



## MEMORANDUM

To: Mayor DeYoe  
Common Council  
Administrator Hafner  
From: Erik Kehl  
Re: Staffing Analysis  
Date: 07/22/2016

Last year, I provided documentation from the departments' records indicating the need for additional staffing at the Police Department. This information was corroborated, at least in part, by the staffing study completed by the students of UW-Oshkosh earlier this year. I felt it would be prudent to reiterate some of the points previously made related to staffing issues faced by the Police Department using the most current data available, collected over the 2015 calendar year.

As we all know, the Police Department has 16 full time employees. Two are non-sworn clerk positions, which are filled by Lynn Hughes and Mia Buehler. Both Hughes and Buehler are extremely capable, efficient employees, who are exceptional at keeping up with their duties supporting the work of the sworn members of the department. These duties include, but are not limited to:

- Creating case files, data entry related to those documents and managing those records created by the department.
- Transcribe reports dictated by Officers related to the investigation of incidents.
- Preparing reports for submittal to the District Attorney's Office, including creating and making copies of squad and body camera video footage and surveillance videos collected as evidence.
- Preparing reports to be submitted to the Municipal Attorney for prosecution.
- Managing citations issued through either Municipal or Circuit Court and acting as a liaison with the clerks from both those organizations.
- Preparing Open Records requests for review and approval.
- Processing Bartender License applications
- Taking payments for fines.
- Managing the process to suspended registration through WI DOT for unpaid parking citations.
- Being the first line of contact with the department and its members at the Public Safety building and coordinating assignments for "walk in" complaints.

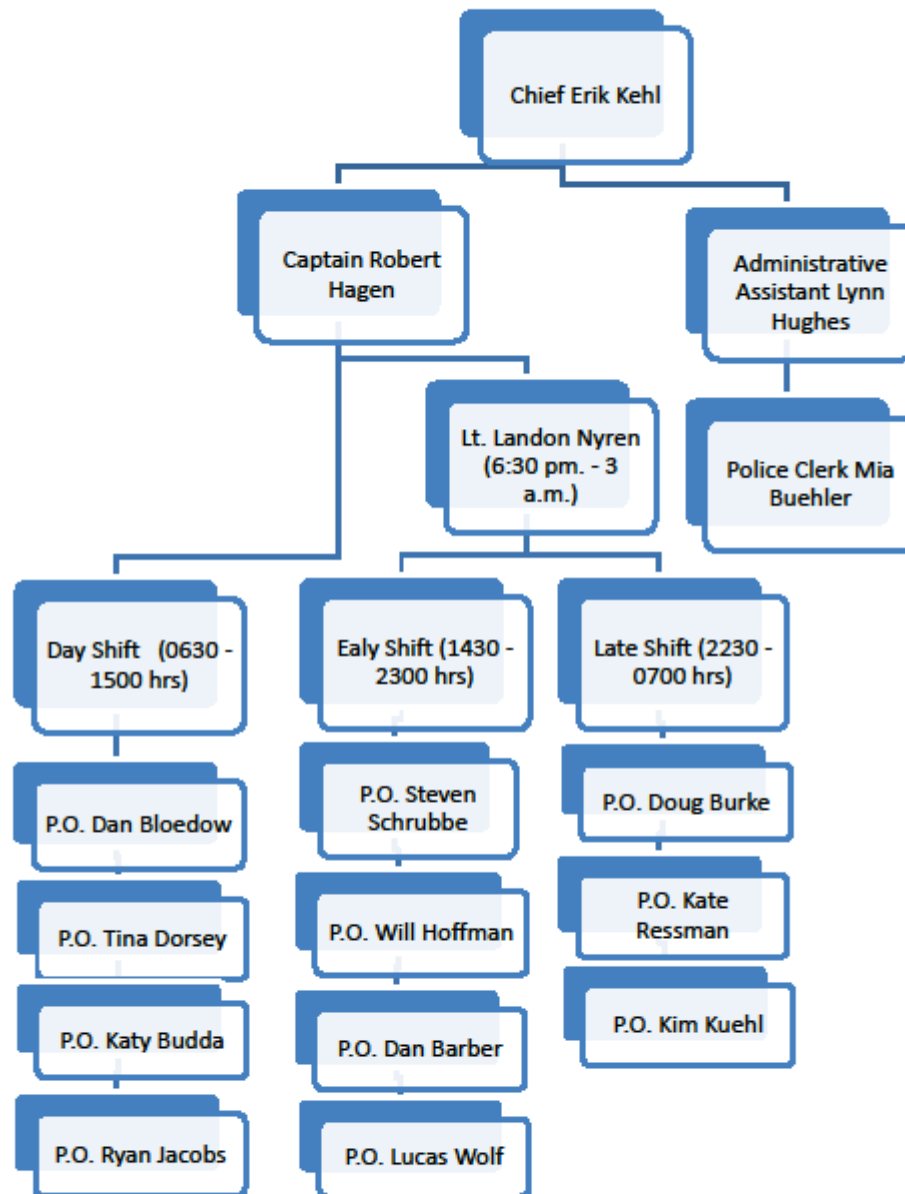
Each of the duties listed above take a great deal of time and attention to detail. Without the efforts of Hughes and Buehler, the department would undoubtedly not be as effective as it is.

In order to provide better services at the department, Hughes and Buehler voluntarily offered to change the hours worked during their shifts, providing staffing at the department's front office between 6:30 am and 5:00 pm on weekdays. This was accomplished by changing their shifts every other week from both working 8:30 am – 5 pm to one working 6:30 am – 3 pm and the other working 8:30 am – 5 pm. This change has worked well and cut down on the amount of overtime accumulated when one or the other would be required to come in early to transcribe and prepare reports that are scheduled to be heard at Intake Court the afternoon after the incident occurred.

This program may also be expanded in the future, where one will work 6:30 am – 3 pm and the other would work 10:30 am - 7 pm. These changes were made at the suggestion of Hughes and Buehler without any request for additional compensation or benefits. This is one example of their willingness to make sacrifices and work for the benefit of the team which is the City of Delafield Police Department.

Hughes and Buehler support the 14 sworn members of the department. The current structure of the department is illustrated in the following organizational chart:

### City of Delafield Police Department Organizational Chart



As the organizational chart illustrates, the department staffs three shifts with either four or three Officers, each working 8.5 hour tours of duty on a 4 on 2 off duty rotation, as dictated by contract. The shifts are led by Lt Nyren, who works an overlap shift (6:30 pm – 3 am) and Captain Hagen. Captain Hagen and I normally work with either the dayshift, to assist with staffing, or as needed due to assignments, meetings, or other responsibilities.

Due to only having enough Officers to assign three members to Late Shift (10:30 pm – 7 am), there is routinely only one Officer working during those times. A choice had to be made which shift to short staff due to the number of officers available, and with Lt Nyren assisting until 3 am, we felt that it was most responsible to have one Officer on duty routinely between 3 am and 7 am.

This creates issues illustrated in the February 2017 schedule. The following is the actual schedule for that month this year, and includes training and approved use of benefit time based on the contract and agreements with the members of the union to ensure a minimum staffing of one Officer per shift. This is routinely accomplished by using Lt. Nyren, Capt. Hagen or myself to fill the second position. We do this although we are exempt employees, because without our contribution, the number of shifts with only one person taking calls for service and conducting routine patrol would be significantly higher.

February also included unplanned absences that were beyond my ability to influence. These include a Family Leave (FM) for a member who had a child earlier, Military Leave (ML) for an Officer who is also in the National Guard and a Duty Injury (LD) suffered by a member affecting the arrest of a subject involved in a Retail Theft incident.

