CITY OF WEST DES MOINES
MEMORANDUM

TO: Mayor Gaer and members of the City Council

FROM: Tom Hadden, City Manager

DATE: April 26, 2017

RE: Progress Report/WDM Police Department Climate Assessment

I want to provide a progress report for you on our efforts to assess the climate of the West Des Moines Police Department (WDMPD), hire a new Police Chief, and address our processes for handling employee complaints.

Last January, the City Council approved an agreement with KJW Diversified Services to conduct a climate assessment study of our Police Department. As you will recall, the study was conducted at my request and was part of a settlement agreement reached with one of three former employees who filed lawsuits against the City and former Police Chief Shaun LaDue.

KJW Diversified Services has provided us with an independent assessment of the current climate at the WDMPD. Kelly Willis and Chuck Hull conducted 62 face-to-face and phone interviews with members of the WDMPD command staff, employees (sworn and civilian), contract employees, recruits, plaintiffs, separated employees, and law enforcement executives from outside the organization.

Below is a summary of key themes and recommendations from the study, and a progress report on action we're taking to address concerns. The study from KJW Diversified Services is included in this document at the conclusion of this memo.

Theme #1: Lack of communication
Over the course of the last five months, I've had numerous discussions with the command staff and police employees, and the climate assessment confirmed what I discovered during my meetings. The former Police Chief's management style and lack of two-way communication skills negatively affected the entire Police Department. New leadership is critical in moving the department forward, and I intend to hire a new Chief who has excellent communications and management skills, values diversity and partnership building, and has an extensive background and knowledge of law enforcement.

To assist us in selecting the right individual for West Des Moines, I have assembled a Police Chief Advisory committee consisting of former WDM Mayor Gene Meyer and WDM residents Courtney Maxwell Greene and Liz Bredeson. This group will partner with the Civil Service Commission at the beginning and end of the process to provide citizen oversight in the selection of a new Chief. I also will appoint an Oral Board whose members will participate in the Civil Service process.

I anticipate that the Civil Service Commission will approve the recruitment process at their meeting at the end of April. We hope to have a new Police Chief hired by September.

I was pleased to learn from the assessment that the climate in the WDMPD is improving under the leadership of Interim Chief Jim Barrett. Morale and communication is better, and employees are committed to their jobs and the people they serve in our community. When asked, 27 of 38 employees (71%) said they would stay in their current position if offered a job with equal pay, benefits and working conditions in another organization.

Theme #2: Personnel/staffing
The study states that West Des Moines is understaffed and needs to hire 6 to 10 officers for each of the next five years.

From my conversations with the WDMPD, I am convinced there is a need for additional officers; however, I am not convinced the numbers recommended in the report are appropriate for West Des Moines.

While it's true our population has increased, our crime rates are low and our response times, including priority one trips, have held relatively steady since 2013. The number of cases reported from 2012 to 2016 increased 5.77%.

As we drill down into the statistics, we see a fairly significant rise in traffic stops, which demonstrates officers are not too busy with other calls for service to enforce traffic laws. I would also bring to your attention that the calls for service statistics referenced in the report are not the best measures to use for comparisons because the definition of a call has expanded over the last few years to include activities beyond answering calls for assistance. Items included in calls for service statistics now contain all self-initiated activities an officer does while on duty, such as traffic stops, writing reports, stopping for lunch or completing building checks. A better comparative metric involves filtered calls for service (which eliminates self-initiated activity). Filtered calls increased 13.22% from 2012 – 2016.

I would also note that 6 officers are currently attending the Police Academy and will graduate at the end of April and complete field training in late August. Two more officers are in field training now and will go on solo patrol at the end of April. One additional officer will start the Academy in May and go on solo patrol in November. Our authorized strength is 70, and these additional officers will increase our force to 67. Two of these new officers are Hispanic females, which increases the diversity of our police force.

West Des Moines has always placed a high priority on the safety of our residents and visitors. I'll be working with our new Police Chief to examine appropriate staffing levels for our community in more detail.

The assessment also recommends that we expand the command structure to ensure future leaders are being developed and adequate leadership is available when vacancies occur. This change was approved during the City budget session last January, and it will add stability to our command staff and succession planning efforts.

Theme #3: Lack of confidence in WDM Human Resources Department
Before this assessment was completed, I asked DMACC Business Resources last January to work with us to map our complaint process to ensure appropriate steps are in place to handle employee complaints. All Department Directors, including the City Manager's Office, participated in an extensive Kaizen process, and this group is currently developing recommended next steps.

Our review indicates that complaints often are not communicated to Human Resources or the City Manager's Office, and communication gaps have occurred among supervisors, employees and departments that have contributed to the mistrust and lack of confidence in our HR process. Clear guidance regarding policies and procedures is needed to ensure all parties are given an opportunity to respond appropriately to complaints and issues in all City departments. We need to do a better job of educating supervisors and employees about how to recognize and report complaints, and deal with inappropriate behavior and conflict that is not unlawful but does damage morale and impact performance.

In addition, we need to make sure everyone understands that all inquiries, complaints and investigations are confidential. In some instances, employees may feel their complaints are not being addressed because counseling or disciplinary action is not shared with employees.

Recognizing that a thorough study of our process would take time to complete, employee complaints as of December 2016 have been immediately directed to an outside law firm that specializes in employee relations. We all have the same goal of continuous improvement, and we want to make sure everyone is aware that all complaints are taken seriously and documented appropriately.

My expectation is that we will refine our current complaint process to ensure employees and supervisors understand the role they play in identifying and reporting issues. This work will include creating a standardized complaint form for departments and educating supervisors so they know how to address a variety of complaints ranging from personality conflicts to discriminatory behavior.

Although the study recommends "implementation of a uniform policy regarding discrimination, harassment and hostile work environment complaints," please note that we have an *Anti-Harassment Policy* that has been a part of our employee handbook for over 15 years.

The actions we are taking are positive steps for the organization, and it's apparent that additional training and improved communication is necessary to clarify roles and expectations. Employees must have confidence in our ability to investigate and handle complaints. Communication and trust among all parties is the key.

Theme #4: Training
Since 2013, the City has utilized annual online training designed by an employment attorney to ensure employees learn about discrimination and harassment and are exposed to various scenarios that might occur in the workplace or after hours with co-workers. After taking the

course, employees are given test questions to insure the information is read and understood, and all employees are tracked so that we know they have completed training each year.

The KJW Report shows that 43 percent of employees responded that they did not receive adequate training. To make sure our training is useful to employees, we will be hiring an outside firm to provide interactive in-person sessions that reinforce key message from our online training. We also have hired an outside employment attorney to provide training to all department directors and supervisors in handling complaints and understanding discriminatory behavior based on race, color, sex, religion, national origin, gender, age, sexual orientation, gender identity, disability or other characteristics protected by applicable state or federal laws. This session will be mandatory for supervisors and recorded for mandatory viewing by all incoming new hires in supervisory roles.

Theme #5: Technology
The study found that WDMPD is technologically advanced in comparison to many police departments of comparable size. The consultants stated that we lack highly trained personnel in Crime Scene Investigation (CSI)/ Forensics. I will consult with our new Police Chief to evaluate our strength in this area and make a recommendation regarding additional staffing.

Our Police Department has been studying and developing policy for implementing body cameras for the last 16 months. This requires significant work on the front end to ensure appropriate policies are in place that cover concerns ranging from civil rights and privacy issues to storage space and retention of body camera audio and video. We anticipate our program will be ready to launch in the fall of 2017. We are committed to meeting the public safety challenges of our rapidly growing city.

Conclusion
As you review the study, please let me know if you have any questions or concerns. I'm confident we're making significant progress with our efforts to continuously improve our processes and address the needs of our employees. I truly appreciate the honesty and sincerity I've encountered from everyone who has participated in this important effort to strengthen our organization.

West Des Moines Police Department Climate Assessment

KJW DIVERSIFIED SERVICES 2017

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I. EXECUTIVE SUMMARY

At the request of the West Des Moines City Manager, an independent climate assessment of the West Des Moines Police Department (WDMPD) was conducted as part of a civil action settlement (Plaintiffs Gass, Wisner, Schmell vs. City of West Des Moines Iowa and Chief of Police LaDue) with concerns of, low employee morale, hostile work environment allegations (to include sexual discrimination/harassment), lack of departmental direction and communication issues within the department. For our assessment purpose, "Climate" may be defined as an enduring state that impacts behavior and the successful completion of assigned task(s). Some aspects of the environment that affect the climate include, but are not limited to, morale, trust, leadership, teamwork, rewards, recognition, benefits/compensation, and conflict resolution. **Climate is the internal atmosphere of the organization**.

The assessment team interviewed Plaintiffs in a civil action proceeding involving the City of West Des Moines, WDMPD's Command Staff, supervisors, sworn officers, union representatives, administrative and civilian staff, WDMPD separated employees, contract employees (working within WDMPD), and Des Moines metro area Law Enforcement Chiefs/Sheriffs. Interviews were limited to individuals working within WDMPD or with ties specifically to law enforcement with the WDMPD.

KJW Diversified Services acknowledge the men and women of the WDMPD, whose courage and honesty for a better city were apparent throughout the course of this assessment. Consultants acted as a "sounding board" for the personnel of WDMPD. The Climate Assessment will identify areas for improvements and make recommendations deemed necessary, to better serve the people of West Des Moines. KJW Diversified Services would like to thank all the individuals who participated in the Climate Assessment.

The transcript of the civil action proceeding involved in this case was not reviewed by consultants in order to remain objective and unbiased. All findings, recommendations, and conclusions expressed in the WDMPD Climate Assessment are not "personal based" however, derived on the information provided by individuals who were interviewed coupled with statistical data, policies and direct observations. Criticisms about the former Chief's skills, methods and management style are attributed to the employees and not attributable to the consultants conducting the assessment.

Individual "face to face" and telephone interviews were conducted with seven different subgroups (please refer to page nine) to capture perceptions about the issues/concerns as to what frustrates personnel, what is working well in the department, the current challenges facing the department and recommendations for addressing those challenges. Consultants also conducted site observations, collected and analyzed departmental guidelines/statistics, personnel charts and other various documentation to assist in determining "the scope" of issues and concerns. As a result, the following themes emerged:

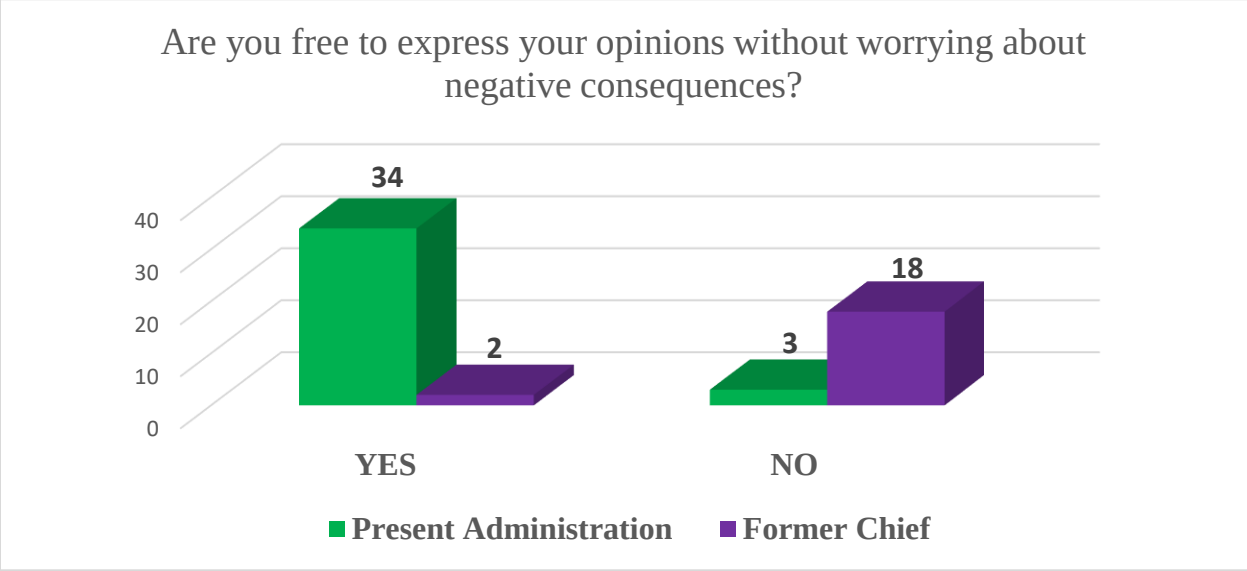
Theme #1: Lack of Communication

Individuals interviewed overwhelmingly expressed that the former Chief's lack of bilateral communication skills negatively impacted morale within WDMPD.

