

City of Delafield Police



2018 Annual Report

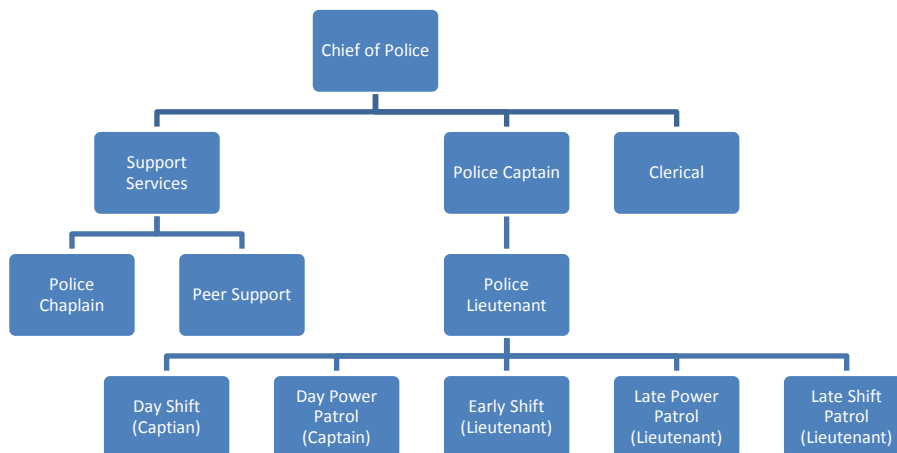
Chief Erik Kehl, MS, CPM

Staffing

Organizational Chart

The department is composed of 16 full time sworn personnel and two full time non-sworn clerks. Sworn personnel consist of the Chief of Police, Police Captain, Police Lieutenant and 13 Officers split between five shifts.

- The department provides 24 hour a day service, 365 days a year.
- Each shift overlaps with the previous shift to allow consistent coverage.
- The two Power shifts allow for additional staffing during the busiest hours of the day.
- Due to a resignation in the beginning of 2018, we remained below fully staffed as a hiring process was conducted and a new member hired and trained to assume the duties of a Patrol Officer with the department.



Study results

The department completed the staff study procedures recommended by Northwestern University Staff and Command College. This is one of the more reliable methods of determining staffing requirements available. It is also the same study completed when the Common Council authorized adding two sworn positions to the department in 2017.

The study results in a calculation that involves activity over a period of three years (2016-2018) divided between sworn Patrol Officers (not Supervisors or other position) and how many of those positions are required to accommodate a given amount of “unobligated time” per hour. Unobligated time refers to any time not actively conducting patrol operations. “Obligated time” involves handling specific calls for service. “Unobligated time” includes investigations, report writing, paperwork, and general patrol.

We consider the basic amounts of “unobligated time” to be 15, 30 or 45 minutes per Officer per shift. Obviously, the more unobligated time available, the more time exists to proactively patrol and seek offenses and other matters that can be dealt with. The findings based on the past three years of documented activity indicate:

Total Patrol Officers			
	On Duty	Staff	Total
TUT/Hr	Per Shift	Per Shift	Staff (3 Shifts)
45	8	16	48
30	4	8	24
15	3	5	15

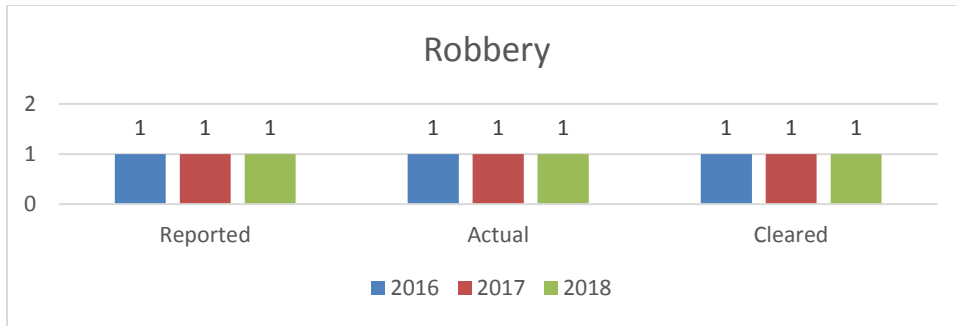
To maintain the 15 minutes unobligated time as agreed upon as a goal in 2016, the department would need to schedule three Officers on duty per shift. To accommodate regular off time rotations, benefit time and other absences, the department would need to staff five Officers per shift. This would result in a total staff of sworn Patrol Officers equal to 15 members. This is an increase of three sworn positions from our current staffing levels. Of course, to maintain adequate span of control, we would also require an additional sworn supervisor, thus adding a fourth member above and beyond current staffing levels.

Obviously, this is an unrealistic expectation based on the city’s finances, but needs to be considered when citizens take issue with the department’s response to ongoing complaints that would require time to monitor and address, as well as ongoing financial decisions. A loss of any sworn positions would negatively affect the operational efficacy and outcomes of this agency. The final report, including calculations and other relevant data is available upon request at the department.

