

Oak Creek Police Department

Annual Report

January 1, 1996 to December 31, 1997



Submitted September 1, 1998

MESSAGE FROM THE CHIEF

To the Citizens of Oak Creek;

I, along with the entire staff of the Oak Creek Police Department, respectfully submit the Department's Annual Report for both 1996 and 1997. We had been forced to reprioritize some of our goals over the past two years due to supervisory staffing shortages. One of those goals deferred had been the production of the annual report. We apologize for that delay and appreciate your understanding.

With regard to events during 1996 and 1997, it would not be proper to mask over the impact that those two years had on our City. Charges of misconduct from within our Department brought great distress for us all. Conversely, we are proud of our effort toward providing total accountability to our citizens during this time by fully cooperating with outside investigations and initiating timely, complete internal investigations. We then brought about swift, fair closure in all outstanding cases and related personnel matters.

During this two-year period, our staff asked for internal leadership to come forward from union and management alike. We were not disappointed in our employee efforts toward creating a new level of teamwork and professionalism within our stationhouse. This effort toward re-energizing our moral was our most significant accomplishment during this period and perhaps our most significant Department accomplishment during the course of our entire Department record.

Also of significant note was the equally high level of personal and professional support exhibited by our local government leaders and our citizens. We had publicly acknowledged all of you in the past, but it is proper to reiterate our appreciation in this report.

With regard to the format of this and subsequent reports, we have decided not to utilize the narrative reports from each of the divisions, bureaus and units. Instead, we will concentrate on accurate, complete measurement data relating to our productivity and efficiency. We do see the value of documenting our Department history through the use of narrative reports. For that reason, we have created the task of Department Historian within our administrative division. The historian will be responsible for coordinating and compiling information from this point in our history. Retired Capt. Albert Clasen had begun the task of documenting our history before his retirement, and Retired Lt. James Lampe has agreed to edit and expand upon that effort in providing us with a solid base upon which to carry on.

Of particular note is the effort of Crime Prevention Officer Tony Micele in the production of this annual report. The staff appreciates his research efforts in obtaining valid statistical information that will be meaningful and objective in evaluating our recent activity.

In closing, we welcome inquiries regarding the operation of the Oak Creek Police Department and your comments and suggestions with respect to this report.

Sincerely,

Thomas P. Bauer
Chief of Police

Mission Statement

THE MISSION OF THE OAK CREEK POLICE DEPARTMENT IS TO ENHANCE THE QUALITY OF LIFE IN THE CITY OF OAK CREEK.

We can accomplish our mission by working to achieve goals of

protecting life and property
preserving the peace
enforcing the law.

However, we cannot succeed alone. Essential to the success of achieving these common goals is the active involvement of our citizens through formation of a public / private partnership with us.

We, the members of the Oak Creek Police Department, commit ourselves to the following set of values that always guide our actions in this mission.

HUMAN LIFE We value human life above all.

INTEGRITY We believe integrity includes fairness, honesty and loyalty, which are essential for the public trust

RESPECT We respect ourselves and all others. We strive to treat each other with dignity and compassion and to provide cooperation and teamwork.

CONSTITUTION (AND LAWS) We believe in both the federal and state constitutions; as well as recognizing and applying federal, state, and local laws.

EXCELLENCE We strive for excellence in all tasks performed. We also believe in the importance of knowledge and continual self-development in gaining excellence.

ACCOUNTABILITY We accept responsibility for our actions and are accountable to our community.

ADAPTABILITY We believe through a combination of imagination, ingenuity and common sense that we can be effective in our work of identifying and solving problems. We are also flexible and innovative enough to meet the demands of a dynamic, ever changing community.

Annual Report Produced by

Police Officer Tony Micele

Chief of Police

Thomas P. Bauer

Mayor

Dale J. Richards

Alderman

- 1st Dist Elizabeth Kopplin
- 2nd Dist Jeffery Enea
- 3rd Dist Michael Brever
- 4th Dist Merlyn Warner
- 5th Dist Lawrence Prochnow
- 6th Dist Kathleen Schmadl

Police and Fire Commission

- Gary Wilkes, President
- James Schultz
- James Moczynski
- Robert Anderson
- Douglas Rottel

City Administrator

Robert Kufrin

City Attorney

Larry Haskin

Municipal Judge

John Grahovac

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1996-1997

Oak Creek Police Department Background Information

Oak Creek Police Department
7625 S. Howell Avenue
Oak Creek, WI 53154

Department Information (as of 8/30/98)

Population Served ¹	24,975
Number of Sworn Employees Allocated ²	44
Total Employees Allocated ²	63
1998 Operating Budget (millions) ²	4.3
1997 Operating Budget (millions) ²	4.1
1996 Operating Budget (millions) ²	3.9
Service Area (square miles) ³	26
Rank of Oak Creek among all Municipal Jurisdictions in Milwaukee County in size of service area ³	3
Average Service Area of Municipalities in Milwaukee County ³ (Square Miles)	12.8
Ratio Officers per 1000 residents ¹	1.8
National Average Ratio Officers per 1000 residents ¹	2.4
Wisconsin Average Ratio Officers per 1000 residents ¹	2.3
Milwaukee County Ratio Officers per 1000 residents ¹ (Excluding Milwaukee Police Department, Milwaukee County Sheriff's Office, University of Wisconsin-Milwaukee and State Fair Park Police)	2.0
Ratio full-time employees per 1000 residents ¹	2.3
National Average full-time employees per 1000 residents ¹	3.3
Wisconsin Average Ratio full-time employees per 1000 residents in communities with less than 50,000 residents ¹	2.4

1 Crime and Arrests 1997, Wisconsin Office of Justice Assistance

2 Oak Creek Police Department 1998 Budget

3 Land and Water area of Wisconsin Municipalities: 1990 Census, US Bureau of The Census

1997 At a Glance

- √ Captain Thomas P. Bauer promoted to Chief of Police
- √ Budgeted and purchased Multi-Role canine (Ringo) and assigned officer Steve York as the new canine's handler.
- √ Created and filled the position of full time Crime Prevention Officer utilizing present personnel.
- √ Received a \$23,609 Neighborhood Drug Use and Violence Prevention grant for the 7th consecutive year.
- √ Budgeted and purchased an unmanned portable speed detection device to assist in the department's speed enforcement efforts
- √ Improved Officer training by implementing simunitions, a simulated ammunition round that allows officers to participate in live fire exercises in which the offenders shoot back.
- √ Co-sponsored the Community's second annual National Night Out celebration with an estimated attendance of 1800 residents.
- √ Budgeted and purchased 23 personal computers which were installed in a local area network at the police department.
- √ Sgt. Patrick Mitchell attended and graduated with honors from the University of Louisville's –Southern Police Institute. His tuition was paid for by asset forfeiture funds.
- √ Streamlined or eliminated non-essential services that included the Dive Team, the Boat Patrol, Neighborhood Cops and the Motorcycle Patrol. While creating the following new services: Sex Offender Registration Program, Honor Guard and the Warrant Squad.
- √ Moved the Municipal Court to the City Hall Council Chambers.
- √ Budgeted and completed a re-roofing and HVAC replacement on the Police Department Building
- √ Moved to create the position of Administrative Support Services Manager and to design a joint police and fire dispatch center.

1997 At a Glance (Continued)

- √ Obtained a van to be utilized in surveillance operations through asset forfeiture proceedings.
- √ Utilized Asset Forfeiture funds to purchase a state of the art K-9 bite suit to facilitate the use of advanced training techniques.
- √ Purchased a station wide speaker system that allows all personnel within the Police station to monitor the Department's radio transmission. The purchase was made possible through the use of asset forfeiture funds.

1996 at a Glance

- √ Captain Thomas P. Bauer named Officer in Charge and eventually acting Chief of Police
- √ Worked with the Fire Department and PPG in conducting the first ever Local Emergency Management Full Scale Disaster involving all Departments and most Employees of the City of Oak Creek.
- √ The Department completed implementation of a new shoulder patch.
- √ Retirement of K-9 Putz
- √ Establishment of the Horse Patrol and Boat Patrol.
- √ Utilized approximately \$25,000 of Asset Forfeiture funds to equip and train all officers with new HK Brand .45 Caliber service weapons.
- √ Utilized asset forfeiture funds to update the radio systems in 2 of the department's squads to the new spectra radio system.
- √ Utilized asset forfeiture funds to equip all uniformed officers with the "Hobbler" restraint system.

Department Organization

The Oak Creek Police Department is headed by the Chief of Police. His direct support staff includes a secretary and a chaplain. The Department is divided into two functional divisions. The Administrative Division and the Operations Division.

A captain commands the Administrative Division; it includes the Administrative Support Bureau, the Investigative Bureau and the Crime Prevention Bureau. The Administrative support Bureau is responsible for the dispatch center, the clerical unit and the clerk of courts. The Investigative Bureau is responsible for the investigation of cases that require expertise or time beyond that available at the patrol level. The Crime Prevention Bureau is responsible for maintaining the department's crime prevention program.

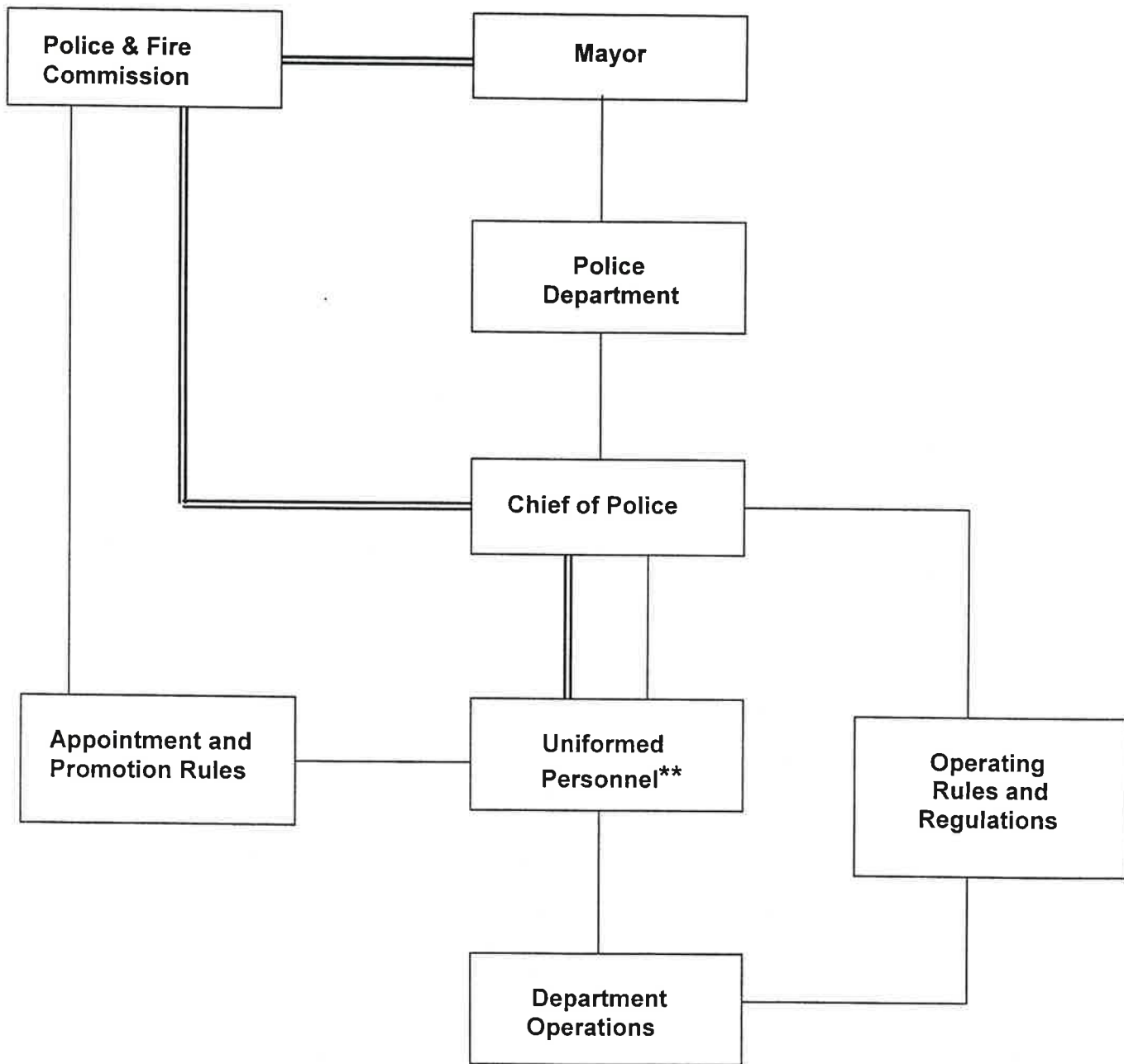
A Captain commands the Operations division; it includes the Operational Support Bureau and the Patrol Bureau. The Operational Support Bureau is responsible for the volunteer program, the Auxiliary Officers program, the Department's Crossing Guards, Fleet Maintenance and Buildings and Grounds. The Patrol Bureau is divided into 3 shifts and is responsible for patrolling the city's streets and answering calls for service. The Captain of Operations also oversees patrol officers that have extra duties in the department's various Special Operations Units.

