

# SHOREWOOD POLICE DEPARTMENT MEMORANDUM



## WEISS ORGANIZATIONAL STUDY HISTORY

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**On December 21, 2020** - The Village Board discussed the next steps with the Police organizational study and what the priorities should be in 2021 for implementation. After a thorough discussion and considering several initiatives, the Village Board approved the following action items to be addressed this year:

*Records Management.* Staff and officials will evaluate the current records management system and the impacts changing the records management system could have on the Village. The records management system is utilized by other North Shore communities and will require staff to reach out to the vendor to seek changes on how data can be more readily available.

*Complaint Process.* Staff and officials will evaluate the current complaint process and propose a new process that documents complaints against Police Department personnel and increasing the awareness to the public on how to make a complaint. Staff and officials anticipate additional review needed from the Police Commission and Human Relations Commission.

*Community Engagement.* The Police Department will work with officials and the Village Manager's Office to implement more community engagement opportunities. This could range from more bike and foot patrol, public discussions between officers and community members, increased awareness on conducting a ride along, and other programs or educational opportunities for the public and officers to interact with one another.

*Review of Organizational Structure.* There are several positions in the Police organizational structure that will be reviewed. This includes reclassification of Deputy Chief to Captain, possible elimination of Lieutenant and reallocate the FTE, determine the detective bureau structure and work assignments, examine minimum staffing levels needed, and explore ways personnel can assist more with crime analysis duties.

*Traffic Enforcement.* The Village Board and staff plan on examining our participation in state traffic grants to ensure it is consistent with Village values. This will also include examining the strategy of using a computer inquiry to justify a traffic stop and implementing a well-defined traffic enforcement strategy based on crash prevention.

**On February 15, 2021** – The Public Safety Committee met, reviewed and discussed the items that have been implemented and possible next steps. See February 15, 2021 packet, [here](#).

**On March 15, 2021** - The Public Safety Committee met, reviewed and discussed additional items that have been implemented and possible next steps. See March 15, 2021 packet, [here](#).

**On May 3, 2021** – The Public Safety Committee met, reviewed and discussed the complaint process and the organizational structure of the police department. Direction was provided to bring back a complaint form for review. See May 3, 2021 packet, [here](#).

**On June 7, 2021** – The Public Safety Committee met, reviewed and discussed the complaint form that was presented. Further input was provided on the complaint form and direction was provided to bring back the form for further review and discussion. See June 7, 2021 packet, [here](#).

**On October 4, 2021** - The Public Safety Committee met, reviewed and discussed the departments participation in the state traffic safety grants and the department's current traffic enforcement strategy that focuses on directed patrols of locations identified as areas of concern for pedestrian and bicycle safety. Direction was provided to continue participation in the traffic safety grants and to continue the current traffic enforcement strategy that focuses on directed patrols of locations identified as areas of concern for pedestrian and bicycle safety. See October 4, 2021 packet [here](#).

**On November 1, 2021** - The Public Safety Committee met, reviewed, and discussed the departments current pursuit policy and the recommend policy change suggested by Dr. Weiss. Trustees on the committee felt the current policy was vague in regard to the language pertaining to when officers can initiate a pursuit. The item was tabled for further discussion and the department was instructed to bring the item back at a future date. See November 11, 2021 packet [here](#).

**On November 15, 2021** – The Committee of the Whole met and were provided an update on the police department's training in the area of equity, diversity and inclusion, specifically in the area of implicit bias. Staff advised the committee of multiple training that have been completed by the agency and further advised the committee of plans for future training. The committee recognized the training that had been completed and advised staff to continue with the upcoming training that has been planned. See the November 15, 2021, packet [here](#).

**On December 6, 2021** - The Public Safety Committee met, reviewed, and discussed the departments current pursuit policy and the recommend policy change suggested by Dr. Weiss. Following the November 11, 2021 meeting, there was further discussion held regarding the pursuit policy in meeting involving Trustee Warren, President McKaig, Village Manager Ewald and members of the Police Department. A greater understanding was gained of the policy and the internal checks and balances built into the policy. Based on that it was determined that the policy would not be changed at this time. See the December 6, 2021 packet [here](#).