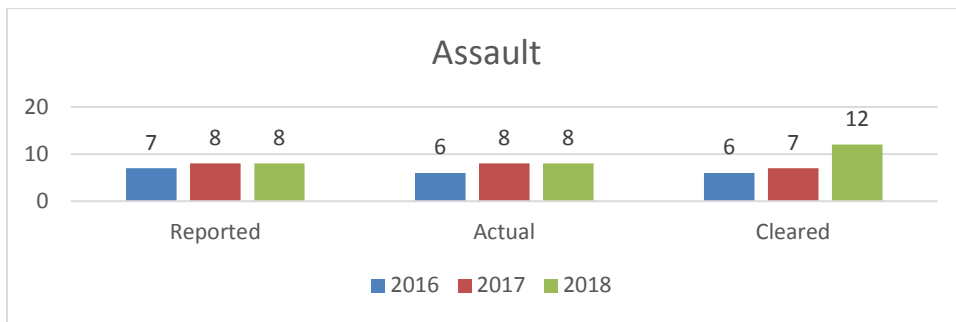
Uniform Crime Reports/Clearance Rates

Clearance rates are based on Uniform Crime Reports statistical data, which are comprised of specific types of incidents involving Criminal Homicide, Forcible Rape, Robbery, Assault, Burglary, Larceny – Theft, and Motor Vehicle Theft. This data is reported to the Federal Bureau of Investigation where data is collected and available to the public.

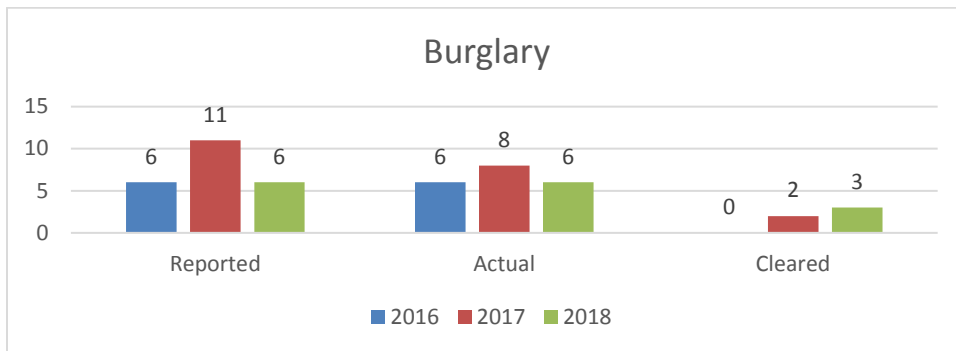
We are fortunate that no Criminal homicides or Forcible Rapes incidents were reported in the past three years. However, the following graphs illustrate the reported, substantiated and cleared crimes in the other categories reported.



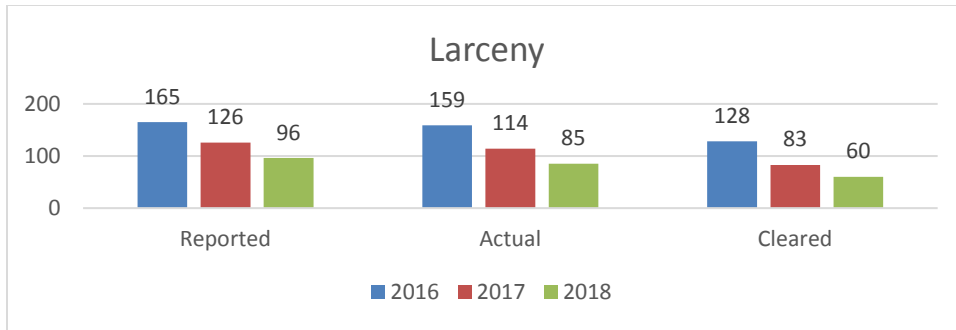
Robbery involves the forcible taking of property by the actor from a victim. We, as a community are fortunate to not have many of these incidents reported. However, the department’s efficacy in clearing these types of cases is just as important.



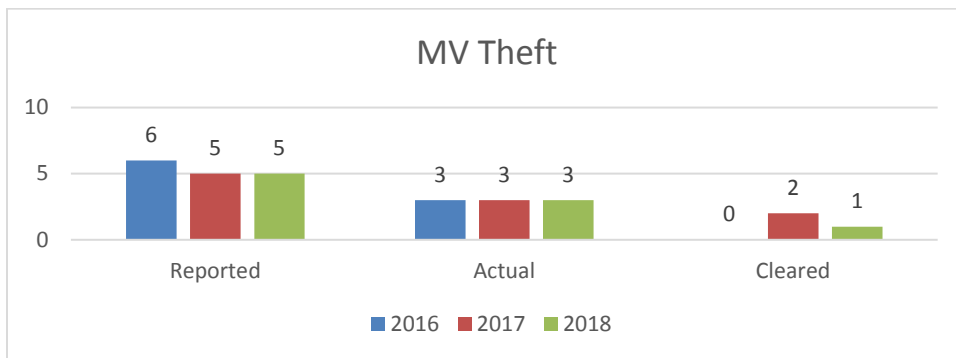
Assaults involve either the armed or unarmed physical altercation between parties, and may include domestic violence. Once again, the rate of these incidents being reported is consistent and fairly low for a community our size. However, once again, our rate of clearing these incidents remains high. The high clearance rate in 2018 relates to a case reported in 2017 but cleared after the new year and multiple actors being arrested for the same offense.



