



## PUBLIC SAFETY COMMITTEE

December 5, 2013

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 December 5, 2013 at 7:58 a.m.

### COMMITTEE PRESENT

Dennis Kavanaugh, Chairman  
Alex Finter  
Christopher Glover

### COMMITTEE ABSENT

None

### STAFF PRESENT

John Pombier  
Jackie Ganier

Chairman Kavanaugh stated that over the next year, the Public Safety Committee will conduct a series of meetings that will be held at regular intervals. He explained that staff will know when the meetings are scheduled which, in his opinion, will be an asset to them with respect to preparing materials. He also noted that it is anticipated the Committee will meet every six weeks or so, hopefully after the Thursday morning Study Sessions. He added that there are several matters that the Committee would like to include as standing agenda items, which will be discussed later in the meeting.

#### 1. Items from citizens present.

There were no items from citizens present.

#### 2a. Hear a presentation, discuss and provide a recommendation on combatting synthetic drugs.

City Prosecutor Jon Eliason introduced Forensic Scientist III Rebecca Rule and Assistant Police Chief John Meza, who were prepared to address the Committee.

Mr. Eliason displayed a PowerPoint presentation (**See Attachment 1**) and reported that synthetic drugs are man-made, chemically altered substances that do not meet the statutory definition of an illegal drug. He explained that the molecular structure of these substances constantly changes and stated that when law enforcement identifies a new illegal drug, scientists or “chemists in their garage” will create a new drug that is slightly different.

Mr. Eliason advised that this issue has become a constant challenge for law enforcement, attorneys, drug testing labs and parents. He noted that one of the dangers involving synthetic drugs is that when new chemicals are created, the effects of such drugs on the human body are unknown. He also remarked that synthetic drugs are known by various names, such as spice,

bath salts and crocodile. He said that the drugs, which are marketed as “not for human consumption,” are available online and also sold legally in stores.

Responding to a question from Chairman Kavanaugh, Chief Meza clarified that the Mesa Police Department (MPD) is currently in the process of identifying all of the stores in Mesa that sell synthetic drugs. He stated that the items are primarily sold in smoke shops, although officers have also determined that certain independent convenience stores are selling bath salts and spice. He advised that he has directed staff from each Police District to determine how many stores are selling the products and perform assessments on those businesses.

Mr. Eliason cited several incidents in which people ingested synthetic drugs, including seven Mesa High School students who were taken to the hospital with rapid heartbeats and signs of high blood pressure. (See Pages 4 and 5 of Attachment 1) He also noted that recently, the first cases of flesh-eating drugs in Arizona have been reported.

Mr. Eliason, in addition, displayed a chart titled “What we are seeing/the evolution of synthetic drugs” (See Page 6 of Attachment 1), which illustrates the ongoing process with regard to this issue.

Mr. Eliason stated that it was staff’s recommendation that the MPD identify the businesses in the community that are selling synthetic drugs and use all available tools to curtail such activity. He commented that if the MPD Crime Lab determines that stores are selling illegal drugs, per State law, the Maricopa County Attorney’s Office will vigorously prosecute those business owners.

Mr. Eliason remarked that with respect to the creation of new synthetic drugs, staff would further recommend the creation of a City ordinance that would assist the MPD to do the following: 1.) Send retailers a clear message about not selling synthetic drugs in Mesa; and 2.) Close the gap/delay of when new synthetic drugs are identified in order to remove them from the market in a timely manner.

Mr. Eliason commented that a year ago, he was given assurances that a new State Statute would resolve the problems related to synthetic drugs. He explained that the law bans the specific chemical “backbone” used to make various synthetic drugs. He stated that unfortunately, law enforcement determined that “backyard chemists” began to make new drugs that were not illegal.

Chief Meza reported that a few months ago, Police Chief Frank Milstead asked him to apply the MPD’s aggressive enforcement model with respect to this issue. He stated that the goal was to merge the efforts of the East Valley Synthetic Drug Task Force, the courts and the community into the enforcement model. He emphasized, however, that it was imperative that the MPD have access to the tools that Mr. Eliason previously outlined.

Chief Meza further advised that currently, almost half of the products that the MPD seizes are illegal because of the State law that bans the specific chemical “backbone.” He pointed out that the remaining products are altered chemical compounds and added that the MPD has “no teeth” with respect to removing those items from store shelves.

Chairman Kavanaugh inquired what staff was considering with respect to the concepts or issues that would be included in a local ordinance that would be presented to the Committee and ultimately to the full Council.

Mr. Eliason responded that the two recommendations he previously highlighted would be key components of the ordinance. He reiterated that as soon as synthetic drugs are identified, it would be important to “close the gap” and promptly list those items in the ordinance.

Comitteemember Glover commented that in his opinion, it would be very difficult to modify the list of illegal drugs in the ordinance “at the drop of a hat.” He inquired how staff would address that issue.

