

From: [Kathryn Olson](#)
To: [Sanders, Scott E.](#); [Wingert, Dana D.](#)
Cc: [Maurice Classen](#)
Subject: DMPD Assessment - Follow Up to Call Yesterday
Date: Friday, August 4, 2023 1:27:31 PM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good afternoon, Scott and Chief Wingert. The 21CP team spoke after our meeting yesterday and would be available to meet again later in the month to answer any new questions that might come up about the report and discuss a roll-out plan. Maurice and I have limited availability the week of August 21st, but could meet before or after that time.

We will continue making edits on the report, which will be mostly minor, and we'll highlight any substantial changes (such as correcting the information regarding sustained findings on 2020 use of force cases). We'll wait until after the next meeting to finalize the report, in case you discover something that should be changed. However, for the purpose of planning the roll-out, we should be able to turn the final report around very quickly after our next meeting.

Scott, is there a stock photo of Des Moines or something related to DMPD that we could use as a cover for the report?

Finally, I will send some comments from the survey and focus groups regarding DEI in a separate email.

All the best,
Kathryn

--

Kathryn Olson
206.890.5932
kathryn.olson@21cpsolutions.com

From: [Zemansky, Peter K.](#)
To: [Sanders, Scott E.](#)
Subject: Re: DMPD Assessment - Follow Up to Call Yesterday
Date: Sunday, August 6, 2023 5:32:02 PM

Scott -

I'll pull some options together for this.

Thanks for forwarding.

-Peter Zemansky

From: Sanders, Scott E. <sesanders@dmgov.org>
Sent: Sunday, August 6, 2023 2:47:36 PM
To: Zemansky, Peter K. <PKZemansky@dmgov.org>
Subject: FW: DMPD Assessment - Follow Up to Call Yesterday

Peter,

Can you reply to Kathryn about any stock photos dealing with Police that we can provide?

Thanks, Scott

From: Kathryn Olson <kathryn.olson@21cpsolutions.com>
Sent: Friday, August 4, 2023 1:27 PM
To: Sanders, Scott E. <sesanders@dmgov.org>; Wingert, Dana D. <ddwingert@dmgov.org>
Cc: Maurice Classen <moclassen@gmail.com>
Subject: DMPD Assessment - Follow Up to Call Yesterday

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206.890.5932
kathryn.olson@21cpsolutions.com

From: [Mandelbaum, Josh T.](#)
To: [Sanders, Scott E.](#); [Anderson, Matthew A.](#); [Hankins, Malcolm A.](#)
Subject: 21 Century Policing update
Date: Saturday, August 12, 2023 11:30:56 AM

Do we have an update on the work of 21st Century Policing? When are we expecting a report? Do we have a Council worksession scheduled? An update would be appreciated. Thanks.

Josh Mandelbaum
Des Moines City Council Member
Phone: 515-250-3384 (cell)
joshmandelbaum@dmgov.org



Please note: I recognize that each of us work in different ways. While I have sent this email at a time that works for me, I do not expect you to read, respond, or take action on this email outside of your normal working hours.

From: [Harvey L. Harrison](#)
To: [Sanders, Scott E.](#)
Subject: [EXTERNAL]21CP
Date: Monday, August 14, 2023 2:18:00 PM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good afternoon Scot

The CCI racial justice teams meeting this evening. I would like to be able to report on the status of the 21CP Solutions report. Has it been received yet?

Thanks in advance for the information

Harvey Harrison

From: [Boesen, Connie S.](#)
To: [Sanders, Scott E.](#)
Subject: FW: 21st Century Policing Culture Report
Date: Saturday, August 26, 2023 12:08:22 AM

Do we have an update on when this report will be available.

Connie

From: ashley comer <ashley.m.comer@gmail.com>
Sent: Friday, August 11, 2023 3:26 PM
To: Boesen, Connie S. <ConnieBoesen@dmgov.org>
Subject: 21st Century Policing Culture Report

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Dear Councilperson Connie Boesen,

I hope this email finds you in good health and high spirits. I am reaching out on behalf of the Racial Justice Team at CCI, to inquire if there is any information regarding the status of the culture report initiated by 21CP? We are also interested if a working session for the City Council has been scheduled to review the report and if so when that will take place.

I look forward to your response and any updates you may provide regarding the completion of the 21CP report and the scheduling of a working session for the City Council.

Thank you,
Ashley Comer
319-621-0501

From: [Boesen, Connie S.](#)
To: [Sanders, Scott E.](#)
Subject: 21CP Report
Date: Sunday, August 27, 2023 10:41:31 PM

Can I get an update on when we will see this report?

Connie

Connie Boesen
Des Moines City Council At Large
515-240-7929

From: [Whipple, Anna W.](#)
To: [Sanders, Scott E.](#); [Hoff, Jim M.](#)
Subject: Agenda for Public Safety Technology Briefing on Sept. 5
Date: Tuesday, August 29, 2023 4:03:05 PM

Scott and Jim,

At Scott's request, I've scheduled time with you on Sept. 5. I will come to City Hall. My purpose with this meeting is to better understand your goals and concerns regarding the future of public safety technology support and to share my assessment of how things are or are not working now. Does that fit with what you want to get out of this meeting?

The Common CAD RFI process does not resume again until Sept. 19, so I don't have much update there. I understand the 21CP report has been delivered, but IT has not received a copy. Can I get a copy of that in advance of next week to have an idea of their assessment in regards to technology?

Thanks.

ANNA W. WHIPPLE, CGCIO | CITY OF DES MOINES
Chief Information Officer | Information Technology
(515) 283-4712
[DSM.city](#) | 602 Robert D. Ray Drive | Des Moines, Iowa 50309

From: [Whipple, Anna W.](#)
To: [Sanders, Scott E.](#)
Cc: [Hoff, Jim M.](#)
Subject: Re: Agenda for Public Safety Technology Briefing on Sept. 5
Date: Wednesday, August 30, 2023 6:56:27 AM

OK. Thanks for letting me know.

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From: Sanders, Scott E. <SESanders@dmgov.org>
Sent: Tuesday, August 29, 2023 6:09:17 PM
To: Whipple, Anna W. <AWWhipple@dmgov.org>
Subject: RE: Agenda for Public Safety Technology Briefing on Sept. 5

Have to reschedule the Sept 5th meeting.

I meet with Legal/Police tomorrow morning to discuss draft 21CP report. Will forward revised version when completed and communicated with 21CP. It still has legally sensitive language in it...
Scott

From: Whipple, Anna W. <AWWhipple@dmgov.org>
Sent: Tuesday, August 29, 2023 4:03 PM
To: Sanders, Scott E. <SESanders@dmgov.org>; Hoff, Jim M. <JMHoff@dmgov.org>
Subject: Agenda for Public Safety Technology Briefing on Sept. 5

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ANNA W. WHIPPLE, CGCIO | CITY OF DES MOINES

Chief Information Officer | Information Technology

(515) 283-4712

From: [Roberto Villasenor](#)
To: [Sanders, Scott E.](#); [Wingert, Dana D.](#)
Cc: [Kathryn Olson](#); [Maurice Classen](#)
Subject: [EXTERNAL]Feedback on initial recommendations
Date: Saturday, September 2, 2023 5:34:00 PM

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Hello Scott and Chief! Glad to be back, and first order of business is that I apologize for having to step away from the project for the last few weeks, just as we were coming to the initial recommendations. Unfortunately, I had some urgent personal issues that required my full attention and I had to step away from almost all projects to deal with them. I felt comfortable in the position we were in with your project, as well as with the quality of the people we had assigned, that I was confident the work would go on. But still, I feel terrible that I had to step away and I hope you can forgive me.

My understanding is that the report has been delivered and the City is in the process of providing feedback, and that City legal staff has numerous concerns. I am hopeful that we can receive and address those concerns quickly, particularly since Kathryn is going on vacation on Sept. 14, and will be out for two weeks and we definitely want to start on them before she leaves. Based upon the short time frame, is it possible that whatever concerns you have can be sent to us no later than COB on Friday, Sept. 8, 2023? That will give us a few days with Kathryn involved to start addressing them.

Thank you for your assistance with this matter and I look forward to working with you to bring this project to completion.

Sincerely,

Roberto "Taz" Villasenor
Partner, 21CP Solutions

From: [Hankins, Malcolm A.](#)
To: [Sanders, Scott E.](#)
Subject: RE: 21st Century Policing to Community Advisory/Review Board
Date: Tuesday, September 5, 2023 3:54:08 PM

Thanks for the update.

MALCOLM A. HANKINS, M.A. | CITY OF DES MOINES
Assistant City Manager | City Manager's Office
(515) 283-4239 | F: (515) 237-1300 | C: (515) 500-7255
[DSM.city](#) | 400 Robert D. Ray Drive | Des Moines, Iowa 50309

From: Sanders, Scott E. <SESanders@dmgov.org>
Sent: Tuesday, September 5, 2023 3:50 PM
To: Hankins, Malcolm A. <MAHankins@dmgov.org>
Subject: RE: 21st Century Policing to Community Advisory/Review Board

Frankly, I wasn't impressed with the first draft we received from 21CP with the cultural work. Engaging them for development of the Adv Board will depend on them coming thru this report in better shape than they are at this moment. Timeline for this report is now delivery in late October.

From: Hankins, Malcolm A. <MAHankins@dmgov.org>
Sent: Tuesday, September 5, 2023 1:46 PM
To: Sanders, Scott E. <SESanders@dmgov.org>
Subject: 21st Century Policing to Community Advisory/Review Board

Scott, CM Voss asked for confirmation and a timeframe for the consulting firm to move from the current report to consulting on the formation of a CRB.

This sounds like a plan I've heard discussed but I am unable to verify or provide him a timeframe following the report.

Malcolm

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From: [Anderson, Matthew A.](#)
To: [Warburton, Joyce M.](#); [Sanders, Scott E.](#)
Subject: Re: Downtown Employers & Stakeholders Meeting
Date: Sunday, September 10, 2023 6:22:04 PM

Yes, I'll attend.

