

PURPOSE OF THE STUDY

In Des Moines the police department represents the highest community priority along with the highest level of program expenditure. The City is currently experiencing enormous financial challenges. Given the limited revenues, and the competing needs within the community, it is imperative to provide quality law enforcement services in the most efficient and cost effective manner.

The City of Des Moines is seeking an experienced consultant to conduct an organizational review and workload and performance audit for the City of Des Moines Police Department. The purpose of the study is to conduct an assessment of police services funded by the City and provide information and recommendations for City budget decisions, police department organizational requirements and potential operational and budgetary efficiencies. The consultant will need to have the capability to evaluate policies, practices and performance in delivering police services in partnership with the community and other criminal justice agencies.

GENERAL INFORMATION

Des Moines was initially homesteaded in 1863 and eventually incorporated in 1959. Located on the Puget Sound with six miles of shoreline, the community's maritime orientation has been shaped by the unique natural environment, creating a focal point for the entire region, all within minutes of the Seattle and Tacoma metropolitan areas.

Des Moines' nine neighborhoods offer a variety of housing choices ranging from waterfront mansions to affordable apartments in 10 diverse neighborhoods. The City's full service 840-slip marina offers wet and dry moorage in open or covered slips for boats up to 50 feet and ample guest moorage for overnight and short-term stays. The marina is currently undergoing a multi-million dollar upgrade with a renewed focus on guest moorage and events. Des Moines Marina is right next door to the small town shopping district home to a variety of businesses ranging from fine to casual dining, boat repair to hand crafted jewelry. There is also more varied retail area along Highway 99.

Pacific Ridge is the most ethnically diverse neighborhood with the lowest median family incomes city-wide. Recent developments in the neighborhood include a 17,400 square foot (sf) medical arts building and a 16,158 sf office building. There are also preliminary plans for a new 300,000 sf hotel and 1 million sf of mixed use development that includes office, commercial, retail and approximately 1,800 residential units.

Des Moines current population is 29, 270, of which approximately 21 percent is of African American, Hispanic, Asian or other heritage. Des Moines is the home to several retirement communities and as such has a disproportionate number of senior residents. Des Moines is the 36th largest and the fourth most densely populated city in the state and among the most

affordable places to live in King County. It is bordered by five cities: Sea-Tac and Burien to the North, Kent to the East, Federal Way to the South and Normandy Park to the Northwest. The north border is also shared with the Port of Seattle and the Seattle/Tacoma International Airport. Des Moines is home to Highline Community College (HCC) which is nationally and internationally recognized as a premier community college. HCC enrolls approximately 18,000 students each year. In addition, Central Washington University has extension programs on the Highline campus.

PRELIMINARY SCOPE OF WORK

- **Confirm Scope of Work and Objectives and Establish a Timeline**

The consultant's project team will review the scope of work with city staff, including the project objectives and tasks and establish a timeline; review products to be delivered and identify communication channels and reporting relationships and responsibilities of project staff and establish a specific timeline for all deliverables.

- **Data Collection**

Energize staff in a self assessment and review available background information on topics including, but not limited to: Crime analysis, criminal investigations, managing calls for service, patrol deployment practices, collaboration with other jurisdictions and community partners, human resource management, current and prior year's budget, staffing levels and resource allocation, administrative procedures and practices, workload and workload trend information, and performance measures and service levels for each program or division

- **Review and document current business practices and operations.**

The review should include a detailed organizational and operational assessment of current Des Moines Police Department law enforcement systems and services to include understanding requirements under Labor Agreements. This assessment should include, but is not limited to:

- Policing strategies – managing calls for service, call classification, prioritization and call diversion.
- Current services including a cost benefit analysis for each program area.
- Appropriate staffing levels with an emphasis on officer safety, workload and the use of existing resources and overtime.
- Deployment practices – staffing to workload, patrol work scheduling, shift relief factors and geographic deployment.
- Workload indicators, workload trends and performance measures

- Crime analysis – internal and external data sources, analysis tools, administrative, strategic and tactical products and their use.
- Organizational structure and management – the effectiveness of the organizational structure, strategic planning, crime management processes, organizational performance measures, budget practices and information systems.
- Internal controls and oversight, including supervisory span of control
- Cost/benefit analysis of 24 hour records and its impacts on operations.