**On January 18, 2022** – The Public Safety Committee met, reviewed, and considered if the Shorewood Police Department needs to acquire an early intervention system platform. There was discussion held regarding the early intervention system involving Village Manager Ewald, Trustees Stokebrand, Arndorfer, and Warren, and Captains Liebenthal and Santiago. After discussion, Deer Creek was utilized for a 30-day trial period and is currently being used as the early intervention system.

On October 26, 2021, meetings were held with all three shifts at the Police Department so that police officers and civilian staff could provide input and feedback regarding the items that are being presented to the Public Safety Committee on November 1, 2021.

As to Item 68 regarding the use of an early intervention platform by SHPD, officers discussed the prior early intervention system utilized by the department and stated they felt the prior system was ineffective and not useful for the department. Officers stated the prior system, and other systems of that type, focus on numbers/data and did not examine the information related to the data. Officers felt that relying on data alone may provide false indicators and does not consider abnormal patterns of behavior with an officer. Officers felt that the current review systems for use of force incidents and citizen complaints utilized by the department is a better way to identify potential issues/concerns than the type of system suggested by Dr. Weiss.

Officers also felt that the type of system suggested by Dr. Weiss was not useful for an agency the size of the Shorewood Police Department. Officers stated it would be hard for problem behavior to hide or go unnoticed within a department the size of SHPD. With a small number of officers assigned to each shift and each shift having multiple supervisors, officers felt that problem behavior would quickly be identified and addressed by supervisors. Officers also cited the agency's use of body worn cameras and the review of camera footage by supervisors as tools currently in place to help identify problem behavior within the department.

See the January 18, 2022 packet [here](#).

**On June 20, 2022** - The Public Safety Committee met, reviewed, and discussed the departments staffing structure and possible change suggested by Dr. Weiss. During this meeting, there was agreement to maintain the current shift staffing and detective positions. The Police Department will maintain the records management system and utilize case management and assignment to detectives for investigation as applicable for the incident, instituting accountability measures for each. It was determined a need did not exist for a crime analyst and SHPD would be responsible for creating and maintaining data for public dissemination. There was no further discussion held regarding the pursuit policy as a greater understanding was gained of the policy and the internal checks and balances built into the policy. Based on that it was determined that the policy would not be changed at this time. See the December 6, 2021 packet [here](#).

Since the Police Organization study was completed and received by the Village of Shorewood, the police department has been begun implementing the recommendations from the study. Below is list of all the items that were a part of the recommendations to include changes that have already been implemented. Their recommendations are broken down under the 5 categories the village board provided as action items.

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

It should be noted that the Village of Shorewood utilizes Lexipol for their policy manual. Lexipol provides fully developed, state-specific policies researched and written by subject matter experts and vetted by attorneys. Their policies are based on nationwide standards and best practices while also incorporating state and federal laws and regulations where appropriate. The policy manual is continually updated by Lexipol with current standards and laws. Lexipol's legal and policy content development teams monitor for new legislation, statutes and case law on the state and federal levels, looking for anything that impacts policy content. They also keep up with research and reports influencing public safety and government best practices. When an update is needed, they provide those updates to us.

### **Future items to be discussed (PENDING ITEMS OF CONSIDERATION):**

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

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).

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### ***COMPLETED ITEMS AS Presented on November 15, 2021***

- **Item 58:** The department could also address differential police response by enhancing its training in the areas of racial profiling and implicit bias.

### ***COMPLETED ITEMS AS Presented on October 4, 2021***

The below items were discussed as part of the examination of the Police Department's overall traffic enforcement strategy and its participation in state traffic grants to ensure it is consistent with Village values. It was determined that the Police Department should continue to participate in the state traffic enforcement grants and that the current traffic enforcement strategy based on directed patrols of agency identified areas of concern pertaining to pedestrian and bicycle safety should continue.