CITY OF DELAFIELD POLICE																																
FEBRUARY 2016		HOLIDAY: Washington's Birthday, 02/15/16														V-Vacation Day				FH-Floating Holiday				FL-Funeral Leave								
MONTH		Non-union: None														T-Training Day				TRV-Travel				R-Range								
APPROVAL DATE		MUNICIPAL COURT: 02/08/16														OC-Off Comp				DI-Duty Injury				OT-Overtime								
																S-Sick Day				LD-Light Duty				FM- Fed Med Leave								
																FLX-Flex Day				LV-Unpaid Leave				XTC-Trng Comp Off-Day								
		PayDay																														
Name	Day	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	T	S	S	M	T	W	T	F	S	S	M		
Date		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29		
CHIEF E. KEHL						X	X	T	T	T	OC	OC	X	X	OC	OC	OC				X	X					4	OC	X	X	F	
Supervisor 1100 - 1900																																
CAPT. R. HAGEN		2			1		X	X	T	T	T	1		X	X	4	OC	1				X	X	OC				OC	X	X	T	E
1st Shift 0630-1500																																
OFF. D. BLOEDOW				X	X					X	X	T				X	T	X				OC	X	X		S			X	X	B	
OFF. T. DORSEY					X	X					X	X			V		X	X					X	X	T	T		OC	X	X		
OFF. K. BUDDA		X	1030-1900				X	X					X	X	1030-1900				X	X	1030-1900				X	X				OC		
OFF. K. KUEHL		X	FM	FM	FM	FM	X	X	FM	FM	FM	FM	X	X	FM	FM	FM	FM	X	X	3	3	OC	3	X	X	3	3	3	1830-0300		
2nd Shift 1430-2300																																
OFF. R. JACOBS		V	X	X	V	V	ML/C	ML	X	X	ML	ML	ML	ML	X	X	ML	ML	ML	ML	X	X	ML	ML	ML	ML	X	X	ML	ML	R	
OFF. S. SCHRUBBE		X	T				X	X				T	X	X	V	V	V	V	X	X	V	V			X	X						
OFF. W. HOFFMAN		X	X	LD	LD	LD	LD	X	X	LD	LD	LD	LD	X	X	LD	LD	LD	LD	X	X	LD	LD	LD	LD	X	X	LD	LD	LD		
OFF. L. WOLF					X	X					X	X																				
Supervisor 1830 - 0300																																
LT. L. NYREN		X	T	X	T	T	OC	X	X		2	2		X	X	2	2	2	2	2	X	X	V				X	X		TRV	T	A
3rd Shift 2230-0700																																
OFF. D. BURKE			X	X				FH	X	X					X	X						X	X						X	X	V	
OFF. K. RESSMAN		2			X	X	2				X	X	2	2			X	X	2	2			X	X						X	X	
OFF. D. BARBER		X	1830-0300	1830-0300	2	2	X	X	T	T	1830-0300	2	X	X	2	2	2	2	X	X	2	2	2	2	X	X	2	2	2	2	X	
Police Clerks																																
L. HUGHES						X	X							X	X								X	X	S					X	X	Y
M. BUEHLER						X	X							X	X							X	X						X	X		
02/11/16	SCIT	DAB/SAS				2/1-2/5/16	LPO	LCN	Prairie du Chien											2/21	Shop w/ Cops Bowling Tourney 1000-1330											
02/15/16	SCIT Sniper	DAB				02/01 & 02	SCIT	SAS												2/27	St Joan of Arc Frostbite 5K 1030 - 1230											
	SCIT CNT					2/7 - 10/16	WPCA Conf		EPK/RJH	WI DELLS									**	2/7	2/10 PAYROLL DUE **											
2/8-2/9/16	In Service	DPB13	WCTC			2/29-3/4	FBI LEEDA		RJH	La Crosse																						

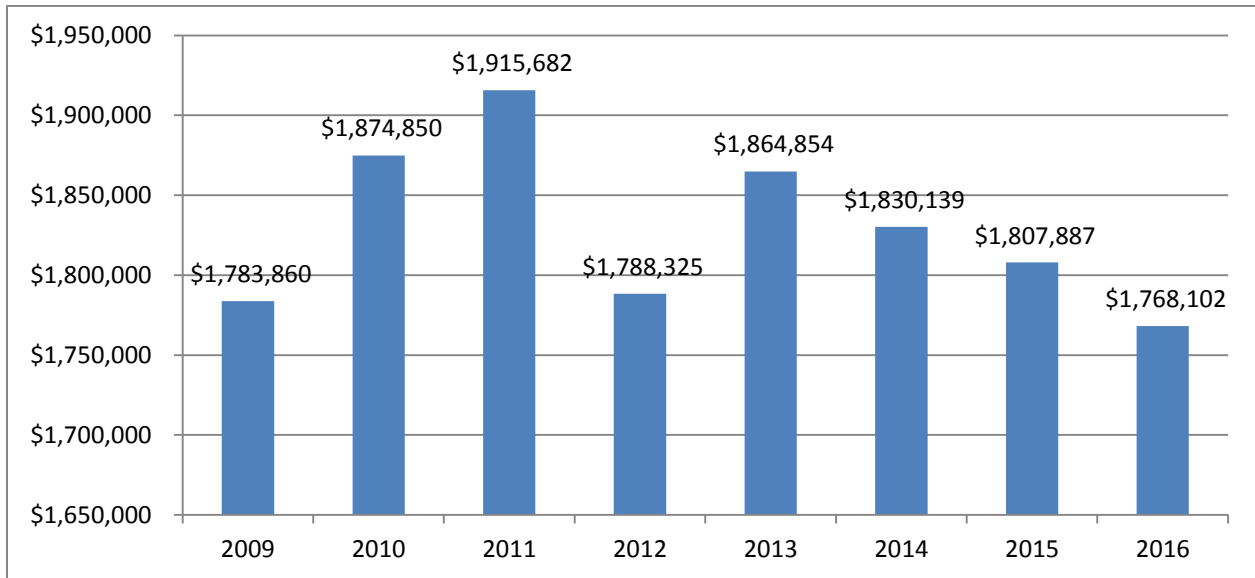
More could have been done, but would have created the necessity of assigning Officers to work Overtime, increasing additional expenses in that regard and placing more stress on the individual Officers and their families. Because of those considerations, it was decided that we would make do with what resources we had available, alter shifts to help cover the times of day during which more calls for service are routinely received and, quite frankly, hope for the best. We were fortunate that we did not experience any additional issues, every call received that month was completed as effectively as possible, but was quite stressful for everyone involved.

**Funding**

As noted in earlier presentations, the department staffs on a combination of two standards as recommended by the International Association of Chiefs of Police (IACP). One standard is the Minimum Staffing Approach, which is how we attempt to ensure two sworn Officers (Patrol or Supervisor) are assigned to work between the hours of 7 am and 3 am each day due to the number and types of calls for service received. The other standard is the Authorized Level Approach.

The Authorized Level Approach is directly related to funding, and provides the number of sworn personnel available (less contractual requirements like benefit leave time, military leave, shift hours and rotation) based on the ability to pay those members.