In order to maximize the department's organizational effectiveness, We have developed detailed organizational charts. The six types of charts are included in the pages that follow. They are:

1. Lines of Authority in Wisconsin Cities
2. Bureaus and Personnel Allocated
3. Bureaus and Personnel Assigned
4. Bureaus, Units, Programs and Tasks-Chief's Office
5. Bureaus, Units, Programs and Tasks-Administrative Division
6. Bureaus, Units, Programs and Tasks-Operations Division

Oak Creek Police Department Organizational Chart

*Lines Of Authority In Wisconsin Cities



— Functional Authority
 = Appointment Authority

* Ref. "Handbook for Police & Fire Commissioners"

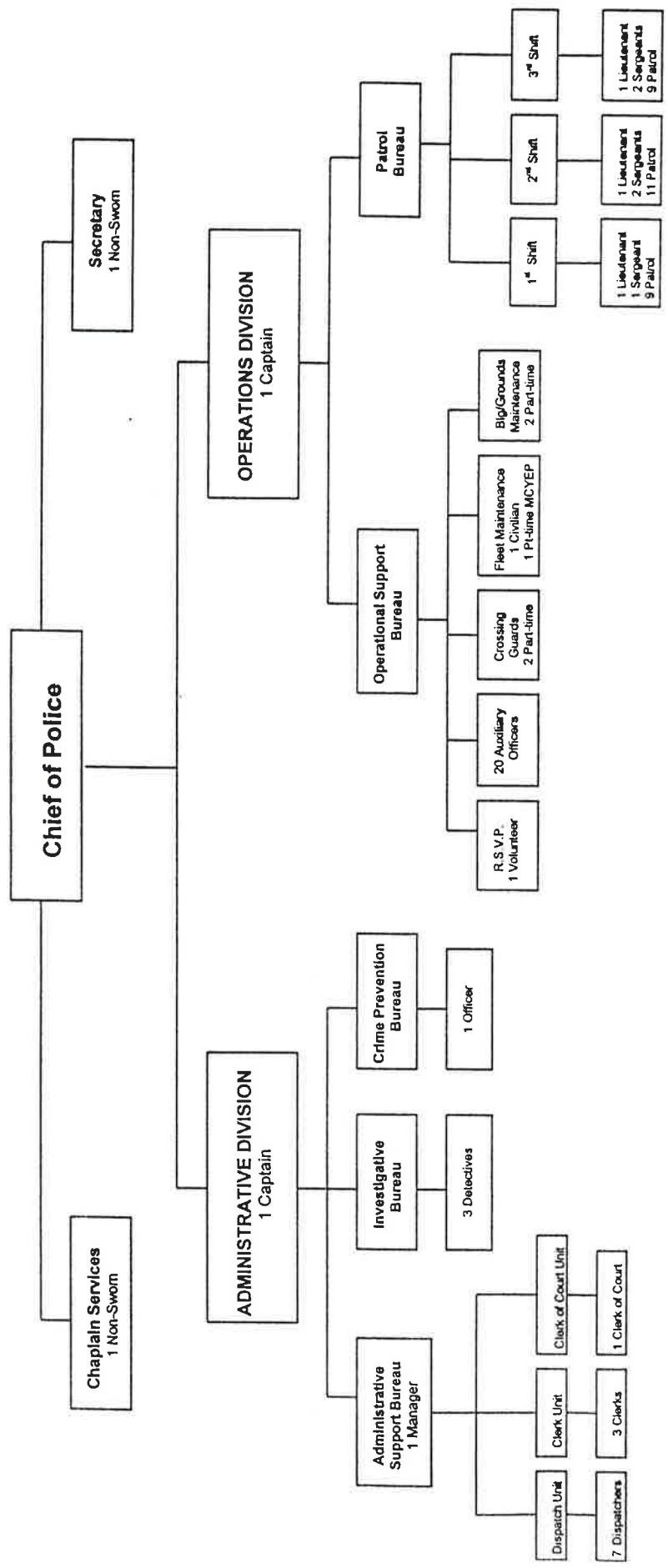
** Chief's appointments and promotions subject to Commission approval.

SEE ALSO: ADDITIONAL ORGANIZATIONAL CHARTS

1. Bureaus/Personnel Allocated
2. Bureaus/Personnel Assigned
3. Bureaus/Units
4. Units/Programs

Oak Creek Police Department Organizational Chart

Bureaus/Personnel Allocated



AUTHORIZED STAFF		Present	100% Absent
Police Chief	1	1	0
Captain	2	2	0
Lieutenant	3	3	0
Sergeant	6	6	0
Detective	3	3	0
Investigator	0	0	0
Police Officer	30	30	0
TOTAL SWORN	44	44	0
Admin. Support Services Mgr	0	0	0
Clerk of Courts	1	1	0
Dispatchers	6	6	0
Secretary	1	1	0
Mechanic I	1	1	0
Crossing Guards	2	2	0
Fleet Maintenance	1	1	0
Part-Time Custodian I	1	1	0
Part-Time Custodian II	1	1	0
Part-Time MCYEP	1	1	0
TOTAL NON-SWORN	17	17	0
TOTAL STAFF	61	61	0

Note: Total numbers do not include volunteers.

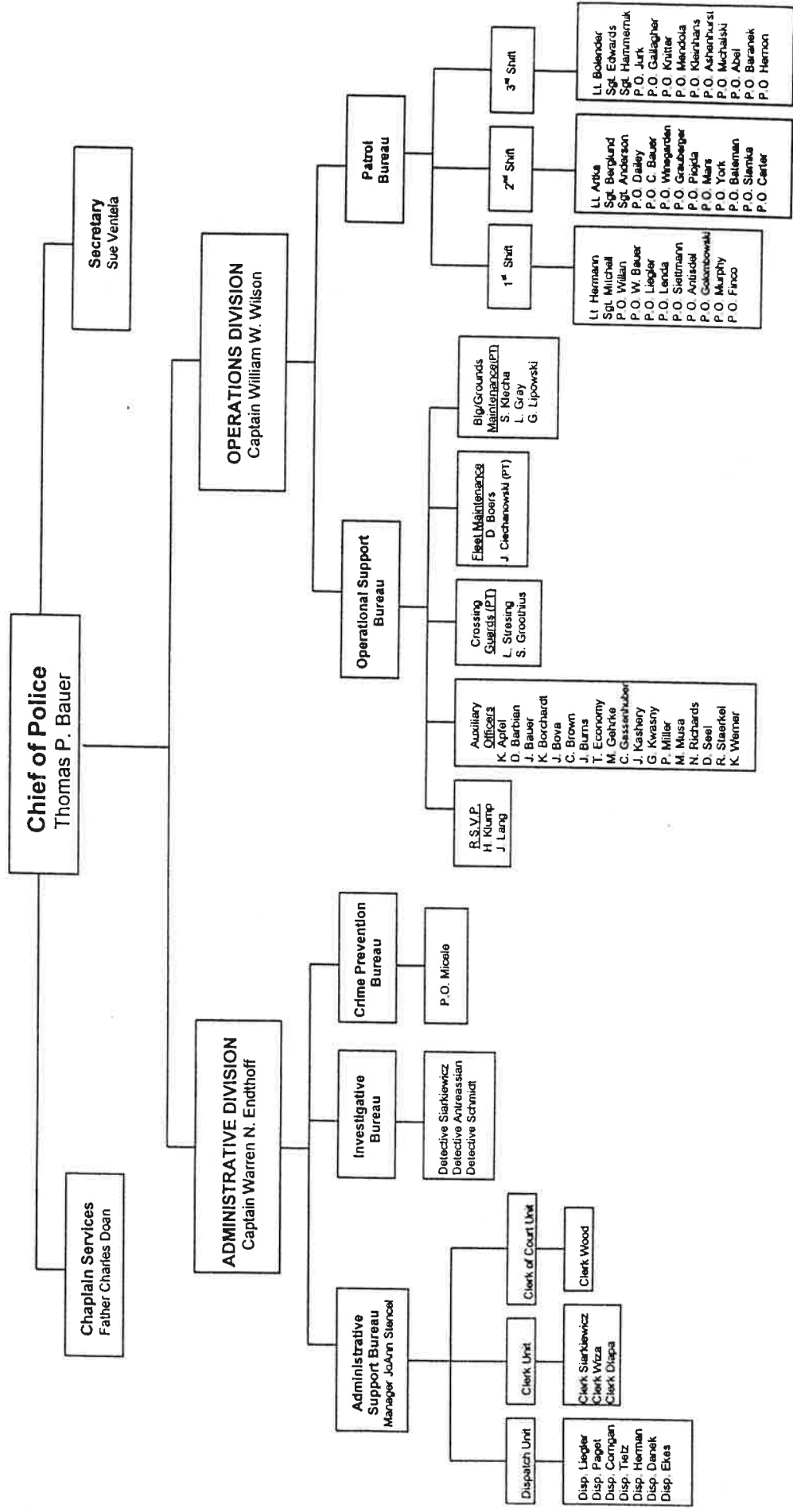
*Includes 100%
-Excludes 100%

SEE ALSO: ADDITIONAL ORGANIZATIONAL CHARTS

1. Lines of Authority in Wisconsin Cities
2. Bureau/Personnel Assigned
3. Bureau/Units/Programs/Tasks—Chief's Office
4. Bureau/Units/Programs/Tasks—Admin. Division
5. Bureau/Units/Programs/Tasks—Operations Division
6. Administrative Division Staff Assignments
7. Operations Division Staff Assignments

Oak Creek Police Department Organizational Chart

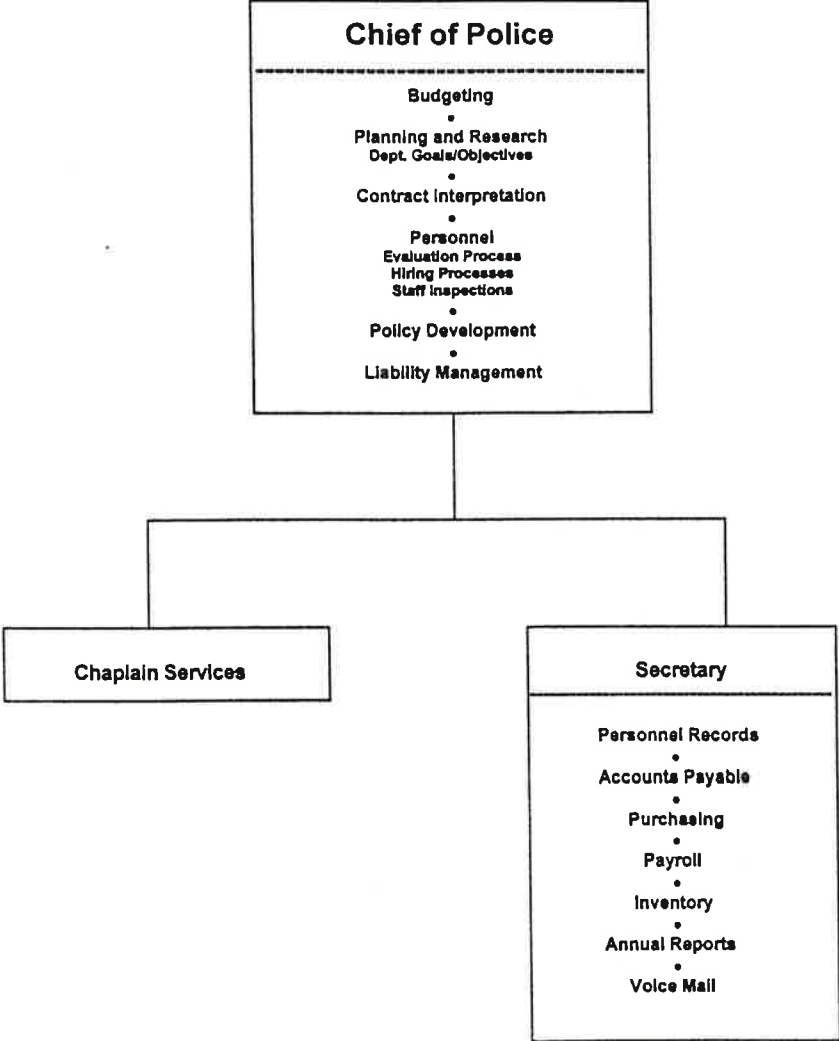
Bureaus/Personnel Assigned



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Oak Creek Police Department Organizational Chart
CHIEF'S OFFICE
Bureaus/Units/Programs/Tasks



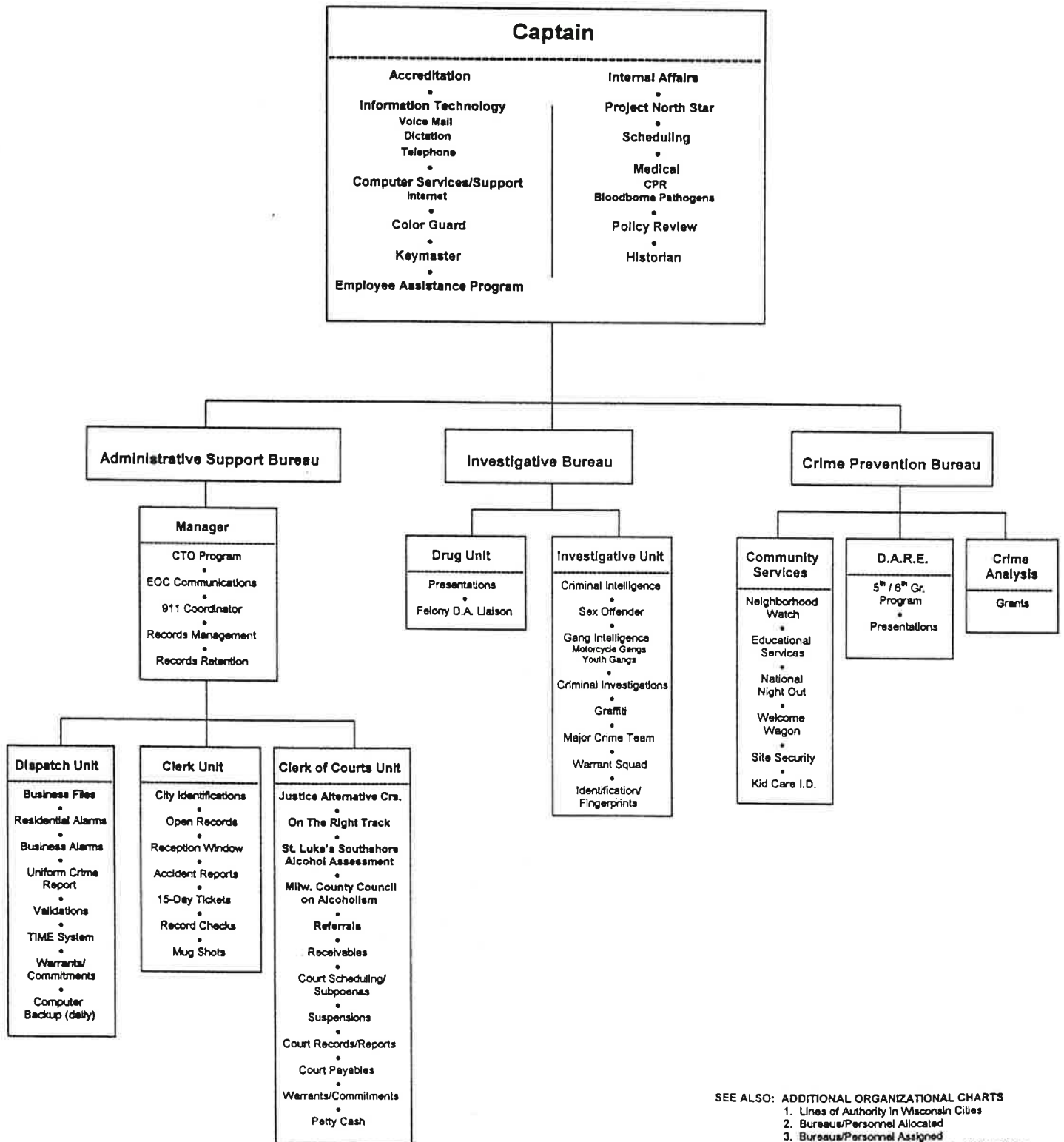
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Revised: 8/14/98

