

SHOREWOOD POLICE DEPARTMENT



WEISS ORGANIZATIONAL STUDY SUMMARY | WEISS ORGANIZATIONAL STUDY LINK [HERE](#)

Recommendation 1: The Shorewood Police Department (SHPD) should repurpose its service delivery to be more focused on problem-solving and enhancing community engagement.

ON-GOING and IN PROGRESS: Walk and Talk/Ride along Program: The department has been advertising this opportunity and will continue to advertise this very interactive and engaging opportunity. | Officers will continue to stop at all block parties. | SPD will continue Coffee with a Cop gatherings and annual Town Hall Meeting. | Police Citizens Academy will commence once COVID restrictions are lifted. | Officers conduct foot and bicycle patrol when staffing and weather permits (Items 1-5).

Recommendation 2: SHPD should examine alternative models for handling calls for service and patrol staffing.

COMPLETED: The deputy chief position was reclassified as a captain whose principal job will be director of operations (Item 6). | The open position of captain was filled (Item 7). | The position of lieutenant was eliminated through attrition (Item 8). Examine if the Detective Bureau should be reduced to one officer (Item 9). | Examine if the minimum staffing levels be adjusted to 1 supervisor and 2 officers across all shifts (Item 10). | SHPD discontinued its practice of the Village Bank Deposit (Item 11). | SHPD continues its practice to assist motorists locked out of their vehicles (Item 12). | SHPD continues to respond to property damage only crashes/accidents (Item 13). | Determine if the Village would like to set up an online reporting system for residents to report lower-level property crime offenses (Item 14). | SHPD continues its practice to have sworn officers respond to parking complaints and animal complaints if a CSO is unavailable (Item 15).

Recommendation 3: SHPD should engage the community about the effect of race on traffic stops and arrests.

PENDING: A town hall type meeting should be held to discuss the effect of race on traffic stops and arrests (Item 16). | SHPD should rethink its strategy of using a computer inquiry to justify a traffic stop (Item 21).

ON-GOING and IN PROGRESS: The agency should continuously review data from traffic stops. It should also produce a semi-annual report that describes the data (Item 19).

COMPLETED: Implement a well-defined traffic enforcement strategy based on crash prevention and that addresses resident complaints (Item 17). | Supervisors should routinely review body camera and in-car video to ensure that stops are conducted in a professional manner (Item 18). | Examine department's participation in state traffic safety grant to ensure it is consistent with village values (Item 20).

Recommendation 4: SHPD should rethink its approach to criminal investigations.

COMPLETED: Determine if the Detective Bureau should be staffed by a Detective(s) who is assigned via a promotional process or if the Bureau will be staffed by officers assigned as investigators on a rotational basis (Item 22). | Establish a case screening protocol based on solvability factor and severity of offense to determine if a case is assigned to the Detective Bureau (Item 23). | Establish protocol for notifying victims when cases are suspended or closed (Item 24). | The agency should carefully analyze the amount of time devoted to various types of cases (Item 25).

Recommendation 5: SHPD should improve its information system and adopt a more efficient data-driven approach to policing.

COMPLETED: Evaluate current new records management system and what impact changing the records management system could have on the Village of Shorewood (Item 26). | Determine if the Village of Shorewood explore hiring a crime analyst to make data more accessible to the department and the community and to prepare reports on traffic stops and arrests (Item 27).

Recommendation 6: We recommend enhancing current oversight rather than adding another oversight group for SHPD through a coproduction of the public safety approach.

ON-GOING and IN PROGRESS: *The Village Board of Trustees* provides oversight of the police department through communication with residents, policymaking, and budget formulation. Public Safety Committee oversees the implementation of police organizational study recommendations (Item 28). | *Shorewood Village Administration* ensures implementation of trustee policy, oversees the budget, reviews police department activity, and ensures that collective bargaining agreement does not include impediments to effective internal control (Item 29 and 31). | *Shorewood Police Commission* Oversees hiring, discipline, and termination for sworn personnel (Item 32). | Human Relations Commission provides a forum for community members to share their views about the SPD (Item 33). | *Shorewood Police Department* provides an annual report about police activities and race/gender (Item 34). | Shorewood Police Department command (Chief of Police) reviews use force incidents and internal investigations when completed. This information should also be included in the department's semi-annual report (Item 35).

