

## PUBLIC SAFETY COMMITTEE

April 3, 2014

The Public Safety Committee of the City of Mesa met in the lower level meeting room of the Council Chambers, 57 East 1st Street, on April 3, 2014 at 8:23 a.m.

### COMMITTEE PRESENT

Dennis Kavanaugh, Chairman  
Alex Finter  
Christopher Glover

### COMMITTEE ABSENT

None

### STAFF PRESENT

John Pombier  
Alfred Smith

(Items were discussed out of order, but for purposes of clarity, will remain as listed on the agenda.)

#### 1. Items from citizens present.

There were no items from citizens present.

#### 2-a. Hear a presentation, discuss and provide a recommendation on an update of the Crime Prevention Through Environmental Design (CPTED) program with the Police Department.

Assistant Police Chief John Meza displayed a PowerPoint presentation (**See Attachment 2**) and stated that staff was seeking the Committee's input regarding proposed changes to the Convenience Store Ordinance (Ordinance No. 5056). He thanked Crime Prevention Specialist Patty Gallagher, Assistant City Prosecutor II Wendy Duggan and the Arizona Food Marketing Alliance for their efforts and hard work in this regard.

Chief Meza provided brief historical background of the Convenience Store Ordinance, which went into effect in September 2011. (See Page 2 of Attachment 2) He also reviewed a series of "Store Facts" (See Page 3 of Attachment 2) and stated that in 2011, of the 156 confirmed convenience stores in Mesa, 42 businesses were required to meet all of the security measures contained in the Ordinance. He noted that today, five of the original 42 stores are below the established benchmark of calls for service (i.e., 30 or more calls for service over a period of four years).

Chief Meza offered a short synopsis of various outcomes that have occurred due to the adoption of the Convenience Store Ordinance. He stated that the outcomes include, but are not limited to, the following: calls for service have declined slightly; the convenience stores and the Mesa Police Department (MPD) have developed an improved working relationship and

communicate more effectively; store employees feel safer at the businesses; and in-store cameras have impacted arrests. (See Pages 4 and 5 of Attachment 2)

Ms. Gallagher addressed the Committee and reported that on March 24<sup>th</sup> of this year, she met with a corporate representative of 7-Eleven. She explained that the corporation was impressed with the success of Mesa's Convenience Store Ordinance and expressed interest in implementing the same security measures in all of its stores throughout the Valley.

Chairman Kavanaugh restated that 7-Eleven reviewed the template for the Convenience Store Ordinance that the City of Mesa devised and was considering implementing the same security measures in all of its stores on a much broader scope.

Chief Meza displayed a document titled "Calls for Service (CFS) Comparison" (See Page 6 of Attachment 2) and pointed out that between 2010 (prior to adoption of the Ordinance) and 2013, there was a 29% decrease in calls for service at convenience stores. He noted that between 2:00 a.m. and 6:00 a.m., the calls for service declined by 83%, primarily due to the fact that the stores have secured their beer displays during those hours. He added that between 2010 and 2013, arrests have increased by 26%.

Committeemember Finter stated the opinion that the percentage decrease in the calls for service is significant. He also remarked that since 2010, an estimated 800 calls have been reduced, which has freed up Police resources to respond to more serious crimes throughout the community.

Chief Meza further remarked that the MPD's Crime Prevention Officers continue to respond to the store owners' concerns and solicit their feedback. He pointed out that the MPD has added an online registration form for businesses to register as a convenience store, update data and obtain renewals. He also commented that staff alerts the store owners and managers of incidents that may be of concern to them, as well as events (i.e., concerts) in the area that could potentially generate more customers and/or criminal activity.

Chief Meza discussed a series of issues that have arisen since the Convenience Store Ordinance went into effect in the City of Mesa. (See Page 8 of Attachment 2) He reported that of the original 42 convenience stores, only two have been cited. He explained that currently, the Ordinance does not allow for the addition of stores whose four-year average calls for service have spiked. He stated that if the MPD conducted a reassessment of stores today, three additional stores would be included.

Chief Meza, in addition, indicated that it was necessary for staff to consider the future reassessment of the stores; that the Ordinance does not call for a reassessment of the stores; and that staff would propose conducting reassessments every four years, but was seeking the Committee's preference in this regard.

Chief Meza displayed a document titled "Convenience Store Ordinance #5056 Proposed Clarification/Changes Summary" (**See Attachment 3**) and stated that the purpose of today's presentation was to obtain the Committee's input with respect to the document. He noted that staff would propose a number of wording changes to provide consistency and clarification; that it is necessary for the Ordinance to be subdivided in order for proper notice of violation; and that

the Ordinance also requires an amendment so as to be consistent with other city code chapters (i.e., Signage; Definition of "Remodel;" Violations; Penalties).

Chairman Kavanaugh inquired whether staff, in addition to the proposed clarifications and changes to the Convenience Store Ordinance, had a recommendation concerning the frequency of the store reassessment process.

Chief Meza responded that since the MPD currently uses a four-year average, he would recommend that staff conduct the reassessments in a similar timeframe. He clarified that such a recommendation is not part of staff's proposal being presented to the Committee at this time.

Chairman Kavanaugh commented that if the Committee gave direction to include such a recommendation, it would become part of the proposal that would move forward to the full Council.

Responding to a series of questions from Committeemember Glover, Ms. Duggan explained that the purpose of the clarification to Item 4, "Store Visibility," is to categorize all of the signage requirements in one location in the Ordinance. She stated that currently, such requirements are scattered throughout the document, which has created confusion with certain store owners and managers. She added that substantive changes were not made with respect to the size of the signs.

Chairman Kavanaugh restated that staff was not proposing changes in window coverage requirements, but simply bringing all of the sign requirements together in one location in the Ordinance.

Ms. Duggan confirmed Chairman Kavanaugh's statement.

Discussion ensued relative to the reassessment process conducted by staff; that the MPD's COMPSTAT Unit provides the statistics to the Crime Prevention Officers, after which time they "scrub the numbers" to eliminate calls for service that do not relate to activity at a particular convenience store (i.e., a traffic stop in a store's parking lot); that staff has a four-year running total of calls for service; and that each year when COMPSTAT provides the new statistics for the current year, the Crime Prevention Officers eliminate the statistics from the earliest year and add the new statistics to revise the four-year running total of calls for service.