- **Item 20:** Examine department's participation in state traffic safety grant to ensure it is consistent with village values.
- **Item 17:** Implement a well-defined traffic enforcement strategy based on crash prevention and that addresses resident complaints.

### ***COMPLETED ITEMS AS Presented on May 3, 2021***

- **The below items were discussed as part of the overall organizational restructuring, and it was recommended by the PSC to move forward with the proposed organizational chart. These items were brought back to the full board and implemented.**
  - **Item 6:** The current deputy chief position should be reclassified as a captain whose principal job will be director of operations.
  - **Item 7:** Initiate and complete a promotional process to fill the position of captain.
  - **Item 8:** Examine if the position of lieutenant should be eliminated through attrition.

### ***COMPLETED ITEMS AS Presented on March 15, 2021***

- **The below items were discussed, and it was unanimously recommended by the PSC to continue to do provide these services. These items will be brought back to the full board for consideration.**
  - **Item 12:** Determine if SHPD should continue to assist motorist who are locked out of their vehicles
  - **Item 13:** Determine if SHPD should continue to respond to property damage only crashes/accidents.
  - **Item 14:** Determine if the Village would like to set up an online reporting system for residents to report lower-level property crime offenses.
  - **Item 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.
- **Community Engagement**
  - **Item 52:** Organize and host community events to connect with the community. These events should be scheduled often and publicized.
    - **UPDATE:** The Police Department has hosted the following community events since March 15, 2021:
      - March 18, 2021 Virtual Coffee with a Cop
      - April 15, 2021 Coffee with a Cop, 3:00pm at Metro Market

- May 27, 2021 Coffee with a Cop, 6:00am at Metro Market
- June 30, 2021 Coffee with a Cop, 3:00pm at Fiddleheads Coffee
- July 19, 2021 Coffee with a Cop, 7:00am at Starbucks Coffee
- September 16, 2021 Coffee with a Cop, 3:00pm at Fiddleheads Coffee
- October 8, 2021 Walk and Bike to School Event
- October 27, 2021 Coffee with a Cop, 9:00 am at City Market
- **Item 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

### ***COMPLETED ITEMS AS Presented on February 15, 2021***

#### Records Management

- **Item 70:** Stop permitting officers to create a call in the CAD System
  - The department has issued a directive to staff that the generation of calls within the CAD system must be done by Bayside Communications. Additionally, policy 800 pertaining to the Bayside Communications Center has been updated to reflect this. Officers rarely created a call in the CAD System and the calls that were created by officers were for Business Checks or Crime Prevention Patrols. This change had not impact on operations.

#### Complaint Process

- **Item 47:** 1010.6.2 - Administrative Investigation Procedures: Should be changed to read “(h) The interviewer shall record all interviews of members and witnesses.”
  - Policy was updated to reflect the suggested language change.
- **Item 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.
  - Policy was updated to reflect a department goal of completing the investigation within 6 weeks (modified to 90 days).
- **Item 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.
  - Policy was updated to reflect the complainant should receive monthly updates as to the status of the investigation.
- **Item 50:** 1010.14 RETENTION OF PERSONNEL INVESTIGATION FILES: The retention schedule with specific time periods should be listed in this policy.
  - Policy was updated to reflect all personnel complaints shall be maintained in accordance with the established records retention schedule of 20 years.
- **Item 63:** Insist that every complaint, even those resolved informally should be entered into the complaint file.
  - All complaints are logged, even those resolved informally. The shift supervisor receiving the complaint will document the complaint and current status (i.e. resolved, further investigation needed, etc.) and forward that information to the Chief of Police.
- **Item 66:** Ensure that persons that file complaints are kept informed of the status and outcome of the investigation.
  - Policy 1010 Personnel Complaints states: “The Chief of Police or the authorized designee should ensure that the complainant is notified of the disposition (i.e., sustained, not sustained, exonerated, unfounded, policy failure) of the complaint.” This will be documented in the investigation file.

