



---

# MEMORANDUM

---

Date: September 26, 2022

To: The Honorable Chair and Members  
Pima County Board of Supervisors

From: Jan Leshor   
County Administrator

Re: **Facilities Safety and Security Manager Position**

A little over a year ago, Pima County recognized the need create a position exclusively dedicated to the examination and oversight of safety and security issues of Pima County employees, visitors, assets and facilities. The result was the development of the Facilities Safety and Security Manager position, which is responsible for such things as:

- Review of all County facilities from a safety and security perspective;
- Respond to employee concerns about facility security;
- Ensure performance of contract terms of the security personnel and review post orders for contract security personnel;
- Provide security recommendations for the safety County personnel and visitors and their respective facilities;
- Review physical security measures at critical County facilities;
- Identify security and safety liabilities proactively;
- Provide safety/security training to County employees (active shooter, see something, say something, etc.);
- Identify access control issues for facilities that may present safety hazards during critical events; and
- Identify potential security lapses for critical county infrastructure.

The position has been filled since January 2022 by Mr. John Stuckey who reports to County Administration Chief of Staff Monica Perez. Ms. Perez's update on the first months of operations is attached.

JKL/dym

Attachment

c: Carmine DeBonis, Jr., Deputy County Administrator  
Francisco Garcia, MD, MPH, Deputy County Administrator and Chief Medical Officer  
Steve Holmes, Deputy County Administrator  
Monica Perez, Chief of Staff, County Administration  
John Stuckey, Facilities Safety and Security Manager, County Administration



---

# MEMORANDUM

---

Date: September 26, 2022

To: Jan Leshner  
County Administrator

From: Monica Perez  
Chief of Staff

Re: **Facilities Safety and Security Manager**

In September 2021, Pima County Leadership determined a need for a position designed to improve safety and security for staff and facilities across Pima County. Later named the "Facilities Safety and Security Manager," (FSSM) Mr. John Stuckey was hired in January, 2022 to fill the position, address those issues previously identified, and adapt the role to best serve the needs of County departments.

Also in January, 2022 you approved the transfer of administration for the County's contract security guard vendor, Vet Sec, to the FSSM in order to provide active management of this contract. Accordingly, this has become a core function of the FSSM position. This contract employs more than 100 guards and supervisors at 46 separate locations and has expended nearly \$2.7M in the first twelve months. John has worked with Procurement and the Director of Court Security, Rich Tracy, to ensure the contract is updated and renewed for another year of service, beginning September 1, 2022.

In order to ensure Vet Sec is providing the best service possible, John works with Vet Sec management to address staffing, personnel issues, and end user concerns. John also works with Department managers to add or delete guard positions, provide operational direction, and address special or short-term assignments. John provides oversight of County property, namely building keys, access cards and Pima County Wireless Integrated Network (PCWIN) radios assigned to Vet Sec. He conducted both a radio inventory and key inventory to ensure records are up to date and items are accounted for. John also reviews and approves bi-weekly invoices and writes and reviews post orders. As the single point of contact for anything related to Vet Sec, John has simplified communication and operational control for department end users.

Since January, John has officially visited 25 County facilities to review physical security measures, identify potential risks and provide feedback and suggestions regarding facility improvements, procedural updates and training opportunities. A summary report is generated and provided to the department director and/or requesting manager for discussion and potential action. Several other County facilities have been visited in an unofficial capacity with no significant issues noted.

John has developed several training programs, scalable by length and content, to address topics such as personal safety, active shooter response and emergency preparedness. Since June, 2022, John has given 17 presentations with several more scheduled in the coming

Ms. Jan Leshar, County Administrator  
Re: **Facilities Safety and Security Manager**  
September 26, 2022  
Page 2

weeks. John's goal in the future is to provide as many presentations as is possible on an annual basis to review these topics and build upon the knowledge and confidence gained each time. Future topics will likely include bomb threat / suspicious package response, emergency response for supervisors and managers, emergency action plan development, personal safety for field personnel, de-escalation strategies and "Stop the Bleed" training.