Oak Creek Police Department Organizational Chart

ADMINISTRATIVE DIVISION

Bureaus/Units/Programs/Tasks



SEE ALSO: ADDITIONAL ORGANIZATIONAL CHARTS

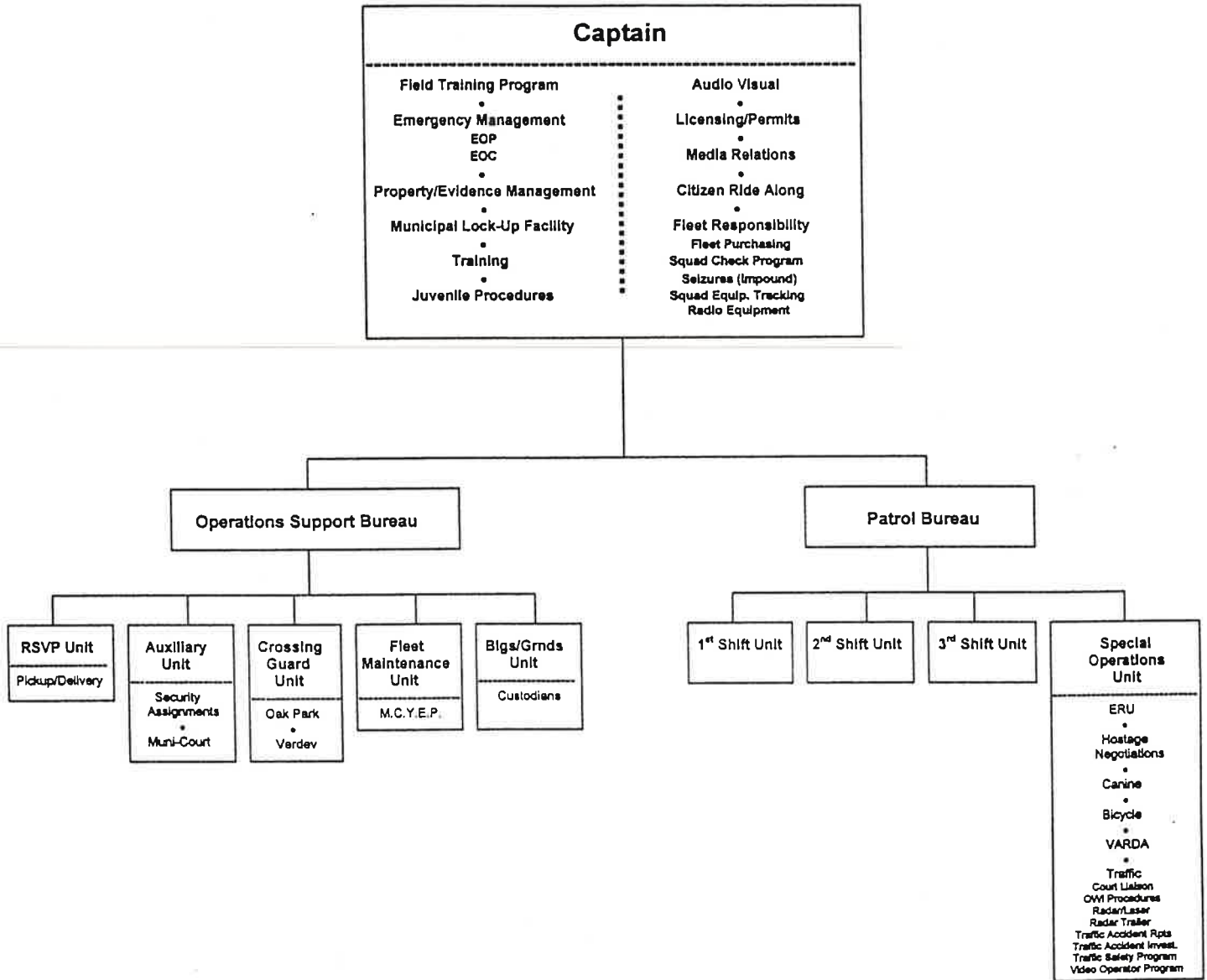
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Revised: 8/14/98

Oak Creek Police Department Organizational Chart

OPERATIONS DIVISION

Bureaus/Units/Programs/Tasks



- SEE ALSO: ADDITIONAL ORGANIZATIONAL CHARTS**
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Revised: 8/14/98

Department Personnel

As of January 1, 1998

Command Staff

Title	Name	Date of Hire	Date of Rank
Chief of Police	Thomas P. Bauer	09-26-77	06-09-97
Captain of Operations	William W. Wilson	09-26-77	04-28-96
Captain of Administration	Warren N. Endthoff	04-01-80	06-09-97

Investigative Division

Title	Name	Date of Hire	Date of Rank
Detective	John E. Siarkiewicz	07-16-69	08-01-82
Detective	Joseph C. Galewski	07-16-69	11-04-88
Investigator	Andre S. Antreassian	11-28-88	09-05-95

Patrol Division

Title	Name	Date of Hire	Date of Rank
Lieutenant	Daniel S. Hermann	08-02-82	04-01-97
Lieutenant	George M. Artka	10-09-78	06-09-97
Sergeant	Patrick L. Mitchell	08-02-82	06-14-92
Sergeant	Michael R. Bolender	04-08-91	03-10-96
Sergeant	Patrick A. Hammernik	03-25-85	03-24-97
Sergeant	John O. Edwards	03-25-85	03-24-97
Sergeant	Michael J. Berglund	01-27-92	06-19-97
Sergeant-Acting	Steven J. Anderson	07-22-91	10-14-97

Title	Name	Date of Hire
Police Officer	Michael L. Willan	07-22-74
Police Officer	William M. Bauer	09-26-77
Police Officer	Ronald G. Schmidt	06-29-78
Police Officer	James A. Liegler	07-03-78
Police Officer	Savan N. Lenda	02-11-80
Police Officer	Daniel R. Daily	04-01-80
Police Officer	Daniel C. Siettmann	03-26-84
Police Officer	James G. Antisdell	03-25-85
Police Officer	James A. Dailey	11-28-88
Police Officer	Clint Bauer	02-13-89
Police Officer	Ann E. Golombowski	02-27-89

Department Personnel

Patrol Division

Title	Name	Date of Hire
Police Officer	Brian J. Murphy	04-15-91
Police Officer	Scott J. Jurk	05-06-91
Police Officer	Julie M. Grauberger	07-22-91
Police Officer	Kelly R. Winegarden	07-22-91
Police Officer	John H. Finco	08-03-92
Police Officer	Steven M. Gallagher	01-04-93
Police Officer	Ronald P. Piojda	01-18-93
Police Officer	Randall A. Knitter	05-23-94
Police Officer	Sean T. Mars	05-23-94
Police Officer	Steven M. York	08-14-95
Police Officer	Joel H. Bateman	08-21-95
Police Officer	Anthony G. Micele	08-28-95
Police Officer	Derrick J. Slamka	01-15-96
Police Officer	Brett A. Mendola	01-15-96
Police Officer	Dean R. Keinhans	04-08-96
Police Officer	David S. Ashenhurst	12-02-96
Police Officer	Robert A. Carter	05-27-97
Police Officer	Robert D Michalski	07-14-97
Police Officer	Todd R. Abel	12-29-97

Clerical Staff

Title	Name	Date of Hire
Staff Secretary	Susanne M. Ventela	07-14-97
Clerk of Court	Kathleen M. Wood	04-07-80
Clerk/Matron	Vicki L. Siarkiewicz	04-07-80
Clerk/Matron	Diana L. Wiza	02-20-89
Clerk/Matron	JoAnn M. Stencel	05-06-91

Emergency Services Dispatchers

Title	Name	Date of Hire
Dispatcher	Roxanne L. Liegler	01-27-92
Dispatcher	Deborah A. Paget	04-11-94
Dispatcher	Doreen M. Corrigan	04-11-94
Dispatcher	Kim M. Geric	01-06-97
Dispatcher	Catherine S. Tietz	10-06-97

Department Personnel Actions-1996 and 1997

Promotions

Warren N. Endthoff (Lt.)	02-11-96
Michael R. Bolender (Sgt.)	03-10-96
William W. Wilson (Cpt.)	04-28-96
Thomas P. Bauer (Cpt.)	04-28-96
Patrick A. Hammernik (Sgt.)	03-24-97
John O. Edwards (Sgt.)	03-24-97
Daniel S. Hermann (Lt.)	04-01-97
Thomas P. Bauer.(Chief)	06-09-97
Warren N. Endthoff (Cpt.)	06-09-97
George M. Artka (Lt.)	06-09-97
Michael J. Berglund (Sgt.)	06-19-97
Steven J. Anderson (Sgt.)	10-14-97

Retirements

Lieutenant Wayne E. Martinko	01-03-96
Captain Albert H. Clasen	03-17-96

Resignations

Thomas R. Peterson (Police Officer)	03-07-96
Michael K. Foeger (Police Officer)	10-16-97
Deborah A. Lukasik (Clerk)	07-03-97 transferred to Parks and Rec.
Valerie M. Neuhart (Secretary)	08-05-97

Terminations

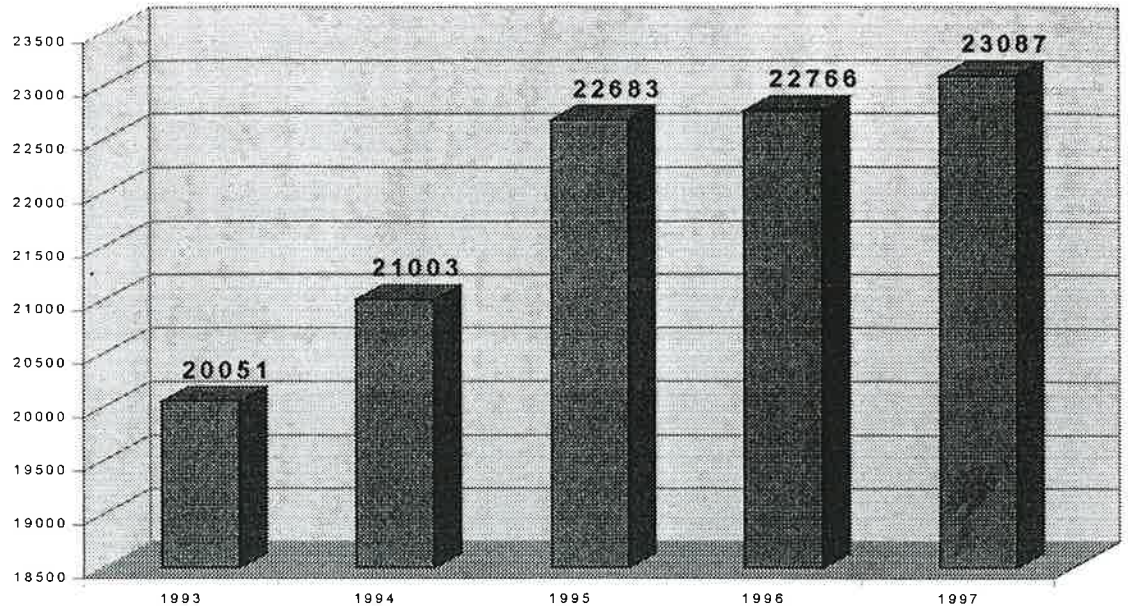
Michael R. Younglove (Chief)	01-09-97
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New Hires

Brett A Mendola (Police Officer)	01-15-96
Derick J. Slamka (Police Officer)	01-15-96
Dean R. Kleinhans (Police Officer)	04-08-96
David S. Ashenurst (Police Officer)	12-02-96
Kim M. Geric (Dispatcher)	01-06-97
Robert A. Carter (Police Officer)	05-27-97
Robert D. Michalski (Police Officer)	07-14-97
Susanne M. Ventela (Secretary)	07-14-97
Catherine S. Tietz (Dispatcher)	10-06-97
Todd R. Abel (Police Officer)	12-29-97

Work Load Measures

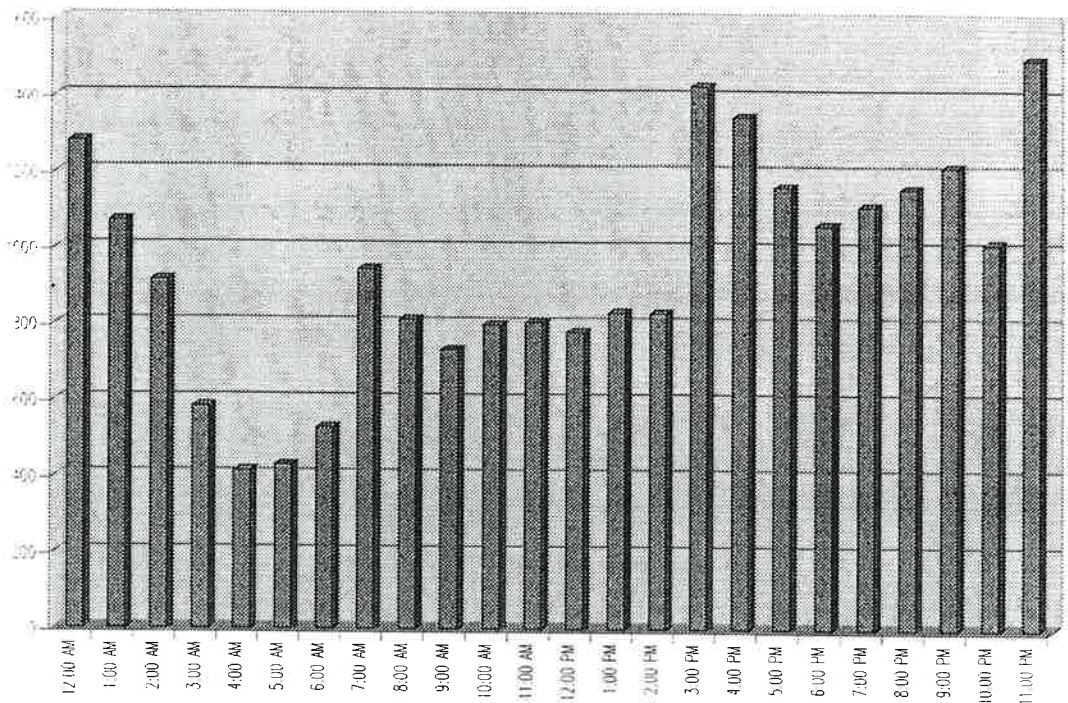
Calls for Service 5-Year Scan



- Calls for Service include request for assistance made by the community's residents in which a police officer responds, as well as some other officer-generated activities such as traffic stops. Calls for Service do not include business visits, meal breaks or building checks.
- Calls for Service increased by 8% from 1994 to 1995, ½ of 1% from 1995 to 1996, and by 1.5% from 1996 to 1997. There is not one particular call type that grew disproportionately during that time period. The most likely cause for the increase was population growth. Population growth is estimated at 5.8% in 1995, 2.8% in 1996 and 4.4% in 1997. The demands for service increase with an increased population base.
- The single largest call type is Traffic Stops with Traffic Arrest and Written Warnings, which account for approximately 20% of all calls for service.