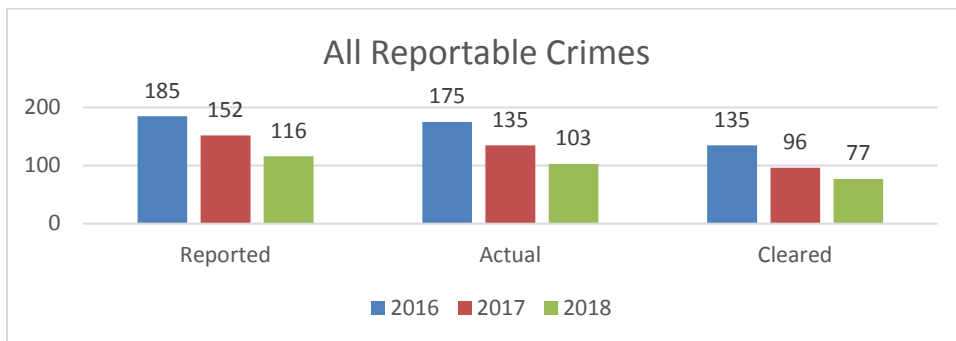
Burglary involves the unlawful entry into a building to commit a crime. These cases can be difficult to clear since there is normally no witness to the incident. A great deal depends on the identification, collection and preservation of physical evidence that is used to identify and arrest a suspect. The state Crime Lab, which analyzes physical evidence for many of these cases is understaffed, which causes delays in receiving timely information that would be used to identify suspects.



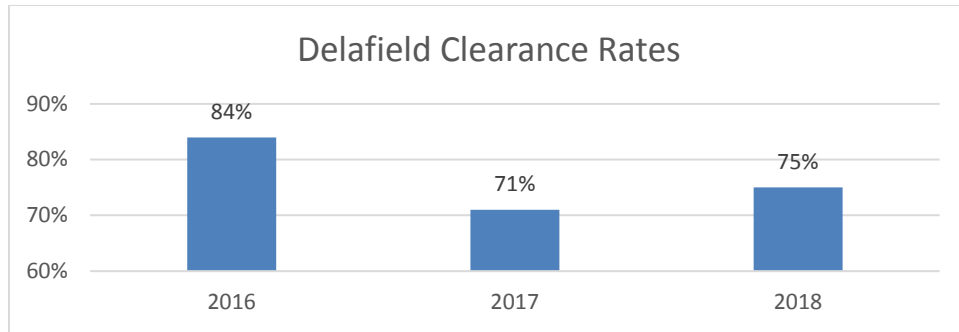
Larceny involves the unlawful taking of property from the victim without consent. A great deal of the department’s larceny cases involve retail theft. Due to ongoing, proactive Community Oriented Policing strategies (including Officer foot patrols) at the city’s retail establishments, the number of reported crimes has been consistently decreasing over time. We also continue to clear the majority of the reported offenses, thus deterring potential future offenders.



Motor vehicle thefts include the theft of trailers. Many times, these are difficult to prove when the vehicle or trailer is taken but there is a delay in reporting the incident due to not being aware a trailer was taken. However, as a community, we experience relatively low totals of these types of crimes report and respectable clearance rates.

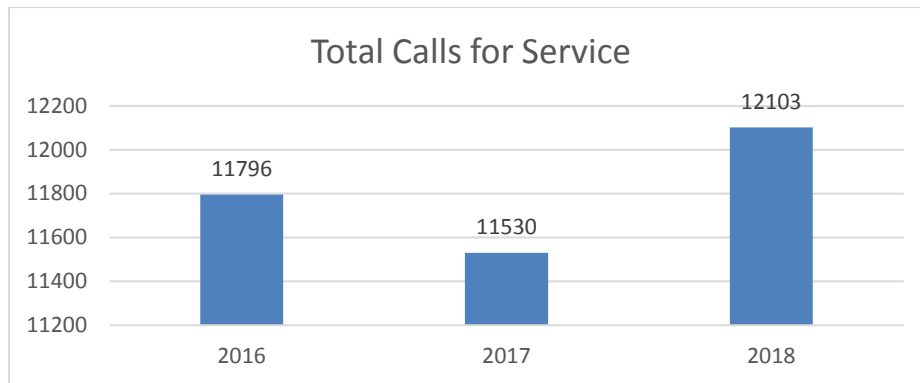


A review of all reported crimes over the past three years shows a steady (and in 2018 significant) decrease in reports, but higher than average clearance rates. This results in clearance rates over that time period reflected in the following graph:



The department is committed to effective Community Oriented Policing Strategies that include active engagement with citizens. This is done by conducting foot patrol at parks, schools, banks and businesses. Doing this allows us to know community members as more than just faces on the street. We also learn about what is important to community members and engage citizens in the achievement of our goals and mission.

Total Incidents

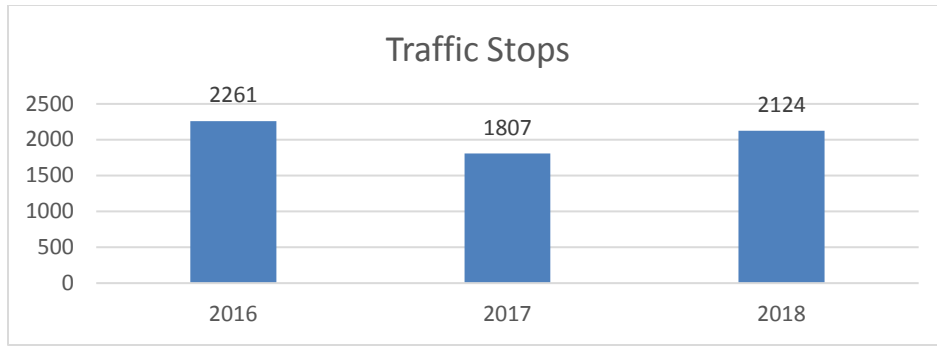


Incidents, or events, are any activities documented by members of the department on a day to day basis. Incidents include initiated activity like traffic enforcement and response to calls for service(s) from citizens. These statistics do not include time spent completing paperwork, conducting investigations and documentation. In 2018 the department documented the greatest number of calls for service in the department's history. The total of 12,103 translates to an average of 931 incidents per Officer per year or 77 incidents per member per month.

