



MESA 2025: FINANCING THE FUTURE CITIZEN COMMITTEE

April 14, 2004

The Mesa 2025: Financing the Future Citizen Committee met in the lower level meeting room of the Council Chambers, 57 East 1st Street, on April 14, 2004 at 6:30 p.m.

COMMITTEE PRESENT

Kyle Jones, Chairman
Kirk Adams
Jill Benza
Rosa Cantor
Pat Esparza
Don Grant
Rex Griswold
Greg Holtz
Aaron Huber
Eric Jackson
Dennis Kavanaugh
Mark Killian
Robert McNichols
Scott Rhodes
Patricia Schroeder
Robin White

COMMITTEE ABSENT

None

EX-OFFICIO MEMBER

Keno Hawker, Mayor

STAFF PRESENT

Mike Hutchinson

(Committeemember Killian joined the meeting at 6:40 p.m.)

1. Follow up on items from last meeting.

Chairman Jones began the meeting by acknowledging Committeemember Holtz who was in St. Louis and participated telephonically during the entire meeting. He asked whether there were any questions regarding the department tour and hearing none, he said they would proceed with the next agenda item.

2. Presentation by the Mesa Police Department.

Police Chief Dennis Donna, Police Fiscal Management Supervisor Lisa Andrews, and Assistant Chief Greg (G.T.) Fowler addressed the members of the Committee. He stated his intent to review the

structure of the organization, growth and future challenges. He added that staff would get back to the members on anything they might have missed if they just let him know the information they require.

In response to a request from the Chairman, Assistant Chief Fowler outlined the itinerary of the department tour that the members participated in.

Chief Donna highlighted a presentation and provided the members with a department overview and organizational chart (1,336 employees, 830 sworn members and 506 civilian members); the Command Staff, which consists of one Chief, three Assistant Chiefs, ten Commanders, one Staff Attorney, one Legal Advisor and one Fiscal Manager; the fact that the organization consists of three bureaus, Patrol Operations, Special Operations and Administrative Operations.

Discussion ensued relative to comparisons to other agencies; differences in the makeup of demographics and markets; significant programs that have been added since 1985; changes in Patrol Operations, such as the bike unit, Community Action Team, School Resource Officers; the fact that the partnership with Mesa Public School began in 1999 and 24 schools participate in the program (9 high schools and 15 junior high schools); costs and grant revenue offsets; the addition of a Crime Analysis Unit in 1993, the development of a Crime Prevention Unit, founded in 1982, which educates the community on crime prevention tips and measures; programs offered by the Crime Prevention Unit; the aviation portion of the unit and the fact that fixed wing operations began in 1986, two helicopters were purchased in 1994, a third helicopter was purchased in 2003, and 8500 calls for service were received during 1993; various traffic programs including the DUI Squad & Horizontal Gaze, photo safety, an aggressive driver program, etc; the fact that the Traffic Unit employs 55 full time staff members; information relative to warrants and the expansion of the Warrant Unit in 1988; implementation of a Jail Transport Unit in the mid to late 1990's; and the establishment of a Municipal Security Unit in 1998 (37 uniformed Security Officers at 11 locations throughout the City).

Chief Donna also reviewed the Special Operations Bureau and noted that it is comprised of the Criminal Investigations Division, the Special Investigations Division and the Staff Resources Department and provided information and statistics regarding the Criminal Investigations Division (CID) and the Center Against Family Violence. Chief Donna commented on the creation of the Computer Forensic Unit in 2001 and reported that three full time employees manage 200 active cases. He also noted that Asset Forfeiture detectives were introduced in 1989 and "split off" from CID in the early 1990's. He noted that the Gang Squad began in 1992 and briefly discussed the Positive Alternative to Gangs (PAG) and Positive Alternative for Youth (PAY) programs that were initiated in 1995. He also commented on the Mesa Gang Intervention Program and the Neighborhood Drug Interdiction Team. Chief Donna advised that Parcel Interdiction began in 2002 and discussed staffing and costs.

