



Wausau Police Department Strategic Plan 2017-2021





Robert Mielke

Mayor

Jeffrey G. Hardel
Chief of Police
(715) 261-7800

Wausau Police Department

February 6, 2017

Honorable Mayor Robert Mielke
Members of the Common Council
Police and Fire Commission

Ladies and Gentlemen:

This strategic plan was developed by our strategic planning committee over the course of late 2015 and 2016. To my knowledge, this is the first strategic plan developed by our police department in the course of its more than 100 years of service to our great community.

This planning process entailed a diligent effort of meetings, surveys, interviews, research, compilation of data, collaboration with partners, and more. I would like to specially thank Don Ryder for his facilitation skills and guidance throughout this important process. This strategic planning process provided an avenue for focused thought about our mission, vision, and values as well as our particular strengths and weaknesses as an agency.

The great Vince Lombardi said "perfection is not attainable, but if we chase perfection we can catch excellence." Part of this strategic planning process required us to examine our internal strengths and weaknesses. This process will aid us in becoming purposeful in chasing excellence in the coming years.

Dwight D. Eisenhower said "in preparing for battle I have always found that plans are useless, but planning is indispensable." The process of strategically analyzing our future will prepare us to better serve our community. The plans may change during the execution of this strategic plan, but we have a great foundation to begin as a result of the planning process.

Our mission at the Wausau Police Department ends with "to enhance the quality of life." We are honored to serve our great community and we will continue to strive for excellence in our work. Thank you to all the people who have served on this committee or took the time to help us along the way. This document serves as the culmination of over a year of work. We trust you will find it helpful in understanding our future path.

Best Regards,

Benjamin K. Bliven
Deputy Chief



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STRATEGIC PLANNING PROCESS

Strategic planning is a process of formally thinking about our future. It is a disciplined effort to define our direction as well as make fundamental decision about how we will achieve our mission. The Wausau Police Department decided to undertake a strategic planning process for three primary purposes:

- 1) To reaffirm our mission, vision and values
- 2) To formally identify our strengths and weaknesses
- 3) To create a focused plan to improve our ability to serve our community

The strategic planning committee comprised employees from each bureau of our department and consisted of employees with a wide range of tenure. These 12 members participated in the planning of the strategic planning process and consistently provided input to develop this document.

In our first few meetings, this committee identified the thirteen steps necessary to develop our strategic plan. These steps include:

- 1) Surveys of internal employees, community partners and stakeholders
- 2) Mission, Vision, and Values – Review, modify, affirm and create
- 3) Identify formal and informal mandates
- 4) Assess Strengths and Weaknesses of our Internal Environment
- 5) Assess Challenges and Opportunities of the External Environment
- 6) SWOC Analysis – Analyze steps 4 & 5
- 7) Identify Strategic Issues from SWOC Analysis
- 8) Develop Strategies, SMART Objectives and Action Plans
- 9) Summarize into a Strategic Planning Document

The first step of our planning process was comprised of surveys. We surveyed our staff to ask about our mission, vision and values. In addition, employees were asked to rate the effectiveness of leadership and identify our top strengths and weaknesses. We also surveyed our community partners including City of Wausau employees, The Women's Community, Marathon County District Attorney's Office, North Central Health Care, Marathon County Jail, Marathon County Social Services, Aspirus Hospital, Community Corrections, and the Wausau School District.

The remainder of this document will outline the outcomes of the Strategic Planning process. Our committee had significant discussion around all of these issues. The information contained herein is the end result of that discussion. As always, we welcome feedback on how we can improve as individuals and as an agency. Please contact Deputy Chief Ben Bliven with your thoughts or concerns arising from our strategic plan. Thank you for reading!



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Mission: The Wausau Police Department strives for excellence and partners with our community to enhance the quality of life.

We had lengthy discussions about our mission statement and decided upon some minor adjustments to the mission statement. We changed “by partnering with the community to enhance the quality of life” to “and partners with our community to enhance the quality of life.”

The key component that changed was changing by to and partners which separates the “striving for excellence” from the partnership component. The committee had significant discussion around the word “the” vs “our” community. Because we live in this community and strive to make it better, we felt strongly about affirming this community as ours. This is not to say that we have any ownership or control over the community, but we do have a sense of investment and pride in our community.

New Vision: To be regarded as the standard of excellence in policing.

The committee formulated this vision as we did not have an official vision statement prior to this strategic planning process. Our discussions began with a discussion of what a vision statement should be. Ultimately, we want to create a vision statement that keeps us striving to improve decades into the future. This vision statement was the result of lengthy discussions about being perennially excellent.