Work Load Measures

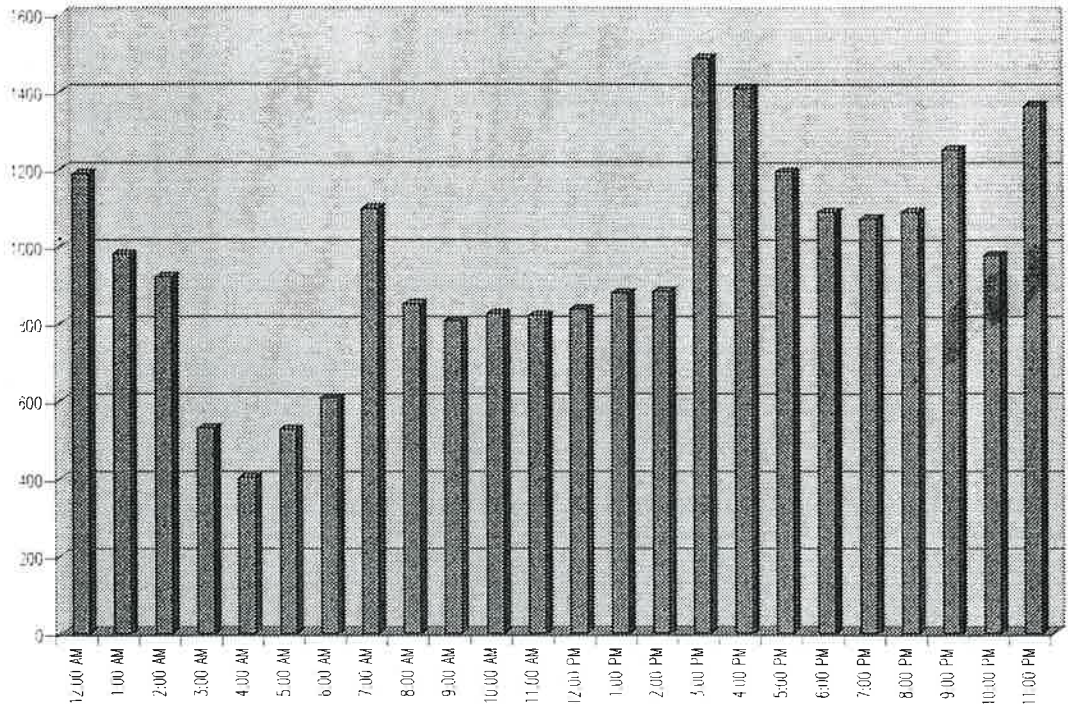
Calls for Service By Hour of Day 1996



- Calls for service include all request for assistance and complaints from the community's citizens in which an officer responds as well as some officer initiated activities.
- Calls for service spike at 7:00 am, 3:00pm and 11:00 pm is partially due to the entry for roll call made at the start of each shift but is also an indicator of increased activity in traffic arrest and written warnings at the start of each shift. The morning and evening traffic "rush" hours coincide with the peaks for traffic stops.
- The peak times for Calls for service are consistent from 1996 to 1997.

Work Load Measures

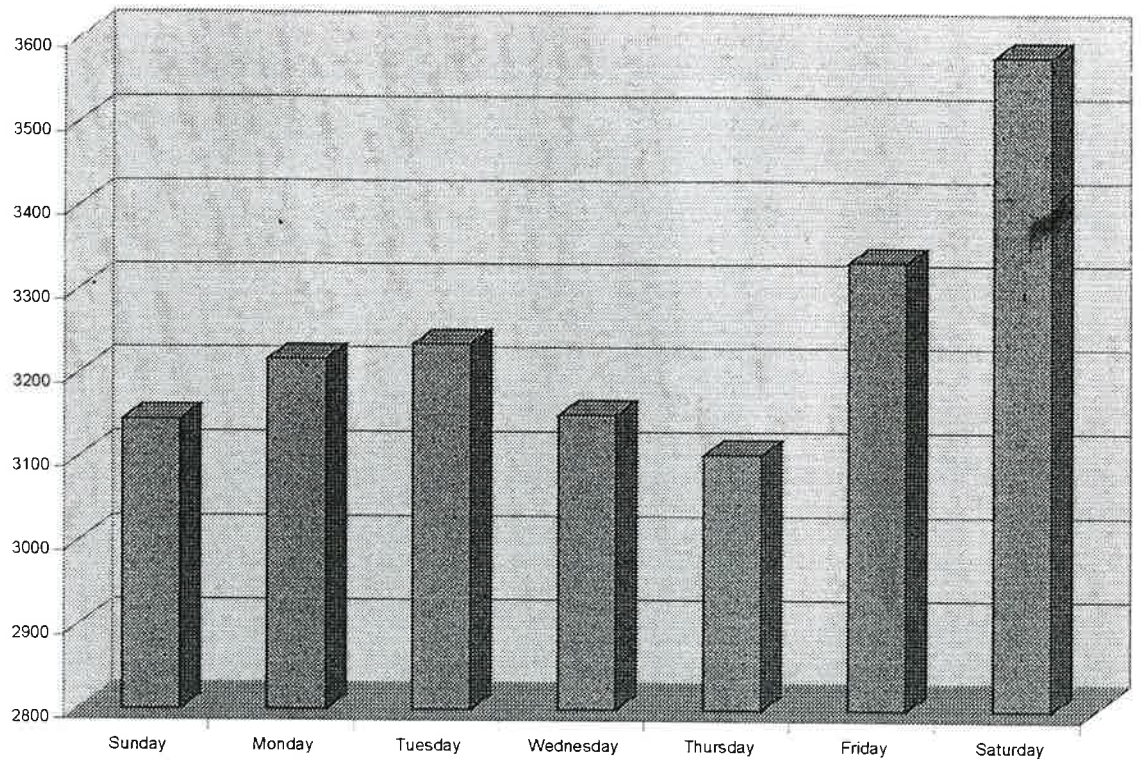
Calls for Service By Hour of Day 1997



- Calls for service include all request for assistance and complaints from the community's citizens in which an officer responds as well as some officer initiated activities.
- Calls for service spike at 7:00 am, 3:00pm and 11:00 pm is partially due to the entry for roll call made at the start of each shift but is also an indicator of increased activity in traffic arrest and written warnings at the start of each shift. The morning and evening traffic "rush" hours coincide with the peaks for traffic stops.
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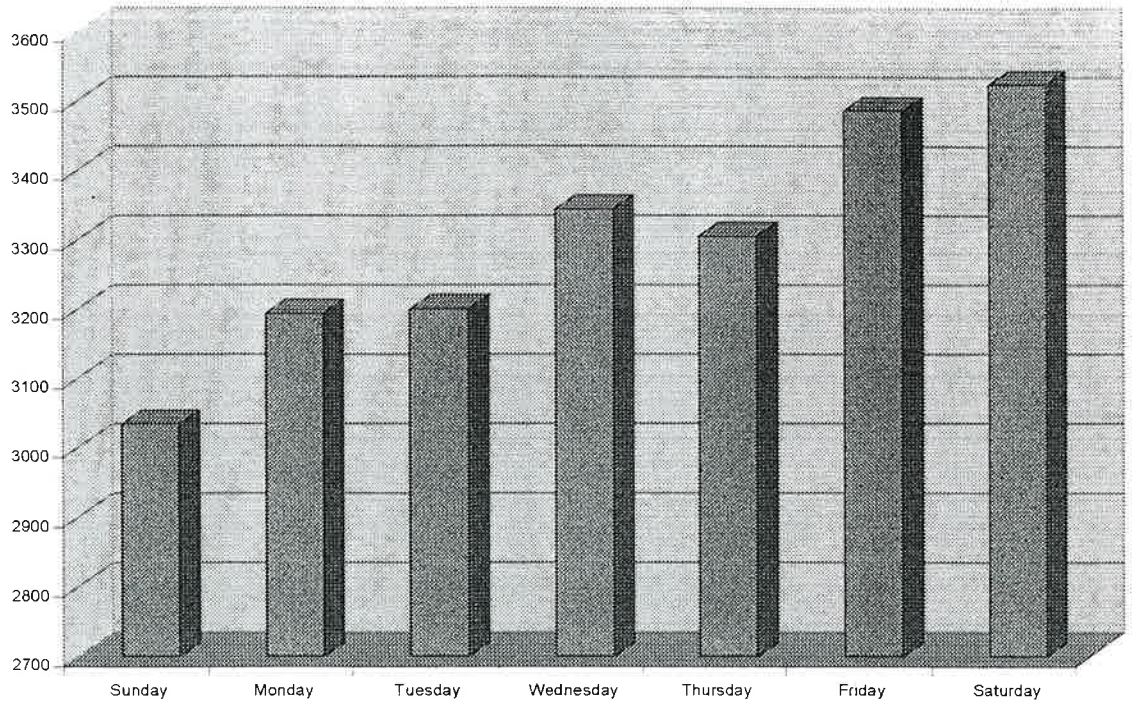
Calls for Service By Day of Week 1996



- Generally, Calls for Service are highest on weekends. There are a greater number of residents home during weekends, there is a large group of transients in the city (Hotels, Truckstops, etc.) and there is often an increase in the frequency of alcohol related offenses.

Work Load Measures

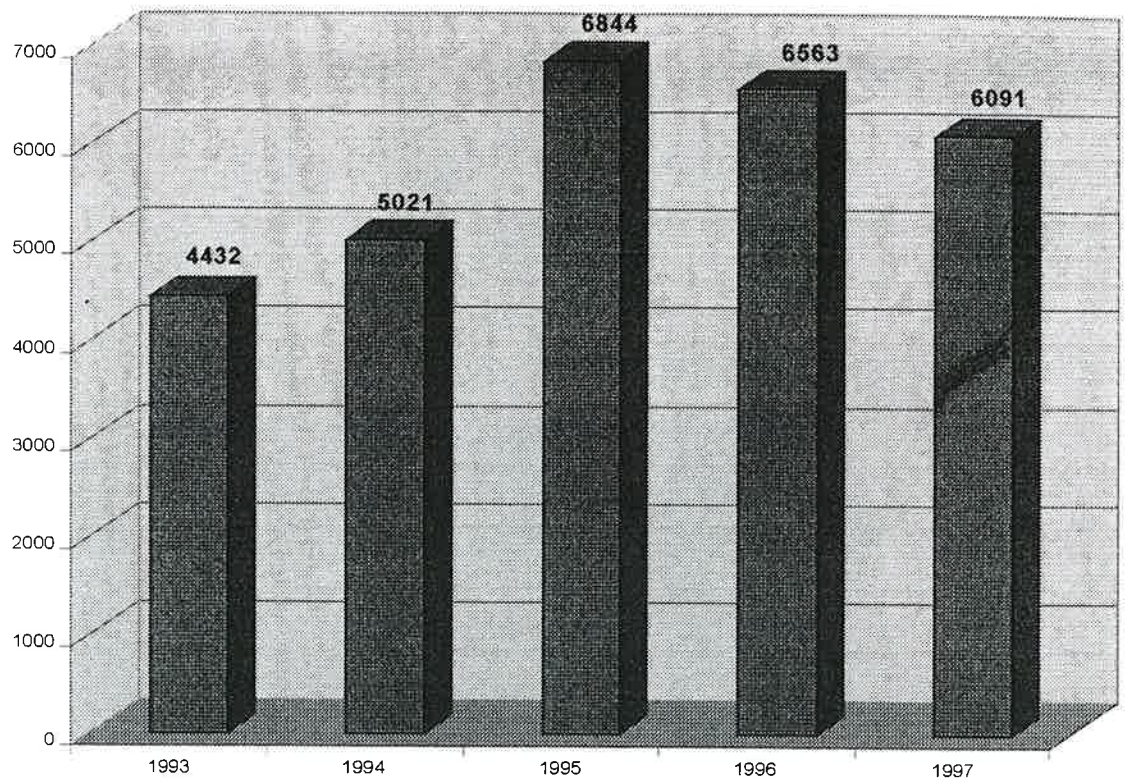
Calls for Service By Day of Week 1997



- Generally, Calls for Service are highest on weekends. There are a greater number of residents home during weekends, there is a large group of transients in the city (Hotels, Truckstops, etc.) and there is often an increase in the frequency of alcohol related offenses.

