



Request for Proposal – Issued 1/19/2022
ENVIRONMENTAL SCAN AND EQUITY, DIVERSITY, & INCLUSION STRATEGIC PLAN
Village of Shorewood

Proposal Requested

The Village is requesting proposals from qualified parties to perform an environmental scan on the Village of Shorewood and develop a strategic plan related to equity, diversity, and inclusion (EDI) initiatives.

Project Background and Description

Over the last few years, the Village has made significant efforts to learn and incorporate EDI components into the organization (see Attachment A for a list of recent accomplishments and activities). The Village needs assistance in determining the order of next steps. EDI work naturally creates spaces in which people are vulnerable. Providing a thoughtful map with direction will aid our ability to build the capacity of individuals to engage the topics at hand. The Village budgeted funds in 2022 to hire a firm to create a strategic plan for the organization. After listening to our partners and members of the organization (employee and committees/boards) it has been recommended that the Village prepare for a strategic planning process with an intermediate step – an environmental scan.

The Village defines an environmental scan as the process of gathering information about events and their relationship within an organization's internal and external environments. The basic purpose for the Village to have an environmental scan conducted is to help management determine the future direction of the organization. Conducting a scan will allow the Village the opportunity to inventory past and current initiatives related to EDI objectives, gain more understanding of current initiatives and their potential impact on time and resources, identify possible barriers/threats and opportunities/strengths within organization and community, and formulate a list of recommendations of how to utilize the scan to adopt a strategic planning process. A scan will assist in determining the future direction of the organization with regards to EDI initiatives, according to the four components of our recently adopted equity framework (see Attachment B).

After the finalization and reporting out of an environmental scan, the Village has plans to proceed with a qualified firm to develop a strategic plan related to EDI initiatives. It is undetermined at this time if the strategic plan would be completed in 2022 or 2023. The Village will need to assess the length of time needed to complete the environmental scan and the potential cost of a strategic plan before finalizing the schedule needed to complete a strategic plan. The EDI strategic plan shall incorporate a narrative explaining steps that led to the development of a strategic plan, indicate the overall purpose of the strategic plan, identify stakeholders involved in the EDI efforts, and outline several recommendations prioritized for all stakeholders involved. The process to create the strategic plan shall entail a plethora of engagement opportunities for both stakeholders and community members to be involved.

To learn more about the Village of Shorewood and our EDI efforts, please feel free to visit our website at www.villageofshorewood.org.

Estimated Timeline

Action items in the estimated timeline are at the discretion of the project manager and are meant to provide a clear understanding of the proposal steps. The schedule is subject to change.

Action Item	Date
RFP Issued	January 19, 2022
Deadline to Schedule Pre-Meeting with Staff	February 2, 2022
Deadline to Conduct Pre-Meeting	February 9, 2022
Proposals Due	February 16, 2022
Interviews and Review of Proposals	February 21 – March 4, 2022
Make Recommendation on Firm	March 9, 2022
Finalize Service Agreement with Firm	March 16, 2022
Village Board Considers Service Agreement	March 21, 2022

Project Scope

Task 1 Develop an environmental scan on the organization and community that does the following:

- A.) Conduct a kickoff meeting with the EDI Committee (comprised of Department Head leadership, two Village trustees and two Human Relations Committee members) and information for the leadership and community on the scope, tasks and project timeline.
- B.) Create an inventory past and current initiatives related to EDI objectives. Identify their impact on time and resources.
- C.) Document existing resources, services, and systems. This step includes documenting resources, including but not limited to existing partnerships and work groups devoted to address EDI issues. It also describes the funding streams that support programs and services implemented to address EDI issues.
- D.) Review recommendations for Village EDI work from Sam Coleman, [see pg. 116 of packet](#). Identify current EDI goals.
- E.) Document existing policies and procedures, identify and address deficiencies with benchmarks to measure progress in achievement of organizational goals and EDI goals and gauge the impact of policies and procedures on constituents.
- F.) Document technological resources used to address EDI issues and opportunities to measure shared indicators and within service areas and systems.
- G.) Identify possible barriers/threats and opportunities/strengths within the organization and services provided to the community.
- H.) Formulate a prioritized list of recommendations and goals of how to utilize the scan to adopt a strategic planning process within our current organizational structure and capacity. Each recommendation shall be directly linked to at least one of the four components of the adopted equity framework, aligning with Milwaukee County’s Racial Equity Resolution.
- I.) Evaluate information from other municipalities, scaled to fit within Shorewood’s organizational capacity.
- J.) Review relevancy of the Governmental Alliance for Racial Equity (GARE) work to Shorewood EDI work.
- K.) Collect both internal and external data to gain a full perspective. This may include:
 - a. Meeting with Village staff, officials, and key stakeholders to gain insight on information listed in this scope of work and facilitate data collection. Key stakeholders include (but not limited to) the Village Board, Police Commission, Human Relations Commission, Village staff (including the Library and SRC), School District, Business Improvement District, community and religious groups, and community members.
 - b. Conduct research that includes input from diverse populations including students, residents, and business owners of color.
 - c. Coordinating a public forum to allow community members an ability to provide comments related to the environmental scan.
 - d. Creating data collection documents for purposes of interviews, surveys, and focus group questions.
 - e. Creating a survey that is available to the public for further comments.

- f. Comparing the Village to other industry organizations and labor market data through the U.S. Bureau of Labor Statistics and/or other relevant and quantitative data.
- L.) Provide a draft report that includes all the information generated through the environmental scan. Present the report to the project team.
- M.) Receive feedback on the draft report from Village leadership and the community for refinement of the report.
- N.) Provide final environmental scan report and present the report to the Village Board.

Task 2 Create a strategic plan related to equity, diversity, and inclusion initiatives that does the following:

- A.) Incorporate a narrative explaining steps that led to the development of the strategic plan for the organization and services provided to the community.
- B.) Identify the purpose and goals of the plan for the organization and services provided to the community.
- C.) Identify stakeholders involved in the EDI efforts. Reach out to these stakeholders to engage them and collect their feedback regarding the strategic plan. Key stakeholders include (but not limited to) the Village Board, Police Commission, Human Relations Commission, Village staff (including the Library and SRC), School District, Business Improvement District, community and religious groups, and community members, diverse populations including students, resident, and business owners of color
- D.) Create a thorough engagement process within the Village organizational structure, its partners and larger community that allows ample opportunity for all individuals within the organization and community to provide comments related to the strategic plan and possible EDI initiatives.
- E.) Formulate a full report that includes all the information listed in the scope of work that can be accomplished within our existing municipal structure and capacity that builds upon the environmental scan. All recommendations shall be prioritized based on need, impact, capacity, and funding resources.
- F.) Provide a draft report and present the report to the project team.
- G.) Receive feedback on the draft report from Village leadership and the community for refinement of the report.
- H.) Provide final report and present the report to the Village Board.

Proposal Content

The proposal should not exceed ten (10) single-sided pages and should address the following:

- A.) Transmittal Information.
 - 1. Firm’s name, address, telephone number and contact person.
 - 2. Firm’s understanding and commitment to provide the appropriate personnel and materials to perform the scope of services as defined.
- B.) Approach.
 - 1. Provide a description of the anticipated services and specific methods utilized to conduct the review of internal and external data.
 - 2. Outline proposed allocation of activities and responsibilities among personnel.
 - 3. Describe your firms understanding of Shorewood’s ongoing investment in meaningful EDI work.
 - 4. Provide estimated hours for all tasks. This shall be a not to exceed number.
 - 5. Include other activities recommended to be performed not included in the initial project scope.
- C.) Contractor Experience.
 - 1. Professional registrations or certifications of personnel.
 - 2. Description of related past experience, particularly experience of a similar capacity on projects of comparable size and/or scope.