Mr. Eliason assured the Committee that staff was considering various options, such as giving a staff member the ability to create an emergency list. He cited, by way of example, if Ms. Rule tested a new drug and determined that it was illegal, she could contact Chief Meza; the drug would be added to the emergency list; and the Public Safety Committee could ratify the list at its next meeting. He added that another option would be for staff to come back to the Committee every time it discovered a new synthetic drug.

Chairman Kavanaugh commented that from the City’s perspective, the Committee can act much more quickly than the State Legislature. He noted, however, that he was unsure whether the Committee could grant the authority to the MPD or Chief Milstead to have an emergency designation, subject to ratification by the Council within a certain number of days. He added that he was curious to see what form the proposal might take.

Comitteemember Glover inquired how the City would apprise the average citizen not to purchase an illegal drug.

Mr. Eliason responded that the City could issue a press release informing the public that the MPD has identified a new illegal drug and the City ordinance has been modified. He also suggested that Mesa Channel 11 would be another means by which to educate Mesa residents concerning synthetic drugs.

Comitteemember Finter commented that since the City does not issue business licenses, he inquired whether it would be appropriate for the City to implement a process to revoke the transaction privilege tax (TPT) license of the stores that sell synthetic drugs.

Assistant City Attorney III Jackie Ganier clarified that it would be necessary for staff to research that issue.

City Attorney Debbie Spinner stated that if the City initially imposes civil penalties on the stores that sell synthetic drugs, and they fail to remove the products from their shelves after the City conducts a significant public information outreach, then the City could impose additional civil penalties and ultimately criminal penalties against those businesses.

Chairman Kavanaugh suggested that perhaps the City could create a “Business Wall of Shame,” but noted, on the other hand, it might encourage people to go to those stores to purchase illegal drugs. He stated that the City’s primary focus should be on those businesses, as well as apprising Mesa residents about the type of products that are being sold, which could

harm or possibly kill their children. He further suggested that it might be appropriate for the City to reach out to the landlords that lease space to these businesses, in order to determine if they are aware of the kind of products that their tenants are selling to the public.

Committeemember Glover stated the opinion that the business approach should be done on a regional basis as opposed to just in Mesa. He noted that people can travel to other communities to purchase synthetic drugs.

Mr. Eliason responded that he has met with all of the City Prosecutors in the East Valley and said they have expressed their full cooperation with respect to this matter. He also indicated that these individuals voiced interest in implementing a similar process in their respective communities.

Chairman Kavanaugh commented that it was his understanding that the City of Mesa was further along in reviewing the local regulatory approach with respect to synthetic drugs as compared to other local communities. He also suggested that perhaps the City could create a template or model in terms of regulatory scheme that the other communities could adopt.

Discussion ensued relative to staff's timeline with respect to the development of an ordinance; that staff has begun to collect and review various options from across the country; that staff would request sufficient time to draft an ordinance that is Constitutionally sound, easily enforced, and clear to the public; that assuming the Committee makes a recommendation for staff to move forward with an ordinance, staff would bring the recommendation to the full Council at a Study Session to solicit their direction to begin drafting an ordinance; and that staff will continue to address issues related to notice provisions and which model would work best for the City of Mesa or the region.

It was moved by Committeemember Finter, seconded by Committeemember Glover, to accept staff's recommendation to move forward with presenting to the full Council the recommendation of developing a local ordinance for later consideration by Council.

Carried unanimously.

Responding to a question from Chairman Kavanaugh, Ms. Rule explained that the MPD Crime Lab "cannot keep up" with the number of synthetic drugs being developed. She stated that there are hundreds if not thousands of compounds, which were originally designed as research compounds. She stated that the only way to include all of the illegal drugs is to search what the retailers are selling and try to regulate it prior to that, which the Legislature is hesitant to do.

Deputy City Manager John Pombier inquired that assuming this matter is brought before the full Council and there is consensus that staff move forward and draft an ordinance, would the Committee prefer that the first draft come back to the Council or the Public Safety Committee.

Chairman Kavanaugh suggested that staff bring back the draft ordinance to the Committee first before it is forwarded on to the full Council.

Chairman Kavanaugh thanked staff for the presentation.

2b. Hear a presentation, discuss and provide a recommendation on establishing a Secondary Public Safety Answering Point (PSAP).

Assistant Fire Chief Cori Hayes introduced Police Lieutenant Dave Hagar, who was prepared to address the Committee.

Chief Hayes displayed a PowerPoint presentation (**See Attachment 2**) and discussed staff's efforts to identify the Mesa Fire and Medical Department (MFMD) as a Secondary Public Safety Answering Point (PSAP). She explained that the Mesa Police Department (MPD) is the Primary PSAP for Mesa since it is the first answering point for 911 calls that come into the City. She stated that a Secondary PSAP would be the secondary answering point for 911 calls. She pointed out that the MFMD is not currently a Secondary PSAP and noted that all of its calls that come into the City stay with the call takers in the MPD's 911 dispatch center.

