

# **City of Phoenix**

*Meeting Location:*  
City Council Chambers  
200 W. Jefferson St.  
Phoenix, Arizona 85003



**City of Phoenix**

## **Agenda**

**Wednesday, February 4, 2026**

**10:00 AM**

**City Council Chambers**

## **Public Safety and Justice Subcommittee**

*Councilman Kevin Robinson, Chair  
Councilwoman Ann O'Brien  
Councilwoman Betty Guardado  
Councilman Jim Waring*

## OPTIONS TO ACCESS THIS MEETING

Virtual Request to speak at a meeting:

- Register online by visiting the City Council Meetings page on phoenix.gov at least 2 hours prior to the start of this meeting. Then, click on this link at the time of the meeting and join the Webex to speak:

[https://phoenixcitycouncil.webex.com/phoenixcitycouncil/j.php?  
MTID=md927fdf67361d124b3e506e5ad64607c](https://phoenixcitycouncil.webex.com/phoenixcitycouncil/j.php?MTID=md927fdf67361d124b3e506e5ad64607c)

- Register via telephone at 602-262-6001 at least 2 hours prior to the start of this meeting, noting the item number. Then, use the Call-in phone number and Meeting ID listed below at the time of the meeting to call-in and speak.

In-Person Requests to speak at a meeting:

- Register in person at a kiosk located at the City Council Chambers, 200 W. Jefferson St., Phoenix, Arizona, 85003. Arrive 1 hour prior to the start of this meeting. Depending on seating availability, residents will attend and speak from the Upper Chambers, Lower Chambers or City Hall location.
- Individuals should arrive early, 1 hour prior to the start of the meeting to submit an in-person request to speak before the item is called. After the item is called, requests to speak for that item will not be accepted.

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- Watch the meeting in-person from the Upper Chambers, Lower Chambers or City Hall depending on seating availability.

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- Para registrarse para hablar en español, llame al 602-262-6001 al menos 2 horas antes del inicio de esta reunión e indique el número del tema. El día de la reunión, llame al 602-666-0783 e ingrese el número de identificación de la reunión 2550 500 8112#. El intérprete le indicará cuando sea su turno de hablar.
- Para solamente escuchar la reunión en español, llame a este mismo número el día de la reunión (602-666-0783; ingrese el número de identificación de la reunión 2550 500 8112#). Se proporciona interpretación simultánea para nuestros residentes durante todas las reuniones.
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Miembros del público pueden asistir a esta reunión en persona. El acceso físico al lugar de la reunión estará disponible comenzando una hora antes de la reunión.

### **CALL TO ORDER**

### **000 CALL TO THE PUBLIC**

### **MINUTES OF MEETINGS**

1 Minutes of the Public Safety and Justice Subcommittee Meeting Page 6

## Attachments

Attachment A 01.07.2026 PSJ Subcommittee Minutes Final Draft.pdf

## **INFORMATION AND DISCUSSION (ITEMS 2-5)**

2 Fireworks Safety Task Force Update Page 17

3 Police HEAT Unit Overview Page 20

4 City of Phoenix 2025 Domestic Violence Fatality Review Team Report Page 22  
- Citywide

## Attachments

2025 DVFRT annual report DRAFT.pdf

5 **Community Assistance Program (CAP) Expansion Implementation Report** **Page 53**

## Attachments

Community Assistance Expansion and Implementation Report - February 2026 (1).pdf

**INFORMATION ONLY (ITEMS 6-7)**

6 Phoenix Fire Department Staffing and Response Time Report Page 60

## Attachments

020426 Attachment A - Fire Staffing and Response Time Overview.pdf

**7      Phoenix Police Department Recruitment, Hiring and Attrition Update      Page 67**

*Attachments*

[Attachment A - February 2026 PSJ.pdf](#)

**000 CALL TO THE PUBLIC**

**FUTURE AGENDA ITEMS**

**ADJOURN**



## Public Safety and Justice Subcommittee

### Report

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Agenda Date: 2/4/2026, Item No. 1

### Minutes of the Public Safety and Justice Subcommittee Meeting

This item transmits the minutes of the Public Safety and Justice Subcommittee Meeting on January 7, 2026, for review, correction or approval by the Public Safety and Justice Subcommittee.

### **THIS ITEM IS FOR POSSIBLE ACTION.**

The minutes are included for review as **Attachment A**.

### **Responsible Department**

This item is submitted by Assistant City Manager Lori Bays and the City Manager's Office.

## Attachment A

### Phoenix City Council Public Safety and Justice (PSJ) Subcommittee Summary Minutes January 7, 2026

City Council Chambers  
200 W. Jefferson St.  
Phoenix, Arizona

Subcommittee Members Present  
Councilman Kevin Robinson, Chair  
Vice Mayor Ann O'Brien  
Councilman Jim Waring

Subcommittee Members Absent  
Councilwoman Betty Guardado

#### **CALL TO ORDER**

Chairman Robinson called the Public Safety and Justice Subcommittee (PSJ) to order at 10:03 a.m. with three members present.

#### **CALL TO THE PUBLIC**

Roberto Borbolla, the owner of Family Landscaping LLC thanked Public Safety staff, expressed his discontent with the gun violence in communities and recommended the City utilize external agencies to assist.

#### **MINUTES OF MEETINGS**

##### **1. Minutes of the Public Safety and Justice Subcommittee Meeting**

Chairman Robinson made a motion to approve the minutes of the November 4, 2025, Public Safety and Justice Subcommittee meeting. Vice Mayor Ann O'Brien seconded the motion which passed unanimously, 3-0.

#### **INFORMATION AND DISCUSSION (ITEMS 2-4)**

##### **2. Office of Accountability and Transparency Update**

Office of Accountability and Transparency (OAT) Director Shannon Johann presented general updates on the office including becoming 100 percent staffed, presenting at the National Association for Civilian Oversight of Law Enforcement Conference, establishing a working relationship with the Family Advocacy Center, reviewing 159 Department Administrative Investigations, with 37 reports published to date and the Police Department agreeing with 23 of 25 recommendations. Ms. Johann explained the Police Department has implemented operations orders for 20 recommendations and department disagreement with recommendations were isolated to two reports and fact specific. She shared the agreed upon recommendations focused on robust Professional

Standards Bureau (PSB) investigations and transparent documented reasoning to support decision-making.

Ms. Johanni explained robust PSB investigations include reviewing all available relevant evidence, including body worn camera footage, conducting interviews and addressing all potential policy violations or misconduct alleged or raised. She stated recommendations in progress also include detailing in custody-death evaluation criteria and providing written analysis of conclusions and decisions by PSB, the Critical Incident Review Board (CIRB) and the Police Chief. Ms. Johanni emphasized OAT has not yet verified whether operations manual changes improved outcomes but will continue reviewing investigations to ensure revisions enhance accountability and transparency and will release reports in late 2026 on investigations conducted after the department's implementation efforts.

Ms. Johanni conveyed the Civilian Review Board (CRB) will hear OAT's reports and the Police Department's response approximately 60 days after publication. She noted OAT will connect with each Council district as the board meetings are scheduled throughout the City. Ms. Johanni announced the CRB has held four meetings to date and adopted all OAT recommendations. She added OAT's mediation director has conducted seven Department level community mediations, addressing systemic or policy level concerns. Ms. Johanni provided an example of a recent successful mediation where a community member was frustrated by the lack of communication, poor customer service, and lengthy process from the public records unit and unit leadership was able to address the concerns.

Ms. Johanni presented on OAT's Community Engagement Team which has connected with more than 15,000 community members since 2024. She shared the team has begun piloting its Youth Outreach Program where 24 students participated and reflected on the issues and needs, they see in the community. She thanked the Public Safety and Justice subcommittee.

Vice Mayor O'Brien questioned which schools the Outreach Program will be working with.

Ms. Johanni replied they will meet with each Council district to identify schools.

Vice Mayor O'Brien asked have particular schools been identified and is the program currently at South Mountain.

Ms. Johanni replied the program is currently at South Mountain High School.

Vice Mayor O'Brien asked if the program is continuing through the semester.

Ms. Johanni replied yes, the team conducted surveys at the beginning and end of the program to see what students thought. She shared OAT is working on refining partnerships with schools and refining the curriculum to ensure student needs are met.

She explained the first five weeks of the 11-week curriculum remain fixed, while the other five weeks are tailored to the student interest survey conducted at the semester's start to address community-specific issues such as education, law, and policing.

Vice Mayor O'Brien asked if the students were surveyed after completion.

Ms. Johanni stated the students were surveyed after completion and the team is working on putting that information together.

Chairman Robinson asked Ms. Johanni to explain the process of breaking the tie when OAT and the Police Department disagree on recommendations.

Ms. Johanni stated the first two disagreements were in the beginning stages of OAT's work and the tie breaker is the Civilian Review Board. She explained OAT tries to understand what the Police Department's concerns are and resolve those before reports are released.

Chairman Robinson asked her to give an example of what type of issue would be mediated between a police officer and someone who is making a complaint against a police officer.

Ms. Johanni stated an example is when an officer responds to a call and, in the heat of an escalated situation, uses coarse language that may seem unprofessional or upsetting to community members, by swearing around children. She explained many complaints stem from perceived rudeness or misunderstandings, such as when an officer explains they cannot take a collision report based on policy, which gives the community member a chance to understand while expressing their frustration.

Chairman Robinson thanked Ms. Johanni for the presentation and acknowledged the work OAT is doing.

### **3. Animal Ordinance Update Overview**

Lieutenant Karen Hudson presented Animal Crime Investigations which began in 2022 and currently Sergeant Milo Kaufman serves as the Subject Matter Expert and Rainey Sharer serves as a Police Civilian Investigator (PCI) on animal-related issues. She shared the department conducted peer city research and found Maricopa County Sheriff's Department has a dedicated animal crimes detail while other peer cities refer animal crimes to their general crime detectives.

Lieutenant Hudson announced the language update after 2023, impacting what is considered cruel neglect or adequate shelter neglect which helps officers to better define if a person is violating a shelter ordinance. She added, since the ordinance update, the animal cruelty bookings have increased by 15 percent over a two-year period.

Lieutenant Hudson stated the department provided a training video, so officers understand how to investigate animal crimes. She announced the 311-system update which allows citizens to report violations of tethering, animal cruelty and shelter. She reported 249 complaints overall and the difference between the Arizona Humane Society which conducts cruelty investigations and Maricopa County Animal Care and Control which handles licensing.

Lieutenant Hudson presented the effects of the new ordinance Senate Bill (SB) 1658 which only requires unreasonable suffering and allows officers to easily identify animal suffering. She added there is a City Code allows for no exceptions and staff can enforce this code regarding individuals experiencing homelessness with an animal. She explained SB 1658 replaced the requirement of protracted suffering with unreasonable suffering in animal cruelty laws, making it easier for officers to intervene without waiting for prolonged harm. She added this change was prompted by the Chandler 55 case, where authorities were delayed in rescuing animals due to the previous standard.

Councilman Waring questioned if the Department provides guidance if owners need assistance with an animal issue and if that ever happens.

Lieutenant Hudson stated yes, people call for those things, and they do a welfare check with the Humane Society to ensure the individual is educated on how to handle animals and assist.

Councilman Waring requested staff ensures that the community is aware and educated on what the rules are.

Vice Mayor O'Brien asked if staff provides information about other resources other than Humane Society.

Lieutenant Hudson stated the City has a contract with the Humane Society which makes the organization the primary contact.

Vice Mayor O'Brien stated the department can explore later and talk offline.

Lieutenant Hudson stated the Bureau continues to meet monthly with the Arizona Humane Society, update policies, increase the number of liaison officers, conduct post-academy trainings and hold quarterly meetings.

Vice Mayor O'Brien thanked Lieutenant Hudson for the presentation and asked if the Bureau alongside the Neighborhood Services Department provided education and outreach after the bookings and citations.

Sergeant Kaufman stated the numbers provided are based on arrests done in the field and are reviewed by staff. He explained cases may be submitted to the Arizona Humane Society, Neighborhood Services Department, or to Maricopa County.

Vice Mayor O'Brien stated there is a long list of things to track, but it is important to know how cases ultimately end up in the system as the department makes modifications and changes.

Ms. Bays replied they will look into how staff can track that information, if there are changes that need to be made and how staff can make those changes.

Vice Mayor O'Brien shared her appreciation for the work being done and the presentation.

Chairman Robinson thanked Lieutenant Hudson and the Animal Crimes Investigation Team for their work and presentation.

#### **4. Police Hiring, Recruitment and Attrition Monthly Update**

Commander William Jou stated the update reflects the Police Departments ongoing efforts to improve hiring and staffing. Commander Lou reported as of October 2025, there are 2,493 filled sworn positions and 144 recruits, totaling 2,637, with academy recruits nearly doubling from 83 to 144 in a year. He reported applications surged in 2025, with January receiving 518 compared to 234 in 2024 and October reaching 504 compared to 380, reflecting successful hiring strategies as the Police Department work toward 3,125 sworn officers.

Commander Jou reported the department received 503 applications from female candidates and 2,541 from male candidates in 2024, which increased in 2025 to 813 female applicants and 3,716 male applicants. He explained, this alongside a 62 percent increase in female applicants, reflects the department's efforts of targeted outreach and commitment to equitable and inclusive hiring practices.

Councilman Jim Waring stated, over a three-year period the Police Department has less applicants based on slide two and the number of recruits does not make up for the lack of officers.

Commander Jou reported the Police Department hired 159 recruit officers and 8 lateral officers in 2024, increasing to 206 recruits and 17 laterals in 2025. He added female hires grew slightly from 22 in 2024 to 23 in 2025, reflecting continued efforts to attract women and strengthen both pipelines through targeted outreach and career development opportunities. He reported the Police Department engaged with Dr. Tanya Meisenholder, the Director of gender equity for policing at New York University, who praised the department for their commitment and recruiting practice during the department's 30 by 30 Initiative. He shared Dr. Meisenholder helped identify areas of improvement, such as increased visibility at women- focused expos and job fairs.

Commander Jou added the department partnered with the Police Foundation on December 6 to host a brunch where over 30 female applicants joined female officers to discuss career opportunities. He announced Commander Julia Egea has agreed to lead the initiative.

Commander Jou reported the department strives to employ a diverse department reflective of the community with Hispanic and White applicants making the largest groups followed by Black and Asian applicants. He noted there's still room to improve in representation across several groups in reference to actual hires.

Commander Jou reported attrition is highest among officers with less than one year of service and those with over 21 years, driven by early career adjustment challenges and retirement eligibility. He stated the Organizational Integrity Bureau, led by Commander Bryan Knueppel, is formalizing exit interviews, analyzing early intervention data to enhance employee wellness and retention and monitor stressors that could lead to early retirement.

Vice Mayor O'Brien referenced the slide including projected DROPS and asked if the 18 projected drops for November and December due to those officers reaching their maximum DROP period.

Commander Jou replied yes, those individuals would be their five-year or seven-year DROP.

Vice Mayor O'Brien asked if these individuals are retiring because there is no alternative.

Commander Jou replied yes.

Vice Mayor O'Brien asked if the numbers could be higher if an individual decided to leave prior to their DROP or chose to not utilize DROP.

Ms. Bays replied yes, that is correct.

Vice Mayor O'Brien asked if there is a way for staff to have an indication of others in the pipeline that were supposed to retire during those months given the timeline.

Ms. Bays replied staff is trying to provide projected separations that they are sure of.

Vice Mayor O'Brien thanked Ms. Bays for the clarification and expressed her concern regarding retirements especially those who retire prior to their full DROP years. She asked Commander Jou to clarify how exit interviews are being conducted.

Commander Jou stated the department has been doing exit interviews but are starting a newer process due to concerns with individuals leaving within less than a year. He explained individuals that are leaving early are meeting with executive staff to provide feedback and the department has expanded that to a more formalized process in collaboration with Human Resources. He added the Organizational Integrity Bureau will handle statistical information intake regarding the exit interviews.

Vice Mayor O'Brien restated the exit interviews will be conducted for all officers, not just those who were with the department for less than a year.

Commander Jou replied yes.

Vice Mayor O'Brien expressed frustration with the timing of the incorporation of the exit interviews and asked how many officers are retiring without using DROP.

Commander Jou replied staff does not have that number currently but will provide it at the next update.

Ms. Bays stated the data can be provided, staff does not have it currently.

Commander Lou reported on a previous request from the Subcommittee to provide peer city research regarding recruitment efficiency. He reported Phoenix Police Department demonstrates competitive performance and recruitment efficiency when compared to Houston and San Antonio. He explained the department's recruitment process averages 130 days, with the fastest hires completed in 60 days, compared to three to six months in other cities. He stated Phoenix runs the most academies compared to those peer cities with a smaller average class size and less background investigators.

Vice Mayor O'Brien stated she understands the City has significantly less background investigators, is there a need for additional background investigators to assist the department and could the class sizes be larger.

Commander Leif Myers reported in 2025, the Police Department hired over 200 recruits and maintained an 85 percent retention rate, the highest in three years. He added, currently, four academy classes with 120 recruits are operational, with another class starting pre-academy on January 20 and a graduation scheduled for January 28. He explained the top reasons for attrition since 2023 are personal reasons, rule violations, and proficiency concerns.

Councilman Waring asked if the Police Department is looking at the strengths of the candidates instead of the weaknesses to utilize them in other roles.

Commander Myers replied most of the proficiency concerns are based on safety in the firing range which cannot be ignored.

Councilman Waring asked if staff is finding alternative placements in civilian roles so recruits that have come far into the process can still serve the community.

Commander Myers stated yes, before a recruit is removed from the academy, staff communicate with Employment Services to look for viable opportunities within the City.

Commander Myers reported personal reasons is the primary reason for attrition and shared the department has modified the academy by reformatting family night to instill positive family dynamics, food, and academy tours to reassure families of recruit safety

and success. He added, before recruit dismissal, there is a conversation with command staff to provide feedback, discuss performance, and allow the recruit extra time to discuss with family before making a final decision.

Commander Myers reported the field training program is operating at a 91 percent retention compared to 71 to 72 percent in 2024. He added over the last three calendar years, 445 officers have completed or are in training; 356 remain active sworn officers, 64 separated, and 25 transitioned to civilian roles. He reported 80 percent of officers in training have maintained City employment.

Commander Jou stated in 2026 the Police Department is looking to continue to achieve competitive hiring timelines and the 2026-2027 plan is to include strategic planning for the 30 by 30 Initiative and staffing increases at Employment Services and the Police Academy with the Council's permission.

Chairman Robinson requested Chief Giordano come up to the table and noted the academy is placing an emphasis on providing the resources needed for recruits to be successful and asked Commander Myers to speak to the efforts the department is making to retain them.

Commander Myers stated the department has shifted the academy to an adult learning environment by offering numerous attempts and recognizing the recruit's progress.

Chairman Robinson noted past academy practices focused on high-stress environments that encouraged attrition and modeled negative behaviors, but the department has shifted to an adult-learning approach. He stated, the Police Department is still deficient in police officers and to hire more people, the department has to increase the number of staff in the Recruitment Bureau. He asked Chief Giordano to address that and explain where the department will be six to twelve months from today.

