

Office of the Sheriff - Jefferson County



Duane Scott
Patrol Captain



Paul Wallace
Jail Captain



Jerry Haferman
Administrative Captain

411 S. Center Avenue
Jefferson, Wisconsin 53549-1703

Paul S. Milbrath, Sheriff

Jeff Parker, Chief Deputy

Jefferson County Sheriff's Office

Debrief to the Task Force on County Operations and Organizations

Approximately 2008 Jefferson County hired an independent consultant to conduct an operational and staffing study on the Jefferson County Sheriff's Office. The consultant whom conducted this study was Northwestern University Division of Public Safety. Northwestern has provided hundreds of these types of studies for agencies throughout the Country, they were highly recommended.

The debrief tool that I will provide to you is from the "Summary of Recommendations for the Jefferson County Sheriff's Office." This document was produced by Northwestern and took their recommendations for change and improvement and "ranked" by order of importance. I will use this document to explain what was implemented and what has not been implemented and why.

In the review listed below you will see levels of priorities that were recommended. A Priority listed as a number "1" = low a priority listed as a "2" is considered high. This numbering system was chosen by Northwestern University, as it does seem somewhat backwards.

2-1 – The addition of another Captain's position due to the current administrative Captain has too many job responsibilities. *This was not implemented due to the financial costs associated with the change. (Rated Priority 1) Associated cost for change \$70,000.00*

2-1.a – The emergency management function should be placed with the command structure of the Sheriff's Office. *This was somewhat accomplished, Emergency Management is still its own spate entity, but they are no located within the Sheriff's Office which has assisted in streamlining duties and enhancing communication. (Rated a priority 2)*

2-2 – Addresses the reporting element of emergency management within the Sheriff's Office, and that Donna reports to a command staff member within the Sheriff's Office. *This has been accomplished by Donna reporting to the Sheriff as her immediate Supervisor, as well as the Sheriff attending nationwide schools on emergency management to act as Donna's back-up if needed. (Priority 1)*

2-2.a – Moving the communications section from the administrative captain to the patrol captain. *(This was accomplished as no cost was associated with the change. Priority 1)*

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2-2.b – Create a shift commander position (another layer) of rank structure that would be utilized for the afternoon, midnight, and weekends, this position would be created as a lieutenant. *Priority 2, not implemented because of associated costs in the area of \$60,000.00.*

2-3 – Periodic review of rules, regulations and written policy. *Priority 1, this is being completed each year by the administrative captain, and also the captains within their respective divisions. No cost was associated with this change.*

2-3.a – The Sheriff's Office needs to formalize mission statements for the agency. *This has already been accomplished at no costs. It was a priority level 1.*

2-3.b – Integrated report writing software, records management system, CAD system upgrade, computer network management needs to be implemented and/or upgraded. *Priority level 2, cost upwards of \$500,000.00.* We are always working on projects in dispatch; we are spending \$280,000.00 currently on installing a new paging system for fire and EMS. We will be installing a new 911 emergency interface upgrade this year for approximately \$380,000.00. We still need to make changes on our record management system, the biggest change being an interface that would allow the deputies to access the RMS from out in the field. This upgrade would also allow dispatch to see where the squads are located through real time GPS technology. Also we need to look at a CAD system that allows for a better "capture" of statistics, field activity of deputies, etc. This area is always changing and always being evaluated.

2-4 – Sheriff's Office budgeting process is automated – *Priority level 2, this was completed when MIS created an automated budget template that has met and exceeded expectations, and I love using this tool.*

2-5 – All civilian staff within the Sheriff's Office be placed under the control of an office manager. *This was listed as a priority 2 and stated if someone was chosen from the current staff that a wage increase would not exceed \$5000.00 annually for the additional responsibilities that go with the position. Over the years we have talked about this concept but in the end we have decided against it.*

2-7 – Additional items of security adjunctive equipment should be purchased to facilitate building and courtroom security. *This was listed as a priority 2. This has been accomplished above and beyond any and all recommendations. We have since built the courthouse front entrance and redesigned entry and checkpoint security into the building. We have added dozens of cameras throughout the courthouse.*

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2-7 (continued) In the jail we have added a crash box in the emergency exit hallway in the POD area. This crash box contains less lethal and chemical sprays to de-escalate a potential riot situation within the jail. In 2015 we will be installing a new state-of-the art camera system to the jail proper.