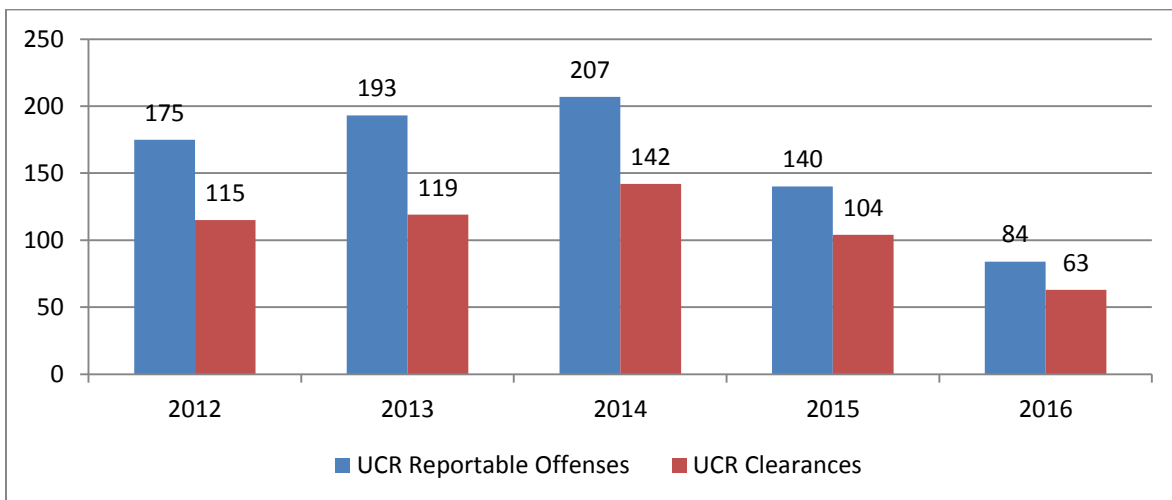
The following chart illustrates the overall funding for all positions at the Police Department since 2009. Since 2011 funding for the salaries and benefits of Police Clerks and sworn Officers has dropped significantly. Currently, the Police Department operates with the lowest funding for all positions since 2009.



Funding per Year for Police Department Staffing

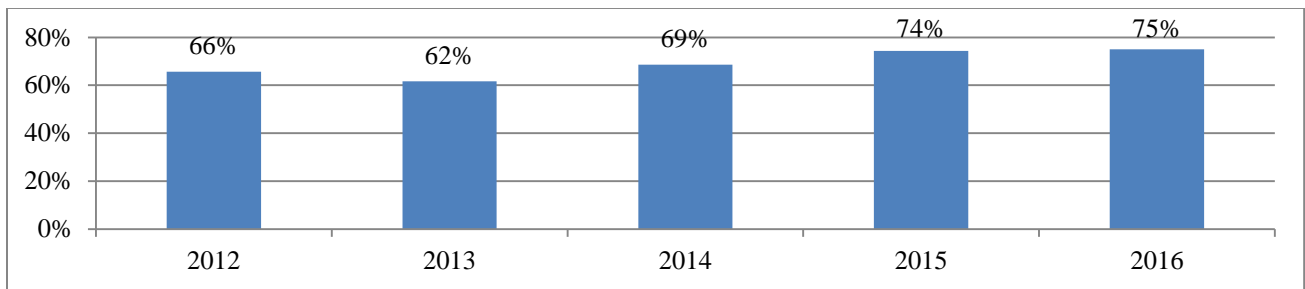
Part of the decrease is due to the retirement of more senior Offices and Supervisors (who are paid more based on contract and their length of service) with newer, less experienced Officers. An additional factor is the loss of a sworn Officer position when Officer Kerstein retired and the decision was made not to replace that position due to the fiscal position of the city at that time.

Despite the decrease in the number of sworn personnel able to respond to and handle calls for service, the department has experienced an increase in efficacy. Since a spike of 207 reportable crimes in 2014, the city has experienced a decrease in reportable crimes in 2015 and is on track, based on data through the end of June, 2016 to maintain a lower level this year.



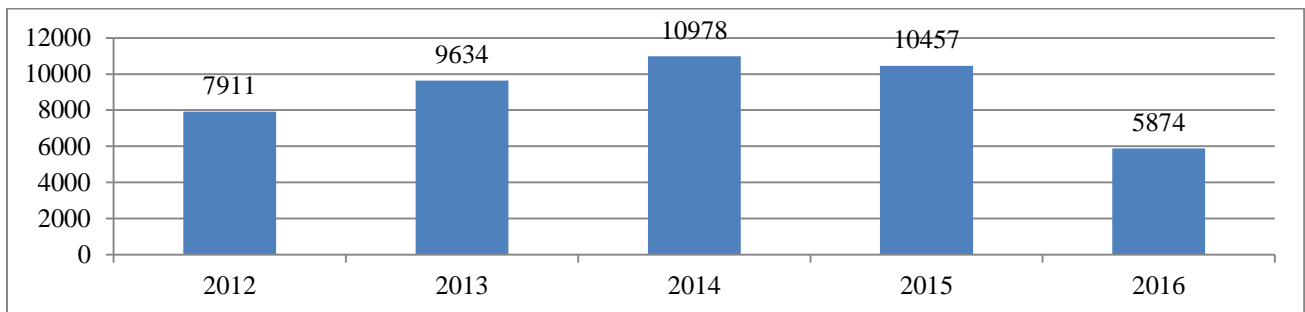
UCR Reportable Offense/Clearances per Year  
2016 Data through 06/30/2016

Even if the number of reportable crimes doubles by the end of 2016, the city will still have a lower rate of crimes reported than 2012. Additionally, the clearance rate of reportable crimes has increased.



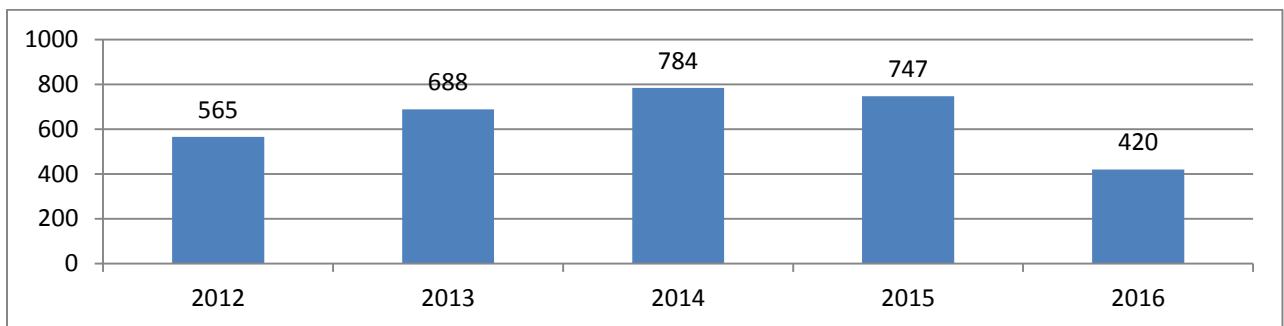
UCR Crime Clearance Rates per Year  
2016 Data through 06/30/2016

Additionally, members of the City of Delafield Police Department are handling and initiating more calls for service. The following chart tracks the total calls for service documented by department members since 2012.



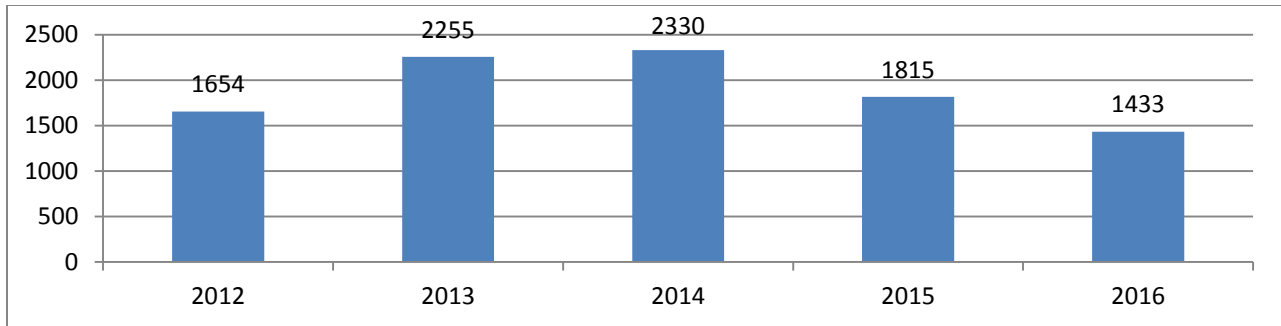
Total Calls for Service per Year  
2016 Data through 06/30/2016

By the end of 2016, the department is projected to document a total of 11,784 total calls for service, more than any time in the recent past. This, of course impacts the number of calls for service handled by individual Officer, as illustrated in the following chart. We can project that each Officer will handle a total of 840 calls for service by the end of 2016.