Committeemember Finter stated that since it would appear that the store reassessment process is a fairly easy task for staff to accomplish, he would hope that such a process could be performed on an annual basis.

Chief Meza responded that the reassessment could be handled by staff on an annual basis. He noted, however, that perhaps it might be appropriate for the Arizona Food Marketing Alliance to offer its input with respect to this matter.

Chairman Kavanaugh remarked that reassessing the stores more frequently than every four years is "intelligent policing" and would follow what staff does through an allocation of resources and an assessment of potential crime in other areas of law enforcement. He stated that whether the frequency is every one, two, three or four years, it would be appropriate for staff to solicit

input from the stakeholders and incorporate such a proposal into the Ordinance that staff would bring back to the Committee for consideration.

In response to a question from Committeemember Glover, Chief Meza clarified that the Mesa Prevention Alliance was not included in the recent stakeholder meetings, but did attend meetings when the Convenience Store Ordinance was initially created.

Committeemember Glover stated that since the Mesa Prevention Alliance is a local group, he asked that staff include the organization in any future stakeholder meetings.

Committeemember Finter concurred with Committeemember Glover's suggestion.

Additional discussion ensued relative to the fact that on March 26, 2014, the MPD instituted new protocols as a result of stakeholder input; that when a convenience store experiences a theft of property less than \$250 in value, the store will call the MPD; that the dispatcher will issue an Attempt to Locate (ATL) broadcast to the officers in the field so that they can search for the potential suspect, but they will not respond directly to the store; that the store employee will be provided a case number, which will be forwarded on to the business' corporate office; and that the corporate office will file a report online with the MPD.

Chief Meza briefly highlighted a series of stakeholder meetings that the MPD has conducted over the past year. (See Page 10 of Attachment 2) He reiterated that staff will invite the Mesa Prevention Alliance to any future meetings in order to solicit the organization's input in this matter.

It was moved by Committeemember Finter, seconded by Committeemember Glover, to recommend that staff move forward with the proposed recommendations; that staff obtain additional feedback relative to the frequency of the store reassessment process; and that the Committee will make a determination with respect to such data when staff brings back the proposed Ordinance for the Committee's consideration.

Tim McCabe, President of the Arizona Food Marketing Alliance, addressed the Committee and thanked the MPD for including his organization throughout the inception and development of the City's Convenience Store Ordinance. He expressed support for staff's proposed modifications to the Ordinance and added that he looked forward to their implementation.

Chairman Kavanaugh called for the vote.

Carried unanimously.

Chairman Kavanaugh thanked staff for the presentation.

(Chairman Kavanaugh declared a brief recess at 9:13 a.m.; the meeting reconvened at 9:20 a.m.)

2-b. Hear a presentation, discuss and provide a recommendation on an update of the Massage Parlor Ordinance.

Deputy Police Chief Deanna Cantrell, Customer Service Supervisor Caroline Montijo, Revenue Collections Supervisor Janet Pogue, and Assistant City Prosecutor II Patti Tracey addressed the Committee relative to this agenda item.

Chief Cantrell displayed a PowerPoint presentation (**See Attachment 4**) and reported that approximately one month ago, staff from the City Manager's Office and the Mesa Police Department (MPD) met with a group of concerned citizens regarding local massage establishments that were possibly operating as a front for other criminal activity. She explained that the meeting focused on the issue at hand, as well as the manner in which the MPD regulates such businesses, which is primarily through inspections. She stated that such regulations do not include officers disrobing on the premises or conducting undercover operations. She added that such practices are utilized by many other Valley police agencies.

Responding to a question from Committeemember Glover, Chief Cantrell clarified that in the past, MPD officers conducted similar practices, but stated that an incident occurred which caused the Department to discontinue such practices. She noted, however, that per the direction of the Committee, the policy could be revisited.

Chairman Kavanaugh recounted that in the late 1990s, there was a newspaper article in the Mesa Tribune that "made fun" of Mesa's police officers disrobing, although it did not mention officers from other communities that did the same thing. He stated that as a result, City management, administration and the MPD determined that it would be appropriate to discontinue such a policy.

Chief Cantrell continued with the presentation and advised that the group of concerned citizens provided City staff a model policy for massage establishments that was developed by the Polaris Project in 2007. She stated that the primary goal of the organization, which was established in 2002, is to create long-term solutions in order to change underlying systems that contribute to human trafficking. She noted that human trafficking is the type of activity that can occur at massage establishments.

Chief Cantrell provided brief background of the City of Mesa's Massage Establishment Ordinance, which was last updated in 2010. (See Page 2 of Attachment 4) She indicated that since 2010, the number of establishments has increased from 103 to 111. She also stated that currently, the primary form of enforcement action is through inspections conducted by the officers in the various patrol districts. She further advised that Ms. Tracey has been assigned to prosecute individuals who violate the Massage Establishment Ordinance, but noted that it has been difficult for her to enforce certain sections of the document as currently written.

Chief Cantrell, in addition, remarked that staff had already begun to work on making changes to the Massage Establishment Ordinance when the citizen group approached the City. She commented that staff was seeking the Committee's guidance in moving forward to develop changes to the Ordinance.

Chief Cantrell noted that thus far, she has obtained a copy of the Polaris Project model policy and assembled a work group of City and community members for the purpose of reviewing

other agencies' policies and procedures with respect to massage establishment investigations. She emphasized that staff's goal was to create a model policy that does not overly infringe on legitimate businesses, but at the same time, has strict regulations for businesses to prevent their involvement in criminal activity.

Deputy City Manager John Pombier inquired, in conjunction with the formation of the work group, whether the MPD has reached out to larger massage establishments, such as Massage Envy, that might have an interest in how the City regulates these businesses, but generally does so in an above-board manner.

Chief Cantrell responded that she has not contacted Massage Envy and preferred to first obtain the Committee's direction before the work group became too large. She concurred, however, that it would be appropriate to conduct a series of community meetings so that massage establishments could attend and offer their input and feedback regarding this matter.

Committeemember Glover stated that whatever staff does to update the Massage Establishment Ordinance, he urged that they ensure it is enforceable and assists the City Prosecutor's Office and the MPD in successfully prosecuting those people who violate the law.