3-7 – The number of patrol deputies should be increased from 34 to 38. This is listed as a Priority 2; this has not been done due to budgetary issues. What was rather funny was that we spent \$40,000.00 On this study; we knew we needed more personnel. At the end of the study it was recommended that we needed a total of 12-15 additional personnel to meet our staffing needs. A few months later major cuts were made within the county and we lost 4 sworn positions that we never got back. A deputy's position with salary and benefits starts off around \$65,000.00 per year or a total of \$260,000.00.

3-9 – If county parks need specific patrol coverage, the parks department should contract with the Sheriff's Office for a specific number of patrol hours. This is listed as a priority 2, the Sheriff's Office has taken a very proactive stance of patrolling the county parks at no cost to any department, and we feel it is part of our duties. It should be noted that sometimes in the summer the Jefferson County Emergency Communications (JCEC) will patrol the parks. This is a group of volunteers that provide support to various events within the community. They have scaled back on this over the past few years.

4-8 – Based on the current jail rotation of 5/2 and 5/3 for days worked and days off, it was recommended that the number of deputies assigned to the jail be increased from the number (29) to (34) deputies, an increase of (5) positions. This was listed as a priority 1 need, with an approximate cost of \$325,000.00 if implemented. As stated earlier shortly after this study we lost (4) sworn law enforcement positions throughout the department. I have been the Chief Deputy since December of 2008, we have NEVER made budget in the area of overtime. We did take one deputy position from the patrol division and reassigned that body down into the jail, trying to reduce some of the overtime.

4-8.a – Placing jail deputies on a 12 hour rotating schedule to assist in reducing overtime costs. This was listed as a Priority 1 need, over the years since this study took place we have worked out a multitude of example schedules. Due to the overall low staffing number of only having (30) deputies assigned to the jail, we mathematically cannot make this (12) hour shift rotation work. We have tried every option that we can think of and the numbers simply do not match up.

4-8.b - Jefferson County Sheriff's Office needs to establish and enforce policy designed to prevent abuse of sick leave. This was given a priority 1 status. This is a very difficult subject to discuss, the deputies union contract states that a deputy is "entitled" to earn 8 hours of sick time per month. The contract does not state anything on average usage, what defines misuse, types of discipline for abuse or misuse.

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The counties policy does have language that defines patterns of abuse or misuse; on several occasions we have used the counties policy to enact discipline on employees. 2014 had us using a record amount of sick time.

4-8.c – Some efficiency could be gained by adjusting some of the female deputy's rotations to provide more coverage on the jail afternoon shift. This was listed as a Priority 2 status. This area is covered by either the contract which dictates a certain number of females that must sign up per shift. The contract also stipulates that an employee (male or female) may sign-up on any shift based on their seniority. In the end this recommendation is very limited as it is controlled in scope by language within the contract.

5-15 – It was recommended that operating procedures for investigators should be codified for the protection of the agency and employee. This was designated a priority 1 status. I am not 100% sure what they mean by this recommendation. I am thinking that they are suggesting a better operations manual be in existence that would ensure for a greater level of consistency amongst the detectives when working a case. We do have a policy and procedure manual as well as each deputy is trained in house on certain job assignments. We also spend a great deal of money sending our detectives to some of the top level training in the State. Our high degree efforts placed on training and always kept us ahead of the eight ball to solve major crimes and also assist other agencies that do not have the manpower or equipment available to handle the higher level investigations.

