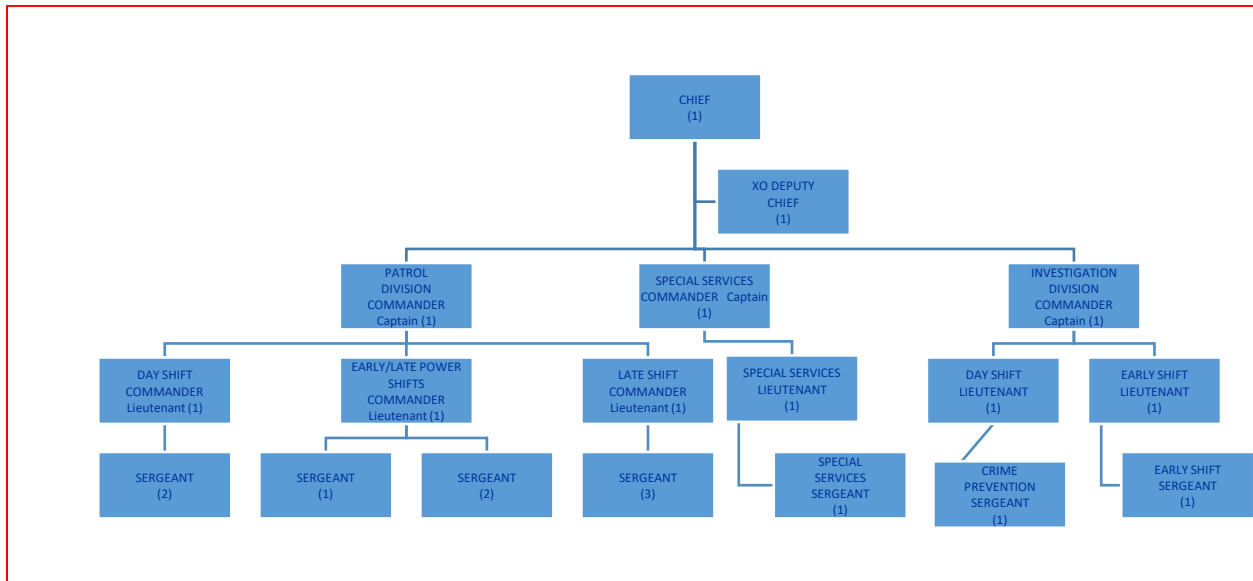
The Waukesha Police Department is operationalizing its movement towards becoming an Intelligence Led Neighborhood Engagement model agency. In order to maximize on this movement an organizational restructure will need to be made which includes the addition of an Assistant Chief position.

2022 Staffing and Structure

Currently the Waukesha Police Department (WKPD) has 20 sworn supervisory positions with the positions broken down by rank below.

Rank	Staff Numbers
Chief	1
Deputy Chief	1
Captain	3
Lieutenant	6
Sergeant	9
Total	20

In January the agency was restructured slightly to have the Chief oversees the day-to-day operations of the PD, while the Deputy Chief oversees the day-to-day administrative responsibilities. This operational oversight coupled with feedback from supervisory staff assisted in evaluating a proposed restructure. The **top** of the organization chart currently is pictured below with all non-sworn supervisors removed.