Individuals also expressed the former Chief lacked personal communication skills to effectively define the "day to day" mission of the WDMPD and to effectively interact with subordinates. A lack of information, infrequency of transparency, and the erratic flow of bilateral communication information was a causation factor for staff frustration, stress, and overall low morale.

Many Command Staff members were tasked with communicating concepts and tasks that they themselves lacked full understanding and "buy-in", often proceeding without clarification resulted in the loss of purpose and clarity within the organization. To summarize the opinion of many individuals interviewed a "Trickle Down" affect from the former Chief's inability to effectively communicate permeated WDMPD.

(Please see the following chart)



Recommendation

First and foremost, the City of West Des Moines should hire a Chief of Police who is well versed in today's law enforcement environment and who possesses effective communication skills. The future Chief should believe in the value of diversity, building community partnerships, problem solving, and demonstrate a trust and appreciation of those individuals who perform the day to day functions. Ultimately, the new Chief would create "**esprit de corps**" within WDMPD.

With the appropriate leadership and adequate staffing, WDMPD will continue the legacy of being a paramount Law Enforcement Agency in the State of Iowa.

Theme #2: Personnel/Staffing

WDMPD has not maintained police hiring with the growth of the City of West Des Moines over the past ten years. It is incumbent upon the next Chief to identify adequate personnel staffing,

much the same way "infrastructure" requirements are identified and acted upon in a rapidly growing city.

In the past five years WDMPD lost twenty-one employees due to attrition, disabilities and a civil lawsuit. The loss has included the Chief of Police and three Captains. Although many of the employees were replaced, the loss of many command positions created a "command vacuum" negatively impacting the **sustainability** of the Department.

One Sergeant and five officers cover the entire city. In comparison, the City of Altoona has a shift of four officers that covers the size of one district in the City of West Des Moines. The City of West Des Moines recognized significant population growth since 2010. The City of West Des Moines experienced a population growth from 57,609 (2010) to 66,177 (2016). Additionally, WDMPD serves and protects 127,380 daily, due to the combined factors of population, commuters and daily visitor transactions. Calls for service within a four-year period (2012-2016) increased from 58,901 to 101,375.

Simply stated, calls for service increased, population increased, and the geographical area grew without proportionately increasing sworn personnel to accommodate the demand for service.

West Des Moines Police Command Structure

For our climate assessment, we have considered two models of police command structure; a "Tall Model" which tends to have a more top heavy broad command rank structure and a "Flat Model" which minimizes top level command positions, allowing the Chief a restrictive span of control.

While the Tall Model may sometimes be "top heavy", each department needs to critically examine not only how efficiently they are achieving their mission, but how effectively as well. While the results of a poorly organized police department may not be immediately apparent, departments operating in a Flat Model eliminate command experience for future promotions to executive ranks and find that a lack of effective structure can be crippling in the future.

Recommendation

WDMPD is understaffed. Our recommendation would suggest an officer to 1000 population (66,000+) ratio of 1.5 (66 X 1.5=99) as a minimum number of sworn personnel to be obtained within the next five years. The WDMPD should be budgeted to hire six to eight officers for each of the next five years (accounts for WDMPD attrition) with an **emphasis on diversity**. The hiring of more than six to eight officers per year would be a difficult recruiting task and be cost prohibitive to the City of West Des Moines. The additional police officers will increase safety, support and service to the community, as well as, benefit departmental morale by reducing overtime demands on WDMPD personnel.

By expanding the command structure with added positions consisting of an Assistant Chief and one Captain, accountability will be greatly enhanced assuring that the Departmental mission and

Chief's vision are being implemented while providing for command experience for future Department leadership.

Theme # 3: Lack of confidence in WDM Human Resource Department

The WDMPD Assessment uncovered issues within the West Des Moines Human Resources (HR) process. Individuals expressed in certain instances police supervisors, union representation and human resources failed to work together in successfully resolving work conflict issues. A team effort is paramount in mitigating hostile work related issues. Individuals interviewed mentioned they did not have confidence in reporting issues such as, hostile work environment and/or discrimination directly to the Human Resources Department. This obviously plays a huge role in morale and needs to be dealt with in an immediate and effective manner. Some individuals interviewed stated that HR did very little when documenting and investigating hostile work complaints.

Recommendation

Consultants recommend training and implementation of a uniform policy regarding discrimination, harassment, age and gender discrimination, sexual orientation, and all hostile work environment complaints be implemented throughout the City of West Des Moines Administration. A complaint should be investigated internally. If the complaint is validated, action needs to be taken to immediately stop said behavior. If no hostile work environment is found, the employer should still let the worker know about the results of the investigation. The employee has the right to file a complaint with the Equal Employment Opportunity Commission, (EEOC).

All complaints will be documented on the "Summary of Employee Complaint" form

(See Attachment One)

Allegation Report Mechanism (options available for filing a complaint)

A. Department Supervisory Personnel

B. Human Resources

C. City Manager (Designee)

D. Outside reporting referral agencies (e.g. EEOC, Human Rights Commission, etc.)

Copy of all completed "Summary of Employee Complaint Forms" forwarded to the City Manager's Office.

The Complainants should be notified via email upon receipt by the City Manager's Office.

EEOC guidelines recommend the "Summary of Employee Complaint" form (Attachment One) be completed and forwarded within two working days of the initial complaint to the Human Resources Director and to the City Manager's Office. When possible, the investigation with

findings and recommendations should be completed within ten working days and forwarded to the Human Resources Director and the City Manager's Office. The City Manager or his designee will maintain a records system of city-wide complaints to ensure timeliness and mitigate future like occurrences, which obviously would be dealt with in a more severe manner should future hostile work issues of a similar nature re-occur.

Theme #4: Training

Thirty-seven (37) employees interviewed were asked if they received a high degree of effective training as it relates to diversity and hostile work related issues. Of the thirty-seven employees asked this question, sixteen stated that they did not receive adequate training related to diversity and hostile work related issues. To summarize, forty-three percent (43%) responded they did not receive adequate training regarding this topic. This is an unacceptable percentage of employees not being trained adequately on such a sensitive issue.

Recommendation

WDMPD must adopt, communicate, and consistently enforce a written policy prohibiting all forms of harassment. **Harassment is easily defined as any unwelcome conduct based on race, color, religion, sex (including pregnancy related issues), national origin, age (over 40), disability, sexual orientation or genetic information**. Harassment is based on the victim's perception not the intent of actions/words of others. The training should be outsourced (example / civil rights attorney) who provides examples/scenarios of harassment in the workplace which contribute to a hostile work environment.

WDMPD must communicate a "**zero-tolerance**" stance regarding harassment. This policy should be posted on bulletin boards, by time-clocks, lunch rooms and other areas where staff members regularly congregate. Managers must verbally communicate the "No Harassment" policy at periodic supervisor, employee and volunteer meetings. The focus of the policy should stress everyone's responsibility for not engaging in prohibited behavior and reporting all inappropriate behavior.

WDMPD should conduct an annual review of training and all City of West Des Moines policies regarding hostile work environment, harassment and discriminatory practices (West Des Moines Equal Opportunity Policy 2-4-1, WDMPD Personnel Conduct Regulations 2.5.1, other Departmental manuals and training bulletins).

Theme #5: Technology

WDMPD is technologically advanced in comparison to many police departments of comparable size. During this assessment, technology was not perceived as a problem by individuals interviewed. The WDMPD command staff is in the process of researching the use of body

cameras. This process includes the cost (short-term/long-term), training and implementation of policies related to the use of body cameras.

Consultants observed WDMPD lacks highly trained personnel regarding Crime Scene Investigation (CSI) /Forensics. Currently, WDMPD calls upon sworn personnel to augment the CSI/Forensics function. WDMPD relies on individuals who lack highly specified training in the constantly changing environment of the Forensic Science arena

During the period when KJW Diversified Services was conducting this assessment, two major technological advancements were implemented in January 2017 at WDMPD; an upgrade in the Computer Assisted Dispatch (CAD) (Tri-Tech) System and Records Management System (RMS). Throughout the interview process, personnel were verbally and visibly upset due to the two major changes taking place at the same time and the lack of training provided to adequately use the two new systems.

Recommendation

At a minimum, all uniformed WDMPD police officers and sergeants should be outfitted with body cameras. This upgrade of implementing technology demonstrates a commitment of professionalism to the citizens of West Des Moines. Cameras will mitigate inappropriate office behavior and protect against any false accusations of misconduct and/or abuse of power. Transparency is important to gain trust and "community buy-in".

WDMPD should place an emphasis on hiring non-sworn highly trained personnel in Crime Scene Investigation to include processing, documenting and evidence custodianship of crime scene evidence.

When technology systems are updated, WDMPD should provide sufficient training and only implement one system at a time. A time lapse period for adjustment of four to six months would be recommended.

II. METHODOLOGY

KJW Diversified Services designed and conducted a climate assessment approach using a combination of "in-depth" individual interviews of seven different focus groups, data analysis and site observations to develop a summary report to provide a high-level overview of key themes, findings and recommendations for the WDMPD.

The assessment consisted of sixty-two interviews with the following seven focus groups:

- Plaintiffs (2)
- WDMPD Command (4)
- WDMPD Employees (Sworn/Civilian) (37)
- WDMPD Contract Employees (2)
- WDMPD Recruits (6)
- WDMPD Separated Employees (6)
- Chief /Sheriffs Executives (5)

Questionnaires were specifically developed to extract information from each of the seven focus groups. All individuals interviewed were assured anonymity to receive a candid assessment of the department. Most individual interviews were approximately thirty minutes in length, however a few interviews were more than two hours in duration. The WDMPD Chief's Office selected sixteen employees to be interviewed by KJW Diversified Services. KJW Diversified Services selected an additional twenty-five (25) employees which included most the minorities and females employed at WDMPD. KJW Diversified Services randomly selected an additional twenty-one (21) individuals not included in WDMPD Employees (Sworn/Civilian) and WDMPD Command focus groups.

***Numbers utilized in all WDMPD Assessment charts were based on voluntary responses to each specific subgroup questionnaire; not all individuals responded to all questions.**

Consultants also reviewed and considered:

City of West Des Moines policies & procedures from: **https://powerdms.com/ui/login.aspx**

WDM 2011 Employee Survey Results

WDM Geographical Data

EEOC guidelines (Title VII of the Civil Rights Act of 1964: 42 U.S.C. § 2000e, Age Discrimination in Employment Act (ADEA): 29 U.S.C. § 621, Americans with Disabilities Act (ADA): 42 U.S.C. § 12101, Family and Medical Leave Act (FMLA): 29 U.S.C. § 2601, Iowa Civil Rights Act, Code of Iowa Chapter 216).

III. DEPARTMENT DEMOGRAPHICS

The following data provides demographic information related to the WDMPD Total Workforce:

Figure 1-6

Comparison of Race and Hispanic Origin As Percentage of Total Population 2010

	White	Black	Hispanic	Asian	Other[1]
U.S	74	12.5	15.7	4.7	5.5
Iowa	91.9	2.7	4.5	1.7	1.6
Dallas	92.3	1.2	6.1	2.2	2.9
Polk	85.6	5.7	7	3.5	2.7
Warren	97.5	0.6	1.8	0.5	0.4
West Des Moines	89.9	2.9	4.8	5.1	1

Source: U.S. Census

1. In combination with one or more other races listed. The numbers may add to more than the total population because individuals may report more than one race.

Updated 12/31/14

West Des Moines Police Department Employee Demographics 2017

Ethnicity	Count
US-White	72
US-Not Specified	0
US-Black or African American	1
US-Hispanic or Latin	5
US-Two or More Races	1
Gender	**Count**
Female	12
Male	67

Recommendation

Emphasis should be on Diversity when hiring—lack of diversity is apparent.