Chief Giordano stated the department is losing before their DROP period ends for various reasons and he is working to improve morale and retention by engaging directly with precincts and addressing concerns. He explained the department has shifted from excluding candidates to supporting success while maintaining State standards. Chief Giordano added the department aims for 40 strong recruits per class and strategically increase hiring by reallocating experienced officers to Employment Services to shorten timelines. He acknowledged the department is short and is adjusting to improve staffing while maintaining service quality.

Councilman Waring thanked Chief Giordano and emphasized that not all employees are suited to be trainers, urging staff to select individuals with strong communication skills. He asked if staff actively identify those individuals.

Chief Giordano replied staff are trying to identify the right people to deliver the right message and train correctly. He added Commander Myers and Jen LaRoque have done a good job ensuring his mission is communicated effectively to the department.

Chairman Robinson asked where the recruitment team will be six months from now and what staff are doing to speed up the recruitment process.

Chief Giordano stated immediate communication to ensure individuals complete applications as soon as possible with background investigators providing constant communication and assistance in completing forms.

Chairman Robinson asked if Ms. Bays and Commander Jou can meet in the next 30 days to look at the possibility of moving individuals to the Employment Services Bureau at a quicker rate.

Vice Mayor O'Brien shared her appreciation for the improvements rated to applicants, highlighted the Phoenix 30 by 30 Initiative and stated studies show women officers use less excessive force and see better outcomes for crime victims. She added the department's partnership with the Mayor's Women's Commission exemplifies the innovative thinking needed to recruit women as officers and led to the department's participation in the Fresh Start Career Fair, connecting with 30 women, five of whom remain in active contact with recruiters. She emphasized appointing Julie Egea to lead the 30 by 30 Initiative reporting directly to Chief Giordano, elevated the program to a priority. Vice Mayor O'Brien stated while the department remains 500 officers short of its goal, it is clear the recruitment strategies and expanded outreach are delivering results.

Chairman Robinson noted visiting the academy to better understand operations, thanked staff for their hard work and echoed appreciation for Chief Giordano's engagement with officers.

Anne Ender stated the community is ready to assist the City with addressing the crisis and asked for a report to the public showing how many sworn officers there are per precinct per shift and the response times by precinct and Council district.

#### **INFORMATION ONLY (ITEMS 5-6)**

##### **5. Fire Staffing and Response Time Report**

Information only. No Councilmember requested additional information.

Orla Bobo stated the City is pushing the narrative GO BOND and TPT increases will improve fire response times with new stations, yet the City is only building one station at a time and which will not assist with the current response times. She stated TPT and GO BOND funds should be used to improve response times now and response times are an indicator of service equity and public safety.

##### **6. Community Assistance Program (CAP) Expansion Implementation Report**

Information only. No Councilmember requested additional information.

**CALL TO THE PUBLIC**

None.

**FUTURE AGENDA ITEMS**

None.

**ADJOURNMENT**

Chairman Robinson adjourned the meeting at 11:40 a.m.

Respectfully submitted,

Taniya Williams  
Management Fellow

DRAFT



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**Agenda Date: 2/4/2026, Item No. 2**

## **Fireworks Safety Task Force Update**

This report provides the Public Safety and Justice Subcommittee with information on the City of Phoenix Fireworks Safety Task Force and programs.

### **THIS ITEM IS FOR INFORMATION AND DISCUSSION.**

#### **Summary**

In response to a significant increase in fireworks-related complaints received by Mayor and City Council offices, as well as a surge in emergency calls to the Police and Fire departments during the July 4th and New Years holidays, the City Manager's Office established the Firework Safety Task Force. The Task Force is dedicated to reducing or eliminating the use of illegal fireworks within Phoenix city limits and includes staff from the City Manager's Office, Communications Office, Prosecutor's Office, as well as, the Police, Fire, Law, Neighborhood Services, and Parks and Recreation departments.

Over the past year, the Task Force implemented new enhancements to address the sale and use of illegal fireworks through education, targeted outreach, and strengthened enforcement. Fire Prevention staff partnered with distributors to expand vendor inspections, conducting more than 600 point-of-sale checks at stores and tents selling consumer fireworks. This included 176 unannounced inspections at newly identified locations that would not have been inspected otherwise. Additionally, newly implemented post-holiday inspections ensured that products were removed once the allowable sales periods had ended. Police Community Action Officers conducted data-driven outreach in neighborhoods with historically high call volumes to educate residents on fireworks laws and associated hazards. Through the July 4th and New Year holiday seasons, each Police precinct deployed a dedicated two-officer unit focused on fireworks enforcement. The City also implemented enhanced communications plans that ran from early June through early July and early December through early January 2026.

#### **Communication Plan**

The "Celebrate Safely" campaign was a coordinated, multimedia and bilingual public education effort designed to raise awareness about fireworks safety and legalities

while reducing the risks of fire and injury. Key safety messages included the use of legal ground-based fireworks only, proper disposal of spent fireworks, maintaining adequate safety distances, attending professional displays instead of using consumer fireworks, reporting illegal activity, the dangers consumer fireworks pose for our air quality, and protecting vulnerable populations and pets from noise trauma. Messaging was delivered through social media, billboards, citywide channels, and partnerships with organizations such as the Maricopa Association of Governments, Arizona Burn Foundation and the Humane Society.

Campaign performance was tracked using analytics tools which showed social media efforts generated nearly 2 million impressions across 180 posts. Public sentiment analysis revealed that the community's reception toward the messaging was generally positive and provided recommendations for future improvements. A media event and distribution of printed materials, both in English and Spanish, further extended outreach.

#### Public Safety Outreach and Emergency Response

The Phoenix Police Department combined targeted community outreach with focused enforcement to reduce illegal firework activity and associated hazards. In the days leading up to July 4, Community Action Officers visited neighborhoods with high historical call volumes to provide residents with clear information about fireworks laws, safety risks, and reporting procedures. CommunityConnect supported these efforts by automatically sending callers links to firework safety information, helping residents understand legal limitations. Each precinct reinforced this work through its own educational initiatives.

From July 3 through the morning of July 5, each precinct deployed a dedicated two-officer team focused exclusively on fireworks enforcement. Dispatch supported operations with a specialized radio code for fireworks, improving coordination and response efficiency. All patrol officers received an employee notification system message containing a training video, enforcement guidance, and a legal bulletin developed in collaboration with the City Prosecutor's Office.

Leading up to the New Year's holiday, the Phoenix Police Department continued its focused education and enforcement on fireworks while adding a focus on celebratory gunfire. Community Action Officers and Neighborhood Enforcement Teams target areas with high call volume and community events to educate the public. During New Year's Eve, the Phoenix Police Department utilized maximum staffing to support these efforts. Additionally, social media was used to disseminate a multi-jurisdictional message about the dangers of celebratory gunfire.

These combined efforts resulted in two arrests for celebratory gunfire and several ongoing investigations targeting celebratory gunfire.

The Phoenix Fire Department's emergency response efforts emphasized reducing fire and injury risks through proactive inspections, community risk-reduction initiatives, and close coordination with partner agencies. These strategies have produced measurable improvements, including a 49 percent reduction in fireworks-related calls to the Fire Department over the past two years on the Fourth of July and a 44 percent reduction on New Year's.

#### What's Next: Preparing for 2026

The Task Force's next steps for 2026 focus on continued coordination, refining operations, and preparing for responses to both fireworks and celebratory gunfire. Interdepartmental planning meetings will continue to ensure alignment on staffing, enforcement priorities, and public messaging. The Task Force is reassessing operational plans based on lessons learned in 2025, strengthening regional collaboration with the Maricopa Association of Governments (MAG) and other partners, and expanding public education on fireworks safety and Shannon's Law.

These additional efforts will also focus on the adverse impact that illegal fireworks have on air quality. According to a MAG Regional Council report, in January 2025, MAG staff presented an air quality update which stated that "on January 1, 2025, the Maricopa region, specifically the West Phoenix monitor, had the worst 24-hour fine particulate matter (PM-2.5) concentration in the nation, and the third worst in the world." This high level of particulate matter contributes to negative health impacts throughout the community. As a result, the City's Task Force is coordinating with MAG and other regional partners on these issues.

The Task Force will continue its work into the summer, evaluating enforcement needs, improving communications strategies, and exploring the development of proposed City Code updates to further enhance public safety.

#### **Responsible Department**

This item is submitted by Assistant City Manager Lori Bays and the Fire, Police, and Law departments and Communications Office.



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**Agenda Date: 2/4/2026, Item No. 3**

## **Police HEAT Unit Overview**

This report provides the Public Safety and Justice Subcommittee an overview of the Phoenix Police Department's Human Exploitation and Trafficking (HEAT) Unit.

### **THIS ITEM IS FOR INFORMATION AND DISCUSSION.**

#### **Summary**

The HEAT Unit has a primary mission to investigate and disrupt human trafficking and related exploitation, protect victims and enforce laws through proactive operations, community engagement and interagency collaboration. This Unit is housed under the Police Department's Drug Enforcement Bureau and currently has two sergeants, nine detectives and three civilian positions. Funding is received for this unit in the form of grants through agencies like Arizona Department of Public Safety, the Federal Bureau of Investigations and the Arizona Department of Emergency and Military Affairs.

The core functions of the HEAT Unit are:

- Target human and sex traffickers
- Prostitution activity enforcement
- Commercial sex buyer enforcement
- Victim outreach operations
- Information tip vetting and investigations
- Juvenile victim recovery
- Training and education

#### **2025 Activity Recap**

Along the 27th Avenue Corridor, the HEAT Unit:

- Traffickers arrested: 27
- Recoveries: 52
- Street Enforcement Operations: 49 with 394 arrests
- Customer Apprehension Operations: 21 with 123 arrests

#### **Outreach Operations**

- Hotel Outreach: 9

- Resulted in 76 individuals contacted and offered services

**Responsible Department**

This item is submitted by Assistant City Manager Lori Bays and the Police Department.



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**Agenda Date: 2/4/2026, Item No. 4**

## **City of Phoenix 2025 Domestic Violence Fatality Review Team Report - Citywide**

The Human Services Department and Police Department co-chair an effort to produce an annual Domestic Violence Fatality Review Team (DVFRT) report based on a review of a fatal or near fatal domestic violence incidents. Domestic Violence Fatality Review Teams are authorized by A.R.S. 41-198 which provides guidance on team membership and protections for confidential information. Members are appointed to the Team by the City Manager.

The purpose of the DVFRT is to develop "findings and recommendations as to how fatal or near fatal incidents of domestic violence may be prevented and how the system can be improved." These case studies result in the identification of gaps in services and recommendations for system improvement.

### **THIS ITEM IS FOR INFORMATION AND DISCUSSION.**

#### **Summary**

The Phoenix DVFRT was created in 2006 and is co-chaired by an executive team from the Phoenix Human Services and Police Departments. The mission of this team, which is comprised of representatives from the criminal justice system, advocacy community, municipal government, and other community resources, is to examine domestic violence fatality and near-fatality incidents to improve our understanding of the dynamics of such incidents. The team uses this expanded knowledge to develop recommendations for system improvements that serve victims and survivors of domestic violence.

The 2025 DVFRT selected a homicide case that deviates from the types of cases previously examined. In this case, the woman's estranged husband used geo-tracking and stalking methods to locate her and then murdered her new partner. The sub-committee reviewed all collected information and created a timeline that includes police involvement, details of domestic violence victim and perpetrator's relationship, and history of violence in this relations leading to the new partner's homicide.

The recommendations provided in the report are broad approaches to educating, preventing, and addressing domestic violence. The team developed four

recommendations to fill system gaps and improve services to crime victims.

1. Research the need for Domestic Violence Education and Prevention Programs
2. Explore the need for expansion of Domestic Violence Education and Awareness
3. Research Options to Expand Sentencing Statutes to include a Domestic Violence Enhancement
4. Present and Share Annual DVFR Report with Local Government Agencies

Also included in the 2025 DVFR report are status updates on the 2023/2024 DVFR report recommendations.

**Responsible Department**

This item is submitted by Deputy City Manager Gina Montes and the Human Services Department.

***Title Page***

**CITY OF PHOENIX**

**DOMESTIC VIOLENCE FATALITY REVIEW TEAM**

**2025 REPORT**

**DRAFT**

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# City of Phoenix

## *Letter from the chairs*

To the Phoenix Community:

Domestic violence is a critical public safety issue that endangers not only victims, but also their friends, families, co-workers, law enforcement, and the broader community. Its far-reaching impact requires a coordinated response from multiple agencies, creating complex systemic implications.

The Phoenix DVFRT is committed to identifying systemic gaps and recommending improvements to reduce domestic violence-related homicides. In 2025, the team continued its vital work, leveraging its collective expertise to enhance domestic violence awareness and response strategies. We are grateful for the hard work of the review team members, the assistance from the staff liaisons, and the support from the City of Phoenix executive team members.

As first-time committee members and Co-Chairs of the DVFRT, we are honored to present the 2025 Phoenix Domestic Violence Fatality Review Team Annual Report. Our intent is that this report provides valuable insights to strengthen domestic violence prevention efforts and improve system-wide responses.

Sincerely,

*Tracee Hall*

Tracee Hall, Assistant Director  
City of Phoenix  
Human Services Department

*Steve Martos*

Steve Martos, Commander  
Phoenix Police Department  
Family Investigations Bureau

## **MISSION AND INTRODUCTION**

In alignment with Arizona Revised Statute § 41-198, the City of Phoenix assembled a Domestic Violence Fatality Review Team (DVFRT). DVFRT members offer diverse experience from multiple perspectives including: the criminal justice system, advocacy community, healthcare, municipal government, and other community-based agencies. This wide-ranging membership provides a unique opportunity to work with many disciplines to evaluate systemic issues and to develop comprehensive and practical recommendations for improvement.

The mission and purpose of the Domestic Violence Fatality Review Team is to examine domestic violence fatality and near-fatality incidents in order to improve our understanding of the dynamics of such incidents and provide concrete recommendations to improve system responses to domestic violence. Following a comprehensive review of the selected incident, the members apply their knowledge and expertise in their various disciplines to develop recommendations for systems improvements to better serve victims and survivors of domestic violence. The team's goal is to have a positive impact and influence in preventing future domestic violence incidents and fatalities from occurring.

### **2025 DVFRT Process:**

The Phoenix Police Department researched incidents of domestic violence homicides and near-fatal incidents for the DVFRT to review and select from. The DVFRT members collectively selected the case for the 2025 report. The case review, report recommendations, and report drafting were completed by DVFRT subcommittees.

The 2025 DVFRT selected a homicide case that deviates from the types of cases previously examined. In this case, the woman's estranged husband engaged in geo-tracking and stalking to locate her and murder her new partner.

## **THE DOMESTIC VIOLENCE FATALITY REVIEW TEAM**

### **2025 DVFRT Members**

Tracee Hall (Co-Chair), City of Phoenix Human Services Department

Steve Martos (Co-Chair), City of Phoenix Police Department

Michelle De Alba, City of Phoenix Human Services Department

Kelli Donley Williams, Maricopa County Department of Public Health

Dolores (D.C.) Ernst, Phoenix Fire Department

Karen Gerdes, La Frontera Empact

Laura Guild, Arizona Department of Economic Security

Susan Hallett, City of Phoenix Human Services Department

Bianca Harper, Arizona State University

James Hester, City of Phoenix Police Department

Nicholas Jimenez, City of Phoenix Police Department

Shannon Johann, City of Phoenix Office of Accountability and Transparency

Kate Loudenslagel, Maricopa County Attorney's Office

Dana Martinez, A New Leaf

Samantha Mendez, HonorHealth

Katelyn Osselaer, City of Phoenix Human Services Department

Stephanie Smith, Phoenix Fire Department

Shawn Steinberg, Maricopa County Attorney's Office

Christopher Sund, City of Phoenix Police Department

Hilary Weinberg, City of Phoenix Prosecutor's Office

Krista Wood, Arizona Attorney General's Office

### **2025 DVFR Staff Liaisons**

Kristina Blea, City of Phoenix Human Services Department

Luke Christian, City of Phoenix Law Department

Priscilla Lopez, City of Phoenix Human Services Department

### **City of Phoenix Executive Team**

Ed Zuercher, City Manager

Ginger Spencer, Assistant City Manager

Gina Montes, Deputy City Manager

Jacqueline Edwards, Human Services Director

Matt Giordano, Police Chief

## **DOMESTIC VIOLENCE INFORMATION AND STATISTICS**

Domestic violence (DV) remains a critical public health concern with profound social, physical, and psychological consequences. According to the U.S. Department of Justice, domestic violence is defined as a “pattern of abusive behavior in any relationship that is used by one partner to gain or maintain power and control over another intimate partner.” (14) Domestic violence can be physical, sexual, emotional, economic, psychological, or technological actions or threats of actions or other patterns of coercive behavior that influence another person within an intimate partner relationship. (1)

No one is immune to domestic violence. It affects people of all ages, ethnicities, genders, and socioeconomic statuses. In the United States, about 41% of women and 26% of men have experienced some form of intimate partner violence (IPV) (2024). (2) In addition, research from the National Intimate Partner and Sexual Violence Survey (NISVS) shows that nearly 10 million adults experience domestic violence annually, in the United States (2017). (3) Factors that may cause or contribute to domestic violence are complex and often compounding. Parental substance abuse, family conflict or violence, history of child abuse and neglect, exposure to stress, undiagnosed mental health problems, poverty, peer rejection and low-self-esteem can increase the likelihood of someone perpetrating violence (2024). (4)

According to the National Network to End Domestic Violence, stalking is a significant component of domestic violence, and its prevalence is a growing concern, particularly with the rise of technology (2024). (5) Technology facilitated abuse (TFA) has been a growing trend in society (2022). (8) According to the National Center for Biotechnology Information, TFA, also known as digital dating abuse, “encompasses a range of behaviors and is facilitated in online spaces” (2022). (8) Some examples of TFA include the use of surveillance apps, spyware, social media platforms, endless texting, and smart home technology (2022). (8)

Research from the NISVS found that nearly, “1 in 3 woman and about 1 in 6 men in the United States reported being stalked at some point during their lives, and that 43.4% of female victims and 32.4% of male victims were stalked by a current or former intimate partner” (2024). (6)

Cyber stalking, a form of TFA, is unwanted online behavior where an individual or group uses a social platform to “harass, threaten, or intimidate another person” (12). Cyber stalking has a correlation to intimate partner violence (IPV) because it has opened new avenues for abusers to exert control and power. Tactics like threatening to share explicit images, videos, and private information increase victims’ overall safety risks (12).