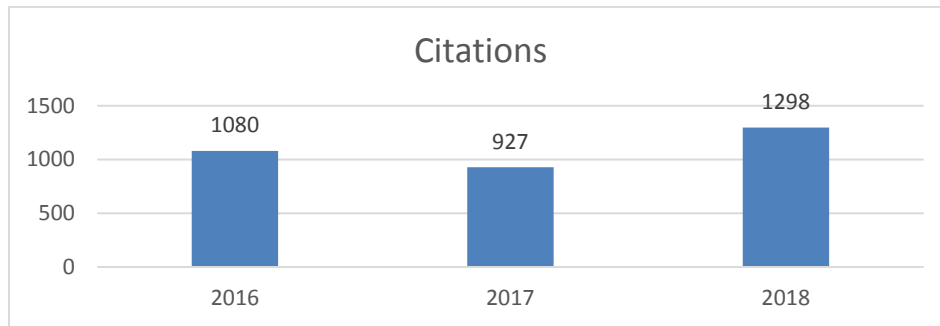
The dip in activity in 2017 reflects the hiring process and field training of new personnel over the course of that year.

Traffic Enforcement

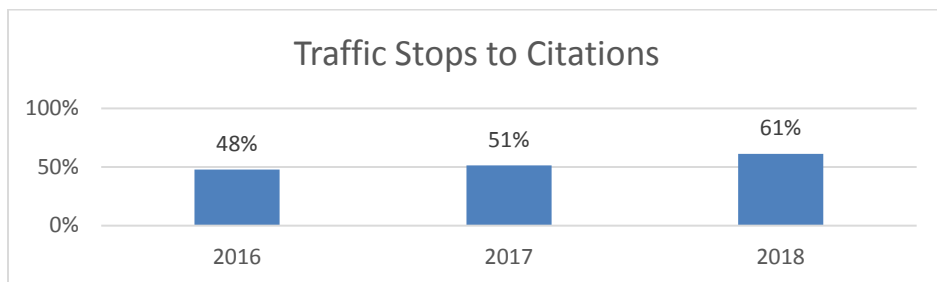
One of the responsibilities of department members is traffic enforcement. This includes proactive patrol as well as responding to complaints regarding ongoing problems.



The number of traffic stops was affected in 2017 due to hiring and training new members to get the department to strength based on budgetary restrictions. However, this still accounts for a significant amount of time and effort. Roughly the number of traffic stops, divided equally between patrol personnel equals 163 stops per member over 2018.



The outcome of any traffic contact is dependent on the circumstances, offense and nature of the interaction. The outcomes include arrest, citation, written and verbal warning, as well as repair notices for equipment violations. However, one consistent way to gauge results of traffic enforcement is the total number of citations issued on a yearly basis. It should be noted that in certain circumstances, more than one citation may be issued as a result of a single contact.

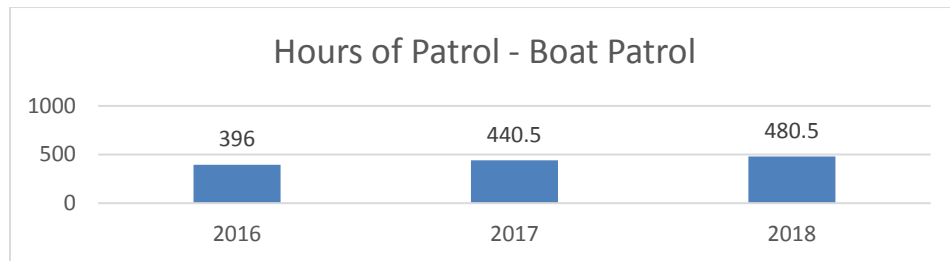


Although a single contact may result in multiple citations, that is not common. Therefore, it can be deduced that the number of stops that result in a citation being issued has increased. This can be for a variety of reasons, including the severity of the offense and danger of the community. The department does not view traffic enforcement as revenue generating, but rather as an opportunity to educate and incentivize safe driving habits.