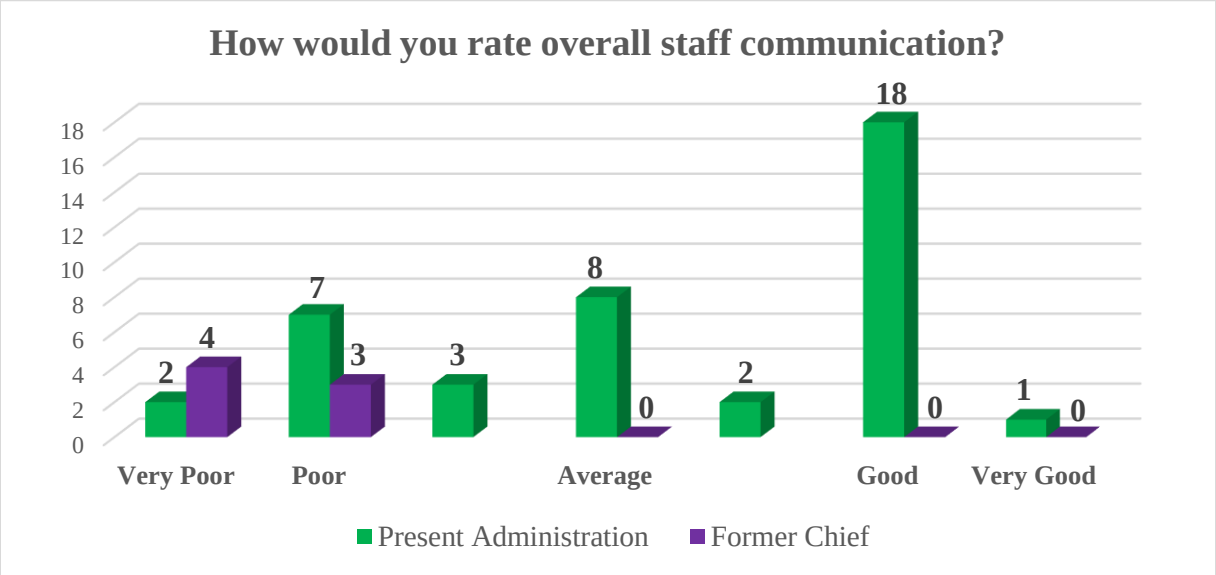
The current WDMPD recruit class shows promise with two of the six recruits being Hispanic female.

IV. ASSESSMENT FINDINGS and RECOMMENDATIONS

Communication

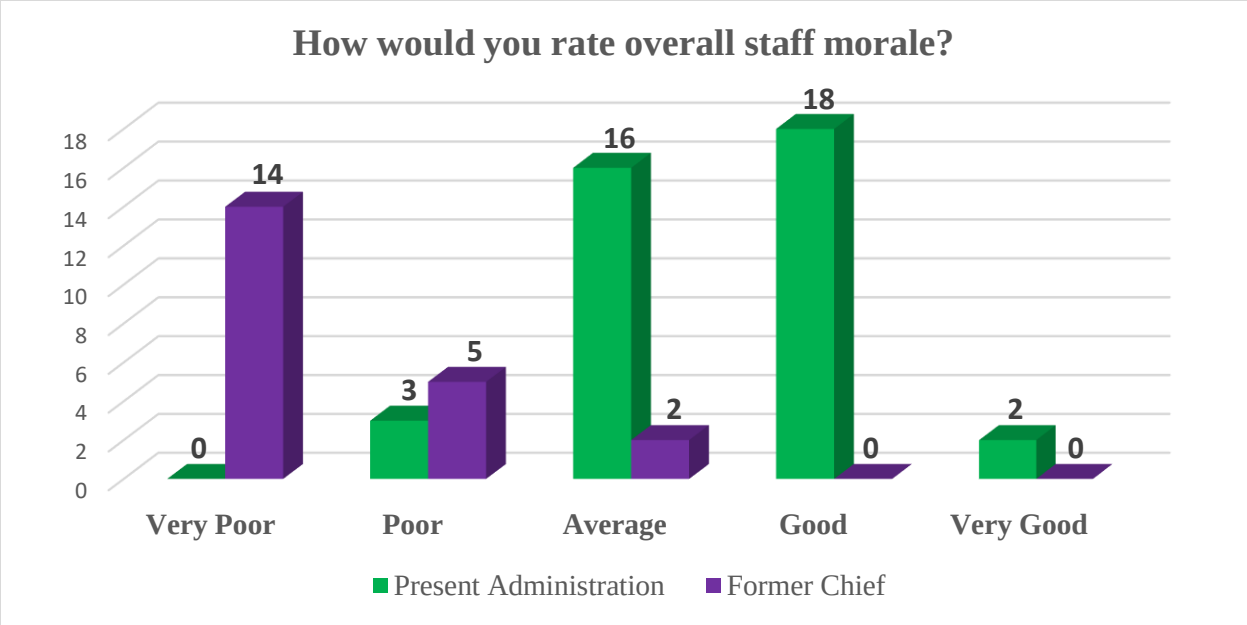
Throughout the interview process, personnel repeatedly reported that internal communication within the Department was poor. Interviewees reported the former Chief created an environment whereby his philosophy and ideas were going to be implemented "no matter what" and did not want to hear other ideas or suggestions. The overall communication within the WDMPD increased upon the departure of the former Chief.

(Please see the following chart)



Under the former chief, nineteen of twenty-one individuals who responded to the “overall staff morale” rated WDMPD morale as very poor (14) and poor (05). The overall morale within the WDMPD increased upon the departure of the former chief.

(Please see the following chart)



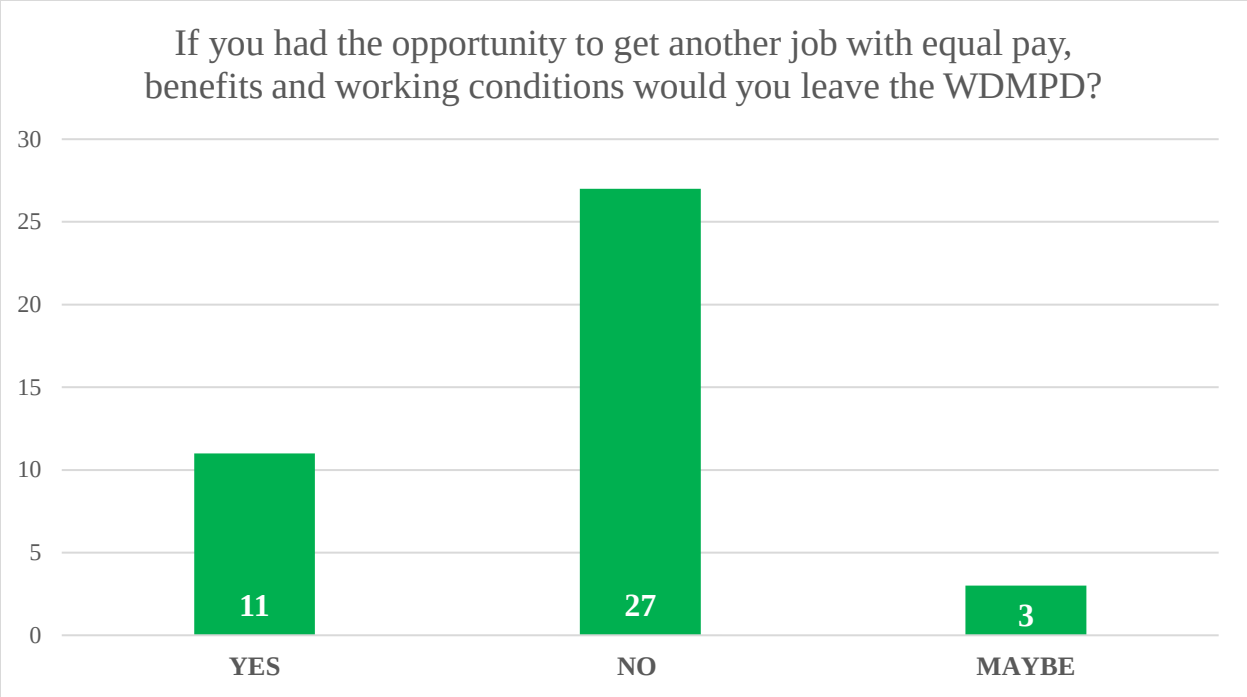
Recommendation:

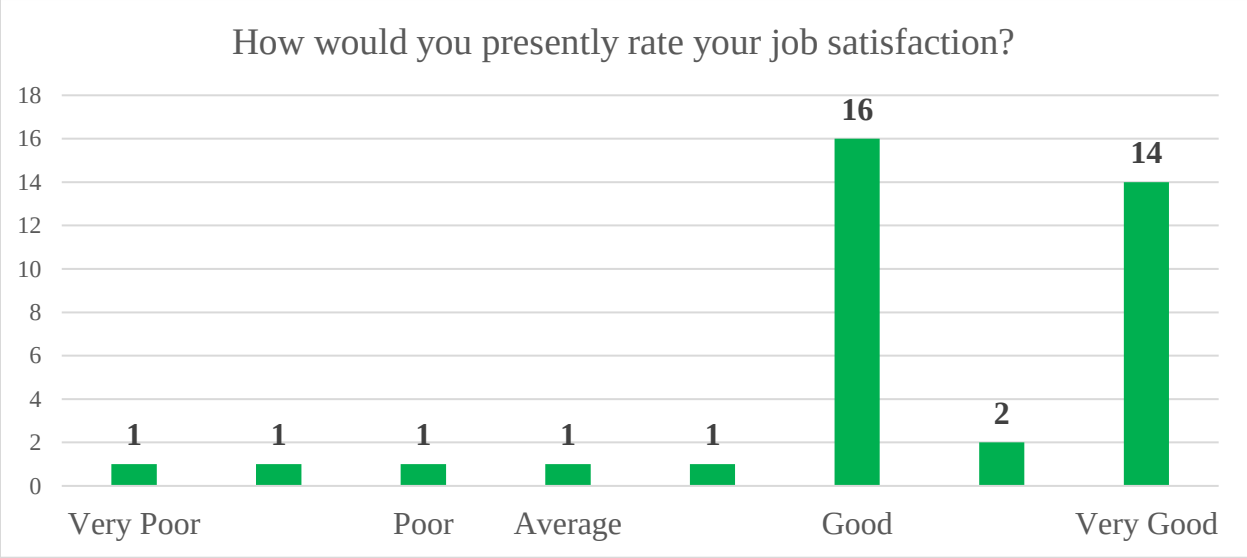
KJW Diversified Services consultants are optimistic, as are many WDMPD employees, the hiring of a new Chief will improve communication and morale throughout the Department. The hiring of a new Chief should begin immediately upon the completion of this assessment.

First and foremost, the City of West Des Moines should hire a Chief of Police who is well versed in today's law enforcement environment and who possesses strong communication skills. The future Chief should believe in the value of building community partnerships, problem solving, and demonstrate a trust and appreciation of those individuals who perform the day to day functions of WDMPD. She/he should place a high priority on the value of diversity when hiring new personnel to reflect the community of West Des Moines. Ultimately, the new Chief would create "**esprit de corps**" within WDMPD. With the appropriate leadership, WDMPD will continue the legacy of being a paramount Law Enforcement Agency in the State of Iowa.

Under Interim Chief Barrett, twenty seven of thirty-eight employees (71%) stated they would not leave WDMPD for a job with equal pay, benefits and working conditions.

(Please see the following charts)





Personnel/Staffing

WDMPD has not maintained police hiring taking into account the calls for police service, population growth and the geographical expansion of the City of West Des Moines over the past ten years.

FBI UCR Table 71 Staffing Levels Midwest Cities (1.5 per 1000)

According to FBI UCR data (2014) the Midwest average for a police force over a city of 50,000 to 99,000 residents, the ratio should be 1.5 officers per 1,000 residents.

With 66,000 residents, the police force should employ approximately 99 officers. This table suggests approximately 99 officers.

