



AGENDA

Public Safety and Transportation Committee Meeting

Wednesday, April 13, 2011

5:00 p.m. – 6:00 p.m.

City Hall North Conference Room

- 1. Call to Order**
- 2. Approval of March 3, 2011 meeting minutes**
- 3. Update on Police Needs Assessment/Audit (Matrix)**
- 4. Future meetings**

Des Moines City Council PS&T Committee Minutes – 03/03/11

Meeting called to order: 6:09 PM on March 3, 2011, in North Conference Room @ 21630 11th Avenue So., Des Moines WA 98198

Council Members

Dave Kaplan - Chairman & Mayor Pro Tem
Scott Thomasson - Councilmember
Matt Pina – Councilmember

City Staff

Tony Piasecki - City Manager
Lorri Ericson – Asst. City Manager
John O’Leary – Interim Police Chief
Dan Brewer – Asst. Dir. Transportation Engineer
Brandon Carver – Assoc. Transportation Engineer
Paula Henderson – Finance Director
Tim George – Assistant City Attorney
Jennefer Johnson – Court Administrator
Terryann Dell – Office Manager

AGENDA:

1. Approve Minutes 10/07/10 and 11/04/10 (previously sent via email)
2. Update School Zone Cameras – John O’Leary
3. Update Police Technology – John O’Leary
4. Update Transportation Capital Improvement Program – Dan Brewer
5. Current Projects Update – Dan Brewer
 - S. 216 MVD 11th
 - N. Twin Bridge
 - Gateway
 - S. 250th water line break/paving: Completed 2010

MEETING:

Chairman Kaplan had not arrived by the start time of the meeting and at 6:09 pm, Vice Chair Thomasson began the meeting.

1. Approve Minutes 10/07/10 and 11/04/10 (previously sent via email)

There were no proposed changes to these minutes. A motion was made to accept the minutes and the council members were all in favor.

2. Update School Zone Cameras: Interim Chief O’Leary advised there had been changes made since the last time the PS&T Committee had reviewed it. He passed out an informational sheet to all present.

One of the concerns voiced was about the amount of time between when the infraction occurred, the review by an officer and the issuance of the infraction. There was also a concern this would create a time commitment the department would be unable to complete. The response was the time impact would be about 1 to 1.5 hours per day. Obviously it would be higher at first and would lessen as commuters became aware of the enforcement. City Manager Piasecki asked if it had to be a commissioned officer that completed the review or could it be a community service officer. Assistant City Attorney George replied it had to be a commissioned officer.

It was then asked how an infraction issued in this manner would compare to an infraction issued by an officer for how the money would be divided. If the infraction is written under a state code, the money is

divided among several different pots. We only get 36.47% of the fine which equates to \$69.00. If the infraction is written under a municipal code, we would keep the entire \$189.00 fine. Councilman Pina asked what portion of the money the vendor gets. The vendor gets a base monthly flat fee of \$4,750 per camera per month. There is a clause in the contract stating if you don't write a certain number of cites, the amount changes on a sliding scale. A minimum of 2.5 tickets per day would cover the monthly base fees.

Councilman Pina asked how the fees compare to the cost of an officer doing the enforcement. It was responded that officers can only write a certain number of citations during the times the lights are flashing due to the amount of time involved for each traffic stop. The camera can "write" for each infraction while the lights are flashing.

Assistant City Attorney George informed the committee of some new house bills that are restricting the use of camera enforcement. He passed out a sheet that explained the 3 proposed house bills. He stated HB 1098 and 1099 did not make it out of committee, but HB 1279 is moving forward.

The committee then talked about the placement of the equipment. Asst. Dir. Transportation Engineer Dan Brewer recommended to the committee that the first installation of cameras be on 16th Avenue by Woodmont Elementary because the lights are already installed. The installation of cameras on 16th would occur during the first half of 2011. The City has secured a grant to pay for a portion of the installation of flashing school zone lights on 24th Avenue. Court Administrator Jennefer Johnson asked the committee to start with only one enforcement location so it doesn't inundate the court. Assoc. Transportation Engineer Brandon Carver stated due to cost, we would be trying solar powered equipment. He does have some reservations and is going to see it in action at another location prior to installing it here. They are starting to run basic conduit in case the solar equipment doesn't work out. Chairman Kaplan stated we would need to bring it to full council before we make that decision. Councilman Thomasson pointed out it ended up in the CIP and City Manager Piasecki stated that was just for the flashing lights and not cameras. Even if we don't decide to put a camera down there, the flashing lights will make people more aware the kids are there. Councilman Pina asked if the vendor would only conduct one pilot program at a time. City Manager Piasecki answered he would have staff ask the vendor if they would do a pilot program in more than one location. He also stated he would get council a copy of the contract so they can answer some of these questions. Interim Chief O'Leary asked if council was considering piggy backing another municipality's contract. Assistant City Attorney George stated we could to that or go out to bid. But there might be problems if another company comes in under bid and we up having to go with them. Chairman Kaplan stated it made more sense to piggy back another municipality's contract. Interim Chief O'Leary asked if the committee wanted the vendor to come in and give a presentation. The committee felt that was a good idea as it would help answer questions. In addition, having it recorded and shown on Channel 21 would give our citizens an opportunity to see it as well. Hopefully, that would throw out any misconceptions. City Manager Piasecki said he would talk with everyone about pulling information together and it will come to full council in about a month.

3. Police Technology Update: Interim Chief O'Leary passed out a document describing each item.

Item #1 – **Re-banding of Valley Com's 800 MegaHertz System** – This is being done because of signal strength issues. Re-banding will pay for radios that are too old to be updated. 70% of our radios are programmable, 30% are not. This project includes both vehicle radios and portable radios. It was asked what our cost for this project was going to be and it is only the amount time needed to identify the radios that need replacing. For those that do need replacing, Nextel will absorb those costs. Councilman Thomasson asked if this project included the public works radios and it does not.

1. Die folgenden Aufgaben sind zu bearbeiten. (20 Punkte)

Item #2 – **Tri County Intra-Operability Radio System** – This project is fairly new and is being led by Valley Com and other regional Public Safety Communication Centers. It would be very beneficial for events such as an earthquake or other emergency management situations or for a more localized event such as a mall shooting. Interim Chief O’Leary anticipates this will come to fruition in about 10 years.

Item #3 – **VCC HAWC Project** – This project involved removing the radio modems from the patrol vehicles and replacing them with air cards. This new connectivity allows for encryption standards to be met and allows officers to receive information in the vehicles much quicker than before. We have completed this project and did so ahead of deadlines required by Valley Com.

Item #4 – **Valley Com CAD Upgrade** – This project is well underway and is expected to be completed in the second quarter of 2012.

Item #5 – **School Mapping Project** – This is a state wide program funded by WASPC to map out each public school (K-12) with pre-programmed response plans in the event of a critical event. The WASPC funding for this project has run out but we have made alternative plans to complete the project in the next couple months. Committee members asked if this included private schools, such as St. Philomena’s or Highline Community College. Interim Chief O’Leary stated the project did not include them. With the head start and GED classes going on at the college, it was wondered if that would make them eligible. Unfortunately, even if it did, the funding is no longer available through WASPC. It was asked who did the work and how was it done? The completed schools were done by school security, fire department, Valley Com, our GIS person, and the police department. It was then asked if we and the fire department could do the remaining schools? What if we went to the private schools and started the conversation with them? Engage the schools rather than put the entire burden for this on our city staff.

- ✓ **Interim Chief agreed talking with the college would be a good starting point for expanding this project.**

Item #6 – **Video** – The video system within the police department facility needs an upgrade. Currently none of the station video is recorded. Critical areas such as the lobby, parking lot, booking area and prisoner transport area should be recorded but are not. We have tried to put this in our department’s budget several times and it has never moved forward. Costs to upgrade the system would be approximately \$70,000.

In addition to the video system in the building, there is an issue with the in-car video cameras currently in use in the patrol vehicles. There is no inter-fund established for those cameras and at some point they will need replacing to the cost of \$5,000 per camera. Councilman Thomasson stated we should be budgeting for the entire police vehicle, not just certain parts.

When asked where the figures came from for these two issues, Interim Chief O’Leary stated it was from bids received approximately 3 years ago. It was suggested with the advancements in technology, we should do another bid to see if the figures come in lower.

- ✓ **Interim Chief O’Leary will be speaking with IT Manager Dale Southwick regarding these issues and obtaining a more current bid.**

4. **Transportation CIP:** Finance Director Paula Henderson handed out a spreadsheet entitled “Trans Capitol Improvement Funds’ Cashflow”. The concern is trying to keep this fund in a positives situation. Right now, we’re approaching negative in the fund. When the SCORE Escrow Funds come in, we will be back in the black. If that comes through, we will be fine. If it doesn’t, we will need to ask council to do an inter-fund loan. The Equipment Rental Replacement Fund has about \$349,000 which

we could borrow from. The committee discussed property tax not coming in and how sales tax was up 1.4%. Chairman Kaplan stated at some point we need a conversation about what gets done and what doesn't.