D.) Cost.

1. The Village is proposing to lock in a do not exceed cost for both the environmental scan and strategic plan.
2. In 2022 the Village budgeted \$50,000 for services that will go towards the environmental scan, the strategic plan (if able to complete this year and fit in the 2022 budget), and possible additional training opportunities for staff and officials.
3. Please include a table demonstrating the cost and timeline for each activity related to the environmental scan and the strategic plan. Include two final costs for each of these projects. The Village anticipates a timeline that may span from 2022 – 2023 to accomplish these tasks.
4. Please identify any additional services they could provide above the \$50,000. The Village will determine the best fit of services following review of the proposals.

E.) Contract

1. Please attach a copy of your standard contract for these types of services in the proposal.

F.) Insurance

1. The proposal must include either a description of the firm's insurance or a certificate of insurance outlining the firm's insurance policies which evidence compliance with the requirements noted in the *Terms and Conditions* section of this RFP.

G.) Examples of Work

1. Please provide up to three different examples of programs or services you've performed for other municipalities. The work should demonstrate a high quality service.

H.) References

1. Please provide references of current or previous clients you have worked with in the past.
2. It is highly recommended to include at least one municipality as a reference.

Terms and Conditions

Village Costs

The Village will pay the Service Provider for the services provided as described. Such payment shall be full compensation for all services rendered.

Payment Terms

The Village will be responsible for following the payment schedule outlined by the selected Service Provider. Village will make payment as long as it receives invoice at least thirty days prior to outlined payment schedule and Service Provider successfully completed services as outlined. Scheduled invoice should include hours logged by all personnel performing activities related to the project.

Insurance

The successful firm shall agree that it will, at all times during the term of the agreement, keep in force and effect insurance policies required by the contract, issued by a company or companies authorized to do business in the State of Wisconsin and satisfactory to the Village. Such insurance shall be primary. Prior to execution of the written contract, the successful firm shall furnish the Village with a Certificate of Insurance listing the Village as an additional insured and upon request, certified copies of the required insurance policies. The Certificate shall reference the contract and provide for thirty (30) days advance notice of cancellation or nonrenewal during the term of the agreement. Failure to submit an insurance certificate, as required, can make the contract voidable at the Village's discretion. Additionally, the Firm shall not allow any subcontractor to commence work until the

aforementioned documents, where applicable, have been obtained from the subcontractor and approved by Village of Shorewood.

Nondiscrimination

In connection with the performance of work under this agreement, the Firm agrees not to discriminate against any employee or applicant for employment because of age, race, religion, color, marital status, sexual orientation, sex, disability, national origin or ancestry. This provision must be included in all subcontracts.

Assignment or Subcontract

The contract may not be assigned or subcontracted by the firm without the written consent of the Village. If all or a portion on the contract work is proposed to assigned or subcontracted, the name of the individual(s) to complete the work, address and firm proposed shall be submitted within the scope of the proposal.

Independent Contractor Status

The firm agrees that it is an independent Contractor with respect to the services provided pursuant to this agreement. Nothing in this agreement shall be considered to create the relationship of employer and employee between the parties.

Amendments to Contract

This contract may be modified only by written amendment to the contract, signed by both parties.

Waiver

One or more waivers by any party of any term of the contract will not be construed as a waiver of a subsequent breach of the same or any other term. The consent or approval given by any party with respect to any act by the other party requiring such consent or approval shall not be deemed to waive the need for further consent or approval of any subsequent similar act by such party.

Indemnification and Defense of Suits

The firm agrees to indemnify, hold harmless, and defend the Village, its officers, agents and employees from any and all liability including claims, demands, damages, actions or causes of action, together with any and all losses, costs, or expense, including attorney fees, where such liability is founded upon or grows out of the acts, errors, or omissions of the firm, its employees, agents or subcontractors.