Work Load Measures

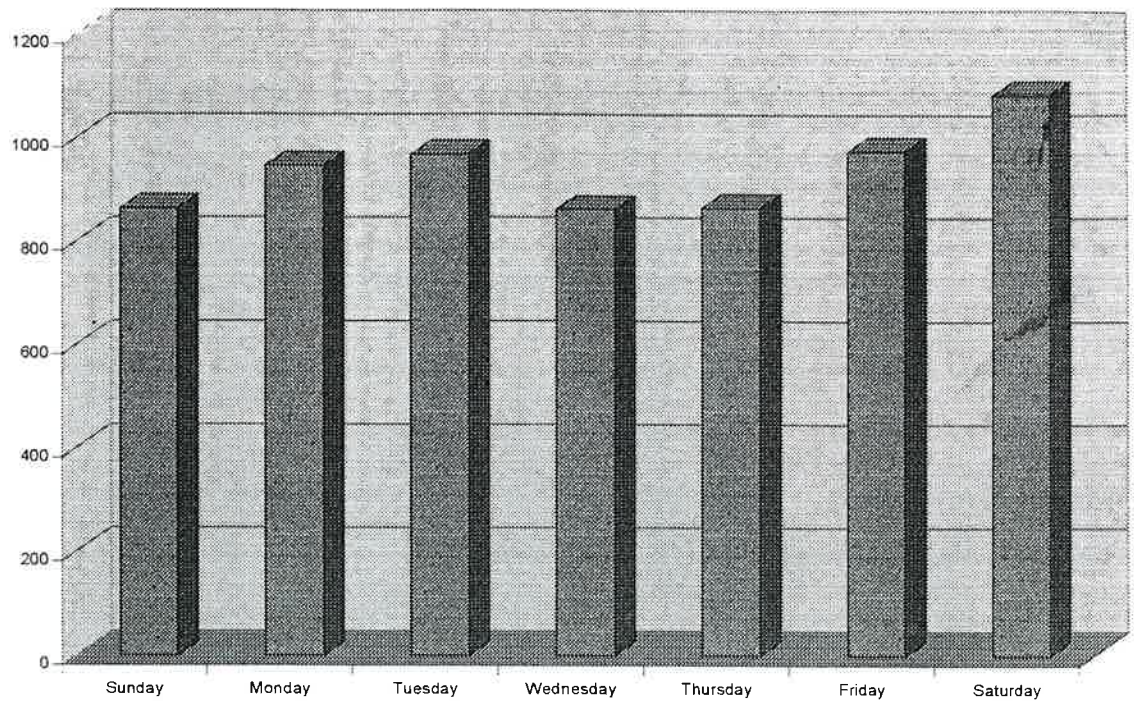
Arrest Totals 5-Year Scan



- Arrests include all municipal offenses, traffic offenses and state arrests (Misdemeanors and Felonies). Parking citations are not included in the reported arrests totals.
- Arrests totals in 1995 were particularly high due in most part to a high number of traffic arrests in that year. Arrest totals dropped by 281 arrests from 1995 to 1996, while traffic related arrest dropped by 233 arrests. Arrests totals dropped by 468 arrests from 1996 to 1997, while traffic related arrests dropped by 283 arrests. Decreases in the number of traffic arrests accounted for 83% of the reduction in arrests in 1996 and 60% of the reduction in arrests in 1997.
- In any given year, traffic arrest accounted for approximately 40% of all arrest made.
- 1996 was the last year the department participated in State administered Traffic Enforcement grants such as Safe and Sober and C.A.R.E.

Work Load Measures

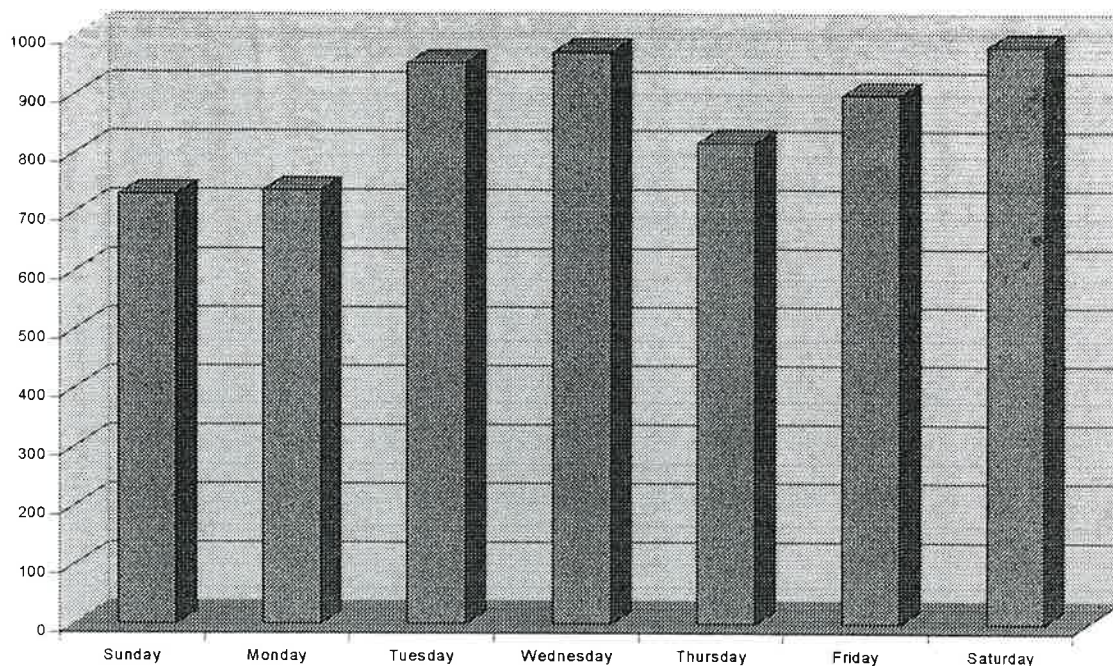
Arrests by Day of Week 1996



- Generally, Arrests are highest on weekends. There are a greater number of residents home during weekends, there is a large group of transients in the city (Hotels, Truckstops, etc.) and there is often an increase in the frequency of alcohol related offenses
- There is a general correlation between high days for Calls for Service and high days for Arrest totals.

Work Load Measures

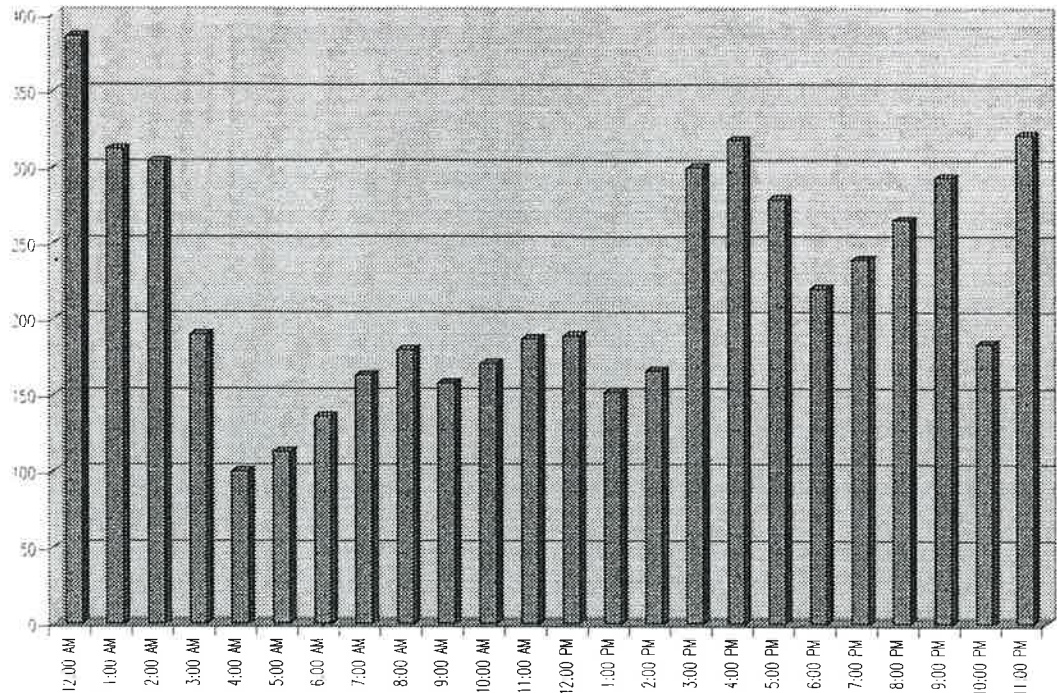
Arrests by Day of Week 1997



- Generally, Arrests are highest on weekends. There are a greater number of residents home during weekends, there is a large group of transients in the city (Hotels, Truckstops, etc.) and there is often an increase in the frequency of alcohol related offenses
- There is general correlation between high days for Calls for Service and high days for Arrests totals.

Work Load Measures

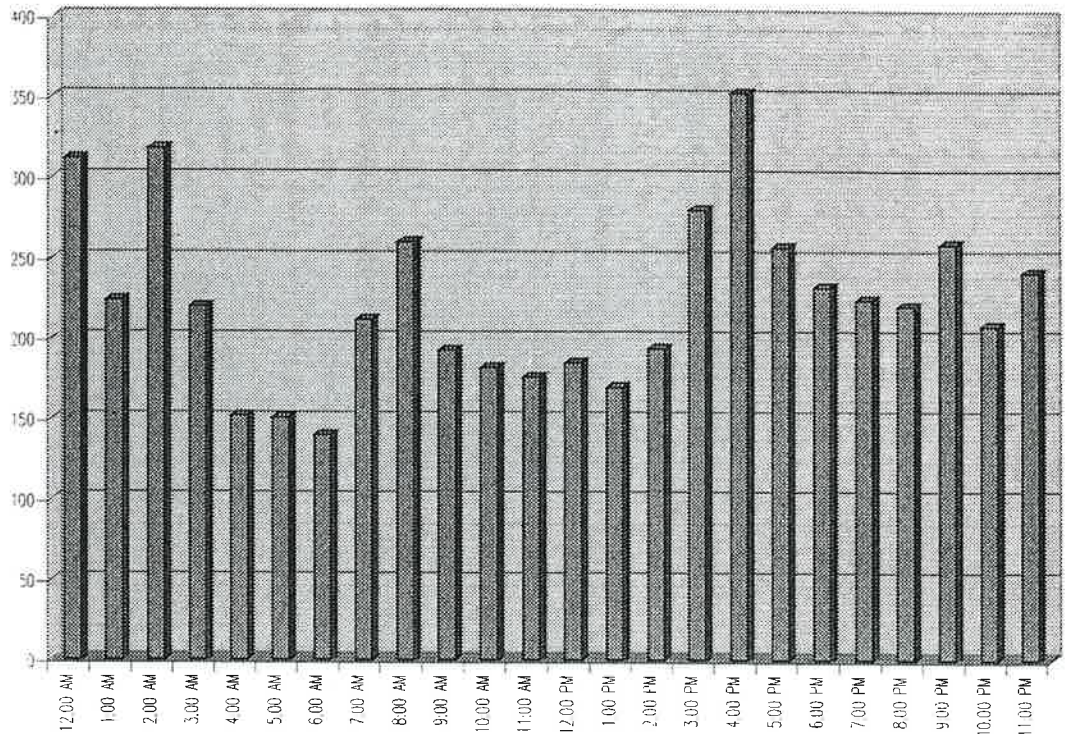
Arrests by Hour of Day 1996



- The highest arrest activity during a 24 hour period corresponds with the highest Calls for Service Activity during a 24 hour period.
- The busiest times for arrests are 4:00 pm and 12:00 am, during the first two hours of the Second Shift Patrol and the first two hours of the Third Shift Patrol.

Work Load Measures

Arrest by Hour of Day 1997



- The highest arrest activity during a 24 hour period corresponds with the highest Calls for Service Activity during a 24 hour period.
- The busiest times for arrest are 4:00 pm and 12:00 am, during the first two hours of the Second Shift Patrol and the first two hours of the Third Shift Patrol.

Conviction Performance

State Charge Convictions 1996-1997

Disposition	State Charges 96'	State Charges 97'
Total Cases	246	255
Guilty	120	70
Stipulated	0	0
Dismissed	82	82
Not Guilty	0	0
No Finding*	43	96
Withdrawn	1	7
Conviction Percentage	59%	46%

* Cases with "No Finding" have no final disposition and have not been included in the computation of Conviction Percentages.

Disposition	Domestic Violence 96'	Domestic Violence 97'
Total Cases	68	58
Guilty	17	7
Stipulated	0	0
Dismissed	41	33
Not Guilty	1	0
No Finding*	9	18
Withdrawn	0	0
Conviction Percentage	28%	17.5%

* Cases with "No Finding" have no final disposition and have not been included in the computation of Conviction Percentages.

- Conviction Percentage is computed by dividing the number of cases in which the offender stipulated or was found guilty by the total number of cases minus those that were still pending or withdrawn.
- Dismissed cases include those cases which were held open or placed in a pending status with the agreement that the charges would be dismissed if the offender committed no further violations over a previously agreed upon length of time.
- State arrests are reviewed by the Milwaukee County District Attorney's Office. Many of the cases presented to the DA are dismissed without process. The percentage of such cases dismissed by the DA in cases presented by the Oak Creek Police department is consistent with other jurisdictions in Milwaukee County.
- All Domestic Violence arrests are state arrests as mandated by State Law. There are mandatory arrest guidelines established by Wisconsin Criminal Statute. These guidelines dictate when an officer must make an arrest.

Conviction Performance

Juvenile Municipal Ordinance Convictions 1996-1997

Disposition	Juvenile Ordinance 96'	Juvenile Ordinance 97'
Total Cases	432	301
Guilty	282	206
Stipulated	45	31
Dismissed	91	52
Not Guilty	1	0
No Finding*	13	12
Withdrawn	0	0
Conviction Percentage	78%	82%

- Many 1st time juvenile ordinance offenders are offered the opportunity to enroll in special programs, such as the University of Wisconsin-Milwaukee's "On the Right Track" program and St. Luke's South Shore Alcohol Assessment program for first time Alcohol violation offenders, in lieu of prosecution.
- Dismissal totals include cases dismissed for successful completion of a 1st offender program.
- Conviction percentage is computed by dividing the number of Guilty findings and Stipulated cases by the Total # of cases minus those cases with no final disposition or withdrawn $((\text{Guilty} + \text{Stipulated}) / (\text{Total Cases} - \text{No finding} - \text{Withdrawn}))$.
- As is the case with Adult ordinance offenders as well, many of the dismissals are the result of cases held open in which the offender committed no further violations.