Chairman Kavanaugh remarked that as a long-time member of the Public Safety Committee, it was important to remember that City ordinances are "always a work in progress" due to changes in case law or other factors that were not initially anticipated. He also commented that there are many changes occurring in other parts of the country and said that Mesa can learn from those experiences.

Chairman Kavanaugh, in addition, commented that at the Committee's last meeting, an extensive presentation was made with respect to sex trafficking in Mesa and throughout Arizona. He stated that such activity is an issue that the MPD is dealing with in terms of massage establishment operations. He added that people who work in the businesses are often moved around from Los Angeles to Las Vegas and ultimately to the Valley.

Committeemember Finter stated that Chief Cantrell captured the issue very succinctly in that legitimate businesses should not have any concerns or worries with possible modifications to the Ordinance, whereas those entities that permit illegal activity to occur should be addressed.

Chairman Kavanaugh indicated that he received speaker cards from several citizens who wish to address the Committee regarding this item.

Rebecca McHood, a Gilbert resident, stated that she is involved in a community of women who have been affected by pornography and sex addiction of their spouses. She explained that many men seek out sexual services at massage establishments, the effects of which can be detrimental on their marriages and families. She also pointed out that many such establishments are located in Mesa, with some situated in shopping centers right next door to grocery stores, barber shops and pizza parlors. She urged the Committee to understand how such activities not only affect families in the community, but also the women who are being trafficked and required to perform illegal sexual services.

Chairman Kavanaugh remarked that several years ago, he was advised by the City Attorney's Office that it was inappropriate for the City to post online a list of all of the shopping center

owners who lease to massage establishments that are conducting criminal activity. He stated that he would still like to explore such an option.

Lynette Greybull, a Gilbert resident, stated that she was representing TRUST AZ (Training Resources United to Stop Trafficking), a local entity that coordinates various trafficking efforts with law enforcement, safe houses and youth services. She reported that she has become aware of a website called webmax.com, which provides customers or "johns" a detailed description of various massage establishments, including 36 in Mesa. She explained that not only does the website rate the women who are providing sexual activities at those businesses, but also includes a page of acronyms that describe in graphic detail what acts can be performed upon the women.

Ms. Greybull further commented that the above-mentioned massage establishments are not legitimate businesses, but rather entities that "sell women." She pointed out that several of the businesses are located a few blocks away from her children's school, as well as near other legitimate businesses. She added that in working with victims and survivors of sex trafficking, many of the "fake massage establishments" coordinate a network with pimps and traffickers throughout the nation that bring women and children in and out of state to these businesses. She urged the Committee to address this horrific matter and do whatever it can to make changes to the Massage Establishment Ordinance in order to prosecute the violators in a successful manner.

Chairman Kavanaugh remarked that the Committeemembers were able to access the website and it was exactly as Ms. Greybull described. He stated that hopefully the website will be another tool that the City Prosecutor's Office and the MPD can use in terms of addressing this problem as well.

Shaunie Hoskins, a Gilbert resident, stated that she was Executive Director of Well-Founded Hope, a Mesa non-profit organization, that was established to help survivors and victims of sex trafficking. She asked that the Committee take the appropriate steps to facilitate changes to Mesa's Massage Establishment Ordinance to ensure its enforcement and the successful prosecution of the sex traffickers and pimps who operate illegal massage establishments. She explained that quite often, women who work at such businesses are coerced into providing sexual favors to customers. She also commented that the victims are often afraid of the traffickers and reluctant to come to court and testify against them.

Chairman Kavanaugh thanked the speakers for taking the time to address the Committee and share the resources and data that they have gathered in this regard.

Committeemember Finter addressed City staff, the speakers and other citizens in the audience and vowed that they have his personal support with respect to addressing illegal sexual activity occurring at massage establishments in Mesa. He encouraged staff to move forward with their proposal and urged the MPD to become more aggressive in its regulation of the massage establishment, where appropriate.

It was moved by Committeemember Finter, seconded by Committeemember Glover, that the Committee accept staff's recommendations to move forward with the development of modifications to the Massage Establishment Ordinance.

Police Chief Frank Milstead addressed the Committee and advised that after he and his staff met with the group of concerned citizens, he realized there were many issues he was not aware of. He acknowledged Chief Cantrell for her hard work and professionalism in working with other Valley agencies in order to develop “a best practices enforcement model.”

Chief Milstead further commented that concerning various enforcement options, he would proceed with caution, especially as it relates to the officers disrobing as part of the enforcement process. He assured the Committee that he and his staff will consider the recommendations and determine what options “fit the needs of the community and are in the best interest of the men and women of the Mesa Police Department.”

Chief Milstead, in addition, indicated that the MPD has a lean staffing model. He pointed out that there would be a cost associated with certain enforcement options that must be factored into the MPD’s budget and ultimately approved by the Council. He remarked that the MPD does not have a Vice Enforcement Squad and stated that it would be necessary to transfer officers from other projects to provide such services to the community. He also noted that Mesa is already a safe place to live and added that the MPD would do whatever it can to ensure that it remains a positive environment for citizens and families to move around and not be uncomfortable in certain areas of the community.

Chairman Kavanaugh commented that criminal investigations with respect to massage establishments are often tedious and time consuming. He also remarked that as noted by the speakers, a relatively small number of criminal organizations control many of the illicit businesses throughout the Valley. He stated that he would assume that the MPD shares such information with other communities in the region through the Fusion Center.

Responding to a question from Chairman Kavanaugh, Chief Cantrell confirmed that more often than not, when the MPD cites the owner of a massage establishment for violating the Ordinance, the business is operated under a new name within a few days.

Chairman Kavanaugh thanked staff for the presentation. He noted that this has been an ongoing issue for the Public Safety Committee since 2008 and said that he would anticipate it would continue to be “since it is a work in progress.”

Chief Milstead stated that he would be interested to know if there was an aggressive ordinance that would shut down all massage establishments, except those operated on a corporate level, and whether the City would be willing to take such a hard stance in that regard. He noted that he would ask staff to research the issue and provide an update of their progress to the Committee at a future date.

Chairman Kavanaugh commented that this item would be included on the agenda for the Committee’s July meeting.

Chairman Kavanaugh called for the vote.

Carried unanimously.



2-c. Hear a presentation, discuss and provide a recommendation on the Public Safety Information Technology Operations Assessment.