- **Best Practices and innovations**

Identify best practices and innovations in law enforcement for those areas outlined above. These practices should be consistent with agencies of similar size, characteristics, ethnicity and crime rates as the Des Moines Police Department with special emphasis on communities in a similar urban setting. The innovations considered should be similarly matched. When identifying best practices and innovations, special care should be given to focus on those that are relevant and practical for meeting public safety goals within the existing budget for the City of Des Moines. Cost considerations and organizational capacity to implement should be examined as well as the potential to achieve measurable results.

- **Gap Analysis**

Identify areas of high performance and areas that present opportunities for improvement between current business practices, operations, best practices and innovations. Gaps or needs, if any, should be clearly identified and recommendations should be made as to program refinements, new strategies, and resource modifications that might be required to better achieve community safety objectives and better fiscal responsibility.

- **Initial Observations and findings/Draft Report**

The initial observations and findings will be presented in an informal report which makes preliminary findings. The report should also identify any issues outside the identified scope of work that may impact the department and require further analysis or actions on the part of the City. Following review of the draft with the project team the report will be amended as needed.

- **Final Report**

The consultant will work with the Project Team to refine recommendations and develop potential implementation strategies and costs. This will result in a final written report that will be presented to the police department, city management and ultimately the City Council.

CONTRACTOR QUALIFICATIONS

The City is seeking a consultant with experience and expertise in the analysis of municipal police department operations and management, and experience and expertise in program analysis and cost benefit analysis in order to make specific recommendations. The consultant will need to have the capability to evaluate procedures, practices and performance in delivering police services in partnership with the community. The consultant should be able to demonstrate experience addressing these issues with other municipal police departments within the last three years. That work should include facilitation of employee work groups. The consultant shall describe projects completed, staff assigned to those projects and their qualifications. Experience and expertise in writing and presenting reports for local government officials is desired, including the development of findings, conclusions and recommendations.

PROPOSAL SUBMITTAL AND AWARD

In order to be considered, Proposers should submit 5 copies of the proposal to the address listed below by close of business on October 8, 2010.

Tony Piasecki, City Manager
City of Des Moines
21630 11th Ave S.
Des Moines, WA 98198
206-870-6550
tpiasecki@desmoineswa.gov

CITY PROJECT TEAM

The City will support the consultant by providing a primary point of contact and City Project Team. The consultant will work with the City to identify the appropriate team. The consultant will be expected to conduct periodic team meetings to update the progress on the project, seek direction on any appropriate issues and seek feedback on sections of the analysis or draft reports.

TIMELINE

September 10, 2010	RFP Issued to Consultants
October 8, 2010	Proposals Due to Cities
October 28, 2010	Interview Finalist Consultants
November 11, 2010	Consultant is selected
November 18, 2010	Consultant Begins Work
January 21, 2011	First Draft is delivered to City for comment
February 4, 2011	Comments Returned to Consultant
February 18, 2011	Final Draft Delivered to City
March 3, 2011	Presentations to City Council

TERMS OF CONTRACT AND BUDGET

Each proposal should include:

- A letter of transmittal.
- Names and qualifications of the specific individuals who would be assigned to this project. Please outline each team member's relevant education and experience and identify a designated project manager.
- List of current and former municipal law enforcement references – minimum of 5 references.
- Preliminary list of comparable bench mark agencies and departments for best practices.
- Detailed Scope of Work using the information provided in this RFQ
- Description of work plan, project schedule, timeline and deliverables (including, but not limited to the draft and final reports)
- Requirements of the Des Moines Police Department and other city staff to support the completion of the project.
- The proposed cost of the contract, including the fee for labor, travel, reimbursable costs and other anticipated costs. A lump sum fee is preferred rather than an hourly labor cost.
- Signature by a duly authorized official of the Consultant's firm who has the legal ability to bind the firm.