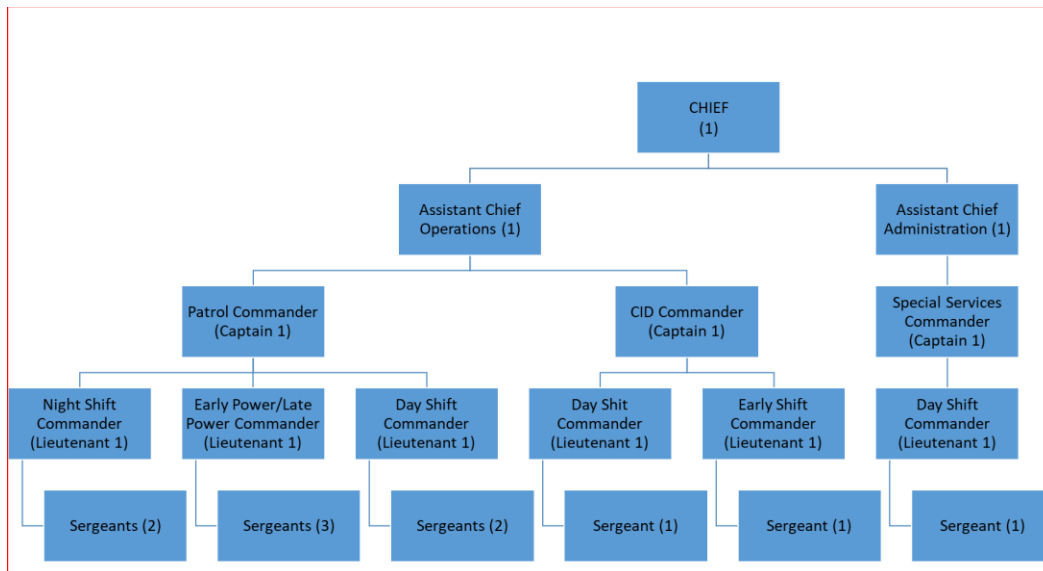


Justification for Restructure

In May of 2020 Chief Thompson began shaping the agency to function as an Intelligence Led Neighborhood Engagement(ILNE) Model agency. During this transformation he has been constantly evaluating operations and workflow to fit this desired model. As the leader of the agency, he has been soliciting feedback from all levels of the agency while developing possible strategies. The result of this assessment led into a two-phase restructure. The first phase has already been completed and was pictured in the early graphic. This includes renaming the position of Deputy Chief to Assistant Chief after DC Angle's retirement. The second phase involves solving two key issues, single points of failure and the large administrative workload carried by sergeants.

There were a handful of positions that were identified as single points of failure in that when the person in charge of that organizational function was not available it created a workflow jam. The key positions were the Deputy Chief, Office Manager, Special Service Sergeant, and Emergency Communication Center Supervisor. This proposal will address the single points of failure at the two sworn positions mentioned earlier.

The restructure would consist of adding an additional Assistant Chief and assign that position to operations having the Patrol and CID commanders assigned as direct reports. The Administrative AC would then oversee the commander of the Special Services division and both AC's would report directly to the Chief of Police. The addition of this position would increase the number of executive positions from five to six. The executive officers would then begin drawing responsibilities away from the shift commanders so that the shift commanders could take on more administrative tasks from their sergeants. This would increase the direct supervisory abilities of the sergeants as they would be in the field leading their shift. This would also allow the sergeants to develop intelligence officers on the shift to further our ILNE efforts.



Comparable Agency Structures

Upon review of a survey of agencies involved in Wisconsin's Police Executive Group (PEG) conducted in 2019 we found that the proposed organizational structure is currently being used by other agencies. These agencies range in populations of 26,000 to 104,000. Below is a breakdown that demonstrates seven communities smaller than Waukesha using a two Assistant Chief structure.

Municipality	Population	Chief	Deputy/Asst Chiefs
Green Bay	104,000	1	2
Kenosha	100,000	1	2
Racine	78,860	1	5
Waukesha	70,718	1	1
Eau Claire	68,339	1	2
Janesville	64,159	1	2
West Allis	60,087	1	2
Fond du Lac	44,000	1	2
New Berlin	40,200	1	2
Manitowoc	33,736	1	2
Stevens Point	26,717	1	2

The analysis can be broken down into executive staff size as well. WKPD's executive staff is called the Command Team and focuses on agency policy, vision, and budget. An addition to this team would increase the Command Team's efficiency when operationalizing the agency's ILNE vision. Below *six agencies* smaller than Waukesha PD feature an executive staff that is larger than WKPD's.

Municipality	Population	Chief	DC/AC	Captains	Executive Staff
Green Bay	104,000	1	2	6	9
Kenosha	100,000	1	2	5	8
<i>Fond du Lac</i>	<i>44,000</i>	1	2	5	8
<i>New Berlin</i>	<i>40,200</i>	1	2	5	8
<i>UW Madison</i>	<i>64,000</i>	1	1	5	7
<i>West Allis</i>	<i>60,087</i>	1	2	4	7
<i>Manitowoc</i>	<i>33,736</i>	1	2	4	7
Racine	78,860	1	5		6
<i>LaCrosse</i>	<i>52,326</i>	1	1	4	6
Appleton*	75,000	1	1	3	5
Waukesha	70,718	1	1	3	5
Greenfield	36,868	1	1	3	5
Franklin	36,046	1	1	3	5
Oshkosh	67,000	1	1	2	4
Sheboygan	49,288	1		3	4
Wausau	40,000	1	1	2	4
Brookfield	39,000	1	1	2	4
Superior	27,244	1	1	2	4
Watertown	24,100	1		3	4

Lastly, the analysis can be broken down into total sworn supervisory staff size as well. Below six agencies smaller than Waukesha PD feature a sworn supervisory staff that is larger than WKPD's.

