

Shorewood Police Department Organizational Study Action Plan

Classification Key - CMPL - Completed; IP - In Progress; OG - On Going/Currently Doing; VA - Village Administration; VB Village Board Policy

Recommendations	Page #	Narrative	Item #	Action Steps	Lead Parties Responsible	Classification	Estimated Date of Completion	Date Completed
Recommendation 1	59-61	The Shorewood Police Department should repurpose its service delivery to be more focused on problem-solving and on enhancing community engagement.	1	Walk and Talk Program	Police Department	OG	On going N/A	On going N/A
			2	Officers will stop at all Block Parties	Police Department	OG	On going N/A	On going N/A
			3	Coffee with a Cop events.	Police Department	OG	On going N/A	On going N/A
			4	Town Hall Meeting	Police Department	CMPL	June 30,2021	March 1, 2021
			5	Police Citizens Academy	Police Department	IP	December 31, 2021	TBD
Recommendation 2	62-63	SHPD should examine alternative models for handling calls for service and patrol staffing.	6	The current deputy chief position should be reclassified as a captain whose principal job will be director of operations.	Village Board of Trustees, Village Administration, Police Department	CMPL	February 1, 2021	May 17, 2021
			7	Initiate and complete a promotional process to fill the position of captain.	Shorewood Police Commission, Police Department	CMPL	March 31, 2021	May 17, 2021
			8	Examine if the position of lieutenant should be eliminated through attrition.	Village Board of Trustees, Shorewood Village Administration, Police Command Staff	CMPL	December 31, 2021	May 17, 2021
			9	Examine if the Detective Bureau should be reduced to one officer.	Village Board of Trustees, Shorewood Village Administration, Police Command Staff	CMPL	December 31, 2021	June 20, 2022
			10	Examine if the minimum staffing levels be adjusted to 1 supervisor and 2 officers across all shifts.	Police Command Staff, Shorewood Village Administration, Village Board of Trustees	CMPL	December 31, 2021	June 20, 2022
			11	Determine if SHPD should continue to conduct the Village Bank Deposit	Village Board of Trustees, Shorewood Village Administration, Police Department	CMPL	June 30,2021	January 25, 2021
			12	Determine if SHPD should continue to assist motorist who are locked out of their vehicles	Village Board of Trustees, Shorewood Village Administration, Police Department	CMPL	June 30,2021	March 15, 2021
			13	Determine if SHPD should continue to respond to property damage only crashes/accidents.	Village Board of Trustees, Shorewood Village Administration, Police Department	CMPL	June 30, 2021	March 15, 2021
			14	Determine if the Village would like to set up an online reporting system for residents to report lower level property crime offenses.	Village Board of Trustees, Shorewood Village Administration, Police Department	CMPL	June 30, 2021	March 15, 2021
			15	Determine if the Village would like to have sworn officers respond to parking complaints or animal complaints if a nonsworn CSO is not available.	Village Board of Trustees, Shorewood Village Administration, Police Department	CMPL	June 30, 2021	March 15, 2021
Recommendation 3	63-65	The Shorewood Police Department should engage the community in a frank and open conversation about the effect of race on traffic stops and arrests.	16	A town hall type meeting should be held to discuss the effect of race on traffic stops and arrests.	Shorewood Human Relations Commission, Shorewood Village Administration	IP	June 30,2021	TBD
			17	Implement a well-defined traffic enforcement strategy based on crash prevention and that addresses resident complaints.	Village Board of Trustees, Shorewood Village Administration	CMPL	June 30,2021	October 4, 2021
			18	Supervisors should routinely review body camera and in-car video to ensure that stops are conducted in a professional manner.	Police Command Staff	CMPL	On going N/A	January 8, 2021
			19	The agency should continuously review data from traffic stops. It should also produce a semi-annual report that describes the data.	Village Board of Trustees, Police Command Staff	OG	On going N/A	On going N/A
			20	Examine department's participation in state traffic safety grant to ensure it is consistent with village values.	Village Board of Trustees, Shorewood Village Administration	CMPL	June 30,2021	October 4, 2021
			21	SHPD should rethink its strategy of using a computer inquiry to justify a traffic stop.	Village Board of Trustees, Shorewood Village Administration	VB	June 30, 2021	TBD
Recommendation 4	65-66	SHPD should rethink its approach to criminal investigation.	22	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.	Village Board of Trustees, Shorewood Village Administration, Police Command Staff	CMPL	December 31, 2021	June 20, 2022
			23	Establish a case screening protocol based on solvability factor and severity of offense to determine if a case is assigned to the Detective Bureau.	Village Board of Trustees, Police Command Staff	CMPL	March 31, 2021	June 20, 2022
			24	Establish protocol for notifying victims when cases are suspended or closed.	Police Command Staff	CMPL	March 31, 2021	June 20, 2022
			25	The agency should carefully analyze the amount of time devoted to various types of cases.	Police Command Staff	CMPL	March 31, 2021	June 20, 2022

