

# City of Delafield Police



## 2019 Annual Report

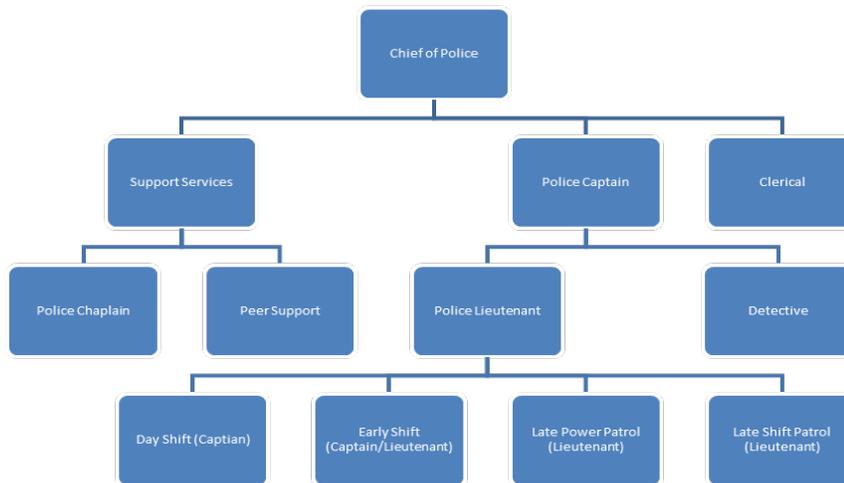
Chief Erik Kehl, MPA, MSCJ, CPM

## 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, Detective and 12 Officers split between four shifts.

- The department provides 24 hour a day service, 365 days a year.
- Each shift overlaps with the previous shift by 30 minutes to allow consistent coverage and reduces overtime expenditures due to records keeping and report writing.
- The Late Power Shift provides extra coverage during busy times in the evening.
- A Detective position was created and filled in January 2019 by assigning Officer Bloedow to assume those duties, assisting with investigations that would otherwise impose on routine patrol operations.



### Study results

The department did not complete a staffing study based on 2019 activity and staffing. Due to consistent staffing levels and activity, the outcome would result in similar results. Therefore, time was not obligated to conducting the study, which would otherwise interfere with other obligations.

Obviously, the transition of an Officer to the Detective position would affect the outcome of the study due to the reduction in initiated activity for that position. However, the position also allows flexibility in reassigning more complex, time consuming investigations, creating more time for the other members to increase productivity in those areas.

The study results in a calculation that involves activity over a period of three years (the latest completed

using data from the years 2016-2018) divided between sworn Patrol Officers (not Supervisors or other positions) 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 initiating activity. The findings based on the past three years of documented activity indicate:

<b>Total Patrol Officers</b>				
	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	

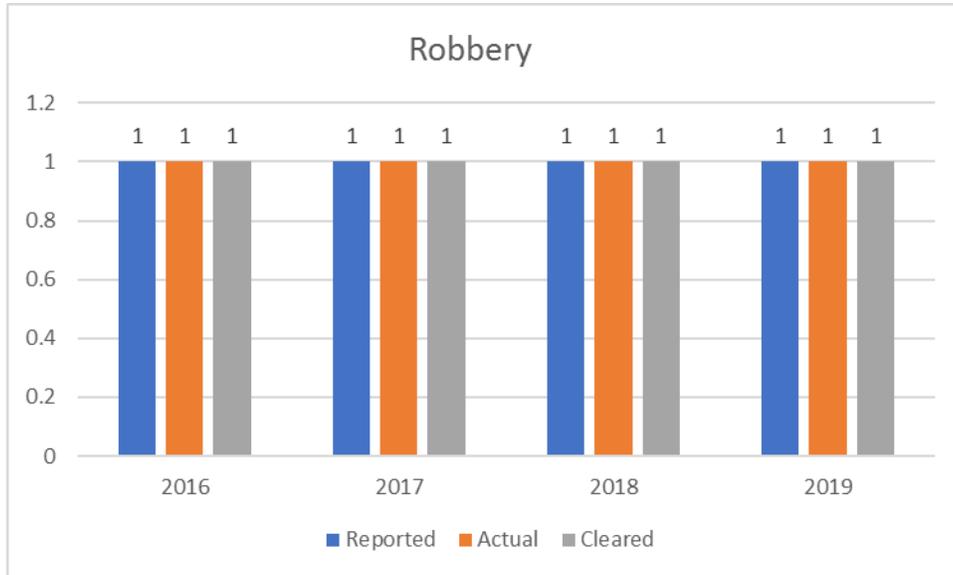
To maintain the 15 minutes unobligated time as agreed upon as a goal in 2016, the department would need to schedule three Officers on duty per shift. To accommodate regular off time rotations, benefit time and other absences, the department would need to staff five Officers per shift. This would result 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.