5. **Current Projects Update:**

Item #1 – **Transportation Gateway** – Asst. Dir. Transportation Engineer Dan Brewer passed out a document outlining current projects and went through each of the Transportation Gateway projects giving committee members an update on its status.

S. 216th Street, Segment 1a: During this discussion, he passed out a flyer advertising Bartell Drugs at 216th / Pacific Highway as being for sale. It was asked what we'd learned about the gas station on the northwest corner. Can we purchase it for our project? It doesn't make any sense to purchase the entire property as we only need a slice of it in order to expand the right of way. Plus it could be expensive if we buy the whole property due to possible cleanup costs for the gasoline tanks.

Item #2 – **Sound Transit** - Asst. Dir. Transportation Engineer Dan Brewer passed out a flyer for Sound Transit that talks about extending link light rail from SeaTac Airport to South 200th he obtained at a recent Sound Transit extension meeting. There were a lot of Des Moines North Hill residents at this meeting. At the meeting they attended, they learned Sound Transit is looking at putting a parking garage for 600-700 vehicles at South 200th Street. Asst. Dir. Transportation Engineer Dan Brewer feels the Sound Transit planners are making decisions and not including us. Chairman Kaplan stated they are required to take into consideration our Growth Management Plan. Asst. Dir. Transportation Engineer Dan Brewer agreed and stated he has requested to be a party of record on any information regarding the Sound Transit expansion. He did get to meet Cindy Baker from SeaTac and hopes we can work with her to keep better informed. He feels we need to have a meeting with Joanie Earl and Sound Transit and find out what's going on that may affect us.

Item #3 – **Midway School Zone Flasher** – This subject had already been discussed previously, but the committee did ask a few more questions. In response to how we picked the vendor, Assoc. Transportation Engineer Brandon Carver stated we called other cities and went with the vendor that got the highest marks. It was also asked how this system will accommodate an early dismissal at the school and Asst. Dir. Transportation Engineer Dan Brewer responded we can get the school's schedule and program it into the system.

Item #3 – **North Twin Bridges** - Asst. Dir. Transportation Engineer Dan Brewer stated there are contract deficiencies and he will have an agenda item coming to them next week regarding this. The sub-contractor is submitting thing for review that are not complete. Chairman Kaplan asked if we had budgeted a certain amount for this project. Asst. Dir. Transportation Engineer Dan Brewer stated so far, budget is not the issue, the issue is the contractor. This project is funded 100% by the state BRAC money. We will be tracking and submitting liquidated damages.

There are disputes on all 4 drill shafts over issues with entitlement. There have been changes in conditions such as higher costs to drill, etc. If we can't resolve these issues, we will end up in front of a DRB or in court. Asst. Dir. Transportation Engineer Dan Brewer will let you know before that occurs.

Adjourned 7:34 PM

Terryann Dell
Office Manager

CITY OF DES MOINES, WA – POLICE DEPARTMENT
Diagnostic Assessment

Performance Target	Strengths	Potential Improvements
Management staff developed and implements a strategic plan; annual planning session to update it.	The DMPD developed a comprehensive strategic plan in 2009 which includes Vision and Mission, Values, strategic issues, future objectives, and other areas.	Although a plan was developed, there is not a formal action plan to implement the strategies or formal framework to measure its implementation.
Both formal and informal complaints are followed-up by Department supervisors.	The DMPD has designated a professional standards resources to follow-up and facilitate the complaint review process. When complaints are received, they are routed to the appropriate supervisor for review, with the more serious complaints being routed to the Commander and Chief positions.	
The Department is involved in partnerships with other law enforcement agencies in regional law enforcement efforts and/or cost sharing of services.	The DMPD is currently part of the regional dispatch center, as well as allocates an instructor resource at the regional training facility. Additionally, until recently, the DMPD had dedicated traffic enforcement and a dedicated task force consisting of 1 Sergeant and 4 patrol officers to engage in targeted enforcement (especially for specific neighborhoods in District 2).	The City and DMPD should further explore opportunities to allocate resources for regional activities to leverage surrounding resources to the extent possible.
Officers receive at least 40 hours of training per year. In-service training includes hands on perishable skills training such as defensive tactics and high speed driving.	The DMPD personnel are experiencing an average of 44 – 45 hours of training annually related to weapons and firearms, restraints, evidence handling, computer skills, etc.	

CITY OF DES MOINES, WA – POLICE DEPARTMENT
Diagnostic Assessment

Performance Target	Strengths	Potential Improvements
The Department participates with local school districts in an SRO program; funding is shared.	The DMPD has a designated School Resource Officer allocated to the high-schools, middle-school, and elementary schools, with approximately half of the funding paid by the Highline School District.	
The Department has an active crime prevention program and is involved with businesses and neighborhood groups.	The DMPD has a designated resources, a non-sworn Community Service Officer that manages the community-related activities (such as the safe walk to school program, organizing the neighborhood watch associations, business groups, etc.)	The DMPD should continue to formalize and enhance its community-based programs as part of an overall community-policing strategy.
The Department has an active Volunteer Program		Although there is a designated staff-member who serves as the "volunteer coordinator", there is no formal program currently in place to identify volunteer opportunities, recruit, select, and retain volunteer resources. Given the estimated value of volunteer hours, the DMPD should develop and implement a more formal volunteer program in conjunction with other city-wide efforts.
ORGANIZATIONAL STRUCTURE AND MANAGEMENT		
The command staff structure of the Police Department has efficient and effective spans of control (approximately 1:4-6).	Both the Support Division Commander and the Operations Division Commander have between 4 – 5 direct reports.	
The supervisory / staffing structure of the Police Department has efficient and effective spans of control (approximately 1:6 – 1:9).	The supervisory spans of control for the Sergeant positions in patrol and investigations are generally in-line with best practices, including for the Officer Manager, with 6 direct reports.	There are narrow spans of control for the Professional Standards Sergeant position and the Administrative Sergeant position, with both having a 1 over 2 reporting relationship. The DMPD should explore the opportunity to consolidate these positions and re/allocate tasks and activities as necessary.

CITY OF DES MOINES, WA – POLICE DEPARTMENT
Diagnostic Assessment

Performance Target	Strengths	Potential Improvements
SUPPORT SERVICES		
The number of active cases for "generalist" detectives averages 12-15 (weighted basis of person and property crimes).		Per the case management system, there are currently 32 open / active cases, which equates to 8 cases per each of the 4 detective positions (below the benchmark standard), including an opportunity to reduce resources or re-allocate to other areas of high priority within the DMPD.
Investigative cases are screened for quality and solvability by supervisory staff before being assigned to detectives.	There is a designated detective sergeant who reviews the patrol reports and assigns to personnel as necessary.	
A case management system is being used to assign and track cases.		The detectives do not utilize the case management system to track cases, update status, update notes and files, etc. The DMPD investigators should better utilize the case management to limit any duplicative data entry, and provide a better way for management and supervisors to understand caseload and status.
Investigative supervisors actively monitor and manage caseloads.		Currently, the detective supervisor infrequently runs a report on the status of detective cases (perhaps twice per year). Although there are informal meetings regarding cases and caseloads, the supervisor should implement a weekly meeting to review cases, assign cases, and update the case management system on case status.
Records systems are automated and integrated (CAD, RMS, report writing, etc.).		The current records and report writing capabilities are not automated, with officers generating reports from Word-based templates in the office that are printed out and reviewed by patrol supervisors in hard-copy.

CITY OF DES MOINES, WA – POLICE DEPARTMENT
Diagnostic Assessment

Performance Target	Strengths	Potential Improvements
A "community-policing" strategy exists which directs the utilization of proactive time and includes a system to measure officer performance.		The DMPD has not implemented a formal community-policing strategy in the City that engages both City resources in all departments and various business and neighborhood groups in a formal way. The DMPD management and supervisors should develop more formal policies and procedures which direct and measure the activities of officers during proactive time.
The patrol schedule utilizes the most efficient approach to minimize overlapping hours.	The DMPD has implemented the 12-hour schedule, which does not have any overlapping shift hours during the day, and is more efficient than the 10-hour schedule.	
Approximately 20% to 30% of community generated calls for service are handled through alternative service delivery (i.e., civilian response).	The DMPD utilizes an online reporting tool.	Currently, the DMPD is routing between 6% to 7% of community generated calls for service to alternative service delivery models. As such, the DMPD should adopt the target of between 20% to 30% of community-generated calls for service being handled by non-sworn personnel, online reporting, etc., and increase the utilization of the non-sworn Community Service Officers to respond in the field.
Specialized field services such as dedicated traffic enforcement, street crime enforcement, narcotics and vice operations are provided.		There is currently no allocation of staffing resources dedicated for proactive duties in traffic or other targeted enforcement. The DMPD should re-allocate / deploy resources for targeted proactive enforcement.
The Department has dedicated crime analysis personnel to provide quantitative and qualitative analytical support.	The DMPD has assigned at least one Community Service Officer to engage in limited crime analysis activities, including development of crime bulletins, etc.	The DMPD should continue developing their crime analysis program to ensure field resources and investigators have the data necessary to engage in targeted enforcement.