A Bureau of Justice Statistics report summarized data collected from the Supplemental Victimization Survey to the National Crime Victimization Survey which estimated that among the, “3.4 million U.S. persons ages 16 and older who reported experiencing stalking in 2019, 80%

indicated that the use of technology was involved. Among this group, 14% reported they had their whereabouts tracked with an electronic device" (2022). (7)

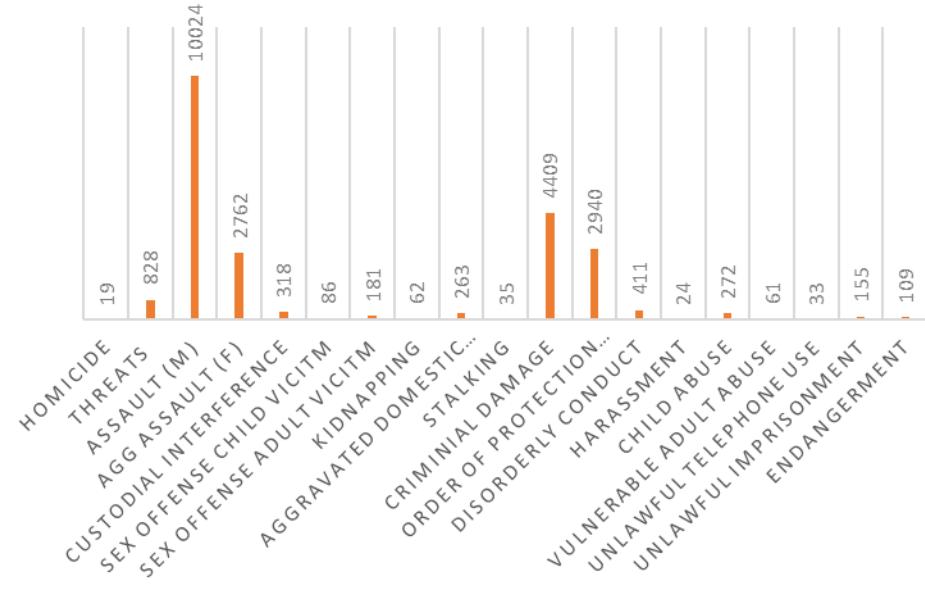
#### **PHOENIX POLICE DEPARTMENT DOMESTIC VIOLENCE STATISTICS**

Based on the 2024 City of Phoenix Police Department's (PD) Domestic Violence Statistical Report, PD's domestic violence calls for service totaled 33,408 and domestic violence incident reports totaled 23,889. (9) From those calls and incident reports, there were 8,568 adult arrests involving domestic violence and 421 juvenile contacts involving domestic violence (2024). (9) Of those arrests, 263 involved aggravated domestic violence, and 19 involved domestic violence homicides (2024). (9) Under Arizona law, "a person commits aggravated domestic violence if, within an 84-month (seven-year) period, they commit a third or subsequent domestic violence offense, or if they are convicted of a domestic violence offense and have two or more prior convictions for domestic violence offenses or equivalent acts that would qualify as domestic violence if committed in Arizona. This offense is classified as a Class 5 felony under A.R.S. § 13-3601.02." (13)

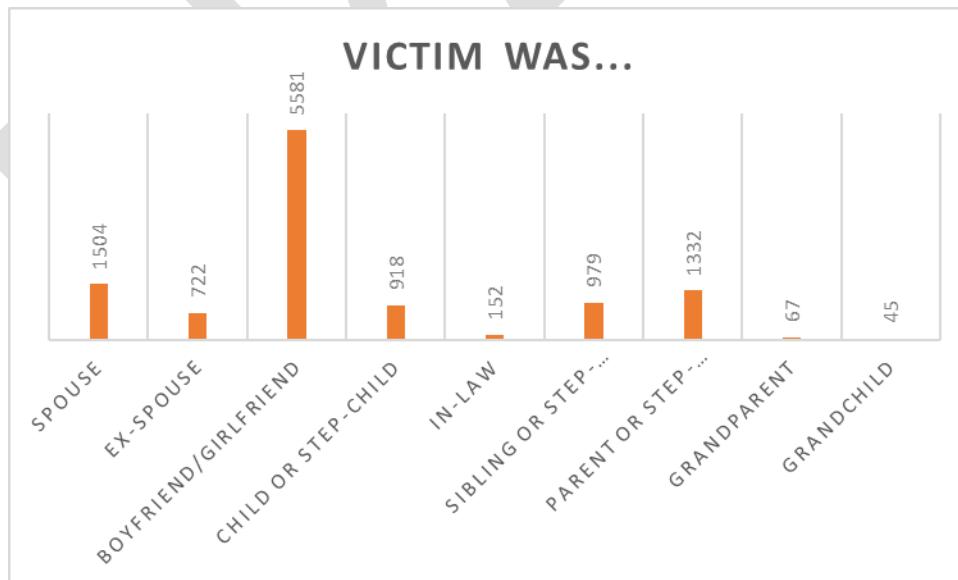
Stalking coupled with coercive control and a predictable sequence of events can eventually lead to domestic violence homicides (2018). (11) Per the 2024 Phoenix Police Department Domestic Violence Statistical Report, 35 cases were classified as stalking under the domestic violence crime types. (9)

In 2024, assaults were documented as the highest form of reported domestic violence incidents to Phoenix Police. The summary report is provided in attachment A. (9) The following charts represent information from the 2024 Phoenix Police summary report.

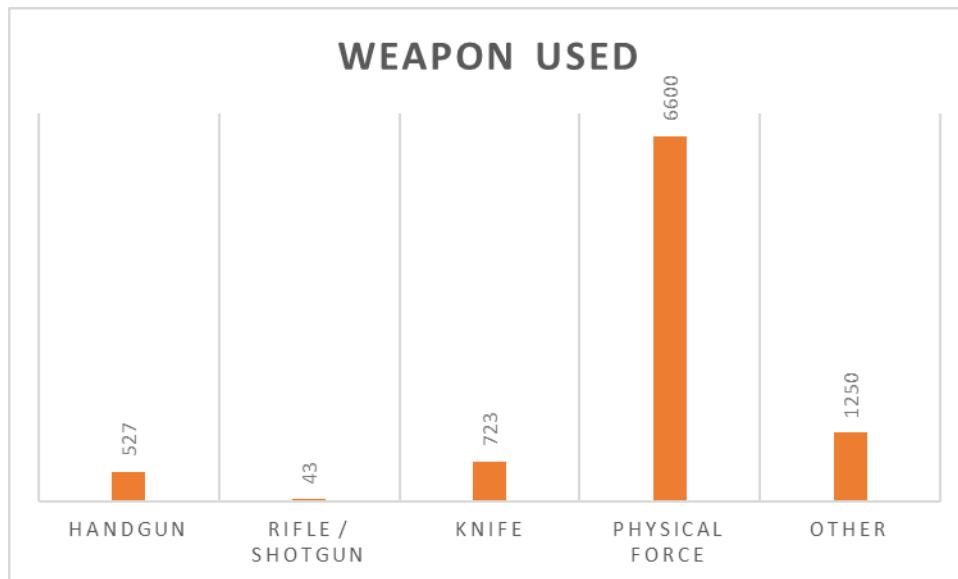
## PHOENIX POLICE 2024 DV INCIDENT REPORTS



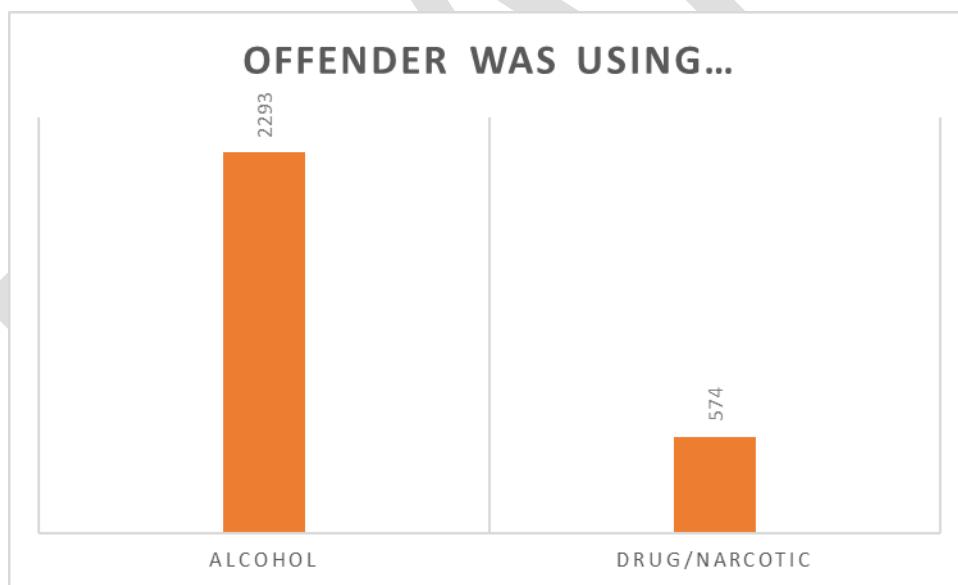
In the city of Phoenix, the most common relationship between abuser and victim in 2024 was among unmarried persons.



The most used “weapon” during a domestic violence incident in the city of Phoenix was “physical force”. Defined as the use of hands, fists, or feet, to assault the victim. Strangulation is included in this category.



When a substance was involved in a domestic violence situation, the highest used substance was alcohol.



## References

(1) U.S. Department of Justice: Office on Violence Against Woman (OVW)

Website: <https://www.justice.gov/ovw/domestic-violence>

(2) Centers for Disease Control and Prevention: About Intimate Partner Violence

Website: <https://www.cdc.gov/intimate-partner-violence/about/index.html#:~:text=IPV%20is%20common.,killed%20by%20an%20intimate%20partner.>

(3) Centers for Disease Control and Prevention: The National Intimate Partner and Sexual Violence Survey

Website: [https://www.cdc.gov/nisvs/documentation/NISVSReportonIPV\\_2022.pdf](https://www.cdc.gov/nisvs/documentation/NISVSReportonIPV_2022.pdf)

(4) Centers for Disease Control and Prevention: Intimate Partner Violence Risk and Protective Factors

Website: <https://www.cdc.gov/intimate-partner-violence/risk-factors/index.html>

(5) National Network to End Domestic Violence: The Intersections of Stalking and Domestic Violence

Website: [https://nnedv.org/latest\\_update/intersections-of-stalking-and-domestic-violence/#:~:text=At%20the%20same%20time%2C%20we,behaviors%20are%20often%20the%20same.](https://nnedv.org/latest_update/intersections-of-stalking-and-domestic-violence/#:~:text=At%20the%20same%20time%2C%20we,behaviors%20are%20often%20the%20same.)

(6) The Intersections of Stalking and Domestic Violence

Website: [The Intersections of Stalking and Domestic Violence - NNEDV](#)

(7) Stalking Concerns Raised by Bluetooth Tracking Technologies

Website: [Stalking Concerns Raised by Bluetooth Tracking Technologies: In Brief | Congress.gov | Library of Congress](#)

(8) Technology-Facilitated Abuse in Intimate Relationships: A Scoping Review

Website: [Technology-Facilitated Abuse in Intimate Relationships: A Scoping Review - PMC](#)

(9) Phoenix Police Department: Crime Analysis and Research Unit

Phoenix Domestic Violence Statistics (attachment A)

(10) WomansLaw.org: Selected Statutes of Arizona

Website: <https://www.womenslaw.org/laws/az/statutes/ss-13-1204-aggravated-assault-classification-definition>

(11) Stalking and Intimate Partner Violence Fact Sheet

Website: <https://www.stalkingawareness.org/wp-content/uploads/2018/11/Stalking-IPV-Fact-Sheet.pdf>

(12) The chilling connection- cyber stalking and intimate partner violence

<https://www.hcdvcc.org/chilling-connection/>

(13) Arizona Legislature

<https://www.azleg.gov/ars/13/03601-02>

(14) United States Department of Justice

[Office on Violence Against Women \(OVW\) | Domestic Violence](#)

## **THE PHOENIX DVFR PROCESS**

### **Case Selection and Review:**

Members of the Phoenix Police Department reviewed four fatal and near-fatal domestic violence incidents with the DVFR. After a thorough discussion, the DVFR reached a consensus and selected the case detailed below for the 2025 fatality review.

The selected case involved a shooting incident where the husband stalked and used geo-location information to locate his estranged wife who was in a new heterosexual intimate partner relationship. The husband ultimately killed the new partner. After the case was selected by the DVFR, a subset of members volunteered for the Case Review Subcommittee.

In preparation for the review, Phoenix Police DVFR members collected police reports, criminal histories, charging documents, body-worn camera footage, and court records, and provided these items to the subcommittee. Subcommittee members interviewed the incarcerated perpetrator virtually. The subcommittee members were unable to successfully contact other involved parties, including the estranged wife/domestic violence victim.

The Case Review Subcommittee reviewed all collected information and created a timeline that includes police involvement, details of the domestic violence victim and perpetrator's relationship, the history of violence in this relationship leading up to the homicide of the domestic violence victim's new partner (hereinafter, "homicide victim"), and through the perpetrator's conviction.

## CASE SUMMARY TIMELINE

DATE	EVENT
1980	Homicide victim born.
1983	Perpetrator born.
1987	Domestic violence victim born.
2001-2007	Perpetrator joined the military and served active duty. No relevant or major discipline during this service.
	2001- Military referred Perpetrator to Alcohol Drug Abuse Treatment.
	2004- Perpetrator deployed at an unknown location.
	2006- Perpetrator and domestic violence victim met during Perpetrator's deployment out of the country. They married approximately one year later.
	2008- Perpetrator transitioned to the Reserves.
	2008- Military referred Perpetrator for a second time to Alcohol Drug Abuse Treatment.
	2009- Perpetrator and domestic violence victim's first child born.
	2010- Perpetrator transferred to a military law enforcement position.
2012	Perpetrator and domestic violence victim's second child born.
2014	Perpetrator and domestic violence victim's third child born.
2016	Perpetrator suspected domestic violence victim of cheating. The incident prompted the couple to seek marital counseling, but the perpetrator felt the counselor would take the domestic victim's side because she was a female also. This made the perpetrator upset and he walked out of the counseling session. The couple later tried counseling services through the military, but there were no therapists available who spoke the primary language of the domestic violence victim.
2019	Perpetrator was deployed to overseas for six months. Perpetrator suspected domestic violence victim of cheating due to monitoring of cell phone history.
2020	Military referred Perpetrator to Alcohol Drug Abuse Treatment for a third time.
2020	Perpetrator suspected domestic violence victim of lying about her whereabouts through cell phone and geo-location data monitoring.

Fall 2021	Domestic violence victim and homicide victim started dating. A few months later, perpetrator began looking through domestic violence victim's call logs, determined she was communicating with homicide victim, and looked up information on homicide victim. Perpetrator was angry about her new relationship and forbade her from continuing to contact homicide victim. Domestic violence victim agreed to this to avoid conflict. She continued to see homicide victim.
December 2021	Perpetrator and domestic violence victim separated and contemplated divorce. Perpetrator and domestic violence victim continued to live in the same house.
February or March 2022	Perpetrator confronted domestic violence victim about her relationship with homicide victim. Domestic violence victim said she would stop seeing the homicide victim.
May 2022	Perpetrator messaged domestic violence victim and told her he knew where she was, knew she had been with homicide victim and that she was at his house. Domestic violence victim searched her vehicle for a tracker and didn't find anything. Perpetrator sent her an old photo of herself in sexually suggestive clothing and indicated he was going to post it and other photos and videos of her to social media to embarrass and shame her. Domestic violence victim called the perpetrator and told him that if he escalated the situation, she would contact the police and obtain an order of protection. Perpetrator hung up on her, and they did not have contact for the rest of the week. Domestic violence victim stayed away from the home until late in the evening. When she arrived home, their children told her that Perpetrator had taken his belongings and moved out to stay with his mother. Perpetrator took his handgun.
May 2022 Incident date:	1:00 p.m. – Perpetrator picked up two of his children from the home. Domestic violence victim saw him. Perpetrator dropped the children off at his mother's house. Domestic violence victim went to homicide victim's home.  3:46 p.m. – Perpetrator called domestic violence victim's phone, but she did not answer. Approximately 1-2 minutes later, perpetrator opened the bedroom door at the homicide victim's home. Perpetrator shot and killed homicide victim inside his home. Domestic violence victim was present

	<p>and witnessed this. Domestic violence victim reported that perpetrator pointed the gun at her and said, "I told you!" Domestic violence victim feared for her life, fled the bedroom and locked herself in the bathroom.</p> <p>3:49 p.m. – Domestic violence victim called 911.</p> <p>3:52 p.m. – Emergency call of a shooting.</p> <p>Approximately 3:45 to 3:50 p.m. – Perpetrator called his mother. Before this call, perpetrator's mother was contacted by an officer asking if she knew of perpetrator whereabouts. Perpetrator's mother informed officer she was taking her grandchildren to the sports complex. Perpetrator's mother met him in a public location with his three children, where she observed him crying while hugging and kissing them.</p> <p>Approximately 4:00 p.m. – Perpetrator contacted his stepfather. Perpetrator's stepfather and his stepfather's brother met perpetrator at a CVS and perpetrator asked for help to turn himself in.</p> <p>6:08 p.m. – Perpetrator arrested.</p>
May 4, 2023	Plea agreement-change of plea.
June 23, 2023	Perpetrator sentenced to 25 years for 2 <sup>nd</sup> Degree Murder & Aggravated Assault.
June 30, 2023	Modification approved by the court to allow contact between domestic violence victim and perpetrator. Filed with court on 7/5/2023.
June 12, 2051	Perpetrator due to be released.

## **About the Homicide Victim**

At the time of the incident, the homicide victim, an adult male, had an estranged wife and children. He was actively dating the domestic violence victim.

## **About the Domestic Violence Victim**

The domestic violence victim was an adult at the time of the incident. She was married to the perpetrator, and they have three minor children in common. She is a permanent resident in the United States and English is her second language. The domestic violence victim met her husband (the perpetrator) in her country of origin while the perpetrator was outside of the United States on a deployment. They married and the domestic violence victim moved to the United States. At some point in their relationship, the domestic violence victim and the perpetrator attempted to obtain counseling services but stated language barriers as an issue.

In the fall of 2021, the domestic violence victim started dating the homicide victim. A few months later, the perpetrator began looking through her call logs and determined she was communicating with the homicide victim and looked up information about him. The perpetrator confronted the domestic violence victim about the relationship.

In the beginning of 2022, the perpetrator confronted the domestic violence victim again about her relationship with the homicide victim.

## **About the Perpetrator**

The perpetrator was an adult at the time of the incident. He was married to the domestic violence victim, and they have three children.

He was born and raised in the United States. The perpetrator reports having an inconsistent relationship with his father. He also notes his parents having an on and off again relationship and his father would come home drunk. The perpetrator also noted that he grew up in a home where he observed verbal and possibly some physical abuse.

The perpetrator considered himself to be a ‘latchkey kid’, and he remembers not having a happy childhood. He stated he was bullied by his siblings, and he got into trouble as a teenager by, “turning on the fire alarm,” and “being destructive during a school dance.” He reported

doing drugs with his friends and he fell behind in his school credit hours. The perpetrator was transferred to an alternative school due to disruptive behaviors.