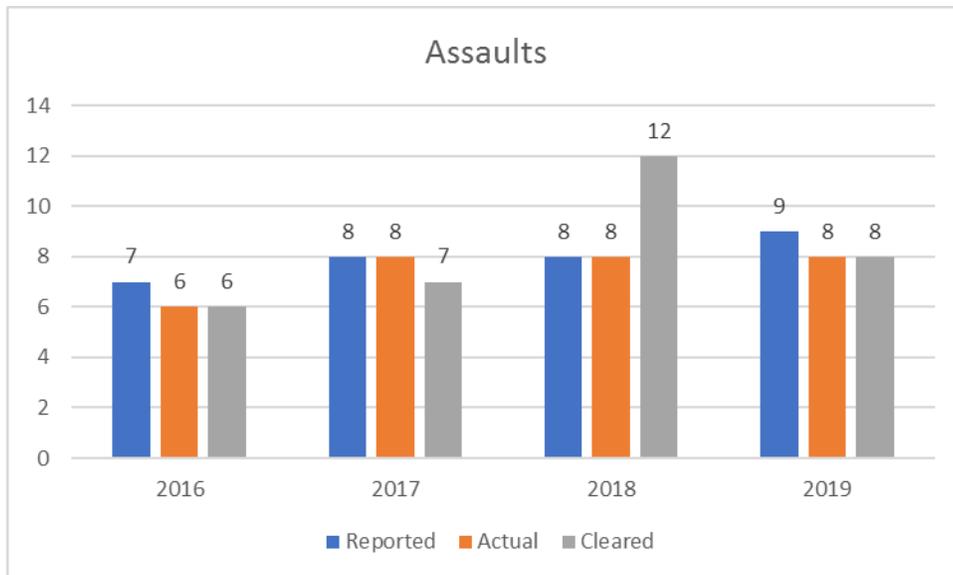
### **Uniform Crime Reports/Clearance Rates**

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 made available to the public.

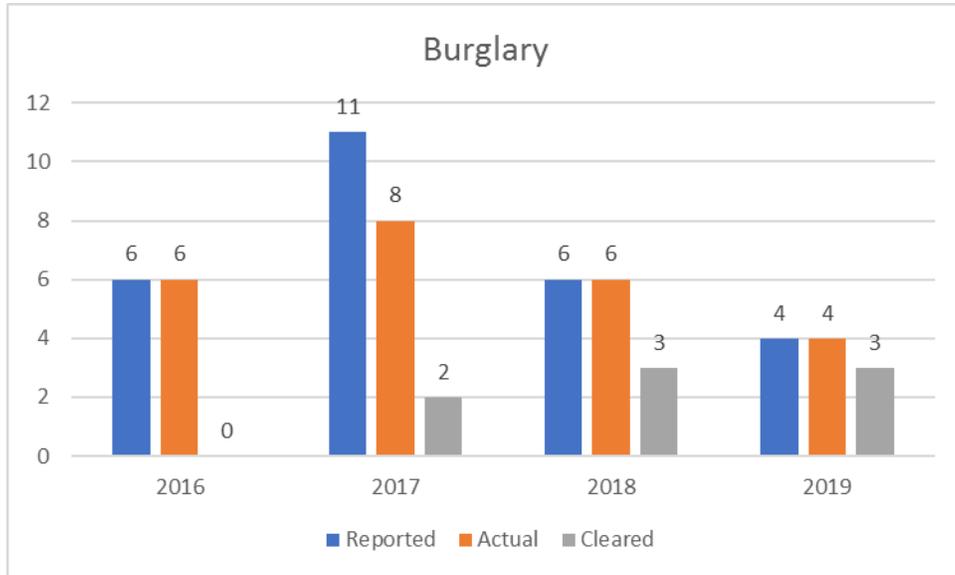
We are fortunate that no Criminal Homicide incidents were reported in the past three years. However, the following graphs illustrate the reported, substantiated and cleared crimes in the other categories reported. In addition to the following historical data, it should be noted that since 2016 no incidents of Forcible Rape were reported until 2019, when two such incidents were reported, verified and cleared.