CITY OF DES MOINES, WA – POLICE DEPARTMENT
Diagnostic Assessment

Performance Target	Strengths	Potential Improvements
The deployment of personnel is regularly evaluated, and is based on the calls for service per day, per hour and area of the City.	The DMPD is experiencing approximately between 1 – 2 community-generated calls for service per hour, and given the deployment of personnel, the workload is well-balanced between the shifts, with each shift officer handling an average of 0.42 – 0.44 calls per hour (or up to 1 call for service every other hour per officer).	There is not a formal / regular analysis of calls for service distribution (per hour, per day) to measure workload balance and distribution of personnel, including by district. The DMPD managers and supervisors should implement a formal process which examines calls for service distribution (monthly or quarterly) in order to ensure resources are deployed and utilized properly.
Are average response time targets (from dispatch to arrival) to calls for service being met? - High Priority: 3 - 5 minutes - Medium Priority: 5 – 15 min. - Low Priority: 15 - 30 minutes	The overall average response times to all calls for service is approximately 00:10:38 minutes, and are generally within best practice ranges for medium and low priority calls for service.	Overall response times for Priority E calls are longer than best practices, however, the project team needs to examine the raw data to further determine.
Patrol officers are engaged in at least one self-initiated activity per hour (e.g., traffic stops, field interrogations, community policing activities, etc.).		During CY 2010, the patrol officers initiated approximately 3,095 activities relating to traffic stops, suspicious activity stops, and welfare checks. This equates to 8 – 9 activities per 24-hour period for the DMPD, or 0.35 self-initiated activities per hour (or 1 activity every 2 – 3 hours). With approximately 3 – 4 patrol officers deployed in the street (excluding the sergeant), the DMPD is not meeting this performance target. The DMPD management should implement a performance standard which targets at least one officer-initiated activity per shift hour.

Performance Target	Strengths	Potential Improvements																																																		
OPERATIONS																																																				
Proactive patrol time is between 40% and 50% after subtracting time handling calls for service and administrative tasks.		Based on the number of community generated calls for service, associated workload, and officer availability, the DMPD patrol officers are experiencing an overall daily proactive time of nearly 60%, estimated per hour as follows: <table><tr><th>Hour</th><th>% Total Proactive Time</th></tr><tr><td>0000</td><td>58.3%</td></tr><tr><td>0100</td><td>68.4%</td></tr><tr><td>0200</td><td>72.7%</td></tr><tr><td>0300</td><td>78.1%</td></tr><tr><td>0400</td><td>84.8%</td></tr><tr><td>0500</td><td>90.4%</td></tr><tr><td>0600</td><td>84.4%</td></tr><tr><td>0700</td><td>77.5%</td></tr><tr><td>0800</td><td>72.5%</td></tr><tr><td>0900</td><td>65.5%</td></tr><tr><td>1000</td><td>55.6%</td></tr><tr><td>1100</td><td>54.6%</td></tr><tr><td>1200</td><td>50.3%</td></tr><tr><td>1300</td><td>50.2%</td></tr><tr><td>1400</td><td>42.3%</td></tr><tr><td>1500</td><td>43.9%</td></tr><tr><td>1600</td><td>41.4%</td></tr><tr><td>1700</td><td>52.5%</td></tr><tr><td>1800</td><td>37.0%</td></tr><tr><td>1900</td><td>37.8%</td></tr><tr><td>2000</td><td>45.9%</td></tr><tr><td>2100</td><td>44.2%</td></tr><tr><td>2200</td><td>41.4%</td></tr><tr><td>2300</td><td>54.0%</td></tr></table>	Hour	% Total Proactive Time	0000	58.3%	0100	68.4%	0200	72.7%	0300	78.1%	0400	84.8%	0500	90.4%	0600	84.4%	0700	77.5%	0800	72.5%	0900	65.5%	1000	55.6%	1100	54.6%	1200	50.3%	1300	50.2%	1400	42.3%	1500	43.9%	1600	41.4%	1700	52.5%	1800	37.0%	1900	37.8%	2000	45.9%	2100	44.2%	2200	41.4%	2300	54.0%
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Diagnostic Assessment of the Des Moines Police Department

In this phase of the study, the primary operations, staffing and management of the Des Moines Police Department are compared with measures of effective organizations from throughout the country. The measures utilized have been derived from the project team's collective experience and represent the following ways to identify divisional strengths as well as improvement opportunities:

- Statements of "effective practices" based on the study team's experience in evaluating operations in other municipalities or "standards" of the profession from other organizations.
- Other statements of "effective practices" based upon consensus standards or performance goals derived from national or international professional service organizations.
- Identification of whether and how the department meets the performance targets.

The purpose of this draft assessment is to develop an initial overall assessment of departmental operations and identify primary opportunities for improvement. The project team will further analyze these and other issues in the draft report:

Diagnostic Assessment of the Police Department

CITY OF DES MOINES, WASHINGTON

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April 4, 2011

Descriptive Profile of the Police Department
CITY OF DES MOINES, WASHINGTON

DRAFT

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February 23, 2011

DRAFT DESCRIPTIVE PROFILE OF THE POLICE DEPARTMENT

City of Des Moines, Washington

In January 2011, the Matrix Consulting Group initiated the Organizational Review and Performance Audit of the Des Moines Police Department. The overall purpose of the study is to assess police services and provide information and recommendations to support City budget decisions, organizational requirements, and potential operational and budgetary efficiencies. This initial summary profile includes information on the organizational structure and staffing levels, key roles and responsibilities of personnel, budget, and general workload and service levels, and will be used as the baseline for conducting further analysis.

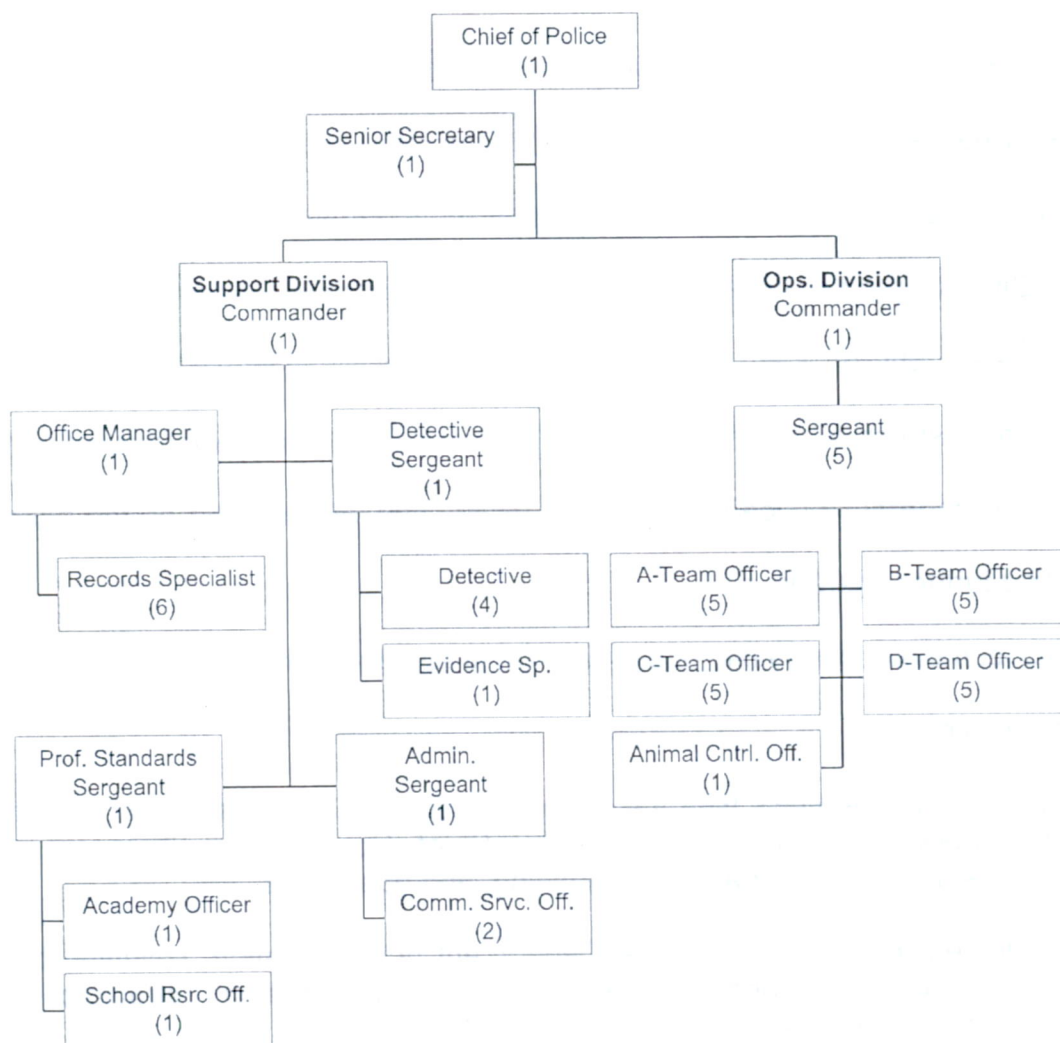
To complete the initial phase of the study, the project team conducted the following activities:

- Conducted interviews with the Police Department command staff and other key managers / supervisors, including the Chief, Commanders, Sergeants, etc., to understand overall organization, staffing, and operations.
- Collected and reviewed Police Department documentation, including budgetary and financial reports, human resources information, strategic planning documents, workload and statistical reports, etc.
- Collected and reviewed extensive calls for service data obtained from the Valley Communications Center to understand workload demands, including both community generated and officer-initiated activities.