Municipality	Population	Chief	DC/AC	Captain	Lieutenant	Sergeant	Sworn Supervisors
Racine	78,860	1	5		10	23	39
Green Bay	104,000	1	2	6	20	4	33
Kenosha	100,000	1	2	5	8	17	33
West Allis	60,087	1	2	4	8	10	25
LaCrosse	52,326	1	1	4	5	13	24
UW Madison	64,000	1	1	5	6	9	22
New Berlin	40,200	1	2	5		13	21
Eau Claire	68,339	1	2		5	13	21
Oshkosh	67,000	1	1	2	5	12	21
Appleton*	75,000	1	1	3	16		21
Waukesha	70,718	1	1	3	6	9	20
Wauwatosa	47,300	1		2	6	10	19
Janesville	64,159	1	2		4	11	18
Sheboygan	49,288	1		3	4	9	17
Manitowoc	33,736	1	2	4	7	2	16
Beloit	38,000	1		2	4	9	16
Wausau	40,000	1	1	2	12		16
Menomonee Falls	37,000	1	1	1	4	8	15
Brookfield	39,000	1	1	2	5	6	15
Fond du Lac	44,000	1	2	5	7		15

Cost and Funding Source

The pay grade for the position of Assistant Chief is 17 with a range of \$104,326 - \$140,840. The financial plan is to fund this AC position with funds in the 2022 operational budget. The 10.25 patrol schedule has reduced the PD's patrol overtime budget. An estimated savings of nearly \$80,000 is reasonable as the PD was anticipating this reduction in October of 2021 prior to the Christmas Parade incident. Addition funds from the American Rescue Plan Act (ARPA) can offset some of the 2022 funding.

Job Description

Appendix A contains the draft job description of Assistant Chief of Police that reflects the proposed organizational restructure. A section of the job description that covers the individual responsibilities of each AC is below. In order to ensure there is no single point of failure they will cross train in those responsibilities listed below.

Assistant Chief of Operations:

- Prepares discipline cases to be heard before the Police and Fire Commission and handles all communications with attorneys.
- Represents the Department during collective bargaining.
- Serves as liaison on employee grievance matters and issues regarding working conditions.

Assistant Chief of Administration:

- Communicates directly with the City Administrator and Human Resources Director on matters of benefits, salary, and discipline.
- Assists in preparation of personnel recommendations to the Common Council on long range planning and budget preparation.
- Manages all claims filed against the Department and acts as liaison with insurance company and attorneys.

Conclusion

The Waukesha Police Department has been transforming into an Intelligence Led Neighborhood Engagement Model agency since May of 2022. This organizational restructure is critical in operationalizing the ILNE vision and increasing the overall efficiency of the agency. Additionally, this double AC model will have each AC being crossed trained in operational and administrative responsibilities to eliminate an identified single point of failure as they back each other up.

Appendix A

Job Title	Assistant Chief of Police
Department	Police
Exempt/Non-Exempt Status	Exempt

Scope of Work	
This is a professional administrative position that works under the supervision of the Chief of Police and acts as the Chief in his/her absence; responsible for the effective organization and supervision of all phases and operations of the Police Department to maintain law and order and to protect the life, welfare, and property of the citizens of the City of Waukesha.	
Supervision	
Received	Chief of Police
Exercised	Directly or indirectly supervises all Department personnel.

Essential Job Functions The job functions listed herein are neither exclusive nor exhaustive but are intended to be illustrative of the types of tasks the employee will most likely be expected to perform on a regular basis. The employee may be asked to perform different or additional tasks than the ones listed here, as the needs of the employer and/or the requirements of the position change.

1. Directs and supervises all operations, administration, and personnel of the Police Department under the supervision of the Chief of Police; acts as the Chief in his/her absence; maintains proper discipline and efficiency within the Department and is responsible for the normal daily operations.
2. Develops standard operating procedures for respective shifts and division; researches develops and drafts general orders for the Department.
3. Keeps the Chief regularly informed of Department activities.
4. Assists supervisors with the orientation of new personnel and ensures that assigned personnel are trained in the current methods, techniques, use of equipment, Department rules, SOPs, and General orders; assists in formulating, organizing and supervising training programs and in defining new ordinances, regulations, and administrative policies.
5. Supervises the maintenance of Department books and records; frequently examines the Department records to ensure that they are properly kept and maintained.