From: Sanders, Scott E. <SESanders@dmgov.org> on behalf of Lisa Chicchelly <lchicchelly@DSMPartnership.com>
Sent: Sunday, September 10, 2023 5:46 PM
To: Anderson, Matthew A. <MAAnderson@DMGOV.ORG>; Warburton, Joyce M. <JMWarburton@dmgov.org>
Subject: FW: Downtown Employers & Stakeholders Meeting

Matt, I may offer up this time slot to meet with 21CP on police report. I see you were invited. Are you planning on attending?
Scott

-----Original Appointment-----

From: Lisa Chicchelly <lchicchelly@DSMPartnership.com>
Sent: Thursday, August 31, 2023 1:08 PM
To: Lisa Chicchelly; adamsa15@nationwide.com; Anderson, Matthew A.; Anderson.Michael.G@principal.com; aarthur@homewardiowa.org; BAUGHMJ@nationwide.com; bentzc3@nationwide.com; Sarah.Boese@polkcountyiowa.gov; hbookey@bhequities.com; bretza@nationwide.com; bridgewaterdiane@lcsnet.com; alex.broderick@ryancompanies.com; president@desmoinesdna.com; brandonbrownesq@gmail.com; chedesterlr@wellmark.com; chickeringm@wellmark.com; dcoffin@bankerstrust.com; evandenbroek@bankerstrust.com; rconradfreese@fhlbdm.com; coulson.lisa@principal.com; couture.jon@principal.com; mark.deree@unitypoint.org; trettin@desmoinesfoundation.org; greg@catchdesmoines.com; trina@catchdesmoines.com; friedmanmonica@lcsnet.com; grantj@wellmark.com; Hankins, Malcolm A.; harriscory@wellmark.com; donna.hoffman@mercyoneiowa.org; leah.hoppe@gafg.com; Houston.dan@principal.com; Pille.Mary@principal.com; laura.howe@wellsfargo.com; scott.r.jean@emcins.com; rhonda.d.charleston@emcins.com; erica.jensen@dotdashmdp.com; andrea.bocook@dotdashmdp.com; Johansen, Chris M.; akennedy@flynnwright.com; knous@desmoinesfoundation.org; andy@kmcpropertiesllc.com; Tanner.Krause@kumandgo.com; Darci.Leader@kumandgo.com; kmkunert@midamerican.com; Lewis, Amber L.; LUECHTJ@mercyhealth.com; CMacrae@nyemaster.com; Renae Mauk; mmccoy@ncmic.com; jennifer.mccoy@dotdashmdp.com; Joyce.McDanel@unitypoint.org; bmclean@ruan.com; McTaggart, Michael J.; renee.miller@unitedwaydm.org; mossm@wellmark.com; KMullin@fhlbdm.com; nelsonjoel@lcsnet.com; Elizabeth.A.Nigut@EMCIns.com; John.Norris@polkcountyiowa.gov; PudenzK@wellmark.com; wereames@belinmccormick.com; bob.ritz@commonspirit.org; rommelj@nationwide.com; cassie.smith@nationwide.com; jruan@bankerstrust.com; Sanders, Scott E.; mary.sellers@unitedwaydm.org; tsheets@bhmanagement.com; Matt.Spackman@kumandgo.com;

David.Stark@unitypoint.org; shelly.engel@unitypoint.org; ksteinke@fhlbdm.com;
hsc@nyemaster.com; tom.swank@americanenterprise.com; Mike Swesey; Tiffany Tauscheck;
juden@bankerstrust.com; mike.wegner@commonspirit.org; tim.white@lumen.com;
Jennifer.L.Wiig@wellsfargo.com; SWille@fhlbdm.com; Deidre.N.Williams@EMCIns.com;
kwilliams@fhlbdm.com; Wingert, Dana D.; wymern@nationwide.com; AYoung@bankerstrust.com;
lauras@dmpa.org; mbaxter@baxterconstructionco.com; jonathank@koesterdevelopment.com; Amy
Lego

Subject: Downtown Employers & Stakeholders Meeting

When: Wednesday, September 13, 2023 3:00 PM-4:00 PM (UTC-06:00) Central Time (US & Canada).

Where: Greater Des Moines Partnership; Conference Center

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

From: [Roberto Villasenor](#)
To: [Sanders, Scott E.](#)
Cc: [Kathryn Olson](#)
Subject: Re: Feedback on Draft Recommendations
Date: Sunday, September 10, 2023 9:36:27 PM

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Thank you Scott. I understand how things go. My concern here with next week as I am going to be out of town on a project from Tuesday through Friday. But let me know what times are available on Wednesday and I will see if we can arrange a zoom. I'm including Kathryn on this so she can possibly help with scheduling that.

That seems like a lot of issues, especially with the chief stepping down and a council member resigning so I feel your pain. Lol

Hopefully will talk to you this week.

Taz

Sent from my iPhone

> On Sep 10, 2023, at 15:49, Sanders, Scott E. <sesanders@dmgov.org> wrote:

>

> Taz,

> My apologies for not getting this sent on Friday.

> Perfect storm of issues going on from multiple Legal hearings and depositions to Councilmember resignation to Chief planning on going out on extended health issues.

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> Wed the 13th I have meetings all day but would be willing to shift/delay them. Only the one between 1pm Central Time and 1:30pm cannot be moved.

> Scott

>

> -----Original Message-----

> From: Roberto Villasenor <roberto.villasenor@21cpsolutions.com>

> Sent: Thursday, September 7, 2023 2:52 PM

> To: Sanders, Scott E. <SESanders@dmgov.org>

> Subject: Feedback on Draft Recommendations

>

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> Hey Scott, not trying to be a pest but any update on getting us some of the feedback on our recommendations by COB tomorrow?

From: [Kathryn Olson](#)
To: [Sanders, Scott E.](#)
Subject: Re: Feedback on Draft Recommendations
Date: Monday, September 11, 2023 11:29:25 AM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Taz, is that 1:30 or later Pacific time? And what are your thoughts about including Maurice?

Sent from my iPhone

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Scott, Taz and I are available anytime after 3:30 Central time on Wednesday. We're hoping that Maurice can join us, but think we should nail down a time that works for the two of us and on your end as a first step. I can send a Zoom invite once we confirm the time.

Thanks,
Kathryn

On Mon, Sep 11, 2023 at 12:35 PM Sanders, Scott E. <SESanders@dmgov.org> wrote:
After 1:30 Central time

-----Original Message-----

From: Kathryn Olson <kathryn.olson@21cpsolutions.com>
Sent: Monday, September 11, 2023 11:29 AM
To: Sanders, Scott E. <SESanders@dmgov.org>
Subject: Re: Feedback on Draft Recommendations

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Cc: [Kathryn Olson](#); [Maurice Classen](#)
Subject: Re: Feedback on Draft Recommendations
Date: Monday, September 11, 2023 4:02:02 PM

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Kathryn is working on getting Maurice involved as well. She will get back to you.

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To: [Sanders, Scott E.](#)
Subject: 21CP Report
Date: Friday, September 15, 2023 7:52:00 AM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good morning Mr. Sanders

I have been told that the final report from 21CP Solutions has been delivered to the city. If that is correct, I would like to make arrangements to receive a copy today.

If the report is delivered in an electronic version please send it directly to my email address. If hardcopies are available, let me know the cost of obtaining the copy and I will come down to City Hall and pick it up today.

If the report has not been delivered, I would appreciate knowing the date when you anticipate that you will have it in your hands.

Thank you in advance for your timely response.

Yours very truly

Harvey Harrison
515-537-8713

From: [Whipple, Anna W.](#)
To: [Sanders, Scott E.](#)
Cc: [Hoff, Jim M.](#)
Subject: Re: Agenda for Public Safety Technology Briefing on Sept. 5
Date: Friday, September 15, 2023 2:02:31 PM

Hi, Scott and Jim.

I'm following up since our September 5 meeting still needs to be rescheduled. My understanding is that you wanted to talk about restructuring public safety technology support and possibly some staffing ideas. You won't see anything specific to public safety in the 2023 IT Staffing Plan since I received your question after submitting the plan. I don't have a good sense of how urgent this is for you. How soon would you like to meet so I can understand your goals better?

Thanks.

ANNA W. WHIPPLE, CGCIO | CITY OF DES MOINES
Chief Information Officer | Information Technology
(515) 283-4712
DSM.city | 602 Robert D. Ray Drive | Des Moines, Iowa 50309

From: Sanders, Scott E. <SESanders@dmgov.org>
Sent: Tuesday, August 29, 2023 6:09 PM
To: Whipple, Anna W. <AWWhipple@dmgov.org>
Subject: RE: Agenda for Public Safety Technology Briefing on Sept. 5

Have to reschedule the Sept 5th meeting.

I meet with Legal/Police tomorrow morning to discuss draft 21CP report. Will forward revised version when completed and communicated with 21CP. It still has legally sensitive language in it...
Scott

From: Whipple, Anna W. <AWWhipple@dmgov.org>
Sent: Tuesday, August 29, 2023 4:03 PM
To: Sanders, Scott E. <SESanders@dmgov.org>; Hoff, Jim M. <JMHoff@dmgov.org>
Subject: Agenda for Public Safety Technology Briefing on Sept. 5

Scott and Jim,

At Scott's request, I've scheduled time with you on Sept. 5. I will come to City Hall. My purpose with this meeting is to better understand your goals and concerns regarding the future of public safety technology support and to share my assessment of how things are or are not working now. Does that fit with what you want to get out of this meeting?

The Common CAD RFI process does not resume again until Sept. 19, so I don't have much update there. I understand the 21CP report has been delivered, but IT has not received a copy. Can I get a copy of that in advance of next week to have an idea of their assessment in regards to technology?

Thanks.

ANNA W. WHIPPLE, CGCIO | CITY OF DES MOINES

Chief Information Officer | Information Technology

(515) 283-4712

DSM.city | 602 Robert D. Ray Drive | Des Moines, Iowa 50309

From: [Harvey L. Harrison](#)
To: [Sanders, Scott E.](#)
Subject: Re: 21CP Report
Date: Monday, September 18, 2023 7:46:44 AM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good morning Scott, and thank you for the reply. Would you be willing to have your staff let me know when the final report comes in so that I can not bother you in the meantime?