To further understand the context of the Police Department organization and operation, the project team conducted interviews with City management staff, elected officials, and other non public-safety personnel.

1. THE POLICE DEPARTMENT IS AUTHORIZED WITH 49 POSITIONS WHO ARE RESPONSIBLE FOR ACTIVITIES WITHIN THE SUPPORT DIVISION AND OPERATIONS DIVISION.

The following illustrates the organizational structure of the Des Moines Police Department, including authorized staffing numbers for FY 2010 / 2011:



As shown above, the Police Department is authorized with 49 positions, with 27 of the positions allocated to the Operations Division, 20 positions allocated to the Support Services Division, as well as the Chief of Police and Senior Secretary. The following table summarizes the key roles and responsibilities of these positions, as well as notes the vacant positions:

DES MOINES, WASHINGTON
Draft Summary Profile of the Police Department

Position	Authorized #	Key Roles and Responsibilities
Chief of Police	1 (Vacant)	• Providing the overall management and leadership of the Police Department, including serving as the liaison between the Department and the City Manager and Council. • Developing and implementing policies and procedures • Carrying out various administrative duties related to personnel, budget development and expenditures, strategic planning, etc. • Position is filled in the interim by a Commander.
Senior Secretary	1	• Providing administrative support to the Chief of Police and Commander positions, including routing phone calls, scheduling meetings, developing correspondence, etc. • Taking meeting minutes at supervisory meetings and at any boards or commissions the Department command staff are part of. • Handling various business activities, including purchasing and monitoring office supplies and processing invoices • Assisting department-wide activities with data entry, records processing, responding to public requests and complaints, and regular statistical reporting.
Support Division		
Commander	1	• Managing the day to day activities and staff resources assigned to the Support Division, including investigations, professional standards, administration, and records. • Handling any administrative issues and projects related to equipment and facilities. • Developing the budget and monitoring expenditures • Providing overall Departmental management in the absence of the Chief of Police, including the management of the Operations Division when necessary.
Sergeant	3	• 1 of the positions is assigned to Detective supervision, responsible for the following: - Reviewing case reports and assigning to detectives - Conducting background investigations - Handling cases as the primary, as well as providing back-up to detectives when necessary - Serving as a liaison to other departments and law enforcement agencies.

DES MOINES, WASHINGTON
Draft Summary Profile of the Police Department

Position	Authorized #	Key Roles and Responsibilities
		1 of the positions is assigned as the Administrative Sergeant, responsible for the following: - Managing and monitoring departmental training - Facilitating emergency management programs - Developing departmental policies and procedures - Administrator for the online reporting system - Serving as the liaison to Valley Communications Center and Highland Community College. 1 of the positions is assigned to Professional Standards, responsible for the following: - Documenting allegations of misconduct - Reviewing complaint information - Conducting use of force investigations - Monitoring sensitive data (e.g., racial profiling) - Conducting quarterly audits of the evidence room
Police Officer	6	4 of the positions are assigned to the Detectives unit, and are generally allocated as follows: 1 of the positions is focused on financial crimes (identify theft, forgery, fraud, etc.), and also handles adult protective referrals. 1 of the positions is focused on domestic violence, felony assaults, felony order violations, as well as other general crimes. 1 of the positions is focused on major crimes (felony assaults, adult rapes, robberies, kidnappings, homicides, etc.) 1 of the positions is focused on child crimes (any felony case involving a child), handling CPS referrals, etc. 1 of the positions serves as the Academy TAC Officer and is dedicated to teaching courses at the statewide training academy 1 of the positions serves as the School Resource Officer within the Highline School District, including for 1 high-school, 1 middle school, a private school, a non-traditional high-school, and several elementary schools.
Community Service Officer	2	1 of the positions handles and facilitates various community-related activities, including for prevention programs (neighborhood watch and business groups), and also carries out crime analysis activities such as creating crime bulletins, reviewing case report data, etc. 1 of the positions serves as the alarm program administrator, volunteer coordinator, assists with emergency management plans, and other community-related activities.

DES MOINES, WASHINGTON
Draft Summary Profile of the Police Department

Position	Authorized #	Key Roles and Responsibilities
Evidence Specialist	1	Managing the intake process for evidence, as well as evidence dispositions, including picking up and deliveries to and from the crime lab, picking up rape kits at hospitals, etc.
Office Manager	1	- Manages the resources and activities related to any records processing in the Police Department. - Responds to public records requests and subpoenas. - Facilitates and develops various types of reports related to seizure and forfeiture, Department of Justice, etc. - Serves as an administrator for access to various law enforcement and crime information databases.
Records Specialist	6	- Staffing the front counter and answering the Department business lines, routing phone calls, taking messages, etc. - Transcribing any digital statement recordings made by the officers from witness, suspect, and victims interviews. - Making entries into NCIC and WASIC (warrants, orders, stolen cars, missing people, stolen property, etc.). - Positions may focus on various areas and administrative processes, including inputting alarm permit application information into RMS, NCIC validations, fingerprint processing between the State and FBI, records retention, UCR data entry, etc.
Operations Division		
Commander	1	- Managing the day to day activities and staff resources assigned to the Operations Division, including field patrol activities and animal control. - Developing the budget and monitoring expenditures - Providing overall Departmental management in the absence of the Chief of Police, including the management of the Support Services Division when necessary.
Sergeant	5	- Managing the activities of the respective assigned patrol shift, including scheduling, deployment, etc. - Reviewing and approving reports written by patrol officers during their respective shift. - Monitoring calls for service and officer-initiated activities to manage workload and performance, including serving as back-up to calls for service when necessary. - Ancillary duties including strategic planning, training coordination, development and implementation of policies and procedures, running statistical reports, etc.

Position	Authorized #	Key Roles and Responsibilities
Police Officer	20 (3 – Vacant)	• Providing direct field response to community-generated emergency and non-emergency calls for service. • Engaging in proactive duties such as area checks, field interrogations, traffic stops, etc. • Officers work 12-hour schedule and are allocated as follows: - A – Team: 5 positions (1 vacant) - B – Team: 5 positions (1 vacant) - C – Team: 5 positions - D – Team: 5 positions (1 vacant) • The teams rotate between Days and Nights and include two 3-month rotations and three 2-month rotations.
Animal Control Officer	1	• Responds to animal-related calls for service, including vicious dogs, dog bits, etc. • Conducting welfare checks and provided education to the pet owners on pet care and safety. • Conducting investigations regarding the declaration of dangerous dogs. • Working with area shelter and veterinarian service providers on animal issues. • Conducting proactive duties such as dog bite education and prevention presentations to the community and to schools.
Total Staffing	49 (4 – Vacant)	

2. THE POLICE DEPARTMENT IS SUPPORTED WITH A 2011 ADOPTED BUDGET OF \$6.4 MILLION.

To support the organization, operations, and activities of the Police Department, the City has adopted a \$6.4 Million budget allocated among the following:

- Administrative Division
- Civil Service
- Detective Division
- Patrol Division
- Grants
- Animal Control

The following table identifies the specific allocation among these separate functions and cost items:

Cost Item	Division						Total	% of Total
	Admin.	Civil Service	Detective	Patrol	Animal Control	Grants		
Salaries and Wages	\$866,467	\$10,197	\$563,024	\$1,795,709	\$70,898	\$193,986	\$3,500,281	54.6%
Personnel Benefits	\$378,729	\$1,611	\$211,576	\$677,267	\$22,158	\$73,012	\$1,364,353	21.3%
Operating Supplies	\$32,909	\$2,000	\$15,789	\$120,807	\$4,580	NA	\$176,085	2.7%
Professional Services	\$735,114	\$500	\$24,545	\$84,140	\$13,804	NA	\$858,103	13.4%
Computer Maintenance	\$120,821	NA	\$58,485	\$323,104	\$9,713	NA	\$512,123	8.0%
Capital / Other	NA	\$222	NA	NA	NA	NA	\$222	0.0%
Total	\$2,134,040	\$14,530	\$873,419	\$3,001,027	\$121,153	\$266,998	\$6,411,167	100.0%
% of Total	33.3%	0.2%	13.6%	46.8%	1.9%	4.2%	100.0%	

As this shows, nearly 55% of the budget is allocated for personnel salaries and wages, followed by 21% for personnel benefits, and 13% for professional services (which includes the dispatching contract). Among the Divisions, Patrol is allocated nearly 47% of the total budget, followed by Administration and the Detectives.