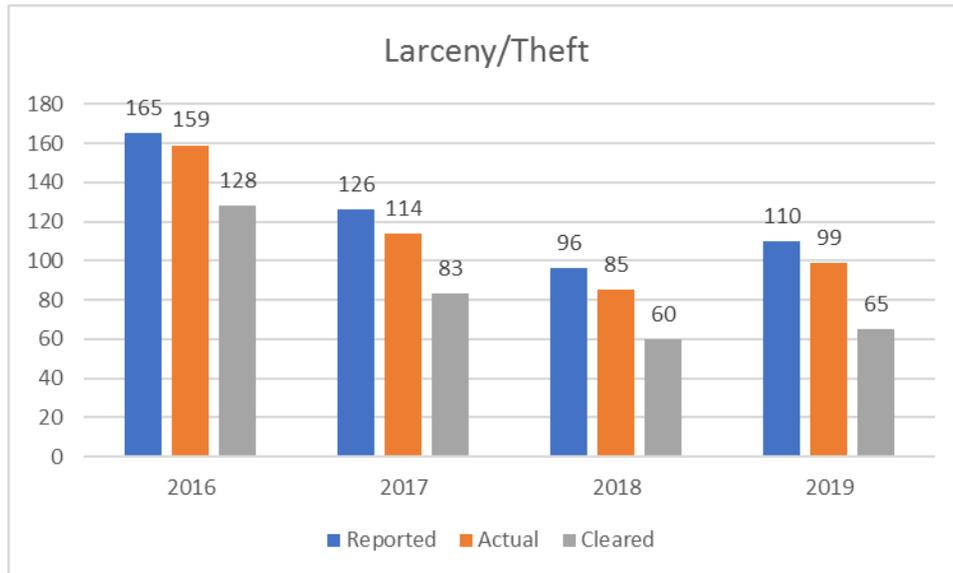
Robbery results when an offender takes property by force from a victim. Traditionally, we have few reported incidents of this type and experience high clearance rates, as well.



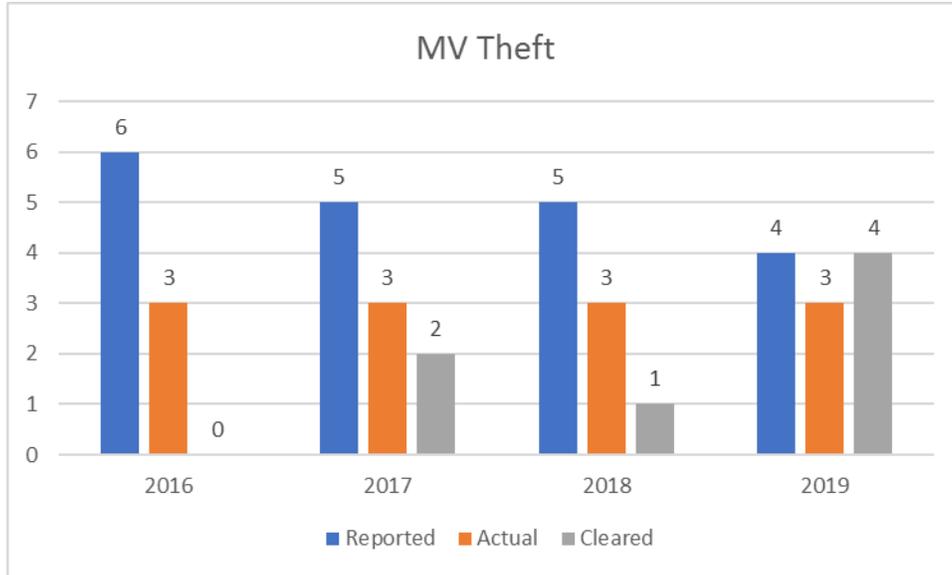
Assaults refer to crimes involving physical conflict between parties. We are fortunate to not have many of these incidents reported. Once again, the rate of these incidents being reported is consistent and fairly low for a community our size. However, our rate of clearing these incidents remains high.