Deputy City Manager John Pombier introduced Andrew Reece, President of Winbourne Consulting, LLC, who was prepared to highlight the company's findings and recommendations relative to the City of Mesa's Public Safety Information Technology (IT) Assessment.

Mr. Pombier recounted that the purpose of the study was so that he and Manager of Technology and Innovation Alex Deshuk could "get a handle" on the future of the City's Public Safety communications. He explained that Winbourne was tasked with providing the City "a roadmap" relative to how best to improve such services, assessing the foundation of the current program, and pointing out those areas that could be improved upon. He also noted that Winbourne has provided the City a foundation upon which staff can move forward and added that certain processes have already been implemented successfully.

Mr. Reece addressed the Committee and introduced Joe Bruno and Robin Rojas, who also worked on the assessment and developed the recommendations and findings. He advised that the Committee was provided a document that includes a detailed overview of the assessment process and findings (**See Attachment 1**), but stated that he intends to merely summarize those efforts during his presentation.

Mr. Reece provided brief background information relative to the goal of the study, which was to assess the current state of IT that supports Public Safety at the City of Mesa. He stated that such efforts included identifying potential issues and gaps, and making recommendations for opportunities to improve the manner in which Public Safety IT is delivered to the end-users. He also noted that as a result of such an assessment, a roadmap of actions to improve the efficiency and long-term sustainability of Public Safety IT would be developed to ensure that future IT investments were done in a cost-effective and efficient manner. He added that the ultimate goal was the development of a strategic plan that would present a framework to the City with respect to above-referenced future IT investments.

Mr. Reece remarked that as part of the assessment process, the consultants performed a series of tasks including the following: reviewed strategic plans for the Mesa Police Department (MPD), the Mesa Fire and Medical Department (MFMD), and the City's Information Technology Department (ITD); examined organizational charts and job descriptions; researched the existing structure of the delivery of Public Safety IT; analyzed existing data, such as current performance standards; surveyed the end-users (517 responses to the survey); and conducted 45 interviews with all of the major stakeholders within Public Safety IT, ranging from the Deputy City Manager, Police and Fire Chiefs, Deputy Chiefs and ultimately the end-users.

Mr. Reece further commented that as a result of the assessment, several needs were identified, such as a shared vision and direction for Public Safety IT, greater integration and coordination of Public Safety work activities and greater consistency with respect to IT practices and processes. He stated, in addition, that other direction consisted of prioritizing technology needs in order to prevent competition between the agencies to obtain resources for IT projects and programs; improving accountability for performance and results; and enhancing the culture, collaboration and communication between the various Public Safety agencies.

Mr. Reece indicated that subsequent to identifying the various Public Safety IT needs, the consultants worked with each Public Safety agency in an effort to develop solutions to address the above-listed issues. He explained that a shared vision and mission statement was created, and said that the consultants also analyzed the current operational plans for the respective agencies, as well as long-term strategic goals to meet such plans from a technology perspective. He added that a framework was then created so that the agencies could jointly request IT resources for shared needs and develop an IT governance group.

Mr. Reece noted that the concept behind the IT governance group is that the top-level stakeholders from the respective agencies would come together to address major challenges. He said that this has proven quite effective in facilitating the establishment of the Mesa Regional Dispatch Center project.

Mr. Reece further reported that the consultants worked to develop a solution for greater integration and coordination of the City's IT needs and provided staff a series of options in that regard. He pointed out that the consultants' analysis revealed a significant amount of fragmentation in the current structure of Public Safety IT. He also advised that the consultants considered ways in which the Public Safety agencies could share and link resources. He cited, by way of example, that a plan is currently underway to co-locate and improve the coordination between the MPD and the MFMD CAD (Computer Aided Dispatch) Technicians that support the CAD system. He further reported that the consultants clarified the roles and responsibilities between the Public Safety agencies and the City ITD.

Mr. Reece also advised that the consultants identified functional and skill gaps in which there were no resources within the City to perform critical Public Safety tasks (i.e. research and development, business intelligence, and data architecture). He stated that it was recommended that the City consider the possibility of such resources being performed on a Citywide basis as opposed to creating, for instance, separate Research and Development positions for the MPD, the MFMD and the City ITD.

Mr. Reece explained that in conjunction with identifying and improving the City's IT practices and processes, it was the recommendation of the consultants that the City hire a Project Manager to manage major Public Safety IT projects. He pointed out that the City has, in fact, hired a dedicated Public Safety Project Manager to oversee the implementation of the upgraded CAD project. He added that the consultants further recommended that industry standard processes and procedures be implemented in an effort to manage major projects, upgrades, refresh projects and disaster recovery tasks.

Mr. Reece commented that the consultants analyzed the results of the survey, as well as their assessment of the technology currently available to the City, and made recommendations relative to prioritizing the replacement and enhancement of the existing systems. He stated that the consultants also considered what factors impact the delivery of IT services. He pointed out that certain activities currently underway include improving the bandwidth to fire stations, conducting a design review of the computer network, and reviewing the CAD system, electronic patient care and the 911 project. He said that staff is assessing whether opportunities exist in order to treat those projects as a program and increase the integration between the existing projects.

Mr. Reece remarked that one of the major outcomes of the study was to increase accountability. He pointed out that the City ITD provides services to the MPD and the MFMD; the MPD provides services to the MFMD; and that the MFMD provides services to surrounding jurisdictions, such as Apache Junction. He said that the consultants worked with the agencies to develop methodology to improve the accountability of the respective agencies to the jurisdictions or partners they are servicing.

Mr. Reece advised that with respect to the area of collaboration and communications, the consultants looked for opportunities to enhance such efforts between the agencies. He said that the goal was to improve two-way proactive communications between the City ITD, the MPD and the MFMD to ensure that for local IT initiatives and planning, enterprise IT initiatives and shared technology, that the level of communication from the end-user, to the department, to the City ITD would be enhanced.

Mr. Reece commented, in closing, that the consultants were asked to study and develop recommendations to help identify what was needed to position the City of Mesa's Public Safety IT for the future. He explained that the consultants' deliverables included three strategic plans (i.e., the MPD, the MFMD and Public Safety as a whole), with a focus on the IT needs for each entity. He said, in addition, that the City was provided a detailed implementation plan, which included cost estimates and a timeframe for such plans.