Harvey



On Sep 17, 2023, at 7:35 PM, Sanders, Scott E. <SESanders@dmgov.org> wrote:

Harvey,
We do not have a final draft of the report yet.
Scott

-----Original Message-----

From: Harvey L. Harrison <harvey@dwx.com>
Sent: Friday, September 15, 2023 7:52 AM
To: Sanders, Scott E. <SESanders@dmgov.org>
Subject: 21CP Report

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email address. If hardcopies are available, let me know the cost of obtaining the copy and I will come down to City Hall and pick it up today.

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Yours very truly

Harvey Harrison
515-537-8713

From: [Hoff, Jim M.](#)
To: [Whipple, Anna W.](#); [Sanders, Scott E.](#)
Subject: RE: Agenda for Public Safety Technology Briefing on Sept. 5
Date: Monday, September 18, 2023 2:26:11 PM

Anna

Let us discuss at the next CMO meeting and get back to you.

Thanks

Jim

From: Whipple, Anna W. <AWWhipple@dmgov.org>
Sent: Friday, September 15, 2023 2:02 PM
To: Sanders, Scott E. <SESanders@dmgov.org>
Cc: Hoff, Jim M. <JMHoff@dmgov.org>
Subject: Re: Agenda for Public Safety Technology Briefing on Sept. 5

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[DSM.city](#) | 602 Robert D. Ray Drive | Des Moines, Iowa 50309

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ANNA W. WHIPPLE, CGCIO | CITY OF DES MOINES

Chief Information Officer | Information Technology

(515) 283-4712

DSM.city | 602 Robert D. Ray Drive | Des Moines, Iowa 50309

From: [Warburton, Joyce M.](#)
To: [Cownie, Frank](#); [Gatto, Joe P.](#); [Westergaard, Linda C.](#); [Boesen, Connie S.](#); [Mandelbaum, Josh T.](#); [Voss, Carl B.](#)
Cc: [Sanders, Scott E.](#); [Wingert, Dana D.](#); [Goldbeck, Pa V.](#)
Subject: Letter from the City Manager
Date: Friday, September 29, 2023 9:12:47 AM
Attachments: [MC - September 2023 Law Enforcement Data Report.pdf](#)

Dear Mayor and Council,

Please find attached a letter from the City Manager regarding the most recent Law Enforcement Data Report.

A hard copy of this letter will only be provided upon request.

Thank you,
Joyce

JOYCE WARBURTON | CITY OF DES MOINES
Executive Assistant to the City Manager | City Manager's Office
(515) 283-4507
dmgov.org | 400 Robert D. Ray Drive | Des Moines, Iowa 50309

September 28, 2023

Mayor and City Council Members,

We wanted to provide you the latest update on the progress made thus far on the Law Enforcement Data Initiative Report produced by Public Works LLC. The report is a conceptual framework that centers on the principles that data systems should achieve four core attributes – accountable, analytical, transparent and actionable. It contains 23 recommendations that you can find more details on in the attachment.

The last memo update was provided to you in May 2023. Since May, there have been important steps taken that position the City better to pursue the goals of the report. Two notable steps include:

1. Launching the Law Enforcement Response Map in June 2023. The map provides the public information about cases created by law enforcement throughout the area; and
2. Hiring an Information Technology Enterprise Applications Manager in August 2023. This position will lead an enterprise-wide data team that includes a Data Scientist and a Data Engineer (both positions are currently accepting applications and will be filled this fall). Additionally, the Police Department is in the process of hiring two Police Analysts. One FTE is grant funded and the other is a conversion of a previously existing position.

We are excited about the greater attention we have and will continue to have towards data management, analysis and use.



Scott Sanders
City Manager



Dana Wingert
Police Chief

Attachment A – Des Moines Law Enforcement Data Initiative Report Recommendations – September 2023

		Ref. #	Recommendation Report	Status and Comments
Accountable	1	2.5.1	Collect Data on all Stops made by a police officer, not just those that result in a warning, citation, or arrest.	<p>As of November 2022, any traffic stop results in at minimum a written warning i.e., PD has eliminated conducting stops with giving only verbal warnings.</p> <p>As of April 2023, warnings issued, tracked in TraCS, now flows into and is stored in the main Police RMS.</p>
	2	2.5.2	Expand the kind of data collected on all stops as recommended by the Center for Policing Equity Stop Guidebook and others.	This was implemented with the implementation of the written warning so additional data is being collected during all traffic stops.
	3	2.5.3	Expand demographic data collected on all stops as recommended by the Center for Policing Equity Stop Guidebook and others.	This was implemented with the implementation of the written warning so additional data is being collected during all traffic stops. There isn't any intention at this point to gather additional data fields other than was recently added; however, ongoing review will occur through the work of the internal Police Data Governance Committee.
	4	2.5.4	Expand data on Calls for Service, Crime/Offense and Use of Force as recommended by the CPE Guidebook on Stop Data and others.	
Analytic	5	3.5.1	Establish a Police Data Task Force to guide the Data Analysis Unit in implementing the recommendations cited throughout this report.	<p>Internal Police Data Governance Committee was formed in January 2023 and meets monthly. Committee business to date has included:</p> <ul style="list-style-type: none"> • Drafting data governance charter (working document) • Discussing roles in data analysis projects • Reviewing crime mapping data products and status of technical troubleshooting • Identifying future problems/opportunities PD would like to solve with data • Identifying PD internal training needs (e.g. correct data entry) • Viewing some crime report examples from other cities provided in the Public Works LLC report
	6	3.5.2	Create and staff a Data Analysis Unit within the Des Moines Police Department.	<p>The report also calls for greater subject matter expertise in IT to support the information systems the Data Analysis Unit will depend on. Priority is being given to addressing the knowledge and skills gap in IT first and the data analysis resources in PD second.</p> <p>In July, IT hired an Enterprise Applications Manager, Brian Freeman. He will be leading the Enterprise Data Team which will include a Data</p>

				<p>Engineer and a Data Scientist (both roles are currently posted positions available to the public to apply).</p> <p>The Police Department is in the process of hiring two Police Analyst positions. One of the position is grant funded and the other is a conversion of a previously existing position where there was staff turnover.</p>
	7	3.5.3	Automate, integrate, and upload the updated/modified data sets to the new RMS.	
	8	3.5.4	Conduct an analysis of Stop Data and prepare an annual report to share with the public.	
	9	3.5.5	Develop a data analysis plan including metrics/measures and indices for each data set and create data analysis templates.	
	10	3.5.6	Add a data training module to the Des Moines Police Department's annual training program.	
	11	3.5.7	Form Analytic Data Partnerships with local colleges and universities	
	12	3.5.8	Link disposed charges and convictions data to Police Department data on stops resulting in a citation or an arrest.	
Transparency	13	4.5.1	Produce a comprehensive "Annual State of Policing and Public Safety Report"	
	14	4.5.2	Develop, launch, and maintain an online, interactive Open Data Portal with user-friendly dashboards.	IT has work in progress related to an Open Data Portal for the entire organization, not exclusive to PD. This portal can include PD related data in the future.
	15	4.5.3	Enhance and redesign the current Des Moines Police Department website to support an Open Data Portal, dashboards and reports that engage the community.	<p>In Mid-June 2023, the Law Enforcement Response Map went live. This tool provides the public information about cases created by law enforcement throughout the area.</p> <p>In Mid-August 2023, the internal dashboard went live.</p>
	16	4.5.4	Participate in national Open Data initiatives.	
	17	4.5.5	Enhance and streamline the Freedom of Information Act (FOIA) Process for community members to file and process a request.	PD has streamlined the process used. Further discussions in the future will be needed to identify what type of information the City could provide proactively that may reduce staff time needed to fulfil open records requests.

Actionable	18	5.5.1	Create a three-to-five-year strategic plan for the DMPD that includes a focus area on data accountability, analytics, transparency and actionability as presented in Law Enforcement Data Initiative Report.	In progress - having a strategic plan is required as part of the Accreditation process.
	19	5.5.2	Develop data Key Performance Indicators to assess and track the outcomes resulting from collecting, analyzing, sharing, collaborating, and acting upon data.	
	20	5.5.3	Create a Data Initiative Plan and Implementation Schedule citing tasks, timelines, and persons responsible to execute the recommendations of this report.	In progress. An internal Executive Project Oversight Team has been formed, made up of PD, CMO and IT Staff. The Team is responsible for tracking and reporting out on progress.
	21	5.5.4	Form a Community Advisory Board (CAB) representing diverse community members, stakeholders, and advocates to collaborate with DMPD on matters of public safety and community well-being.	Awaiting completion of the 21CP Report that will be presented to Council at a workshop in October 2023.
	22	5.5.5	Enhance the current bi-annual survey and solicit ongoing "customer service" feedback among those persons who have recently interacted with law enforcement.	The Resident Survey is conducted every two years. 2024 will be the next opportunity to build in questions related to this.
	23	5.5.6	Form a Behavioral and Mental Health Work Group to inform ongoing data analysis and efficacy regarding crisis response and diversion efforts.	The Mobile Crisis Unit collects data now. City staff will continue to work with Broadlawns to do analysis. An initial data report has been completed. The project team will consider whether initiative would be a good starting pilot for data analysis by PD.

From: [CityManager](#)
To: [Sanders, Scott E.](#)
Subject: FW: meeting ..did you receive this?
Date: Tuesday, October 10, 2023 9:18:33 AM

From: Sharon Zanders Ackiss <sharon@iowacci.org>
Sent: Tuesday, October 10, 2023 7:19 AM
To: CityManager <CityManager@dmgov.org>
Cc: Warburton, Joyce M. <JMWarburton@dmgov.org>
Subject: RE: meeting ..did you receive this?

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Thanks Scot, I'll let the team know. Could you provide me some dates and times in December that would work for you?

Sharon

From: CityManager <CityManager@dmgov.org>
Sent: Monday, October 9, 2023 9:37 AM
To: Sharon Zanders Ackiss <sharon@iowacci.org>
Cc: Warburton, Joyce M. <JMWarburton@dmgov.org>
Subject: RE: meeting ..did you receive this?

Sharon,

The items you are asking for updates are still in the works. 21CP has comments from the City on their first draft and hopefully will get back the final draft to us in the next week or two.

I still hope to get a competitive quote from them to assist on the creation of a Police Advisory Board once they finish this report.

Data analytics: we have hired staff in IT to start this work but there isn't much to report yet on that front.

I would suggest we look at dates in early December to have more to report.