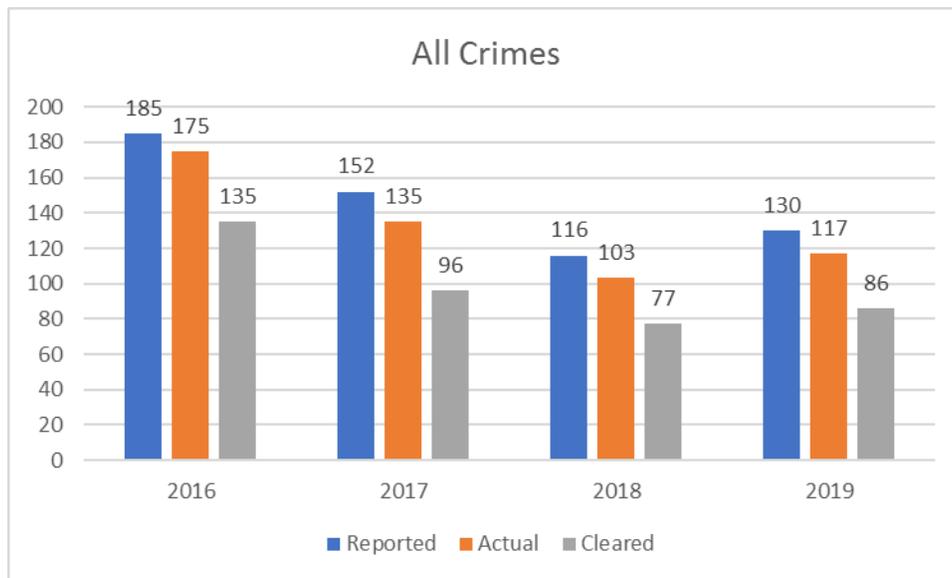
Burglaries refer to a suspect entering into a secured location to commit a crime. These incidents are routinely very difficult to clear since there is normally no witness to the incident. A great deal depends on the identification, collection and preservation of physical evidence that is used to identify 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.



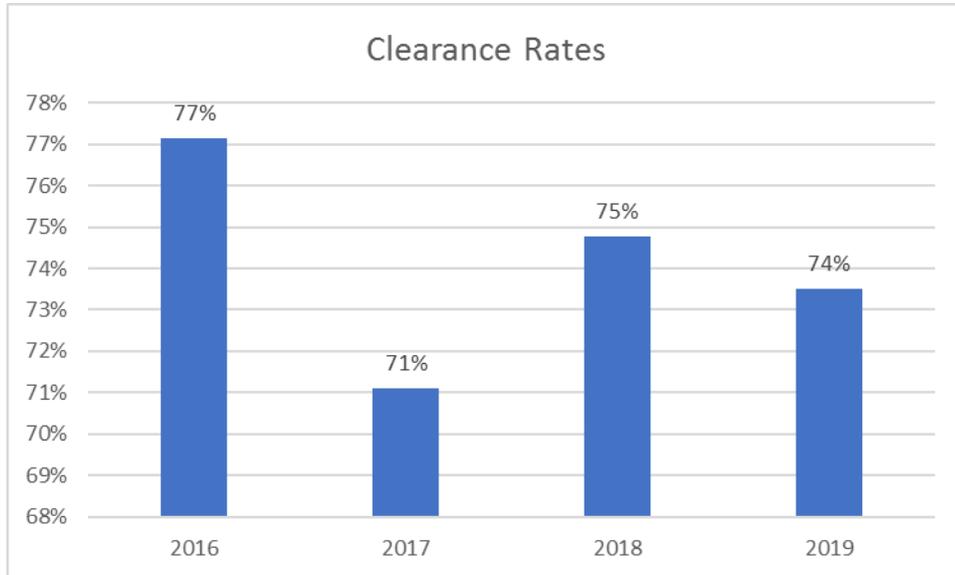
Larceny is the result of the unlawful taking of property from the victim without consent. A great deal of the department's larceny cases involves retail theft. Due to ongoing, proactive Community Oriented Policing strategies (including Officer foot patrols) at the city's retail establishments, the number 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. One increasing variable is the number of established retail theft and identity theft rings being encountered in the STH 83/I-94 retail area, making identification and apprehension of suspects more problematic.