Mr. Reece pointed out that as a result of the consultants' work, the City has a greater recognition of the importance of stakeholder leadership, staff and partner input and communications, as well as a roadmap that will help it to move forward with future IT investments. He explained that as technology improves and resources become available, roadmaps will change. He noted, however, that he would hope the consultants' efforts will serve as a foundation upon which the City can build and amend, based upon future needs, updated technology and future resources.

Mr. Reece thanked the Committee and the City of Mesa for inviting Winbourne Consulting to provide the briefing.

Committeemember Finter commented that for years, the City has had a challenge with respect to "the culture and the silos" regarding IT matters. He noted that when Public Safety IT funding requests are presented to the Council, such requests often equate to "tens of millions of dollars." He acknowledged that the focus of Winbourne's study was on Public Safety IT issues, but stated that he would have liked to see the consultants address Citywide IT matters and in particular, how they impact Mesa taxpayers.

Mr. Pombier responded that since the roadmap was created, the MPD, the MFMD and the City ITD should be commended for their efforts to collaborate as compared to in the past. He cited, by way of example, that when staff considers potential IT upgrades, all three entities participate in the discussions to ensure that efforts are not duplicated.

Mr. Pombier thanked City staff who participated in the consultants' survey and interview process. He noted that as a result, the relationship between the three departments has improved in terms of handling day-to-day IT functions, as well the Mesa Regional Dispatch Center. He added that when the City considers any technology solutions in the future, the roadmap will "keep the end-user in mind."

Chairman Kavanaugh stated that given the creation of the roadmap, he inquired what projects the Council should expect to see in the upcoming budget process that reflect the changes outlined by Mr. Pombier. He also questioned what the goals would be for the coming fiscal year as it relates to the number of items mentioned in the consultants' report in great detail.

Mr. Pombier clarified that the first project is the CAD upgrade, for which the Council has approved funding. He noted that the next step in the process is the implementation of the system. He explained that the second test will be for staff to plan the Mesa Regional Dispatch Center and remarked that the consultants' governance model joins together the MPD, the MFMD, the City ITD, the Communications Department and the City Manager's Office to provide "a good safety net" for the governance of the facility. He also said that Public Safety IT has challenges with respect to its data center and added that staff was addressing various options in that regard.

Discussion ensued relative to the fact that Winbourne Consulting worked with Fairfax County, Virginia to help build a governance structure similar to the one that the consultants have recommended for the City of Mesa; that such a structure was designed to oversee a total upgrade of all Public Safety technology, including a new 911 Center; and that the consultants also assisted Arlington County, Virginia to move through a similar process to Mesa with regard to implementing recommendations on an incremental basis.

In response to a question from Committeemember Finter, Mr. Reece clarified that the next step in the process would be for the City to identify "a change manager," or someone who would be responsible within the jurisdiction to help implement some of the major changes that the consultants have identified. He stated that it was his understanding that Mr. Pombier and Mr. Deshuk have discussed the possibility of seeking out a resource who would be responsible for evaluating such recommendations on an ongoing basis and ultimately assist them in understanding how best to prioritize the consultants' recommendations.

Mr. Reece, in addition, commented that both the MPD and the MFMD have been very aggressive in working with Mr. Pombier and Mr. Deshuk to ensure that their needs are identified and resourced. He added that it was now a matter of the City taking Winbourne's recommendations, prioritizing them, and moving forward with the process of implementation.

Mr. Pombier remarked that staff has taken the necessary steps to provide a foundation and stressed the importance of there being an element of accountability within the system. He stated that such accountability begins with him and noted that it was imperative that he ensures that the City progresses in such a manner to provide unified resources and services to its end-users. He further indicated that the City must monitor its technology so that it does not promote programs that have "programmed obsolescence."

Committeemember Finter suggested that whenever a proposal for an IT project comes forward for the Council's consideration, he would like staff to include an icon on the Council report that is similar to the Council's Strategic Initiatives icons. He stated that he would like staff to create a tool, as depicted by an icon, which would demonstrate how a proposed IT project would meet the needs outlined in the roadmap.

Mr. Pombier responded that staff would be happy to create such a tool. He also noted that Council memos related to proposed Public Safety IT programs or projects should also reflect the support of all three agencies (i.e., the MPD, the MFMD and the City ITD).

Chairman Kavanaugh commented that the Committee reviews several issues on a quarterly basis. He stated that he would like staff to provide the Committee a written progress report relative to the implementation of the roadmap during the prior quarter. He noted that the Committee could then determine whether a formal presentation would be warranted.

Chairman Kavanaugh, in addition, concurred with Committeemember Finter's suggestion that staff identify how a particular IT proposal would conform to the roadmap. He stated that perhaps the MPD, the MFMD and the City ITD could work with Mr. Pombier to provide the Committee a quarterly "report card." He commented that such a report would enable the Committee to have some formal oversight of this issue, raise questions, or place an issue on a future Committee agenda for discussion.

Chairman Kavanaugh thanked Mr. Reece and Winbourne Consulting for their efforts and hard work in this regard. He also noted that the consultants have already created a culture change at the City of Mesa which, from the Committee's standpoint, was a positive step forward.

3. Adjournment.

Without objection, the Public Safety Committee meeting adjourned at 9:48 a.m.

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Public Safety Committee meeting of the City of Mesa, Arizona, held on the 3<sup>rd</sup> day April, 2014. I further certify that the meeting was duly called and held and that a quorum was present.

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DEE ANN MICKELSEN, CITY CLERK

# City of Mesa Public Safety IT Assessment Findings and Recommendations

## City Council Briefing

April 3, 2014



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# Scope of the Review

## WHAT

Completed a review of Mesa's public safety IT staff, processes and technology that support public safety operations.