Chief Hayes advised that as staff has progressed through various changes in the MFMD, they determined that it would be a good idea for the Department to become a Secondary PSAP to respond to the medical calls that the City receives.

Chief Hayes further remarked that on February 12, 2014, the Maricopa Association of Governments (MAG) will upgrade the MFMD's current switch, which will provide the Department the capability to operate a Secondary PSAP in the dispatch center. She pointed out that the MFMD call takers would receive in-depth training regarding fire and medical emergencies, thereby expanding the Department's triage protocols to meet its expanded response capabilities and send the appropriate resources to the scene. She added that currently, 20% of the calls that come into the dispatch center are fire and medical-based, with the remainder being Police emergencies.

Chief Hayes commented that in the past few years, the MFMD has changed the way in which it delivers service in order to "fit the needs of our community." She said that examples include the TRV units and the behavioral health unit. She noted that such refinements in service allow the MFMD to triage the calls to a significantly higher level and ensure that the appropriate resources are sent to the appropriate call.

Chief Hayes, in addition, reported that the MFMD's call takers will be Fire/Medical call-taking specialists and will have the skills and knowledge to offer specific pre-arrival instructions to the 911 caller. She said that such training will allow the Department greater flexibility in meeting its dispatch partners' triage/deployment needs.

Chief Hayes also reported that in the future, the MFMD intends to designate all of its call takers as Emergency Medical Dispatchers (EMDs), which would be akin to Emergency Medical Technicians (EMTs) without any of the hands-on training. She explained that with the additional medical training, the EMDs would have the knowledge to triage the level of the emergency, understand what the caller is describing related to the event, and send the correct resource to the scene based on that need.

Chief Hayes further advised that staff hopes to implement this process when MAG updates the MFMD's current switch. She stated since the dispatch center is currently under staffed, the MFMD and the MPD are working to recruit and fill a number of vacant positions.

In response to a question from Chairman Kavanaugh, Lieutenant Hagar expressed confidence that the MPD and MFMD will work to make this project a seamless transition. He pointed out that the collaboration between the two departments is the best it has been in years. He added that both groups are “lock step” in how to come to fruition with the proposal.

Responding to questions from Deputy City Manager John Pombier, Chief Hayes clarified that she would expect to see the MFMD’s response times maintain or even improve with the implementation of the Secondary PSAP. She also stated that the MFMD’s expectation would be that the call takers would send “the right resources to the right call,” thereby keeping other resources available in the system to respond to emergency calls.

In response to a question from Chairman Kavanaugh, Lieutenant Hagar explained that from the MPD’s perspective, the advantage of the Secondary PSAP would be to separate some of the calls and provide enhanced customer service. He indicated that the MPD’s 911 operators are trained in certain areas and said that the additional medical training will increase their expertise.

Committeemember Finter expressed support for the proposal. He commented that it has been quite some time since he visited the dispatch center and said that he would like to take a tour of the building.

Chief Hayes advised that in the last year, significant changes have been made to the dispatch center. She stated that she would be happy to arrange a tour of the facility for the Committeemembers.

Chairman Kavanaugh suggested that the tour could be posted as a Committee meeting and that staff could schedule a time when the three Committeemembers could attend. He indicated that Fire Chief Harry Beck was also working to arrange a tour for the Committeemembers to visit the Phoenix Communications Center, which would also be posted as a Committee meeting.

Chairman Kavanaugh thanked staff for the presentation.

2c. Hear a presentation and discuss an update on Public Safety Information Management.

Chairman Kavanaugh stated that as Committeemembers may recall, this item originated as a request to come before the Council earlier this year. He noted that Winbourne Consulting conducted a thorough analysis of the City of Mesa’s Public Safety Information Technology (IT) needs and identified many issues for Police and Fire management and the Council to consider.

Chairman Kavanaugh explained that he asked Deputy City Manager John Pombier to provide the Committee the Executive Summary of the Public Safety IT Needs Assessment. He indicated that staff was also working to create a link so that the Committeemembers would have access to the full report, which addresses a series of major issues and also includes various recommendations. He suggested that it would be appropriate for this matter to be included as a regular agenda item for the Public Safety Committee as the City works through this process.

Chairman Kavanaugh, in addition, remarked that the Committee would like to take an active role in monitoring what is going on and providing advice and guidance to the Public Safety and IT Departments, as well as the full Council. He reiterated that the Executive Summary has raised many issues that the Council should be aware of and also created many tasks for the City to

respond to. He thanked Mr. Pombier for taking the lead to oversee the responses for the departments.

Mr. Pombier addressed the Committee and distributed a PowerPoint presentation titled "City of Mesa – Deputy City Manager's Briefing." (**See Attachment 3**) He reported that approximately a year ago when the City began to look at Public Safety Communications and Public Safety IT issues, staff hired Winbourne Consulting in order to obtain an outside perspective in this regard.