The perpetrator noted that he had his first girlfriend in first grade and another girlfriend in sixth grade. He also said that he dated and was very popular amongst the young ladies while in high school. He stated there was never verbal or physical abuse in his intimate relationships.

The perpetrator graduated from high school and then enlisted in the military. He used the GI Bill from the military to get his bachelor's degree in criminal justice. He joined the military in 2001. He was in active service from 2001-2007 and was deployed to multiple countries. He had no major discipline during his service.

The perpetrator was 23 years old, and the domestic violence victim was 19 years old when they met in her home country during his deployment. He stated he was initially not looking to be in a serious relationship and wanted to have fun. The perpetrator and domestic violence victim were together for six months and they continued with a long-distance relationship when he returned home to the United States. They were together for one year prior to getting married. Once they were married, the domestic violence victim moved to the United States.

According to the perpetrator, the relationship between perpetrator and domestic violence victim started off well. Although he reports feeling unsure if he "really loved" her. He perceived that issues began to arise when a friend told him the domestic violence victim was cheating on him. The perpetrator stated trust was the biggest issue for him in the relationship and he could not see past the infidelity by the domestic violence victim.

In 2016, the perpetrator reported going to marital counseling with the domestic violence victim. According to the perpetrator, he felt that the counselor was siding with the domestic violence victim because she was also a female. He got upset and walked out of the session and they never attended again.

When the perpetrator was deployed in 2019, he continued to have contact with the domestic violence victim. During that time, he also looked at her call logs. He saw calls from a restricted number. The perpetrator stated the domestic violence victim denied any cheating and everything went back to normal.

By 2020, the domestic violence victim had a cell phone with a GPS tracker. The perpetrator reports that the domestic violence victim would tell him she was at a given location which was not accurate per the GPS tracker. The perpetrator says he wanted to remove the GPS tracker from their plan at one point because the domestic violence victim stated she had issues with it.

In the fall of 2021, the domestic violence victim stated she was going to her friend's house. The perpetrator became suspicious, and he checked her call logs and noticed an unlisted number on the logs multiple times in the prior few months. The perpetrator said he called the number, and a man answered the phone. The man on the phone denied having contact with the domestic violence victim and then hung up. The perpetrator confronted the domestic violence victim when she came home. When asked about the man on the phone, she told the perpetrator he was just a friend.

A few months after that incident, the perpetrator looked at the domestic violence victim's call logs again while she was out of town. The perpetrator notes this is when he suspected the domestic violence victim was dating the homicide victim.

The perpetrator and domestic violence victim decided to divorce in 2021 but continued to live together. In early 2022, the perpetrator confronted the domestic violence victim about her relationship with the homicide victim again.

## **The Incident**

In May 2022, the perpetrator messaged the domestic violence victim and told her that he knew where she was and knew she had been with the homicide victim. He told her he knew she was at the homicide victim's house. The domestic violence victim searched her vehicle for a tracker and could not find anything. The perpetrator then sent the domestic violence victim an old photo of the domestic violence victim in sexually suggestive clothing. The perpetrator indicated he was going to post it and other photos and videos to social media to embarrass and shame her. The domestic violence victim called him about this and told him that if he escalated the situation, she would call the police and obtain an order of protection. The perpetrator hung up on the domestic violence victim. The domestic violence victim stayed away from her home until late in the evening. When she arrived home, their children told her that the perpetrator had taken belongings to stay at his mother's house. The domestic violence victim was aware he took his handgun.

Five days later, the domestic violence victim went to the homicide victim's home. She had been in the home for approximately 30 minutes when she received a call from the perpetrator which she did not answer. One to two minutes later, the perpetrator opened the homicide victim's bedroom door. The perpetrator pointed the gun at the homicide victim, who was on the bed with the domestic violence victim and was unarmed. The domestic violence victim got out of the bed and

told the perpetrator to stop. The perpetrator pushed her away and shot the homicide victim. The perpetrator then pointed the gun at the domestic violence victim and said, "I told you!" The domestic violence victim feared for her life and ran into the bathroom and closed the door. She called 911 and later went to the bedroom to check on the homicide victim.

Witnesses said they heard two loud sounds, saw the perpetrator exit the bedroom, leave the house, and drive away. Phoenix Police responded to the homicide victim's home. Officers located the homicide victim on a bed, unresponsive, and bleeding from apparent gunshot wounds. The homicide victim was transported to the hospital and once there, was pronounced deceased.

Following the shooting, the perpetrator called his mother and said "I did something stupid. I did something bad." The perpetrator said he would turn himself in but first wanted to meet with her to say goodbye. She drove the children to meet the perpetrator at a designated parking lot.

Police contacted the mother of the perpetrator to ask if she knew where he was.. She told the officer that she had the perpetrator's children, that they were fine, and she agreed to respond to the officers' location.

The perpetrator contacted his stepfather and said, "I messed up" and asked him, "You know [domestic violence victim] was cheating on me? I caught them and I shot him." The perpetrator asked his stepfather if the stepfather's brother could help the perpetrator turn himself in. The perpetrator, the stepfather, and the stepfather's brother met at a designated parking lot.

Phoenix officers located the perpetrator's vehicle in the designated parking lot. They observed the perpetrator talk with a subject in another vehicle. Officers followed the other vehicle to a law enforcement substation located in the area. Officers contacted the passenger and identified him as the perpetrator. The perpetrator told officers his gun was in the trunk of his car. The driver of the other vehicle said he was transporting the perpetrator to the substation so he could be arrested and interviewed. Officers located a gun in the trunk of the perpetrator's car.

## **Post Incident**

The domestic violence victim told police she and the perpetrator had decided to get a divorce about a year prior, but they were still living together in the same house. She stated, the perpetrator had been physically violent at times during the first 12 years of their 14-year marriage; however, she did not report any of the incidents. The perpetrator became very jealous when he learned she had a relationship with the homicide victim by reviewing her phone call logs.

The domestic violence victim explained the perpetrator had indicated he was tracking her electronically, but she did not know how. The perpetrator and the domestic violence victim had a fight approximately five days prior when he threatened to post provocative photos of her on social media. The perpetrator moved out of the house the same day and took his firearm with him. The domestic violence victim believed the perpetrator used the same gun to kill the homicide victim.

DRAFT

## **FINDING AND RECOMMENDATIONS**

**Due to the complexity of the case, the recommendations provided in this report are broad approaches to educating, preventing, and addressing domestic violence. After careful consideration and much discussion, the Team makes the following recommendations:**

### **1. Research need for Domestic Violence Education and Prevention Programs**

Due to the upswing in available technologies and exposure through social media coupled with teen/young adult use of technology and social media, there is a heightened need for prevention and education programs that focus on healthy relationships, resource access, and appropriate use of technology and public platforms. The DVFRP recommends:

- Create a DVFRP subcommittee to explore current, community-based initiatives and programming that are focused on healthy relationships, specifically for youth, including recognizing healthy boundaries and engagement with technology and social media.
- The same DVFRP subcommittee will seek to identify or develop a resource library and determine how to best share with residents and community partners.

### **2. Explore the need for expansion of Domestic Violence Education and Awareness Campaigns**

While this recommendation can apply to all domestic violence cases, the Team recognized in this case that there were multiple opportunities for intervention, support, and redirection for all parties involved. The DVFRP wants to explore avenues for expanding current awareness campaigns and seeking external partnerships to create opportunities for greater knowledge, broader reach, and ideally, increased access to intervention and support before relationships escalate to fatalities. The DVFRP recommends:

#### **2.a Within the City of Phoenix:**

- The City of Phoenix HR Department, with support from the Phoenix Police Department, Fire Department, and Human Services Department/Victim Services

Division, explore existing City training videos and review/develop new content and opportunities to enhance or focus on domestic violence awareness optional classes.

- Research options for a DV training module for all Phoenix City employees to take on an annual basis. The Training module could include information about identifying domestic violence, available resources, and how to report on domestic violence.

#### **2.b External Partnerships:**

- The Team recommends researching (additional or new) opportunities for the City of Phoenix to coordinate and partner with large organizations (e.g. Suns, Mercury, Diamondbacks) to disseminate a public service video during major events. The video could be available by QR code throughout a venue (e.g., entrance, ticket office, restrooms, vending areas, merchandise stores).

### **3. Research Options to Expand Sentencing Statutes to Include a Domestic Violence Enhancement**

Many other factors can be considered in Arizona's felony sentencing schemes that allow for enhancements based on characteristics of the offense, however the nature of the relationship is not currently one of those enhancements. Domestic violence homicides have an impact and a reach, for those who remain after the death and for the perpetrators, that necessitate legislative recognition of this difference. This enhancement would give prosecutors the ability to reflect this difference and provide greater flexibility in negotiating plea agreements that result in both accountability and reduced re-victimization for witnesses and surviving victims. While this case is not a domestic violence homicide, the committee acknowledges that domestic violence motivated the homicide. The DVFRt recommends:

- The City of Phoenix Police Department explore, with key stakeholders, the possibility of recommending a sentencing enhancement or increased punishment for a person convicted of any domestic violence homicide. If this legislative change is deemed appropriate, a recommendation will be sent to multiple legislative liaisons (e.g., City of Phoenix, MCAO, MAG, ACESDV) for further consideration.

- The Team recommends a potential enhancement of two to five years when the elements of domestic violence as defined in A.R.S. 13-3601 are proven, making the homicide a domestic violence offense.

#### **4. Present and Share Annual DVFRT Reports with Local Government Agencies**

The more domestic violence case reviews can be shared, the more awareness agencies will have to create system-wide improvements related to preventing and addressing domestic violence incidents. The DVFRT recommends:

- Identify and recommend opportunities for the City of Phoenix to present the annual DVFRT reports to local government bodies such as Phoenix City Council and Maricopa Association of Governments.

#### **CLOSING**

The 2025 case review stood out from previous cases examined by the Phoenix DVFRT because the fatality involved the new romantic partner of a domestic violence victim rather than the victim themselves. Though they are less common, assaults and fatalities targeting domestic violence victims' new romantic partners are still tragic outcomes that stem from domestic violence dynamics. Additionally, this case involved stalking through geo-tracking technology. Although the team had not previously reviewed a case involving stalking, it is frequently a component of domestic violence, and cyberstalking in particular is becoming increasingly prevalent in intimate partner violence. Stalking becomes increasingly dangerous, and sometimes violent, when the perpetrator is a current or former intimate partner.

In reviewing this case, the Phoenix DVFRT aimed to identify potential system improvements. However, the team concluded that even though specific system improvements were not identified, this case nonetheless underscores the importance of education and awareness about the various forms and dynamics of domestic violence. The committee is grateful for the ongoing efforts by the City of Phoenix to address domestic violence and remains committed to supporting these initiatives wherever possible.

## 2023/2024 DVFRT ANNUAL REPORT RECOMMENDATIONS UPDATE

The DVFRT process also entails reporting progress on the previous year's report recommendations. The 2023/2024 report findings, recommendations, and updates are in the chart below.

2023/24 DVFRT Report Finding	2023/24 DVFRT Report Recommendations	Responsible Party	Status
Establish Protocols for Crisis Response Team (CRT) responses to Domestic Violence Calls	The Team recommends that the Police and Fire Departments collaborate to develop a protocol for CRT response to incidents of domestic violence where the likely charges resulting from the incident include aggravated assault, attempted murder, or murder. Consideration should be given to the presence of minor children at the scene and the level of violence inflicted on the victim(s).	Phoenix Police Department	Police Patrol/Investigations officers on scene will provide Dispatch and Fire phone numbers for improved communications and assist with safety concerns for CRT personnel. The Family Investigations Bureau has updated their protocol when responding to investigate domestic violence crimes to include the response of CRT when victims or witnesses are on scene. Dispatch has been informed not to cancel calls.
	The Team recommends that the Fire Department examine its policies related to CRT response to domestic violence scenes. Current policy requires that police be present on-scene for CRT to respond but makes an exception for Behavioral Health Teams (BHT). To achieve greater consistency across programs, the Fire Department may wish to examine these policies.	Phoenix Fire Department	The Fire Department confirmed that Phoenix Police must be present on scene for the CRT to respond to domestic violence calls.
Create protocols for medical follow-up in the weeks after victimization.	The Team recommends that providers of forensic examinations implement a follow-up process for all client victims who have received a forensic medical exam. While preparing this report, Team members learned that such a program is currently under consideration by the provider of forensic examinations at the FAC.	HonorHealth	HonorHealth is conducting follow-up phone calls to patients and tracking the calls on a spreadsheet. Follow-up conversations with patients are being documented in their case notes.

<p>Advocate for Training for Emergency Medical Technicians (EMT) and Paramedics related to Strangulation.</p>	<p>The Team recommends that the co-chairs reach out to the EMS Medical Director at the Phoenix Fire Department to discuss the training requirements of EMTs, and paramedics related to strangulation and impeded breathing.</p>	<p>Phoenix Fire Department</p>	<p>The Phoenix Fire Department provides comprehensive initial paramedic training that includes clinical assessment and management of patients involved in domestic violence, airway trauma, and injuries related to strangulation and hangings. Additionally, PFD provides ongoing department-wide training and continuing education focused on adult and pediatric trauma, including the recognition and management of airway compromise and obstructed breathing.</p>
		<p>Phoenix Fire Department</p>	<p>PFD has protocols in place for EMTs and Paramedics to seek medical direction on high-risk refusals.</p>
<p>Amend Data Collection Protocol</p>	<p>The Team recommends that the Police Department consider including "Strangulation / Impeding Breathing" as a separate category in their annual report on domestic violence cases.</p>	<p>Phoenix Police Department</p>	<p>Phoenix PD is currently tracking strangulation cases. Phoenix PD implemented a new department-wide Records Management System (RMS) in Fall 2025. A drop-down category for strangulation was added, thus strangulation cases will be tracked and included in next annual domestic violence statistical report.</p>
	<p>The Team recommends that the Victim Services Division track reports of strangulation and impeded breathing in their case management system.</p>	<p>Human Services Department Victim Services Division</p>	<p>VSD confirmed this crime type category can be added to the Case Management System (CMS). Designated staff attended Strangulation 101 training through the Training Institute on Strangulation Prevention. Next steps include designating funding for strangulation training related to domestic violence for all VSD staff by June 2026. Once training completed, strangulation related</p>

			policies and procedures will be updated also in 2026.
Victim Services Case Management	The Team recommends that the Victim Services Division consider changes to case management protocols to establish follow-up guidelines for staff members assigned to domestic violence cases.	Human Services Department Victim Services Division	VSD held case management discussions pertaining to follow up in domestic violence cases. Victim Advocates are providing follow up in the form of ensuring safety planning and identifying resources. VSD will create policies and procedures as related to general client engagement, follow up, and support by June 2026.

<p>The Team recommends that the Victim Services Division consider extending services to family members who witness domestic violence.</p>	<p>Human Services Department Victim Services Division</p>	<p>VSD staff offers services to family members who witness domestic violence. In August 2025, therapeutic counseling services became available for VSD clients including family members impacted by domestic violence homicides. Written procedures for serving family member who witness DV incidents will be added to an existing VSD procedure in 2026.</p>
<p>The Team recommends that the Victim Services Division (VSD) consider establishing a formal referral process with the Arizona Child and Adolescent Survivor Initiative (ACASI) for victims and surviving family members impacted by intimate partner violence fatalities and near fatalities.</p>	<p>Human Services Department Victim Services Division</p>	<p>VSD consistently refers to this agency for applicable cases. A formal referral process with ACASI is not necessary as victim advocates currently utilize ACASI's online referral form.</p>

## Attachment A



### CITY OF PHOENIX POLICE DEPARTMENT Domestic Violence Statistical Report 1/1/2024 - 12/31/2024



Total incident reports involving domestic violence: \* 23,889

Total juvenile contacts involving domestic violence: \*\*\* 421

Total calls for service involving domestic violence: \*\* 33,408

Total adult arrests involving domestic violence: \*\*\* 8,568

Adult Bookings: 6,410  
Other Adult Arrests: 2,158

Crime Types*	
Homicide (13-1101 et seq.)^	19
Threats and Intimidation (13-1202)	828
Assault (13-1203)	10,024
Aggravated Assault (13-1204)	2,762
Custodial Interference (13-1302)	318
Sex Offense, Child Victim (13-1404, 13-1405, 13-1410)	86
Sex Offense, Adult Victim (13-1404, 13-1406)	181
Kidnapping (13-1304)	62
Aggravated Domestic Violence (13-3601.02)^AA	263
Stalking (13-2923)	35

Criminal Damage (13-1602)	4,409
Order of Protection (13-2810, 13-3602)	2,940
Disorderly Conduct (13-2904)	411
Harassment (13-2921)	280
Aggravated Harassment (13-2921.01)^AA	24
Child Abuse (13-3623)	272
Vulnerable Adult Abuse (13-3623)	61
Unlawful Telephone Use (13-2916)	33
Unlawful Imprisonment (13-1303)	155
Endangerment (13-1201)	109

#### Relationship Between the Offender and Victim

Victim was Spouse	1504
Victim was Ex-Spouse	722
Victim was Boyfriend/Girlfriend	5,581
Victim was Child or Step-Child	918
Victim was In-Law	152
Victim was Sibling or Step-Sibling	979

Victim was Parent or Step-Parent	1,332
Victim was Grandparent	67
Victim was Grandchild	45

#### Weapon Used\*

Handguns	527
Rifles-Shotguns	43
Knives	723
Physical Force (hands, fists, feet, etc.)	6,600
Other Weapon	1,250

#### Offender Was Using

Alcohol	2,293
Drug/Narcotics	574

\*This field counts all incident reports where the domestic violence flag was checked, which does not necessarily correspond directly with the calls for service total. Unfounded reports are excluded. Reports may have more than one offense code and may be counted in more than one crime type category; crime type totals include all incident reports with the domestic violence flag checked regardless of the offense code(s) listed. Weapons are linked to the offense code field; there may be more than one weapon listed for each incident.

\*\*This value represents the total number of calls for service that had an initial or final radio code of domestic violence.

\*\*\*These fields count all arrests/juvenile contacts with a corresponding incident report where the domestic violence flag was checked. Unfounded reports are excluded. Cancelled adult bookings are counted as "Other Adult Arrests".

^Homicide numbers are based on whether the incident was marked as "DV Chargeable" or with a motive of "Domestic" and may change after further investigation; counts may be different from other published reports or as categorized in the records management system. Data is selected based on the date of the homicide and is based on information provided by the homicide sergeant. Unfounded incidents (police-involved and citizen self-defense) are excluded.

^AData based on arrests since reports cannot be categorized as "Aggravated". Each arrest may have multiple charges; these counts reflect the number of arrests, not charges.

Reported crimes, calls for service, adult arrests, and juvenile arrests are pulled from different systems and do not compare directly.

Reports/arrests still pending entry into the RMS system will not be included. Counts may change as additional reports are approved and/or reclassified. Any incidents with missing or incomplete information may not be properly depicted in this report. Implementation of a new Records Management System (RMS) occurred October 10, 2015; use caution when comparing totals across years. Converted data is limited to original reports only. This report is based on Arizona Revised Statutes which are not equivalent to Uniform Crime Reporting Statistics and therefore this data cannot be directly compared to data from other states or UCR reports. For crime report data, the date range is based on the report date if the date of occurrence is not available.