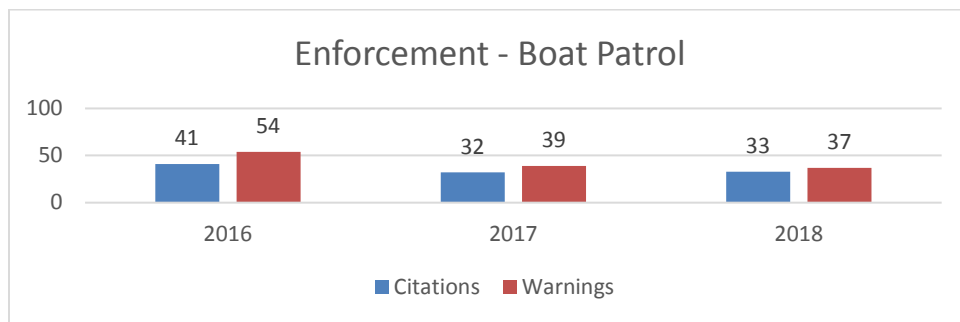
Boat Patrol

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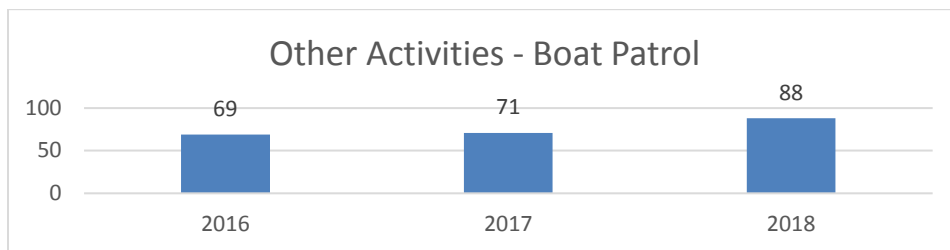
The department provides Boat Patrol Operations during the warm weather months. Emphasis is placed on the months of June, July and August. All members participate in this function after receiving training that has been recognized by the Dept. of Natural Resources as a model for other agencies to follow.



The number of hours patrolled on Lake Nagawicka has increased significantly over the past three years.



Enforcement is focused on education and safety matters rather than the generation of revenue for the city. The ratio of hours worked to either citations or written warnings issued results in the city being reimbursed at the highest rate possible by the DNR on a yearly basis. Additionally, in 2017 the DNR required tracking of only written warning. Verbal warnings were no longer accounted for, which is reflected in the reduction of warnings documented subsequent to that decision.

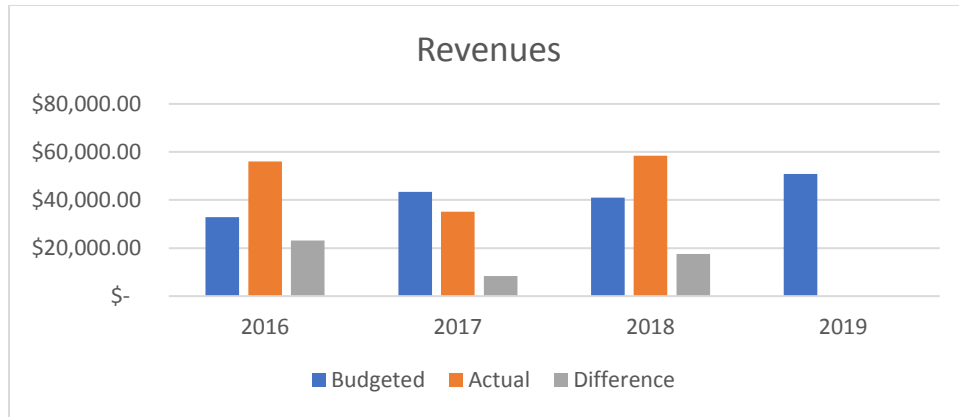


Other activities involve all other duties performed during Boat Patrol operations. This may include, but is not limited to safety compliance inspections of watercraft, search and rescue, individual and vessel assists. The Officers conducting Boat Patrol operations are there to maintain a safe and enjoyable resource for all citizens to utilize.

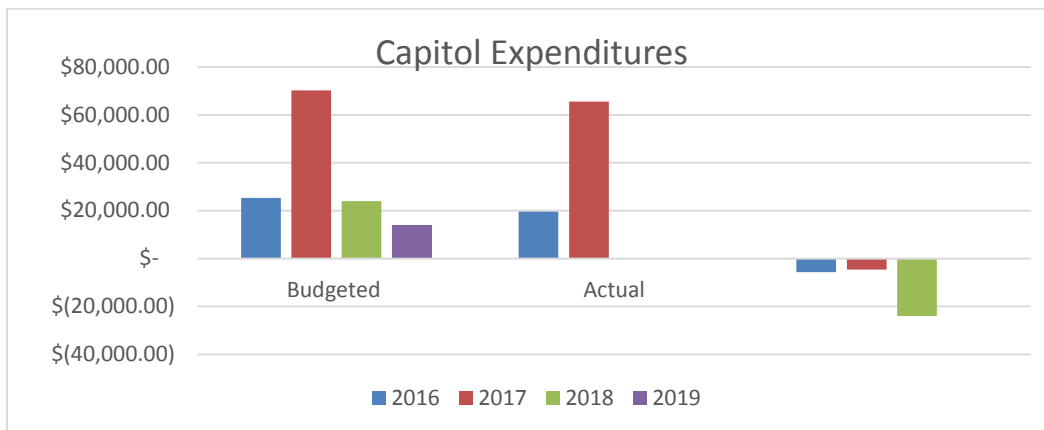
Budget

The department's budget has been an issue of debate for many years. When observed in a bubble, the department is an expensive resource to support. However, when you consider the mission and goals of the department, it becomes clear that the costs involve an investment in a quality community overall.

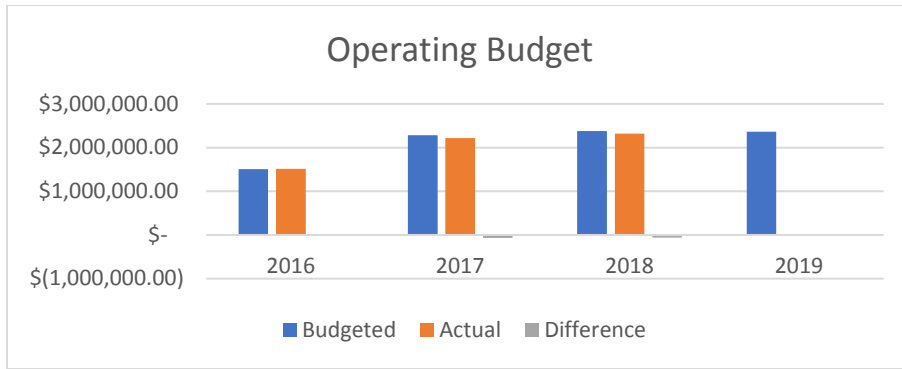
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Department members do not focus on revenue generation. While revenues do include fines from the city's municipal court, they are nominal. Funds are generated from various sources, including grants, the sale of unused or obsolete equipment, and, when possible, donations. For example, in order to fund the purchase of the Needle Shark syringe shredders, donations were collected from Rodgers Memorial Hospital in an effort to address a facet of the ongoing Opioid epidemic.