5-16 – Two Additional part-time personnel should be added to the investigative division. This was listed as a priority 2. The study made this recommendation to give better coverage during non-business hours. We have utilized (1) retired detective to work in a part time capacity and used him as an evidence handling technician. Basically assigned to inventory the evidence room and determine what evidence could be discarded or what still needed to be kept. Otherwise it would be next to impossible to hire a part time officer who has a substantial background in investigations to work during these hours with minimal to no supervision.

5-17 – Two additional detective positions would be established and that those persons should be assigned to the night shift and weekends. This was given a level Priority 2 status. Although this would be nice, we simply can't afford to add these positions. Our detectives are currently swamped each having between 25-35 cases that they are working on, not to mention assisting with background checks. Each position would cost approximately \$75,000.00

5-18 – The agency should purchase appropriate computer hardware and software to assist with incident and solvability and case management. This was given a priority 2 status. Over the last 3-5 years we have been very active in updating software applications.

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LEADS on-line used to search pawn shop data bases, CLEAR a deep search system software that allows for searching driving records, criminal history, bank records, real estate purchases, vehicle purchases, foreclosures, etc., we have a new FRED forensic software package that allows for data retrieval from phones and computers.

Additional Notes:

It should be noted that this study was completed in 2008; the monetary figures that are quoted would have to be adjusted to salaries, benefits and costs as estimated in 2015. As stated earlier this study indicated a need for an additional 12-15 staff positions, in 2008 shortly after the study was done, the Sheriff's Office was forced to give up four personnel due to budgetary shortfalls.

Another area that was discussed over the years but never followed up on was to hire a private security firm to scan and identify employees and customers coming into the front entrance of the courthouse.

Reduction in staffing has primarily been placed within the support services division, over the years they have gone from (10) assigned individuals to (4). After we lost (4) personnel to budgetary reductions, we removed another (2) individuals from Support Services and assigned an extra body to the jail and patrol division to assist in reducing overtime.

The reduction in these staffing numbers has a cause and effect of the issuance of fewer citations which results in less revenue from those citations. Because of the reduction in staffing, deputies are forced to handle more dispatched complaints and have less time for self-initiated field activity.

The union contract dictates the "entitlement" to sick time usage; in 2014 the use of sick time was at an all-time high. Not only do we pay the hours for sick time usage but we usually have to pay someone time and a half pay rate to cover the vacated shift.

Recommendations on Increased Staffing Levels:

- 1 – Captain
- 1 – Lieutenant
- 4- Patrol Deputies
- 5 – Jail Deputies
- 2 – Detectives
- 2 – Part Time Detectives



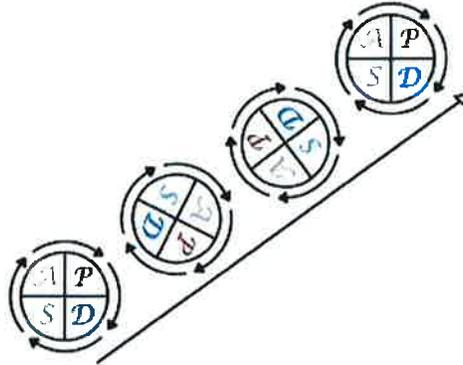
REMOVING BARRIERS to
Treatment & Recovery

Resource Center > Process Improvement Toolbox > Rapid-cycle testing: How to Conduct a Plan-Do-Study-Act (PDSA) Cycle

Rapid-cycle testing: How to Conduct a Plan-Do-Study-Act (PDSA) Cycle

Rapid-cycle testing is a way to conduct Plan-Do-Study-Act (PDSA) Cycles. A PDSA Cycle turns a change idea into action.

In a PDSA Cycle, the goal is to test a particular change on a small scale, learn what you can, and get better in the next application. The change team compares the results of each change cycle to pre-test measurements (baseline data). This way, the team can measure whether or not change is actually an improvement toward the targeted aim.



