



Final Report on the Police Department Organizational Study

Glendale, Wisconsin



Scope of the Study and Process

- ◆ Understanding of community-oriented law enforcement efforts with comparisons to best practices and other communities.
- ◆ Evaluation of staffing to meet identified community needs.
- ◆ Analysis of transparency, community support, and training
- ◆ Extensive interviews including ridealongs onsite.
- ◆ Interviews with the Common Council and Police Commission.
- ◆ Conducted a community listening session and developed an online survey.

Input from the Community

- ◆ We received 192 responses.
- ◆ Overwhelmingly, respondents were very positive about:
 - Feeling safe in Glendale
 - Responsiveness of the department
 - The department's leadership
- ◆ In spite of that, almost half of the respondents believe that crime is getting worse in the City.
- ◆ Respondents believe that the department is addressing problems in the community.



Patrol Findings 1

- ◆ Patrol officers have extraordinary capacity to handle workload and be proactive.
- ◆ Only around 29% of officers' time is used to handle community-generated calls for service.
- ◆ Including self-initiated activity, about 38% of their time is utilized:

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am-6am	37%	23%	16%	23%	18%	25%	25%	24%
6am-10am	17%	38%	36%	38%	35%	37%	23%	31%
10am-2pm	35%	57%	62%	60%	54%	58%	42%	53%
2pm-6pm	36%	60%	52%	49%	70%	51%	44%	50%
6pm-10pm	37%	36%	40%	38%	48%	49%	46%	42%
10pm-2am	22%	22%	21%	22%	23%	35%	30%	27%
Overall	31%	40%	39%	38%	42%	42%	35%	38%

Patrol Findings 2

- Self-initiated activity is conducted at very high rates.
- This demonstrates that there is capacity to reassign two officers to other functions while still retaining an extraordinarily high level of service:
 - ◆ 1 to community outreach
 - ◆ 1 to flexibly deployed team

Detective and Support Findings

- ◆ Detectives function without direct supervision.
- ◆ While caseloads are low, create a detective sergeant position to provide needed supervision.
- ◆ Acquire case management software for detectives.
- ◆ Public support at the counter has two classifications for staff doing the same things – merge their classifications.
- ◆ Front counter staff also lack direct supervision – the Executive Assistant should provide that.
- ◆ Increase patrol vehicle replacement targets; acquire one additional patrol vehicle.

Findings on Policies and Training

- ◆ Focus more time of the Support Services Captain on addressing policies and plans on diversity, equity and inclusion.
- ◆ The department needs to be more transparent to the community on policies, training, data and policing outcomes.
- ◆ Change the pursuit policy to be more restrictive (for example on minor traffic violations).

Organizational Structure

- ◆ The department's current structure lacks direct supervision for two functions, low spans of control and in need of more attention in several administrative support areas.
- ◆ In the short term, reassign duties to free-up top managers to focus more on the community and executive management functions.
- ◆ To achieve this, the department should consider an organizational structure without constant watch command by Lieutenants.
- ◆ Longer term, two lieutenant positions could be replaced by sergeants.
- ◆ The Police Commission should act more in an advisory capacity on policies to the extent allowed by Wisconsin laws.