Conviction Performance

Adult Municipal Ordinance Convictions 1996-1997

Disposition	Adult Ordinance 96'	Adult Ordinance 97'
Total Cases	735	744
Guilty	501	545
Stipulated	100	82
Dismissed	102	66
Not Guilty	4	0
No Finding*	28	51
Withdrawn	0	0
Conviction Percentage	85%	90%

* Cases with "No Finding" have no final disposition and have not been included in the computation of Conviction Percentages.

- 56% of all Municipal Court dismissals in 1997 were the result of cases which were held open for a specific time period in which offender had no further violations. This percentage is fairly consistent from year to year.

Use of Force Statistics

Total Arrest 1997	Total Incidents In which Use of Force was Reported
6,091	12

* The Department began using its "Use of Force" Reporting form July 1, 1997.

- Nationwide, less than 1% of all contacts (arrests and other miscellaneous contacts) result in the use of force by Police Officers. The percentage of contacts resulting in the use of force for Oak Creek is about 1/10 of 1% for the second half of 1997.

Types of Force Utilized

Total Incidents in which force was used	Empty Hand Control Measures (A)	Intermediate Weapons (B)	Deadly Force (C)
12	12	0	0

Notes:

- (A) Empty Hand Control Measures include compliance holds and other passive countermeasures as well as active counter measures which include physical strikes to certain places in the subject's body as prescribed by Wisconsin Defense And Arrest Tactics (D.A.A.T) standards. Use of Oleoresin Capsicum ("Pepper Spray") is also included in this category.
- (B) Intermediate Weapons include the use of the Baton.
- (C) Deadly force is normally the use of a firearm but can include certain strikes as defined by Wisconsin DAAT standards.

Effectiveness of Force Applications

Total Incidents in Which Force was used	Subject Suffered Minor Injuries	Subject Suffered serious injuries	Subject required Medical Attention	Subject suffered loss of Life	Officer Suffered Injury
12	4	0	0	0	0

Crime Statistics

OFFENSE CATEGORY	1995	1996	1997
VIOLENT CRIME	59	22	14
Murder	0	1	0
Forcible Rape	5	3	2
Robbery	16	10	5
Aggravated Assault	38*	8	7
PROPERTY CRIME	787	776	862
Burglary	64	69	86
Theft	652	650	716
Motor Vehicle Theft	62	48	53
Arson	9	9	7
TOTAL CRIME	846	798	876

* 1995 Aggravated assault totals mistakenly included simple assaults which are not reported in the Uniform Crime Report. The actual number should have been 12.

- Total incidents are based on Uniform Crime Reports which is a crime measure utilized by police agencies across the country and can be found in the State of Wisconsin's Office of Justice Assistance Annual Crime and Arrest report.
- In 1997, the department's Uniform Crime Reporting specialist, Deborah Paget, received a State Certificate of Achievement for accuracy in reporting.
- The clearance percentage (percentage of incidents which are solved) for Violent Offenses is 52.6% and for Property Offenses is 29.1%. The State average clearance percentages are 58.4% for violent offenses and 25.5% for property offenses.
- In the state of Wisconsin, a property crime takes place once every 2 minutes and 50 seconds. In Oak Creek there are 1.9 property crimes per day, less than 1 every 12 hours.
- The overall increase in Burglaries from 1996 to 1997 was due to an increase in Business Burglaries that were tied to a wave of occurrences in the Summer of 1997.

Crime Statistics

- The increase in thefts from 1996 to 1997 was due to a large increase in misdemeanor thefts occurring at the city's numerous businesses establishments. The nature of the theft and the dollar value of the item taken determine the classification of the offense. The offenses against business were split between offenses conducted by outsiders and internal theft.

Uniform Crime Reporting Comparison

Total Index Offenses Comparison

	Oak Creek	South Milwaukee	Cudahy	Franklin	Menomonee Falls
Population	24,975	21,363	18,864	26,591	29,259
Total Index Crimes 1996	798	863	753	539	832
Total Index Crimes 1997	876	851	785	637	787

Violent Offenses Comparison

	Oak Creek	South Milwaukee	Cudahy	Franklin	Menomonee Falls
Total Violent Crimes 1996	22	22	32	39	12
Total Violent Crimes 1997	14	22	41	21	15
Murder 1996	1	1	0	0	0
Murder 1997	0	0	0	0	1
Forcible Rape 1996	3	4	6	11	0
Forcible Rape 1997	2	1	5	4	1
Robbery 1996	10	13	4	7	8
Robbery 1997	5	8	12	6	5
Aggravated Assault 1996	8	4	22	21	4
Aggravated Assault 1997	7	13	24	11	8

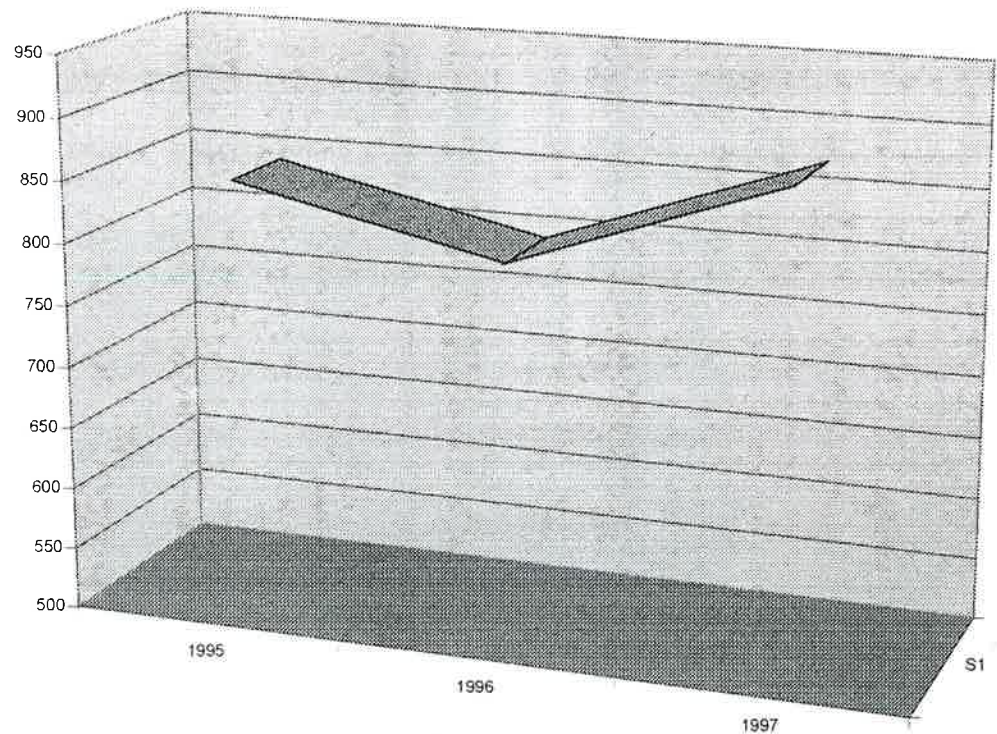
Uniform Crime Reporting Comparison

Property Offenses Comparison

	Oak Creek	South Milwaukee	Cudahy	Franklin	Menomonee Falls
Total Property Crimes 1996	776	841	721	500	820
Total Property Crimes 1997	862	829	744	616	772
Burglary 1996	69	158	116	86	144
Burglary 1997	86	139	104	114	134
Theft 1996	650	642	527	375	612
Theft 1997	716	631	547	454	585
MV Theft 1996	48	34	61	34	59
MV Theft 1997	53	54	74	41	51
Arson 1996	9	7	17	5	5
Arson 1997	7	5	19	7	2

Crime Trends

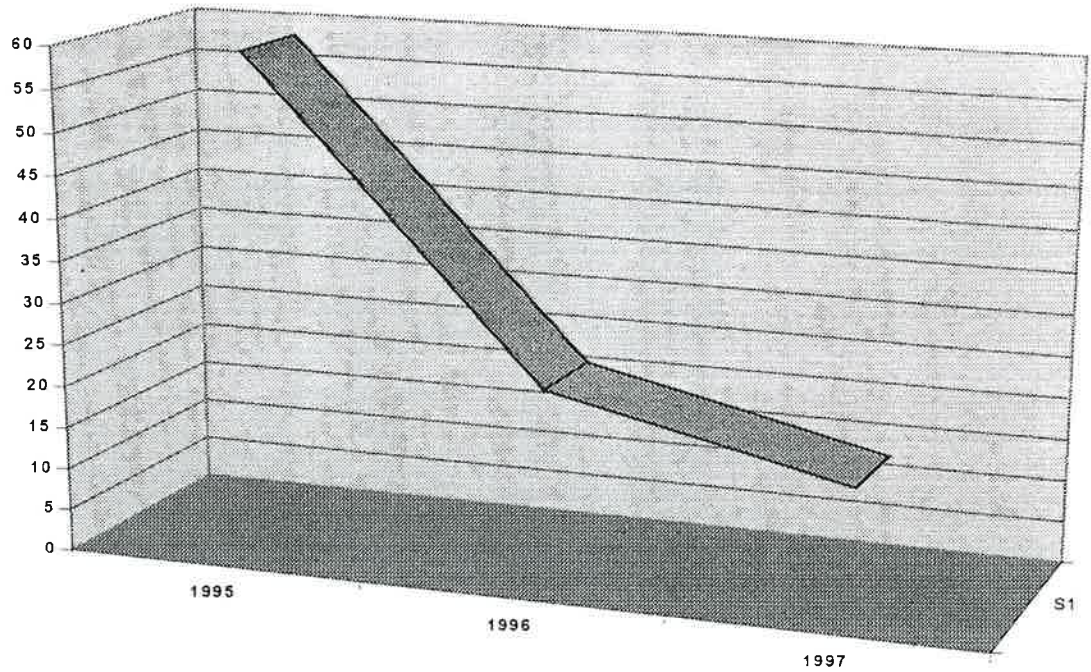
Total Crime Trend 1995-1997



- Overall, index crimes increased in 1997 due to the increase in property related offenses, which have climbed steadily since 1995. Increased commercial activity within the city and continued growth of the residential population make it likely that property crimes will continue to climb.

Crime Statistics

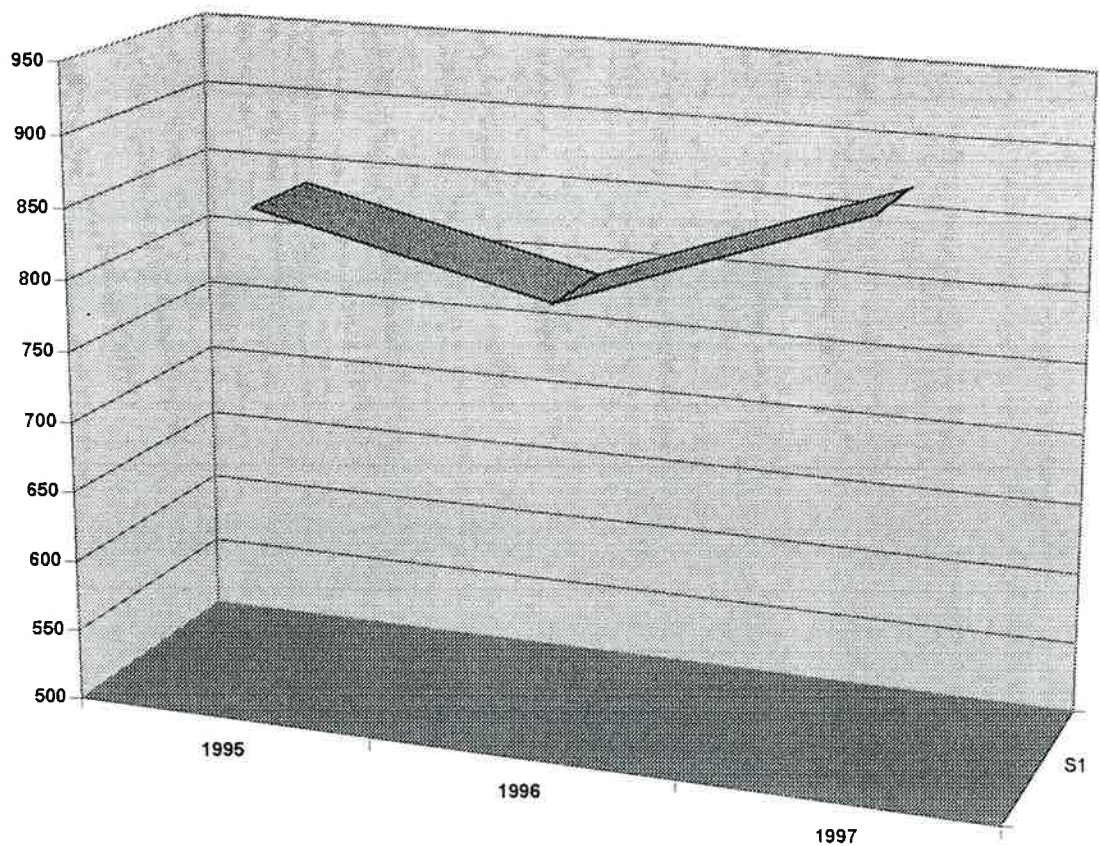
**Violent Crime Trend
1995-1997**



- Violent Crime has steadily fallen from 1995 through 1997, although not as dramatically if Violent Crime incidents in 1995 are adjusted for the reporting error in the category of aggravated assaults.

Crime Trends

Property Crime Trend 1995-1997



- 1997 saw an increase in all types of property crime with the largest gains coming in the areas of burglary and thefts. The burglary increase was due in the most part to a wave of business burglaries in the summer of 1997. The theft increase was mostly due to an increase in misdemeanor thefts occurring at a number of the city's businesses.