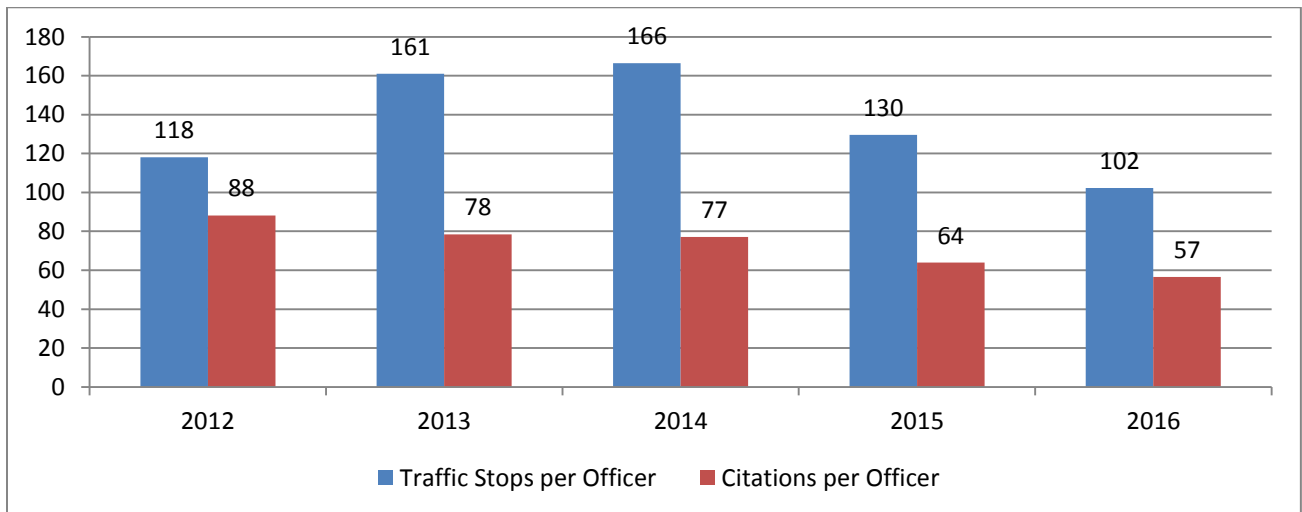
Calls for Service per Officer  
2016 Data through 06/30/2016

Calls for service include initiated activity, including traffic stops. The following chart illustrates the number of traffic stops managed by department members since 2012.



Total Traffic Stops per Year  
2016 Data through 06/30/2016

Once again, by the end of 2016, it can be projected that department members will initiate 2866 total traffic stops. Per Officer, the number of traffic stops will also increase, but the number of citations issued per traffic stop shows the application of discretion. Not every stop results in a citation being issued. Often, I believe, at least as much can be accomplished towards making roadways safer by giving a driver a warning for a violation as can be done by issuing a citation.

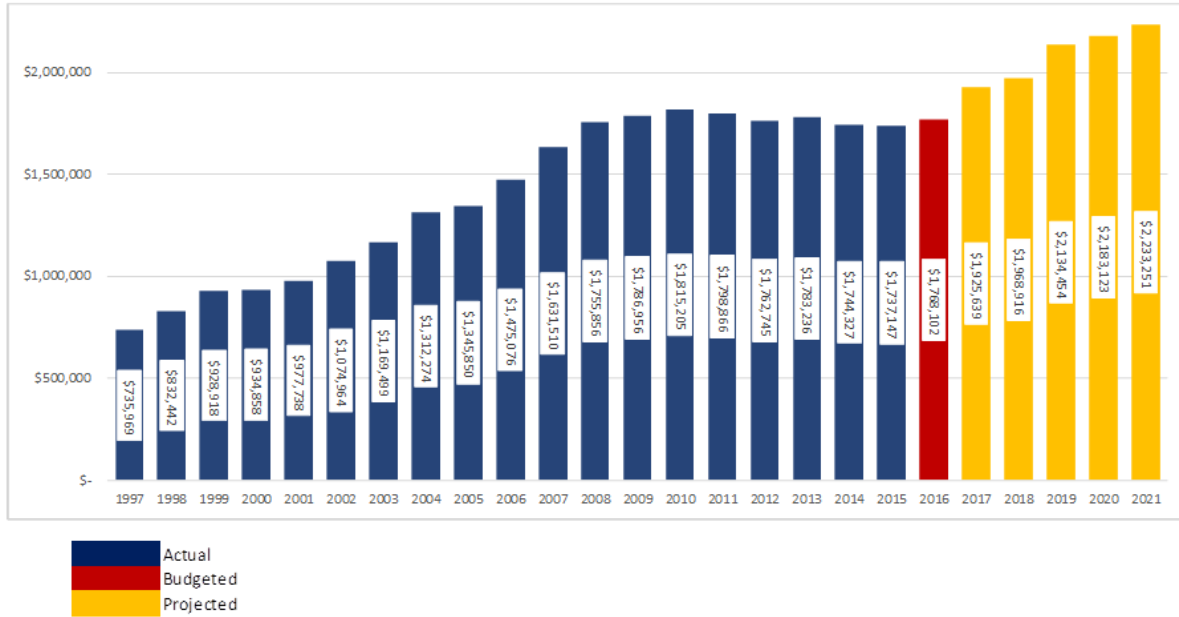


2016 Data through 06/30/2016

Once again, data for 2016 includes information through the end of June. If the trend continues for this year, members will average approximately 204 traffic contacts and issue an average of approximately 114 citations in 2016, resulting in a rate of 56% of all contacts concluding with the issuance of a citation.

**Additional Position(s)**

Increasing the department's staff by one or two sworn positions would alleviate the overall workload for individual Officers, but also result in more initiated activity, as well. Financially, the impact on the department's budget can be illustrated by the following graph. Information includes one additional Officer in 2017 and a second position in 2019 and are based on salary and benefit data from the current budget based on anticipated pay raises, which, of course are somewhat subjective since those totals can be negotiated by the members of the department represented by the contract.



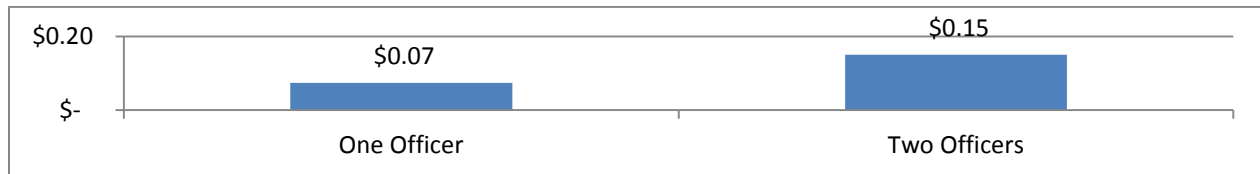
Effect of Additional Positions on Personnel Funding per Budget Year (Actual, Budgeted and Projected)

As illustrated by this data, the increase in expense for staffing one additional Officer in 2017 and another in 2019 totals \$465,148.62 between 2016 and 2021, or an increase of 26% over 5 years. While significant, the impact this would have on staffing at the department would be equally significant and foreseeably beneficial to the community in terms of the service(s) provided.