4.1

### Public Safety IT Vision, Priorities & Funding

4.2

Structure & Delivery Model for IT Services

4.3

Major Public Safety IT Functions

4.4

Management of Public Safety IT Projects

4.5

Public Safety Systems & Applications

4.6

Performance of Public Safety IT

4.7

### Culture, Collaboration & Communications

## Engagement Deliverables

- Mesa Stakeholder Interviews Report
- Needs Assessment
- FD Public Safety IT Strategic Plan
- PD Public Safety IT Strategic Plan
- Comprehensive Public Safety IT Strategic Plan (FD and PD)
- Draft PS IT Vision and Mission Statements
- PS IT Survey Report
- PS IT HR Report
- PS IT Structure Options Report
- PS Implementation Plan and Cost Estimates based on the Public Safety Information and Communication (PSIC) structure selected by the City



# Methodology of the Review

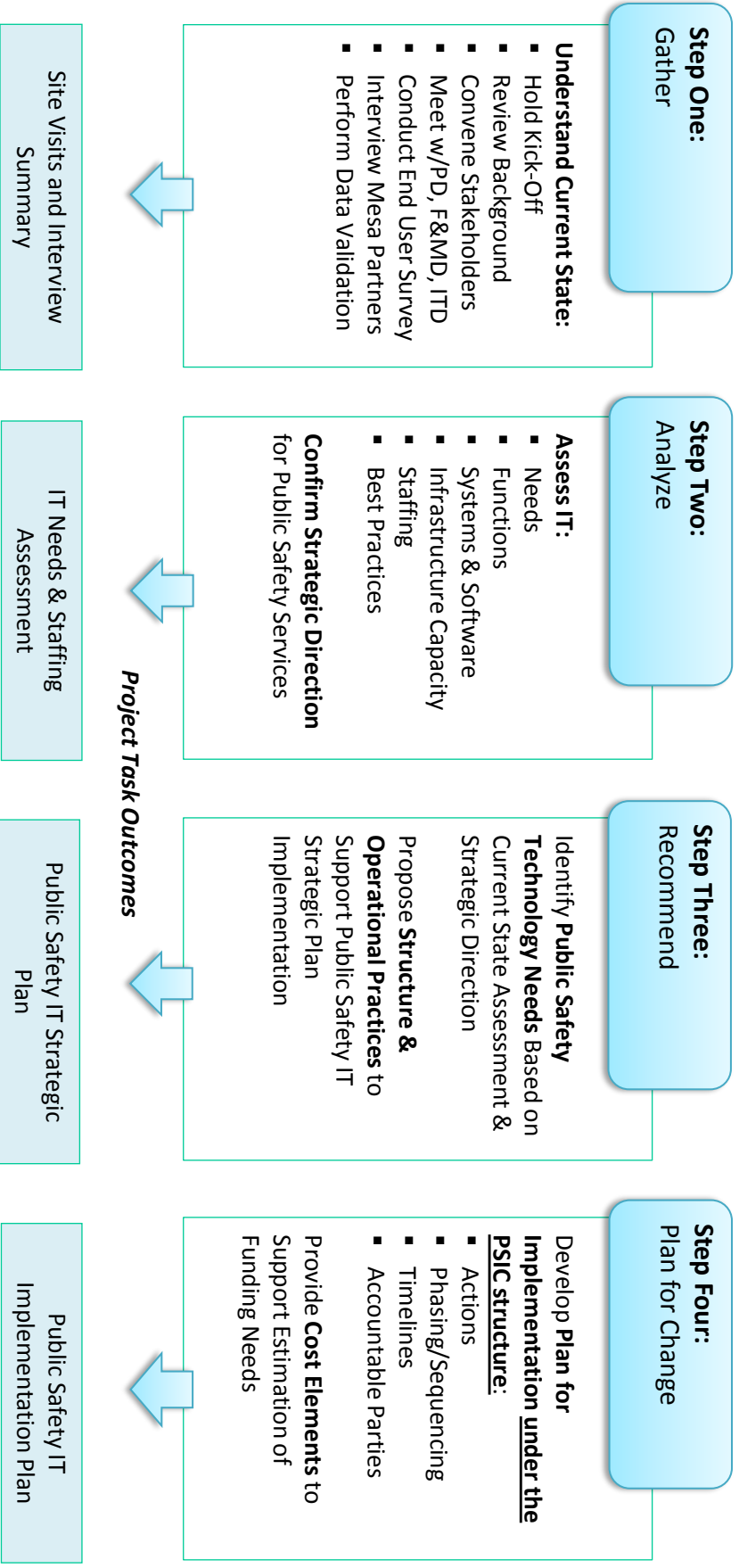
## Information Sources

- Project Sponsor
- Meetings (Deputy City Manager for Public Safety and Manager of Technology and Innovation)
- Key Stakeholder Meetings (Fire and Police Chiefs and Command Staff, CIO)
- Interviews with City IT Staff
- Interviews with PS IT Staff
- Interviews with Partner Jurisdictions
- PS IT Systems Inventory
- PS IT End-User Survey
- PS IT Workforce Data
- Background Documents Review



# Methodology of the Review

## HOW



# Key Findings

## 1. Public Safety IT Vision, Priorities, and Funding

- **Lack of clearly articulated vision** for PS IT has resulted in a misalignment of technology priorities and resources.

## 2. Structure and Delivery Model for IT Services

- The current IT support structure is fragmented, overly siloed and lacks clear delineation of roles and responsibilities.
  - The current Mesa model for PS IT is a hybrid that **does not clearly define central versus local IT responsibilities**, resulting in gaps in support to PS operations.
  - **PS IT skill gaps exist** in project management, data architecture, IT strategic planning and business intelligence.

## Key Findings (continued)

### 3. Major Public Safety IT Functions

- While City ITD, PD IT and FD IT each provide PS IT support services to PD and FD, there is **no clear rationale for the delineation of roles and responsibilities** for PS IT.

### 4. Management of Public Safety IT Projects

- **People**
  - There are **insufficient project management practices** for PS IT projects.
  - Mesa **does not have IT research and development resources** to enhance technology planning and budgeting.
  - **PS command staffs are not adequately consulted** and informed regarding City ITD technology decisions affecting PS operations.

# Key Findings (cont.)

## 5. Public Safety Systems, Applications and Processes

- **Processes**

- Process for **conceptualizing, scoping, and prioritizing PS IT projects is inadequate** and does not support PS needs.
- **The CAD system is not managed nor configured to support both FD and PD operations.**
- Mesa PD’s policy on **access to CAD data limits the ability to share data** across departments and with partner jurisdictions.
- PS systems are **upgraded without adequate program management** coordination.
- **FD IT and PD IT do not adhere to IT industry standard processes** when providing PS IT support services.
- PS IT related **trouble tickets are not resolved in a manner that meets operational expectations.**
- The public safety organization’s **ability to analyze data across systems is hampered** by a lack of business intelligence tools, availability of resources, differing needs of end-users, limited proactive planning, data residing in disparate systems and other factors.