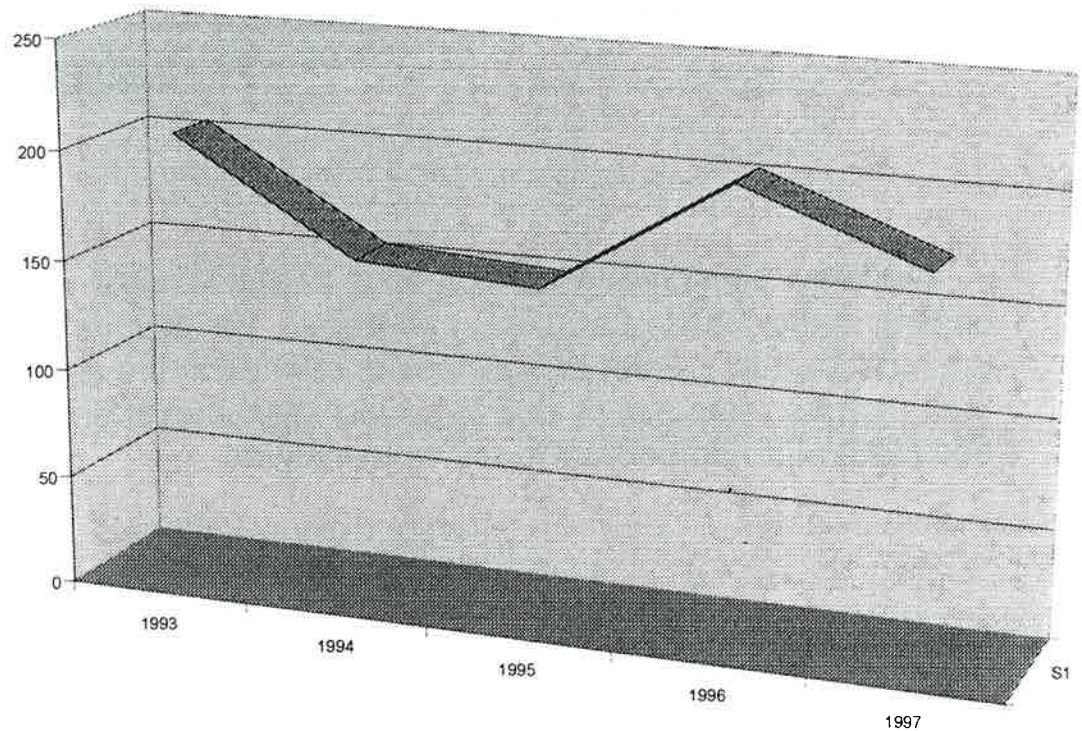
Drunk Driving Statistics



Reported Drunk Driving Offenses 1995-1997

	1993	1994	1995	1996	1997
OMVWI	206	156	174	204	151

Drunk Driving Trends 1995-1997



Drunk Driving Statistics

Conviction Data for OWI Arrests 1996-1997

	1996	1997
Pending	7	18
Guilty	170	111
Not Guilty	1	0
Dismissed	14	12
Other Dismissed	12	7
Withdrawn	0	4
Total Arrest *	204	152
Conviction % *	92%	87%

* Conviction percentage is determined by dividing the number of guilty findings by the total number of arrest minus the "Pending" cases and those arrests identified as "Other Dismissed".

- "Other Dismissed" are those cases in which the Driving with a Prohibited Alcohol Concentration charge was dismissed as part of a plea arrangement for a guilty plea to the Operating While Intoxicated charge.
- Withdrawn cases are those cases in which the charges against the defendant were withdrawn by the issuing agency and is not the result of a court ruling. In most cases, withdrawn cases are reissued under a different statute or at a different court (Ex. State Charge vs. Municipal).
- Alcohol Saturation Patrols funded by the State's Safe and Sober grant were conducted in 1996 and suspended in 1997. The end of this program accounts for some of the decrease in Driving Under the Influence arrest in 1997.
- Driving under the Influence cases that were dismissed were dismissed for a variety of reasons. The most predominant reason was a lack of evidence resulting from a blood alcohol concentration below the legal limit.

1996 BUDGET SPENDING TRENDS

We were successful in administering our budget during fiscal year 1996—coming in at 96% of total monies allocated for a total of \$159,346 unencumbered. We would have potentially been more effective in administering our budget if not for the following unforeseen and unanticipated expenses:

- **Overtime** – We conducted a review of this line item and found that a substantial amount of funds were spent on the following cases:
 - ◆ Armed robbery—Excel Inn approx. 25 hrs.
 - ◆ Hoffman Trial approx. 25 hrs.
 - ◆ 8 search warrants approx. 100 hrs.
 - ◆ 2 homicide investigations approx. 100 hrs.
 - ◆ P.F.C. hearings approx. 50 hrs.
 - ◆ Supervisor shortages due to suspensions approx. 100 hrs.
 - ◆ Personnel shortages due to injuries approx. 150 hrs.
- **County Prisoner Fees** – Significantly more offenders preferred to spend time in jail in lieu of paying their fines.
- **Attorney/Legal Fees** – We suffered through criminal and civil litigation regarding internal investigations involving our employees, and, specifically, the Chief of Police.

1997 BUDGET SPENDING TRENDS

We were successful in administering our budget during fiscal year 1997—coming in at 98% of total monies allocated for a total of \$69,049 unencumbered. We would have potentially been more effective in administering our budget if not for the following unforeseen and unanticipated expenses:

- **Overtime** –
 - ◆ 2 bank robberies approx. 100 hrs.
 - ◆ Theft ring investigations (15 clearances) approx. 30 hrs.
 - ◆ Residential window smashes (20-30 clearances) approx. 30 hrs.
 - ◆ Pornography investigation approx. 100 hrs.
 - ◆ Drive-by shooting approx. 25 hrs.
 - ◆ Arson to vehicle approx. 25 hrs.
 - ◆ Suicide investigation approx. 25 hrs.
 - ◆ UPS strike approx. 200 hrs.
- **County Prisoner Fees** – Again this year, more subjects faced with large fines opted for time at the House of Corrections rather than pay the fines.
- **Attorney/Legal Fees** – Continued litigation from several internal matters and the development of several Workers' Compensation cases.

CITY OF OAK CREEK 1998 ANNUAL BUDGET

FUND / DEPARTMENT	1995 ACTUAL	1996 ACTUAL	1997 BUDGET	1997 ESTIMATE	1998 BUDGET
POLICE - 60					12/8/97 8:12 AM
Direct Employee Costs					
100 Salaries, Full Time	1,853,638	1,827,197	2,320,230	2,052,845	2,347,905
105 Salaries, Part Time	38,448	40,419	47,355	42,120	37,000
110 Salaries, Overtime	133,025	100,461	90,325	101,300	90,000
115 Salaries, Holiday Pay	68,712	60,011	71,725	71,725	67,000
120 Special Pay Allowances	40,084	42,573	50,075	42,375	52,825
129 Non-Worked Paid Time	206,699	305,752	0	152,500	0
130 Retirement	484,727	476,714	505,940	463,950	506,375
135 Social Security	174,213	180,232	185,200	183,205	193,305
145 Unemployment Compensation	0	5,279	0	5,500	0
150 Insurance, Active Employees	333,626	335,434	360,275	360,275	529,450
155 Insurance, Retired Employees	0	0	0	0	0
160 Insurance, Work Comp	67,375	67,310	65,265	61,615	70,115
165 Insurance, Disability	8,854	9,051	8,815	8,975	10,695
170 Insurance, Dental	30,414	34,104	36,050	36,050	39,300
175 Insurance, Group Life	3,017	2,634	4,070	2,540	3,060
180 Longevity	5,175	4,560	5,205	4,680	4,880
185 Section 125 Administration	432	474	480	365	440
Subtotal	\$3,448,441	\$3,492,205	\$3,751,010	\$3,590,020	\$3,952,350
Indirect Employee					
200 Travel/Training	7,087	9,931	10,500	10,000	11,500
205 Recruitment/Testing/Physicals	1,563	5,816	1,540	6,100	7,000
210 Expense Allowance	547	305	500	500	250
215 Uniforms and Clothing	0	5,621	13,700	10,000	6,700
220 Tuition Reimbursement	10,000	6,665	10,000	5,000	10,000
Subtotal	\$19,197	\$28,338	\$36,240	\$31,600	\$35,450
Utility Costs					
300 Electricity	20,349	20,905	22,260	19,000	25,600
305 Water and Sewer	1,148	1,225	1,440	1,440	1,440
310 Natural Gas	3,583	5,557	5,940	5,940	6,535
315 Telephone	27,500	23,230	23,000	23,000	23,000
320 Data Lines	13,007	14,090	0	0	0
Subtotal	\$65,586	\$65,007	\$52,640	\$49,380	\$56,575
Supplies					
400 Office Supplies	9,953	7,508	9,400	9,400	9,400
405 Computer Hardware Software	7,152	1,348	0	0	0
410 Printing and Copying	4,413	6,059	5,000	5,000	5,000
415 Postage	3,343	2,866	3,500	3,000	3,500
420 Dues and Publications	2,038	2,250	1,900	1,900	2,000
425 Advertising and Promotions	419	95	500	500	500
426 Crime Prevention	1,062	592	1,025	1,025	2,000
430 Housekeeping	2,521	3,397	2,550	2,550	2,550
440 Medical and Safety	1,277	1,776	1,350	1,000	1,000
460 Minor Equipment	0	0	0	0	4,000
470 Audio Visual/Photo Supplies	3,687	2,765	4,300	4,300	6,000
480 Fire Equipment	379	219	500	500	500
485 Police Equipment	22,479	22,811	10,000	10,000	11,000
486 Ammunition/Armory	11,340	11,246	11,250	11,250	11,250
487 Police Auxiliary	976	1,566	1,600	1,600	1,600
488 Police Special Operations	2,194	1,976	2,600	2,000	2,600
489 Drug & Violence Grant	13,476	16,637	23,375	23,375	23,375
490 Police Vehicles	93,902	98,194	80,000	96,700	85,000
494 Leased Major Equipment	7,120	8,292	10,700	10,700	10,700
495 Miscellaneous	3,438	5,323	4,300	4,500	2,400

CITY OF OAK CREEK 1998 ANNUAL BUDGET

FUND / DEPARTMENT	1995 ACTUAL	1996 ACTUAL	1997 BUDGET	1997 ESTIMATE	1998 BUDGET
Subtotal	\$191,169	\$194,920	\$173,850	\$189,300	\$184,375
Other Services					
500 County Prisoner Fees	4,010	12,370	5,000	11,275	7,500
501 Bail Bond	-803	0	0	0	0
514 Engineering/Consultant	0	0	0	0	0
517 Building Cleaning	897	505	1,025	1,025	1,000
525 Attorney/Legal	22,227	47,866	22,555	80,000	25,000
Subtotal	\$26,331	\$60,741	\$28,580	\$92,300	\$33,500
Maintenance					
600 Office Equip Maintenance	6,631	6,480	6,300	9,300	7,500
605 Computer Maintenance	20,043	13,252	0	0	0
610 Radio Maintenance	6,288	4,988	6,600	6,600	6,600
615 Grounds Maintenance	4,077	5,915	5,000	5,000	5,000
620 Building Maintenance	10,971	12,596	15,070	15,070	12,500
Subtotal	\$48,011	\$43,231	\$32,970	\$35,970	\$31,600
Vehicles					
700 Vehicle Maintenance	30,608	31,609	25,525	22,000	25,000
705 Equipment Maintenance	1,046	1,738	1,850	1,850	1,000
710 Gas/Oil/Fluids	33,531	39,063	37,000	41,000	41,000
715 Tires	5,372	5,655	5,600	2,000	3,500
Subtotal	\$70,557	\$78,065	\$69,975	\$66,850	\$70,500
Total	\$3,869,291	\$3,962,507	\$4,145,265	\$4,055,420	\$4,364,350

Notes and comments:

In 1998 the budget for the Municipal Court was consolidated with that of the Police Department. The only full time court employee is a member of the Police Clerk's Union which has the bulk of its members in the Police Department. The operating supplies of the Court were under \$5,000 per year which did not warrant a separate department.

Hours of Service Data

Regular Hours Worked

1996	1997
84,488	89,246

- Computed from payroll records, only regular hours were utilized in the computation (No Overtime or Comp. Time was included).

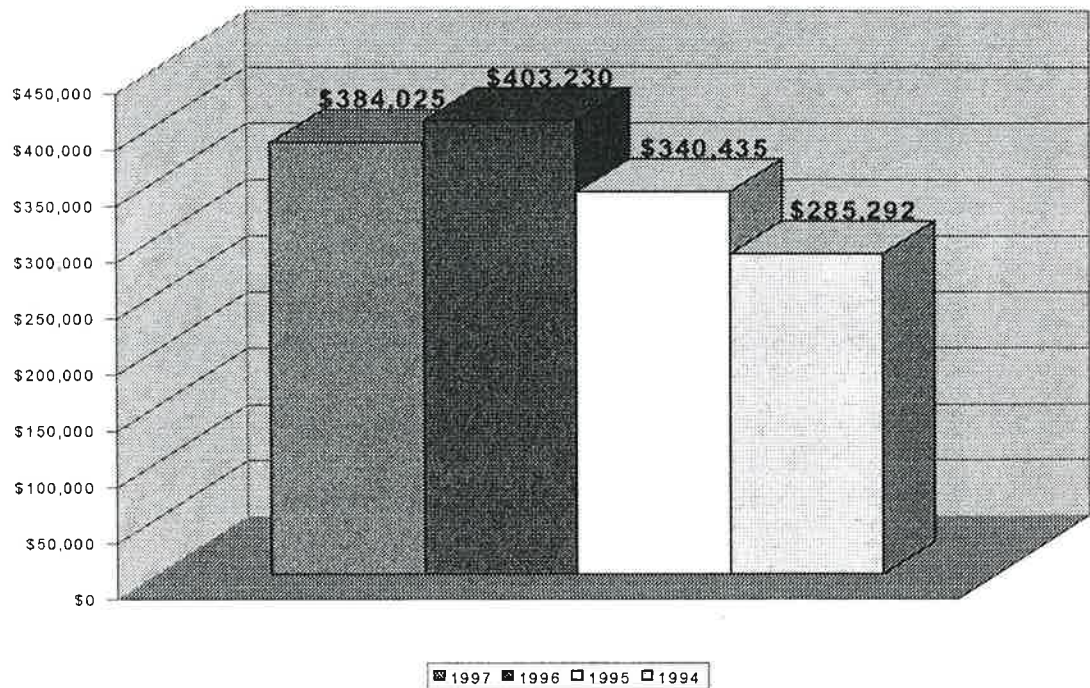
Duty Incurred Injury Report 1996-1997

	1996	1997
# of Officers Off Due to Duty Incurred Injury	9	7
# of Work Hours Lost Due to Duty Incurred Injury	2,704	890
Cost In Wages	\$54, 343	\$18,506

Financial Measures

Fines Collected

Month	1997	1996	1995	1994
January	\$ 30,640	\$ 33,502	\$ 33,943	\$ 22,159
February	\$ 32,536	\$ 37,256	\$ 27,868	\$ 16,791
March	\$ 41,623	\$ 40,124	\$ 36,859	\$ 29,806
April	\$ 45,429	\$ 30,271	\$ 27,517	\$ 23,496
May	\$ 32,196	\$ 28,774	\$ 29,794	\$ 23,729
June	\$ 32,100	\$ 32,739	\$ 23,851	\$ 25,080
July	\$ 32,685	\$ 41,878	\$ 19,582	\$ 18,752
August	\$ 24,151	\$ 37,724	\$ 31,180	\$ 22,989
September	\$ 32,608	\$ 30,403	\$ 25,519	\$ 27,904
October	\$ 31,442	\$ 34,492	\$ 30,933	\$ 28,938
November	\$ 25,969	\$ 33,134	\$ 26,406	\$ 24,108
December	\$ 22,646	\$ 22,933	\$ 26,983	\$ 21,540
Total	\$384,025	\$403,230	\$340,435	\$285,292



- Fines collected decreased by 4.8% in 1997. The decrease is due to the decrease in arrest made in 1997 and a rise of 23% in the number of individuals who are not paying their fines. The result for the city is a decrease in fines collected and an increase in prisoner fees from the resulting commitments to the county jail on those offenders who do not pay their fines

CITY OF OAK CREEK 1997 ANNUAL BUDGET

FINAL REPORT OF 1996 OBJECTIVES

4th quarter

Department: Police

1. Effective administration of all resources allocated to the department, providing effective leadership and vision into the future, and effectively controlling the expenditures of resources thereby operating within budget or within a 3% margin of the department's annual budget.