Scott

SCOTT SANDERS | CITY OF DES MOINES
City Manager | City Manager's Office
(515) 283-4141
DSM.city | 400 Robert D. Ray Drive | Des Moines, Iowa 50309

Watch DMTV on Mediacom channels 7 & 777 or [online](#)
Stay connected via [Twitter](#), [Facebook](#) and [YouTube](#)

From: Sharon Zanders Ackiss <sharon@iowacci.org>
Sent: Monday, October 2, 2023 2:12 PM
To: CityManager <citymanager@dmgov.org>
Subject: [EXTERNAL]FW: meeting ..did you receive this?

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Scott,
I was wondering if you had seen my previous email. Please let me know if any of the dates /times suggested will work for you. If not, let me know what will.
Thanks in advance.
Sharon

From: Sharon Zanders Ackiss
Sent: Friday, September 29, 2023 9:17 AM
To: Scott Sanders (citymanager@dmgov.org) <citymanager@dmgov.org>
Subject: meeting

Scott,

On behalf of CCI's Racial Justice Team's request, I am reaching out to you. The Racial Justice Team would like to meet with you to follow up from our meeting on April 18th of this year. At that time, we covered several things, and the team would like an updated report on each. They are as follow:

1. Update on the 21st century report which we were told would be ready in August or September.
2. Update on the status of a CRB. Have you contracted an outside consultant to assist with this? You mentioned this when we last met.
3. Data Analytical Unit and its current status. Has the unit been fully staffed at this point and again, what is the current status?

We'd like to offer a few dates to you and if they won't work, please let us know what will.

- Wednesday, October 5th – before 12:30 p.m.
- Thursday, October 6th – Any time
- Friday, October 7th - Anytime
- Friday, October 9th 10:00 a.m. or after
- Wednesday, October 9th – Anytime

We look forward to your response and also an opportunity to hear how the city has progressed on these very important issues.

Thanks so much.

Sharon Zanders-Ackiss

Racial Justice and Equity Director
Iowa CCI

From: [Sanders, Scott E.](#)
To: [Boesen, Connie S.](#); [Cownie, Frank](#); [Gatto, Joe P.](#); [Mandelbaum, Josh T.](#); [Voss, Carl B.](#); [Westergaard, Linda C.](#)
Cc: [Warburton, Joyce M.](#); [Sanders, Scott E.](#)
Subject: upcoming meetings
Date: Sunday, October 15, 2023 6:16:25 PM

Mayor and Council,

I know many of you are very busy, so I wanted to share with you our schedule of upcoming topics at work sessions. Many of these topics have been in the works for some time.

Oct 23: MPO update (being confirmed still), LOSST annual report and Budget Calendar

Nov 6: ADAPT plan presentation with vote to follow at a later date

Nov 20: 21CP Police Culture report presentation and BRAVO annual update

Dec 4: Fire update on Accreditation and report on Community Risk Assessment/Std of Cover

We may add a couple of easier topics to the list above.

Scott

From: [Voss, Carl B.](#)
To: [Sanders, Scott E.](#)
Subject: Fwd: 21 CP Report
Date: Thursday, October 19, 2023 9:56:13 AM

Any suggestions on a response to Harvey?

Okay with me if a phone call would be more productive.

Thanks,

Carl
carlvoss@dmgov.org
515-210-0237

Begin forwarded message:

From: "Harvey L. Harrison" <harvey@dwx.com>
Subject: 21 CP Report
Date: October 18, 2023 at 2:37:40 PM CDT
To: carlvoss@dmgov.org, joshmandelbaum@dmgov.org, connieboesen@dmgov.org
Cc: Lori Young <lay820@gmail.com>, Iowa Citizens For Community Improvement <sharon@iowacci.org>

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good afternoon Connie, Josh and Carl

I am writing today with a great deal of frustration and a specific "ask".

The continued delay in the release of the 21CP Solutions report, without any explanation from the City Manager as to the reason for the delay, is absolutely unacceptable. The contract with 21CP anticipated a report was by July. As July was reached we learned that the report had been received but that the city treated it as a draft. This "draft" was not released. It apparently was reviewed and sent back with "comments". Since then we have been assured that the report would be delivered and released in: August, then September, then October and now November. All of this without any explanation for the delay.

Carl, I asked you to talk with the City Manager about this & you said you would. I have not heard back from you.

On a number of occasions, on behalf of Just Voices, Lori Young and I have communicated with 21CP and with the city manager's office attempting to obtain a copy of the report. Scott Sanders has refused to release any information to us. 21CP has replied that they are not willing to communicate, except through city officials.

On behalf of Just Voices, Lori sent a request to 21CP Solutions earlier this week asking that they communicate with you, as council members, their employer. Lori sent a copy of this letter to you. We have no way of knowing if they have responded to you in any fashion because we have not heard from any of you.

If the report is not finished we deserve a specific and detailed explanation as to why and what remains to be done in order to complete it. We should also know who has examined the report and what objections or

“comments” are they making? What changes are being requested?

In other words, what were the problems with the report and why was it not released?

If the report is finished and the city manager is delaying receipt, or distribution of the report we deserve to know why.

I am scheduled to speak Monday evening during the public portion of the City Council meeting and plan on speaking to this issue. On Monday, I would much rather be in a position to be able to congratulate the council, the city manager and 21CP on the completion of their work.

If you are not in possession of the "preliminary" report, or a final report, by Monday evening, my "ask" is a simple one. I want you to pass a motion to require the city manager to immediately produce the report, in whatever manner it now exists.

Thank you for your attention to my request. I look forward to hearing from you.

Harvey Harrison
515-537-8713

From: [Voss, Carl B.](#)
To: [Sanders, Scott E.](#)
Subject: Re: 21 CP Report
Date: Thursday, October 19, 2023 10:56:38 AM

Thanks for this update. Much appreciated.

Four questions (I hope easy ones):

- When will the Council see the report?
- When will the public see the report?
- Has 21CP agreed to the additional task for recommendations for a citizens' review panel recommendation?
- If so, is there a target date for completion of the recommendations?

Carl Voss
Des Moines City Council at-large
carlvoss@dmgov.org
515-210-0237

On Oct 19, 2023, at 10:43 AM, Sanders, Scott E. <SESanders@dmgov.org> wrote:

Carl,
Timely question as at 10:11am this morning I received word from 21CP that they will be sending us the second draft either today or tomorrow. I had placed on the schedule for Nov 20th Work session the discussion with Council about the report.
Do you want to let Harvey/Lori know?
Scott

From: Voss, Carl B. <cbvoss@dmgov.org>
Sent: Thursday, October 19, 2023 9:56 AM
To: Sanders, Scott E. <SESanders@dmgov.org>
Subject: Fwd: 21 CP Report

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carlvoss@dmgov.org
515-210-0237

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Date: October 18, 2023 at 2:37:40 PM CDT
To: carlvoss@dmgov.org, joshmandelbaum@dmgov.org,
connieboesen@dmgov.org
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Thank you for your attention to my request. I look forward to hearing from you.

Harvey Harrison
515-537-8713

From: [Mandelbaum, Josh T.](#)
To: [Sanders, Scott E.](#)
Subject: RE: upcoming meetings
Date: Friday, October 20, 2023 10:28:17 AM
Attachments: [image001.png](#)

Are we going to see the 21CP report before the worksession in late November? What is the status of the report? How many drafts have there been?

Josh Mandelbaum
Des Moines City Council Member
Phone: 515-250-3384 (cell)
joshmandelbaum@dmgov.org



Please note: I recognize that each of us work in different ways. While I have sent this email at a time that works for me, I do not expect you to read, respond, or take action on this email outside of your normal working hours.

From: Sanders, Scott E. <SESanders@dmgov.org>
Sent: Sunday, October 15, 2023 6:16 PM
To: Boesen, Connie S. <ConnieBoesen@dmgov.org>; Cownie, Frank <FCownie@DMGOV.ORG>; Gatto, Joe P. <JoeGatto@dmgov.org>; Mandelbaum, Josh T. <JoshMandelbaum@dmgov.org>; Voss, Carl B. <CarlVoss@dmgov.org>; Westergaard, Linda C. <LCWestergaard@DMGOV.ORG>
Cc: Warburton, Joyce M. <JMWarburton@dmgov.org>; Sanders, Scott E. <SESanders@dmgov.org>
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Scott



CITY OF DES MOINES

From: [Voss, Carl B.](#)
To: [Sanders, Scott E.](#)
Subject: Re: 21 CP Report
Date: Friday, October 20, 2023 1:12:41 PM

Would you have a few minutes to dig into these questions?

If not, I'll just go ahead and call Harvey and let him know what I know at this time.

I'd rather be prepared and just make one call!

Carl
carlvoss@dmgov.org
515-210-0237

On Oct 19, 2023, at 10:56 AM, Voss, Carl B. <CarlVoss@dmgov.org> wrote:

Thanks for this update. Much appreciated.

Four questions (I hope easy ones):

-When will the Council see the report?

-When will the public see the report?

-Has 21CP agreed to the additional task for recommendations for a citizens' review panel recommendation?

-If so, is there a target date for completion of the recommendations?

Carl Voss
Des Moines City Council at-large
carlvoss@dmgov.org
515-210-0237

On Oct 19, 2023, at 10:43 AM, Sanders, Scott E. <SESanders@dmgov.org> wrote:

Carl,

Timely question as at 10:11am this morning I received word from 21CP that they will be sending us the second draft either today or tomorrow. I had placed on the schedule for Nov 20th Work session the discussion with Council about the report.

Do you want to let Harvey/Lori know?

Scott

From: Voss, Carl B. <cbvoss@dmgov.org>
Sent: Thursday, October 19, 2023 9:56 AM
To: Sanders, Scott E. <SESanders@dmgov.org>
Subject: Fwd: 21 CP Report

Any suggestions on a response to Harvey?

Okay with me if a phone call would be more productive.

Thanks,

Carl

carlvoss@dmgov.org

515-210-0237

Begin forwarded message:

From: "Harvey L. Harrison" <harvey@dwx.com>

Subject: 21 CP Report

Date: October 18, 2023 at 2:37:40 PM CDT

To: carlvoss@dmgov.org,
joshmandelbaum@dmgov.org,
connieboesen@dmgov.org

Cc: Lori Young <lay820@gmail.com>, Iowa Citizens
For Community Improvement <sharon@iowacci.org>

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good afternoon Connie, Josh and Carl

I am writing today with a great deal of frustration and a specific "ask".