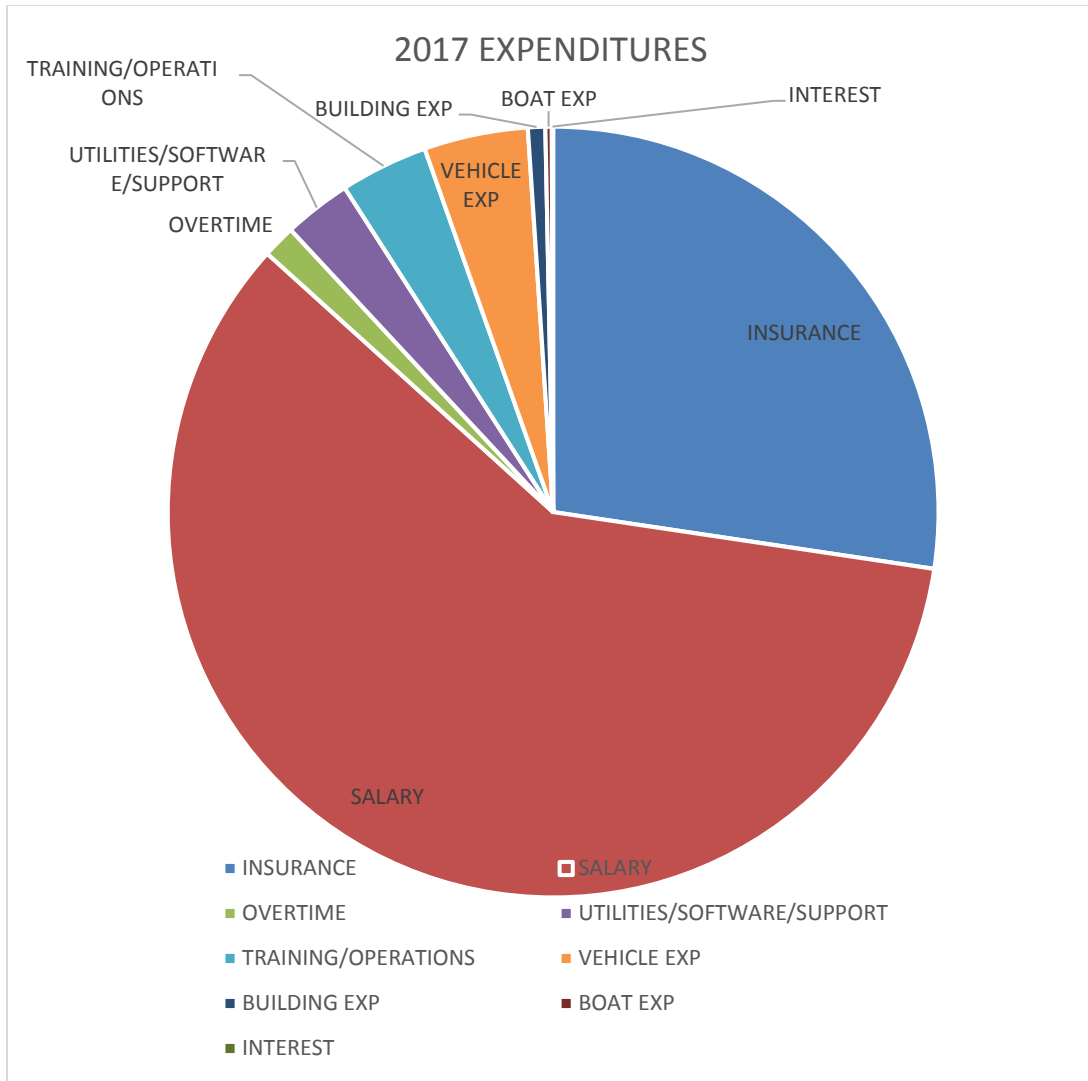
The department's capitol expenses are minimal. Most of the organization's expenses do not correspond with requirements for capitol expenses. However, even when capitol expenses are requested, we ensure we only utilize what is required to achieve the intent of the request. The higher request and expense in 2017 were due to the replacement of the department's Patrol Boat, boat lift and acquisition of a trailer to facilitate moving the watercraft. Those funds will be reimbursed by the state DNR due to ongoing Boat Patrol operations and the results of those efforts.