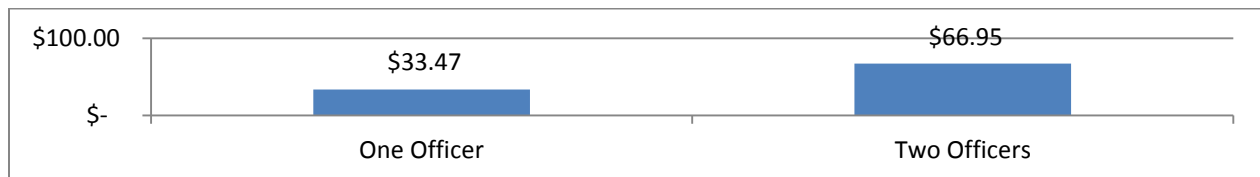
However, that is not an unrealistic expectation based on historical precedent. When I joined the department in June 1998, I was the 7<sup>th</sup> Officer on the department. Officer Dorsey joined us in September of that year, giving us a total of 8 Patrol Officers, a Chief, Captain, Lieutenant and 2 clerks. We were both hired under COPS grants. In the intervening 18 years, the department has only grown by 3 Patrol Officer positions. For a short time, between 2008 and early 2010, the department had 2.5 FTE Clerk positions, which had an overall impact on the amount of funding required for the department’s salaries and benefits.

**Financial Impact**

The forecasted projections of the economic impact on adding two additional positions are only part of the story. Analysis on the actual impact on taxpayers based on the most current data (2015 property assessment values would affect city property owners to the following degree:



Change in Mill Rate for additional One or Two Officers

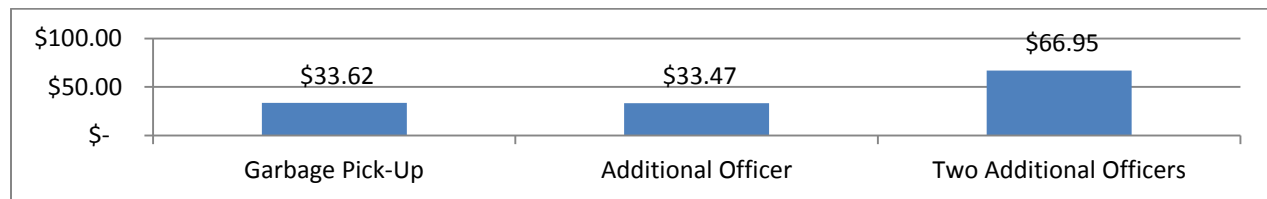
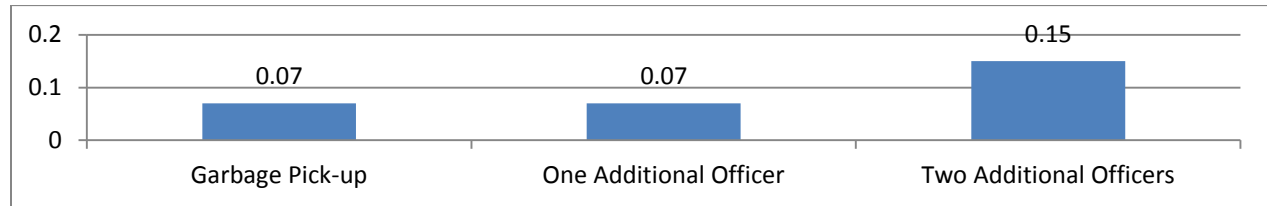


Increase in Tax Levy for a Property with a Value of \$450,000, per Additional Officer

As illustrated in the previous graphs, the impact on individual taxpayers would be minimal. However, the impact on the department, its operations and the community would be significant in terms of scheduling, staffing and ability to address the needs of the community.

By comparison, a recent proposal to change garbage collection in the city could have saved approximately \$100,000 of tax revenue per year. That amount would have more than covered an additional position on the department.

At the time of the decision to decline the change in garbage pick-up service increased the city's mill \$0.075 or \$33.62 per year on a residence valued at \$450,000.



### Scheduling

Using the February 2016 department schedule as a model, an additional position would have had an impact by allowing an additional Officer to help back fill and accommodate the vacancies left by members on Family Leave, Military Leave and Duty Injury, as illustrated in the following mock schedule:

FEBRUARY 2016 MONTH		CITY OF DELAFIELD POLICE																															
APPROVAL DATE		HOLIDAY: Washington's Birthday, 02/15/16 Non-union: None MUNICIPAL COURT: 02/08/16														V-Vacation Day T-Training Day OC-Off Comp S-Sick Day FLX-Flex Day				FH-Floating Holiday TRV-Travel DI-Duty Injury LD-Light Duty LV-Unpaid Leave				FL-Funeral Leave R-Range OT-Overtime FM-Fed Med Leave XTC-Trng Comp Off-Day									
Name	Day	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	T	S	S	M	T	W	T	F	S	S	M			
CHIEF E. KEHL	Date	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29			
Supervisor 1100 - 1900							X	X	T	T	T	OC	OC	X	X	OC	OC	OC										4 OC	X	X			
CAPT. R. HAGEN		2			1		X	X	T	T	T	1		X	X	4 OC	1						X	X	OC			OC	X	X	T		
1st Shift 0630-1500				X	X					X	X	T				X/T	X					OC	X	X		S			X	X			
OFF. D. BLOEDOW				X	X					X	X	T				X/T	X					OC	X	X		S			X	X			
OFF. T. DORSEY				X	X					X	X				V		X	X					X	X/T	T	T		OC	X	X			
OFF. K. BUDDA		X					X	X					X	X												X	X			OC			
OFF. K. KUEHL		X	FM	FM	FM	FM	X	X	FM	FM	FM	FM	X	X	FM	FM	FM	FM	X	X	3	3	OC	3	X	X	3	3	3				
2nd Shift 1430-2300																																	
OFF. R. JACOBS		V	X	X	V	V	ML/C	ML	X	X	ML	ML	ML	ML	X	X	ML	ML	ML	ML	X	X	ML	ML	ML	ML	X	X	ML	ML			
OFF. S. SCHRUBBE		X/T	T				X	X				T	X	X	V	V	V	V	X	X	V	V				X	X						
OFF. W. HOFFMAN		X	X	LD	LD	LD	LD	X	X	LD	LD	LD	LD	X	X	LD	LD	LD	LD	X	X	LD	LD	LD	LD	X	X	LD	LD	LD			
OFF. L. WOLF				X	X					X	X							X	X				X	X				1	X	X			
Supervisor 1830 - 0300																																	
LT. L. NYREN		X/T	X/T	T	T	T	OC	X	X		2	2		X	X	2	2	2	2	2	2	X	X	V			X	X	TRV	T			
OFFICER Y		2	2	2	X	X	2				X	X	2	2	2	2	X	X	2	2	2	2	X	X	2	2	2	2	X	X			
3rd Shift 2230-0700																																	
OFF. D. BURKE			X	X					FH	X	X				X	X						X	X					X	X	V			
OFF. K. RESSMAN					X	X					X	X					X	X						X	X					X	X		
OFF. D. BARBER		X			2	2	X	X	T	T			X	X							X	X				X	X/T			X			
Police Clerks																																	
L. HUGHES						X	X							X	X							X	X	S				X	X				
M. BUEHLER						X	X							X	X							X	X					X	X				
02/11/16	SCIT	DAB/SAS																									2/21	Shop w/ Cops Bowling Tourney 1000-1330					
02/15/16	SCIT Sniper	DAB																									2/27	St. Joan of Arc Frontline 9K 1030 - 1230					
2/8-2/9/16	SCIT CNT																										**	2/7 2/10 PAYROLL DUE **					
2/8-2/9/16	In Service	DPB13	WCTC	2/29-3/4	FBI LEEDA	RJH	La Crosse																										



The additional position is highlighted. I would anticipate adding a position to the night overlap shift, 6:30 pm – 3 am opposite Lt. Nyren.

Two additional positions would have even more significant impact as illustrated in the following mock schedule, also of February 2016 as was used previously.