COMPLETED: Shorewood Police Department provides regular (monthly) reports about police activity (Item 36). | Increase public awareness of the process to file a complaint against the police department or an individual officer (Item 37).

Policy Assessment: Review suggested changes on the SHPD's high-risk policies and provide outcome of review in the department's annual report.

COMPLETED: Use of Force (Policy 300): All terms within the policy, such as "seriousness" and "conducted energy device" (CED), should be defined to ensure personnel understand and comply with the provisions of the policy (Item 38). | Policy 300.2.1 – Duty to Intercede: The DAAT System should be added as an attachment to the policy (Item 39). | Policy 300.7 – Supervisor Responsibilities: Suggested change in the language to read: "A supervisor will respond to a use of force incident scene (Item 40). | 300.9 – Training: The word "periodic" is vague and open to interpretation. Specificity, such as semiannual or annual training, is preferred and ensures personnel receive training (Item 41). | Policy 303 – Conducted Energy Device: Change to read "Members carrying the CED shall perform a spark test to the unit prior to every shift" (Item 42). | Policy 303.8 – Supervisor Responsibilities: Change to read "A supervisor shall respond to all incidents where the CED was activated" (Item 43). | Policy 303.9 – Training: Change sentence to read "Proficiency training for personnel who have been issued CEDs shall occur every year" (Item 44).

Policy 1010.3.2 SOURCES OF COMPLAINTS: The SHPD should consider providing facilities within the village for accepting complaints (Item 45). | The SHPD should provide complaint forms in all languages spoken within the village by residents and visitors. Complaint forms should also be available to those with vision impairments – SOP 1010.3.2 (Item 46). | Policy 1010.6.2 - Administrative Investigation Procedures: should be changed to read "(h) The interviewer shall record all interviews of members and witnesses" (Item 47). | Policy 1010.6.5 - Administrative Investigation Procedures COMPLETION OF INVESTIGATIONS: To ensure a complaint investigation is completed in a timely manner, the SHPD should consider defining a reasonable completion time for a complaint investigation (Item 48). | Policy 1010.6.6 - Administrative Investigation Procedures NOTICE TO COMPLAINANT OF INVESTIGATION STATUS: A complainant should, at a minimum, be provided a monthly update on the status of their complaint (Item 49). | Policy 1010.14 RETENTION OF PERSONNEL INVESTIGATION FILES: The retention schedule with specific time periods should be listed in this policy (Item 50). | Vehicle Pursuits – Policy 306: The department should strongly consider its risk tolerance regarding police pursuits. It may want to consider allowing pursuits only for serious felony type incidents such as pursuing a violent offender. Every pursuit must be approved by a supervisor (Item 51).

Focus Group Analysis: Examine main issues/themes discussed by the focus groups.

ON-GOING and IN PROGRESS: Establish better communication channels with minority community leaders and residents (Item 55). | The department needs to rely more on the data being collected on police responses to understand the patterns of offending in the community and whether responses and outcomes disproportionately impact minorities (Item 56). | Continued efforts to recruit and retain minority officers (Item 57).

COMPLETED: Organize and host community events to connect with the community. These events should be scheduled often and publicized (Item 52). | It would make sense for officers to do all or part of their shifts on bike or foot patrol (Item 53). | The department should have a public information dissemination strategy with a specific individual (sworn or nonsworn) responsible for sharing information via public media, newsletters, and social media (Item 54). The department could also address differential police response by enhancing its training in the areas of racial profiling and implicit bias (Item 58). | The current complaint collection system is not being used frequently by citizens and was not well known by the focus group participants. There is a need to enhance communication efforts and processes for filing a complaint (Item 59). | It would be important to develop a transparent process for evaluating and responding to these complaints.