Contract Period and Termination of Contract

The contract will be active until all services are performed as defined in the project scope. The Village reserves the right to cancel this Agreement within (30) days written notice. If the Service Provider elects to cancel the Agreement, it must provide (30) days written notice and it must be mutual between the Village and the Service Provider. If the Service Provider cancels this Agreement after advance payment for services has been rendered per the terms, the Service Provider will only be compensated on a pro-rata basis for actual work performed, and any remaining advance payment will be returned to the Village.

Professional Services Contract

Once Service Provider's proposal is accepted and a contract is issued, this Request for Proposal and all documents attached hereto including any amendments, the firm's technical and price proposals, and any other written offers/clarifications made by the firm and accepted by the Village, will be incorporated into a contract between the Village and the firm. It shall contain all the terms and conditions agreed on by the parties hereto, and no other agreement regarding the subject matter of this proposal shall be determined to exist or bind any of the parties hereto.

The submission of a proposal shall be considered as a representation that the firm has carefully investigated all conditions, has full knowledge of the scope, nature and quality of work required, and is familiar with all applicable State, Federal and Local regulations that affect, or may at some future date affect the performance of this contract.

Acceptance of this proposal will take place only upon award by the Village Board, execution of the contract by the proper Village officials, and delivery of the fully executed contract to the firm. Acceptance may be revoked at any time prior to delivery of the fully executed contract to the successful firm. The contract may be amended only by written agreement between the firm and the Village of Shorewood.

Selection Criteria

Village staff will consider the following in evaluation of the proposals:

1. General understanding of the scope of services and Shorewood's specific EDI needs.
2. Quality and content of the written proposal.
3. Experience and technical competence associated with the scope of services requested.
4. Ability to perform the program and scope of services within the necessary parameters.
5. Cost to execute services.

Instructions to Firms

Submittal Instructions

1. Please provide (1) digital copy of the proposal via email only to:
Project Manager: Rebecca Ewald, Village Manager, Village of Shorewood
Email: rewald@shorewoodwi.gov
Identify proposal name into subject line of email: EDI Environmental Scan and Strategic Plan
Deadline: 4:00 p.m. CST, Wednesday, February 16, 2022
2. Proposals will be accepted on or before the deadline identified above. Proposals received after that date and time will be rejected. Proposals will not be opened publicly.
3. Questions regarding this RFP should only be directed to staff member identified above. Contact with elected officials, committee members and other staff members is grounds for disqualification.

This RFP does not commit the Village to award a contract, to pay any costs incurred in the preparation of a response to this request or to procure or contract for services or supplies. The Village reserves the right to accept or reject any or all proposals received because of this request, to waive minor irregularities in the procedure, to negotiate with any qualified source, or to cancel in part or in its entirety, this RFP, if it is in the best interest of the Village of Shorewood to do so.

Amendments

Amendment of proposals may be done as follows:

By Village: Proposals may be amended by the Village in response to need for further clarification, specifications and/or requirements changes, new opening date, etc. Copies of the amendment will be mailed to prospective vendors.

By Firm: Proposals may only be amended after receipt by the Village by submitting a later dated proposal that specifically states that it is amending an earlier proposal. No proposal may be amended after the opening date unless requested by the Village.

Proposals may be withdrawn only in total, and only by a written request to the Village prior to the time and date scheduled for opening of proposals.

Contract Administration

The staff member is the primary contact for contract administration of this proposal:

Rebecca Ewald, Village Manager
rewald@shorewoodwi.gov
414-847-2701

In the absence of the primary contract, the secondary contract for contraction administration is:

Toya Harrell, Village Clerk
tharrell@shorewoodwi.gov
414-847-2608



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Village of Shorewood
Attachment A – List of EDI Activities and Accomplishments

2017

- Collaboration with Shorewood Solidarity Network to adopt [Justice & Dignity Resolution](#); pursuit of a Justice & Dignity ordinance stalled. Shorewood Library Director attended the [YWCA Unlearning Racism](#) class. The Shorewood Library held a session on the hidden impacts of segregation in Milwaukee County.