The key component of our debate was the component “regarded as.” Eventually, we decided to add these two words because it is not for us to say whether or not we are the standard of excellence in policing. This should be a judgment made by our community as well as other police agencies around the country. As individuals and organizations know well, there is always room for improvement. This vision statement gives us incentive to continually strive to be better.

Reaffirmed Core Values: Professionalism, Accountability, Integrity and Respect

Our committee discussed the significance of core values as well as the possibility of adding or subtracting core values. We discussed at length the value of compassion as it is a significant component of how we interact with our citizens. As we finalized our values, we determined that compassion is a key component of both professionalism and respect. Our strategic planning committee determined compassion is important in our work, but felt these four core values comprised the value of compassion already.

Training & Technology

Goal 1: Evaluate and improve our collection, management and use of information.

Objective 1A	Conduct an information and technology audit			
	Timeframe: 2017		Person Responsible: Detective Cord Buckner	
	Implementation Tasks	Determine steps within information and tech audit	02/28/2017	Cord Buckner
		Quantify and Qualify Information: What do we have, where is it and who uses it?	06/30/2017	Cord Buckner
		Assess value of information: use; # users; importance; retention; access; duplication; gaps; bottlenecks/inefficiencies; user satisfaction	09/30/2017	Cord Buckner
		Benchmark: how does our information compare to other [police] agency information; how are we using data vs. how are other [police] agencies using data	12/31/2017	Cord Buckner
	Success Indicators	The information flow is easily identified through the mapping process		
		The team clearly understands and is able to explain the usefulness of our data and its source.		
Management agrees on the specific use of the information / data.				
Funding Estimate	Currently Unknown. This may require a consultant to assist with audit. IT may have relevant resources.			
Objective 1B	Execute a strategy to improve use of information & technology			
	Timeframe: 2017		Person Responsible: Detective Cord Buckner	
	Implementation Tasks	Identify an area of "low hanging fruit" to improve operations	02/28/2017	Cord Buckner
		Create advisory group within agency (also consider external partners)	06/30/2017	Cord Buckner
		Plan a project that optimizes operations and improves our ability to meet our mission	09/30/2017	Cord Buckner
		Execute this project	11/30/2017	Cord Buckner
		Evaluate enhancements as a result of the project	12/31/2017	Cord Buckner
		Repeat process for additional projects	2018 & 2019	TBD
Success Indicators	Increased efficiencies or deeper understanding of our processes are gained as a result of the project.			
Funding Estimate	\$2,000			
Objective 1C	Conduct a Training Audit & Administer Training			
	Timeframe: 2018		Person Responsible: Detective Cord Buckner	
	Implementation Tasks	Quantify and Qualify existing training: What is our current training delivery model? Who provides the training? What other resources exist?	03/31/2018	Cord Buckner
		Assess current training methods: What changes can be made to improve?	06/30/2018	Cord Buckner
		Analyze other agencies to determine their delivery model	09/30/2018	Cord Buckner
		Assess and implement training modifications	12/30/2018	Cord Buckner
Success Indicators	Cost savings or more efficient processes			
Funding Estimate	\$4,000			

Staffing & Recruitment

Goal 1: Recruit and retain quality employees who believe in our mission statement and are motivated to provide a strong service to the community and uphold a positive environment which allows for growth and opportunity.

Develop and formalize a recruitment plan					
		Timeframe: 2017	Person Responsible: Capt. Todd Baeten		
Objective 1A	Implementation Tasks	Form a recruitment committee	02/28/2017	Todd Baeten	
		Determine the scope of options in the recruitment plan	06/30/2017	Todd Baeten	
		Identify best practices for recruiting minority candidates	09/30/2017	Todd Baeten	
		Formalize recruitment plan	12/31/2017	Todd Baeten	
		Create a mechanism to gather data about how candidates learn about the open position	06/30/2017	Todd Baeten	
	Success Indicators	Increase number of qualified candidates taking the test by 25%			
		Increase number of qualified minority candidates taking the test by 25%			
		Conduct 6 recruiting visits to state colleges and technical colleges annually			
		Collection of data indicating how candidates are learning about open position			
	Funding Estimate	\$5,000			
Analyze clerical staffing levels					
		Timeframe: 2017	Person Responsible: Office Supervisor Susan Lang		
Objective 1B	Implementation Tasks	Research the effectiveness of additional clerical staff	06/30/2017	Susan Lang	
		Compare our staffing levels with workload volume and staffing of other departments	06/30/2017	Susan Lang	
		Analyze the responsibilities of staff members	12/31/2017	Susan Lang	
		Analyze the work flow of staff members	12/31/2017	Susan Lang	
		Identify and quantify the backlog of work	12/31/2017	Susan Lang	
	Success Indicators	Explain the staffing need for clerical team			
		Reduce backlog by 5% quarterly			
Funding Estimate	Unknown - Dependent on Research				
Analyze Recruitment and Retention					
		Timeframe: 2018	Person Responsible: Captain Ben Bliven		
Objective 1C	Implementation Tasks	Evaluate the effectiveness of our recruitments	06/30/2017	Ben Bliven	
		Evaluate the qualities and strengths of our successful hires	09/30/2017	Ben Bliven	
		Review Field Training Process to validate effectiveness	12/31/2017	Melinda Pauls	
		Maintain work environment suitable to maintaining employees	Ongoing	Ben Bliven	
	Success Indicators	Reduction in new hires leaving employment prior to end of probationary period			
Funding Estimate	\$0				