#### PHOENIX POLICE DEPARTMENT

Crime Analysis and Research Unit

adh 1/22/2025 Source: RMS\Incident, Arrests, ArstChrg, Bookings, Calls\_For\_Service, Juvenile\_Contacts  
U:\Recurring Reports\Domestic Violence\Domestic Violence Report\_NoCFS.rpt

Data Date/Time: 1/22/2025 11:38:55AM

Page 1 of 1



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**Agenda Date: 2/4/2026, Item No. 5**

## **Community Assistance Program (CAP) Expansion Implementation Report**

This report provides the Phoenix City Council with an update on the Community Assistance Program expansion efforts.

### **THIS ITEM IS FOR INFORMATION AND DISCUSSION.**

#### **Summary**

In June 2021, the City Council approved \$15 million in the Fiscal Year 2021-22 City Budget to expand the Community Assistance Program (CAP). CAP is a proven model to assist residents experiencing a traumatic event, behavioral health crisis, or other social welfare concerns. CAP is the foundation of our efforts to address the gap between traditional emergency and public safety services and the needs of the community. To meet the diverse needs of those we serve, the CAP team continues collaborating with community partners and connecting individuals with appropriate resources.

The CAP expansion has made significant progress toward achieving long-term program success and sustainability. The plan calls for increasing the number of Crisis Response Units (CRUs) to ten and Behavioral Health Units (BHUs) to nine. A multidisciplinary team of City departments has been collaborating to support this vision. Currently, six CRUs (60 percent of the target) and all nine BHUs (100 percent of the target) are operational. The newest BHUs-BH6, BH7, and BH9-were launched in June 2025. As of January 5, 2026, CRU coverage is available 24 hours a day, and BHUs continue to provide 24-hour coverage.

Following a successful request to convert vacant part-time specialist and supervisor positions into full-time Crisis Intervention Specialist roles, CAP increased its number of positions available for hire, resulting in a 21 percent vacancy rate. In 2025, CAP completed seven on-boarding classes. The 26-01 onboarding class for Crisis Intervention Specialists began on January 5, 2026.

In December 2025, there were 701 calls transferred from Police Communications to CAP Behavioral Health Dispatchers, a record-breaking number of calls transferred in a single month since the program's inception. In CY2025, the number of calls transferred

from Police Communications to CAP Behavioral Health Dispatchers increased by 128 percent compared to CY2024. In December 2025, 65% of the calls for the BHUs were generated from a transferred call from Police Communications. The remaining 35 percent of the BHUs' calls for service were either a co-response with police/fire or the call was generated by a BHU.

In December 2025, the Behavioral Health Units (BHUs) responded to 1,075 calls for service—the highest monthly call volume on record. In CY2025, the calls for service for BHUs' increased by 96 percent compared to CY2024. Of the 1,075 calls for service, the BHUs made contact with a customer(s) on 590 calls (55 percent). The remaining calls were either cancelled prior to arrival or the units were not able to locate the customer upon arrival on-scene. By design, BHUs were established to respond to scenes without a crime or medical emergency in lieu of police or fire. Single-unit BH response in December was 79 percent of total calls for service. In December, the average response time for a BHU was 20 minutes.

In December 2025, there were 427 calls for service for the CRUs'. In CY2025, the calls for service for CRUs' remained consistent compared to CY2024. Of the 427 calls for service, the CRUs contacted a customer(s) on 238 calls (56 percent). The remaining calls were either cancelled prior or upon arrival. CRUs are automatically dispatched alongside police and fire to scenes involving deaths, codes or crimes to support customer(s). Single-unit CR response in December was 9 percent of total calls for service. In December, the average response time for a CRU was 21 minutes.

CAP will continue to focus on filling remaining vacant positions to bring more units into service, investing in the development and training of staff, and streamlining processes to improve community outreach and services.

### **Responsible Department**

This item is submitted by Assistant City Manager Lori Bays and the Fire Department.

# ATTACHMENT A



## COMMUNITY ASSISTANCE PROGRAM

### EXPANSION AND IMPLEMENTATION REPORT FEBRUARY 2026

#### SUMMARY:

The Community Assistance Program (CAP) consists of Behavioral Health and Crisis Response Units. Calls for service are recorded through the electronic patient care record system, with each call representing an incident where a CAP team was dispatched.

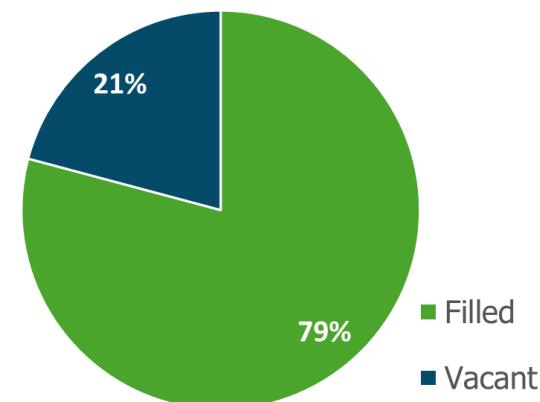
In December 2025, CAP responded to a total of 1,502 calls for service. Of these, 701 calls were transferred from Phoenix Police Communications to CAP Behavioral Health Dispatchers. During December, fifteen CAP units were actively in service. Comparing 2025 to 2024, the Behavioral Health Units saw a **96% increase in calls for service** and the Crisis Response units remained consistent.

#### RECRUITMENT & STAFFING:

In December 2025, CAP operated nine Behavioral Health Units (BHUs) providing 24/7 citywide coverage, supported by round-the-clock Behavioral Health Dispatch services. Additionally, six Crisis Response Units (CRUs) offered citywide coverage 24 hours per day for five days each week and 22 hours per day on the remaining two days.

As of January 5, 2026, CRU availability expanded to full 24/7 citywide coverage through shift realignment. Recruitment efforts to increase staffing and enhance service capacity remain ongoing. Following a successful request to convert vacant part-time specialist and supervisor positions into full-time Crisis Intervention Specialist roles, CAP increased its number of positions available for hire, resulting in a 21% vacancy rate. The 26-01 onboarding class for Crisis Intervention Specialists began on January 5, 2026.

**26-01**

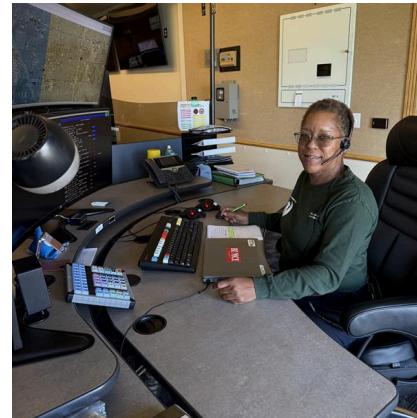
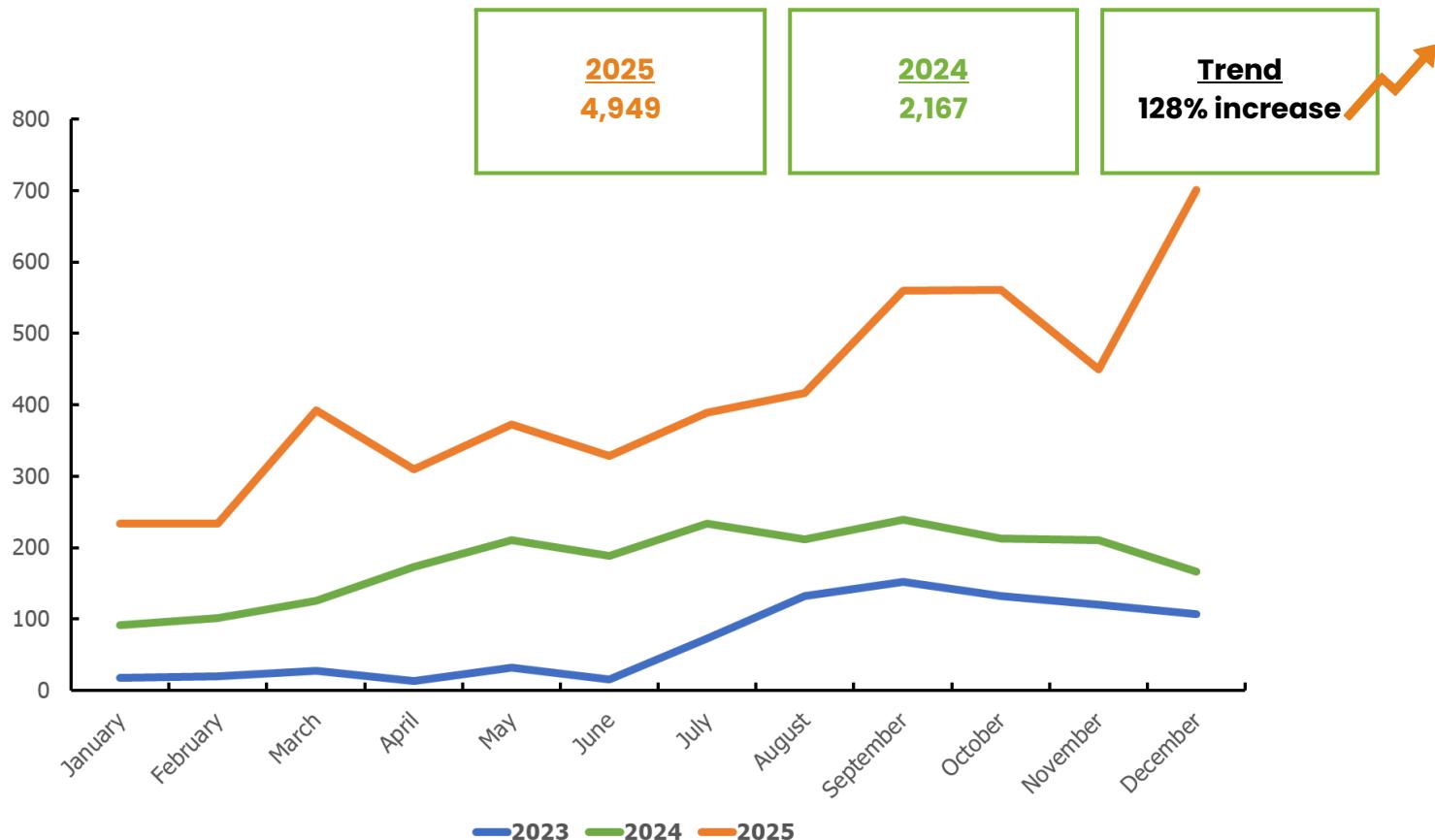


## CALLS TRANSFERRED FROM POLICE COMMUNICATIONS:

**In 2025, the number of calls transferred from Police Communications to CAP Behavioral Health Dispatchers increased by 128% compared to 2024.** This growth reflects ongoing collaboration efforts, including the placement of two CAP supervisors in Police Communications for 41 hours each week to help identify appropriate calls for transfer.

In December 2025, 65% of all Behavioral Health unit calls originated from transfers by Police Communications. The remaining 35% were initiated by fire and police personnel or generated directly by Behavioral Health units.

On December 15, 2025, 911 operators began a new triage question specifically asking **“Do you need police, fire or behavioral health?”** Police Communications will continue to triage calls to ensure the right services are sent at the right time.



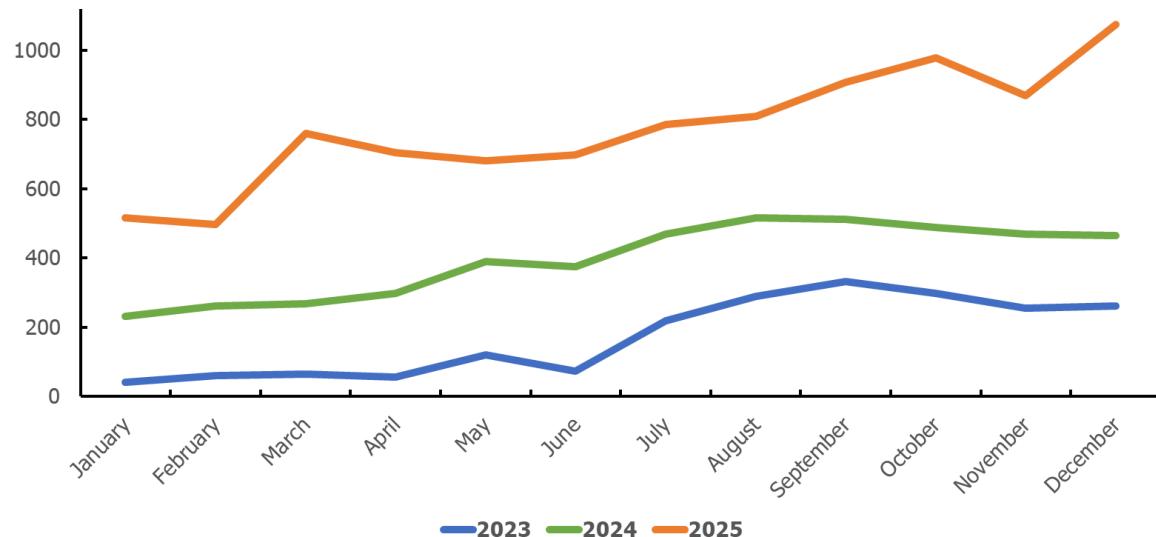
## BEHAVIORAL HEALTH CALLS FOR SERVICE:



2025  
9,279

2024  
4,744

Trend  
96% increase

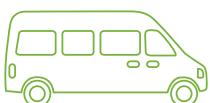


The data on individuals assisted and services provided below is sourced from the electronic care records system. CAP services may be delivered to multiple individuals during a single call, or in some cases, services may be declined. As a result, the number of individuals assisted may not directly align with the total volume of calls for service.

The Behavioral Health Units (BHUs) are specifically designed to respond independently to calls, serving as an alternative to traditional police or fire response. **In December 2025, BHUs responded to 1,075 calls for service**, making direct contact with individuals on 590 calls (55%). The remaining calls were either canceled prior to arrival or the units were unable to locate the individual upon arriving on scene.

### Primary Call Types (Total: 590)

- Check Wellbeing: 304 (52%)
- Mental Health: 144 (24%)
- Social Service Related: 64 (11%)



### Transports: 145



### Average Response Time: 20 minutes



### Adults Served: 591

### Children Served: 64



\*number of individuals assisted may differ from the calls for service volume



### Single Unit BH Response

- 850 responses; 79%



### Responding with Police

- 131 responses; 12%



### Responding with Fire

- 71 responses; 7%



### Responding with Police & Fire

- 23 responses; 2%

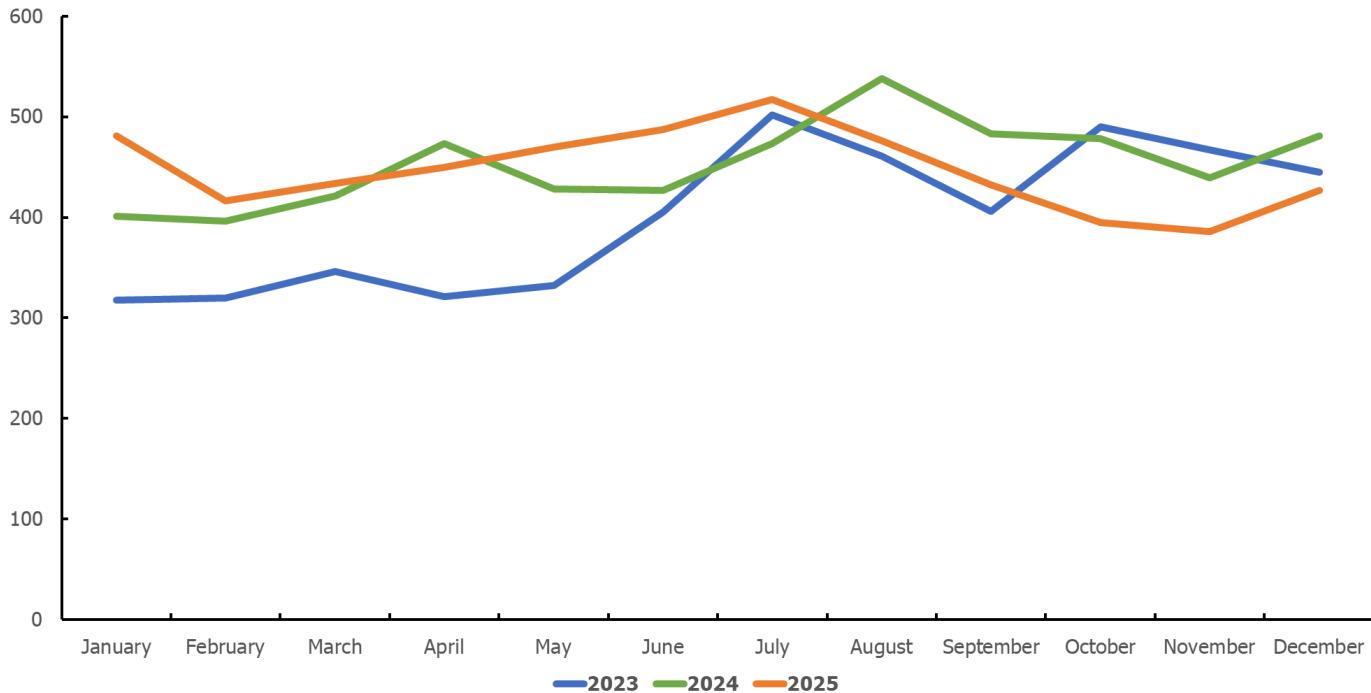
## CRISIS RESPONSE CALLS FOR SERVICE:



2025  
5,438

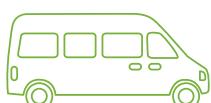
2024  
5,371

Trend  
Consistent



The data on individuals assisted and services provided below is sourced from the electronic care records system. CAP services may be delivered to multiple individuals during a single call, or in some cases, services may be declined. As a result, the number of individuals assisted may not directly align with the total volume of calls for service.

The Crisis Response Units (CRUs) operate as co-response teams, working alongside Police and/or Fire personnel. **In December 2025, CRUs responded to 427 calls for service**, successfully making contact with individuals on 238 calls (56%). The remaining calls were either canceled prior to arrival or upon arrival on scene.



