



**CITY OF SCOTTSDALE
COUNCIL SUBCOMMITTEE ON COMMUNITY SAFETY
REGULAR MEETING MINUTES**

**City Hall – Kiva Conference Room
3939 N. Drinkwater Blvd.
Scottsdale, AZ 85251**

Wednesday, November 12, 2025

PRESENT: Councilwoman Jan Dubauskas, Chair
Vice-Mayor Adam Kwasman
Councilwoman Kathy Littlefield

STAFF: Greg Caton, City Manager
Tom Shannon, Fire Chief
Joe LeDuc, Police Chief
Luis Santaella, Interim City Attorney

CALL TO ORDER

Councilwoman Dubauskas called the meeting to order at 2:02 p.m.

ROLL CALL

Members present as listed above.

PUBLIC COMMENT

There were no members of the public who wished to speak, nor written comments presented.

1. Approval of Minutes

VICE-MAYOR KWASMAN MOVED THAT THE SEPTEMBER 25, 2025, COUNCIL SUBCOMMITTEE ON COMMUNITY SAFETY MEETING MINUTES BE APPROVED AS

WRITTEN. COUNCILWOMAN LITTLEFIELD SECONDED THE MOTION.
COUNCILWOMAN DUBAUSKAS INDICATED THE ITEM PASSED BY AFFIRMATION.

2. Department Overview – Scottsdale Fire Department

Fire Chief Tom Shannon conducted a slideshow presentation and reviewed slides with the following titles or descriptions: organizational chart; Phoenix Fire Department Regional Dispatch Center; response diagram; and Expenditures by Division.

Chief Shannon spoke about how the delivery model utilized by the Scottsdale Fire Department differed prior to 2005. He noted the Phoenix Fire Department was second in size only to the New York Fire Department and possessed more than 600 pieces of fire equipment. The system is set up such that the closest appropriate piece of apparatus will respond to each call.

In response to Subcommittee Member questions, Chief Shannon discussed the enhanced mutual aid agreement the City has with the Indian reservations as well as the nature of the current aid arrangement with the Town of Carefree. He noted that initially Scottsdale received services from other agencies about twice as often as they provided them, but currently that ratio is roughly even. These calls, he continued, are primarily for emergency medical services (EMS). He described the system by which Scottsdale provides services to and receives services from other agencies, adding that while there are similar models throughout the country, none are as expansive as this one.

Chief Shannon stated 15 new people will be needed to ensure that the additional annual services can be ensured, and a total of between 65 and 80 new employees will be needed to ensure delivery of base services. He stressed that it is important that citizens receive consistent door-to-door service, which was not always the case. County Manager Greg Caton added that two of the four firefighters on each truck dispatched are EMS paramedics. Chief Shannon noted that other service delivery areas in the nation are only staffed by three firefighters.

Chief Shannon said the department has been able to maintain a similar level of prevention services despite significant growth in Scottsdale. He expressed pride at their ability to prevent calls from happening through plan review and good inspection services. Responding to additional queries, he explained how the department reviews development plans from a fire safety perspective. They also conduct inspections when occupancy in a building changes hands, for which he provided an example. He said the department handles 300 to 350 fires a year, so knowing what a building is capable of en route to a fire helps keep everyone safe. He discussed special event management as a tool of prevention.

Mr. Caton indicated approval of building permits can slow down during the review process. He recognized that water review is currently a little under-resourced because those positions are difficult to fill. He did not think staff needs more resources; it just needs to fill existing vacant positions. Chief Shannon spoke about the typical turnaround times the department tries to adhere to, though exceptions can be made in certain circumstances. He agreed the department's prevention services section is appropriately staffed. He added that Prop 490 funding is managed independently but allocated for prevention services as well as general operations and other areas. Mr. Caton commented that funds are also being spent on trying to incorporate artificial intelligence into the plan review process.

Chief Shannon concluded the presentation by reviewing two slides each entitled Impacts, Opportunities and Approach. He noted 120 members of the department, or one-third, are eligible to leave, many of whom have enrolled in a deferred retirement option plan that gives them up to five years to leave. He discussed the methods used to help predict when people might leave and emphasized the importance of ensuring that the right people are hired.