2018

- The [Human Relations Commission](#) was reinstated. Shorewood Library partnered with the YWCA and Shorewood School District on reading race community conversations. In addition, the Library and Senior Resource Center offered unconscious bias programming.
- The Shorewood Police Department participated in [Fair and Impartial Police](#) training.

July 2019

- Village Board approved Education on Unlearning Racism and Welcoming Ordinance Initiatives allocating \$6,500 for these activities in the 2020 budget. It was agreed that the education component must occur first prior to beginning work on an ordinance.
- Shorewood Library hosted an educational program on the history and cost of mass incarceration. Library staff also participated in an unconscious bias class.

Fall 2019

- Village Manager and Assistant Village Manager attend YWCA Unlearning Racism class. At the last class in December staff presented this initiative to the class and received feedback from the instructors and the class. This was particularly helpful because it confirmed our direction and process for starting the work within the Village organization. Finding someone to lead our internal efforts has been a struggle due to limited funds and scarcity of professionals to take on this type of project. During the class review both instructors and class members recommended that the Village partner with Sam Coleman to further synergize on the work that he was starting in his first year with the school district. The Library and Senior Resource Center offered a program on Mass Incarceration in November 2019.

January 2020

- The Village Board received the [Final Transportation and Parking Analysis](#) that included recommendations that touched upon equity within our community in regards to permitting and capacity.

March 2020

- The [Shorewood School District's Strategic Plan](#) process concluded in March 2020, then COVID-19 happened.

May 2020

- After recalibrating from initial COVID-19 impacts, the Village reached out to Sam Coleman to assess interest in leading the EDI Committee.

June 2020

- The Unlearning Racism initiative was updated to reflect the recommendations following the Village Manager and Ast. Village Manager's participation in the YWCA Unlearning Racism class and again supported by the Village Board in their recent prioritization meeting, [see page 6](#) of the meeting packet. Here is the link to the updated [Initiative - Education on Diversity and Inclusion](#) was discussed.
- The Village Board approved \$15,000 in the 2021 budget for education on diversity and inclusion. A portion of these funds would be utilized to fund the service agreement with Sam Coleman. The remaining would be allocated for additional training and educational opportunities as identified by the EDI Committee.

July 2020

- The Village Board approved a 12-month service agreement (September 2020 – September 2021) with Mr. Sam Coleman for leading the Equity, Diversity and Inclusion Committee, [see page 48 of packet](#). The initiative was designed to provide educational awareness and common terminology related to subjects of equity, diversity and inclusion and provide recommendation on our organizations next steps for this work. The EDI committee comprised of all management team staff (Village Manager, Ast. Village Manager, Police Chief, Interim Deputy Police Chief, Public Works Director, Ast. Public Works Director, Planning & Development Director, Finance Director, Clerk, Deputy Clerk, Library Director, Ast. Library Director, Senior Resource Center Coordinator), HRC Chair Parker and HRC Member Van Hoorn, and Trustees Ircink and Stokebrand.

August 2020

- Village Board approved a service agreement ([see page 250](#)) for hiring a consultant to perform an organizational review of the Police Department which includes a review of EDI activities.
- The Shorewood Police Department completed their first realistic De-escalation Training.

September 2020

- The EDI Committee met to discuss norms for our equity work and the importance of building our individual capacity over time to carry deliberate practices that support our own development and awareness of the causes and results of inequities.
- Police Officer Mueller completed Crisis Intervention Training through NAMI Wisconsin.

October 2020

- The EDI Committee completed an implicit bias assessment. We discussed developing a lens for equity, language for equity, and leading for equity during a time when inequities have become so normalized and have taken a more subtle shape compared to just a couple of generations ago. We discussed a brief history of who has traditionally carried weight for equity work and the importance of people in positions of privilege using their privilege and platforms to take more active roles in the work for equity and justice.
- In accordance with recommendations from the Transportation and Parking Analysis, the Village Board modified overnight parking regulations, eliminating zones and allowed a parking permit for residents at a reduced permit amount for on street parking. Fees for off street lots parking were also reduced, see [page 131 of packet](#).