For this example, both new positions would fill “Power Shifts” which overlap all three traditional shifts staffed on the department. This arrangement would allow more flexibility for adjustments to cover for contractual leave time, as well as, unplanned and/or unexpected leaves of absence for any number of reasons. The two shifts would work opposite Capt. Hagen and Lt. Nyren.

Doing this, if the positions would have been available the number of shifts filled with a single Officer would be drastically reduced.

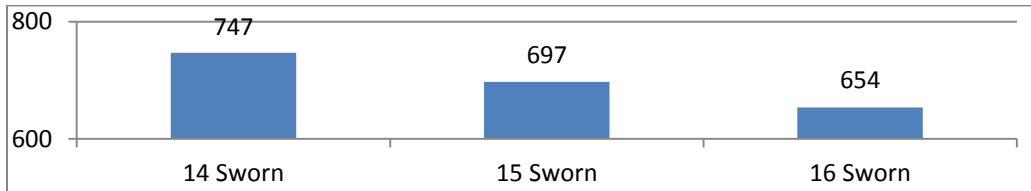
	1st	2nd	3rd	Total
Single Officer Full Shifts	0	0	5	5
Supervisor Working Patrol	3	4	1	8
Partial Single During Prime	0	1	0	1
Patial Single Outside Prime	0	0	6	6

Number of Shifts Staffed with a Single Officer for February 2016

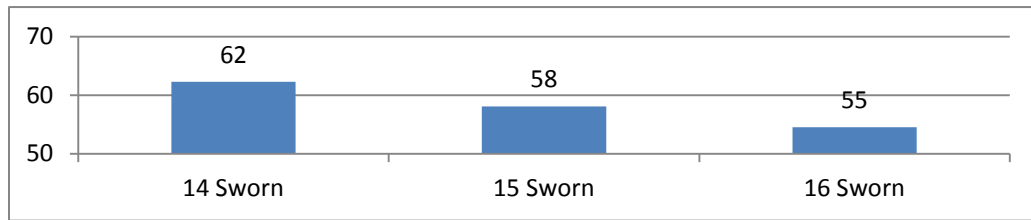
This outcome is illustrated more completely in the following mock schedule of February, 2016 with the addition of two Patrol Officer positions as proposed:

CITY OF DELAFIELD POLICE																														
FEBRUARY 2016		HOLIDAY: Washington's Birthday, 02/15/16														V-Vacation Day			FH-Floating Holiday			FL-Funeral Leave								
MONTH		Non-union: None														T-Training Day			TRV-Travel			R-Range								
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																FLX-Flex Day			LV-Unpaid Leave			XTC-Trng Comp Off-Day								
Name	Day	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M
Date		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
CHIEF E. KEHL						X	X	T	T	T	OC	OC	X	X	OC	OC	OC			X	X						4 OC	X	X	
DAY POWER 1100 - 1900																														
CAPT. R. HAGEN		2					X	X	T	T	T	1		X	X	4 OC				X	X	OC		1		OC	X	X	T	
OFFICER Z					1	X	X				1	X	X		1		1	X	X		1		1	X	X	1			1	X
1st Shift 0630-1500																														
OFF. D. BLOEDOW				X	X					X	X	T				XT	X			OC	X	X		S			X	X		
OFF. T. DORSEY					X	X					X	X			V	X	X				X	XT	T	T		OC	X	X		
OFF. K. BUDDA		X	1030-1900				X	X						X	X	1030-1900				X	X	1030-1900				X	X			OC
OFF. K. KUEHL		X	FM	FM	FM	X	X	FM	FM	FM	FM	FM	X	X	FM	FM	FM	FM	X	X	3	3	OC	3	X	X	3	3	3	1830-0300
2nd Shift 1430-2300																														
OFF. R. JACOBS		V	X	X	V	V	ML/OC	ML	X	X	ML	ML	ML	ML	X	X	ML	ML	ML	ML	X	X	ML	ML	ML	ML	X	X	ML	ML
OFF. S. SCHRUBBE		XT	T				X	X							V	V	V	V	X	X	V	V			X	X				
OFF. W. HOFFMAN		X	X	LD	LD	LD	LD	X	X	LD	LD	LD	LD	X	X	LD	LD	LD	LD	X	X	LD	LD	LD	LD	X	X	LD	LD	LD
OFF. L. WOLF					X	X										X	X					X	X					1	X	X
LATE POWER 1830 - 0300																														
LT. L. NYREN		XT	XT	T	T	T	OC	X	X		2	2		X	X	2	2	2	2	X	X	V				X	X		TRV	T
OFFICER Y					X	X					X	X				X	X						X	X				X	X	
3rd Shift 2230-0700																														
OFF. D. BURKE			X	X				FH	X	X					X	X					X	X					X	X	V	
OFF. K. RESSMAN		2			X	X					X	X				X	X					X	X					X	X	
OFF. D. BARBER		X			2	2	X	X	T	T		2	X	X			2	2	X	X	2	2	2	2	X	XT		2	X	
Police Clerks																														
L. HUGHES						X	X							X	X						X	X	S				X	X		
M. BUEHLER						X	X						X	X							X	X					X	X		

Likewise, increased activity would be a positive byproduct of additional Officers being funded for the Police Department. One way to illustrate is total calls for service per member of the department. As the following chart illustrates using data from 2015, adding one position decreases total calls for service by 50 per member, allowing for more time to conduct proactive patrol and conduct investigations.



Total Calls per Officer per Year using 2015 Data with One or Two additional Positions



Calls for Service per Month per Officer Using 2015 Data

Adding a second additional position would decrease total calls for service by 93 total calls for service per member all year long. Each member would be busy doing police work, one call every two hours on duty per contract (2068 total hours per year).

### Workload Analysis

A Workload Analysis was completed by Capt. Hagen using data from 2015. The data relevant to this study includes the type and number of specific calls for service experienced by department members. An average time to complete each type of call for service was assigned and contractual leave time calculated to determine the number of Officer, not Supervisors or other positions, would be required to allow for specific amounts of unobligated time per shift, per Officer.

The following table illustrates the types and numbers of calls by category and the average amount of time required handling calls within each category:

Obligated Time Activities					
Category	2014 Activities	2015 Activities	Average Activities	AVG Time (Hours)	Total Time
Accident	366	342	354	1	354
Assault/Fight	127	80	103.5	0.75	77.625
Death Invest	5	11	8	4	32
Drugs	62	49	55.5	0.75	41.625
Emergency Detentions	23	34	28.5	3	85.5
Fire/Rescue	478	467	472.5	0.25	118.125
General Service Calls	5321	5801	5561	0.5	2780.5
Non UCR Property	171	244	207.5	0.5	103.75
OWI Arrests	31	44	37.5	1.5	56.25
Sex Crimes	10	10	10	1.5	15
Tech Crime	7	4	5.5	1.5	8.25
Traffic	3833	2928	3380.5	0.3	1014.15
UCR Prop	278	210	244	1.5	366
Warrant/Court Order Vio	118	78	98	1	98
<b>Total:</b>	<b>10830</b>	<b>10302</b>			<b>5150.775</b>

Estimation of time required handling each type of call for service or activity is a conservative estimate based on the experience. The times include only the time spent at the scene of each type of incident, but not the time necessary to document the incident in a report or log entry, process, package and document evidence, conduct the investigation into the incident or anything other than the time spent by an Officer at the scene of the actual incident.