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:

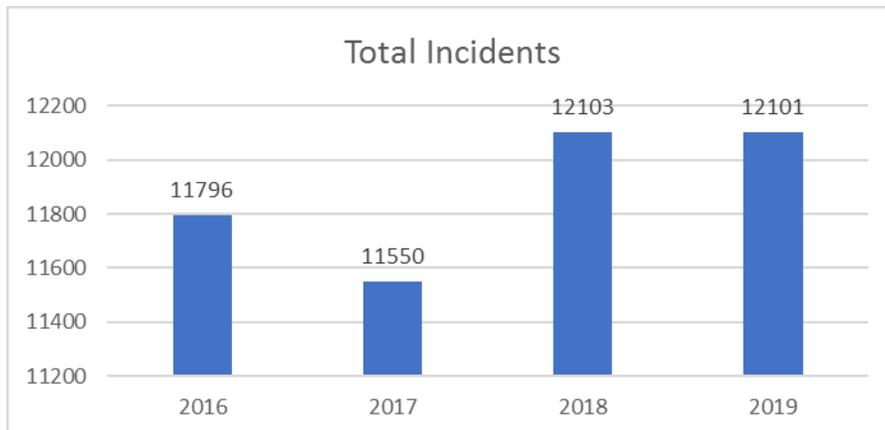


The department is committed to effective Community Oriented Policing Strategies that include active engagement with citizens. This is done by conducting foot patrol at parks, schools, banks and businesses. Doing this allows us to know community members as more than just faces on the street. We also learn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



### Detective

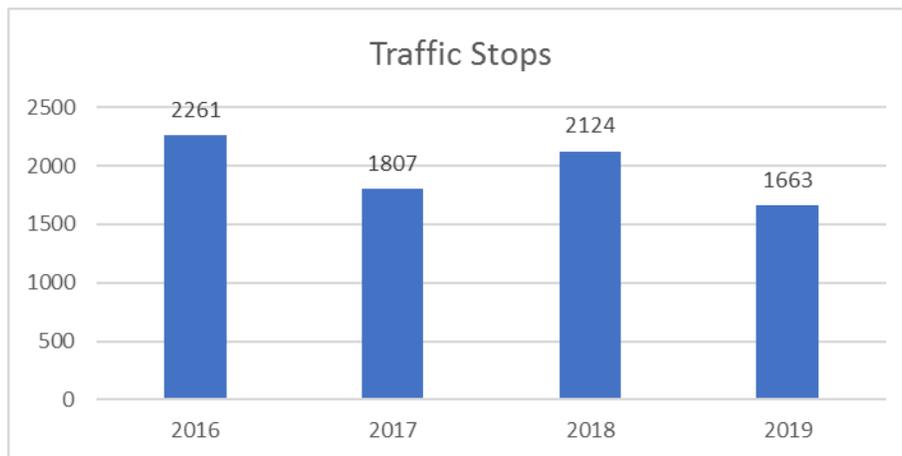
2019 was the first full year of the first ever Detective position within our department. The position is an assignment currently filled by Detective Bloedow, who transitioned from a dayshift patrol position to assist with more involved investigations. Beyond his duties as the Detective, Bloedow is also responsible for assisting with response to specific calls for service, case management, records management and acting as a resource for members seeking advice how to proceed with the investigations those individuals are responsible for. These activities are not tracked, and account for a moderate proportion of Bloedow's time.

Being a new position, there were some adjustments necessary on how to funnel cases for Bloedow's attention. Each Officer is still responsible for initial response and follow up for routine investigations involving all matters. However, specific investigations can be reassigned to Bloedow with the approval of Captain Hagen.