Mr. Pombier stated that it was important to note that many of the ongoing projects the Committee has discussed in recent meetings (i.e., Secondary PSAP, radio communications within the City and its regional partners, PD IT, Fire IT, mapping process and CAD upgrade) are separate and apart from Winbourne's needs assessment.

Mr. Pombier discussed the process that Winbourne undertook in order to conduct its needs assessment which included the following: the consultants interviewed staff from every level of the Mesa Police Department (MPD) and the Fire and Medical Department (MFMD); that the purpose of the interviews was to garner a sense of Mesa's needs, the environment in which the needs were working, and the degree of coordination between the departments; that the report revealed, among other things, that the City was conducting many individual projects without thinking about their impact on the overall system; that as an example, the CAD upgrade affects five to seven different systems within Public Safety Communications and Public Safety IT; that staff had not considered all of those interfaces and the effect that the CAD upgrade would have on those systems; and that Information Technology Manager III Scott Parker was selected to serve as Project Manager for the CAD upgrade due, in part, to Winbourne's suggestions regarding the importance of project management.

Mr. Pombier further reported that relative to the development of the new Public Safety Communications Center, it will be important to meet the needs of Fire Communications. He pointed out that it is also crucial that City IT, the MPD, Engineering, the City Manager's Office and Facilities Maintenance participate in those discussions. He added that a Project Manager will coordinate those efforts to ensure the success of the project.

Mr. Pombier also advised that Winbourne's report suggested that the City of Mesa would be best served by having a Public Safety IT Department. He indicated that in speaking with Chief Information Officer Diane Gardner, Police Chief Frank Milstead and Fire Chief Harry Beck, he was not sure any of them disagreed with that suggestion. He noted, however, that how to make that happen logistically and resource-wise would be a long-term process. He also expressed concern relative to Winbourne's suggestion that a Public Safety IT Department would report to a Deputy City Manager, such as himself, who has limited IT knowledge. He added that it would be important for staff to have a clear understanding of who would be the most qualified person to head the department.

Responding to a series of comments from Committeemember Finter, Mr. Pombier clarified that staff considers the concept of a Public Safety IT Department as an issue worth exploring if it is structured properly.

Discussion ensued relative to the fact that the Police IT and City IT Departments have discussed the duplication of efforts and what the responsibilities should be of the respective entities; that a Public Safety IT Department, as recommended by Winbourne, would report to

one individual and a Public Safety Oversight Committee, consisting of the Police Chief, Fire Chief, CIO and Mr. Pombier; and that Mr. Pombier questioned whether it would be necessary to create a separate department in order to coordinate efforts.

Committeemember Finter recounted that during past budget discussions, certain Councilmembers expressed concerns that there were multiple IT departments duplicating efforts.

Mr. Pombier responded that it would be important for him to ask the departments what items could be consolidated in their current structure and whether that would eliminate or answer some of the issues that Winbourne brought forward.

Mr. Pombier remarked that he wanted to make it perfectly clear, that the worst thing the City could do is move ahead quickly with respect to the development of a Public Safety IT Department and "do a poor job." He reiterated that it was imperative that staff coordinate their resources, make sure that the current system works, and then compare it to changing to a new system.

Mr. Pombier stated that staff will provide the full report to the Committee and the entire Council. He indicated that once everyone has had a chance to review the document, it will most likely generate more questions.

Chairman Kavanaugh commented that from his perspective, Winbourne is one of the most respected public safety consultants in the country and has offered suggestions that it believes are best practices for the City to consider. He stated that from a Councilmember perspective, it will be helpful to review the entire report and then perhaps reach out to other communities to inquire how their process took place to form whatever governance structure they have, how it is working and what they would do differently.

Mr. Pombier commented that the City's main contact with Winbourne Consulting is Andrew Reece. He said that staff could arrange for him to meet with the Committeemembers separately or to make a presentation at a Committee meeting.

Committeemember Finter indicated that over the years, there has been "a fortress of culture" at the MPD that cannot be pierced. He invited Police Chief Frank Milstead to come forward and explain how the MPD can "get to a different way of doing things."

Chief Milstead responded that "the fortress" is alive and well. He noted, however, that in the past few years, certain leadership changes have opened up the dialogue between the PD IT and the City IT Departments. He explained that the challenges that the MPD has encountered with respect to communications have also increased that dialogue.

Chief Milstead, in addition, remarked that he and MPD management "are open for change and doing things in a more efficient manner." He stated that in today's economic times, efficiency is the key to most of the MPD's problems, since they can no longer be solved with staffing. He pledged to the Committeemembers that the MPD is working to combine certain resources and added that was an element of an ongoing dialogue at this time.



Chairman Kavanaugh stated that this item will be included on the Committee's agenda every other meeting.

Chairman Kavanaugh thanked staff for the presentation.