The categories of incidents listed above were scrutinized to determine each type of call for service received by department members. The specific types of incidents further illustrate the actual activities conducted by department members in 2015. The following table illustrates in more detail the specific types of incident included within the aforementioned categories:

2015 Calls For Service		
Category	Call Type	Number
Accident	ACCIDENT CAR/ANIMAL	1
Accident	ACCIDENT CAR/DEER	34
Accident	ACCIDENT H&R PDO	65
Accident	ACCIDENT PDO	240
Accident	ACCIDENT WITH INJURIES	40
Accident	ACCIDENT TRAIN	1
Accident	ACCIDENT UNKNOWN INJURIES	26
Accident	ACCIDENT FATAL	0
Boating	BOATING ACCIDENT	1
Assault/Fight	BATTERY	4
Assault/Fight	CHILD ABUSE NEGL	9
Assault/Fight	DOMESTIC DISTURBANCE	16
Assault/Fight	DOMESTIC IN PRO	49
Assault/Fight	FIGHT	5
Assault/Fight	FIGHT IN PRO	11
Assault/Fight	KIDNAPPING	2
Death Invest	DEATH INVESTIGATION	1
Death Invest	EMS CALL FOR PNB	5
Drugs	DRUGS	34
Drugs	METRO	1
Emergency Detentions	MENTAL COMMITMENT (ED)	5
Emergency Detentions	SUICIDE IN PROGRESS	2
Emergency Detentions	SUICIDE THREAT	19
Fire/Rescue	ILL/NOT FEELING WELL	1
Fire/Rescue	ASSIST EMS	253
Fire/Rescue	ASSIST FIRE DEPT	103
Fire/Rescue	EMS CALL FOR GUNSHOT WOUND	1
Fire/Rescue	GAS LEAK	7
Fire/Rescue	PR 1 ASSIST EMS	105
Fire/Rescue	PR 1 ASSIST FD	18
Fire/Rescue	PRIORITY 1 VEHICLE FIRE	1
Fire/Rescue	VEHICLE FIRE	8

General Service Calls	911 CELL HANG UP	90
General Service Calls	911 HANG-UP	44
General Service Calls	911 NO CAUSE	96
General Service Calls	911 OPEN LINE	129
General Service Calls	911 TRAINING/TEST	4
General Service Calls	ABANDONED VEHICLE	21
General Service Calls	Assist (Not Defined)	6
General Service Calls	ASSIST MOTORIST	19
General Service Calls	ASSIST OTH DPT	53
General Service Calls	ASSIST OTHER	35
General Service Calls	BUILDING CHK/OPEN	79
General Service Calls	BURNING VIOL	21
General Service Calls	CALL OR MEET	60
General Service Calls	CHILD CUSTODY DISPUTE	16
General Service Calls	DISORDERLY CONDUCT	59
General Service Calls	DEBRIS IN THE ROADWAY	45
General Service Calls	DELIVERIES	333
General Service Calls	DISABLED VEHICLE	273
General Service Calls	DISPUTE	18
General Service Calls	ESCORT/TRANSPORT	8
General Service Calls	EXTRA PATROL REQ	1143
General Service Calls	FI STOP	52
General Service Calls	FIREWORKS	13
General Service Calls	FOLLOW-UP	58
General Service Calls	FOOT PATROL	834
General Service Calls	FOUND PROPERTY	63
General Service Calls	HARASSMENT	41
General Service Calls	HOUSE CHECK	47
General Service Calls	HUNTING VIOL	2
General Service Calls	IMPERSONATE OFFICER	1
General Service Calls	JUVENILE PROB	24
General Service Calls	LANDLORD/TENANT TROUBLE	3
General Service Calls	LITTERING-DUMPING	5
General Service Calls	LOITERING	2
General Service Calls	LOST PROPERTY	20
General Service Calls	MAINTAIN PEACE	26
General Service Calls	MAN WITH GUN	4
General Service Calls	MATTER OF RECORD	6
General Service Calls	Mattofreq (Not Defined)	2
General Service Calls	MISSING PERSON RETURN	1

General Service Calls	MISSING PERSON	24
General Service Calls	MUTUAL AID POLICE	4
General Service Calls	NEIGHBOR DISPUTE	16
General Service Calls	NOISE	38
General Service Calls	Note (Not Defined)	1
General Service Calls	NOTIFICATION	8
General Service Calls	ORDINANCE VIOL	65
General Service Calls	OTHER CALL FOR SERVICE	225
General Service Calls	PARKING	80
General Service Calls	PARKING ILLEGAL	157
General Service Calls	PHONE MESSAGE FOR OFFICERS	48
General Service Calls	POWER OUTAGE	1
General Service Calls	Prisoner (Not Defined)	2
General Service Calls	PRISONER TRANSPORT	13
General Service Calls	PROCESS ATTEMPT	3
General Service Calls	PROWLER	1
General Service Calls	PROWLER IN PROGRESS	1
General Service Calls	RECREATIONAL VEHICLE VIOL	8
General Service Calls	REPOSSESSED	7
General Service Calls	SHOTS FIRED	3
General Service Calls	SOLICITORS	14
General Service Calls	SPECIAL EVENT	32
General Service Calls	SUSPICIOUS	372
General Service Calls	TAVERN CHECK	5
General Service Calls	TAVERN VIOL	2
General Service Calls	THREATS	16
General Service Calls	TRAFFIC SIGNAL PROBLEMS	21
General Service Calls	TRAINING	1
General Service Calls	TRESPASS	4
General Service Calls	TRESPASS TO DWELLING	2
General Service Calls	TRESPASS IN PRO	8
General Service Calls	TRESPASS TO LAND	4
General Service Calls	UNCONTROLLABLE JUVENILE 1	10
General Service Calls	UNDERAGE DRINKERS	7
General Service Calls	VEHICLE LOCKOUT	175
General Service Calls	WEAPONS	2
General Service Calls	WELLBEING CHECK	121
General Service Calls	WIRE/POLE/TREE DOWN	5
General Service Calls	ALARM BURGLARY	192
General Service Calls	ALARM OTHER	6

General Service Calls	ALARM (PANIC BUTTON)	7
General Service Calls	ALARM ROBBERY	11
General Service Calls	ALARM VEHICLE	3
General Service Calls	FALSE ALARM	1
General Service Calls	ANIMAL BITE/AT LARGE	22
General Service Calls	ANIMAL COMPLAINT	122
General Service Calls	REPORTS OF ANIMALS FOUND	2
General Service Calls	ANIMAL VICIOUS	4
Non UCR Property	CDTP	39
Non UCR Property	DAMAGE TO PROPERTY	25
Non UCR Property	FORGERY	1
Non UCR Property	FRAUD	97
Non UCR Property	GAS SKIP (DID NOT PAY FOR GAS)	76
OWI	OAWI	34
Sex Crimes	INDECENT EXPOSURE	3
Sex Crimes	SEXUAL ASSAULT NOT RECENT	5
Sex Crimes	SEX CRIMES GENERAL	0
Tech Crime	COMPUTER CRIME	3
Traffic	POSSIBLE DRUNK DRIVER	81
Traffic	PURSUIT	1
Traffic	RADAR/TRAFFIC REQUEST	781
Traffic	RECKLESS DRIVER/VEHICLE	147
Traffic	ROAD RAGE	20
Traffic	Traffic (Not Defined)	13
Traffic	TRAFFIC CONTROL	9
Traffic	TRAFFIC ENFORCEMENT REQUEST	19
Traffic	TRAFFIC HAZ	76
Traffic	TRAFFIC OFFENSE	19
Traffic	TRAFFIC STOP	1852
Traffic	VEH IN DITCH	40
UCR Property	BURGLARY	6
UCR Property	BURGLARY IN PRO	8
UCR Property	ENTRY TO AUTO	21
UCR Property	RETAIL THEFT	79

UCR Property	RETAIL THEFT IN PROGRESS	16
UCR Property	ARMED ROBBERY	1
UCR Property	ROBBERY STRONG ARM	1
UCR Property	THEFT	85
UCR Property	THEFT IN PRO	2
Warrant/Court Order Vio	COURT ORDER VIOLATION	6
Warrant/Court Order Vio	WANTED PERSON	20
Warrant/Court Order Vio	WARRANT SERVICE	20
	<b>Total:</b>	<b>10306</b>

It should be noted that the total calls for service related to specific offenses and/or activities related to this study equals 10,306. However, the department documented a total of 10,457 calls for service of all kinds. The difference of 151 calls for service was related to miscellaneous duties that did not fit into a specific category, and, therefore those incidents and the time taken to complete them were not accounted for in this analysis.