Trust & Transparency

Goal 1: Strengthen community trust in all of our processes.

Objective 1A	Identify areas of the police department in which we can improve transparency.			
	Timeframe: 2017		Person Responsible: Captain Ben Bliven	
	Implementation Tasks	Make policies publicly accessible	04/01/2017	Ben Graham
		Aggregate traffic and crime statistics by demographics	12/31/2017	Ben Bliven
		Make demographic information publicly accessible	12/31/2017	Ben Bliven
	Success Indicators	Policies are easily publicly accessible		
		Traffic and crime statistics are tabulated and accessible by the public		
Funding Estimate	\$2,000			
Objective 1B	Evaluate and build on levels of trust of police in the community			
	Timeframe: 2017-2018		Person Responsible: Captain Ben Bliven	
	Implementation Tasks	Develop survey methodology	03/31/2017	Ben Bliven
		Develop survey questions	06/30/2017	Ben Bliven
		Secure necessary funding for 2018 budget	09/30/2017	Ben Bliven
		Begin annual community survey	01/01/2018	Ben Bliven
	Success Indicators	Survey is developed		
Survey is completed by community members				
Valuable data is collected				
Process is developed for annual survey				
Funding Estimate	\$5,000			
Objective 1C	Evaluate and build on levels of trust of police in the community			
	Timeframe: 2017-2018		Person Responsible: Captain Ben Bliven	
	Implementation Tasks	Identify areas of interest for community involvement by officers	12/31/2017	Andy Hartwig
		Evaluate recruitment efforts to increase minority applicants	12/31/2017	Ben Bliven
		Enhance community outreach to minority organizations	12/31/2017	Ben Bliven
		Develop process for updating website	12/31/2017	Susan Lang
		Identify training opportunities for implicit bias	12/31/2018	Ben Bliven
Success Indicators	More officers are participating in community events			
	Staff at PD is more racially diverse to match our community population			
	Website is up to date (can we make things more interactive/self-service) (should we have our own website?)			
	Training is received for implicit bias			
Funding Estimate	\$5,000			

Trust & Transparency

Goal 2: Strengthen community trust and legitimacy.