The continued delay in the release of the 21CP Solutions report, without any explanation from the City Manager as to the reason for the delay, is absolutely unacceptable. The contract with 21CP anticipated a report was by July. As July was reached we learned that the report had been received but that the city treated it as a draft. This "draft" was not released. It apparently was reviewed and sent back with "comments". Since then we have been assured that the report would be delivered and released in: August, then September, then October and now November. All of this without any explanation for the delay.

Carl, I asked you to talk with the City Manager about this & you said you would. I have not heard back from you.

On a number of occasions, on behalf of Just Voices, Lori Young and I have communicated with 21CP and with the city manager's office attempting to obtain a copy of the report. Scott Sanders has refused to release any information to us. 21CP has replied that they are not willing to communicate, except through city officials.

On behalf of Just Voices, Lori sent a request to 21CP Solutions earlier this week asking that they communicate with you, as council members, their

employer. Lori sent a copy of this letter to you. We have no way of knowing if they have responded to you in any fashion because we have not heard from any of you.

If the report is not finished we deserve a specific and detailed explanation as to why and what remains to be done in order to complete it. We should also know who has examined the report and what objections or "comments" are they making? What changes are being requested?

In other words, what were the problems with the report and why was it not released?

If the report is finished and the city manager is delaying receipt, or distribution of the report we deserve to know why.

I am scheduled to speak Monday evening during the public portion of the City Council meeting and plan on speaking to this issue. On Monday, I would much rather be in a position to be able to congratulate the council, the city manager and 21CP on the completion of their work.

If you are not in possession of the "preliminary" report, or a final report, by Monday evening, my "ask" is a simple one. I want you to pass a motion to require the city manager to immediately produce the report, in whatever manner it now exists.

Thank you for your attention to my request. I look forward to hearing from you.

Harvey Harrison
515-537-8713

From: [Harvey L. Harrison](#)
To: [Sanders, Scott E.](#)
Subject: 21 CP Report
Date: Tuesday, October 24, 2023 11:06:24 AM
Attachments: [FOI.21 CP Solutions Report.docx](#)

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good morning Scot

I understand that the final report from 21CP Solutions has been delivered to the city within the last week. I would like to obtain a copy of the Report no later than tomorrow.

I assume that the report is in an electronic format and can be delivered to me at the following email address: harvey@dwx.com.

I appreciate your immediate attention to this request and look forward to reviewing the report. If you have any questions, please feel free to call: 515-537-8713.

Harvey Harrison
515-537-8713

Harvey L. Harrison
680 Harwood Drive
Des Moines, IA 50312
515-537-8713
harvey@dwx.com

October 23, 2023

City of Des Moines
Scott Sanders
citymanager@dmgov.org

FREEDOM OF INFORMATION ACT REQUEST

This is a Request for Information filed under the provisions of Chapter 22 of the Iowa Code.

Please provide a copy of the “Findings/Recommendations” and Final Report prepared by 21CP Solutions. Please provide the Implementation Plan if it has been delivered.

The Iowa Attorney General's Office advises that most requests for records are routine and should be handled immediately. Chapter 22.8 says that a reasonable delay in responding to a request shall not exceed 20 calendar days and ordinarily should not exceed 10 business days. Chapter 22.3 of the Iowa Code says that the fee shall not exceed the actual cost of providing the service. Please provide the Report electronically in a Microsoft Word or Adobe format.

I thank you, in advance, for your attention to this matter.

Yours Very Truly

Harvey Harrison

From: [Roberto Villasenor](#)
To: [Sanders, Scott E.](#)
Cc: [Kathryn Olson](#); [Maurice Classen](#)
Subject: Re: 21CP's Assessment and Recommendations Report
Date: Wednesday, November 15, 2023 8:03:00 PM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Thank you.

Sent from my iPhone

On Nov 15, 2023, at 18:51, Sanders, Scott E. <sesanders@dmgov.org> wrote:

Kathryn, Taz and Maurice,

I want to thank you for all your work on the report.

We are still on track to have you present on Monday morning a little after 7:30am Central time. There is one short presentation before yours that will likely take 20 minutes or so.

We will provide you with a phone number to call into the meeting and hopefully a YouTube link to be able to see the presentation, albeit with a 2 second delay I am told.

I know one of the questions that will get asked is with all the recommendations, which should be prioritized to get the most cultural impact? Chief and I will likely have to answer that same question.

I will get back with the phone number and link.

Scott

From: Kathryn Olson <kathryn.olson@21cpsolutions.com>

Sent: Monday, November 13, 2023 1:34 PM

To: Sanders, Scott E. <sesanders@dmgov.org>

Cc: Roberto Villasenor <roberto.villasenor@21cpsolutions.com>; Maurice Classen <moclassen@gmail.com>

Subject: 21CP's Assessment and Recommendations Report

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Scott, attached is 21CP's Assessment and Recommendations Report, with one version redlined (showing changes since we last met) and the other with all revisions saved and in final format. The only issue in finalizing the document was again with the organizational chart on p. 16. When I cut and paste the pdf version last provided, the right hand border disappears and the program will not allow me to add a border. It

might be easiest if someone on your end replaces the org chart in the final report, since I had difficulty with it before, too. We are also sending the cover page and Executive Summary.

Please let me know if there are any questions.

Best,
Kathryn

--

Kathryn Olson
206.890.5932
kathryn.olson@21cpsolutions.com

From: [Parker, Lillie M.](#)
To: [Wingert, Dana D.](#)
Cc: [Sanders, Scott E.](#)
Subject: Re: 21CP's Assessment and Recommendations Report
Date: Wednesday, November 15, 2023 8:27:34 PM

A complete organizational chart will be replaced on page 16.

Respectively

Major Parker

Sent from my iPhone

On Nov 15, 2023, at 8:13 PM, Wingert, Dana D. <DDWingert@dmgov.org> wrote:

Certainly. I've copied in Major Parker to take care of this.

Sent from my iPhone

On Nov 15, 2023, at 7:12 PM, Sanders, Scott E. <SESanders@dmgov.org> wrote:

Chief,

Are you able to have someone update the org chart on p 16 so that we can post the final version Monday morning?

Scott

From: Sanders, Scott E. <sesanders@dmgov.org>
Sent: Wednesday, November 15, 2023 7:11 PM
To: Sanders, Scott E. <SESanders@dmgov.org>
Cc: Wingert, Dana D. <DDWingert@dmgov.org>
Subject: 21CP's Assessment and Recommendations Report

Mayor and Council,

Attached is 21CP's Assessment and Recommendations Report, in near final format. The only issue in finalizing the document is with the organizational chart on p. 16 which is being updated. I did not want to delay getting the report to you as we are scheduled to have a discussion with the consultants on Monday morning. The consultants will be available to take questions after that point as well.

It is a long report and quite a few recommendations for consideration as they received an enormous amount of input through interviews and surveys from police officers and community stakeholders. I will be

working with Chief to determine which recommendations are already in process, which could be implemented quickly and which ones would be on our priority list. We can start that conversation on Monday as well and then give you time to develop your priority recommendations.

Scott

<Cover Page Assessment and Recommendations for the Des Moines Police Department.docx>

<Executive Summary - 21CP Solutions.docx>

<21CP Solutions Assessment Report for Des Moines Police Department November 2023 Final.doc>

From: [Kathryn Olson](#)
To: [Sanders, Scott E.](#)
Cc: [Roberto Villasenor](#); [Maurice Classen](#)
Subject: Re: 21CP's Assessment and Recommendations Report
Date: Wednesday, November 15, 2023 11:41:15 PM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Thanks, Scott. We will talk amongst ourselves about priorities in anticipation of the meeting on Monday. We look forward to the opportunity to interact with City Council.

Best,
Kathryn

On Nov 15, 2023, at 4:51 PM, Sanders, Scott E. <sesanders@dmgov.org> wrote:

Kathryn, Taz and Maurice,

I want to thank you for all your work on the report.

We are still on track to have you present on Monday morning a little after 7:30am Central time. There is one short presentation before yours that will likely take 20 minutes or so.

We will provide you with a phone number to call into the meeting and hopefully a YouTube link to be able to see the presentation, albeit with a 2 second delay I am told.

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I will get back with the phone number and link.

Scott

From: Kathryn Olson <kathryn.olson@21cpsolutions.com>

Sent: Monday, November 13, 2023 1:34 PM

To: Sanders, Scott E. <sesanders@dmgov.org>

Cc: Roberto Villasenor <roberto.villasenor@21cpsolutions.com>; Maurice Classen <moclassen@gmail.com>

Subject: 21CP's Assessment and Recommendations Report

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Scott, attached is 21CP's Assessment and Recommendations Report, with one version redlined (showing changes since we last met) and the other with all revisions saved and in final format. The only issue in finalizing the document was again with the organizational chart on p. 16. When I cut and paste the pdf version last provided, the right hand border disappears and the program will not allow me to add a border. It

might be easiest if someone on your end replaces the org chart in the final report, since I had difficulty with it before, too. We are also sending the cover page and Executive Summary.

Please let me know if there are any questions.

Best,
Kathryn

--

Kathryn Olson
206.890.5932
kathryn.olson@21cpsolutions.com

From: [Kathryn Olson](#)
To: [Sanders, Scott E.](#); [Wingert, Dana D.](#)
Cc: [Warburton, Joyce M.](#)
Subject: DMPD Assessment - 21CP's Draft Report
Date: Wednesday, August 2, 2023 2:17:30 AM
Attachments: [21CP Solutions Assessment Report for Des Moines Police Department Draft 8.1.doc](#)

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Scott and Chief Wingert, I apologize on behalf of the 21CP team for sending the attached draft of our assessment report a day later than planned. With Taz stepping back from the project for now, we wanted to involve another team member to help with the writing process and had some scheduling issues.

Unless you want to take a different approach, on Thursday we thought 21CP could provide a high level summary of the recommendations in the report and respond to any questions. If you'll need more time to do a closer read of the report, we're happy to schedule a follow-up meeting to discuss any concerns or questions that might arise.