## Key Findings (cont.)

### 5. Public Safety Systems, Applications and Processes

- **Technology (Systems and Applications)**
  - The PS project portfolio of **applications contains duplications** in functionality and capabilities.
  - New systems and technologies supporting PS operations are **not consistently implemented.**
  - The current technology refresh and procurement **processes do not meet the needs** of Mesa’s PS community.
  - The City **does not have a viable back up facility and disaster recovery process** to support PS equipment and operations.
  - **PS command staffs are not adequately consulted** and informed regarding City ITD technology decisions affecting PS operations.
  - The City has **not kept pace with available technology.**

## Key Findings (cont.)

### 6. Performance of Public Safety IT

- **No formal structure to establish or manage service-level expectations** between City ITD and PS customers or between PD IT and FD stakeholders supported by PD IT.

### 7. Culture, Collaboration and Communication

- **The organization of PS IT resources does not promote effective planning, collaboration, or proactive communications** among City ITD, PD IT and FD IT to effectively support PS operational needs.



# Key Recommendations

The following recommendations and planned implementation are **based on the PSIC structure** selected by the City’s project team. These recommendations may be implemented without changes to the structure; however, they will likely be **more difficult** to implement, **increase time** for implementation, **associated costs**, and / or **reduce efficiency and effectiveness** of the change.

- **Public Safety IT Vision, Priorities and Funding**
  - Set the **Vision and Mission statements** for PS IT and hold annual strategic planning and technology alignment sessions.
- **Structure and Delivery Model for IT Services**
  - Create and communicate a citywide philosophy of **IT services** that should be **delivered centrally versus locally**.
  - Establish positions to **address the PS IT skill gaps** that exist.



## Key Recommendations

- **Major Public Safety IT Functions**
  - Assign specific PS IT support functions to the PSIC and City IT.
- **Management of Public Safety IT Projects**
  - Establish a **PS IT Oversight Board** to develop and monitor PS IT strategic initiatives and priorities.
  - Establish a **dedicated PS IT project management team**.
- **Public Safety Systems and Applications**
  - **Train PS IT support staff in IT industry standards, practices, processes and tools. Use qualified PMs and quality project management processes and tools.**
  - Use **qualified PMs** and quality project management processes and tools.
  - Adopt appropriate **Information Technology Infrastructure Library (ITIL)** processes and procedures for PS IT management and **Project Management Institute (PMI)** practices for all PS IT project management.

## Key Recommendations (cont.)

- **Public Safety Systems and Applications (continued)**
  - Implement a coordinated **PS program for multiple PS projects** that affect each other.
  - Use **City ITD procurement** process for all PS technology procurements.
  - Evaluate the current emergency communications center **disaster recovery risk profile** and develop short and long term solutions.
  - Review **current policy and practices regarding ACJIS data**, security and access to ensure compliance, while not imposing unnecessary restrictions to systems or data.
  - Develop a consistent **evaluation process for emerging PS technologies**.
  - Improve the **governance approach for CAD** to include FD and partner jurisdictions.
  - **Consolidate existing PS applications** where duplications exist.

## Key Recommendations (cont.)

- **Public Safety Systems and Applications (continued)**
  - Improve **frequency and comprehensiveness of project reporting** and communications among all project stakeholders.
  - **Create a PS BI strategy** in concert with the City ITD enterprise BI strategy.
- **Performance of Public Safety IT**
  - PS IT and partner jurisdictions should **proactively define expectations** for service and support and manage end-user expectations.
- **Culture, Collaboration and Communication**
  - Build an **Integrated Communications Strategy**; make IT Points-of-Contact clear; and continue to engage end-users.

## Key Recommendations (cont.)

- The following recommendations **require the recommended PSIC structure.**
  - Create a **consolidated Department of Public Safety Information and Communications**
  - Implement a **formal R&D** program to support PS IT.
  - Create a **unified PS IT support structure** and train technicians to effectively manage calls for service.

# Implementation Plan

Winbourne Consulting **developed and delivered a detailed Implementation Plan and cost estimate** that includes a **phased schedule** to effectively implement all recommendations.



# Convenience Store Ordinance Update



Mesa Police Department

April 3, 2014



# Timeline



- œ **July 14, 2011** ~ Ordinance Approved and Adopted
- œ **September 12, 2011** ~ Ordinance goes into effect
- œ **September 14, 2011** ~ 42 stores notified of requirements
- œ **November 11, 2011** ~ All Convenience Stores required to be in compliance with the ordinance.

# Store Facts



- œ There were a total of 156 confirmed Convenience Stores in 2011
- œ Of those stores, 42 were required to meet all security requirements of the Ordinance
- œ In 2013 the total number of stores was 159
- œ 10 of those stores have closed leaving a 2014 total of 149
- œ With closures and new openings, we now have 40 stores that are required to meet all of the security requirements
- œ 5 of the original 42 stores are now below the benchmark
- œ 3 additional stores are now over the benchmark



# Positive Outcomes



- œ A majority of the stores are in compliance
- œ Calls for Service have declined slightly
- œ Better communication and working relationship with stores and Police
- œ Registration information directs Police to work with actual decision makers

# Additional Positives

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- œ Store Staff expresses safer working environment
- œ Cameras have impacted Arrests:
  - œ Cameras are located both inside and outside
    - œ Shooting Arrest on W. University
    - œ Better images from the cameras
  - œ Getting images and video in a more timely manner
    - œ Robbery Arrest on E. Broadway