In 2019, Det Bloedow took an active role in 48 investigations, logging 618 hours of activity in relation to those incidents. Of those 48 investigations, 13 remain open and still require Bloedow's involvement. This represents approximately 15.5 full weeks of investigatory work that would otherwise have required Officer(s) to not be available for other duties, including traffic enforcement and initiated activities. Those hours do not include other assigned duties, report writing, case presentation or liaising with the DA's Office

### Traffic Enforcement

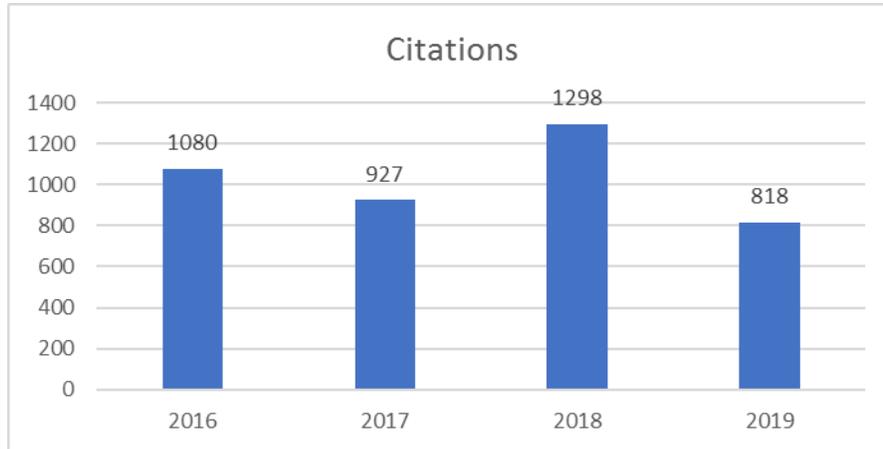
One of the responsibilities of department members is traffic enforcement. This includes proactive patrol as well as responding to complaints regarding ongoing problems.



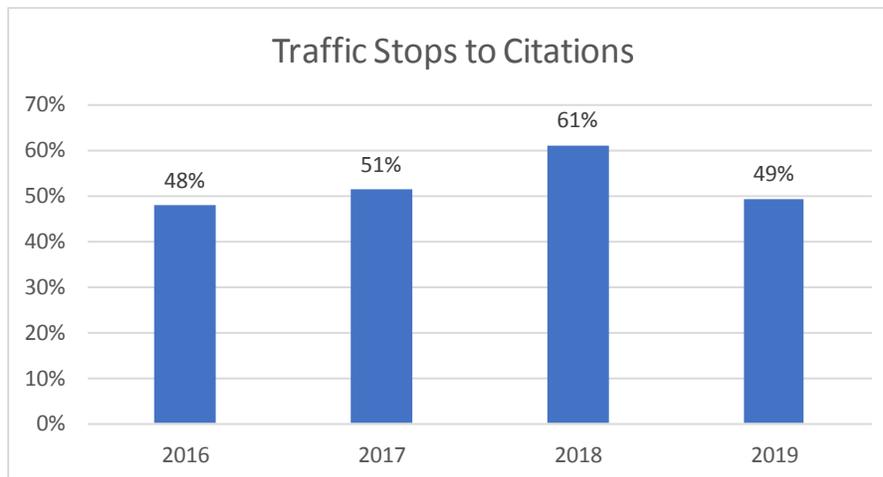
The number of traffic stops was affected in 2017 due to hiring and training new members to get the department to strength based on budgetary restrictions. However, this still accounts for a significant amount of time and effort.

Lower totals in 2019, despite consistent overall activity reflects other obligations imposing on the ability of our members to proactively pursue traffic enforcement.

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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.

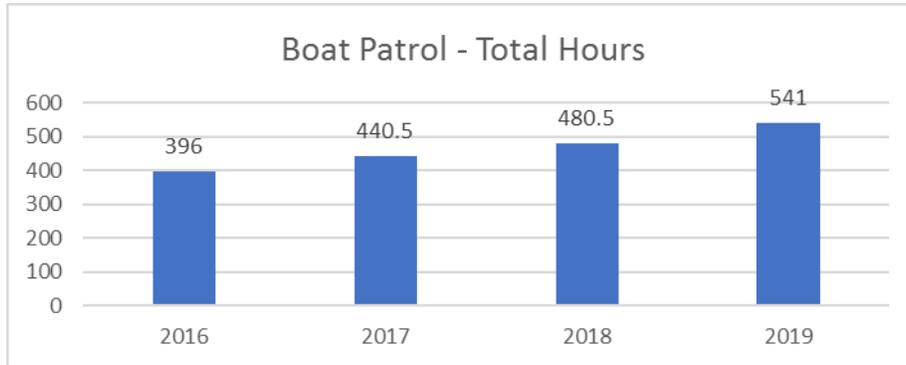


Although a single contact may result in multiple citations, that is not common. The department does not view traffic enforcement as revenue generating, but rather as an opportunity to educate and incentivize safe driving habits.