(Please see the following chart)

Table 71			
Full-time Law Enforcement Officers			
by Region and Geographic Division by Population Group			
Number and Rate per 1,000 Inhabitants, 2014			
Region/geographic division		**Total (9,792 cities; population 183,432,062)**	Group III (405 cities, 50,000 to 99,999; population 28,000,451)
MIDWEST	**Number of officers**	**77,418**	**9,472**
	Average number of officers per 1,000 inhabitants	**2.1**	**1.5**
EAST NORTH CENTRAL	Number of officers	51,144	6,042
	Average number of officers per 1,000 inhabitants	2.2	1.5
WEST NORTH CENTRAL	Number of officers	26,274	3,430
	Average number of officers per 1,000 inhabitants	1.9	1.4

The financial collapse of 2008 was detrimental to the WDMPD due to the hiring freeze conducted at that time. In the past five years, the department has lost 21 employees due to attrition, disabilities and a civil lawsuit. The loss during the past three years has included the Chief of Police and three Captains. The WDMPD command personnel and working officers are overwhelmed and

understaffed. Currently, the one remaining Captain at WDMPD is conducting the work of several Captains, while supervising overlapping areas of command.

The City of West Des Moines is located primarily within Polk County. The City also includes territory in Dallas, Warren and Madison counties. The WDMPD is split into four different districts covering 52.3 square miles. One Sergeant and five officers cover the entire city. In comparison, the City of Altoona has a shift of four officers that covers the size of one district in the City of West Des Moines. The City of West Des Moines has experienced significant population growth since 2010.

(Please see the following chart)

City of West Des Moines Census Data

- **West Des Moines residents as of 1/1/2017 totaled 66,177.**
- **The following slides also detail why this number alone should not be considered when determining staffing levels for the police department.**
- **Information from City of West Des Moines Fact Book**

Figure 1-2

County Population within the City of West Des Moines 1995 to Present

Year	Total	Polk County	Dallas County	Madison County	Warren County
2010 [1]	57,609	46,042	11,517	0	50
2011 [1]	58,706	46,014	12,642	0	50
2012 [1]	59,281	46,047	13,166	0	50
2013 [1]	61,648	46,134	15,464	0	50
2014 [1]	63,471	46,304	17,093	0	74
2015 [1]	64,128	46,345	17,676	0	107
2016 [1]	64,849	46,423	18,280	0	146
2016 [2]	66177	46508	19481	0	188

Source: U.S. Census

Des Moines Area Metropolitan Planning Organization Estimates

**July 14, 1995 Special Census

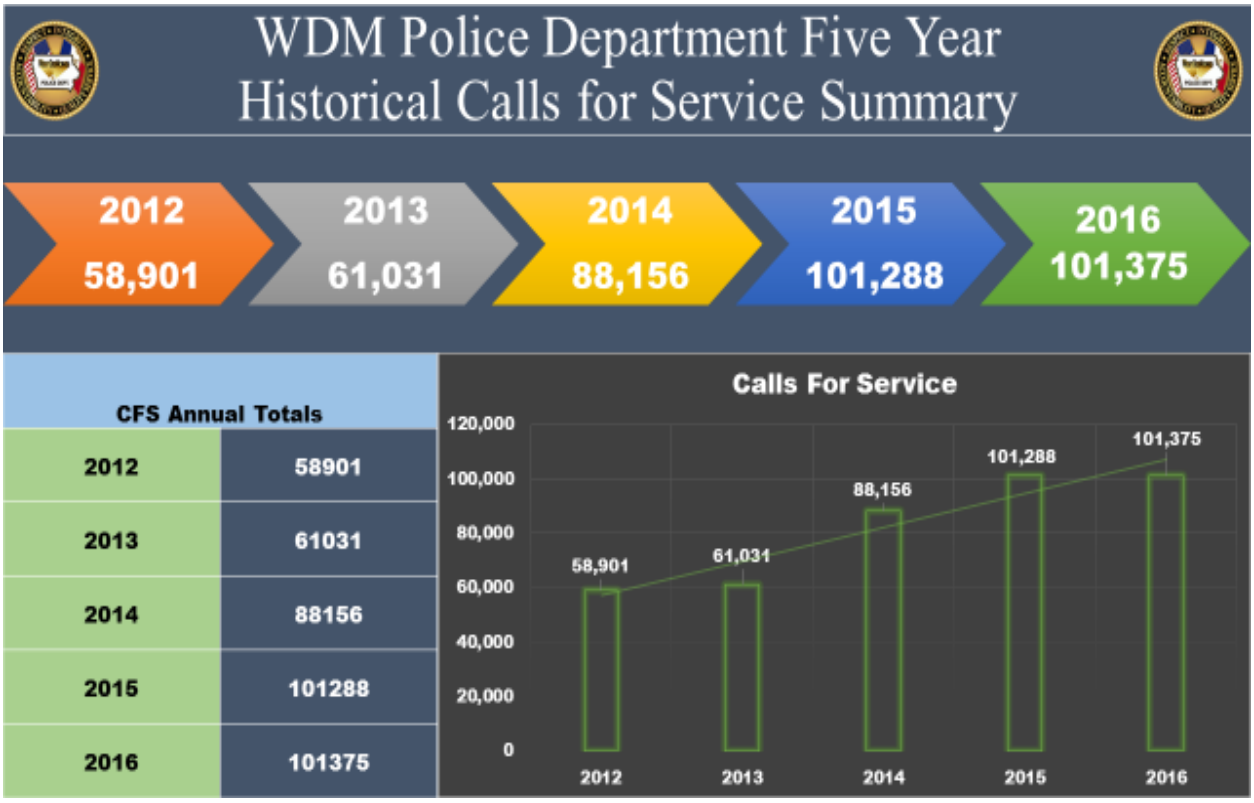
[1] January of that year

[2] Year to date as of January 1, 2017

A city which has experienced significant growth may not successfully identify and fulfill the needs of data provided by UCR and IACP standards.

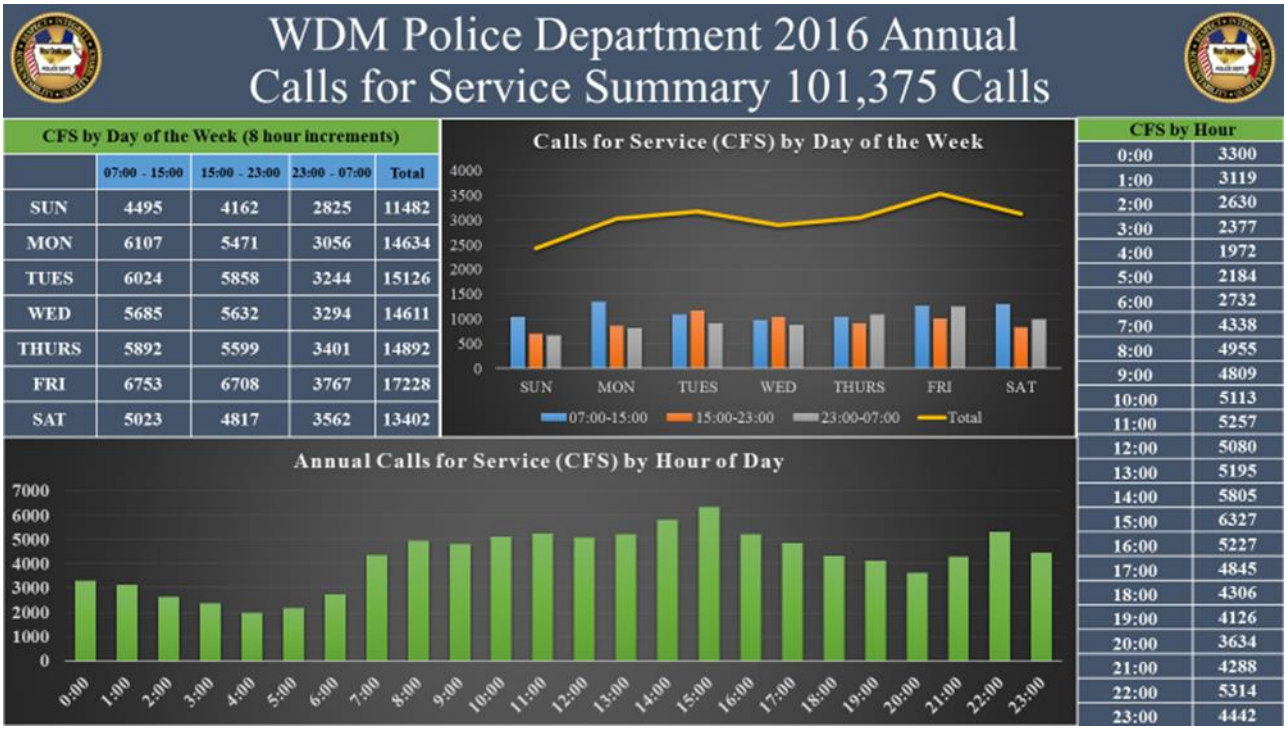
WDMPD Calls for Service Summary (CFS)

(Please see the following chart)



*** In 2014 a "time accountability" standard was implemented which may reflect an increase in officer activity.**

(Please see the following chart)



CFS by Day of the Week (8 hour increments)

	07:00 - 15:00	15:00 - 23:00	23:00 - 07:00	Total
SUN	4495	4162	2825	11482
MON	6107	5471	3056	14634
TUES	6024	5858	3244	15126
WED	5685	5632	3294	14611
THURS	5892	5599	3401	14892
FRI	6753	6708	3767	17228
SAT	5023	4817	3562	13402