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Recommendation 5	66-67	SHPD should improve its information systems and adopt a more efficient data-driven approach to policing.	26	Evaluate current new records management system and what impact changing the records management system could have on the Village of Shorewood.	Village Board of Trustees, Shorewood Village Administration	IP	December 31, 2021	June 20, 2022
			27	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.	Village Board of Trustees, Shorewood Village Administration	VB	December 31, 2021	June 20, 2022
Recommendation 6	67-60	Enhancing current oversight rather than adding another oversight group for the SHPD through a coproduction of public safety approach (CPPS).	28	Provide oversight of police department through communication with residents, policymaking, and budget formulation.	Village Board of Trustees	OG	December 31, 2021	On going N/A
			29	Conduct focused inquiries about police practice and procedure and exercise oversight through public hearings and budget.	Village Board of Trustees, Public Safety Committee	OG	December 31, 2021	On going N/A
			30	Determine if the Shorewood Police Commission should receive and investigate community complaints about police misconduct.	Village Board of Trustees, Police Commission	OG	December 31, 2021	On going N/A
			31	Ensure implementation of trustee policy, oversee budget, review police department activity, ensure that collective bargaining agreement does not include impediments to effective internal control.	Shorewood Village Administration	OG	June 30,2021	On going N/A
			32	Oversee hiring, discipline, and termination for sworn personnel	Shorewood Police Commission	OG	December 31, 2021	On going N/A
			33	Provide forum for community members to share their views about the SHPD.	Shorewood Human Relations Commission	OG	June 30,2021	On going N/A
			34	Provide an annual report about police activities and race/gender.	Shorewood Police Department, Shorewood Human Relations Commission	OG	March 31, 2021	On going N/A
			35	Review use force incidents and internal investigations when completed. This information should also be included in the department's semi-annual report.	Village Board of Trustees, Shorewood Police Department	OG	June 30, 2021	On going N/A
			36	Provide regular reports about police activity.	Shorewood Police Department	OG	March 31, 2021	On going N/A
			37	Increase public awareness of the process to file a complaint against the police department or an individual officer.	Village Board of Trustees, Shorewood Village Administration, Shorewood Police Commission, Shorewood Human Relations Commission	CMPL	June 30, 2021	December 6, 2021
			38	300 - Use of Force: 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.	Shorewood Police Department	CMPL	March 31, 2021	January 8, 2021
			39	300.2.1 – Duty to Intercede: The DAAT System should be added as an attachment to the policy.	Shorewood Police Department	CMPL	March 31, 2021	January 8, 2021
			40	300.7 – Supervisor Responsibilities: Suggested change in the language to read: "A supervisor will respond to a use of force incident scene.	Shorewood Police Department	CMPL	March 31, 2021	January 8, 2021
			41	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.	Shorewood Police Department	CMPL	March 31, 2021	January 8, 2021
			42	303 – Conducted Energy Device: Change to read "Members carrying the CED shall perform a spark test to the unit prior to every shift."	Shorewood Police Department	CMPL	March 31, 2021	January 8, 2021
			43	303.8 – Supervisor Responsibilities: Change to read "A supervisor shall respond to all incidents where the CED was activated."	Shorewood Police Department	CMPL	March 31, 2021	January 8, 2021
			44	303.9 – Training: Change sentence to read "Proficiency training for personnel who have been issued CEDs shall occur every year."	Shorewood Police Department	CMPL	March 31, 2021	January 8, 2021