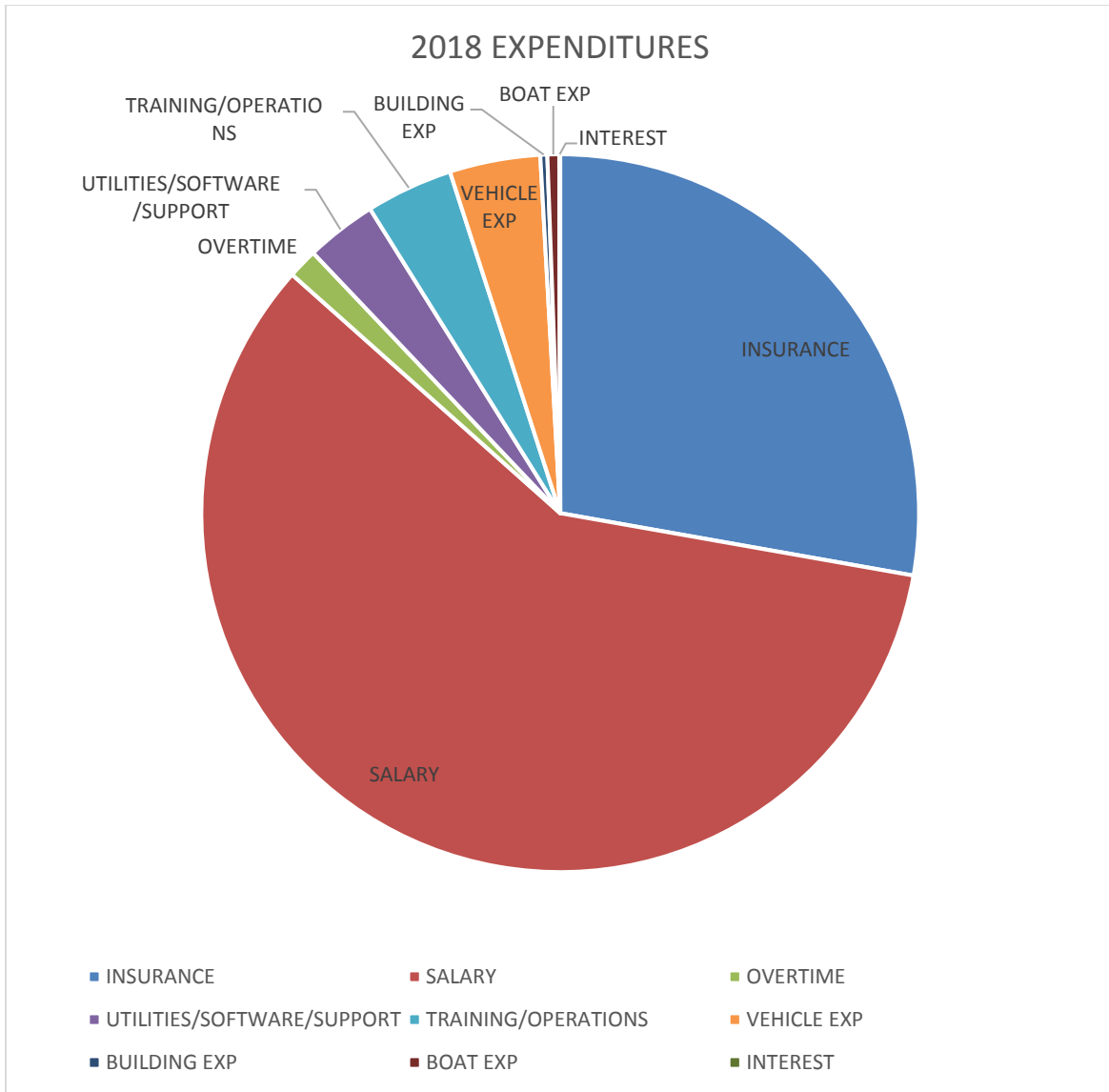
The department's Operating Budget impacts day to day efficacy and functionality of the department and especially our personnel. The department's true strength is its personnel. Two positions were added in 2017, but hiring and training those individuals resulted in the department operating under strength for the whole year. Likewise, an unplanned resignation from the department in January 2018 resulted in a hiring process and training regimen that kept the department undermanned. However, savings that were requested to assist other city departments was possible due to the salary difference between those positions.

We work hard to identify and implement savings whenever and wherever possible. For example, in 2018 our Municipal Court became paperless, resulting in savings related to paper consumption and printing expenses on a monthly basis. Therefore, we are able to remain under budget not intentionally, but by identifying opportunities for savings and implementing them as soon as practicable.