# Calls For Service (CFS)

## Comparison



<ul style="list-style-type: none"> <li>☞ <b>2010*</b> (No Ordinance)</li> <li>☞ CFS = 2,869</li> <li>☞ CFS 2-6 a.m. = 242</li> <li>☞ Arrests = 504</li> <li>☞ Citywide CFS = 4,237</li> <li>☞ Convenience Stores Only</li> </ul>	<ul style="list-style-type: none"> <li>☞ <b>2011**</b> (Transitional)</li> <li>☞ CFS = 2,596</li> <li>☞ CFS 2-6 a.m. = 105</li> <li>☞ Arrests = 659</li> <li>☞ Citywide CFS = 3,902</li> <li>☞ Convenience Stores Only</li> </ul>	<ul style="list-style-type: none"> <li>☞ <b>2012***</b> (1<sup>st</sup> Full Year in Effect)</li> <li>☞ CFS = 2,444</li> <li>☞ CFS 2-6 a.m. = 131</li> <li>☞ Arrests = 594</li> <li>☞ Citywide CFS = 3,828</li> <li>☞ Convenience Stores Only</li> </ul>
<ul style="list-style-type: none"> <li>☞ <b>2013****</b> (2<sup>nd</sup> Full Year in Effect)</li> <li>☞ CFS = 2,041</li> <li>☞ CFS 2-6 a.m. = 42</li> <li>☞ Arrests = 635</li> <li>☞ Citywide CFS = 3,221</li> <li>☞ Convenience Stores Only</li> </ul>		
<ul style="list-style-type: none"> <li>☞ <b>Percentage of Change 2010 - 2013</b></li> <li>☞ CFS = <b>29% Decrease</b></li> <li>☞ CFS 2-6 a.m. = <b>83% Decrease</b></li> <li>☞ Arrests = <b>26% Increase</b></li> <li>☞ Citywide CFS = <b>24% Decrease</b></li> <li>☞ Convenience Stores Only</li> </ul>		

\*Year is from September 12, 2009 - September 11, 2010

\*\* Year is from September 12, 2010 - September 11, 2011

\*\*\* Year is from September 12, 2011 - September 11, 2012

\*\*\*\* Year is from September 12, 2012 - September 11, 2013

# Working with Stores

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- ☞ Crime Prevention Officers listen to store owner concerns and ideas
- ☞ Crime Prevention Officers have added an on-line registration form for updates and renewals
- ☞ Crime Prevention Officers continue to visit stores
- ☞ Crime Prevention Officers alert owners/ managers of incidents that are of concern



# Issues



- œ Only 2 of the original 42 stores have been cited
  - œ Were given multiple warnings
  - œ First store has been fined and is now working toward compliance
    - œ 14 Violations ~ \$2,100 in Fines paid
    - œ Only a few minor items to correct now
  - œ Second store has corrected all but one violation and has been fined.
- œ Crime Prevention Officers are working closely with stores to bring them into compliance
- œ Current Ordinance does not allow the addition of stores whose four year average Calls For Service (CFS) have spiked
- œ Future reassessment of stores
- œ Recommended clarification and changes to the ordinance

# Recommended

## Clarification & Changes

- œ Wording change of the ordinance:
  - œ For Clarification/Simplification
  - œ To Provide Consistency/Reduce Chance of Misinterpretation
  - œ Ordinance needs to be subdivided for proper notice of violation
  - œ Needs amendment to be consistent with other city code chapters
- œ Examples:
  - œ Signage
  - œ Definition of “Remodel”
  - œ Violations; Penalties

# Stakeholder Meetings

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- œ Mesa Police representatives met with Convenience Store Stakeholders on June 20, 2013
  - œ MPD gave proposed changes to Stakeholders prior to meeting to review
  - œ Discussed proposed changes to Ordinance #5056
  - œ No additional changes were requested
- œ Mesa Police and Convenience Store Stakeholders are in agreement with the proposed changes to update Mesa City Ordinance #5056
- œ On-Line Reporting concerns were addressed in an additional meeting with Stakeholder representatives on December 11, 2013
- œ On-Line Reporting protocols were forwarded to Retailer's Association representatives on February 7, 2014
- œ Additional meeting with Retailer's Assoc. representatives on February 24, 2014 to discuss final presentation

# QUESTIONS?



## Convenience Store Ordinance #5056 Proposed Clarification/Changes Summary

**Goal:** To simplify and reduce chances of ordinance being misinterpreted by stores, law enforcement, and the judicial system. Consistency and fairness is important.

1. Simplified 6-22-9 “Revocation of Certificate of Registration”
2. Rewrote 6-22-10(A) “Newly Constructed or Remodeled Convenience Stores” to be in line with City Code definition
3. Moved all signage requirements into one centralized location: 6-22-10(B)1 “Security Signs”
  - a. Changed “No Trespassing” signage requirements on entrance/exit (doors) of store to allow signs to be made of any material and reduce size of letters to 1”
4. 6-22-10(B)3 “Store Visibility” clarified how measurements are to be made
5. Clarified 6-22-10(B)4 “Employee Safety Training” and subdivided paragraphs to eliminate confusion
6. 6-22-10(B)7 “General Safety Conditions” section subdivided paragraphs to eliminate confusion
  - a. Gave stores a third option for posting address: above entrance door
7. 6-22-10(B)8 “Surveillance Camera System” section subdivided paragraphs to eliminate confusion
  - a. Clarified required quality of cameras
8. 6-22-14 “Violations; Penalties” was rewritten for clarification and to reduce chances of misinterpretation

**Summary:** Certain items were moved around to be categorized with similar items for ease of locating and consistency. Some sections were subdivided for clarification and to eliminate confusion. Result is an easier to read and use document.

# City of Mesa

## Massage Establishment Operations

April 3, 2014

Deanna Cantrell – Deputy Chief  
Caroline Montijo, Janet Pogue – Licensing





## Overview

- The Ordinance was last updated in 2010.
- Since 2010, the number of establishments has increased from 103 to 111.
- Currently, the primary form of enforcement action is through inspections conducted by officers in the patrol districts.
- Prosecutor Patti Tracey has been assigned all massage establishment cases for City Court.



## Status of Establishments

- 2008 – 124
- 2009 – 123
- 2010 – 103
- 2011 – 99
- 2012 – 97
- 2013 – 105
- Currently – 111



## Purpose

- Initial decrease after 2010 ordinance changes.
- Increase in establishments in last 2 years due in part to the industry adapting to new ordinance.
- Certain sections of the massage ordinance have proven difficult to enforce/prosecute as written.
- Requesting to work on adjustments to the ordinance based on best practices and lessons learned.



## Recommendation

- Assign work group (Licensing, Police Department, Prosecutors Office and Community) to develop changes to ordinance.
- Review other agencies' policies and procedures in regard to massage establishment investigations.
- Review other cities' prosecutions of massage establishments.
- Return to Public Safety SubCommittee with proposed changes within 90 days.