Chief Donna further commented on the Staff Resources Division and stated that the concept of a training site was developed in 1986. He added that classroom expansion and main office construction began in the early 1990's and noted the savings that are realized as a result of a Volunteer Program introduced in 1990. He reported that a Citizen's Academy was introduced in 1991 and said that Mesa began its own on-site basic academy in 1992. He added that a Civilian Academy was introduced in 2002. He provided the Committee with data relative to staffing and costs.

Additional discussion ensued relative to the Administrative Operations Bureau, which is composed of the Technical Services Division, the Communications Division and the Administration Division; the fact that the Technical Services Division – Forensic Services developed a Toxicology (DUI) Program in

1982 and a Crime Scene Technician Program was introduced in 1994; the implementation of an Automated Fingerprint Identification System (AFIS) in 1994; a DNA and Serology Program developed in 1994; the establishment of a Firearms Unit in 1994; the fact that a Drug Field Testing Program for Crime Scene Technicians and Police Officers was introduced in 1995; the development of a full-service Photo Laboratory in 1995; the fact that the Crime Lab became accredited by the American Society of Crime Lab Directors' Laboratory Accreditation Board in 2001; court ordered fingerprinting (began in 2002); the development of a Laboratory Information Management System in 2203; staffing and costs.

Chief Donna also discussed the Records Unit and said that a Police Information Management System began in 1985, a Document Management System was introduced in 1999, and a Records Management System is currently in the developmental phase. He commented on staffing levels and costs. He further discussed the Communications Division – Systems Section, which began in 1984 and reported that the use of desktop computers was expanded in the early 1990's and the first 220 laptops were introduced in 1995. He added that there are currently 680 laptops deployed to patrol/field units and provided information on staffing and costs. He also discussed the Communications Division – Public Safety Communications operation and noted that a communications building was built in 1990 and expanded in 1998. He reported that a Computer Aided Dispatch (CAD) was implemented in three phases, 1979, 1989 and 1998 and added that the City has contracted for fire dispatching services for the Town of Gilbert since 1993 and Apache Junction since 1996. He commented on a change in alarm permit fees in 2004 that will generate \$250,000 annually and noted that the conversion to 800 MHz is in process. He provided the members with information relative to various Capital Improvement Projects that have occurred since 1985.

Chief Donna discussed current challenges facing the organization, including Rule 15, new rules and deadlines imposed by the Supreme Court, mandates that casework be completed in order to facilitate disclosure within court deadlines, the existing strain on limited staffing and resources, various homeland security demands, improving frontline and support services, advancing efforts in high profile casework, addressing long-term organizational issues, integrating technological advances, resolution of holding facility issues, various mandates (required training, court ordered fingerprinting, public records law, victim and neighborhood notification and sex offender notification), the need to replace 151 laptops and upgrade 80 workstations, achieving the 2 officers per 1,000 ratio, civilian vacancies and increased jail costs.

Chief Donna commented on current capital improvement projects that include the new Falcon Substation and the Crime Lab/Court Building. He also discussed future challenges and the importance of consistent staffing growth at build-out (additional 441 sworn officers needed by the year 2025, additional civilian positions will be needed to support the additional sworn officers). He emphasized the importance of technological research as well as passenger service and security needs at Williams Gateway Airport. He noted that future challenges also include DNA lab work (personnel, equipment, space needs), Firearms lab work (personnel, equipment space needs), long-term evidence solutions (DNA storage, impound lot), Police firearms range (retrofitting and improving to enhance training and improvements to meet the needs of large staff). He further stated that training continues to be a challenge and said the department will have to meet mandated hours and address emerging problems to avoid serious consequences.