John serves as an advisor on security related matters and regularly provides guidance and advice to directors and managers when problems arise. The recent issue involving a patient bringing a gun into a Pima County Health Department (PCHD) clinic is a timely example. This issue is of great concern to staff, but is rather complex in that it involves Board of Supervisors policy, state statute, facility procedures and security guard post orders. It is important that directors, managers and supervisors are reminded that John is a resource for exactly these issues.

John is also working on a research project for Pima County Library District regarding County employee security guards instead of a contracted vendor. While designed for the library environment, this could be exemplary for any other department considering the same thing. John also serves as a County representative/ coordinator during significant events in the downtown area. Some examples include protests and rallies, fire evacuations, or other public safety activities. This enables John to provide up-channel notifications to Administration, which helps improve situational awareness.

Some other projects accomplished this year include the purchase of a new X-ray screening system and walk-through metal detector for the Board of Supervisors Hearing Room. The metal detector has been delivered and will be operational in the near future. We are still waiting on delivery of the X-ray screener. John wrote an article on de-escalation techniques that was published in the e-Scoop and this serves as an add-on for his in-person safety trainings.

A County-wide emergency notification list has been developed, largely through the efforts of Analytics and Data Governance and Office of Emergency Management. Input is needed at the director level to ensure the list, which is pulled from ADP, is accurate and complete. In the meantime, the Emergency Contact List is posted (secure access) on the intranet [here](#):

Earlier in the year the creation of a master list of county facilities with an approximate staff headcount at each facility. Facilities Management maintains at least a few reports of all County facilities and the Pima Insights "Employee Count by Location" report is likely the closest reasonable solution. If you would like a more refined report, I will direct John to re-approach this project.

John's future projects include:

- Creation or review of all Vet Sec post orders to ensure consistency in expectations and direction. Some post orders have not been updated since 2017.
- Creation of additional training presentations as noted above.

Ms. Jan Leshar, County Administrator  
Re: **Facilities Safety and Security Manager**  
September 26, 2022  
Page 3

- Board of Supervisors Hearing Room evacuation review. This is in progress with the Clerk of the Board and Chair Bronson approves of the project. There are some difficulties with the ongoing construction project, which has caused delays, but the goal is to complete by the end of the calendar year.
- Implementation of a training program for Vet Sec guards. This has some challenges as well, namely the cost of staff time and ensuring County posts continue to be filled. Nevertheless, it is important to find a way to improve performance and develop dedication to the County end users. Topics could include de-escalation techniques, emergency response procedures, patrolling procedures and report writing.
- Implementation of an internal mass notification system. OEM can make mass notifications, but the data set at their disposal and the process used may not be timely enough to be useful in dynamic situations such as an active shooter event.
- Development of a County-wide security philosophy and strategy. There are a few Board of Supervisors policies and Administrative Procedures that touch on security related topics, but there is nothing that provides an overall guidance or states the County's philosophy in regards to staff and patron security as well as the security of County facilities and daily operations. Given the vast functional, philosophical and geographic differences amongst the dozens of County departments, this is not an easy task, but should be addressed to help maintain the trust of County employees, to provide for safe operations for our patrons, and to ensure Pima County is the employer of choice in the region.

The FSSM position has proven very useful and John has made significant improvements in the way County departments utilize guard resources and address security concerns. The County is better prepared to handle emergencies, staff is better prepared to deal with security related issues, and hopefully feel safer in the workplace. Progress is being made to improve the facilities themselves and provide better protections for staff and patrons. I am optimistic the County's security posture will continue to improve in the years to come as a result of these efforts.

Please let me know if you have any questions, or require further clarification.

MP/jws

Attachment

c: Carmine DeBonis, Jr., Deputy County Administrator  
Francisco García, MD, MPH, Deputy County Administrator and Chief Medical Officer  
Steve Holmes, Deputy County Administrator  
John Stuckey, Facilities Safety and Security Manager, County Administration