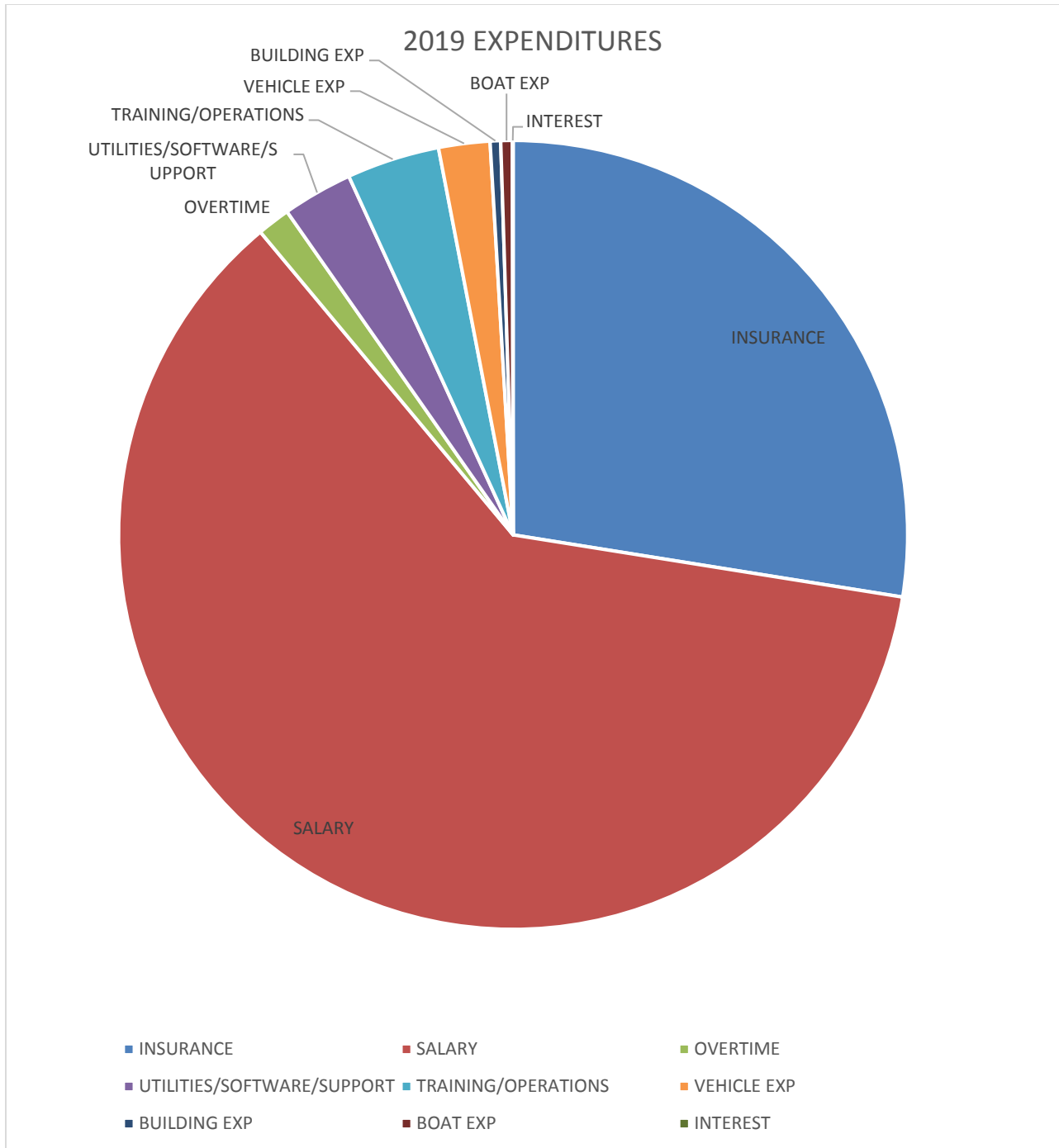
Yearly savings are not due to excesses in budgeted amounts, but because the department actively seeks savings in all areas in an ongoing basis, and immediately implementing any and every possible opportunity to save that is practicable. We understand that managing public funds is of the utmost importance and that any amount of cost savings and reduction in expenditures is not only desirable, but necessary for the fiscal wellbeing of the community.



A breakdown of categories of yearly expenditures shows the most significant expenses involve personnel and insurance. However, a reduction in personnel will affect every other aspect of our operations to the detriment of our community. This trend is consistent on a yearly basis.



Operating costs are consistent in the categories identified above. Savings have been identified and implemented over the years, resulting in a leaner budget. However, that also limits potential future costs. As noted previously, the only area open for reductions is in personnel. However, that would impact very other function of the department, drastically impacting the efficacy of the department and the quality of life for citizens, business owners and visitors alike.



We continue to strive to identify and achieve savings wherever and whenever possible. However, it must be understood that adequate funding is required to maintain an effective and efficient service for the benefit of everyone in our community.

New Equipment

Needle Shark



Early in 2018 we became aware of a new piece of equipment available from a local business that would supplement the Anonymous Controlled Substance Disposal Program. The item is called a “Needle Shark” (in photo, far right, next to prescription drop box in the Public Safety Building Lobby). The device shreds and sanitizes used syringes, allowing them to be disposed of with routine garbage, resulting in a cost savings. It also reduces the volume of waste by over five times.

Funding for the purchase was provided by a donation from Rodgers Memorial Hospital as a means to help address the national Opioid Epidemic which also affects our community. Delafield was the first law enforcement agency to purchase and deploy one of these devices in the state of Wisconsin.

Narcan

Also due to the ongoing opioid Epidemic, and as a means to address local deaths related to overdose, the department purchased, trained personnel in the use of and deployed Narcan in every patrol vehicle. Narcan is effective in counteracting the results of an Opioid overdose, saving lives.

Plans for 2019

Detective

One of the goals of adding two positions in 2017 was to create a Detective position that would be filled as an assignment by a current member of the department. Due to turnover, that goal was delayed until 2019. However, plans exist to fill the position with Officer Bloedow. This would be the first time a Detective position exists within the organization of the department. Additionally, the position will assist with operations by freeing Patrol Personnel from time consuming complex investigations that prevent them from otherwise being available for calls for service and proactive patrol.

Pre-arrest Diversion

Also due to the Opioid Crisis, and in an effort to make a proactive difference locally, discussions have been on going with members of the Waukesha County Addiction Resource Council (ARC) to implement a voluntary, pre-arrest treatment diversion program. The concept involves assisting addicts wishing to obtain treatment by acting as a conduit to assistance accessing those treatment options.

Addicts could come to the Public Safety Building and meet with an Officer who would contact staff and volunteers from the ARC. ARC would then work with the addict to obtain insurance and be transported to a facility for treatment. Similar initiatives have been implemented nationwide. However, the difference will be that this is a low (virtually no) cost, but just as effective option.