3. Adjournment.

Without objection, the Public Safety Committee meeting adjourned at 8:50 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 5<sup>th</sup> day of December, 2013. 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

pag  
(attachments – 3)

# Synthetic Drugs

Keeping drugs out of Mesa



# What are Synthetic Drugs?



- œ Man made and chemically altered substances
- œ The molecular structure is constantly changing – there is no one exact chemical structure
- œ Constant change is challenge for law enforcement, drug testing labs, attorneys, parents, etc. to identify and respond
- œ New chemicals =
  - œ Unknown effects
  - œ Unknown treatment

# Marketed as “Not for Human Consumption.” Sold “Legally” in Stores



# Synthetics in the News



∞ 7 Mesa High students taken to hospital; 1 says he was smoking spice - Posted: Wednesday, October 24, 2012 7:06 pm – East Valley Tribune –

∞ An official with the Mesa Fire Department said around 2 p.m., the Mesa fire and police departments were called to the nurse's office at the high school after **seven juveniles between the ages of 14 and 18 were experiencing rapid heartbeats, signs of high blood pressure, and running mild temperatures.**

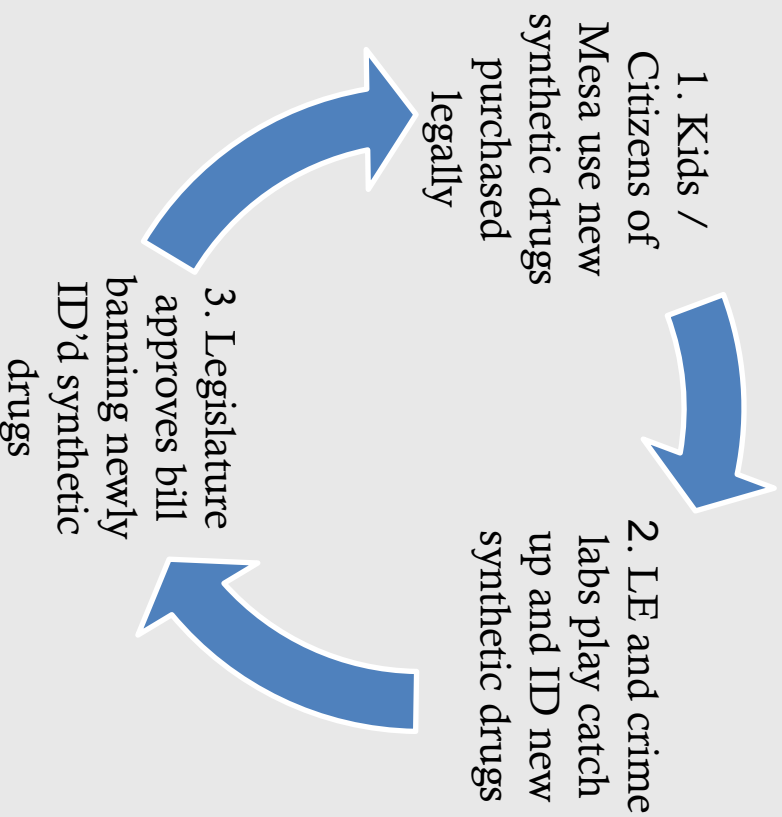
# Synthetics in the News



## Other Recent Local Headlines:

- œ "Scottsdale teens die after using synthetic drug NBOME "
- œ "First cases of flesh eating drug reported in AZ "
- œ "Police sound alarm over synthetic drugs"

# What we are seeing / the evolution of synthetic drugs



# Recommended Approach:

1. Police: ID businesses that are selling synthetic drugs.
2. Seek for a legislative tool to aid police:
  - Sends retailers a clear message about not selling synthetic drugs in Mesa.
  - Close the gap/delay between identifying new synthetic drugs.





# **Secondary Public Safety Answering Point (PSAP)**

**Mesa Fire and Medical**

**Department**

**12/05/2013**



# Secondary Public Safety Answering Point (PSAP)

- ▶ Mesa PD is the Primary PSAP as they are the first answering point for 911 calls for the City of Mesa.
- ▶ A Secondary PSAP is the secondary answering point for 911 calls.



# Secondary PSAP

- ▶ MAG will be upgrading our current switch on February 12<sup>th</sup>
- ▶ This switch gives MFMD the ability to function as a secondary PSAP
- ▶ MFMD call takers will receive in-depth training regarding Fire/Medical emergencies
- ▶ Gives MFMD the ability to greatly expand our triage protocols to meet our expanded response capabilities



# Secondary PSAP

- ▶ Our call takers will be Fire/Medical call taking specialists allowing them to give specific pre-arrival instructions to the 911 caller.
- ▶ It will allow us more capability and flexibility in meeting our dispatch partners triage/deployment needs



# Secondary PSAP

- ▶ Our shared CAD System will be programmed with new Fire/Medical CAD nature codes
  - These new codes will aid in data collection
  - Trend analysis
  - More efficient/effective resource deployment
  - Allows us to be more responsive to triage improvements and changes