#### ***Community Engagement***

- **Current/Ongoing initiatives:**
  - **Item 1:** Walk and Talk/Ride a long Program
    - The department has been advertising this opportunity and will continue to advertise

this very interactive and engaging opportunity

- **Item 2:** Officers will stop at all block parties
  - The department has always attempted to attend as many block parties as time allowed, we will continue to do so as these resume in spring/summer.

- **Item 3:** Coffee with a Cop events via Zoom
  - These will be held every month starting in March. This is an opportunity for the community to meet our officers and to build relationships. There is no specific agenda for these meetings.
- **Item 4:** Town Hall Meeting
  - The department will host a town hall meeting via zoom on March 9. The purpose of the town hall will be to give an overview of 2020 crime statistics, police operations, receive feedback from the community, and answer questions.

## ***Traffic Enforcement***

- **Completed**
  - **Item 18:** Supervisors should routinely review body camera and in-car video to ensure that stops are conducted in a professional manner.
    - Policy was updated to ensure supervisors routinely review body cameras
  - **Item 19:** The agency should continuously review data from traffic stops. It should also produce a semi-annual report that describes the data.
    - As previously stated, the department is currently working with Pro Phoenix to enhance data collection and reporting capabilities. As part of that, the department has already implemented the Traffic Stop Data Collection form in Phoenix. This will allow the department to access data pertaining to traffic stops. This data will be included in the department's monthly reports. (See attachments)
  - **Item 36:** Provide regular reports about police activity.

The department currently provides monthly reports of police activity that are posted on the department's website. Moving forward, those reports will include data pertaining to traffic stops.

## ***Policy Assessment***

- **Completed** - Note: It should be noted the below recommended changes that were made for the most part just were clarifications, slightly stronger language, and added some more specifics to the policy, therefore not causing and legal ramifications.
  - **Item 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.
    - Section 300.1.1 of this policy contains the definitions for the terms used within the policy.
  - **Item 39:** 300.2.1 – Duty to Intercede: The DAAT System should be added as an attachment to the policy.
    - The DAAT system student manual has been added as an attachment to the policy.
  - **Item 40:** 300.7 – Supervisor Responsibilities: Suggested change in the language to read: "A supervisor will respond to a use of force incident scene."
    - Policy was updated to read "A supervisor will respond to a reported application of force, if reasonably available."
  - **Item 41:** 303.9 – Training: Change sentence to read "Proficiency training for personnel who have been issued CEDs shall occur every year."
    - Policy was updated to "Proficiency training for personnel who have been issued CEDs shall occur every year."

- **Item 42:** 303 – Conducted Energy Device: Change to read “Members carrying the CED shall perform a spark test to the unit prior to every shift.”
  - Policy was updated to read “Members carrying the CED shall perform a spark test on the unit prior to every shift.”
- **Item 43:** 303.8 – Supervisor Responsibilities: Change to read “A supervisor shall respond to all incidents where the CED was activated.”
  - Policy was updated to read “A supervisor shall respond to all incidents where the CED was activated.”
- **Item 44:** 303.9 – Training: Change sentence to read “Proficiency training for personnel who have been issued CEDs shall occur every year.”
  - Policy was updated to read “Proficiency training for personnel who have been issued CEDs shall occur every year.”

***Police Organizational Structure and Internal Practices:***

- **Completed**

- **Item 11:** Determine if SHPD should continue to conduct the Village Bank Deposit
  - The police department is no longer taking the village bank deposit to the bank.
- **Item 69:** When conducting a use of force review staff should memorialize their investigation and rationale for their decision.
  - The department has implemented a review process utilizing our newly trained Wisconsin Defense and Arrest Tactics certified instructor as well as formal review form. (See attachments)