### Primary Call Types (Total: 238)

- Death: 111 (47%)
- Medical Issue: 40 (17%)
- Crime: 36 (15%)



### Transports: 37



### Average Response Time: 21 minutes



### Adults Served: 591

### Children Served: 149

\*number of individuals assisted may differ from the calls for service volume



### Single Unit CR Response

- 41 responses; 9%



### Responding with Police

- 59 responses; 14%



### Responding with Fire

- 131 responses; 31%

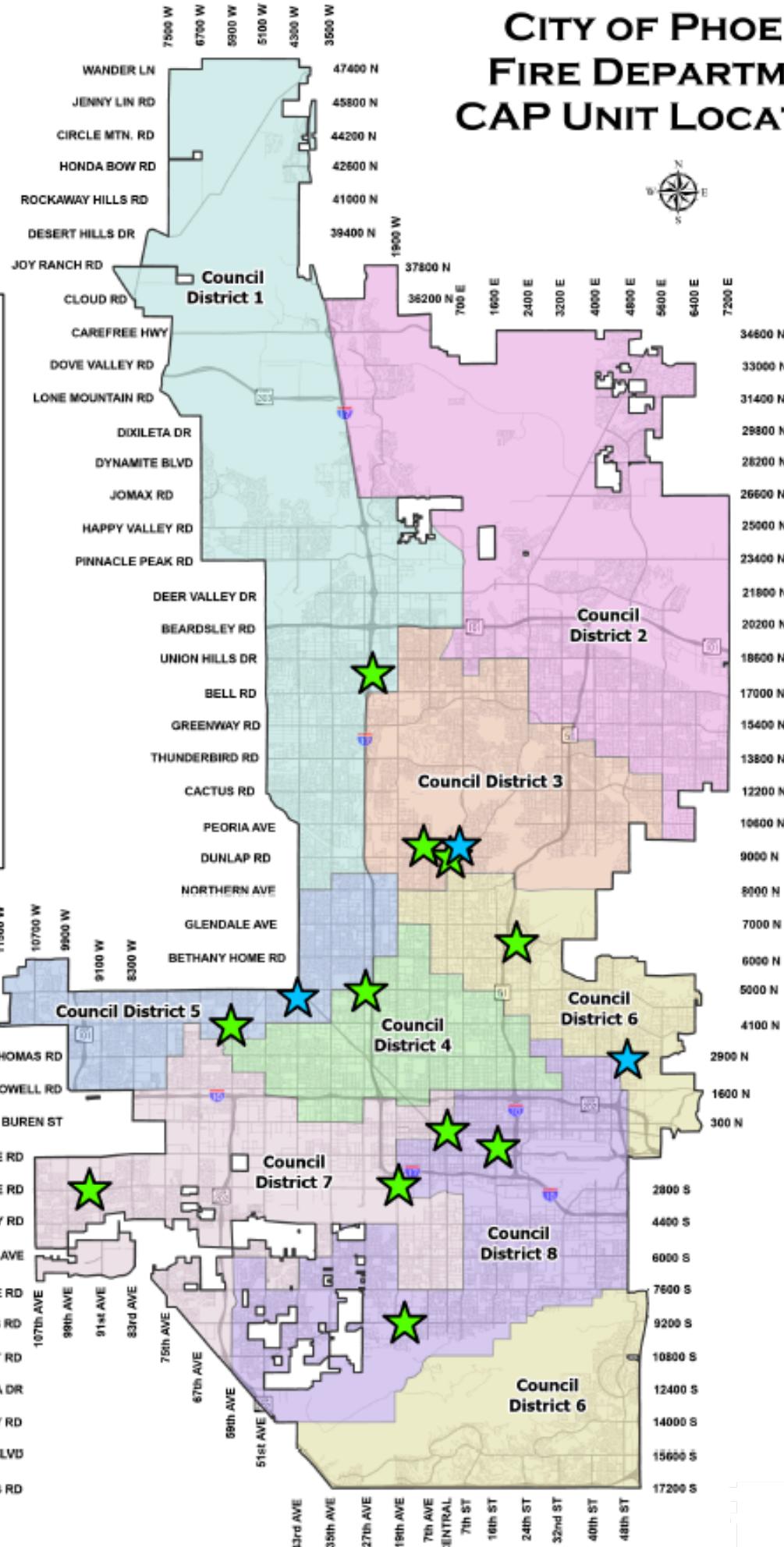


### Responding with Police & Fire

- 196 responses; 46%



# CITY OF PHOENIX FIRE DEPARTMENT CAP UNIT LOCATIONS





## Public Safety and Justice Subcommittee

### Report

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Agenda Date: 2/4/2026, Item No. 6

### **Phoenix Fire Department Staffing and Response Time Report**

This item includes a report on the Phoenix Fire Department's hiring and recruitment efforts, an overview of the department's response times, and detailed information on the department's emergency response types.

**THIS ITEM IS FOR INFORMATION ONLY.**

#### **Summary**

The report is included for review as Attachment A.

#### **Responsible Department**

This item is submitted by Assistant City Manager Lori Bays and the Fire Department.



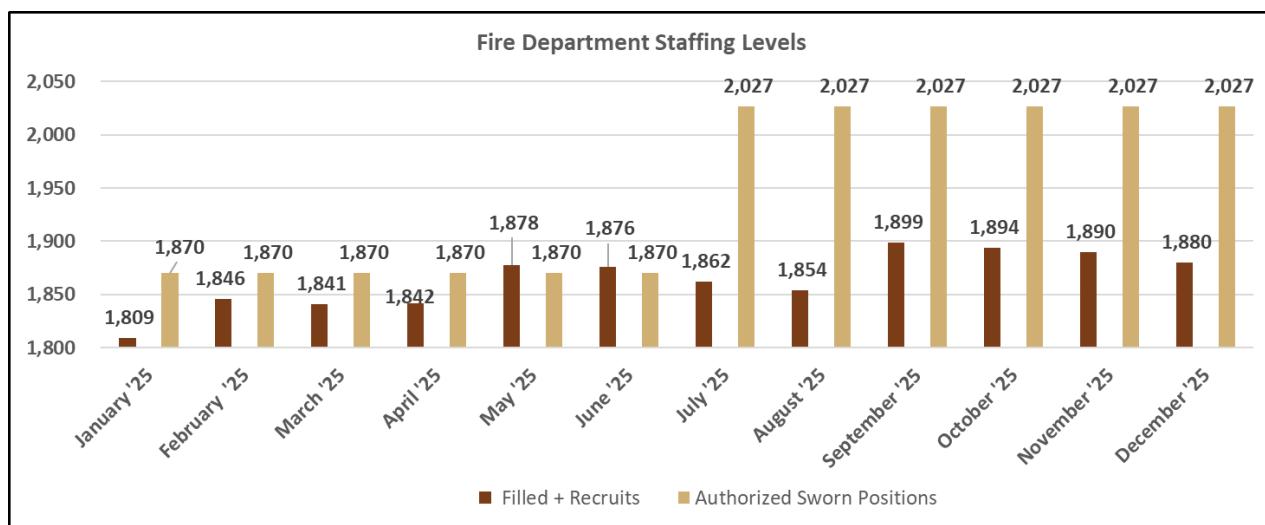
# Fire Staffing and Response Time Report

## February 2026

### Fire Department Staffing

Thanks to the continued prioritization and support of the Mayor and Council, as well as funding from Transaction Privilege Tax (TPT) revenues, the number of authorized sworn positions has continued to increase. The current number of authorized sworn positions increased by 157 on July 1, from 1,870 to 2,027.

The increase in authorized sworn positions is driving the department to move forward aggressively with accelerated recruit training academies to ensure these new roles are filled quickly and effectively. These academies are structured to align with the opening of new fire stations, the deployment of additional apparatus, and the procurement of critical equipment. In addition, supplemental sworn positions are being advanced to strengthen emergency transportation services (i.e., ambulances) across the City of Phoenix, addressing rising service demands and ensuring timely response to the community's needs.



*Note: Report Data Through December 31, 2025.*



## Firefighter Recruitment and Hiring

The Fire Department recruits, hires, and trains new firefighters year-round to meet staffing needs. The Training Section ensures that each graduating firefighter is fully prepared to serve the residents of Phoenix. Testing frequency is determined by the number of applicants and the number of available full-time positions to maintain a strong candidate pool. The department hosted the Recruit Entrance Written Exam, with approximately 803 candidates participating. The table below compares testing and recruits trained over the past five years.

Recruit Classes	Applicants	Applicants Tested	Selected for Interview	Recruits Trained
2026	1034	803	405	
2025	1267	765	516	136
2024	1105	600	407	154
2023	1271	730	467	135
2022	1445	921	634	68

## Online Recruitment Process

The Phoenix Fire Department officially transitioned from an in-person written exam to a fully online testing format for firefighter recruitment. The second online testing cycle has been completed, with the application window running from January 5 to January 22, and the online testing period closed on January 26.

This process requires candidates to complete two separate exams: a public safety general exam (approximately 224 questions) and a department-specific exam (100 questions based on the official study packet). Although written testing is now conducted online, the first- and second-round interviews still take place in person.

This new process will take place twice a year and is designed to offer greater flexibility and accessibility for applicants. By enabling remote testing over a longer window, candidates can better prepare and complete their exams at their convenience. The biannual schedule provides more frequent opportunities to apply, helping to streamline recruitment efforts and maintain a steady flow of qualified candidates for the department.

*Note: Report Data Through December 31, 2025.*



## Firefighter Recruit Training

The chart below outlines the progress and graduation dates for 2025 and the upcoming 2026 recruit training academies. Enrollment in each session is maximized whenever possible, with space also reserved for students from regional partners. Final graduation numbers may vary as the process advances.

Recruit Class 25-1		43 Recruits	Graduated	05.23.2025
Recruit Class 25-2		45 Recruits	Graduated	09.05.2025
Recruit Class 25-3		48 Recruits	Graduated	01.09.2026
Recruit Class 26-1	Starts January 2026	64 Recruits	Graduating	05.15.2026
Recruit Class 26-2	Starts June 2026	65 Recruits	Graduating	09.18.2026
Recruit Class 26-3	Starts September 2026	54 Recruits	Graduating	01.22.2027

## Community Engagement

The Fire Department actively engages with the community through social media and public events, ensuring consistent communication and outreach. The chart below presents key metrics on recent social media interactions and engagement levels for December.

	Posts	Interactions	Reach
Instagram Main PFD	34	51,415	636,757
Instagram Recruiting	5	7,723	170,321
Facebook	32	23,229	1,468,719
X (Twitter)	52	1,058	76,785
Nextdoor	6	94	19,165

PFD Social Media Outreach - December 2025

Community engagement extends beyond digital outreach to include social and community events, which are vital in strengthening connections with residents. The Fire Department actively hosts and participates in various events throughout the year to recruit new members, foster relationships, promote safety, and enhance public awareness. For more information on upcoming events and outreach programs, visit the Fire Department website:

<https://www.phoenix.gov/administration/departments/fire/community-outreach.html>.



*Note: Report Data Through December 31, 2025.*

## Response Times & Call Volumes

Response times are measured, monitored, and managed daily to maximize coverage and resource deployment. The National Fire Protection Association (NFPA) established response time standards for fire and emergency medical service delivery, and the Arizona Department of Health Services (AZDHS) established the response time standard for emergency transportation services.

The chart below displays response times by Council District for critical emergency medical service (EMS) incidents, including the first-arriving engine to a fire incident, the first-arriving ladder to a fire incident, ambulance response times for critical EMS, total incident call volume for each Council District, citywide totals, and the associated standard.

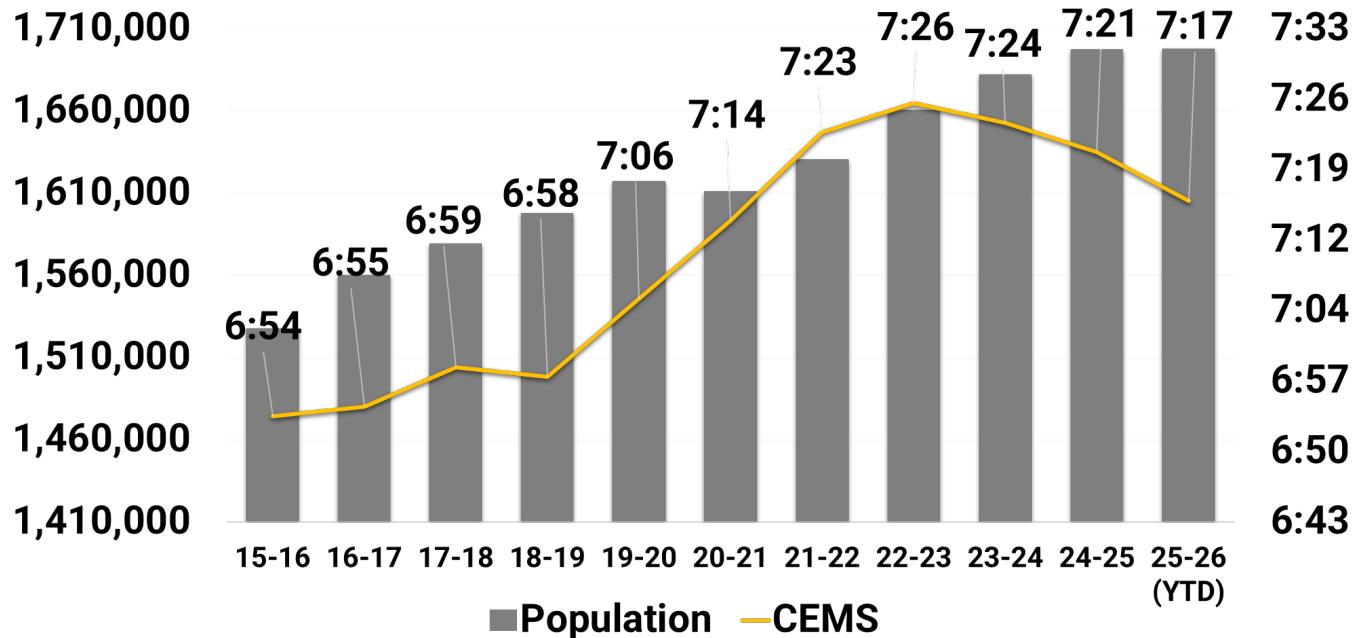
	First Arriving ALS Unit (can be any type) to Critical EMS Incident	First Arriving Engine (Water) to a Fire Incident	First Arriving Ladder to a Fire Incident	Ambulance Critical EMS	Total Incident Call Volume 2025
NFPA Standard	5:00	5:20	9:20	10:00	
District 1	7:28	5:58	9:55	9:21	25,796
District 2	8:18	6:44	11:08	10:39	17,895
District 3	7:28	5:44	9:36	8:59	28,208
District 4	6:31	4:55	8:02	8:17	38,934
District 5	6:53	4:45	9:17	8:52	26,474
District 6	7:30	5:51	9:29	9:27	23,995
District 7	7:27	5:55	11:31	9:46	33,986
District 8	7:06	5:38	11:52	8:57	42,830
Citywide	7:17	5:45	10:09	9:13	238,118

Based on 90th percentile response times, not averages from January 1, 2025, to December 31, 2025.

*Note: Report Data Through December 31, 2025.*



## Ten-Year Response Time Trend with Population Growth



This chart shows the citywide 90<sup>th</sup> percentile (CEMS) critical emergency medical service response time in relation to the population from 2015 to the present.

Over the past decade, the city has seen steady population growth, reflecting the region's rapid urban development. For much of this period, the Fire Department's emergency service capacity did not increase at a corresponding rate, resulting in rising response times. Response times have stabilized in recent years due to the positive impact of adding emergency service resources to the system. This overall trend demonstrates that the city's strategic investments in emergency services personnel, equipment, and infrastructure, including the construction of new fire stations, expansion of ambulance services, and technology upgrades, are positively impacting response times amid the city's growth.

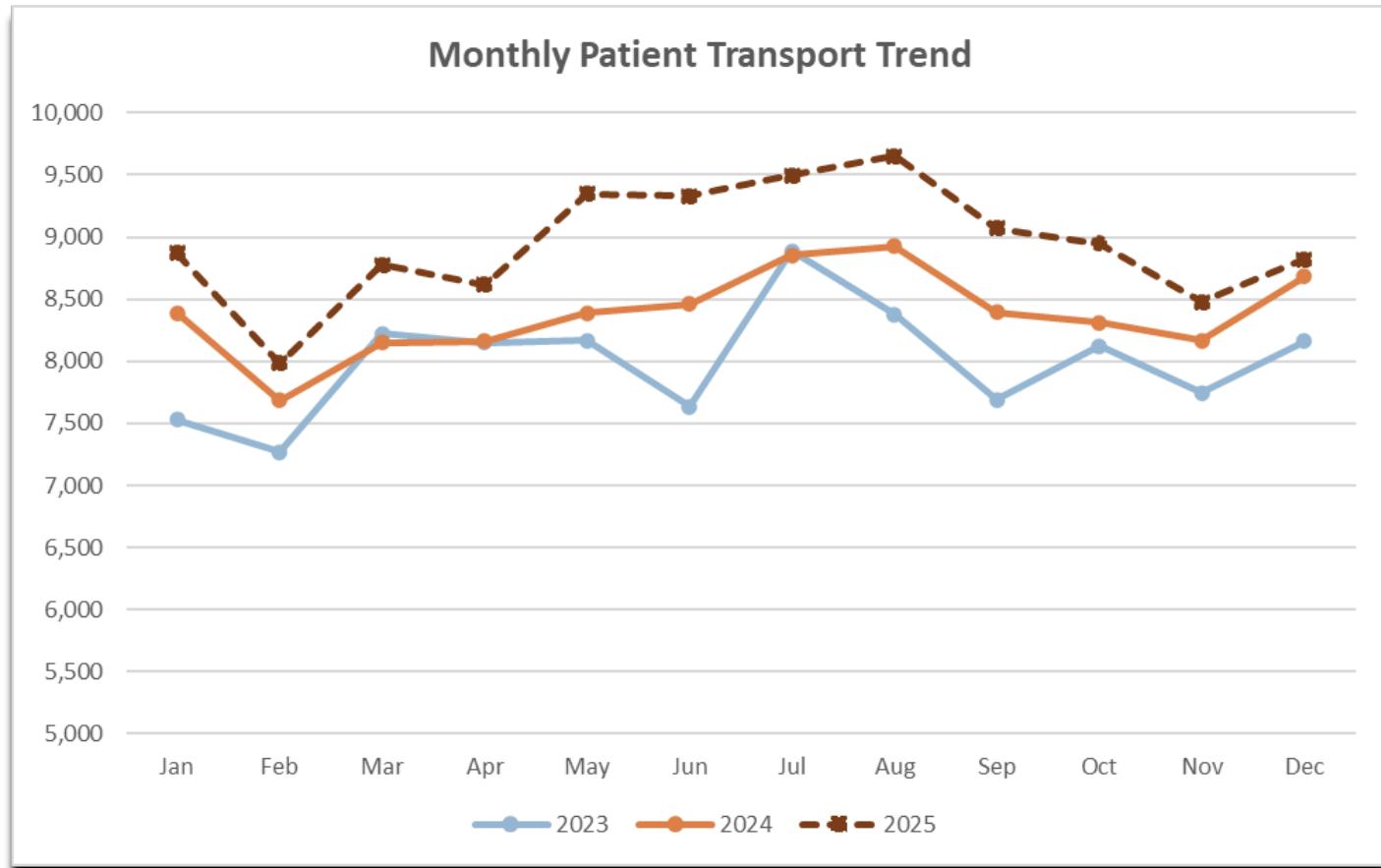
*Note: Report Data Through December 31, 2025.*



## Emergency Patient Transportation Activity

The Fire Department has operated its emergency transportation service for nearly four decades. Analyzing the monthly average activity levels over the past three years reveals a consistent upward trend in service demand.