Chief Donna also touched on the issues of homeland security, changing crime trends, transportation patterns, the importance of replacing aging equipment and capital improvement projects that will require funding sources (N.E. Substation, Communications Building, New Falcon Substation, Phase II,

WGA Terminal Security Facility, Impound Lot improvements and Phase II of the Central Substation). He thanked the members of the community for the opportunity to address them and said he welcomed questions and requests for any additional information that he can provide.

In response to a question from Committeemember Griswold, Chief Donna advised that the department operates a holding facility, not a jail, and noted that it gets extremely crowded.

Committeemember Killian asked whether employees were allowed to carry concealed weapons in the workplace if they have a permit and the Chief advised that they were not. He said that although they do not have a metal detection system in place, they pursue any suspicious situations. City Manager Mike Hutchinson added that space is provided for everyone to store weapons and said he is sure that they will install metal detectors in the future.

Mr. Hutchinson informed the members that studies have been conducted over the years in Mesa and Phoenix regarding building their own jails and said it always comes down to the liability issue and it is just not worth it to run our own jails.

Chief Donna and Assistant Chief Fowler responded to a series of questions from the members relative to the department's Victim Assistance Program, a "one-stop shop" that is made up of multiple agencies in one building and the fact that the program minimizes victims' stress; the difficulty associated with establishing accurate performance measures for programs such as the Gang Intervention Unit; the fact that there are approximately 8 to 10 active gangs in the City of Mesa, some of which could be from Phoenix, Los Angeles or other areas; the Chief's opinion that those numbers will increase as the department's intelligence improves; the fact that a majority of drug users are in the 12 to 14 year old age bracket and are recruited in Junior High; the fact that RICO funds have restricted uses such as under-cover programs, officer safety, providing vehicles; and the fact that the City has officers who work with the Drug Enforcement Agency (DEA) and encumbered assets are shared.

In response to a question from Committeemember Adams, Assistant Chief Fowler said they did not have an actual breakdown of the cost to train an officer but said that the largest cost is personnel, salaries and instructor salaries and confirmed that the recruits receive compensation throughout the training process. Discussion ensued relative to the fact that the cost for other municipalities to send their recruits to Mesa for training is \$500 each (a post-allocated amount that comes back to the City from the State) and the fact that other agencies provide some instructors, which results in shared costs.

Following additional discussion regarding training and associated costs, Ex-Officio member Hawker stated that he is hearing that if the department is going to train people from different cities, they should recuperate the cost of providing those programs. He added that the figure would be much more than \$500 per recruit and said that amount was ridiculously low. He asked Staff to look further into this issue and provide additional information to the Committee at a future meeting.

Committeemember Killian asked whether a survey had been conducted to determine whether the Department of Public Safety pays its officers more or less than Mesa and the Chief responded that the pay is lower. Committeemember Killian asked whether it would be beneficial to recruit officers who are already trained rather than bringing in recruits and starting from the beginning. Chief Donna said that effort is expended to make it widely known that Mesa is hiring but they do not go directly to other departments to recruit. He added that Mesa's standards are slightly higher than other states and they try to remain competitive.

Committeemember Killian said that he would like to review a comparison done comparing the costs associated with recruiting experienced officers versus training new ones.

Additional discussion ensued relative to the fact that the department has a good retention rate; the fact that they hire approximately 60 to 80 officers a year depending on vacancies and attrition; the fact that Mesa is currently 6th or 7th on the compensation scale and Staff's intention to request that the Council approve increasing police officers' salaries in the upcoming budget.

Committeemember Killian requested that he be provided a chart that outlined the service age of the various police officers and Mr. Hutchinson said that the information would be obtained for his review.

Committeemember Kavanaugh commented that the City could soon become 10th or 11th on the compensation scale and noted that they have frozen the department's Career Enhancement and tuition reimbursement programs. He added that many of the department's officers were hired twenty years ago and are approaching retirement. He also discussed the DROP Program, which creates an incentive to retire.