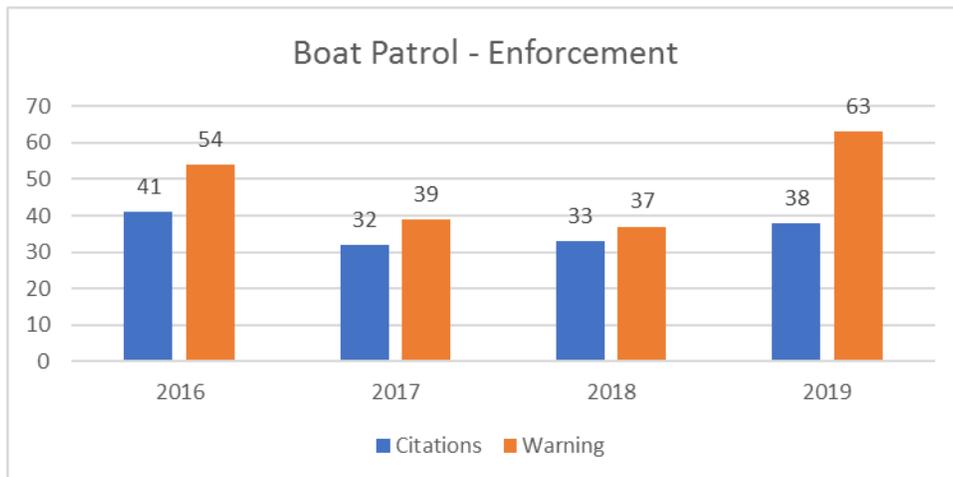
### **Boat Patrol**

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 four 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.

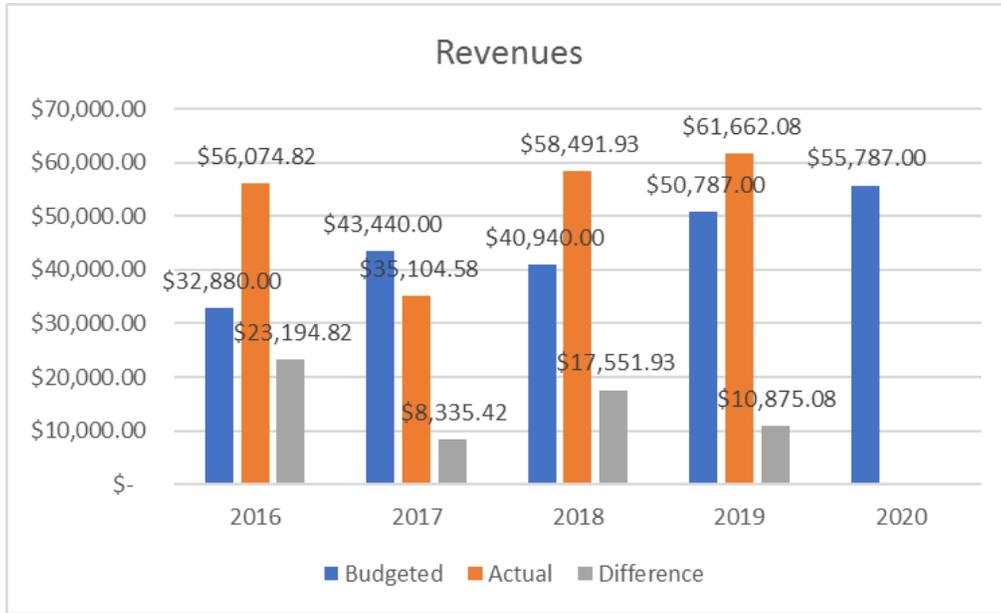


Obviously, our activities are not limited to enforcement, but include numerous other activities performed during Boat Patrol operations. This may include, but is not limited to safety compliance inspections of watercraft, search and rescue, individual and vessel assists. The Officers conducting Boat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