By testing changes this way, you:

1. Minimize risks and expenditures of time and money
2. Make changes in a way that is less disruptive to clients and staff
3. Reduce resistance to change by starting on a small scale
4. Learn from the ideas that work, as well as from those that do not

Thus, by starting with small changes to test ideas quickly and easily, and using simple measurements to monitor the effect of changes over time, rapid-cycle testing can lead to larger improvements through successive quick cycles of change.

What follows is more detail about what's involved with each phase.

PLAN the Test

Determine how you can test the change on a small scale. That means limiting the test in some way(s)—to only a few work areas or locations, particular shifts, particular types of clients, and/or for a limited period of time. Prepare a detailed plan for the test:

- Identify which staff will be involved, and dates/times for the test
- Assign responsibilities to team members
- Develop any documentation you will need (describing new procedures, for example)
- Develop data collection forms and procedures

Show the plan to your Executive Sponsor and get approval before taking action. Alert staff to when and where the tests will occur and any changes they will have to make to their regular work procedures.

DO the Test

Follow the plan as you have it outlined. If you find that you can't do the test as planned, document any changes you have to make. Be sure to track the data before, during, and after the changes.

STUDY the Results

Start by asking questions about the data you've collected. What is the information telling you about change in your organization? If change is successful (meaning the data have moved in the direction you want them to move), the information you have collected may tell you which intervention had the most success in meeting your aim.

For example, one NIATx member sought to reduce the time from first contact to treatment (aim) by increasing professional staff availability. That change reduced the time from first call to first treatment from 18 days to 5 days, and in examining their data, the agency found that only physician and nurse practitioner availability played a role in the improvement. Unsuccessful changes also afford your agency the opportunity to ask "Why?"

Another NIATx member examined the characteristics of clients not continuing through the fourth treatment session and found that clients admitted to treatment on Fridays were more likely to drop out. The organization then stopped offering Friday admissions.

ACT on the New Knowledge

In the ACT step, use the results of the STUDY stage to decide on your next steps. Was the change beneficial to clients, staff, and/or the organization? Should the change be increased in scope or tested under different conditions? Should the change be adopted, adapted, or abandoned? What will be the next cycle?

REPEAT the Test

Consider what barriers you faced, what you would do differently in the future, and what went well and should be repeated. Begin a new cycle, adapting the change as needed, in order to make it a real improvement. Your changes should stay true to the PDSA cycle.

VERIFY Success

Once you have a change that the test shows is working, document those changes and their effects by updating your data charts.

Aiming for Excellence Project Voicemail Redirect Just Dial 8



Aging & Disability Resource Center
of Jefferson County
NIATx Project –
June 14, 2014 – June 24, 2014

What will the Change Project Address:



- **Big Aim =
Reduce Customer's Wait time**



- **Small Aim = Decrease confusion
for consumer trying to get back
to call center when transferred
to a staff's voice mail system**

Walk Thru Experience:

**One day while I was out of the office marketing,
I tried to contact an ADRC staff person.**



- The first staff persons voice mail directed me to dial 8734 to be connected to the call center. When I dialed 8734, I was disconnected.

- I tried calling another staff, and her voice mail directions told me to hang up and dial 920-674-8734.



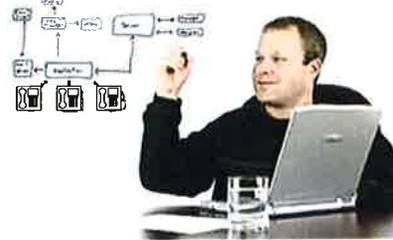
- When I returned to the office, I tried all the ADRC staff (12).
- What I found is some staff directed consumers to dial "0" for operator, those calls did not direct user anywhere, the line went dead.
- Four out of the twelve phone systems actually transferred the caller to the intended to staff person at the call center.



**But how frustrating that must be for our
consumers trying to get a hold of staff!**

Discussed concern with Staff from MIS.

When the phone service was updated there apparently were changes in the phones system configuration.



MIS was able to create a hot key, that anytime during the call, the caller may dial/push 8 to be redirected to the call center staff person. Each phone trunk needed to be configured and the settings reset to allow this function.