# City of Mesa – Deputy City Manager’s Briefing

## Public Safety IT Needs Assessment Recommendations

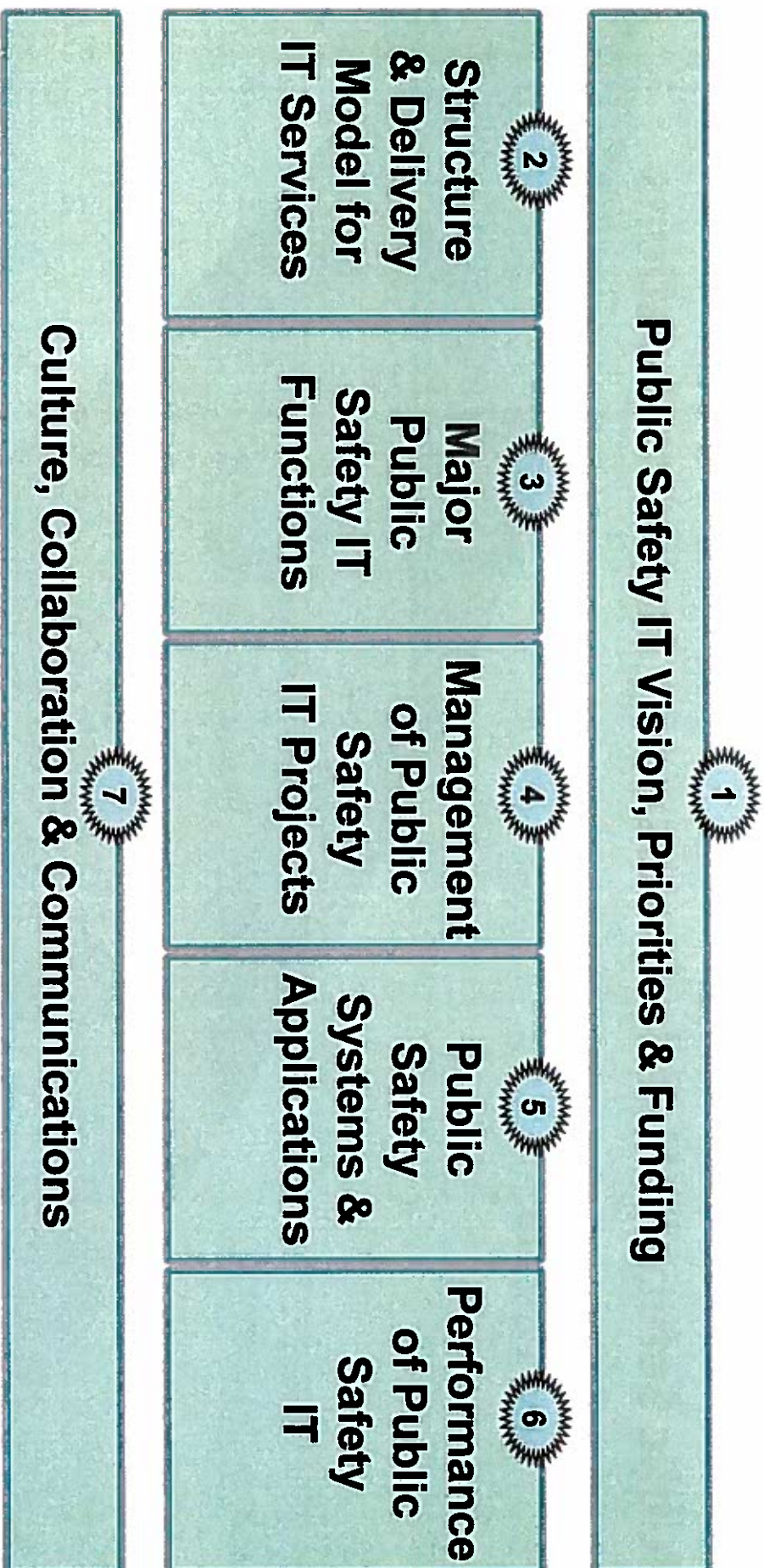
June 17, 2013



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# Project Findings



# Findings

## **1. Public Safety IT Vision, Priorities & Funding**

The lack of a clearly articulated vision for PS IT has resulted in misalignment of technology priorities and resources to operational plans.

## **2. Structure & Delivery Model for IT Services**

The current PS IT service delivery support structure is fragmented, is overtly siloed, and lacks clear delineation of roles and responsibilities.