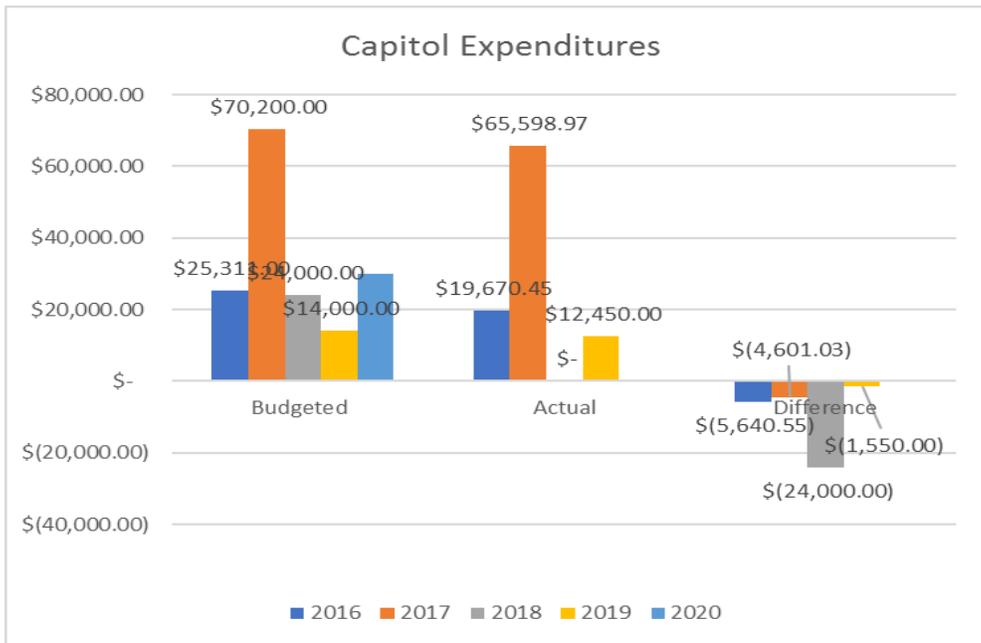
### Budget

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, as well as overall success, it becomes clear that the costs involve an investment in a quality community overall.

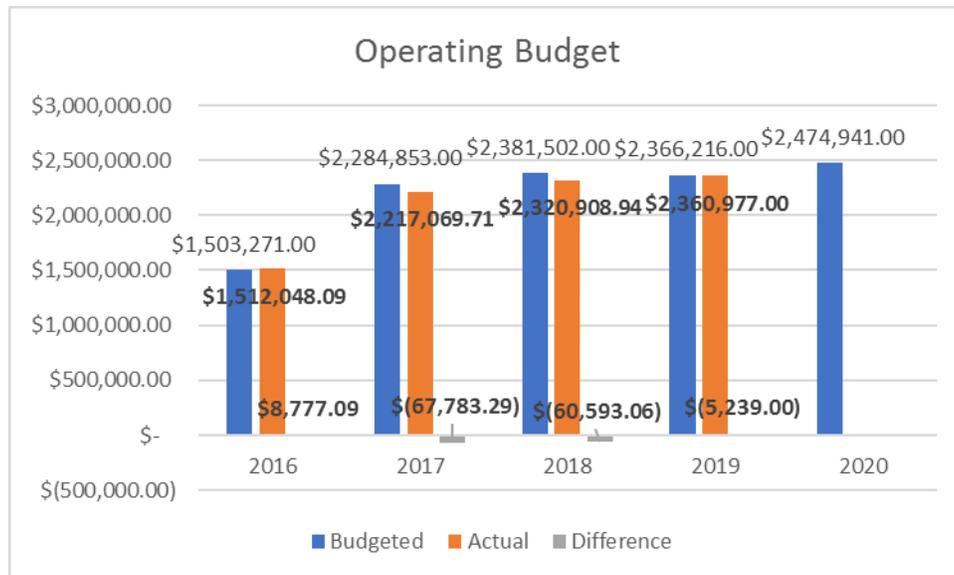
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Department members do not focus on revenue generation. While revenues do include fines from the city’s municipal court, they are nominal. Funds are generated from various sources, including grants, the sale of unused or obsolete equipment, and, when possible, donations.



The department’s capitol expenses are minimal. Most of the organization’s expenses do not correspond with requirements for capital 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 on an ongoing, perpetual 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.

### New Program

#### “Help Not Handcuffs” Pre-arrest Diversion

Also, due to the Opioid Crisis, and in an effort to make a proactive difference locally, discussions have been ongoing 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.