November 2020

- Village leadership team discussed historical marginalization and the ways old forms of oppression have taken “new” form. We discussed examples of prioritizing and operationalizing EDI objectives in budgets, training protocols, and annual reports. Completed and discussed the Equity Identify Inventory protocol.

December 2020

- The Committee discussed framed policies as a tangible way to address inequities. Discussed proportional representation as an EDI goal to strive for. Completed EDI work/departments analysis tool.
- The Bi-Board met to and discussed identifying cross-entity opportunities to engage EDI actions/events.
- Officer Govani and Lieutenant Liebenthal became Fair and Impartial Policing Instructors through Fair and Impartial Policing, LLC.
- 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 a number of 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.

January 2021

- The EDI Committee discussed the pervasiveness of oppression and marginalization at various levels (individual, institutional, systemic) and the necessary commitment for EDI work to be individual, institutional, and systemic.
- The Library and Senior Resource Center offered a four-part series “Do Black Lives Matter” in January/February.

February 2021

- The EDI team discussed the gaps that often exist between what organizations and municipalities say about their EDI goals/strategies and the results their systems, departments, policies, strategies actually produce.
- The Public Safety Committee met, reviewed and discussed the items that have been implemented and possible next steps. See [February 15, 2021 packet](#).
- Officer Govani became a De-escalation Instructor through Force Science.

March 2021

- The [Community Development Authority](#) (CDA) recommended and Village Board approved extension of TID #1 for one year for purposes of affordable housing.
- The EDI Committee discussed municipal resolutions and declarations and their utility for grounding ongoing work toward EDI goals across municipal departments. Discussed examples of locating municipal equity objectives, efforts, and progress on municipal webpage.
- The Public Safety Committee met, reviewed and discussed additional items that have been implemented and possible next steps. See [March 15, 2021 packet](#).
- Tr. Warren requests the welcoming ordinance be listed as an item for future consideration to reengage pursuit of this action.
- Members of Village Board and staff participate in the Shorewood School District sponsored ICS equity ally training.

April 2021

- The EDI Committee discussed conceptually framing our equity strategies in ways that are operational (policies and systems). We also reviewed processes for creating a strategic plan to make progress toward equity goals.
- The Shorewood Police Department participated in their second realistic scenario de-escalation training. Officer Govani was the instructor for the training.
- The Shorewood Police Department also participated in the Approaching Alzheimer's First Responder training.

May 2021

- The CDA, [Shorewood Library](#), [Shorewood Human Relations Commission](#) and [Shorewood Senior Resource Center](#) have partnered to develop educational opportunities for members of the CDA and the public to learn about the affordable housing prior to developing a recommendation.
- President McKaig expressed interest in aligning Shorewood initiatives related to Diversity, Equity, and Inclusion with the Milwaukee County Resolution for Racial Equity.
- Milwaukee County Executive David Crowley invites all ICC members to join the Dismantling Barriers to Creating Diverse and Inclusive Communities Strategy Team. Mgr. Ewald, President McKaig and School Board President Shah have participated along with President Montgomery of Brown Deer and Mayor Brooks of South Milwaukee. The work from this team will be incorporated into the forthcoming Strategic Plan for Equity.
- President McKaig began collaborating with Village Manager to organize all current initiatives related to Diversity, Equity and Inclusion into a framework that organizes initiatives and efforts into areas of Education, Awareness, Training, and Policy for the purposes of accountability, coordination and future planning.
- Chief Nimmer and Lieutenant Liebenthal completed the Racial Intelligence Leaders Course through RITE Academy.
- Officer Govani became a Racial Intelligence Instructor through the RITE Academy.