3. THE POLICE DEPARTMENT RESPONDED TO OVER 11,600 CALLS FOR SERVICE AND INITIATED OVER 5,600 ACTIVITIES.

The project team identified the number of incidents and calls for service from a review of raw dispatch data (for the calendar year 2010).

(1) Community-Generated Calls for Service

The following table illustrates the community-generated incidents or calls for service workload by time of day and day of week. This was primarily determined by identifying the incidents with valid dispatch times and dates, as well as valid unit response / arrival times and dates (that did not equal each other).

DES MOINES, WASHINGTON
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Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Avg. / Day
0000	104	51	68	58	57	62	86	486	1.3
0100	86	52	43	39	45	49	55	369	1.0
0200	66	38	33	29	37	46	69	318	0.9
0300	68	27	24	21	34	23	59	256	0.7
0400	35	22	25	15	22	16	42	177	0.5
0500	24	10	19	10	8	20	21	112	0.3
0600	27	33	22	25	26	25	24	182	0.5
0700	29	32	39	44	38	46	35	263	0.7
0800	28	53	48	47	52	50	43	321	0.9
0900	40	68	66	56	57	58	58	403	1.1
1000	51	83	69	75	93	55	92	518	1.4
1100	73	72	77	77	71	68	92	530	1.5
1200	72	79	78	96	94	80	81	580	1.6
1300	70	93	90	79	78	87	84	581	1.6
1400	79	110	114	90	89	102	89	673	1.8
1500	86	118	105	88	91	86	80	654	1.8
1600	80	107	116	100	99	89	93	684	1.9
1700	68	90	85	69	79	79	84	554	1.5
1800	83	119	106	92	110	107	118	735	2.0
1900	98	115	90	102	93	117	111	726	2.0
2000	89	85	95	86	82	86	108	631	1.7
2100	99	77	99	94	83	95	104	651	1.8
2200	81	83	98	92	84	118	128	684	1.9
2300	60	65	75	58	71	104	104	537	1.5
Total	1,596	1,682	1,684	1,542	1,593	1,668	1,860	11,625	31.8

The following points highlight the activity levels above, with the shaded colors highlighting the 12-hour patrol shift times:

- The Police Department generally experiences the highest levels of community-generated calls for service between the hours of 1400 and 2300, with nearly 2 calls for service each hour, on average.
- The Police Department generally experiences the lowest levels of community-generated calls for service between the hours of 0200 and 0900, with less than 1 call for service each hour, on average.
- The AM patrol shift experiences an average of 1.4 calls for service per hour, versus the PM patrol shift experiencing an average of 1.3 calls for service

In total, the Department experiences nearly 32 calls for service per day, or between 1 – 2 community-generated calls for service per hour. The following table identifies the final call type and priority for these calls:

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Draft Summary Profile of the Police Department

Type	Priority					Total
	E	1	2	3	4	
HANGUP			1,006			1,006
SUSSUB				609		609
WELCHK				561		561
DOMV				420		420
THEFT2					385	385
ANIMAL					303	303
ALMRES				293		293
UNWANT				291		291
SUSVEH				270		270
FUP					253	253
DISPUT				250		250
CIVIL				244		244
DOMP			222			222
TRFC					220	220
JUVPRB				210		210
SUS2					201	201
AUTO2					198	198
MUSIC				197		197
SHOP			185			185
SUSCIR			185			185
BURGR2					165	165
DUI				157		157
PARTY				153		153
NOISE				149		149
DRUG				146		146
ACC				135		135
MAL2					132	132
JUVRUN					131	131
PARKG					128	128
FITE			110			110
OSA2					110	110
ALMCOM				102		102
FIREAS			102			102
FIREWK					98	98
AUTOR2					90	90
HBD				86		86
ILLDIS			78	1		79
TSTOP			79			79
PROP					75	75
SUICID			73			73
WARMIS				72		72
HANG1				71		71
BLKDIS				67		67
FRAUD2					63	63
MISPER					63	63

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Type	Priority					Total
	E	1	2	3	4	
SSTOP				63		63
SUSNOI				61		61
HARAS2					60	60
CHILD			53	4		57
THEFT			57			57
MAL				54		54
PAPER					54	54
SOLIC					54	54
ACCHR2					52	52
ACCINP			52			52
THRT2					52	52
DOM2					51	51
ACCBLK				50		50
ACCUNK			50			50
PANRES			50			50
THEFT1				48		48
SUSV			47			47
CITAST					46	46
ACCHR				45		45
ASLT			44			44
ORDER			44			44
ASLT2					42	42
UNSEC				42		42
ORDER2					41	41
ACCHR1				39		39
BURGC2					37	37
DISORD			37			37
DOMP1				33		33
THRT				33		33
PROSTI				31		31
DOA				30		30
TRESP				30		30
RDHAZ				29		29
WARFEL			29			29
DRUG2					28	28
PATROL					28	28
FRAUD			27			27
LEWD			27			27
BURGR			26			26
HARAS				26		26
MAL1				26		26
ODP			26			26
CPRP	14	11				25
THRT1				25		25
OSA			24			24

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Type	Priority					Total
	E	1	2	3	4	
ADMIN					21	21
HARAS1				21		21
OTHER4					21	21
ASLT1				20		20
DRUG1				20		20
BURGR1				19		19
DOMV1				19		19
ILDUMP					19	19
DISPU1				18		18
ACCDUI				17		17
THRTWP		17				17
ALMHUP		16				16
ROB1			16			16
ALMUNK				15		15
ROBSA			15			15
SEX2					15	15
SIGMAL				15		15
ABAND					14	14
CHDAB2					14	14
ROB2				14		14
SHOP1				14		14
WARPU				13		13
DOMWP		12				12
ORDER1				11		11
ACC2					10	10
RAPE2				10		10
SUICWP		10				10
DISPU2					9	9
SHOP2					9	9
CLRL0T					8	8
FRAUD1				8		8
ALMVEH				7		7
AUTO1				7		7
CITHAZ				7		7
CPSREF					7	7
ROBARM		7				7
AUTOR			6			6
AUTOR1				6		6
BANK	6					6
CHILD2				6		6
FITEWP		6				6
LEWD2					6	6
MSGDEL					6	6
ODMDP		6				6
THRTW1			6			6

DES MOINES, WASHINGTON
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Type	Priority					Total
	E	1	2	3	4	
ACCMDB		5				5
AUTO			5			5
BURGC			5			5
FLAGED			5			5
LEWD1				5		5
LIQV				5		5
SOLIC2					5	5
BURGC1				4		4
SOLIC1					4	4
TPURS			4			4
ALMFUP					3	3
BLKVEH				3		3
CARJAC	3					3
DOMWP1			3			3
STABMP		3				3
STABP		3				3
CODE2		2				2
FIRE			2			2
FIRE1				2		2
FIRE2					2	2
OTHER3				2		2
SEX			2			2
SEX1				2		2
SHOOTG	2					2
TRESP1				2		2
WALK				2		2
21					1	1
ABDUC1			1			1
ABDUC2				1		1
ACCWAP		1				1
ALMBAN		1				1
ASLTW1			1			1
ASLTWP		1				1
BOMB		1				1
CARJA2				1		1
CASENO					1	1
CHDAB			1			1
CODE1			1			1
DEMO			1			1
HZSUB			1			1
K9				1		1
LIQV2					1	1
MCI1P	1					1
PANCOM			1			1
SPURS			1			1

DES MOINES, WASHINGTON
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Type	Priority					Total
	E	1	2	3	4	
TRANS					1	1
Total	26	102	2,710	5,450	3,337	11,625
% of Calls	0.2%	0.9%	23.3%	46.9%	28.7%	100%

In total, there were 181 separate call types utilized, with the top 5 call types accounting for 25% of the total call volume and included hang-ups, suspicious subjects, welfare checks, domestic violence, and theft calls for service. As shown above, Emergency and Priority 1 calls for service accounted for just over 1% of total call volume, Priority 2 accounting for over 23%, Priority 3 accounting for nearly 47%, and Priority 4 calls nearly 29% of call volume.

(2) Self-Initiated Activities / Calls for Service

Utilizing the raw data, the project team identified the self-initiated activities, which was primarily determined when the dispatch time and the on-scene time equaled to zero (i.e., a traffic stop or being flagged down by a citizen). The following table illustrates the self-initiated incidents workload by time of day and day of week.