It's not unusual for there to be one or two factual corrections needed after we submit the draft report and we might continue to tweak some of the report's content. But unless there are concerns on your end, we should be able to turn around a final draft by next week. By the way, the draft I am sending should be watermarked as a draft. If it is not marked as a draft, 21CP would appreciate it if you would insert a watermark indicating it is a draft prior to printing or distributing the document to others.

Thanks and we look forward to meeting with you both on Thursday.

Best,
Kathryn

--

Kathryn Olson
206.890.5932
kathryn.olson@21cpsolutions.com

From: [Warburton, Joyce M.](#)
To: [Sanders, Scott E.](#)
Subject: RE: 21CP
Date: Monday, August 14, 2023 2:44:28 PM

Scott,

I didn't see this until too late, but the meeting on the Grubb Y isn't going to be until the 23rd. I'll be sending out the calendar invitation today.

I will get working on the other meeting.

Thanks,
Joyce

JOYCE Warburton | CITY OF DES MOINES
Executive Assistant to the City Manager | City Manager's Office
(515) 283-4507
[DSM.city](#) | 400 Robert D. Ray Drive | Des Moines, Iowa 50309

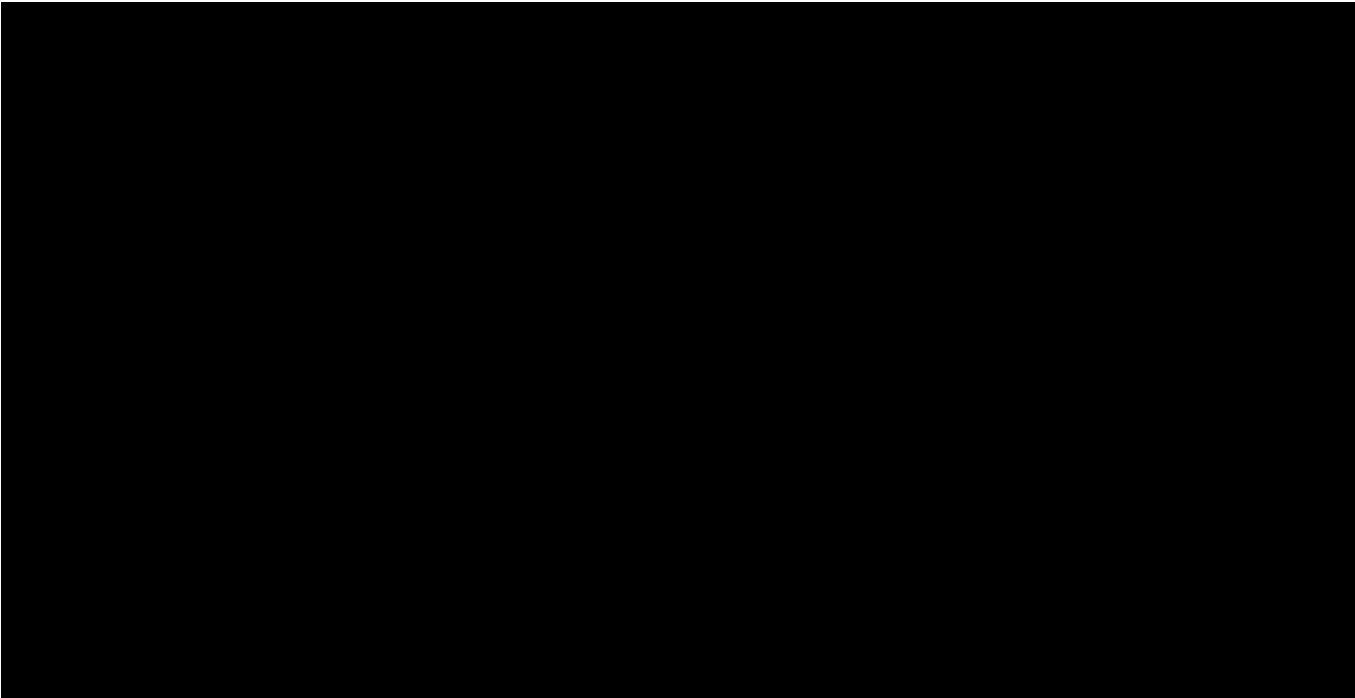
From: Sanders, Scott E. <SESanders@dmgov.org>
Sent: Monday, August 14, 2023 10:38 AM
To: Warburton, Joyce M. <JMWarburton@dmgov.org>
Subject: FW: 21CP

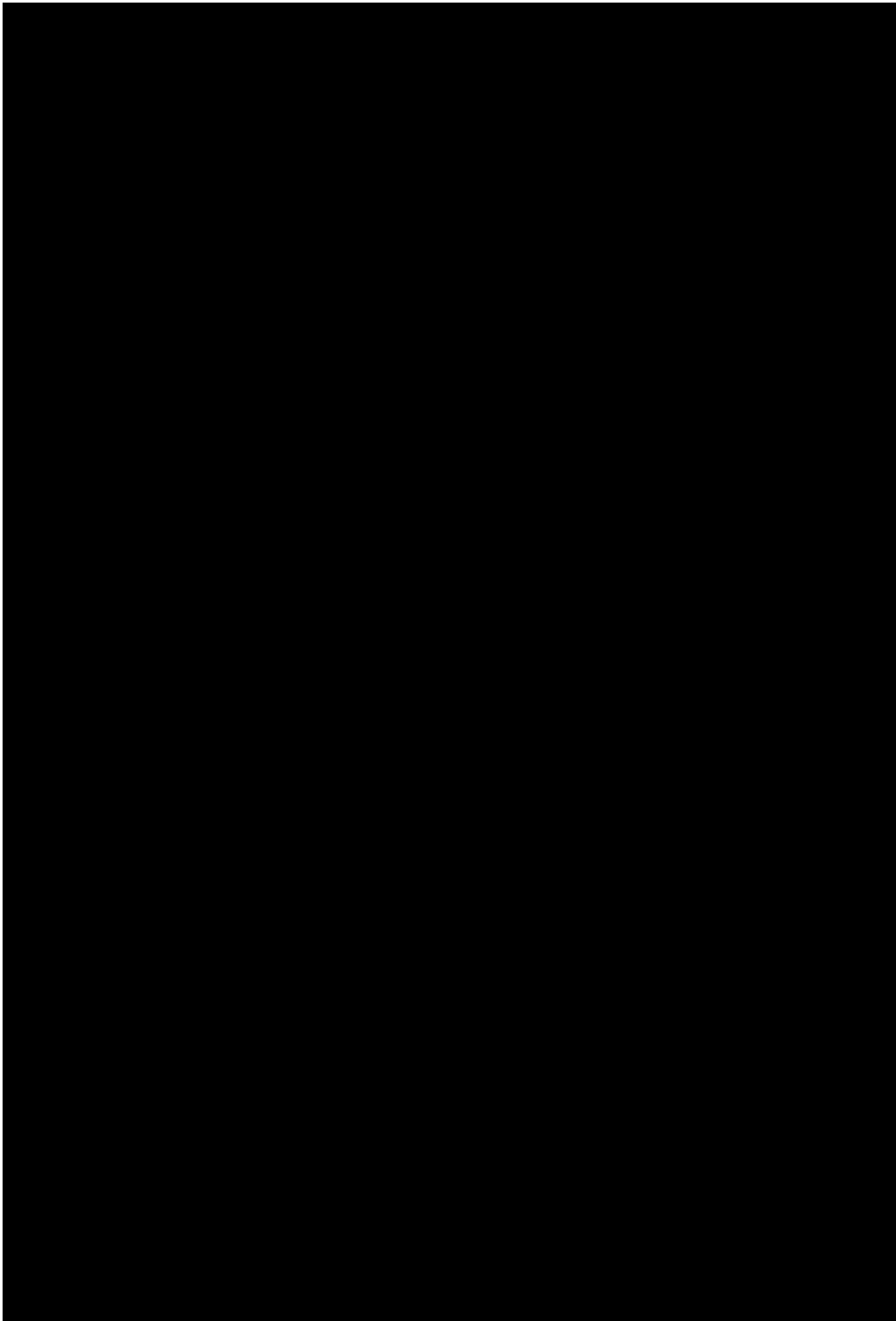
Joyce,

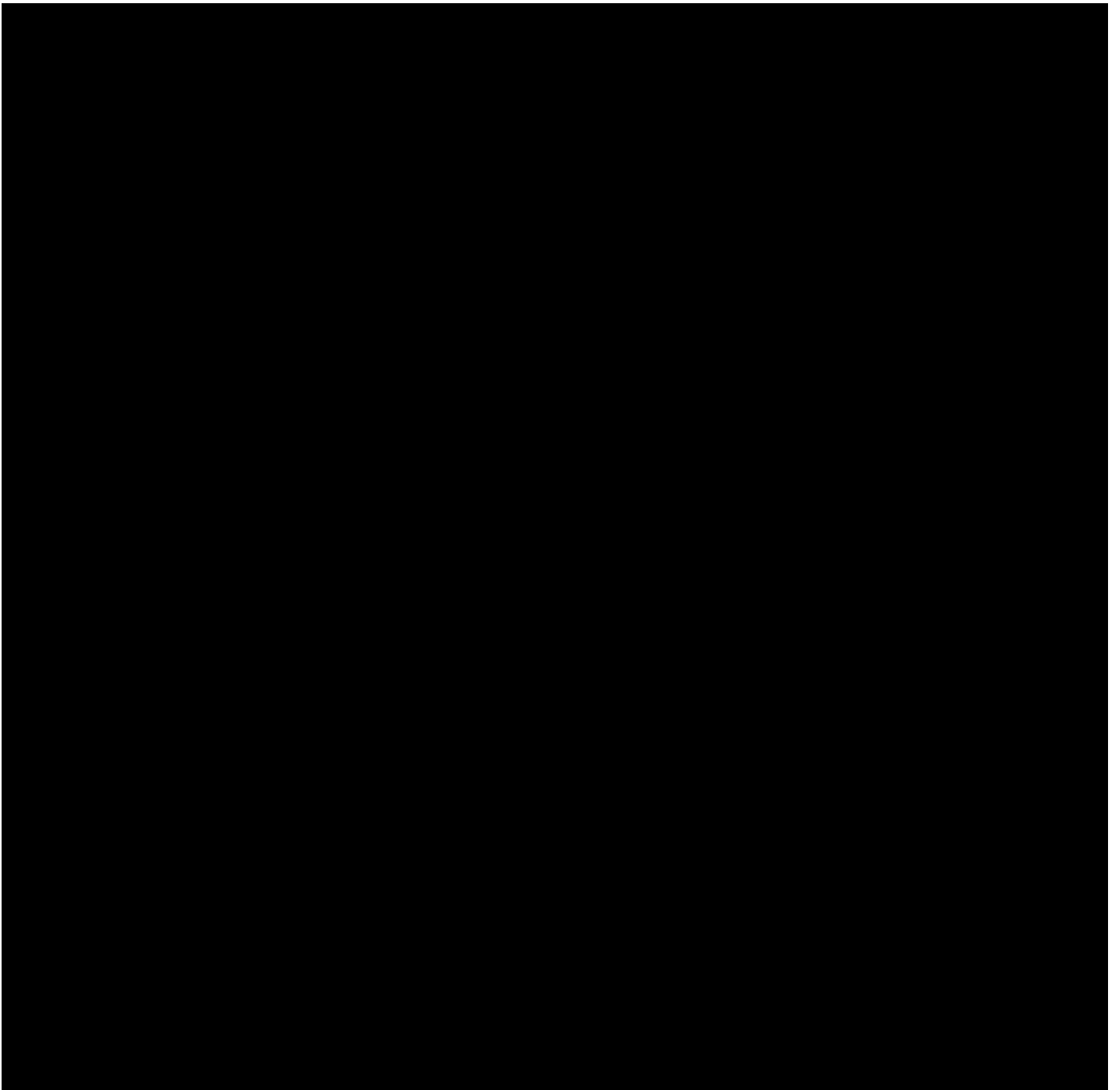
Did you hear from Cameron or David about meetings today? I seem to recall you said they likely wouldn't happen.