- Village leadership team reviewed and discussed the Milwaukee County Equity plan to identify opportunities for alignment. We also reviewed and discussed the Cook County equity plan to identify effective strategies.
- 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](#).
- The Shorewood Police Department participated in scenario-based de-escalation training and Alzheimer's first responder training.

June 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](#).
- A recurring Village Board agenda item entitled "EDI Update" was created to update the Trustees on initiatives that are in progress, planned, or needed.
- Mgr. Ewald continued outreach to gather information on resources to assist Shorewood in developing a comprehensive plan for EDI work to continue in the Village.
- Due to unanticipated, continued impact of COVID on the Shorewood School District operations and recent resignation of the School District Superintendent, duties have shifted, and Mr. Coleman no longer has the capacity to conclude work with the EDI Committee. Mr. Coleman provided an outline of our work completed and recommendations for next steps so the Village can prepare for the 2022 budget to continue our EDI work.

July 2021

- The CDA launched [The Role of Suburbs in Creating a Diverse and Inclusive Region: Spotlight on Housing](#) with session one presentation: Milwaukee County Strategic Plan for Racial Equity. The series are education session for the entire community as we prepare to consider policy options for affordable housing.
- The Village received a report and recommendation from Sam Coleman outlining recommended next steps for the Village's EDI work, that included creation of an EDI strategic plan, [see pg. 116 of packet](#).

August 2021

- The Village Board and Police Commission held a joint meeting to hear presentation by Police Commission Attorney Steve Zach on The Role, Duties and Jurisdiction of the Police Commissions, see [page 3 of packet](#).
- The entire Shorewood Police Department completed the Racial Intelligence Training taught by Officer Govani.
- Shorewood Library hosted a 4-part series "Do Black Lives Matter?". Library administration participated in a multi week class on fostering an anti-racist library culture and collection.
- President McKaig discussed the potential benefits of aligning with Milwaukee County's Resolution for Racial Equity, participating in the Dismantling Barriers strategy team, creating a framework to organize the Village's DEI initiatives, and having regular updates for the Village Board- with the Human Relations Commission, the Shorewood Foundation, Shorewood Police Accountability Group representatives, the BID President and Director, and other community stakeholders and staff. The Human Relations Commission is a key stakeholder with regards to this approach as they are charged with providing community perspective with regards to issues of diversity, equity, and inclusion. They offered consensus in support of this approach.

- The CDA hosted [The Role of Suburbs in Creating a Diverse and Inclusive Region: Spotlight on Housing](#) session two presentation: Community Development Alliance.

September 2021

- Alignment with Milwaukee County and an organizing framework was communicated to the community-at-large in the Fall 2021 Equity section of Shorewood Today magazine, [see page 10-11](#).
- Officer Govani and Officer Kerr completed Crisis Intervention Training through NAMI Wisconsin.
- The CDA hosted [The Role of Suburbs in Creating a Diverse and Inclusive Region: Spotlight on Housing](#) session two presentation: Community Development Alliance.
- The Shorewood Library and Senior Resource Center hosted Affordable Housing 101: What You Need to Know About Affordable Housing Opportunities & Challenges., session three of [The Role of Suburbs in Creating a Diverse and Inclusive Region: Spotlight on Housing](#).

October 2021

- The Police Department, Public Safety Committee, HRC, Village Board and stakeholder groups reviewed a draft RFP for police chief recruitment services and provided comments and feedback on the document.
- 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](#).
- The CDA hosted [The Role of Suburbs in Creating a Diverse and Inclusive Region: Spotlight on Housing](#) session four presentation: [Shorewood Housing Market Study and Need Analysis - 2020](#).