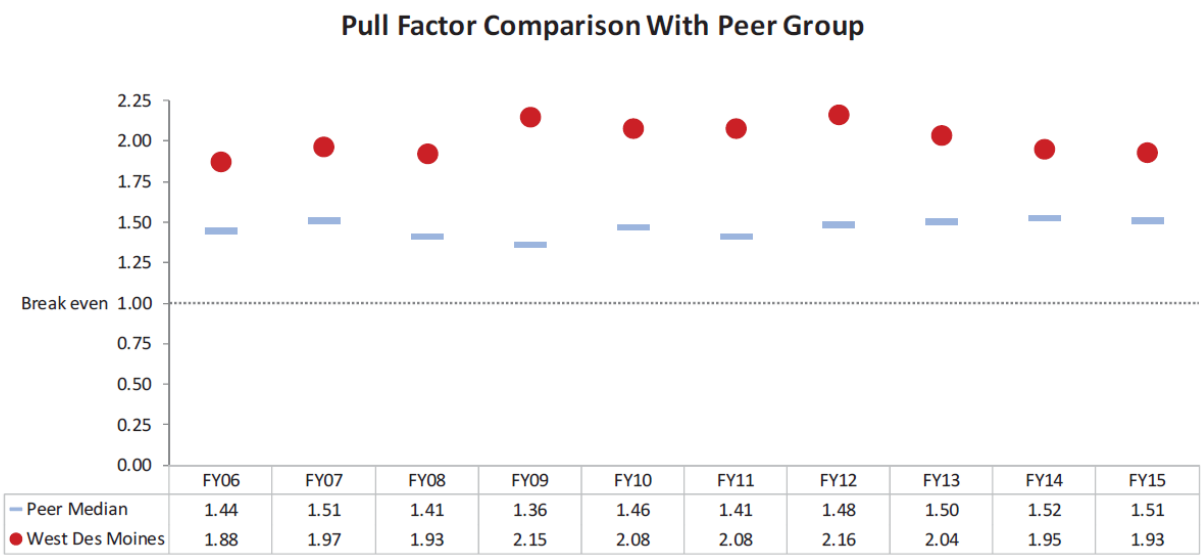
CFS by Hour

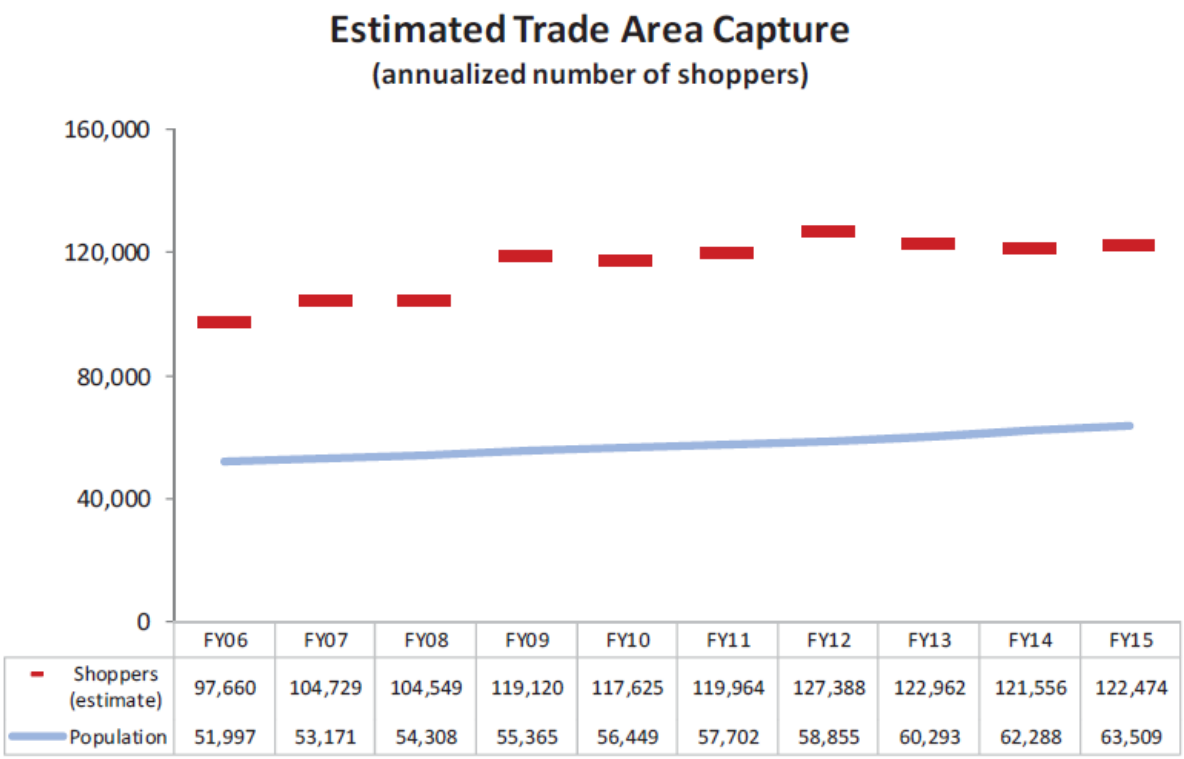
0:00	3300
1:00	3119
2:00	2630
3:00	2377
4:00	1972
5:00	2184
6:00	2732
7:00	4338
8:00	4955
9:00	4809
10:00	5113
11:00	5257
12:00	5080
13:00	5195
14:00	5805
15:00	6327
16:00	5227
17:00	4845
18:00	4306
19:00	4126
20:00	3634
21:00	4288
22:00	5314
23:00	4442

The Pull Factor

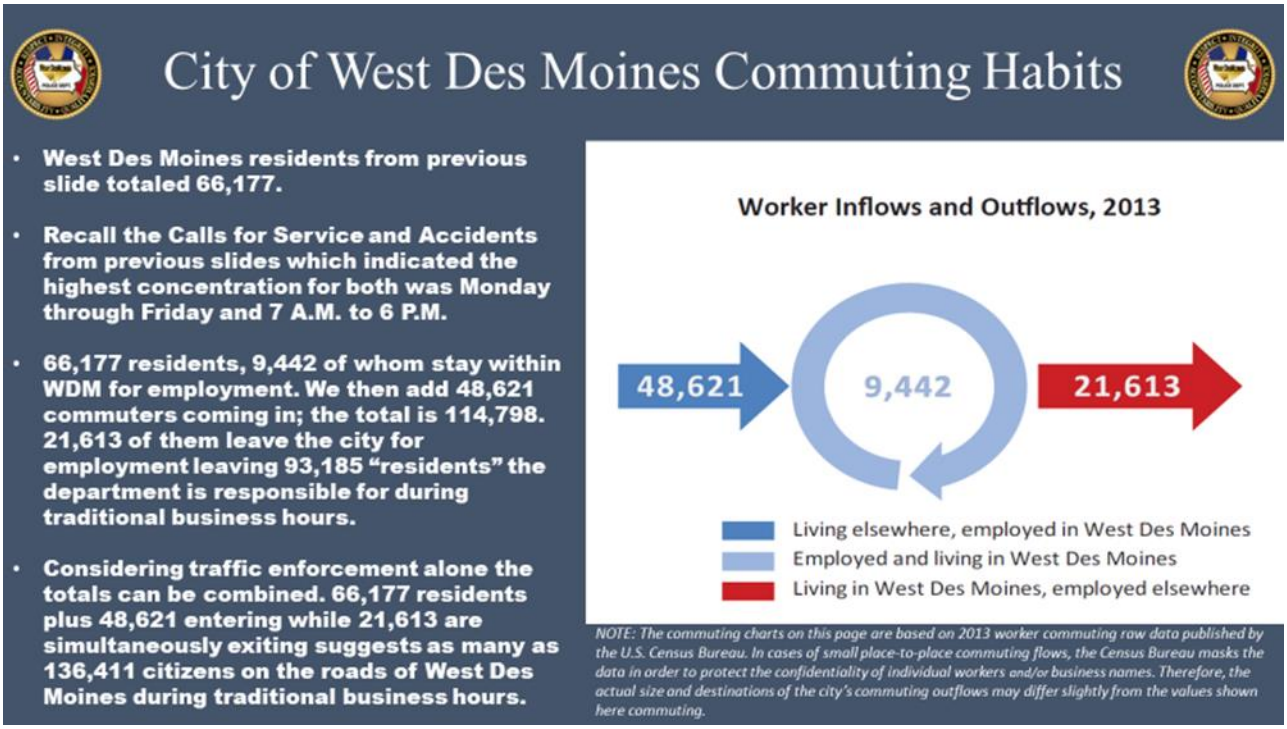
"*A city's pull factor ratio is calculated by dividing its trade area capture measure by its resident population. A pull factor ratio equal to 1.0 suggests that the city's merchants are just satisfying the retail demands of residents. This is equivalent to the 'break even' sales level where the city is experiencing neither a surplus nor leakage of sales. A pull factor ratio greater than 1.0 suggests that the city's merchants are attracting shoppers from outside the city. For example, a city whose retail customer base is 25 percent larger than its population would have a pull factor of 1.25. A pull factor ratio less than 1.0 indicates that the city's retail sector cannot satisfy all the retail needs of its own residents*". (Iowa State University Department of Economics).

The "Pull Factor Comparison Chart with Peer Group" shown below is the West Des Moines Fiscal Year 2015 Retail Trade Analysis Report published by the Iowa State University Department of Economics. Essentially the pages indicate the population almost doubles due to the retail center attraction; the pull factor in 2015 was 1.93 or stated differently, the city's retail customer base from outside the city is 93% larger than the City of West Des Moines' population. Using the estimated 66,000 WDM residents in 2016 this translates to a population size of 127,380 including the retail consumers.





(Please see the following chart)



Staffing/Personnel

In 2014, the Uniform Crime Report (UCR) conducted a comparison of full time law enforcement employees with cities that have similar populations. According to FBI UCR data (2014) the Midwest average for a police force over a city of 50,000 to 99,000 residents, the ratio should be 1.8 employees per 1,000 residents.

With 66,000 residents, the police force including civilians should be approximately 119 members. This table suggests approximately 99 officers and 20 civilian staff members. This figure is represented as the difference in 1.8 per thousand and 1.5 per thousand.

(Please see the following chart)

Table 70			
Full-time Law Enforcement Employees[1]			
by Region and Geographic Division by Population Group			
Number and Rate per 1,000 Inhabitants, 2014			
Region/geographic division		**Total (9,792 cities; population 183,432,062)**	Group III (405 cities, 50,000 to 99,999; population 28,000,451)
MIDWEST	**Number of employees**	**93,026**	**11,698**
	Average number of employees per 1,000 inhabitants	**2.5**	**1.8**
EAST NORTH CENTRAL	Number of employees	60,083	7,418
	Average number of employees per 1,000 inhabitants	2.6	1.9
WEST NORTH CENTRAL	Number of employees	32,943	4,280
	Average number of employees per 1,000 inhabitants	2.4	1.7

This comparison does not consider during the working hours of 8a-5p, Monday through Friday, the City of West Des Moines increases to a population of 127,380. In the UCR study of 2014, the City of Dubuque had a population of 58,421 with 102 officers, the City of Council Bluffs had a population of 61,864 with 112 officers, and the City of Waterloo had a population of 68,358 with 122 officers. The City of West Des Moines had a population of 62,359 with 63 officers.

(Please see the following chart)

FBI UCR Table 78; Full-time Law Enforcement Employees by City.

Table 78
IOWA
Full-time Law Enforcement Employees
by City, 2014

City	Population	Total law enforcement employees	Total officers	Total civilians
St. Ansgar	1,139	1	1	0
Buffalo	1,294	3	3	0
Prairie City	1,687	3	3	0
Leon	1,885	3	3	0
New London	1,903	3	3	0
Sigourney	2,032	2	2	0
Ogden	2,033	3	3	0
Audubon	2,049	3	3	0
Sac City	2,137	4	4	0
Lisbon	2,170	3	3	0
Toledo	2,262	5	5	0
Belle Plaine	2,475	4	4	0
Marengo	2,511	4	4	0
Marion	36,481	51	42	9
Cedar Falls	40,883	41	40	1
Urbandale	42,336	54	48	6
Ankeny	53,099	62	54	8
Dubuque	58,421	107	102	5
Council Bluffs	61,864	131	112	19
West Des Moines	**62,359**	**77**	**63**	**14**
Ames	62,514	75	52	23
Waterloo	68,358	131	122	9
Iowa City	72,522	100	79	21
Sioux City	82,372	142	121	21
Davenport	102,715	186	160	26
Cedar Rapids	128,901	271	206	65
Des Moines	208,250	458	354	104

The Bureau of Justice Statistics (BJS), within the Office of Justice Programs (OJP), within the United States Department of Justice (DOJ) publishes Local Police Departments report every three to four years. This report contains excellent and highly reliable data on state and local police personnel throughout the U.S.

"Cities' police officer per capita rates vary depending on a range of factors. In 2015, police departments serving cities with populations exceeding 50,000 employed an average of 16.6 officers and 21.4 total personnel for every 10,000 residents" (Governing.com).

One aspect of this report is the average ratio of full time officers per 10,000 residents. The most recent BJS data on this topic (2015), by size of population served as follows: The following table shows numbers of officers and total law enforcement (including civilian employees) per 10,000 residents as of 2015. Data is shown for all law enforcement agencies serving jurisdictions of at least 50,000 that are recorded in the FBI's UCR data. (50-100K = 1.59 Officers only per/1000 residents).

(Please see the following chart)

Jurisdiction Population	Average Total Personnel Per 10k Population	Average Officers Per 10k Population	Number of Agencies
50,000-100,000	20.4	15.9	419
100,000-200,000	21.0	16.1	165
200,000-500,000	24.4	18.6	73
500,000+	29.8	23.7	33
All Departments	21.4	16.6	690

Information retrieved from: http://www.governing.com/gov-data/safety-justice/police-officers-per-capita-rates-employment-for-city-departments.html

Bureau of Justice Statistics Data

The IACP Perspectives series is intended to help local agency decision-making by providing useful information gleaned from our network of information sources. The Perspectives series does not present IACP positions on the topic being addressed, nor does it replace long-term research.

Perspectives publications raise thoughtful issues regarding complex policy topics- in this case, police officer to population ratios- to inform the debate at the local level.

Ratio Data and Agency Staffing

Before presenting BJS data, it is first important to clarify IACP's position on police to population ratios and why they should not be used as a basis for agency staffing decisions. The following is a quote from IACP's Patrol Staffing and Deployment Study brochure: Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions. Accordingly, they have no place in the IACP methodology. Defining patrol staffing allocation and deployment requirements is a complex endeavor which requires consideration of an extensive series of factors and a sizable body of reliable, current data.

BJS ratio data presented here can be useful to local agencies in other ways, including historic perspective on staffing trends across all US law enforcement, and in conducting long term staffing trend analysis, locally, regionally and nationally.