The programmatic and financial impact of this change project:

Access to ADRC is to be barrier-free. For some people remembering even four numbers may be too difficult for some consumers and asking a caller to hang up and call back is not an acceptable practice. This program change saves our consumers time and frustration with our system as well as saving money, and people have limited phone service and/or minutes on their phone plan.



6 Year Comparison of Mileage and Vehicle Expenses

	2009 Base Year	2010	2011	2012	2013	2014
Total Mileage	\$269,112	180,174	155,922	160,553	153,189	129,802
Gas/Diesel	\$16,464	20,604	32,298	41,206	46,078	52,607
Non Capial Auto	\$8	9,001	13,007	9,509	19,018	2,009
Sale Squad Vehicles	\$0	0	-1,495	-1,988	-400	-2,003
Vehicle Parts % Repairs	\$5,837	11,413	16,910	17,954	24,033	18,334
Total Expense	\$291,421	\$221,192	\$216,642	\$227,234	\$241,918	200,749
Savings Compared to Base Year		70,229	74,779	64,187	49,504	90,672
Average Savings last 6 years						69,874

Over the last 6 years, we have endeavored to review all department systems for cost savings. The vehicle expense chart above is one example. In 2009 we paid 291,421 to staff for mileage. Over the last five years, we have added additional vehicles and have seen an average saving of approximately \$69,874 per year, even with additional vehicle expenses. The chart above summarizes this data with 2009 being the base year.

NIATx Change Projects 2011

Community Recovery Works
Jefferson County Human Services
Community Support Program

THE AIMS

- Reduce Hospital Admissions by one per month for a six month period. (20%)
- Standardize the admission process to our emergency stabilization beds, Lueder Haus.

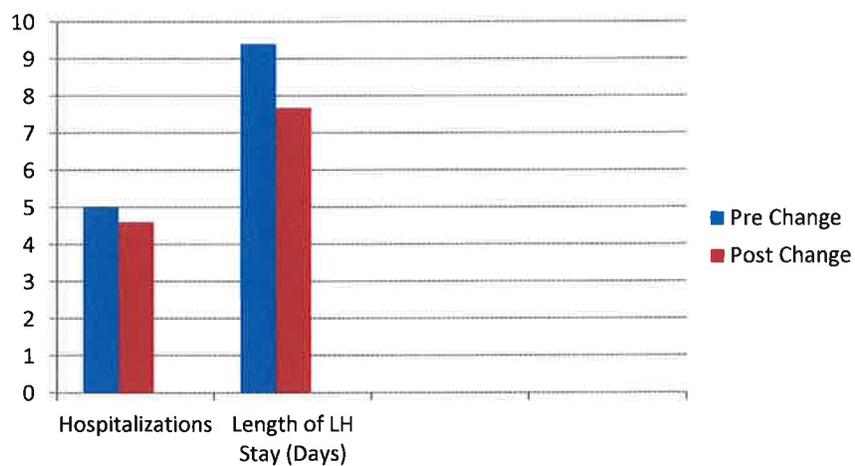


The Change

- 1. Develop and implement a standard admission process to the Lueder Haus.
- 2. Ensure that all treatment goals for the Lueder Haus are specific and measurable.



The Results



Action

- Adopted both changes
- Will implement changes across the agency
- Will focus on recent readmission based on premature releases from hospitals
- Post hospitalization discussions and updates of WRAP plans

The Impact

- Improved communication and improved services at the LH
- More treatment in a less restrictive setting
- Closer follow up during LH stay
- Savings:
 - ❖ 2011: 35 admissions for 8.6 days=301 days at a cost of \$331,100
 - ❖ 2012: 28 admissions for 8.9 days=249.2 days at a cost of \$249,920
 - ❖ 2013: 23 admissions for 6.7 days=154.1 days at a cost of \$169,510
 - ❖ A total of \$242,770 from the "base" year of 2011