November 2021

- Retained the Riseling Group to recruit the new police chief. Their firm displayed strong EDI credentials, [see page 328 of packet](#).
- The Public Safety Committee met, reviewed, and discussed the current vehicle pursuit policy. The policy and the relevant information presented were discussed but not finalized. See [November 1, 2021 packet](#).
- The Police Commission updated their [Rules and Regulations](#). Specifically, Section 500 has been amended to clarify charges and complaints. Charges come under the jurisdiction of the Police Commission pursuant to State Statute. Complaints are processed in accordance with [Policy #1010 Personnel Complaints](#) and do not fall under review of the Police Commission.
- 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 [November 15, 2021 packet](#).
- The Village Board approved Ordinance 3034: An ordinance amendment related to modifications to Chapter 535 Zoning Article IX Off-Street Parking reducing the parking ratio for multi-tenant development to 1:1 that may reduce barriers to smaller redevelopment and affordable housing, see [page 165 of packet](#).
- The Shorewood Library and Senior Resource Center hosted [Understanding Racism as a Threat to Public Health](#), session five of [The Role of Suburbs in Creating a Diverse and Inclusive Region: Spotlight on Housing](#).

December 2021

- Shorewood Today published an [issue addressing affordable housing](#) that reflect on EDI components.
- The CDA hosted [The Role of Suburbs in Creating a Diverse and Inclusive Region: Spotlight on Housing](#) session six presentation: Zoning for Affordable Housing.
- The Riseling Group conducted small group focus sessions with the BID, HRC, Police Department employees, Village Board, School Districts, and religious leadership regarding police chief recruitment. In addition a Village wide public forum was held via zoom with the same content. Additional efforts were made with the Shorewood School District to survey People of Color for the police chief recruitment.
- The Public Safety Committee met and received an update on the Police Commissions updated Rules and Regulations. Specifically, Section 500 has been amendment to clarify charges and complaints. Charges come under the jurisdiction of the Police Commission pursuant to State Statute. Complaints are processed in accordance with [Policy #1010 Personnel Complaints](#) and do not fall under review of the Police Commission.
- Officer Govani was made available to the rest of the North Shore police agencies as a Racial Intelligence Instructor. Training for other agencies took place this month.
- Following the Police Commission discussion, staff updated the current online form with the updated form included in the June 7, 2021 meeting with the following administrative adjustments:
 - Replaced the old PDF complaint form with an update PFD complaint form on the Police Department [webpage](#).
 - Complaints provided on paper may be received at the Police Department and Village Hall front desk. They may also be submitted to the white drop box located behind Village Hall. Forms may also be submitted via email.
 - Also provided the updated [complaint form](#) as a fillable form online.
 - Reached out to the City of Milwaukee for translation services for the form. Following review of the information we will provide the form in various languages.
 - False complaint language was removed from the form; however, as this language is a state statute requirement, it is now located in the pamphlet for complaints and the individual submitting the complaint must acknowledge they have read the [Complaint Procedure Brochure](#).
 - The Police Department policy will be updated to reflect:
 - Complainant (if known, contact information provided) be provided with an Acknowledgement of Complaint to confirm receipt and timeline of next steps.
 - Monthly updates on the number and status of complaints will be listed on the Department's Monthly Report.
 - The goals it to complete review of complaints within 90 days.
 - Moving forward the Police Department will review their monthly reports quarterly with the Human Relations Commission. With respect to complaints the Police Department will track the number of complaints received, nature of the complaint, race/ethnicity/gender if known, disposition of the complaint and list this with their monthly reports. All complaints submitted are subject to the open records and may be requested. Per State Statute records will be reviewed and redacted accordingly. In some cases, individuals may be notified of the request prior to release in accordance with [State Statute 19.356](#). The updated form and reporting process will be reviewed after six months of use with the Public Safety Committee.
 - The Public Safety Committee reviewed the Pursuit Policy and agreed that it will maintain the current policy and request the new chief to review the language of the policy for opportunities for additional detail, but not change the substance of the policy direction.

Request for Proposal – Issued 1/19/2022
ENVIRONMENTAL SCAN AND EQUITY, DIVERSITY, & INCLUSION STRATEGIC PLAN
 Village of Shorewood
 Attachment B – Four Components of the EDI Adopted Framework