# Creating an Organization Structure

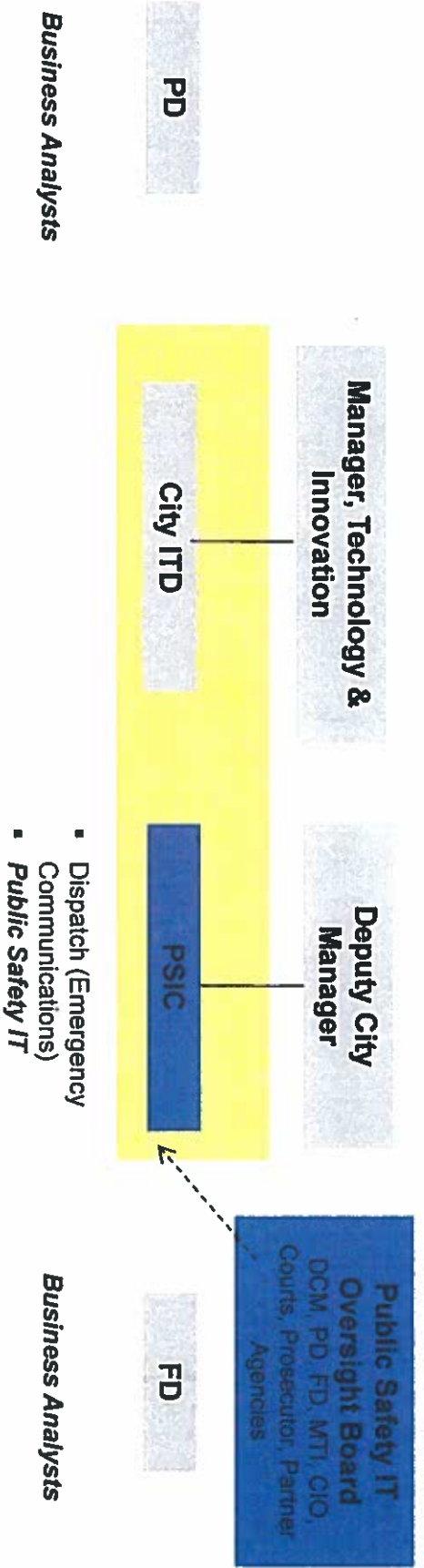
## For Public Safety IT Services



Option F:  
**Establish PSIC**

– Winbourne Consulting’s Recommended Structure

Establish Mesa Department of Public Safety Information and Communications, consolidating Emergency Communications, radio communications, TRWC, and public safety information technology.



4 **Note: The City's decision on how to support ACJIS security requirements will determine whether the City will need one or two servicing structures (PD/FD combined or separate resources) within the PSIC.**

# Benefits and Challenges of Establishing a PSIC

<h2>Benefits</h2>	<h2>Challenges</h2>
<ul style="list-style-type: none"><li>▪ Allows all stakeholders to have an equal voice in dispatch and support operations.</li><li>▪ Most unified approach to public safety support services.</li><li>▪ Promotes greater cooperation and integration between dispatch operations, communications and technology.</li><li>▪ Creates a single point of contact for all PS support services.</li><li>▪ Greatest reduction of duplication of PS support resources.</li><li>▪ Civilianizes existing sworn positions.</li><li>▪ Supports establishment of regional dispatch centers and radio communications networks. Also creates a disaster recovery and backup infrastructure.</li></ul>	<ul style="list-style-type: none"><li>▪ Cultural resistance.</li><li>▪ Increases # of direct reports for DCM from 7 to 8.</li><li>▪ Bifurcates IT reporting in the City.</li><li>▪ Formalizes the separation between City ITD and PS IT resources.</li><li>▪ PS agencies lose direct control over IT and dispatch resources.</li><li>▪ Requires additional funding to establish the PSIC management and infrastructure</li></ul>

# Findings

## 3. Major Public Safety IT Functions

City IT currently provides enterprise-level services and support to both PD and FD. City IT provides FD application support. FD IT has limited functional responsibilities. PD IT has a separate IT structure that supports all their operations. There is no clear rationale for the delineation of roles and responsibilities for PS IT functions between the three agencies.