Responding to additional queries, Chief Shannon indicated that 108 of the 160 firefighters who came on when the department was formed are still employed, though two are expected to leave by month's end. After that, he expected people to leave in chunks.

3. Department Overview – Police Department

Police Chief Joe LeDuc conducted a slideshow presentation and reviewed slides with the following titles or descriptions: Mission & Vision; success graphic; Foundational Behaviors; Organizational Structure; Public Safety Across a Vibrant Community; and Strategic Priorities for Scottsdale Police Department.

In response to Subcommittee Member questions, Chief LeDuc indicated that a good percentage of employees spend their entire careers with the department, though people do leave for a number of reasons. He discussed the main functions of the Professional Standards Unit and the Investigative Services Bureau. He said police dogs are considered part of the Uniformed Services Bureau. The Scottsdale Police Department (SPD), he noted, is considered a medium-to-large agency. He spoke about the critical expertise and specializations of professional staff.

Chief LeDuc stated the Waste Management Phoenix Open is the largest sporting event in the world, doubling Scottsdale's population during the event. He noted technology was so critical to the department that it was removed from the main strategic plan and a separate strategic plan was created just for it.

Chief LeDuc said the department never wants to reduce the number of applicants from which to select employees, so it maintains strategic partnerships with colleges, criminal justice programs, and the military. Councilwoman Littlefield spoke about a recent study performed comparing the salaries and benefits offered by different fire and police departments and wondered whether those figures needed to be updated.

County Manager Greg Caton explained that was a class and compensation study, which is different than market-style research. He felt the prior study could be used as a base, but he expected that the City will react to what other cities do with respect to salaries for sworn personnel. It is important to remain competitive, and the City has made a commitment to be third in the market. He pointed out that many nearby communities have become sizeable communities and therefore become competitors for talent. Councilwoman Littlefield expressed interest in receiving a comparison to other cities once another study is complete. She recognized that the cost of housing has become a problem. Chief LeDuc agreed it is imperative to know what other benchmark cities pay their police staff.

Chief LeDuc concluded the presentation by reviewing the following slides: Call Load Overview; Crime Trends; Clearance Rates; Accreditation; and Contact Information. He said the high call load SPD receives is a sign that the department is trusted by the community. He spoke about

the use of drones in greatly reducing virtual response times, which has helped direct units and resulted in the capture of kidnappers. In response to additional Member questions, he attributed the reduction in crime to technology, staffing, and the department's connection with the community. He mentioned the use of digital forensics to amass significant information, which the department recently used to solve a homicide.

Chief LeDuc stated the SPD is the only agency accredited both nationally and by the state, for which they need to follow 404 standards in policing and public safety. He reviewed some of the standards related to transparency and processing evidence.

4. Department Overview – City Attorney's Office (Prosecution Division)

It was decided to continue this presentation until the next Subcommittee meeting.

5. Professional Staff Pay

County Manager Greg Caton briefly summarized the phases of salary assessment in which staff is currently engaged, saying that minor adjustments will need to be made prior to January. He offered to provide an update to the Subcommittee in the first quarter of the new calendar year. He confirmed that they have completed adjustments for non-sworn employees, and then they will work on citywide adjustments.

6. Possible Items for Next Meeting

Councilwoman Dubauskas summarized the items previously discussed that will appear on the next meeting agenda. She requested an update on recruitment efforts.

Vice-Mayor Kwasman wanted a discussion on the organizational behavior toward homelessness to identify areas where the Council can do more, particularly to provide the ability to comply with state law, enhance public safety, and get resources to those who need them.

Councilwoman Littlefield wanted to discuss potential new channels of communication that might be needed to ensure that happens.

ADJOURNMENT

VICE-MAYOR KWASMAN MOVED TO ADJOURN THE MEETING. COUNCILWOMAN LITTLEFIELD SECONDED THE MOTION. DUBAUSKAS INDICATED THE ITEM PASSED BY AFFIRMATION.

With no further business to discuss, being duly moved and seconded, the meeting adjourned at 3:10 p.m.

Recorded and transcribed by eScribers, LLC.