BJS Ratio Data

The Bureau of Justice Statistics (BJS), within the Office of Justice Programs (OJP), within the United States Department of Justice (DOJ) publishes Local Police Departments report every three to four years. This report contains excellent and highly reliable data on state and local police personnel throughout the U.S. One aspect of this report is the average ratio of full time officers per 1,000 residents.

Population Served	*FT Officers Per 1,000 Residents	Population Served	*FT Officers Per 1,000 Residents
250,000 or more	2.5	10,000 to 24,999	2.0
100,000 to 249,999	1.9	2,500 to 9,999	2.2
50,000 to 99,999	1.8	1,000 to 2,499	2.6
25,000 to 49,999	1.8	All Sizes	2.5

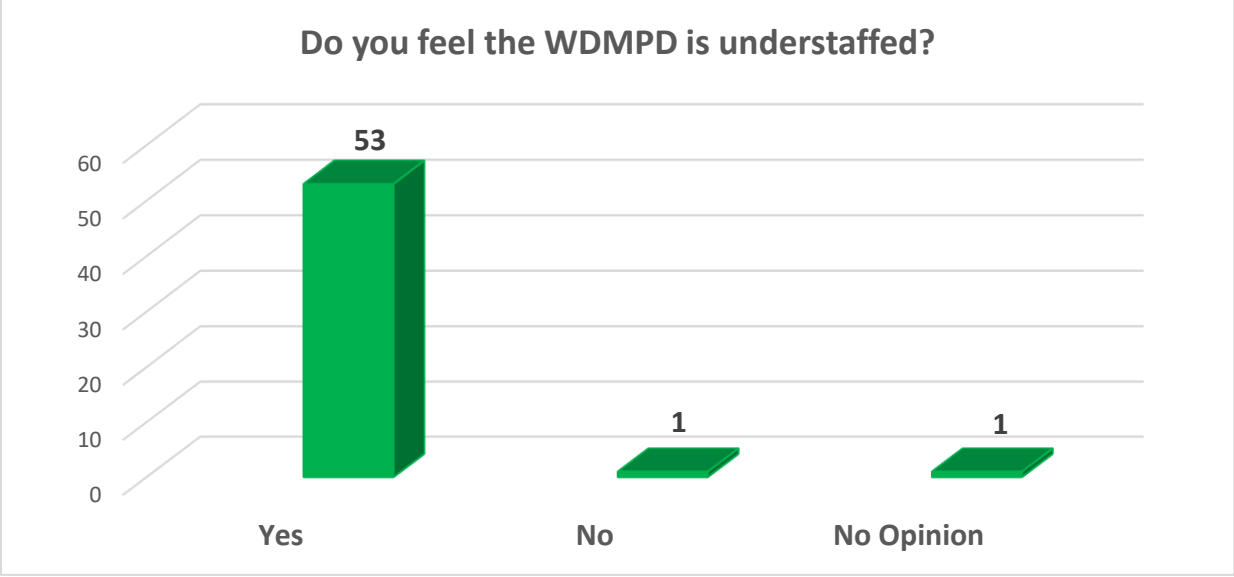
*Average Ratio

Additionally, BJS also publishes a more comprehensive report intermittently entitled Law Enforcement Management and Administrative Statistics (year): Data for Individual State and Local Agencies with 100 or More Officers. Both reports can be valuable to local law enforcement agencies. To learn more about the Bureau of Justice Statistics (BJS) and their statistical reports on law enforcement, visit their website: www.ojp.usdoj.gov/bjs.

The Bureau of Justice Statistics data above is summarized from the International Association of Chiefs of Police (IACP), Research Center Directorate Perspectives Series; Police Officer to Population Ratios.

Following the DOJ report for the average number of officers needed for the City of West Des Moines, the WDMPD would have 104 (6.5x16) officers. Presently, WDMPD is staffed with 69 officers.

In the climate assessment questionnaire, all subgroups except the recruits were asked, "Do you believe the WDMPD is understaffed?" Fifty-three (53) of the fifty-five (55) individuals asked this question stated "WDMPD is understaffed." Many of the individuals questioned, advised that the lack of manpower has had a detrimental effect on the overall morale of the Department. Please see graph provided below:



Geographical

The City of West Des Moines is located primarily within Polk County. The City also includes territory in Dallas, Warren and Madison counties. The WDMPD is split into four different districts covering 52.3 square miles. Most the time, one Sergeant and five officers cover the entire district during each of the three shifts. In comparison, the City of Altoona has a shift of four officers that cover the size of one district in the City of West Des Moines.

Year	Total	Polk County	Dallas County	Madison County	Warren County

2012 [1]	59,281	46,047	13,166	0	50
2013 [1]	61,648	46,134	15,464	0	50
2014 [1]	63,471	46,304	17,093	0	74
2015 [1]	64,128	46,345	17,676	0	107
2016 [1]	64,849	46,423	18,280	0	146
2017 [2]	66196	46508	19500	0	188

Source: U.S. Census

Des Moines Area Metropolitan

Planning Organization Estimates

**July 14, 1995 Special Census

[1] January of that year

[2] Year to date as of February 1, 2017

Recommendation

KJW consultant's formula to determine WDMPD adequate personnel:

Given: Geographic area served **52.3** Sq. Miles + Calls for service **101,375** +WDM population **66,177** +WDM pull factor **127,380** = Appropriate Staffing Levels for WDMPD (Sworn/Civilian Personnel) *comparative numbers highlighted in green utilized to determine sworn personnel ratio.

In summary, consultants recognized WDMPD is **understaffed. It is incumbent upon the next Chief to identify adequate personnel staffing, much the same way "infrastructure" requirements are identified and acted upon in a rapidly growing city. Our recommendation would suggest an officer to 1000 population (66,000+) ratio of 1.5 (66 X 1.5=99) as a minimum objective to be obtained within the next five years. The WDMPD should be budgeted to hire six to eight officers for each of the next five years (accounts for WDMPD attrition). We realize that hiring more than six to eight officers per year would be a difficult recruiting task and cost prohibitive to the City of West Des Moines. The additional police officers will enhance public safety, as well as, benefit departmental morale by reducing overtime demands on WDMPD personnel.**

West Des Moines Police Command Structure

Two paramount considerations when considering Departmental Structure are "**continuity**" and "**sustainability**".

Continuity deals with a relatively short term scenario where "the next individual in line" can step in and fill a role when an unforeseen void arises within the organization.

Sustainability deals with a long-term solution, whereby individuals are prepared through tenure and experience to perform departmental functions due to expansion, retirement, separation, etc.

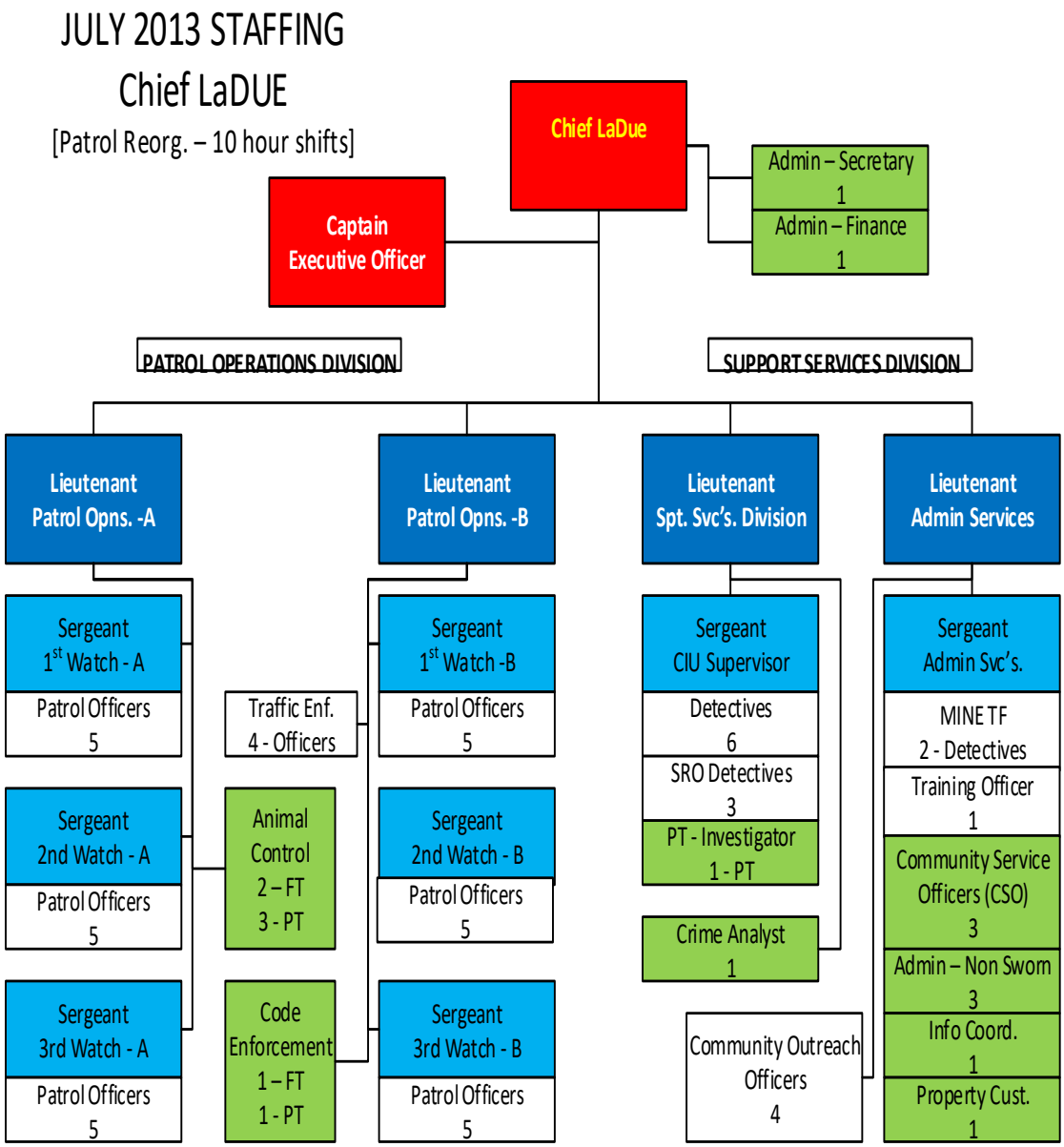
For our climate assessment, we have considered two models of police command structure a "Tall Model" which tends to have a more top heavy broad command rank structure and a "Flat model" which minimizes top level command positions, allowing the Chief a restrictive span of control. In the Flat Model, departments will frequently have only one or two levels between the line officers and the chief of the department. One theory supporting the Flat Model is the belief that it would result in a cost savings from a reduction in higher salary ranks. While this holds true, it drastically reduces a promotion pool within the organization. WDMPD also sustained the "perfect storm" within its command ranks losing three of four Captains due to unforeseen medical retirement and regular retirement. Police departments are as diverse as the communities they serve. A one size fits all approach to organizational structure is impractical. While the Tall Model may sometimes be "top heavy", each department needs to critically examine not only how efficiently they are achieving their mission, but how effectively as well. While the results of a poorly organized police department may not be immediately apparent, departments operating in a Flat Model eliminate command experience for future promotions to executive ranks.

Flat Model command structure can overburden the first line supervisors and cause a void in effective policy generation and personnel management. Tall Model command structure tends to put the decision making in the middle level of command, thus affording the opportunity to generate policy and build "command tenure" which creates sustainability for development of potential police executives. The Tall Model structure, when functioning properly, affords adequate personnel for policy formation and enforcement. It also provides the resources to advance the department in terms of project management, as upper level police administrators were not occupied with line level functions. Continuity and sustainability should always be a consideration regarding promotion and departmental organization.

Representative of a "Flat Model" command structure, past budget deficiencies and reductions resulted in the loss of three of four captain positions without replacement. Thus, a drastic reduction of effective departmental communication occurred.