Also, please set up a meeting with Jeff and whoever else from Legal he wants, Chief Wingert and whoever he invites and myself to go over draft of 21cp later this week or early next week.

Thanks, Scott







From: [Wells, James R.](#)
To: [Sanders, Scott E.](#)
Subject: RE: Feedback on Draft Recommendations
Date: Wednesday, September 13, 2023 3:00:32 PM

Thanks for sharing, Scott. It's simply not accurate. We have provided certain individuals with access to demographic data for purpose of 30x30. Further, HR and the Academy work in tandem on efforts to reach female and diverse candidates. Not only do we work together, we report our efforts to the CSC.

James

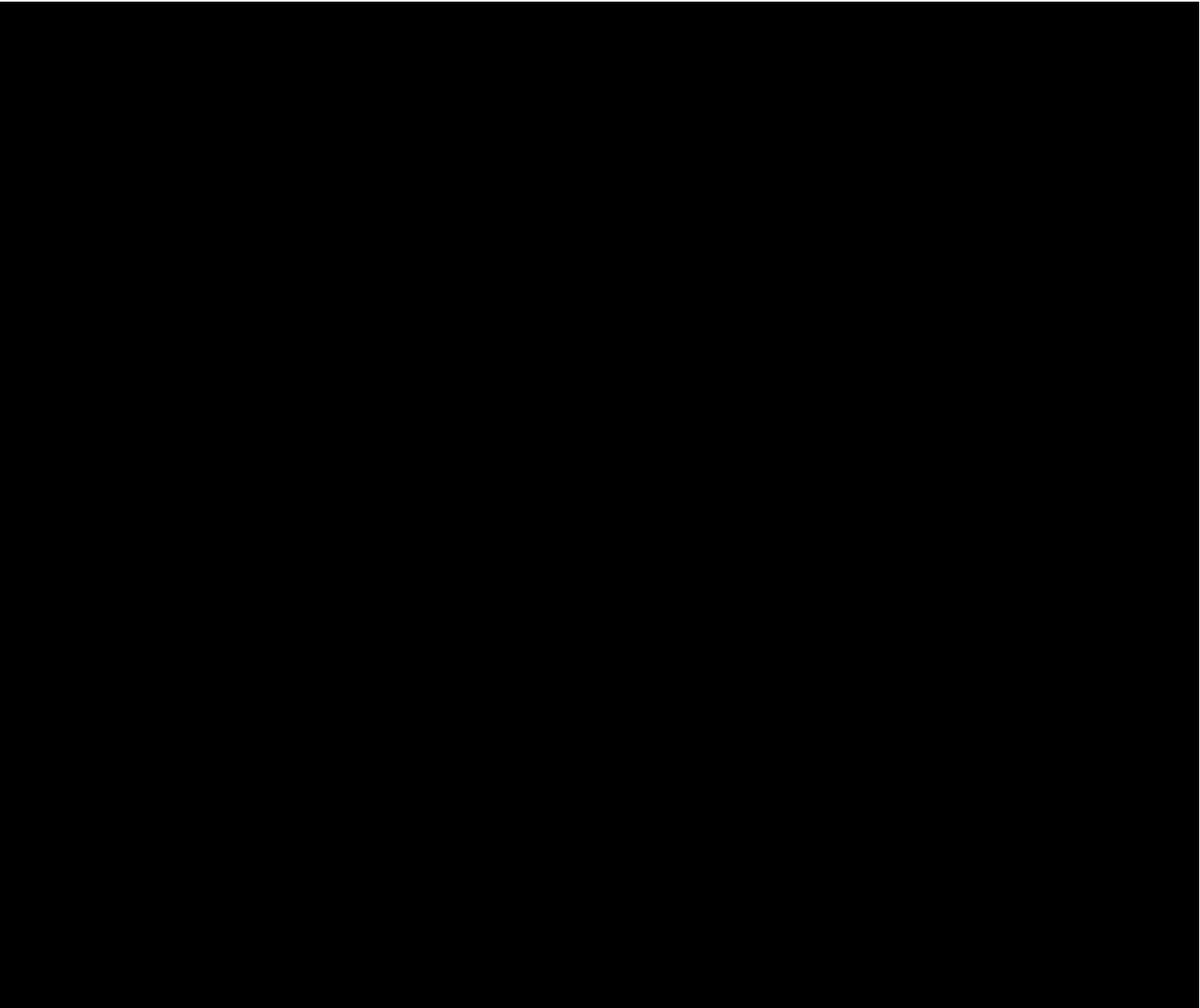
-----Original Message-----

From: Sanders, Scott E. <SESanders@dmgov.org>
Sent: Wednesday, September 13, 2023 2:49 PM
To: Wells, James R. <JRWells@dmgov.org>
Subject: FW: Feedback on Draft Recommendations

James,

Can you look over pages 66 and 67 in particular dealing with HR? Got to be more to the story...

Thanks, Scott



-----Original Message-----

From: Sanders, Scott E. <SESanders@dmgov.org>
Sent: Sunday, September 10, 2023 5:49 PM
To: Roberto Villasenor <roberto.villasenor@21cpsolutions.com>
Subject: RE: Feedback on Draft Recommendations

Taz,

My apologies for not getting this sent on Friday.

Perfect storm of issues going on from multiple Legal hearings and depositions to Councilmember resignation to Chief planning on going out on extended health issues.

Chief was able to rally his troops with Legal before stepping away for at least the next week.

I am scheduled to talk with Police leadership and Legal on Tuesday afternoon. After that, I was hoping to have a Legal representative and myself meet with 21CP.

Wed the 13th I have meetings all day but would be willing to shift/delay them. Only the one between 1pm Central Time and 1:30pm cannot be moved.

Scott

-----Original Message-----

From: Roberto Villasenor <roberto.villasenor@21cpsolutions.com>
Sent: Thursday, September 7, 2023 2:52 PM
To: Sanders, Scott E. <SESanders@dmgov.org>
Subject: Feedback on Draft Recommendations

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hey Scott, not trying to be a pest but any update on getting us some of the feedback on our recommendations by COB tomorrow?

From: [Sanders, Scott E.](#)
To: [Kathryn Olson](#); [Roberto Villasenor](#)
Cc: [Sanders, Scott E.](#)
Subject: FW: Feedback on Draft Recommendations
Date: Wednesday, September 13, 2023 3:17:58 PM
Attachments: [21CP Solutions Assessment Report for Des Moines Police Department Draft 9.11.doc](#)
[21CP Attachments.pdf](#)
[Attachment TOC.pdf](#)

Kathryn and Taz,

We put together our comments about the draft in the attachment above and provided additional attachments that are referenced within those comments. Hope this is helpful. We will go through them on our call.

Couple of key themes I will try to get across in my intro of our call today:

Lots of recommendations; in fact too many to fully grasp or understand which are most important. Need a prioritization or grouping by level of importance or potential impact.

Need to more clearly know is the department on solid ground in regards to policy, training, accountability and specifically culture? We know there is always room for improvements, but this study was in search of discovering our cultural foundation and cracks. I need a stronger voice from the report indicating; Does DMPD have a strong, productive, safe, inclusive and supportive culture, or not? Page 68 plays both sides and leaves me confused. "leadership appears capable of addressing the complex challenges issues ahead" and "The lack of ability to identify and manage challenges is exemplified..."

Recommendation 47 was supposed to be the outcome/conclusions of this study. Instead it recommends we do another review of underlying cultural issues without identifying any. We have the 30 X 30 plan for diversity. How do we improve on that aspect.

I will explain further on our call.
Sorry for the large attachments.
Scott

From: [Kathryn Olson](#)
To: [Sanders, Scott E.](#)
Cc: [Roberto Villasenor](#); [Maurice Classen](#); [Ganesha Martin](#); [Teresa Towey](#)
Subject: 21CP Assessment Report for DMPD - Updated Draft
Date: Thursday, October 19, 2023 1:57:26 PM
Attachments: [21CP Solutions Assessment Report for Des Moines Police Department 10.19.23.doc](#)
[21CP Solutions Assessment Report for Des Moines Police Department 10.19.23 No Redline.doc](#)

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Scott, attached is the updated report in two versions, one red-lined and the other with all changes and comments saved. Please note that the final version will include a cover page that incorporates a photograph sent from the City previously, along with an executive summary. We will have the cover page and executive summary available for your review by early next week.