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Policy Assessment	44-49	Review suggested changes on the SHPD's high-risk policies and provide outcome of review in the department's annual report.	45	1010.3.2 SOURCES OF COMPLAINTS: The SHPD should consider providing facilities within the village for accepting complaints.	Shorewood Police Department	IP	March 31, 2021	December 6, 2021
			46	1010.4.1 - COMPLAINT FORMS: The SHPD should provide complaint forms in all languages spoken within the village by residents and visitors. <u>Complaint forms should also be available to those with vision impairments.</u>	Shorewood Police Department	IP	March 31, 2021	TBD
			47	1010.6.2 - Administrative Investigation Procedures: Should be changed to read "(h) The interviewer shall record all interviews of members and witnesses."	Shorewood Police Department	CMPL	March 31, 2021	January 8, 2021
			48	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.	Shorewood Police Department	CMPL	March 31, 2021	January 8, 2021
			49	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.	Shorewood Police Department	CMPL	March 31, 2021	January 8, 2021
			50	1010.14 RETENTION OF PERSONNEL INVESTIGATION FILES: The retention schedule with specific time periods should be listed in this policy.	Shorewood Police Department	CMPL	March 31, 2021	January 8, 2021
			51	Vehicle Pursuits – 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.	Village Board of Trustees, Shorewood Police Department	CMPL	March 31, 2021	June 20, 2022
Focus Group Analysis	49-53	Examine main issues/themes discussed by the focus groups.	52	Community Policing and Community Outreach: Organize and host community events to connect with the community. These events should be scheduled often and publicized.	Shorewood Police Department	CMPL	June 30,2021	March 9, 2021
			53	Community Policing and Community Outreach: It would make sense for officers to do all or part of their shifts on bike or foot patrol.	Shorewood Police Department, Shorewood Parks and Public Spaces Committee	CMPL	June 30,2021	March 16, 2021
			54	Community Policing and Community Outreach: 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.	Shorewood Police Department	CMPL OG	June 30,2021	June 20, 2022
			55	Racial Bias and Disparities in Police Response: Establish better communication channels with minority community leaders and residents.	Shorewood Police Department, Shorewood Human Relations Commission	OG	June 30, 2021	On going N/A
			56	Racial Bias and Disparities in Police Response: Systematic evaluation of police responses using data. 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.	Village Board of Trustees, Shorewood Human Relations Commission	OG	June 30, 2021	On going N/A
			57	Racial Bias and Disparities in Police Response: Continued efforts to recruit and retain minority officers.	Village Administration, Shorewood, Shorewood Human Relations Commission, Police Department	OG	June 30, 2021	On going N/A
			58	Racial Bias and Disparities in Police Response: The department could also address differential police response by enhancing its training in the areas of racial profiling and implicit bias.	Police Department	OG	June 30, 2021	On going N/A

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			59	Responding to Citizen Complaints and Concerns: 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.	Police Department, Village Administration	CMPL	June 30, 2021	May 1, 2021
			60	Responding to Citizen Complaints and Concerns: It would be important to develop a transparent process for evaluating and responding to these complaints.	Police Department, Village Administration	CMPL	June 30, 2021	May 1, 2021
Weiss Recommendations for Implementation - Appendix B	71-73	Other Recommendations listed in Alexander Weiss' Priority Scheme Document	61	Develop other ways to collect complaint information.	Police Department, Village Administration	CMPL	June 30, 2021	May 1, 2021
			62	Rewrite the policy on complaints to be more welcoming, less judgmental and be more explicit about anonymous complaints. (Pg 38-41)	Police Department, Village Administration	CMPL	June 30, 2021	May 1 2021
			63	Insist that every complaint, even those resolved informally should be entered into the complaint file.	Police Department, Village Administration	CMPL	December 31, 2020	January 8, 2021
			64	Make it easy to file complaints on line.	Police Department, Village Administration	CMPL	May 1, 2021	May 1, 2021
			65	Remove the signature line from the complaint form.	Police Department	CMPL	January 31, 2021	May 1, 2021
			66	Ensure that persons that file complaints are kept informed of the status and outcome of the investigation.	Police Department	CMPL	January 31, 2021	January 8, 2021
			67	Review policy on what should occur when an elected or other village official becomes aware of a complaint against a police officer.	Village Board of Trustees, Shorewood Village Administration, Police Department	CMPL	June 30, 2021	May 1, 2021
			68	Determine if the SHPD needs to acquire an early intervention system platform.	Village Board of Trustees, Shorewood Village Administration, Police Department	CMPL	June 30, 2021	January 8, 2021
			69	When conducting a use of force review staff should memorialize their investigation and rationale for their decision.	Police Department	CMPL	January 31, 2021	January 8, 2021
			70	Stop permitting officers to create a call in the CAD System	Police Department	CMPL	December 15, 2020	December 15, 2020