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Avg. / Day
0000	26	34	25	25	32	29	20	191	0.5
0100	17	31	30	28	22	29	21	178	0.5
0200	17	16	15	17	16	25	26	132	0.4
0300	11	22	19	16	16	20	17	121	0.3
0400	7	17	7	10	9	18	14	82	0.2
0500	4	8	8	9	13	6	5	53	0.1
0600	9	7	4	16	7	11	5	59	0.2
0700	24	34	35	35	21	10	15	174	0.5
0800	48	69	46	42	32	20	15	272	0.7
0900	63	36	49	43	43	28	24	286	0.8
1000	45	59	44	59	51	45	29	332	0.9
1100	48	43	39	44	40	34	36	284	0.8
1200	29	34	37	46	43	21	27	237	0.6
1300	30	55	57	50	51	42	38	323	0.9
1400	50	61	50	59	47	39	40	346	0.9
1500	51	46	69	45	57	38	38	344	0.9

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Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Avg. / Day
1600	39	35	55	56	52	47	30	314	0.9
1700	28	34	51	47	54	37	14	265	0.7
1800	17	14	28	31	22	30	30	172	0.5
1900	41	32	49	41	43	41	41	288	0.8
2000	37	45	54	40	53	39	45	313	0.9
2100	31	41	55	43	47	39	57	313	0.9
2200	39	35	39	32	46	61	27	279	0.8
2300	42	32	35	26	50	31	38	254	0.7
Total	753	840	900	860	867	740	652	5,612	15.4

The following points highlight the activity levels above, with the shaded colors highlighting the 12-hour patrol shift times:

- The Police Department generally experiences the highest levels of self-initiated activities between the hours of 0800 and midnight, with nearly 1 self-initiated activity per hour.
- The Police Department generally experiences the lowest levels of self-initiated activities between the hours of midnight and 0800, with less than 0.5 self-initiated activities per hour (or 1 every other day for that hour).
- The AM patrol shift experiences an average of 0.7 self-initiated activities per hour, versus the PM patrol shift experiencing an average of 0.5 per hour.

In total, the Department experiences over 15 self-initiated activities per day, or less than 1 per hour. The following table identifies the final call type and priority for these incidents:

Type	Priority					Total
	E	1	2	3	4	
TSTOP			2,048			2,048
HANGUP			253			253
SSTOP				218		218
ANIMAL					216	216
TRANS					153	153
SUSV			132			132
FUP					131	131
WELCHK				130		130
THEFT2					104	104
SUSSUB				102		102
PAPER					93	93

DES MOINES, WASHINGTON
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Type	Priority					Total
	E	1	2	3	4	
WARMIS				78		78
TRFC					62	62
BLKVEH				59		59
ADMIN					58	58
PROP					55	55
AUTOR2					52	52
FIREAS			52			52
PARKG					51	51
ABAND					48	48
DOMP			47			47
DUI				45		45
SUSCIR			42			42
CIVIL				41		41
DOMV				38		38
ACC				37		37
UNWANT				35		35
DRUG				34		34
OSA2					33	33
WARFEL			32			32
OSA			31			31
SHOP			31			31
PROSTI				30		30
JUVRUN					29	29
DISPUT				28		28
FITE			28			28
SUS2					28	28
SUSVEH				25		25
FRAUD2					23	23
FLAGED			22			22
JUVPRB				22		22
MAL2					21	21
CITAST					20	20
DOM2					20	20
AUTO2					19	19
HARAS2					18	18
THRT2					18	18
UNSEC				18		18
ASLT2					17	17
BURGR2					17	17
SEX2					17	17
ACCHR				16		16
ALMRES				16		16
HBD				16		16
TRESP				16		16
ORDER2					15	15

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Type	Priority					Total
	E	1	2	3	4	
ALMCOM				14		14
DISORD			14			14
ILLDIS			14			14
INFO				14		14
ORDER			14			14
MAL				13		13
MISPER					13	13
ACCINP			12			12
ACCUNK			12			12
BLKDIS				12		12
CHILD			8	4		12
OTHER4					12	12
ACCBLK				11		11
DRUG2					11	11
PATROL					11	11
RDHAZ				11		11
CPSREF					10	10
NOISE				10		10
SUICID			10			10
THEFT			10			10
DOA				9		9
FIREWK					9	9
SUSNOI				9		9
THEFT1				9		9
THRT				9		9
AUTOR1				8		8
HANG1				8		8
SOLIC					8	8
THRT1				8		8
ALMUNK				7		7
ASLT			7			7
AUTOR			7			7
CPRP	6	1				7
FRAUD			7			7
LEWD			7			7
LIQV				7		7
MUSIC				7		7
RAPE2				7		7
ROBSA			7			7
THRTWP		7				7
ACCHR2					6	6
BURGR			6			6
DOMWP		6				6
MAL1				6		6
PARTY				6		6

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Type	Priority					Total
	E	1	2	3	4	
SIGMAL				6		6
SPCDTL					6	6
ACCHR1				5		5
DOMP1				5		5
DOMV1				5		5
HARAS				5		5
TPURS			5			5
ACCDUI				4		4
BANK	4					4
BURGR1				4		4
CHDAB2					4	4
ILDUMP					4	4
MSGDEL					4	4
OTHER3				4		4
DRUG1				3		3
FITEWP		3				3
HARAS1				3		3
ODP			3			3
ROB1			3			3
ROBARM		3				3
SHOOTG	3					3
STABP		3				3
WARSEA			3			3
ACCM DP		2				2
ALMHUP		2				2
ASLT1				2		2
BURGC			2			2
BURGC2					2	2
CHILD2				2		2
DISPU2					2	2
MARINE					2	2
MINOR				2		2
ORDER1				2		2
SHOP1				2		2
SUICWP		2				2
WARPU				2		2
ABDUC1			1			1
ACC2					1	1
ALMBAN		1				1
ALMFUP					1	1
ALMVEH				1		1
AUTO			1			1
BOLO				1		1
BOMB		1				1
CARJAC	1					1

Type	Priority					Total
	E	1	2	3	4	
CASENO					1	1
CITHAZ				1		1
CLRLOT					1	1
CODE2		1				1
DISPU1				1		1
DOMWP1			1			1
FIRE2					1	1
FRAUD1				1		1
HZSUB			1			1
K9				1		1
LEWD2					1	1
MCI1P	1					1
OTHER2			1			1
ROB2				1		1
SEX			1			1
SHOP2					1	1
SPURS			1			1
SURVEI				1		1
THRTW1			1			1
TRESP2					1	1
WALK				1		1
Total	15	32	2,877	1,258	1,430	5,612
% of Total	0.3%	0.6%	51.3%	22.4%	25.5%	100.0%

As shown above, traffic stops were the highest type of self-initiated activity, followed by other types of activities related to suspicious persons or vehicles, animal calls, and welfare checks.

(3) Total Activity by Beat or Reporting Area

The following table summarizes the total community-generated calls for service and self-initiated activity per beat area:

CAD Block	Beat Area	Community-Generated CFS	Self-Initiated Activity	Total
DP0052	2	932	754	1,686
DP0041	2	988	430	1,418
DP0044	1	568	524	1,092
DP0055	1	671	410	1,081
DP0042	2	527	331	858
DP0093	5	611	163	774
DP0053	2	410	268	678

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CAD Block	Beat Area	Community-Generated CFS	Self-Initiated Activity	Total
DP0063	4	467	169	636
DP0073	4	410	158	568
DP0083	5	436	126	562
DP0062	4	387	171	558
DP0205	6	321	191	512
DP0025	1	382	119	501
DP0072	4	341	87	428
DP0074	3	330	89	419
DP0051	2	286	125	411
DP0015	1	295	87	382
DP0095	5	182	191	373
DP0084	5	229	124	353
DP0032	1	231	81	312
DP0035	1	242	44	286
DP0054	1	160	112	272
DP0064	3	179	91	270
DP0034	1	202	65	267
DP0043	2	128	129	257
DP0045	1	152	76	228
DP0203	Marina	107	37	144
DP4001		112	27	139
DP0085	5	60	75	135
DP0094	5	83	16	99
DP2001		92	1	93
DP2014		80	8	88
DP2022		68	18	86
DP3002		74	12	86
DP2011		83	2	85
DP0105	6	59	23	82
DP0065	3	60	21	81
DP3003		68	12	80
DP2020		57	14	71
DP2012		52	2	54
DP2025		37	15	52
DP2021		19	31	50
DP2013		24	22	46
DP3010		34	9	43
DP2015		36	2	38
DP2010		20	17	37
DP3005		36	1	37
DP2009		31	3	34
DP0202	College	25	6	31
DP1002		13	18	31
DP2024		13	18	31
DP2026		31		31
DP4003		19	10	29
DP2019		3	19	22
DP0075	3	16	3	19
DP2006		17	1	18

CAD Block	Beat Area	Community-Generated CFS	Self-Initiated Activity	Total
DP2017		16	2	18
DP3009		13	4	17
DP3011		15	2	17
DP2002		7	9	16
DP2008		10	6	16
DP0033	1	12	3	15
DP2023		14	1	15
DP0204		8	5	13
DP3004		1	12	13
DP3008		13		13
DP1003		7	3	10
DP2007		5	4	9
DP3007		4	1	5
DP1001		1	2	3
DP3001		3		3
Total		11,625	5,612	17,237

As this shows, the highest level of activity originate from DP0052 and DP0041, both of which are in Beat 2 in neighborhoods in the eastern portion of the City of Des Moines along Highway 99. Based on this information, the following summarizes the total activities by beat area:

Beat	Total	% of Total
1	4,436	25.7%
2	5,308	30.8%
3	789	4.6%
4	2,190	12.7%
5	2,296	13.3%
6	594	3.4%
College	31	0.2%
Marina	144	0.8%
Other	1,449	8.4%
Total	17,237	100.0%

Additionally, the project team will work with the Police Department to determine the "other" beat location of the remaining CAD Blocks.