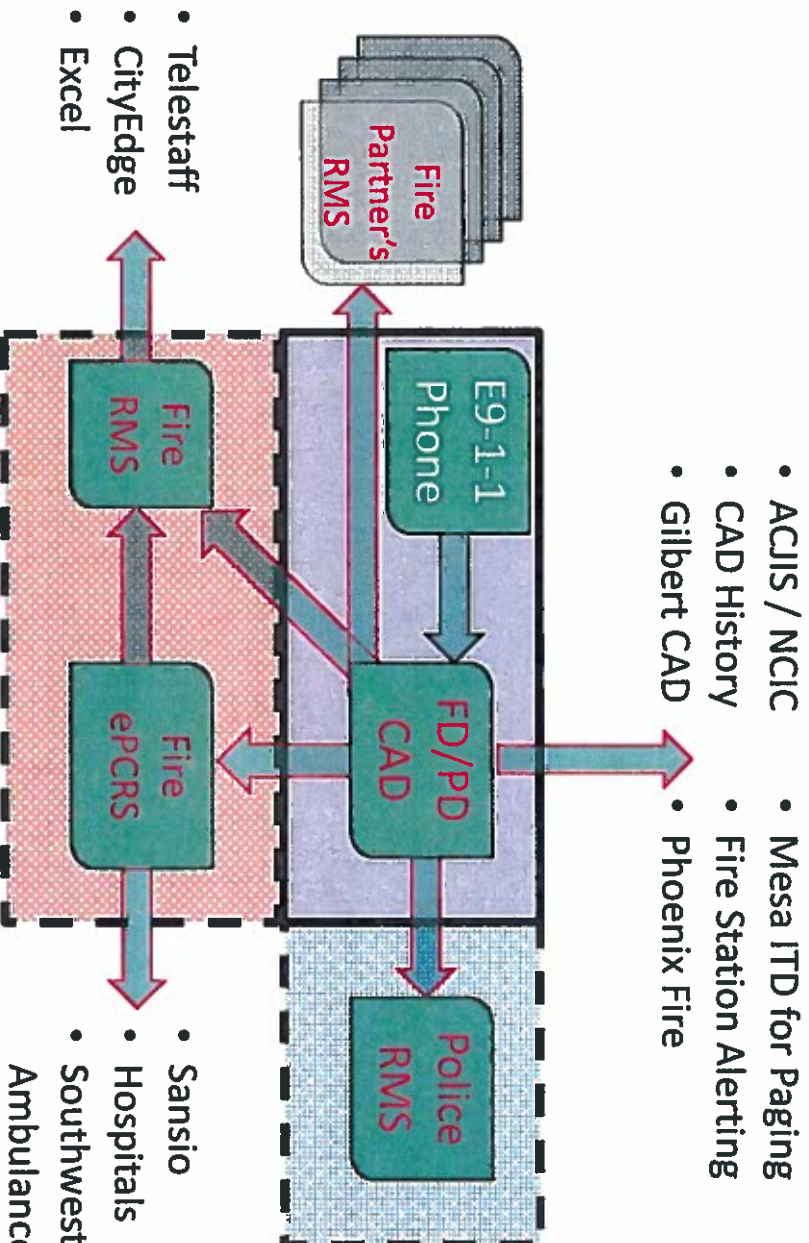
Critical gaps in functionality exists in PS IT functions:

- Program / Project Management
- COOP activities
- Disaster recovery
- Data architecture
- Analytics
- R&D
- Public safety IT strategy and planning.

# Findings (Continued)

## 4. Management of Public Safety IT Projects

The City is upgrading its suite of public safety applications without a program / project management structure or resources. Additionally, neither PD nor FD utilizes formal PM methodology or processes for projects they manage.



*Note: Items in red are currently undergoing or planned for major upgrade*

## Mesa's CAD Upgrade Project Challenges

- There is no project manager currently assigned.
- The Mesa CAD Team is not following industry standard (PMI) project management practices.
- The Team has not developed a scope of work or functional and technical specifications.
- There is no structured ongoing dialog with the CAD vendor (Intergraph).
- The CAD upgrade impacts all suite of public safety applications, but little to no communications has taken place with the other projects or users.
- The upgrade is long overdue and the existing technical and operations staff have little to no experience implementing large CAD upgrades.
- The upgrade is driven by PD IT instead of FD and PD dispatch and field operations.
- The Team does not have a full understanding of the feature and functional changes in the upgraded software and the implications to dispatch and field operations and staff.

## Findings (Continued)

### **5. Public Safety Systems & Applications**

The City's PS system lifecycle model is not aligned with end-user needs or budget resources. Critical applications i.e. CAD and RMS, have not been updated on a regular basis, and have hindered the agencies' ability to provide modern PS services.

### **6. Performance of Public Safety IT Support Services**

There is no formal structure in place to establish or manage service level expectations between City IT services and PS customers, and between PD IT and Fire stakeholders, outside of desktop support. PD and FD IT do not formally track metrics to monitor IT workload and access performance and service levels.

# Findings (Continued)

## **7. Culture, Collaboration & Communications**

The current culture does not promote effective collaboration or proactive, ongoing communications among City IT, PD and FD, which has resulted in a lack of confidence that the best interests of all involved are always considered when stakeholders make PS IT decisions. Communications activities are largely event-driven. Fire stakeholders and partner jurisdictions do not feel included in IT decisions that directly impact their operations.

# Recommendations

## 7. Culture, Collaboration & Communications

- Create the **Public Safety IT Oversight Board** to focus on planning for, prioritizing, making decisions on, and maintaining all technologies (existing and planned) and communications that impact Public Safety operations
- Create a **Steering Committee** to oversee the upgrade of core Public Safety Systems (CAD/RMS/ePCRS)
- Set the **Mission and Vision** for Public Safety IT Services
- **Make IT Points-of-Contact Clear**
- **Build an Integrated PS Communications Strategy**
- Create **two way communication channels** to engage with end users.