Status: The report of revenue and expense produced on March 17, 1997, indicates that our department had been at 96% of our allocated budget in 1996.

2. Take and maintain a leadership role in conducting one large scale simulated disaster involving and requiring interaction and cooperation between City departments by July 1, 1996.

Status: The Police and Fire Departments conducted a functional exercise on July 26, 1996. The problems identified in that functional exercise have been addressed through policy and procedural changes which will help us with the full scale exercise. We did conduct a full scale exercise in September, utilizing all City Departments and the activation of the Emergency Operation Center. We were able to conduct a fair critique of the exercise and came away with ideas for future exercises. We consider this to be a major accomplishment for the City of Oak Creek.

3. Maintain a minimum of a 90% conviction rate in all cases charged with Operating While Under the Influence of an Intoxicant that are adjudicated during 1996.

Status: The department had made 104 arrests in this category and successfully prosecuted 99 cases with 4 amended to reckless driving and 1 case is pending. This is a success rate of 96%.

4. Continue with our customer satisfaction survey instrument, randomly sampling the level of satisfaction the department is achieving with its citizens, at least twice during 1996, and continuing to correlate the results of this survey that has now been used for 3+ years.

Status: The Customer Survey has been mass mailed once in 1996. We were unable to complete this goal as the lack of administrative and secretarial staff in the second half of 1996 forced us to reprioritize our goals. This goal was not considered to be a high priority since we were able to accomplish at least one mailing. We also utilized the form at our front service window, for anyone interested in making comments.

5. Continue to maintain the current level of technical, professional, and management training offered to members of the department, maintaining an average of 100 hours per full-time employee, particularly those in top management positions, attempting to address specific areas of individual and community needs.

Status: The department was able to complete 4,350 hours of training in 1996. This training did meet our present level of technical, professional and management training and accomplished our goal of maintaining an average of 100 hours per full-time employee of continual training.

6. Continue the very successful drug demand reduction education and training by continuing to offer the DARE program in our public and private schools.

Status: The DARE program was successfully completed to all local schools during 1996. We were very proud of the classes offered through Officer Kelly Winegarden and John Finco. We have had an effective transition of our DARE officers. A complete new group of instructors were utilized.

7. Continue the process of reviewing department policies and procedures as required, and establishing new policies in areas where required. Continue a review process of all existing written policies and update those policies as required by either law, community needs or modern law enforcement principles, and to maintain the system of reviewing high risk policies on an annual basis and all other policies bi-annually

CITY OF OAK CREEK 1997 ANNUAL BUDGET

Status: The department's Policy Review Committee did continue to meet during all of 1996. All of the mandatory policies were review and changes implemented. Other needed changes were brought forward through staff meeting and the like.

8. Create a Warrant Service Squad and increase municipal warrants and commitments served by this department by 20%.

Status: Although having to have their special operations canceled several times because of manpower shortages, the Warrant Squad still had been active 14 times. The Warrant Squad attempted 191 contacts, clearing 67 warrants with fines paid of \$9,919.52 and clearing an additional 23 warrants with personal recognizance bonds signed. We consider this to be a significant accomplishment in 1996, as we used duty personnel and this goal was accomplished with no overtime funds.

9. Develop a plan for upgrading or replacing the police computer system by July 1, 1996.

Status: We did transfer funds to increase the memory capacity. We also did work with the Information Technology manager for an overall upgrade of the system. This plan was approved in the 1997 computer budget. We anticipate the purchase and installation of the plan by September of 1997. The 1997 budget plan calls for the upgrade our current pc's and change from a "dumb terminal" system to prepare for a complete pc based system. This plan was devised with an anticipated 1998 upgrade in mind.

10. Report on the impact of the neighborhood policing effort.

Status: The impact of the neighborhood policing has not been to our satisfaction. Late in 1996 we tabled the initiative until the development of our full time crime prevention officer. We anticipate a return of some magnitude of this project in conjunction with the crime prevention program.

11. Evaluate the feasibility of joint dispatching with other communities for both police and fire services by August 1, 1996.

Status: We had successfully budgeted \$15,000 in 1996 for this study. The studies first draft has been delivered and is currently under review. We have also budgeted an addition \$20,000 for the second phase of this study.

12. To effectively administer all resources allocated to the department and to report on a quarterly basis to the Council on the status of all departmental objectives.

Status: The department is currently on target for administering resources allocated to the department and with this report has completed our quarterly review..

Department Progress Report as of December 31, 1997

Department: Police

1. Effective administration of all resources allocated to the department, providing effective leadership and vision into the future, and effectively controlling the expenditures of resources thereby operating within budget or within a 3% margin of the department's annual budget.
Status: The preliminary figures from the City's Accounting Office indicates that the Police Department expenditures for 1997 are at 95%. We do not anticipate exceeding our approved budget. The Department has met its goal for 1997.
2. Continue to work in a leadership role in conducting tabletop exercises, one functional exercise and one large scale simulated disaster involving and requiring interaction and cooperation between City departments by October 1, 1997.
Status: In 1997, the Department began training Sgt. Berglund as the new coordinator and trainer of emergency operations. He has attended several training courses including a week-long school at the State Emergency Operations Center for Emergency Government. The fall, 1997, tabletop was postponed due to manpower shortages in both the Fire and Police Departments. Sgt. Berglund is currently working on the Spring, 1998, tabletop and has already attended meetings for the 1999 full-scale air disaster.
3. Maintain a minimum of 90% conviction rate in all cases charged with Operating While Under the Influence of an Intoxicant that are adjudicated during 1997.
Status: During 1997, there was a total of 91 charges for *Operating While Under the Influence of an Intoxicant*. Of those 91 charges, 27 are still in the judicial system, 62 have pled "no contest" or have been found guilty, and 2 charges were amended to reckless. The 2 charges that were amended were basically because the blood alcohol levels were below .10. The DWI conviction ratio for 1997 is 97%.
4. Continue with our customer satisfaction survey instrument, randomly sampling the level of satisfaction the department is achieving with its citizens, at least twice during 1997, and continuing to correlate the results of this survey that now has been used for 4+ years.
Status: During 1997, one customer survey was distributed as an insert in the Oak Creek Police Department Neighborhood Watch Newsletter. It asked community members what programs they would like implemented, along with suggestions for improvement in the "Crime Prevention" area. Results of this questionnaire were used to further advance our crime prevention techniques. We had planned the mailing of a second customer satisfaction survey, which is generated by our in-house computer system, during the last quarter of 1997. However, due to computer problems and computer training needs of personnel who generate this survey, we were unable to get a second survey out as planned. It is our intention to get a customer satisfaction survey distributed in early 1998.
5. Continue to maintain the current level of technical, professional, and management training offered to members of the department, maintaining an average of 100 hours per full-time employee, particularly those in top management positions, attempting to address specific areas of individual and community needs.
Status: During 1997, the total amount of training received by members of the Oak Creek Police Department was in excess of 4,565 hours. We have met our goal of 100 hours per officer. Some of the types of training received included: management training, drug and narcotics investigations/techniques, robbery investigation, homicide investigations, interview techniques, weapons transition, computer training, ERU training, DAAT training, in-service training, etc. During 1997, one of our sergeants attended a 12-week law enforcement administrative management program at the University of Louisville – Southern Police Institute. The sergeant graduated with honors. The training at the Southern Police Institute was funded by Asset Forfeiture.

Department Progress Report as of December 31, 1997

6. Continue the very successful drug demand reduction education and training by continuing to offer the D.A.R.E program in our public and private schools.
Status: During the first half of 1997, D.A.R.E. was taught by Officer John Finco to all 5th grade students at Meadowview, Shepard Hills, St. Matthews and Grace Lutheran schools. During the second half of 1997, D.A.R.E. was taught by Officer Kelly Winegarden to all 5th grade students at Edgewood, Carrollton and Cedar Hills schools. The only elementary school that D.A.R.E. was not taught at was Parkway Apostolic. The Police Department has offered to provide D.A.R.E. instruction upon their request. It should also be noted that throughout the year, D.A.R.E., Drug Enforcement and Crime Prevention officers have provided drug awareness presentations to various classes at the middle schools and high school.

7. Continue the process of reviewing the department's policies and procedures with the goal of being awarded accreditation status upon application when the State of Wisconsin initiates its accreditation process.
Status: During 1997, the Police Department developed and put into use an in-depth Internal Affairs Policy. The Police Department continues to have a policy review committee which has reviewed the following policies: Pursuit, Use of Force, Citizen Complaint, Domestic Abuse, ERU, Bloodborne Pathogens, Written Directives, Uniform, Vacation, Citizen Ride-Along, Performance Appraisal, Operation of Department Vehicles, Arrest Procedures, High Risk Warrants, Administrative Board of Review, Absence from Duty, Open Records, K-9, Property, Disciplinary Action, and Criminal Investigations. We continue to prepare for State Accreditation and will file for application as soon as it becomes available.

8. Continue to utilize the Warrant Service Squad and increase the present amount of municipal warrants and commitments served by this department by 5%.
Status: During 1997, the Warrant Team worked 144 hours (9 eight-hour shifts x 2 officers). The team cleared 36 warrants/commitments. The total cleared value of the warrants/commitments was \$12,253.43. We plan on continuing our efforts in this area in 1998.

9. Evaluate and refine our efforts in community policing through the Neighborhood Cops initiative.
Status: In 1997, Officer Tony Micele was assigned as the full-time Crime Prevention officer. Officer Micele has completed specialized training in crime prevention. The Neighborhood Watch Program added 5 new block captains and an entire subdivision. National Night Out in 1997 was attended by 1,500 of the City's residents and reached many people with the crime prevention message. The Crime Prevention Bureau has increased police participation in numerous community organizations and events. The Department appears poised to develop community policing philosophies even more in 1998.

10. Continue to evaluate the feasibility of joint dispatching with other communities by evaluating the information obtained through the recently completed study of this issue.
Status: An independent study was completed as to the feasibility of joint dispatching with other communities. Results of this study were shared with the Common Council, and it was decided that joint dispatching with other communities is not something we wanted to be involved in. As a result of this study, and at the direction of the Council, we are currently researching the updating of our communications center and hiring additional personnel required to meet the needs of the community as it relates to dispatching. One area that we recently worked on was developing a job description for the new position of Manager of Support Services. We then put together a selection process and selected a candidate for the position. That candidate is currently attending a 12-week management training program provided by Northwestern University. This training is being funded by Asset Forfeiture.

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11. To effectively administer all resources allocated to the department and to report on a quarterly basis to the Council on the status of all departmental objectives.
Status: During 1997, all major improvements and/or equipment purchases as outlined in the 1997 budget request were completed within the guidelines specified (i.e., C.I.P. re-roofing project).
12. Work with South Milwaukee Police Department in utilizing the Boat Patrol concept started in late 1996.
Status: During 1997, the boat patrol program was re-evaluated, and it was decided that our manpower could be used more effectively in other places. This information was brought in front of the Common Council prior to ending the program. (It should be noted that South Milwaukee Police Department also re-evaluated this program in 1997, ended the boat patrol, and has since given the boat to the South Milwaukee Fire Department for their use.)
13. Work to find alternative sources of revenue to supplement the Police Department budget. Work with public and private sources to increase the resources (equipment, personnel and funds) available to the Police Department and the community.
Status: The Crime Prevention Program is partially funded by a \$23,679.00 grant obtained by the Police Department. The D.A.R.E. Program continues to be partially funded by donations from local businesses and industries. Additionally, the Police Department, in conjunction with the National Night Out Committee, was able to raise over \$3,000 in gifts and money to support the event. In November, 1997, Officer Micele was sent to specialized training in fund raising in order to improve the Department's effectiveness in developing alternate funding sources for upcoming years.

Department Progress Report as of December 31, 1997

Department: Police (Municipal Court)

1. To help with the smooth transition of Court from the Police Department to the Common Council Chambers.
Status: The courtroom was moved from the Police Department to the Common Council Chambers in November, 1997. The majority of the problems caused as a result of the move have been rectified and the new court setting is operating smoothly.
2. Expedite cases through court within a 90-day time frame.
Status: During 1997, the Oak Creek Municipal Court has maintained a 90-day time frame for court cases. Suspects arrested as of 12/31/97 received a first appearance date of January 21, 1998, and a trial date of February 11 or February 25, 1998--in other words, less than a 60-day time frame. Therefore, the Department has met and exceeded its goal.