4. OTHER KEY WORKLOAD AND STAFFING INFORMATION

The table below summarizes other key workload and staffing information for the Des Moines Police Department during 2010:

DES MOINES, WASHINGTON
Draft Summary Profile of the Police Department

Organizational / Operational Area	Summary	Workload Indicator
Accident Reports	Data from the RMS was downloaded for the number of total accident reports generated and completed.	A total of 241 accident reports were completed by 31 separate investigating officers, which ranged from 1 report per officer up to 22 per officer.
Arrests / Bookings	Data was pulled for the number of regular arrests and warrant arrests.	• Booked: 246 • Cited: 356 • Interviewed / Released: 31 • Charge Sheet Submitted: 71 Total: 704 • DMPD Warrant: 97 • OSA – Misd: 81 • OSA – Felony: 33 • OSA – Traffic: 1 Total: 212
Field Interviews	Data from the RMS was downloaded for the number of field interview reports generated.	A total of 597 field interviews were completed by 33 separate officers, ranging from 1 per officers up to 94 per officer.
Investigations	Data from the case management system was downloaded identifying cases assigned, current open cases, cases yet to be assigned, cleared, etc.	• Cases Assigned: 375 • Current Open Cases: 32 • To be Assigned: 29
On-Line Reports	Data from the CopLogic Online Reporting System was obtained showing the number and types of reports being submitted, including for theft, vandalism, crime tips, hit and run, lost property, etc.	A total of 812 reports were submitted, with 726 being accepted (averaging nearly 2 online reports per day).
Personnel Availability	Timesheet data was examined to identify average personnel availability, including regular hours charged and leave times.	On average, officers assigned to patrol are working 1,693 regular hours, staff assigned to administration are working 1,662 regular hours, and staff assigned to detectives are working 1,699 regular hours. On average, personnel are utilizing between 400 – 500 hours for leave (including sick, vacation, bereavement, etc.)

Organizational / Operational Area	Summary	Workload Indicator
Traffic Citations	Data from the RMS was downloaded for the number of traffic citations issued.	A total of 3,068 citations were issued encompassing 3,866 violations. Citations were issued by 38 separate officers, ranging from 1 per officers, up to 659 per officer.
Training	Training summaries were reviewed per sergeants and officers.	On average, officers are experiencing between 44 to 45 hours of training annually.

5. ANNUAL SALARY AND BENEFITS INFORMATION

To understand the basic compensation structure, the following table provides the annual salary information (for 2011 and includes a 2% cost-of-living increase) for the non-represented and represented classifications:

Classification	Annual Salary	
	Bottom Step	Top Step
Non-Rep		
Police Chief	\$106,759	\$132,348
Commander	\$91,258	\$113,148
Office Manager	\$50,672	\$62,808
Senior Secretary	\$40,047	\$49,656
Evidence Specialist	\$40,047	\$49,656
Records Specialist	\$38,507	\$47,736
Guild		
Master Sergeant	\$89,004	\$100,092
Sergeant	\$85,584	\$94,356
Master PO III	\$75,348	\$87,228
Master PO II	\$72,456	\$85,560
Master PO I	\$73,152	\$82,260
Police Officer II	\$65,016	\$71,676
Master ACO II	\$60,108	\$66,264
Master ACO I	NA	\$64,980
Police Officer I	\$52,416	\$63,708
Master CSO II	\$48,468	\$58,920
Master CSO I	\$51,384	\$57,780
Animal Control Officer	\$44,820	\$54,480

In addition, the project team reviewed the detailed benefits information for each of the existing positions of the Des Moines Police Department to determine the overall benefit rate, summarized below:

	Total Annual Salary GF Budget	Total City Benefits GF Budget	Benefits %
Non-Represented	\$701,336	\$256,544	37%
Represented	\$2,774,945	\$976,519	35%

As shown above, the benefits for non-represented employees represent 37% of total salary, while the benefits for represented employees represent 35% of total general fund salary. These benefits include such items as holiday pay, group health plans, vision, dental, pension, disability insurance, unemployment, and social security and Medicare costs.



City Of Kenmore, Washington

Memorandum

Date: March 31, 2011
To: Richard Brady, Matrix Consulting
CC: Police Contract Services Technical Advisory Committee
From: Fred Stouder, City Manager
RE: Meeting tomorrow, Friday, April 1st at 1:15/1:30 p.m. Kenmore City Hall, Conference Room #3

I had mentioned to the Committee that a 1:15 meeting would be fine for us, as well as with you...1:15 to 1:30 for beginning. I also told the committee we would have fruit and snacks. I am changing that to Sub sandwiches and salads, etc. I don't want anyone to be malnourished because getting here precluded lunch. The food will be here by 1:15. If someone has a particular preference of a salad or sandwich, please send to Teresa/Janice.

Thank you for your report. It was distributed to the members of the Technical Advisory Committee. Members of the committee conducted a conference call earlier this morning to do an initial review of your Profile Report, and to begin to provide questions or thoughts to be discussed tomorrow if you are ready.

Below is a list of thoughts or questions we would like to discuss or have addressed at some point. I assume other questions will evolve during the discussion tomorrow, and that your initial informal analysis and your discussion will provide other insights:

1. The direct services costs suggest quite a bit of activity. What is this "activity" and how is it recorded? For example, how many cases that are Kenmore cases get assigned to detectives and how are the costs and time tracked for those cases and detectives assigned to them? The costs seem high.
2. When one notes the Part 1 and Part 2 crime reports, it isn't clear how that nature of crime impacts the workload. How does the criminal activity translate into workload and costs? What are subcategories or impacts from criminal activity, such as obtaining and maintain evidence, and how are those costs tracked and assigned?
3. There seems to be direct services costs and overhead cost of various percentages that are charged and it is not clear what they are for? What is and what goes into the 23% figure and is that all of the "overhead" costs? What is the direct service provision?
4. What is the nature of "crime analysis" that is routinely done by the Sheriff's office? Do you have or can we receive examples of detailed criminal analysis reports? What level of analysis is

completed for each contract and each City? Is the County taking advantage of the technology; available for data analysis and prediction/forecasting? It appears we are paying a 10% fee, and what is that buying? Should we be paying for it?

5. How many past years or what years will you look at to analyze the nature of criminal activity in Kenmore? Is one year of data sufficient?
6. What are the trends in criminal activity overall and in the "spikes" and "dips"?
7. Do certain types of crime create or demand more services and therefore more costs to address? Do certain types of crime occur in specific environments? Do geography and demographics of the community predict or indicate what the nature of the criminal activity could be?
8. What is included in the \$175,000 cost for an officer? Is it salary and benefits, overhead?
9. Based on what we know about Kenmore, what should be the nature of the policing services? What would the ideal staffing or focus be?
10. Over the past four years or so, costs have increased 28%. This is not sustainable. What is your view of how the cities can contain or roll back those types of increases?

Thanks for your efforts...and thanks to the Committee.

**Preliminary Summary of Police Department
Employee Survey Results**

CITY OF DES MOINES, WASHINGTON

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March 31, 2011

PRELIMINARY SUMMARY OF EMPLOYEE SURVEY RESULTS

City of Des Moines, Washington

As part of the Organizational Review, the Matrix Consulting Group distributed an employee survey to sworn and non-sworn personnel of the Police Department. Although several staff interviews were conducted on a one-on-one basis, the survey provided all employees an opportunity to provide input, as well as the ability to quantify employee perceptions regarding a number of organizational aspects. In total, 40 employees completed the survey, including 31 sworn personnel and 9 non-sworn personnel, equating to a very high response rate of over 90%.

The employees were asked to rate statements (using a scale of 1 to 10), ranging from Strongly Disagree to Strongly Agree, and from Poor to Excellent in the following categories:

- Service to the Community
- Management / Administration
- Organization, Staffing, and Operations
- General Capabilities
- Equipment and Facilities

In general, employees have the highest levels of agreement regarding community perceptions, especially related to the thought that residents and businesses strongly support and want to retain their own Police Department. Additionally, the other areas of strongest employee satisfaction was around the quality of services delivered to

the community (in terms of response times and relationships), as well as high levels of satisfaction regarding the quality of equipment and facilities. Conversely, the lowest levels of satisfaction was the lack of regional coordination with surrounding agencies, the lack of follow-up to property crimes, the inability for the Police Department to make decisions in a timely manner, and the lack of staff accountability within the organization.

1. THE MAJORITY OF RESPONDENTS AGREE THAT SERVICE TO THE COMMUNITY IS MEETING EXPECTATIONS, AND THAT THE POLICE DEPARTMENT IS HIGHLY SUPPORTED BY RESIDENTS AND BUSINESSES.

