

**Request for Qualification and Proposal  
Police Department Strategic Plan**



Pasco Police Department  
215 West Sylvester Street  
Pasco, WA 99301

December 2020

## **Summary and Background**

The Pasco Police Department (PPD) is currently accepting proposals from firms to review and conduct an independent evaluation of the current service delivery levels and methods, and to make recommendations on future programming, staffing, and service levels for PPD.

This evaluation will focus on the service delivery, quality of service, community involvement, and appropriate staffing level options aimed at the police department's future and efficient operation withing anticipated financial resources.

The purpose of this Request for Proposal is to solicit a response from various consultants, to conduct an objective and evaluation based on criteria listed herein, and select the consultant who best represents the qualifications to fulfill the evaluation needs.

## **About Pasco**

Pasco is located at the confluence of the Snake and Columbia Rivers and is home to a containerized port facility that serves extensive barge traffic from both rivers. These barges serve two large fuel tank farms as well as moving thousands of containerized loads each year. Railroad transportation is provided by both AmTrac and Burlington Northern/Santa Fe. One of the largest switching yards west of the Mississippi River for the BNSF railroad is located within the city limits of Pasco. In neighboring Benton County, the Hanford Nuclear reservation, provides sustainable and well-paying jobs. Pasco is largely reliant on the agricultural industry in rural Franklin and Benton Counties. The City of Pasco is also bisected by Interstate I-182 (running east/west) and U.S. Route 395 (running north/south).

Pasco is one of three cities that comprise the Tri-City metropolitan region in southeastern Washington State. The Tri-Cities region is a mid-sized metropolitan area of approximately 300,000 residents that includes the cities of Kennewick, Pasco, Richland, and West Richland. Pasco is the county seat of Franklin County. In the late 1990s through roughly 2010, several developers purchased large farming tracts that have since been incorporated into the city limits for the development of single and multi-family residential homes along with expansive retail outlets. The City of Pasco has experienced a significant population increase (135% over the last 20 years) due to employment, housing availability and development.

The City of Pasco is 37.5 square miles, and it is anticipated that the urban growth boundaries will expand by another four square miles in the coming years.

## **Police Department Organizational Makeup**

### **82 Commissioned Officers**

- Police Chief
- Deputy Chief
- Captain, Field Operations Division
- Captain, Support Operations Division
- 6 Sergeants, Field Operations Division
- 1 Sergeant, Support Operations Division
- 1 Sergeant, Street Crimes Unit (SCU) & Task Force Officers
- 7 SCU & Task Force Detectives

- 7 Investigation Detectives
- 4 Area Resource Officers (ARO)
- 5 School Resource Officers (SRO)
- 47 Patrol Officers (Includes K9, Traffic and SWAT)

#### 10 Professional & Support Staff

- 1 Police Services Specialist Lead (Records Division, Supervisor)
- 1 Administrative Assistant II (Office of the Chief)
- 1 Administrative Assistant I (Field Operations & Support Operations Division)
- 1 Crime Analyst
- 1 Accreditation Coordinator
- 4 Police Services Specialists (Records Division)
- 1 Evidence Technician

### **About the Police Department**

The Pasco Police Department is staffed with 82 certified peace officers and 10 professional support staff. The Department operates within the Police Community Services Building (established in 2017) which is located on the City Hall campus. In addition to the police headquarters, officers utilize four police neighborhood stations (unstaffed) and serve a population of 77,400 with a biennial budget of \$37,700,000.

Over the past five years, the Department has made innovative advancements in the staff training program and accomplished accreditation from both the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the Washington Association of Sheriff's & Police Chiefs (WASPC). The patrol schedule is non-traditional and can ensure each commissioned staff member can receive over 130 hours of dedicated in-service training annually.

Recent program implementations:

- Body Worn Cameras (BWC) – With a large private donation and a Department of Justice grant, BWC's were purchased from Axon and issued to each patrol officer in early 2019. The Department has had vehicle dash cameras in patrol cars for the past 20 years and will work with Axon to implement upgraded equipment in 2021.
- Mobile Outreach Professionals – A team of mental health professionals has been embedded with our patrol division to aid in offering extended mental health services to people in a mental health crisis.
- Homeless Liaison Officers – With a federal hiring grant through Community Oriented Policing Services (COPS), four additional officers were hired in order to focus on offering those experiencing homelessness wrap-around services and help reduce the homeless population in the City of Pasco.
- IA Pro & Blue Team – Industry-leading professional standards software designed to capture incidents relating to officer safety and transparency. Works in conjunction with Blue Team, which is frontline documentation that ensures critical

incidents are documented, and managed with consistency and completeness.

The City anticipates a population increase of approximately 48,000 over the next 20 years. This increase will make Pasco's population over 125,000 and the largest in the metropolitan area. In an effort to plan for this growth, the City has recently completed an update to its Comprehensive Land Use Plan. This plan identifies areas where development and redevelopment will occur over the 20-year horizon. It is expected that the Police Strategic Plan will rely on this document with respect to growth assumptions.