Objective 1A	Formalize a Community Communications Unit (CCU) plan (focus on leveraging all types of media to promote dept. and maintain community dialogue)			
	Timeframe: 2017-2018		Person Responsible: Lieutenant Todd Baeten	
	Implementation Tasks	Gather information/research other agencies as to parameters of community relations units/positions, including size of the department/community.	01/01/2018	Todd Baeten
		Establish a job description of desired duties that fit the department's needs.	01/01/2018	Todd Baeten
		Based on needs, assess feasibility of securing funding for full-time position, and/or reorganization of job duties amongst current staff to accommodate/assist with duties.	07/01/2018	Todd Baeten
		Seek training for staff, to include media production.	07/01/2018	Todd Baeten
		Explore internship/volunteer program to assist with media/social media	12/01/2018	Todd Baeten
	Success Indicators	Creation of a job description / description of duties		
Support acquired from City Council / Police & Fire Commission				
Media/production training completed				
There is a pool of media/production volunteer candidates to choose from				
Funding Estimate	TBD			
Objective 1B	Maximize community awareness of the department's community-oriented programs and initiatives			
	Timeframe: 2018-2019		Person Responsible: Lieutenant Nathan Cihlar	
	Implementation Tasks	Identify/compile list of all department programs.	12/01/2018	Nathan Cihlar
		Research technology, social media trends, and methods of other agencies; verify public communication methods are aligned with the community's evolving methods of seeking, receiving and sharing information.	07/01/2018	Nathan Cihlar
		Establish a marketing/promotional plan for each desired initiative.	01/01/2019	Nathan Cihlar
		Consistently promote/publish department program materials in a timely manner surrounding programming/event timeframes	12/01/2019	Nathan Cihlar
	Success Indicators	Outline of department programs is created, with marketing plan for each		
		Increased community response/traffic on department social media outlets		
Increase in new followers, followers from different segments/group within community, on department social media outlets				
Funding Estimate	\$0			
Objective 1C	Instill in the community an understanding of police response and investigation of critical incidents			
	Timeframe: 2017-2020		Person Responsible: Lieutenant Ben Graham	
	Implementation Tasks	Identify topics/scenarios of interest that present the most risk for controversy.	07/01/2017	Ben Graham
		Create educational materials/presentations/media productions for each topic.	01/01/2019	Ben Graham
		Establish plan for means of public dissemination/presentation, with consideration of how to best reach various groups in the community.	01/01/2019	Ben Graham
		Present the topics via various types of media and in community group settings	01/01/2020	Ben Graham
	Success Indicators	Topics to be addressed are identified, and training/education plan formed		
		Increased public interest and inquiries on use of force issues (presentations attended, positive social media response, increased community dialogue over media platforms)		
Decrease in false narratives across media platforms				
Funding Estimate	\$4,000			
Objective 1D	Customer service is a priority, with an emphasis on improving response times			
	Timeframe: 2017-2020		Person Responsible: Captain Ben Bliven	
	Implementation Tasks	Determine effective methods for recording/collecting response times	01/01/2018	Ben Bliven
		Partner with MNSO Communications to address needs/entries within the CAD system necessary for effective collections/analysis of response times	01/01/2018	Ben Bliven
		Analyze response times (including for walk-in complaints), identify and engage methods of improving response times.	01/01/2019	Ben Bliven
		Provide customer service training for all new sworn and civilian employees and volunteers (core values); explore training specific to law enforcement	01/01/2019	Ben Bliven
		Ongoing training for first line supervisors and FTOs on customer service, response time, helping each other with calls,etc		
	Success Indicators	Improved response times		
Completed training for new staff				
Decrease in citizen complaints				
Funding Estimate	\$5,000			

Building & Facility

Goal 1: Improve facility security so officers are safe when checking squads and employee vehicles are secure. Identify future facility needs.

Improve Parking Lot and Facility Safety				
	Task	Timeframe	Person Responsible	
Objective 1A	Implementation Tasks	Establish Committee to develop parking lot and facility security changes	03/31/2017	Facility Committee (John Phillips)
		Evaluate Current Conditions of Parking Lot & Facility	12/31/2017	Facility Committee
		Security Committee develops tasks to improve parking lot and facility safety	06/30/2018	Facility Committee
		Security Committee Explore funding options (CIP, Grants, Dept Budget, etc.)	12/31/2018	Facility Committee
		Security Committee makes appropriate presentations (PFC, PH&S)	2018	Facility Committee
	Success Indicators	Complete and Implement Changes to Parking Lot and Facility Security		
		Establish clear record of past incidents (Brian Witucki & Gas Can)		
		Improved Security		
	Funding Estimate	TBD		
	Improve Inner Office Environment / Organization			
	Task	Timeframe	Person Responsible	
Objective 1B	Implementation Tasks	Evaluate Current Conditions	12/31/2017	Facility Committee
		Survey Department Personnel	12/31/2017	Facility Committee
		Using departmental survey, determine needs	03/31/2018	Facility Committee
		Evaluate facilities of other agencies	06/30/2018	Facility Committee
		Identify Necessary Funding	09/30/2018	Facility Committee
		Implement needs changes within department	12/31/2019	Facility Committee
	Success Indicators	Conduct Follow-up Department Personnel Survey after changes implemented		
Funding Estimate	TBD			
Evaluate the need for department expansion				
	Task	Timeframe	Person Responsible	
Objective 1C	Implementation Tasks	Evaluate Current Department Conditions	12/31/2018	Facility Committee
		Est. Growth Scale (staffing) for Dept of last 20 years (5 year increments)	12/31/2019	Facility Committee
		Develop options and Cost estimates for Department Expansion (2nd story, Central FD)	12/31/2020	Facility Committee
		Explore funding options for Building expansion (CIP, Grant, PD Budget, etc.)	12/31/2021	Facility Committee
	Success Indicators	Compare findings from Objectives 1B and 1C to determine expansion needs		
Funding Estimate	TBD			

Employee Wellness

Goal 1: Maintain and increase mental, emotional, and physical levels of employee wellness