The following table summarizes the results of statements related to service to the community:

Statement	Disagree	Neutral	Agree
1. The Des Moines Police Department meets the service expectations of the community.	17.9%	17.9%	64.1%
2. Compared to other police departments in the area, Des Moines provides high levels of service.	30.8%	23.1%	46.2%
3. City residents expect to have their own police department rather than a regional one.	10.3%	20.5%	69.2%
4. Compared to other police departments in the area, Des Moines has an appropriate amount of resources for police services.	66.7%	15.4%	17.9%
5. "Community policing" is a high priority for the Department.	23.1%	35.9%	41.0%
6. City residents and businesses support their police department	5.1%	25.6%	69.2%

As shown above, the majority of respondents agree that the Police Department is meeting the service expectations of the community and that the city residents and businesses are highly supportive of them. On the other hand, the majority of respondents disagree that they have an appropriate amount of resources, especially when compared to surrounding agencies.

Based on our experience with other police departments and police department employee surveys, the percentage of agreement to the statement of meeting service expectations is typically higher for other police departments – ranging from 70% to over

80% (indicating a potential issue). The results for the other statements are generally in line with other police departments survey results.

2. THERE ARE SIGNIFICANT CHALLENGES RELATED TO PERCEPTIONS ABOUT ORGANIZATIONAL MANAGEMENT AND ADMINISTRATION.

The following table summarizes the results of statements related to service to general management and administration:

Statement	Disagree	Neutral	Agree
7. Our Department has a clear vision / direction for the future.	60.5%	18.4%	21.1%
8. I am kept informed of important Departmental information.	57.9%	15.8%	26.3%
9. My opinions are listened to and considered in this Department.	47.4%	23.7%	28.9%
10. My work performance expectations are made clear.	39.5%	28.9%	31.6%
11. When problems and issues arise, they are resolved quickly.	68.4%	21.1%	10.5%
12. Staff at all levels of the organization are held accountable for their actions.	73.7%	7.9%	18.4%
13. Our Department seems to be innovative and progressive.	60.5%	21.1%	18.4%
14. Our Department does a good job planning and scheduling our work assignments.	52.6%	18.4%	28.9%
15. Our Department does a good job of making decisions in a timely manner.	76.3%	13.2%	10.5%
16. Our policies and procedures are up to date and consistently followed by staff.	50.0%	13.2%	36.8%
17. Our Department personnel have a strong sense of teamwork.	28.9%	36.8%	34.2%

As shown above, there are significant issues from an organizational management and culture perspective which need to be addressed. The majority of respondents expressed disagreement with 8 out of the 11 statements, with the highest extent of dissatisfaction relating to the following:

- Inability to make decisions in a timely manner
- Staff at all levels not being held accountable
- Inability to resolve problems and issues

- Lack of a clear vision and direction for the future

Given the current organizational and operational climate (e.g., budget challenges, resource reductions, staff turnover, position vacancies, etc.), these results are not completely surprising, and in addition may point to systemic problems in the organization. Additionally, based on our experience with other police departments and police department employee surveys, these results further highlight the need to address some issues in order to raise the level of morale in the department. Even for challenged police departments, we typically see between 30% to 40% in agreement for having a clear vision and direction for the future.

3. THE MAJORITY OF RESPONDENTS PERCEIVE THEIR STAFFING LEVELS TO BE INADEQUATE, AND ALSO BELIEVE THAT CONSOLIDATING AND SHARING RESOURCES WOULD ENHANCE PUBLIC SAFETY.

The following table summarizes the results of statements related to service to organization, staffing, and operations.

Statement	Disagree	Neutral	Agree
18. We have the staff we need to perform safely and effectively during incidents.	73.7%	15.8%	10.5%
19. I can make a career at the Des Moines Police Department.	29.7%	32.4%	37.8%
20. Our Department effectively uses performance measures to improve services.	74.3%	17.1%	8.6%
21. Our personnel have a strong work ethic.	28.9%	21.1%	50.0%
22. We can enhance public safety by consolidating or sharing resources with surrounding law enforcement agencies.	15.8%	23.7%	60.5%

As shown above, the majority of respondents agree that consolidating or sharing resources with surrounding agencies may improve public safety. On the other hand, the majority of respondents perceive the amount of staffing is lacking in order to perform safely and effectively, as well as there is not an effective use of performance measures to improve services (which also relates to general management and staff accountability

issues, because if no proper performance measures are in place, then personnel cannot be held strictly accountable). The statement which is also of concern is about work ethic, with only half of the department perceiving their respective personnel has a strong work ethic. This indicates that not only do personnel have an issue with overall management and administration, but also have issues with their colleagues (as only half perceiving their colleagues are working hard).

Regarding workload, the following table summarizes the perceptions about workload activity:

Statement	% of Responses
About the right balance between time available and the amount of work.	15.8%
Sometimes my workload is heavy, but most of the time I can keep up.	55.3%
I could handle more work without being overloaded.	15.8%
I am always overloaded. I can never catch up.	13.2%

In comparison to other police department surveys, this is a typical response spread, with the majority perceiving themselves busy, but able to keep up, and only 13% perceiving themselves to be overloaded.

4. THERE ARE A NUMBER OF KEY CAPABILITIES THAT THE MAJORITY OF RESONDENTS PERCEIVE AS GOOD AND EXCELLENT.

The following table summarizes the results of statements related to primary law enforcement capabilities.

Capabilities	Poor	Fair	Good	Excellent
24a. Response times to calls for service.	0.0%	8.6%	51.4%	40.0%
24b. Availability of backup for officer safety.	14.3%	20.0%	42.9%	22.9%
24c. Department capabilities for selective enforcement of targeted problems.	62.9%	25.7%	8.6%	2.9%
24d. Amount of proactive time in the field.	28.6%	31.4%	28.6%	11.4%
	5.6%	5.6%	50.0%	38.9%

Capabilities	Poor	Fair	Good	Excellent
24e. The way officers deal with citizens.				
24f. Follow-up investigations for person crimes	17.1%	25.7%	42.9%	14.3%
24g. Follow-up investigations for property crimes	77.1%	20.0%	0.0%	2.9%
24h. Level of traffic enforcement.	47.2%	30.6%	19.4%	2.8%
24i. Quality of dispatch services.	0.0%	11.4%	48.6%	40.0%
24j. Availability and content of training.	22.9%	20.0%	37.1%	20.0%
24k. Crime analysis.	54.3%	37.1%	8.6%	0.0%
24l. Coordination with regional agencies (for narcotic enforcement, gang enforcement, etc.)	85.7%	5.7%	8.6%	0.0%

As shown above, the majority of respondents rated “good” or “excellent” the following:

- Response time to calls for service
- Availability of backup
- The way officers deal with citizens
- Follow up to person crimes
- Quality of dispatch services
- Availability of content and training

Although in general the respondents have various issues with management, administration, and staffing levels, there is widespread agreement that the Police Department personnel are doing a good job in fundamental law enforcement services, such as responding quickly to calls for service, backing each other up, etc. The areas of general concern for the respondents is the lack of proactive capabilities (i.e., targeted enforcement and traffic enforcement), coordination with regional agencies on issues, crime analysis, and ability to follow up on property crimes.

5. THE MAJORITY OF RESPONDENTS ARE GENERALLY SATISFIED WITH THEIR EQUIPMENT AND FACILITIES.

The following table summarizes the results regarding equipment and facilities:

Item	Poor	Fair	Good	Excellent
25a. Vehicles	0.0%	19.4%	47.2%	33.3%
25b. Radios	2.8%	13.9%	47.2%	36.1%
25c. Officer personal equipment	2.8%	8.3%	44.4%	44.4%
25d. Mobile Data Computers	2.9%	14.3%	54.3%	28.6%
25e. Police Facility	5.3%	23.7%	50.0%	21.1%

As shown above, the majority of respondents were satisfied with their vehicles, radios, personal equipment, etc. These results are generally comparable to other police departments, and is a positive attribute for the Police Department, in that employees are being equipped with adequate resources.

6. OPEN-ENDED COMMENTS

The respondents were provided an opportunity to comment on a number of questions. Their responses are summarized in the following table based on the most common themes and answers:

Question	Summary of Key Answers
What are the most important strengths of the Police Department?	• The people, their abilities, and their dedication to the community • The competency, experience, and training of officers • Quality equipment and facilities • The commitment of staff to each other and the community • Good working conditions • The ability to respond efficiently and timely to calls for service
What are the most important improvement opportunities of the Police Department?	• Increased accountability • Stronger leadership that is consistent and cohesive • Additional resources for traffic safety and enforcement, task forces, and property crimes • Better inter-departmental communications and coordination • Stronger support from the City Council and City Manager

Question	Summary of Key Answers
What functions / services / resources should be shared or consolidated with other agencies?	• Crime analysis • Vehicle maintenance • Emergency management • Traffic enforcement and other special task forces (drugs, gangs, narcotics, etc. • Animal control and services • Serious accident investigations • Merging of entire departments and contracting to Sheriff

In summary, the key themes from the comments was that staff generally view themselves as working well together and committed / dedicated to serving the community and delivery a high quality service, but that more needs to be done to improve the overall leadership, management, and direction of the Police Department, including increased accountability within the organization.