

City of Mesa Public Safety IT Assessment Findings and Recommendations

City Council Briefing

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WINBOURNE
CONSULTING, LLC

1611 N. Kent St. Suite 802
Arlington, VA 22209

(p) 703.774.7854 • (f) 703.935.1147
www.winbourneconsulting.com

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

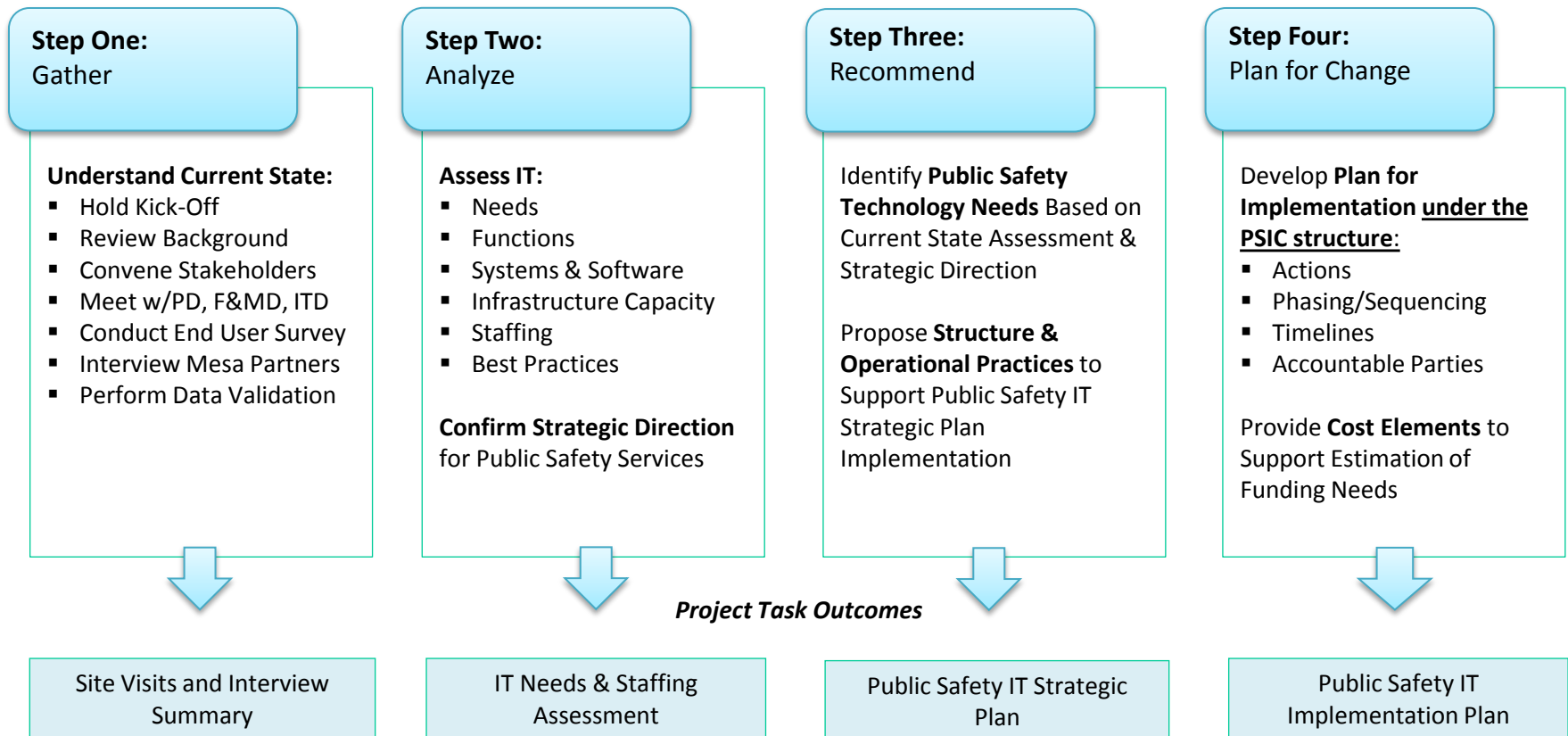
Information Sources

- 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.
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 - 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.