Evaluate resource deployment for efficiency and effectiveness			
Timeframe: 2017-2018		Person Responsible: Officer Nate Stetzer	
Objective 1A	Implementation Tasks	Determine calls for service appropriate for non-sworn employees (CSOs)	06/30/2017 Nate Stetzer
		Analyze occurrence and time of (deemed appropriate) calls for service	09/30/2017 Nate Stetzer
		Analyze the time spent by officers on those calls for service	12/31/2017 Nate Stetzer
		Determine if need exists to staff non-sworn employees during certain times	06/30/2018 Ben Bliven
		Determine cost of non-sworn/part-time officers	06/30/2018 Ben Bliven
Success Indicators	Increased use of non-sworn employees (i.e. CSOs) for appropriate calls for service		
Funding Estimate	Overtime/Cost of new, non-sworn, part-time employees		

Strengthen employee morale and commitment to community			
Timeframe: 2017-2018		Person Responsible: Garrett Carr	
Objective 1B	Implementation Tasks	Survey department to determine current morale and recommendations	06/30/2017 Garrett Carr
		Analyze survey	09/30/2017 Garrett Carr
		Interview other agencies about strategies they utilize to increase morale	03/31/2018 Garrett Carr
		Brainstorm ideas collected and determine what PD is able to incorporate	06/30/2018 Garrett Carr
		Implement strategies	12/31/2018 Garrett Carr
Success Indicators	Completion of initial survey		
	Follow-Up Survey yields increased morale results		
Funding Estimate	Overtime		

Focus on Mental Well-Being			
Timeframe: 2018		Person Responsible: Ben Graham	
Objective 1C	Implementation Tasks	Comparing other agencies retention rate	01/01/2018 Ben Graham
		Evaluate policies on officer involved traumatic incidents	06/30/2018 Ben Graham
		Provide training to staff and inform staff of resources to enhance mental well-being	12/31/2018 Ben Graham
Success Indicators	Increased productivity Levels		
	Survey of employee well-being		
Funding Estimate	None		

Improve physical wellness of employees			
Timeframe: 2017		Person Responsible: Andy Hartwig	
Objective 1D	Implementation Tasks	Create a permanent physical wellness committee	06/30/2017 Andy Hartwig
		Evaluate physical wellness plans of other police agencies	09/30/2017 Andy Hartwig
		Develop wellness plan for implementation	09/30/2017 Andy Hartwig
		Seek Council and PFC approval	12/31/2017 Andy Hartwig
		Implement Plan	01/01/2018 Andy Hartwig
Success Indicators	Increased overall physical wellness of the department (evidenced by reduction in sick usage and improvement in baseline physical wellness scores)		
	Increased participation by 10% in community events involving physical wellness		
	Increased number of employees receiving form of compensation		
Funding Estimate	Funding for compensation		

Incident Preparedness

Goal 1: Improve ability to respond effectively and efficiently to major incidents and natural disasters

Evaluate current resources and capabilities			
Timeframe: 2017		Person Responsible: Lt. Melinda Pauls	
Objective 1A	Implementation Tasks	Determine existing mutual aid agreements	Melinda Pauls
		Examine current minimum training levels for staff (and training above minimum standards)	Melinda Pauls
		Identify external resources currently identifiable and in use for incidents	Melinda Pauls
		Review past tabletop exercise after-incident reviews for deficiencies	Melinda Pauls
		Collaborate with local partners to determine assets, capabilities and deficiencies	Melinda Pauls
Success Indicators	Finalized document containing thorough documentation of current resources and capabilities		
Funding Estimate	\$1,000		
Determine available resources and training			
Timeframe: 2018		Person Responsible: Lt. Melinda Pauls	
Objective 1B	Implementation Tasks	Examine need for additional mutual aid agreements (or updates to existing agreements)	Melinda Pauls
		Identify minimum-level training for officers, lieutenants, and command staff	Melinda Pauls
		Identify advanced training for officers, lieutenants, and command staff	Melinda Pauls
		Collaborate with local, state, and federal partners to establish access to necessary resources	Melinda Pauls
Success Indicators	Finalized document identifying available resources and training		
Funding Estimate	\$1,000		
Develop implementation plan			
Timeframe: 2019		Person Responsible: Lt. Melinda Pauls	
Objective 1C	Implementation Tasks	Create a plan for ongoing training and table top/full scale exercises (with partners)	Melinda Pauls
		Create a plan to complete training (both minimum and advanced)	Melinda Pauls
		Incorporate major incident planning into annual training sessions (including collaborative partners)	Melinda Pauls
Success Indicators	Established formal plan		
	Training and Exercises completed		
Funding Estimate	\$5,000 annually for training/exercises		