Please let me know if you have any questions and we look forward to meeting with you on November 1st.

Best,
Kathryn

--
Kathryn Olson
206.890.5932
kathryn.olson@21cpsolutions.com

From: [Sanders, Scott E.](#)
To: [Sanders, Scott E.](#)
Cc: [Wingert, Dana D.](#)
Subject: 21CP's Assessment and Recommendations Report
Date: Wednesday, November 15, 2023 7:11:10 PM
Attachments: [Cover Page Assessment and Recommendations for the Des Moines Police Department.docx](#)
[Executive Summary - 21CP Solutions.docx](#)
[21CP Solutions Assessment Report for Des Moines Police Department November 2023 Final.doc](#)

Mayor and Council,

Attached is 21CP's Assessment and Recommendations Report, in near final format. The only issue in finalizing the document is with the organizational chart on p. 16 which is being updated. I did not want to delay getting the report to you as we are scheduled to have a discussion with the consultants on Monday morning. The consultants will be available to take questions after that point as well.

It is a long report and quite a few recommendations for consideration as they received an enormous amount of input through interviews and surveys from police officers and community stakeholders. I will be working with Chief to determine which recommendations are already in process, which could be implemented quickly and which ones would be on our priority list. We can start that conversation on Monday as well and then give you time to develop your priority recommendations.
Scott

From: [Wingert, Dana D.](#)
To: [Sanders, Scott E.](#)
Cc: [Parker, Lillie M.](#)
Subject: Re: 21CP's Assessment and Recommendations Report
Date: Wednesday, November 15, 2023 8:13:34 PM
Attachments: [Cover Page Assessment and Recommendations for the Des Moines Police Department.docx](#)
[Executive Summary - 21CP Solutions.docx](#)
[21CP Solutions Assessment Report for Des Moines Police Department November 2023 Final.doc](#)

Certainly. I've copied in Major Parker to take care of this.

Sent from my iPhone

On Nov 15, 2023, at 7:12 PM, Sanders, Scott E. <SESanders@dmgov.org> wrote:

Chief,

Are you able to have someone update the org chart on p 16 so that we can post the final version Monday morning?

Scott

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Sent: Wednesday, November 15, 2023 7:11 PM
To: Sanders, Scott E. <SESanders@dmgov.org>
Cc: Wingert, Dana D. <DDWingert@dmgov.org>
Subject: 21CP's Assessment and Recommendations Report

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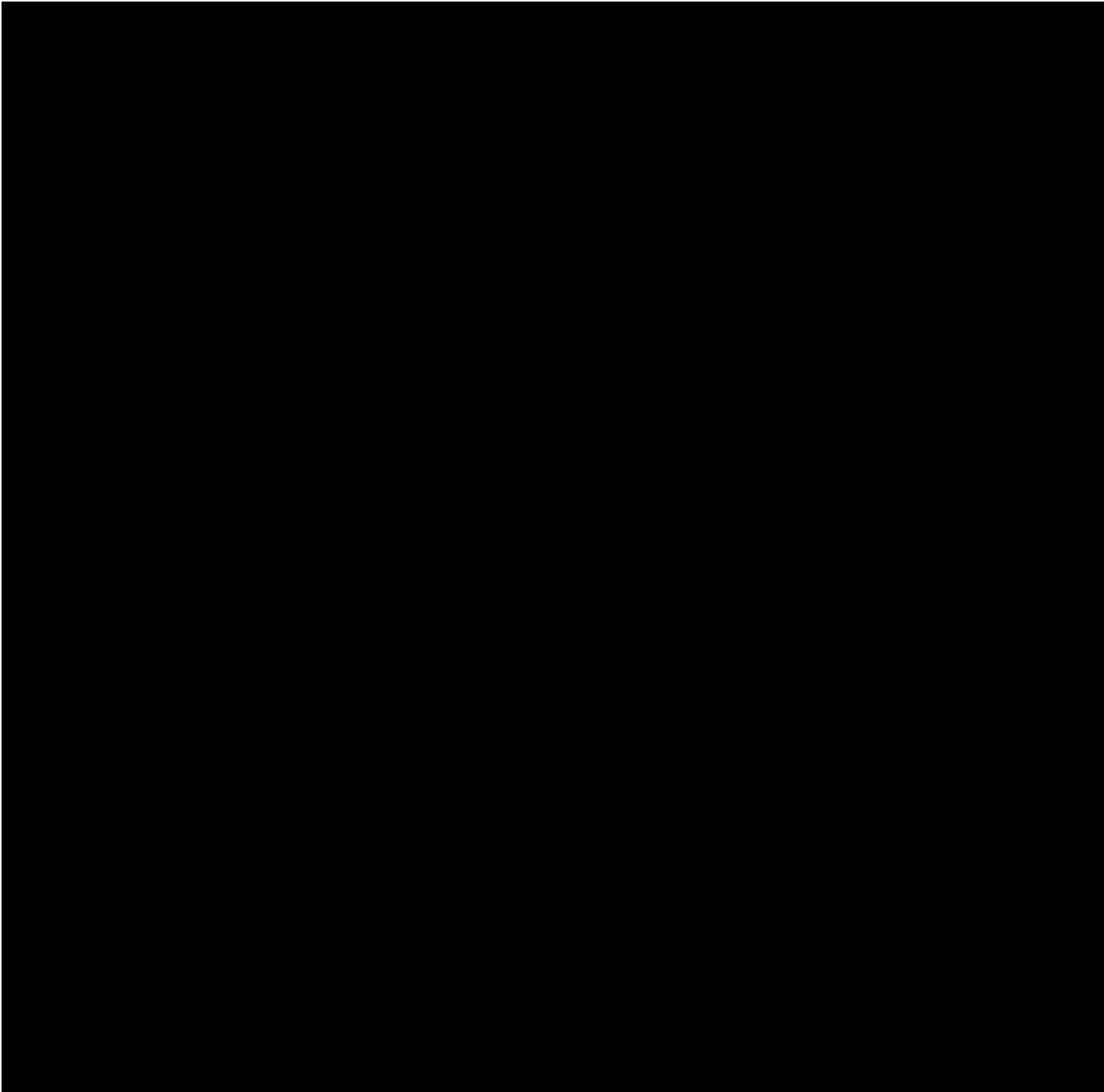
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Scott

From: [Parker, Lillie M.](#)
To: [Sanders, Scott E.](#)
Subject: RE: 21CP's Assessment and Recommendations Report
Date: Thursday, November 16, 2023 5:28:48 PM

You are welcome. Have a great night.

Lillie M. Parker, M.P.A., C.P.M.
Major
Executive Projects Division
515-283-4885



From: Parker, Lillie M. <LMParker@dmgov.org>
Sent: Wednesday, November 15, 2023 8:28 PM
To: Wingert, Dana D. <DDWingert@dmgov.org>
Cc: Sanders, Scott E. <SESanders@dmgov.org>
Subject: Re: 21CP's Assessment and Recommendations Report

A complete organizational chart will be replaced on page 16.
Respectively
Major Parker
Sent from my iPhone

On Nov 15, 2023, at 8:13 PM, Wingert, Dana D. <DDWingert@dmgov.org> wrote:

Certainly. I've copied in Major Parker to take care of this.

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Scott

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To: Sanders, Scott E. <SESanders@dmgov.org>
Cc: Wingert, Dana D. <DDWingert@dmgov.org>
Subject: 21CP's Assessment and Recommendations Report

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<Cover Page Assessment and Recommendations for the Des Moines Police Department.docx>

<Executive Summary - 21CP Solutions.docx>

<21CP Solutions Assessment Report for Des Moines Police Department November 2023 Final.doc>

From: [Zemansky, Peter K.](#)
To: [McClung, Debbie S.](#); [Schulte, Jen L.](#); [Sanders, Scott E.](#)
Subject: Draft: 21CP Recommendations Release
Date: Thursday, November 16, 2023 5:46:06 PM
Attachments: [City of Des Moines Receives Assessment and Recommendations for the Des Moines Police Department.docx](#)

Good evening everyone,

Attached is a draft as a starting point for the release on Monday morning to publish the 21CP report that will be presented at work session.

I can always go more specific with positive takeaways and areas to improve in the report if desired.

Please send your feedback and we will have this ready for Monday morning.

Thanks and all the best.

-Peter Zemansky

--

PETER ZEMANSKY | CITY OF DES MOINES
Communications Specialist II | City Manager's Office
(515) 283-4038 (o)
(515) 210-6586 (m)
dsm.city | 400 Robert D. Ray Drive | Des Moines, Iowa 50309

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Stay connected via [Twitter](#), [Facebook](#) and [YouTube](#)

City of Des Moines Receives Assessment and Recommendations for the Des Moines Police Department

PRESS RELEASE

DES MOINES, IOWA – Monday, November 20, 2023 – A new report on the Des Moines Police Department (DMPD) was released this morning following an independent review of the department by 21st Century Policing Solutions (21CP).

21CP's review began in November of 2022 and assessed DMPD's policies, procedures, protocols, training and culture regarding various types of community interactions. The report developed 46 recommendations for City of Des Moines leadership and DMPD.

"This report provides a thorough overview of our Police Department and identifies how current policies fit our community where DMPD excels, and where there is still room to improve," City Manager Scott Sanders said. "Our police department is deeply committed to being the best it can be for Des Moines and its residents. We will review and prioritize these recommendations as we aim to provide the highest standard of public safety for our community."

The 21CP team conducted extensive focus groups, interviews and surveys with community members, DMPD employees and other internal and external stakeholders as they developed their conclusions and recommendations.

Click here to view the full report. [\[LINK TO 21CP REPORT\]](#)

CONTACT

Debbie McClung
Chief Communications Officer, City Manager's Office
(515) 979-7831
DSMcclung@dmgov.org

About the City of Des Moines

The City of Des Moines is Iowa's capital city and our 17 departments serve more than 214,000 residents and 49 neighborhood associations. Des Moines is a leader in sustainability and provides its residents with vibrant neighborhoods, an alive and active downtown, and abundant leisure opportunities.

Des Moines continuously improves neighborhoods, public safety and quality of life by offering exceptional city services and reliable infrastructure while fostering an involved and compassionate community for all who visit and live in Des Moines.