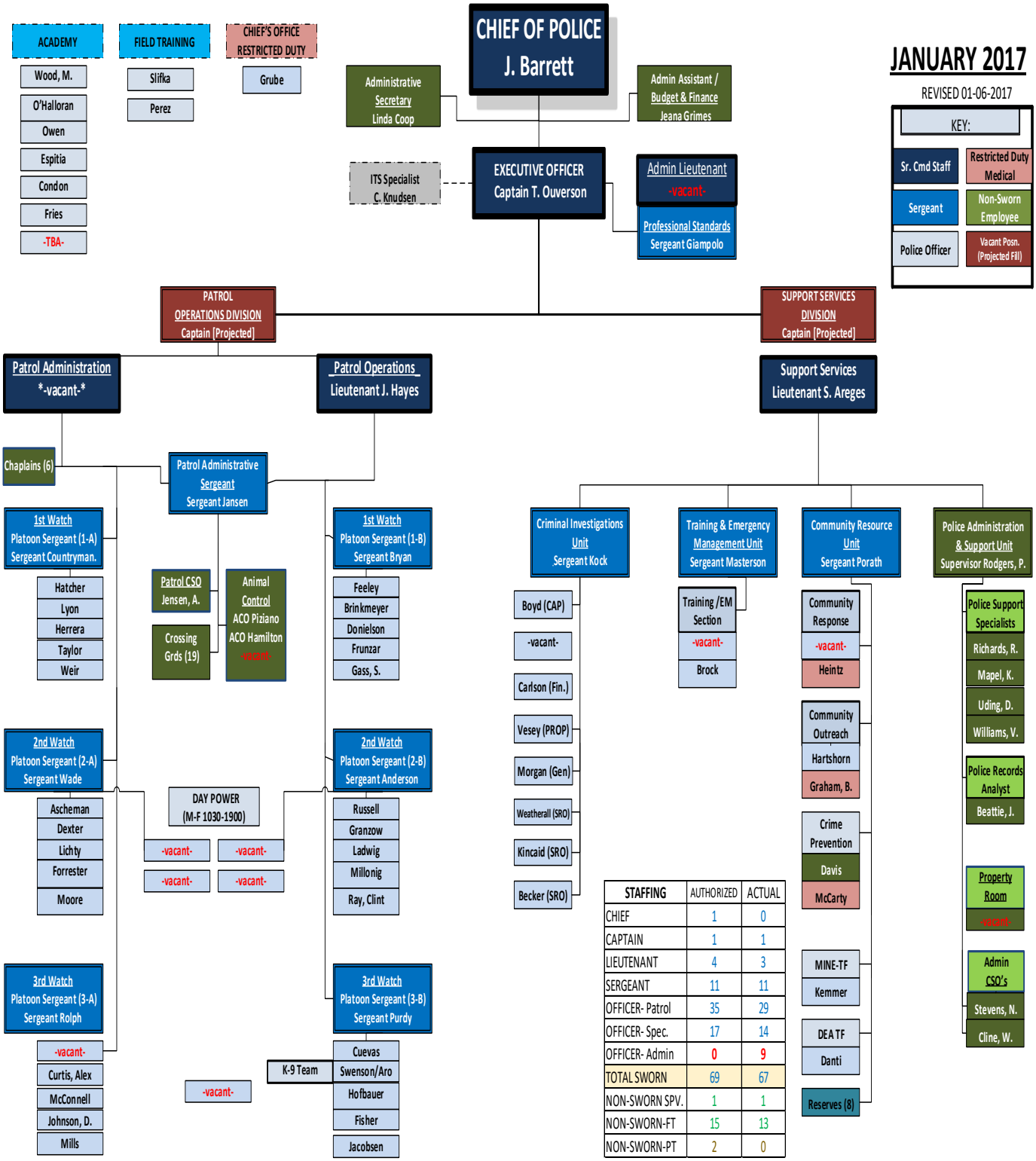
(Please see the following chart)

Flat Model



STAFFING	
POSITION	ASSGN
CHIEF	1
CAPTAIN	1
LIEUTENANT	4
SERGEANT	8
OFFICER	50
TOTAL SWORN	64
NON-SWORN	14
Part-Time	6
TOTAL:	78
*Population- 61,250	

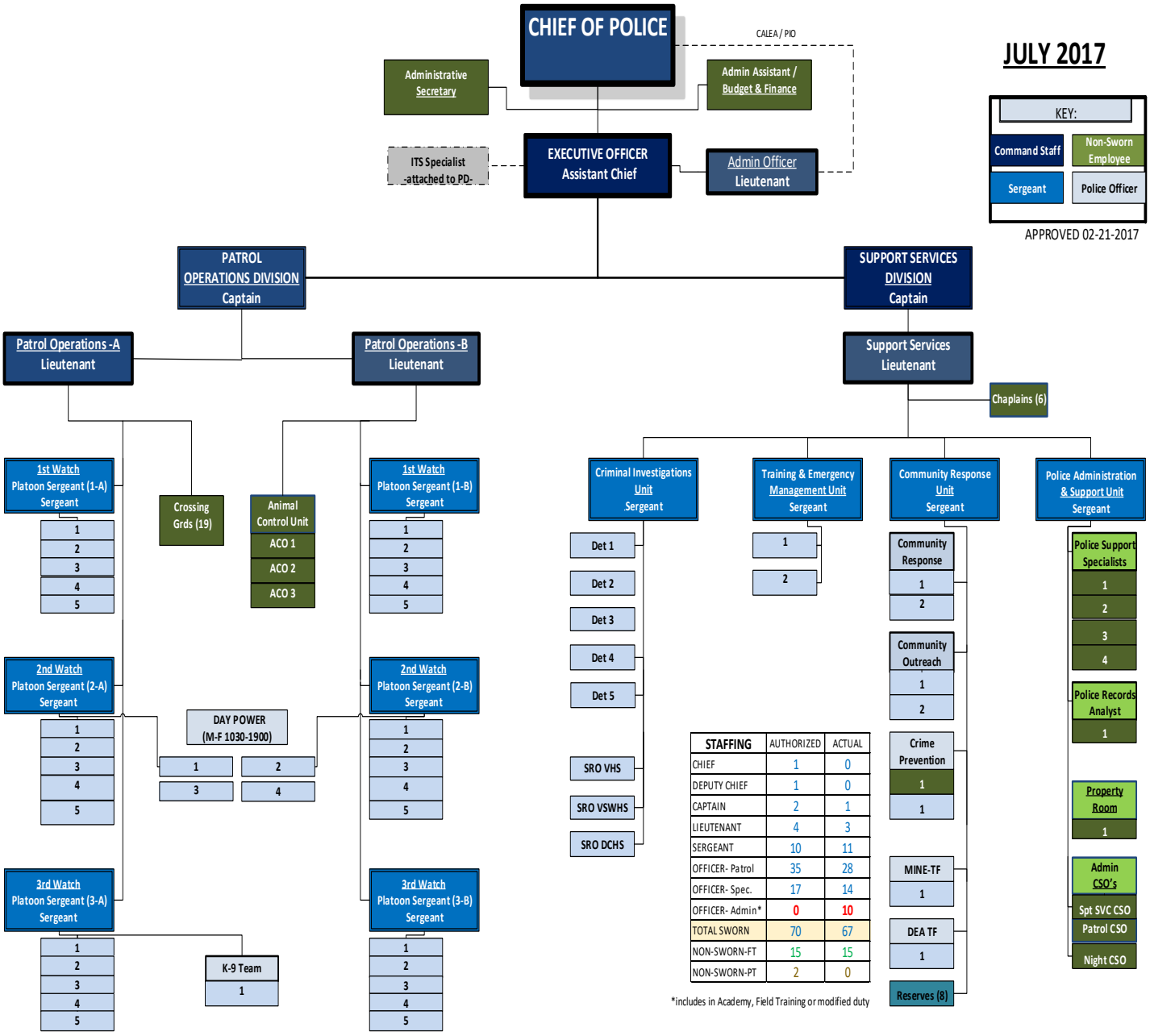
Present WDMPD Command Structure (Interim Chief Barrett)



STAFFING	AUTHORIZED	ACTUAL
CHIEF	1	0
CAPTAIN	1	1
LIEUTENANT	4	3
SERGEANT	11	11
OFFICER- Patrol	35	29
OFFICER- Spec.	17	14
OFFICER- Admin	0	9
TOTAL SWORN	69	67
NON-SWORN SPV.	1	1
NON-SWORN-FT	15	13
NON-SWORN-PT	2	0

(Approved for Budget year 2017-2018)

*While in the process of conducting this assessment, the following organizational restructuring was approved by the City of WDM for WDMPD which promotes command development (sustainability and continuity).



Recommendation

By expanding the command structure with an Assistant Chief and one Captain, accountability will be greatly enhanced assuring that the Departmental mission and Chief's vision are being implemented while providing for Command experience for future Department leadership. The creation of the Assistant Chief's position as well as an additional Police Captain also results in efficiency of "day to day" operational functions.

Human Resources

The WDMPD Assessment uncovered issues within West Des Moines Human Resources. Some of the individuals interviewed stated they did not have confidence in reporting issues such as hostile work environment or discrimination to WDMPD Human Resources. Common descriptions provided regarding the effectiveness of the HR Process when dealing with hostile work related issues varied from "no opinion" to "inept". This obviously plays a huge role in morale and needs to be dealt with in an immediate and effective manner. Many individuals stated that HR did very little when documenting and investigating hostile work complaints.

Prohibited workplace harassment may appear in one of two forms. Workplace harassment may consist of offensive conduct against an individual(s) which creates a hostile or offensive work environment. It may also involve "quid pro quo" harassment, which occurs when employment decisions or treatment are based on submission to or rejection of unwelcome conduct. Either may result in a violation of state and/or federal statute.

Recommendation

Consultants recommend training and implementation of a policy regarding discrimination, harassment, age and gender discrimination, sexual orientation, and all hostile work environment complaints be implemented uniformly throughout the City of West Des Moines Administration. A complaint should be investigated internally. If the complaint is validated, action needs to be taken to immediately stop said behavior. If no hostile work environment is found, the employer should still inform the worker about the results of the investigation. The employee has the right to file a complaint with the Equal Employment Opportunity Commission (EEOC). The EEOC will determine if the complaint has merit. If so, a civil action may be initiated on behalf of the employee against the employer, at no charge to the worker. Retaliation might take the form of disciplinary action (documented verbal counseling, training, written reprimand, probation, suspension,

transfer, or termination). The complaint initiated by the employee must be made in "good faith." If he/she intentionally initiates an unfounded complaint, he or she is not acting in "good faith."

1. All complaints will be documented on the "Summary of Employee Complaint" form

(See **Attachment ONE**)

2. Allegation Report Mechanism (options available for making a complaint)

A. Department Supervisory Personnel

B. Human Resources

C. City Manager (Designee)

D. Outside reporting referral agencies (e.g. EEOC, Human Rights Commission, etc.)

3. A copy of all completed "Summary of Employee Complaint Forms" forwarded to the City Manager's Office

4. The Complainant will be notified via email upon receipt by City Manager's Office

5. Follow-up email from City Manager's Office with complainant to ensure "receipt of disposition of findings" regarding the investigation

In accordance with EEOC suggested guidelines, the above document (Attachment One) should be completed and forwarded within two working days of the initial complaint to the Human Resources Director and to the City Manager's Office. When possible, the investigation with findings and recommendations should be completed within ten working days and forwarded to the Human Resources Director and the City Manager's Office. The City Manager or his designee will maintain a records system of prior city wide complaints to ensure timeliness and mitigate future like occurrences, which obviously would be dealt with in a more severe manner should future hostile work issues of a similar nature re-occur.