After taking into count benefit leave time available per Officer and calculating based on the 2068 hours each Officer is contracted to be on duty per year, the following recommendations are a result:

<b>Total Staff</b>			
TUT/Hr	On Duty Per Shift	Staff Per Shift	Total Staff (3 Shifts)
45	7	12	36
30	3	6	18
15	2	4	12

To maintain a standard of 15 minutes of unobligated time every hour, the department would require sufficient staff to schedule two Officers per shift. That would require four Officers assigned to each shift and a total of 12 Officers on the department. Fifteen minutes of unobligated time per hour of a shift would equate to approximately 2 hours a day, per Officer to conduct investigations, do paperwork (including preparing and dictating reports) and conduct proactive patrol throughout the city.

**Benefits to the Community of Additional Sworn Law Enforcement Positions**

I think we would all agree that an average of only two hours a day to complete these tasks is not ideal. However, I would acknowledge that adding an additional four positions to reach the 30 minute unobligated time per hour, or 4 hours a day available for these tasks, is not reasonable based on the financial status of the city. That is why the request to consider funding the addition of two positions has been made.

As stated previously, these additional positions would increase police coverage for the community and decrease response times. However, there are other benefits to adding these positions. This includes extra duties that are not necessarily traditional, but still fit into our overall mission as a department. Examples of these duties include:

- **Citizen Police Academy:** The department shares a Citizen Police Academy with our local partners to educate the public on our duties, responsibilities, and activities.

- **Citizen Ride Along:** The department has a robust program of citizen ride alongs, where members of the public join sworn Officers on duty up to twice per year to see them in action and learn more about the department, its members and activities.
- **Vacation House Checks:** An Officer physically walks around the vacant house to ensure there is no sign of attempted or actual entry or damage done to the property.
- **School Foot Patrols:** Officers walk through the schools and monitor traffic during student drop off and pick up times to develop relationships with staff, students and their families.
- **Business Foot Patrols:** Officers walk through businesses or in business areas, building relationships with owners, employees and patrons in an effort to deter crime and develop resources to more effectively investigate crimes that do occur.
- **Bank Foot Patrols:** Officers walk through businesses to build relationships with employees and customers in order to deter crime and create more effective ability to investigate crimes that occur.
- **Community Events:** Officers attend events to represent the department and our community. Example of types of events that we have attended include: Lake Country Community Fest, regular meetings with Delafield Chamber of Commerce groups and reinstating the National Night Out event in 2016.
- **Safety Talks:** Officers meet with community, business and school groups to discuss and facility safe practices in a number of areas, including internet and computer safety, as well as general awareness of suspicious activities.
- **Internships:** The department has hosted Internship programs through Waukesha County Technical College and other area Universities for over the past decade.

The department completes these extra duties not because they are required, but because they are simply the right thing to do. They make the community safer and our department more efficient. If we deter crime, then we do not have to respond to as many calls for service involving crimes which have occurred or are occurring. Additional members assigned to the department would allow us to conduct these activities more often and allow us to initiate more proactive functions to make the community safer. We are always open to suggestions and work hard to develop programs related to those suggestions that are feasible based on our operational capabilities.

### **Investigator Position**

Upon being appointed to the position of Police chief for the City of Delafield, I was directed to think in terms of strategic planning. To that end, if two additional positions were added to the department they would be used for the first year as illustrated in the second model schedule illustrated previously. After a year, I would consider creating a new position of Investigator for the department. The veteran filling that position would handle the more complex investigations that take significant amounts of patrol time, freeing Officers to conduct other activities and theoretically increase the amount of unobligated time noted in the Workload Study completed by Capt. Hagen.

Delafield is the only area department without an Investigator or Detective position. Each department member handles the investigations they are assigned to respond to. This has obviously worked well. However, due to the nature of modern crimes and criminals, the amount of time spent analyzing technical data becomes a problem when that has to be done by an Officer as they receive additional calls and investigations. An Investigator should alleviate that problem to some degree. An Investigator could also fill a vacancy on the department which has existed for many years, that being a liaison with the Metro Drug Enforcement Unit and access to the resources available from that group.

An Investigator could also handle routine, time consuming duties currently handled by myself of Capt. Hagen, including case management, UCR analysis and reporting, acting as a liaison with the District Attorney's Office, and other similar activities. This would allow us more time to supervise the members of the department and act as additional resources available to respond to and handle or assist with calls for service. The position should also increase our ability to solve crimes and positively impact our UCR Clearance rates.

### **Officer Safety**

Officer Safety is always a concern in modern law enforcement. A single Officer, working alone, is obviously a less than ideal situation in today's society. Although there is always the option of requesting assistance from our neighbors that response can



take a significant amount of time to arrive, or be unavailable due to call volume in those jurisdictions around us. Certain calls for service require a two Officer response. One example of these types of call for service includes Domestic Violence incidents.

Incidents of Domestic Violence are incredibly dangerous for Officers to respond to. Not only do the incidents often involve physical violence between subjects, but have additional risk factors involving heightened emotions and potential for weapons being involved since they routinely occur at the subjects' residence. For these and other factors, a minimum two Officer response to these incidents is required by this department. This is for the safety of the Officers and the subjects involved in the altercation. This has been the trained and accepted norm for Domestic Violence responses since before I became an Officer in 1994. It became the standard due to the number of responding Officers being injured or killed.

Domestic Violence is only one type of call where a two Officer response is required. Another type of law enforcement activity that is inherently dangerous is initiated traffic stops. Although rather banal and ubiquitous, when an Officer chooses to initiate a traffic stop, he/she inserts themselves into another person's life without their permission. This is one reason why Officers cannot just stop cars without reason.

By doing this, the Officer exposes themselves to whatever is affecting the driver and occupants of the vehicle that is stopped. The Officer rarely has the benefit of knowing exactly who is in the car. Although it may be registered to a specific person or people, those individuals may not be operating it at the time of the stop.

The driver and/or occupants of the vehicle stopped may be your average person going about their daily lives who came to the Officer's attention for a mistake or because they are in a rush. However, it is also possible the driver and occupants have just committed a crime or are on their way to commit an offense. There is no way for the Officer to know who he/she is dealing with until they make contact with the driver and/or occupants and begin talking to them. This is a fact of life in law enforcement which is easily overlooked by anyone who does not do this for a living.

Additionally, if you factor in any number of other specific calls for service involving initiated activity (including traffic stops), mental health issues, suicide threats, suspicious circumstances, prowlers, etc., it quickly becomes apparent why having more Officers on this department, who are familiar with the residents of Delafield and the services we are able to provide, would be beneficial to the community.

## **Conclusion**

I strongly urge the Common Council seriously consider funding the addition of two Patrol Officer positions on the City of Delafield Police Department as soon as practicable. The call volume and quality of services provided by this department support the increase. There is also a demonstrable need for the positions, as illustrated in this document. The ability of the department to function effectively and efficiently depends on the quantity and quality of the people who serve in these positions. Although the expense is significant, the need exists and it would be tragic if the department was unable to function at its highest degree of efficacy for lack of people to do the work that is expected of us. The amount of expense, when considered in relation to the increase in taxes to pay for it is justifiable based on the demand for quality services by the residents of our community.

Respectfully,

Erik Kehl, MS, CPM  
Chief of Police  
City of Delafield Police