Additional discussion ensued relative to the fact that there are three training academies in Arizona; a request to provide the Committee with a comparison of costs associated with running the academies compared to Mesa's cost; the size of the other cities that have academies; the fact that the academy runs for 20 weeks; and staff's estimate that 440 officers will be needed by build out.

Chairman Jones commented that the department has operated extremely well with limited resources and staffing and commended Chief Donna and Staff on the excellent job they have done.

Committeemember Killian requested that the Chief put together a priority list (1 thru 100) of items they have to do over the next five to ten years and prioritize them. Chief Donna responded that they would do so and suggested that the list be comprised of the top 10 to 20 things.

Discussion ensued relative to the fact that it takes 38 weeks from the time of hiring for a police recruit to be put out on the street and productive.

Committeemember Killian stated the opinion that the department should recruit experienced officers and said he believes that would result in a significant cost savings. Chief Donna noted that the officers would still have to go through some type of training but not 38 weeks worth. He added that the department does a good job of recruiting in Arizona and said they don't do as good out of state but noted the costs associated with that process.

Committeemember Killian said he would like to see trained officers who come into the system receive a bonus. He added that if they intend to get into the training business and make that a revenue generator, then a proposal should be brought forth.

Committeemember Rhodes also commended the Chief and Staff on their presentation and operations and pointed out that revenues generated from fines were not included in the data. He said he would be interested in knowing what offset that is, both tangible and intangible. He added that in this day and age, if they are doing something exceptionally well, they should generate revenue, not just recover costs as they do with fire dispatch services to Gilbert and Apache Junction.

Committeemember Adams said he found the presentation to be both excellent and informative. He requested that Staff provide information relative to the total cost of each officer (training, salary, benefits, equipment, support personnel, etc.) so they will know exactly what each officer costs the City.

Committeemember Holtz asked what the average overtime percentage was and said he thought asking the Chief to list the top 100 priorities was unreasonable and added that he would like to know the strategic expenditure programs for needs that do not exist today, perhaps the top ten, and associated costs.

Ex-Officio member Hawker said he would like to know what other cities utilize helicopters for police work.

Committeemember McNichols requested that Staff provide information relative to the percentage of the budget that represents grant funding that will be going away.

Chief Donna stated that there are no plans at the current time to construct a jail facility on the east side of Town.

Committeemember Killian remarked that he would like to see all the costs associated with all mandated services (mandated by the City Council, the publics' vote, the Legislature and the Federal government). He noted that mandated services are a problem for local government. He added that they needed to show the costs for crime labs, etc. in order to educate everyone.

Chairman Jones noted that he distributed copies of an historical view of the Police Department from 1963 to 1982 for the members' review and again thanked Chief Donna and Staff for their presentation.

3. Discuss Committee meeting schedule.

Ms. Bleyle addressed the Committee and noted that May 26th was graduation night and many community services will not be operational because of that. She asked whether the members wanted to reschedule the tour. It was the consensus of the Committee that the presentation take place on the 26th and that the tour be scheduled for the 9th.

In response to a question from Committeemember McKinney, Ex-Officio member Hawker stated the opinion that the Council will address this issue and their goals during the budget process.

Ms. Bleyle noted that Staff is working on a revised version of the Council's Work Plan. She discussed the upcoming meeting dates. It was noted that the proposed date of the court time will have to be changed since the judges will be attending mandated training. Ms. Bleyle said she would notify the members of the new date. She added that the members had been provided an itinerary/fact sheet for the Utilities Department tour and asked that the members meet in the parking lot at 6:30 p.m.

4. Current Issues/Miscellaneous Items

See Agenda Item 3.

5. Adjournment

Without objection, the Mesa 2025: Financing the Future Citizen Committee adjourned at 9:05 p.m.

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Mesa 2025: Financing the Future Citizen Committee meeting of the City of Mesa, Arizona, held on the 14th day of April 2004. I further certify that the meeting was duly called and held and that a quorum was present.

BARBARA JONES, CITY CLERK

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