### **Project Purpose and Description**

The City of Pasco has experienced a rapidly expanding population over the last twenty years. Much of this growth included residential and multi-family housing with corresponding increases in population and land area.. As the population and demands on law enforcement have increased, service level for patrol zones (areas) has not been adjusted or allocated for. This result creates larger patrol zones and fewer staff (Patrol, Detectives, and Area Resource Officers) that are responsible for the increased population and subsequent workload.

This study should identify a comprehensive and objective assessment of the non-dedicated/dedicated time for patrol officers and current delivery models. At the conclusion of this study documentation will be provided that can guide policy-makers and the Department in prioritizing the services currently provided and strategically plan for the years to come.

### **Project Description/Scope of Work**

The City of Pasco is seeking a provider to review and analyze the current service delivery model, staffing levels, programs, and command (management) organizational structure of the Police Department and the fiscal impacts of recommended changes. The City is also seeking recommendations on operational efficiencies that provide a comprehensive assessment that will ensure the safety of the public, our officers and ensure the Department's current Mission, Vision, and Core Values are sustainable.

The anticipated scope of work may include:

- Assess and evaluate current and future service demands, service levels, and standards for service delivery, including but not limited to staffing (including support staff), equipment needs, types and location of facilities, and crime prevention.
- Using empirical and objective methods, identify efficient staffing levels, minimum staffing levels for service demand, and metrics for determining the need for additional staffing based on major long-range planning documents.
- Utilizing these same methods, prioritize current and recommended services and service levels.
- Identify multiple fiscally sustainable alternatives and corresponding service levels to meet service demands for officer response with community policing as a focus of deployment.

- Model financial costs of each alternative developed to include current and future staff, facility needs, impacts to municipal court and jail.
- Scan current financial resources, including growth related revenue projections, and evaluate options to provide additional sustainable long-term resources that could be dedicated to support the alternatives presented.
- For each alternative, include an evaluation of organizational structure provide recommendations regarding supervision and command staff as population and operational staff increase.
- Assess the adequacy of current facilities logistically and their ability to continue to house staffing, evaluate interim and long term options.
- Evaluate the use of and potential expansion of volunteers and recommend supervision and management of volunteer programs.
- Assess the use of Mobile Outreach Professionals (embedded mental health) and provide recommendations for deployment.
- Conduct in-depth interviews with the community and key senior City staff (City Manager and Department Directors) and perform strengths, weaknesses, opportunities, and threat analysis in order to better to understand the community expectations of the Pasco Police Department.
- Meet with the City Manager and Chief of Police to present the preliminary recommendations and findings of the project.
- Prepare and present a final report with recommendations to the City Council.

**In-person meetings from the consultant will include:**

- On-sight initial review of the City of Pasco and Police Department
  - To include meeting with key City department directors and the police bargaining unit.
- On-sight community engagement meetings
  - At least two community (public) workshop meetings, one in person and the second may be done be virtually.
  - The consultant will facilitate community meetings in order to confer with the public on what they define as essential police services, what future/level of police service is desirable and what funding options are acceptable.
  - The consultant will determine the best format for gathering community input and consult with the Department on key community attendees.
- On-sight final report to City Council

- Prepare a final report with implementation plans and financial recommendations for sustainability

### **Request for Proposal and Project Timeline**

Proposals will be accepted until the close of business on **January 25, 2021**. Any responses received after this date and time will be returned to the sender. All proposals must be signed by an official agent or representative of the company submitting the proposal.

Contract terms and conditions will be negotiated upon selection of the winning proposer for this RFQ. All contractual terms and conditions will be subject to review by the City of Pasco legal department and will include scope, budget, schedule, and other necessary items pertaining to the project.

Evaluation of proposals by the City of Pasco will be conducted, and if additional information or discussions are needed, the bidder(s) will be notified.

Upon notification, the contract negotiation with the winning proposer will begin immediately.

### **Project Tentative Timeline**

- Notice to Proceed after executed agreement.
- Consultant's introductory meeting (virtual) with Police Chief, the first week after the agreement is executed, this is week 1.
- Week 2, project committee's introductory meeting with the consultant.
- This report will be used for 2022 budget consideration by Council, so this report must be complete in time for budget discussions. Final report and presentation to City Council June 2021.

### **Candidate Proposals**

Candidates should provide the following items as part of their proposal for consideration:

- Description of experience in similar evaluations of law enforcement agencies and related consultant research.
- List full time, part-time, and contractor staff in the organization.
- Anticipated resources to be assigned to this project (total number, name, role, title, curriculum vitae).
- Timeframe for completion of the project.
- Project management methodology.
- Total cost for service.

## **Contact Information**

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## **Qualification Evaluation Criteria**

The City of Pasco will evaluate all responses based on the following criteria. To ensure consideration for this Request for Qualification, your proposal should be complete and include all of the following criteria:

- Overall proposal suitability: proposed solution(s) must meet the scope and needs included herein and be presented in a clear and organized manner.
- Must closely meet the performance timeline.
- Organizational Experience: Proposers will be evaluated on their experience as it pertains to the scope of this project, including financial analysis.
- Technical Expertise: Proposers must provide descriptions and documentation of staff technical expertise and experience in similar work.
- Understanding of scope and the project, including taxing, labor, municipal finances and operational flexibility/limitations specific to Washington State.
- Provide a list of three references of completed projects for police agencies with similar scope of work. References should be within the past five years.