*Attached is an illustration adopted by KJW consultants from Thomas G. Turner, former Human Resources Director, City of Des Moines:

Attachment One

Summary of Employee Complaint (outline)

Initial Complaint

Investigation

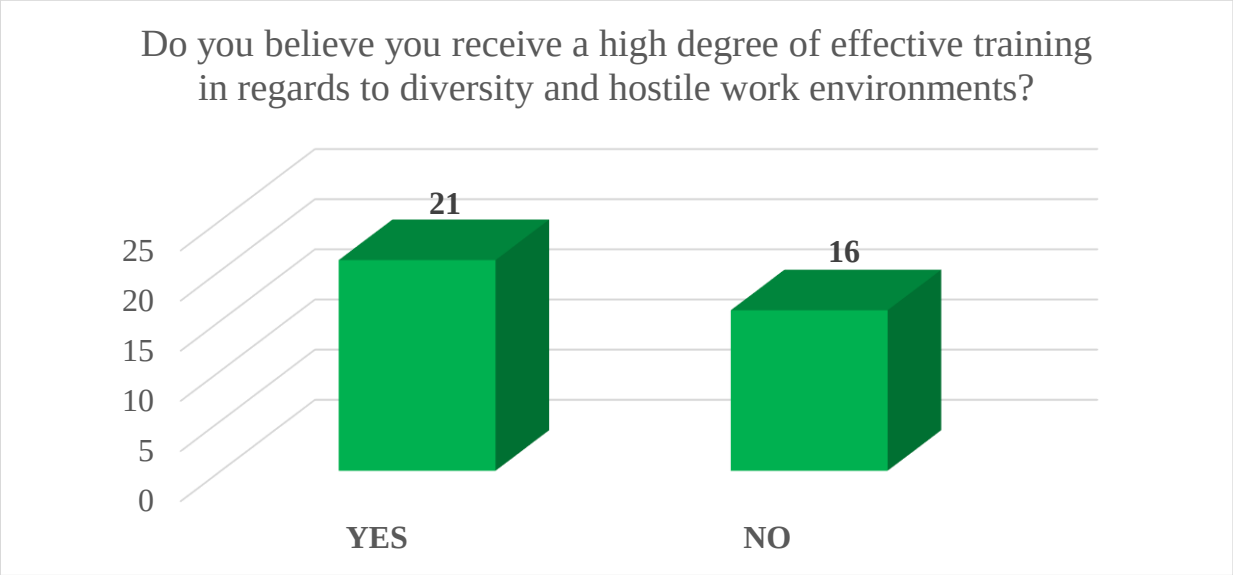
Management Consultation

Findings and Recommendation

Training

Provided below is a chart wherein thirty-seven (37) employees were asked if they received a high degree of effective training as it relates to diversity and hostile work related issues. Of the thirty-seven employees who responded forty-three percent (16) stated they received inadequate training (an unacceptable percentage of employees not being trained adequately on such a sensitive issue).

(Please see the following chart)



Recommendation

The WDMPD should work with the WDM Human Resources to develop in-service workshops that elaborate on EEOC guidelines (Title VII of the Civil Rights Act of 1964: 42 U.S.C. § 2000e, Age Discrimination in Employment Act (ADEA): 29 U.S.C. § 621, Americans with Disabilities Act (ADA): 42 U.S.C. § 12101, Family and Medical Leave Act (FMLA): 29 U.S.C. § 2601, and Iowa Civil Rights Act, Code of Iowa Chapter 216). The workshops should be available to all employees of the WDMPD. The training should be outsourced (example- civil rights attorney)

who provides examples/scenarios of harassment in the workplace which contribute to a hostile work environment.

WDMPD must adopt, communicate, and consistently enforce a written policy prohibiting all forms of harassment. Harassment is easily defined as the unwelcome conduct that is based on race, color, religion, sex (including pregnancy related issues), national origin, age (over 40), sexual preference, and disability or genetic information**.**

Harassment is based on the victim's perception not the intent of actions/words of others.

WDMPD must communicate a "**zero-tolerance**" stance regarding harassment and specifically state, along with other employees, supervisors do not have the authority to harass workers. This policy should be posted on bulletin boards, by time-clocks, lunch rooms and other areas where staff members regularly congregate. Managers must verbally communicate the "No Harassment" policy at periodic supervisor, employee and volunteer meetings. The focus should stress everyone's responsibility for not engaging in prohibited behavior and reporting inappropriate behavior which could be perceived as a hostile work environment.

During initial orientation, all managers should explain the policy in detail and encourage questions from new hires to ensure their understanding and acceptance of the policy. The policy should be periodically reviewed with new employees. Acknowledgment forms confirming receipt of the policy and agreement to report harassment and/or retaliation are obtained from each employee to include all supervisory personnel, and placed in employee personnel files. All employees are expected to report any harassment that they observe, have heard about, or believe may be occurring. Appropriate personnel to contact when an employee feels the complaint was not adequately addressed should be readily available, to include a contact person within the City Manager's Office.

Employees must be assured, when in good faith, they report what they believe to be harassment, or should they cooperate in an investigation, they will not suffer retaliation for their actions. The policy should express, any employee who believes he or she has been the victim of retaliation for reporting harassment should immediately report the retaliatory acts.

Employees must believe hostile work environment issues will be addressed uniformly and consistently resulting in appropriate disciplinary action towards the perpetrator(s). The level of discipline will depend on the severity and frequency of the harassment (documented verbal counseling, training, written reprimand, probation, suspension, transfer, or termination).

WDMPD should conduct an annual review of all City of West Des Moines policies regarding hostile work environment, harassment and discriminatory practices (West Des Moines Equal Opportunity Policy 2-4-1, WDMPD Personnel Conduct Regulations 2.5.1, other Departmental manuals and training bulletins). Union officials should be a part of ongoing efforts to mitigate the potential of future hostile work environments.

Listed below are considerations for writing and displaying a No Harassment Policy (Attachment Two) and Hostile Work Environment Sample Interview Questions (Attachment Three).

Attachment Two

Considerations for writing and displaying a "No Harassment" Policy

The public entity communicates its "No Harassment" policy to employees by posting it:

- on bulletin boards
- by time-clocks
- in lunch rooms
- in other areas where staff members regularly congregate

Acknowledgment forms confirming receipt of the policy and agreement to report harassment and/or retaliation are obtained from each employee and placed in employee personnel files.

Managers verbally communicate the "No Harassment" policy at periodic supervisor, employee and volunteer meetings, stressing everyone's responsibility for not engaging in prohibited behavior and reporting inappropriate behavior.

During initial orientation, a manager covers the policy in detail and encourages questions from new hires to ensure their understanding and acceptance of the policy. The policy is periodically reviewed with new employees.

The entity provides periodic supervisory training aimed at sensitizing supervisors to sexually-oriented behavior; instructing them to listen and take all rumors seriously; and requiring them to report or investigate every harassment allegation(s).

Attachment Three

Hostile Work Environment Sample Interview Questions

The following are sample questions a supervisor or individual investigating a hostile work environment complaint may utilize:

• Where and when did the action take place? Is it ongoing?

• Who committed the alleged inappropriate behavior?

• What exactly happened? Who else was present? (regarding employee investigations, employee discrimination and workplace harassment cases can center on implied or perceived intent).

• How did you react?

• Did you ever indicate that you were offended or somehow displeased by the act or offensive treatment?

• Who else may have seen or heard the incident?

• Have you discussed the incident with anyone?

• Do you know of others who may have been affected by the actions? See if they will tell you who else may have been affected.

• Do you know whether anyone else reported the incident?

• How have you and your job been affected by the incident?

• Did you seek any medical treatment or counseling because of the incident?

• Are there any notes, physical evidence, or other documentation regarding the incident(s)?

• Is there anyone else who may have relevant information?

• What action do you want the company to take?

Technology

During the period when KJW Diversified Services was conducting this assessment, two major technological advancements were implemented in January 2017 at WDMPD; an upgrade in the Computer Assisted Dispatch (CAD) (Tri-Tech) System and Records Management System (RMS). Throughout the interview process, personnel were verbally and visibly upset due to the two major changes taking place at the same time and the lack of training provided to adequately use the two new systems.

WDMPD is technologically advanced in comparison to many police departments of comparable size. During this assessment, technology was not perceived as a problem by individuals interviewed. The WDMPD command staff is in the process of researching the use of body cameras. This process includes the cost (short-term/long-term), training and implementation of policies related to the use of body cameras.

Consultants observed WDMPD lacks highly trained personnel regarding Crime Scene Investigation (CSI) /Forensics. Currently WDMPD calls upon sworn personnel to augment the CSI/Forensics function. WDMPD relies on individuals who lack highly specified training regarding the rapid advancements in the ever-changing Forensic Science arena. Expertise in the areas described is obtained by repetitive practice and ongoing specialized training to the applied science, which due to the fact of sworn personnel shortages within WDMPD, it is counterproductive to assign forensic tasks to sworn officers.

Recommendation

During the period when KJW Diversified Services was conducting this assessment, two major technological advancements were implemented in the month of January 2017 at WDMPD. These two were an upgrade in the Computer Assisted Dispatch (CAD) (Tri-Tech) System and Records Management System (RMS). Throughout the interview process, personnel were verbally and visibly upset due to the two major changes taking place at the same time and the lack of training provided to adequately use the two new systems. If possible, WDMPD should provide sufficient training for new technological systems and only implement one system at a time. A time lapse period for adjustment of four to six months would be appropriate.

All uniformed WDMPD Police Officers and Sergeants should be outfitted with body cameras. This upgrade of implementing technology demonstrates a commitment of professionalism to the citizens of West Des Moines. Cameras will mitigate inappropriate office behavior and protect

against any false accusations of misconduct and/or abuse of power. Transparency is important to gain trust and “community buy-in”.

WDMPD should place an emphasis on hiring non-sworn highly trained personnel in the areas of Crime Scene Investigation to include processing, documenting and custodianship of crime scene evidence.

The corporate world of the City of West Des Moines may have situations where employees are sending offensive emails, destroying valuable documents, or a City of West Des Moines company may have been hacked of vital and confidential information. In these situations, a computer forensics expert can analyze computers, mobile phones and company servers. The world of cybercrime is exploding daily. A computer forensic expert can be the key to safeguarding vital information and investigating high profile criminal cases.

V. REFERENCES

Title VII of the Civil Rights Act of 1964: 42 U.S.C. § 2000e, et seq. This federal law prohibits discrimination in terms and conditions of employment on the bases of race, color, national origin, sex, and religion.

Age Discrimination in Employment Act (ADEA): 29 U.S.C. § 621, et seq. This federal law prohibits discrimination based on age for workers over the age of 40.

Americans with Disabilities Act (ADA): 42 U.S.C. § 12101, et seq. This federal law prohibits discrimination against certain disabled individuals and requires employers to make "reasonable accommodations" to allow access to buildings and functionality in the workplace.

Family and Medical Leave Act (FMLA): 29 U.S.C. § 2601, et seq. This federal law requires employers to allow employees time off, and to not discriminate against them, for taking care of personal or family medical needs.

Iowa Civil Rights Act, Code of Iowa, Chapter 216, §§19A.19 & 70A.29

The Department of Labor's Policy & Procedures for Preventing & Eliminating Harassing Conduct in the Workplace (Harassing Conduct Policy) is contained in DLMS 4 – Chapter 700.

Harassment based on gender is a violation of Section 703 Title VII of the Civil Rights Act of 1964 (42 U.S.C. Sec. 2000e et seq.) as amended and Iowa Code Sections 19B.12.

Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, (ADEA), and the Americans with Disabilities Act of 1990, (ADA).

West Des Moines 2011 Employee Survey Results

City of West Des Moines policies and procedures retrieved from: https://powerdms.com/ui/login.aspx.

International Association Chiefs of Police (I.A.C.P.)

U. S. Government:

- Office of Justice Programs (OJP)
- Uniform Crime Reporting (UCR)
- Department of Justice (DOJ)
- Bureau of Justice Statistics (BJS)

KJW Diversified Services provides consultation with expertise for public and private sector organizations regarding work environment, emergency management, leadership development, employee safety, hiring, training, background investigations, media relations, community relations, VIP protection, active shooter mitigation and defensive tactics.

Kelly J. Willis, owner, served as a decorated police officer for thirty-one years retiring as Commander of the Des Moines/Polk County Regional Police Academy. Mr. Willis has a Bachelor's Degree in Criminal Justice (Simpson College), a Master's Degree in Public Administration (Pi Alpha Alpha National Honor Society) from Drake University and attended the Senior Management Institute for Police Command - Police Executive Research Forum, Boston Ma., Harvard University.

Charles J. Hull, co-consultant, served twenty-eight years with the United States Secret Service retiring as the Senior Resident Agent in Charge, State of Iowa. Mr. Hull has a Bachelor's of Arts Degree from Drake University and a Master's Degree in Criminal Justice Administration (Alpha Phi Sigma Honor Society) from the University of Louisville.