6. Consults with supervisory personnel relative to the efficiency, discipline and conduct of Department personnel; ensures the proper investigation of infractions of general orders and rules as warranted.
7. Reviews daily activity reports; confers with subordinate officers and personnel regarding action taken.
8. Supervises police work and services by personnel under his/her command; regularly assesses the needs of the division.
9. Investigates or has investigated formal complaints against subordinates and reports his/her findings and recommendations, in writing, to the Chief of Police.
10. Assists other City departments and law enforcement agencies as necessary and cooperates with other divisions within the Department to promote harmonious and efficient operations.
11. Serves as liaison with the Common Council on several committees and subcommittees.
12. Assists in planning, organizing, and supervising the application of new programs, techniques, and procedures and in evaluating and recommending the most efficient methods in crime detection, apprehension, and police department administration.
13. Confers and corresponds with other law enforcement agencies regarding policing, crime detection and apprehension.
14. Communicates directly with elected City officials to analyze, prioritize, and solve problems.
15. Promotes a positive image of the Department and strives to improve citizen understanding and cooperation by representing the Department as the Public Information Officer in limited capacities.
16. Attends civic meetings and other gatherings and participates in programs; gives public presentations and promotes the image of the Department to attain better citizen understanding and cooperation.
17. Attends seminars, lectures, exhibits etc., and uses other reference materials to keep current on new techniques and developments related to law enforcement, crime detection and police department administration.
18. Evaluates any inadequate staffing and/or resources and recommends necessary changes.
19. May be required to perform core supervisory responsibilities , such as conduct internal investigations, respond to, and supervise all major incidents, enforce all Rules, General Orders and SOPs to ensure accountability, assign, schedule, and supervise division personnel.
20. May be required to perform core sworn responsibilities, such as apprehending and interrogating suspects; conducting investigations; appearing as a witness and giving testimony; patrolling and policing assigned areas on foot or in police vehicles; rendering first aid at accidents; serving official notices and summons, etc., and performing other general duties for the purpose of law enforcement.

21. Accurately documents the performance of personnel as required; works at building relationships, increasing effectiveness and morale, and ensuring employee's wellbeing; teaches, coaches and mentors Department personnel as required.
22. Leads by being open to new ideas from personnel by seeking input and listening with an open mind.
23. Develops future leaders through communication and mentoring.
24. Ensures fair performance evaluations that are supported by documentation.
25. Conducts effective debriefs in roll call and on major incidents.
26. Plans and arranges for police protection and standby emergency services at large meetings and gatherings, parades, celebrations, etc.
27. Assures that the appropriate number of police personnel are present at events or gatherings likely to attract large numbers of people.

Assistant Chief of Operations:

28. Prepares discipline cases to be heard before the Police and Fire Commission and handles all communications with attorneys.
29. Represents the Department during collective bargaining.
30. Serves as liaison on employee grievance matters and issues regarding working conditions.

Assistant Chief of Administration:

31. Communicates directly with the City Administrator and Human Resources Director on matters of benefits, salary, and discipline.
32. Assists in preparation of personnel recommendations to the Common Council on long range planning and budget preparation.
33. Manages all claims filed against the Department and acts as liaison with insurance company and attorneys.

Other Job Functions

34. Performs related duties as assigned.

Requirements of Work

Graduation from four- year college or university with a bachelor's degree and additional training from the FBI National Academy or its equivalent preferred , plus a minimum of 7 years of experience in police enforcement with at least 3 – 5 years of supervisory experience; or any equivalent combination of training and experience which provides the following knowledge, ability, and skills:

Knowledge of	<ul style="list-style-type: none"> • The techniques and objectives of modern police administration and procedure. • Local ordinances, statutes and laws and their interpretation and application. • The permissible use of police powers. • The use and care of weapons.
Ability to	<ul style="list-style-type: none"> • Plan and supervise sworn and non-sworn personnel performing a variety of operations and activities, while maintaining harmonious relationships. • Provide effective leadership and to plan, assign, and direct the work of various operating units. • Prepare reports and records necessary for the effective and efficient operation of a municipal police department. • Communicate effectively both orally and in writing. • Work effectively with Federal, state, and local jurisdictions and authorities, municipal officials, other city departments, and community and private groups. • Diffuse violent or potentially violent situations. • Perform physically to apprehend, restrain and/or forcibly arrest suspects when necessary. • Perform in psychologically adverse working conditions. • Establish and maintain effective working relationships with coworkers, administrators, and the general public.
Skill in	<ul style="list-style-type: none"> • Public relations and the ability to gain and keep the public trust. • The appropriate use of arrest techniques. • Oral and written communications.

Necessary Special Requirements

Possession of a valid Wisconsin driver’s license; Wisconsin Law Enforcement Training and Standards Certification (initial and continued) and graduation from the FBI National Academy or its equivalent preferred; ability to pass a criminal and financial background check; no felony convictions.

Physical Demands

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Work is performed both outdoors and in an office setting; hand-eye coordination is necessary to operate computers and various pieces of office equipment.

- Specific vision abilities required by this job include close vision and the ability to adjust focus.
- While performing the duties of this job, the employee frequently is required to stand; talk and hear; smell; use hands and fingers to handle, feel, or operate objects, tools, or controls and reach with hands and arms.
- The employee is occasionally required to walk; sit; climb or balance; stoop, kneel, crouch, or crawl.
- The employee must occasionally lift and/or move up to 50 pounds and may occasionally have to lift and/or move in excess of 50 pounds.