The total number of patient transports in December 2025 was 8,823, a 1.6 percent increase from the 8,682 transports recorded in December 2024.



*Note: Report Data Through December 31, 2025.*





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Agenda Date: 2/4/2026, Item No. 7

## **Phoenix Police Department Recruitment, Hiring and Attrition Update**

This item includes a report on Phoenix Police Department's hiring and recruitment efforts as well as an overview of the department's recent attrition figures. The report also details information on initiatives of the Police Department related to staffing.

### **THIS ITEM IS FOR INFORMATION ONLY.**

The Police Department's Recruitment, Hiring and Attrition Report is included for review as **Attachment A**. Below is a glossary of terms used in the report for reference:

- **Sworn Hiring Target** - The authorized number of sworn officers the department aims to employ. For Phoenix PD, the target is 3,125 sworn positions, representing full operational capacity.
- **Recruit** - An individual hired by the department and attending the Police Academy for initial training before becoming a sworn officer. Recruits in the academy are tracked as part of the hiring pipeline.
- **Sworn Positions** - Roles held by certified officers at all ranks who have taken an oath. Includes patrol officers, officers in training (Field Training), detectives, supervisors, and executives.
- **DROP (Deferred Retirement Option Plan)** - A benefit for employees hired before Jan 1, 2012, allowing eligible officers to work while earning salary and accumulating pension benefits. DROP lasts five years, with an optional two-year extension. Attrition from this category includes those completing the basic five year drop or completing the extended DROP.
- **Early DROP** - Officers who leave before completing the DROP period or during any part of its extension. This is an attrition category tracked in the report.
- **Retired** - Officers who have completed their service and separated from the Department and City. Officers who in this category retire at the following various points of service. This is a primary attrition category tracked in the report.
- **SWET (Strength and Wellness Education Training)** - A free fitness and wellness program offered by the Academy and Recruiting Team to prepare applicants for the Physical Agility Test. Year-to-date: 1,880 participants, 36 graduates, 46 currently in the academy.

**Responsible Department**

This item is submitted by Assistant City Manager Lori Bays and the Police Department.



# RECRUITMENT, HIRING, AND ATTRITION REPORT

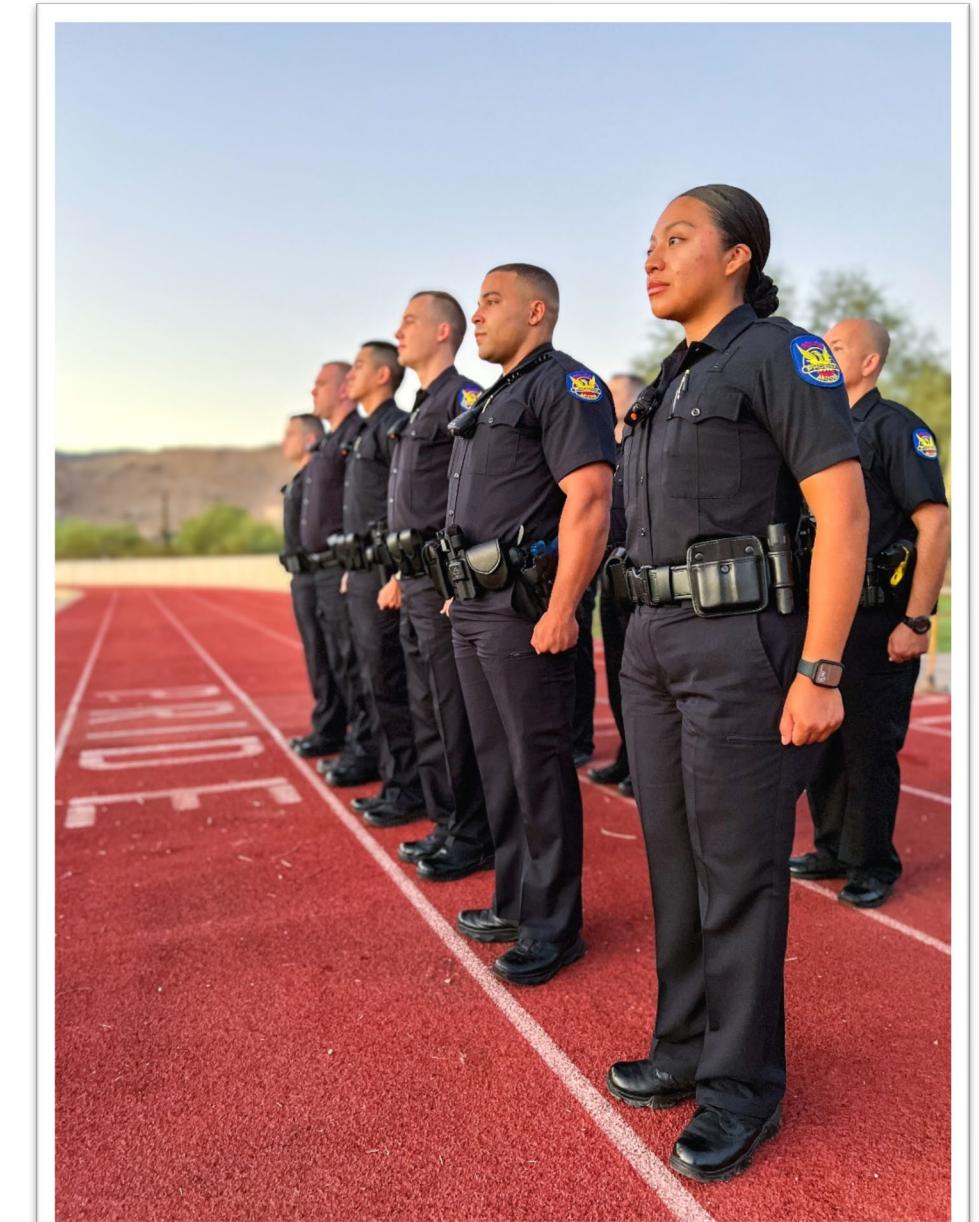
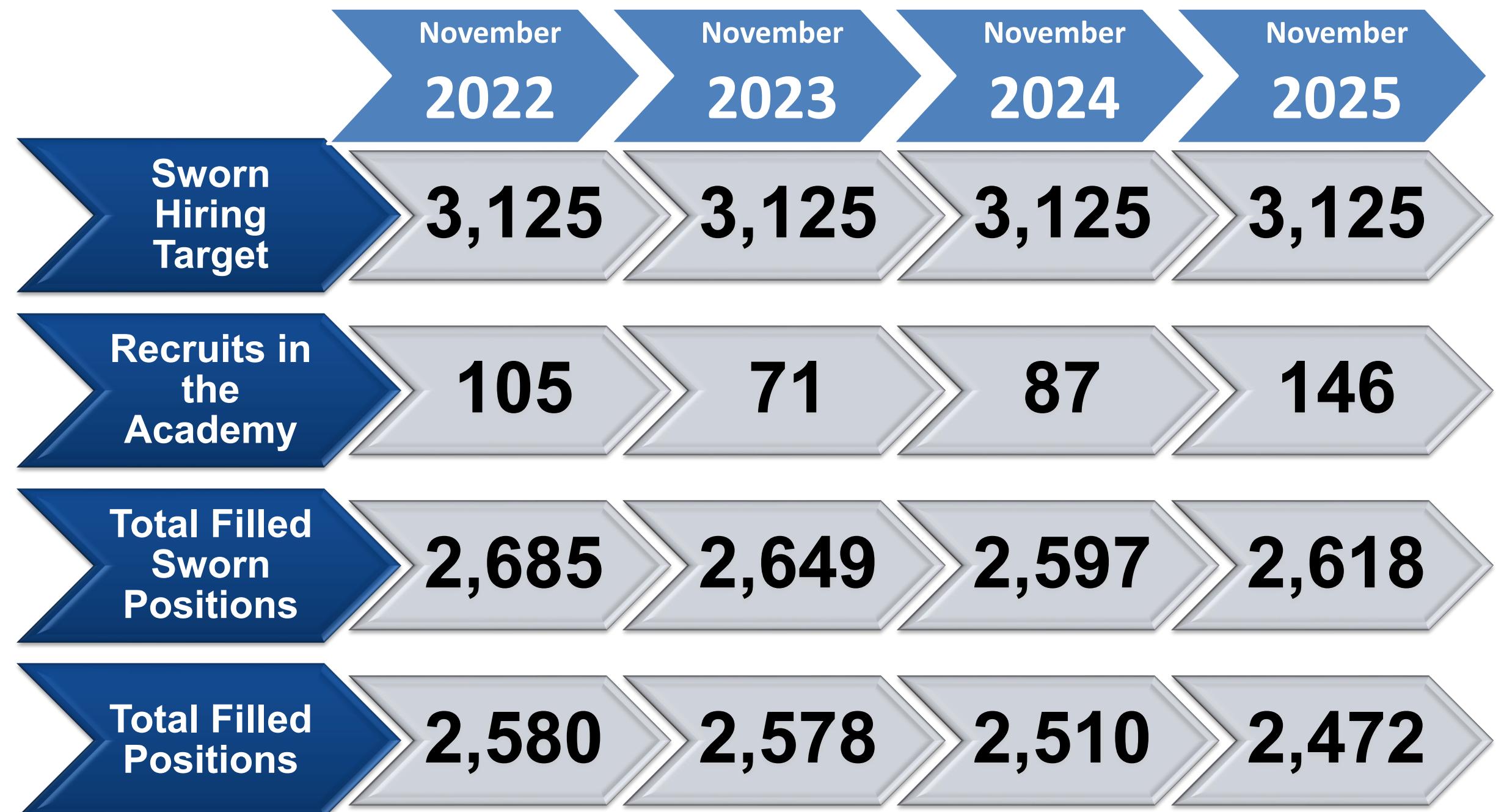
February 2026 – November 2025 Data

# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



### Total Filled Sworn Positions 2024 vs. 2025 as of November 30, 2025

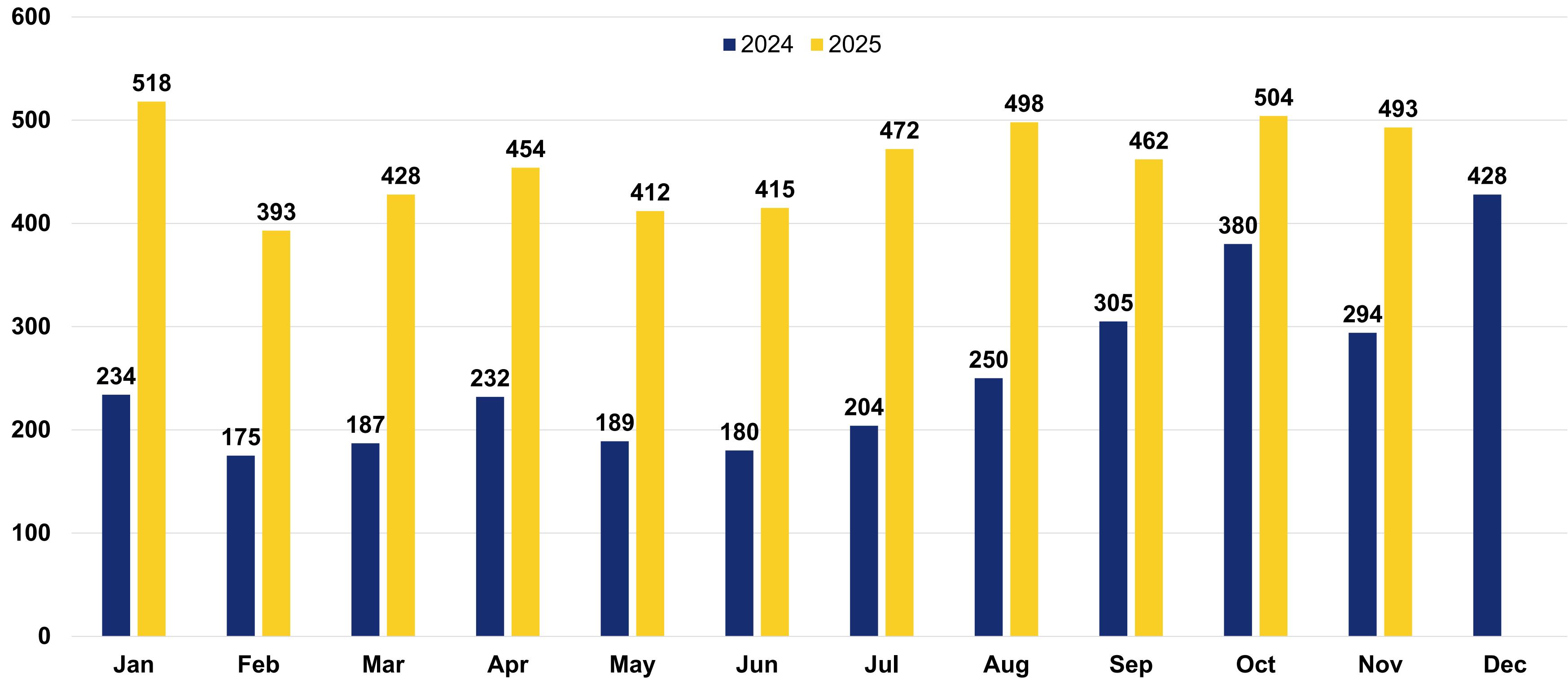


# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



### Total Recruit Applicants all of 2024 and 2025 as of November 30, 2025

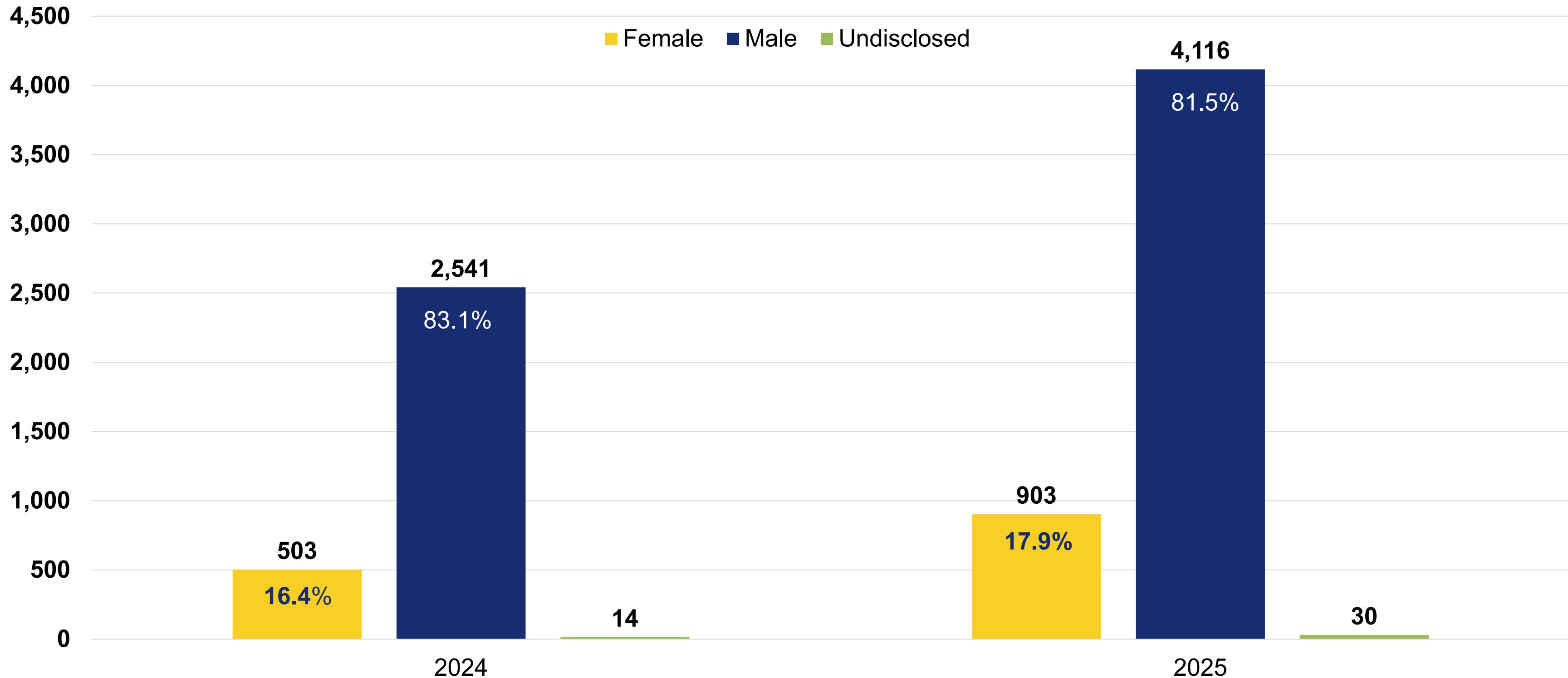


# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



### Total Recruit Applicants by Gender for all of 2024 and 2025 as of November 30, 2025

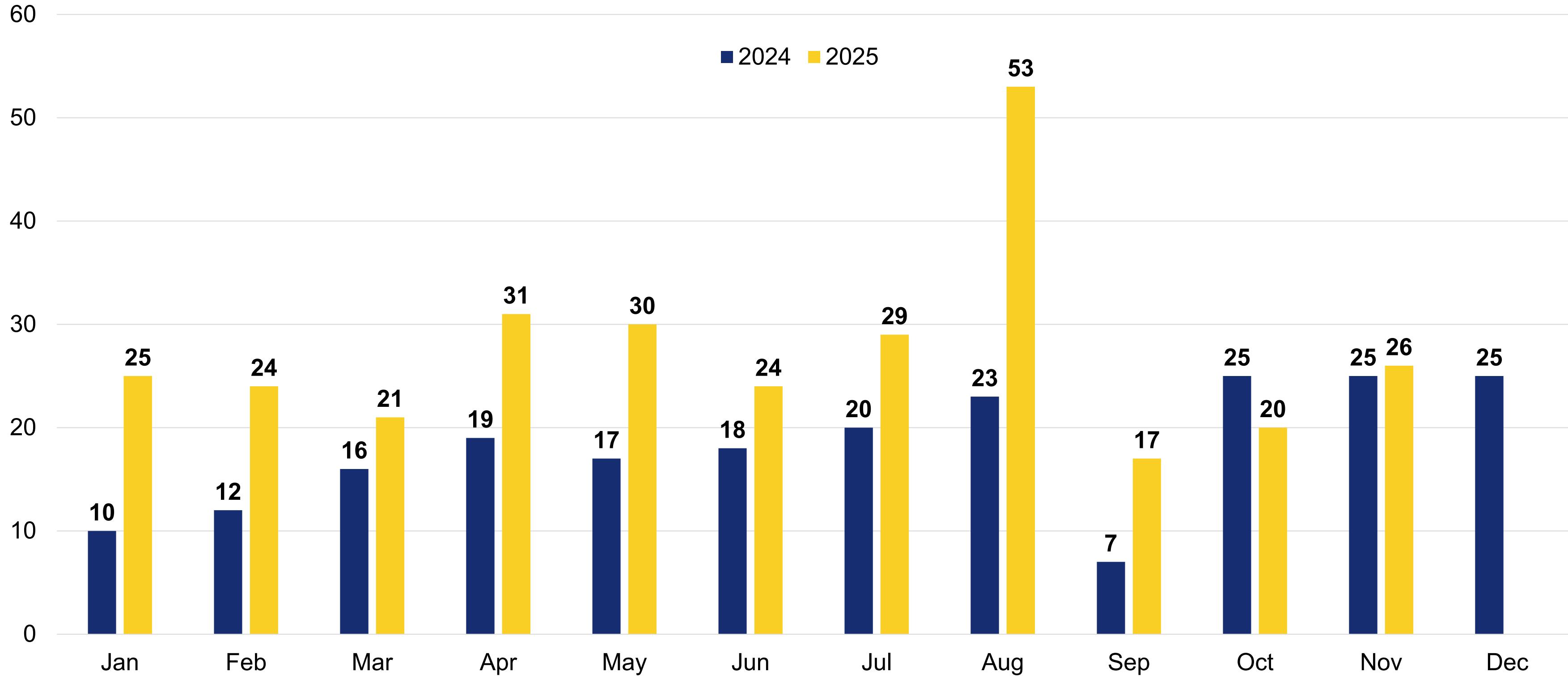


# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



### Total Lateral/Reinstatement Applicants for all of 2024 and 2025 as of November 30, 2025

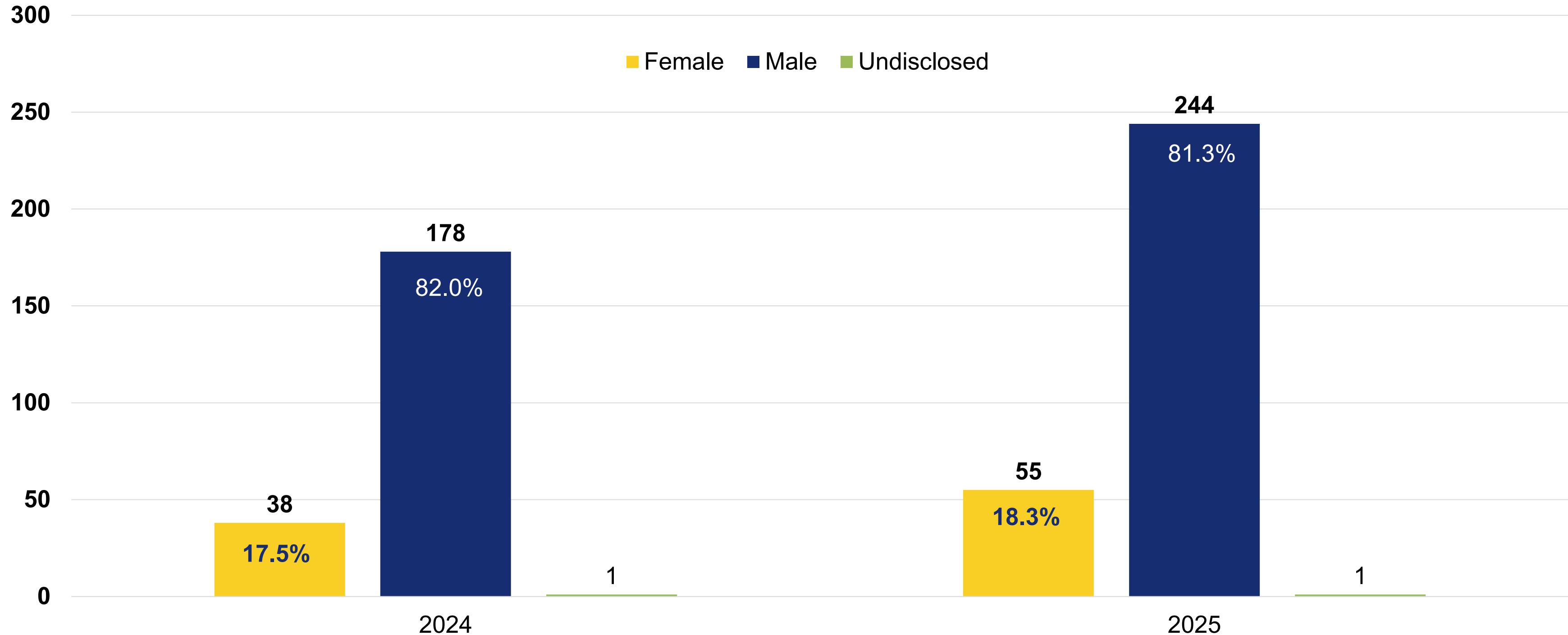


# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



### Total Lateral/Reinstatement Applicants by Gender all of 2024 and 2025 as of November 30, 2025

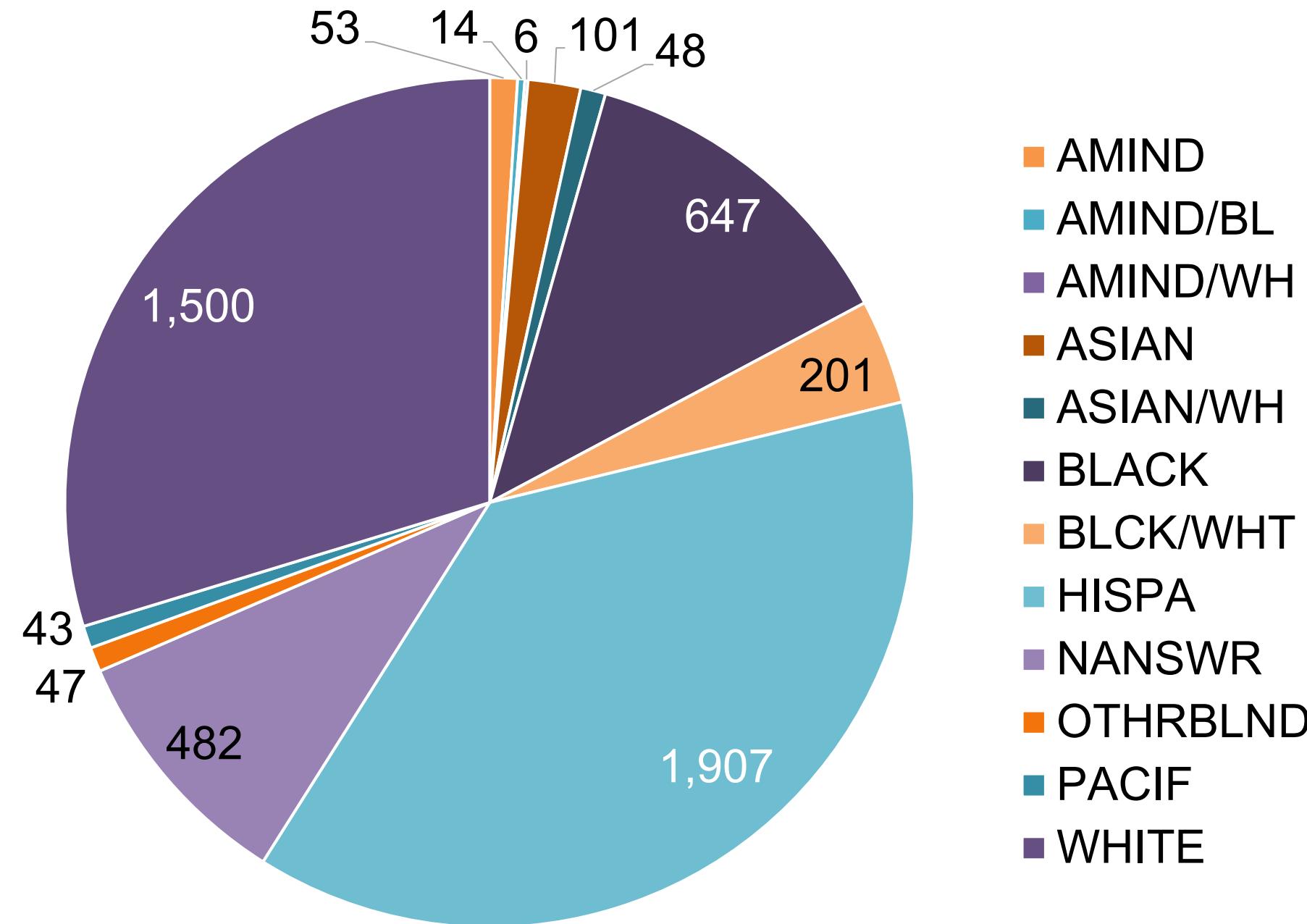


# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



### Police Recruit Applicants by Ethnic Group as of November 30, 2025



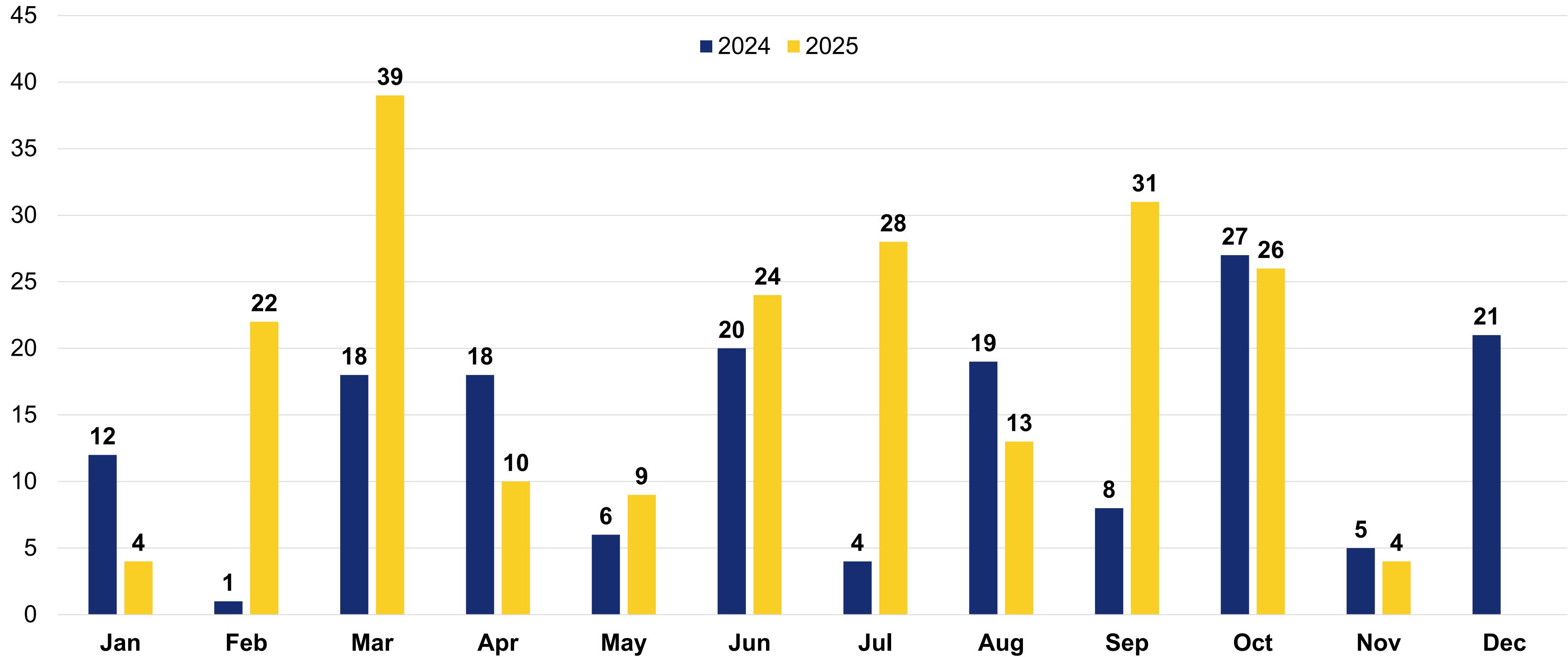
	2025 Apps	Hired
American Indian	53	2
American Indian/Black	14	0
American Indian/White	6	0
Asian	101	4
Asian/White	48	3
Black	647	22
Black/White	201	4
Hispanic	1,907	80
No Answer	482	0
Other Blend	47	1
Pacific Islander	43	0
White	1,500	94

# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



### Total Police Recruit Hires all of 2024 and 2025 as of November 30, 2025

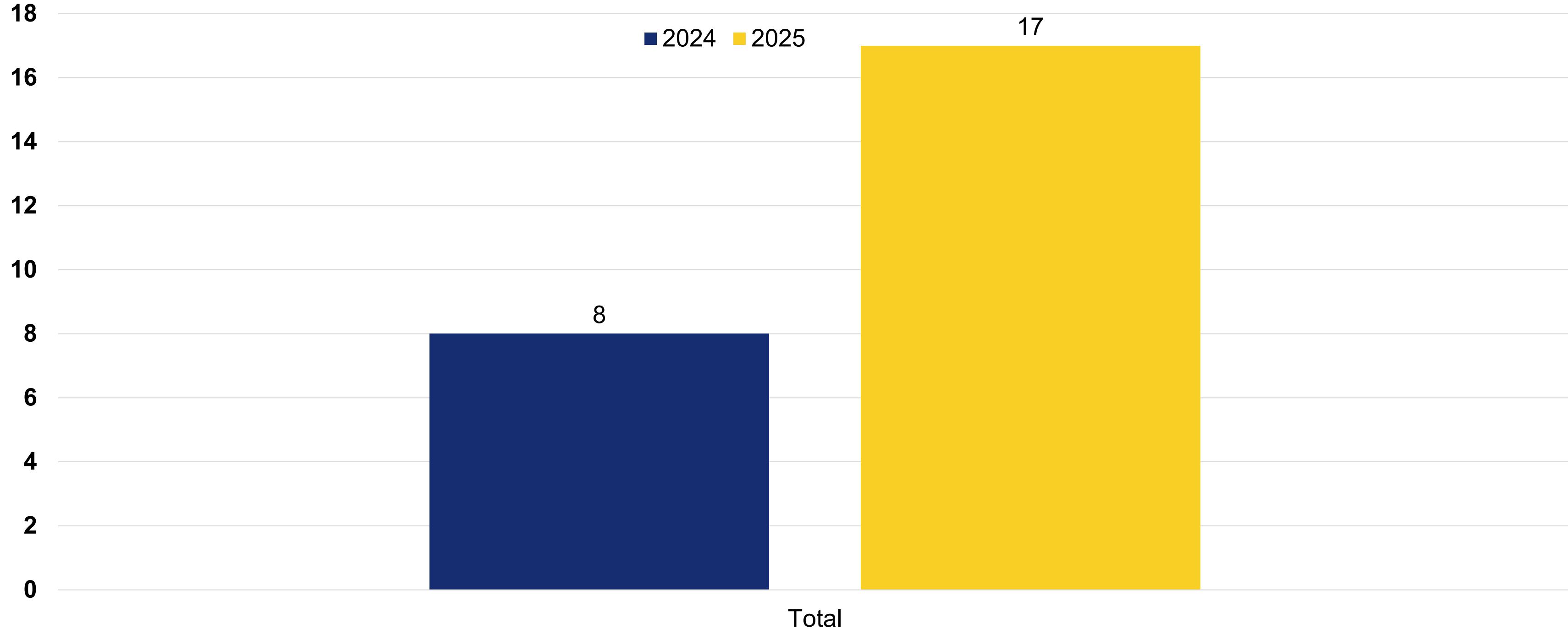


# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



### Total Lateral/Reinstatement Hires all of 2024 and 2025 as of November 30, 2025

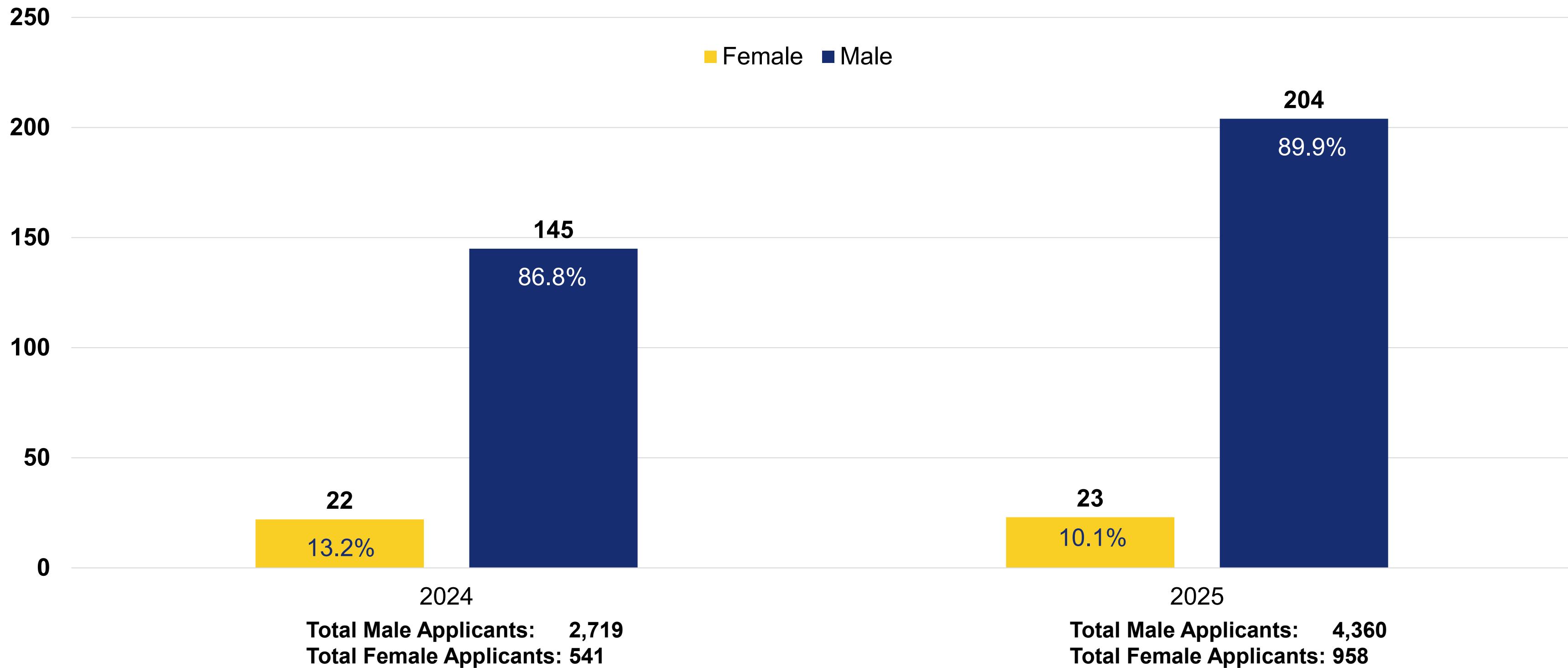


# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



### Total Sworn Hires by Gender all of 2024 and 2025 as of November 30, 2025

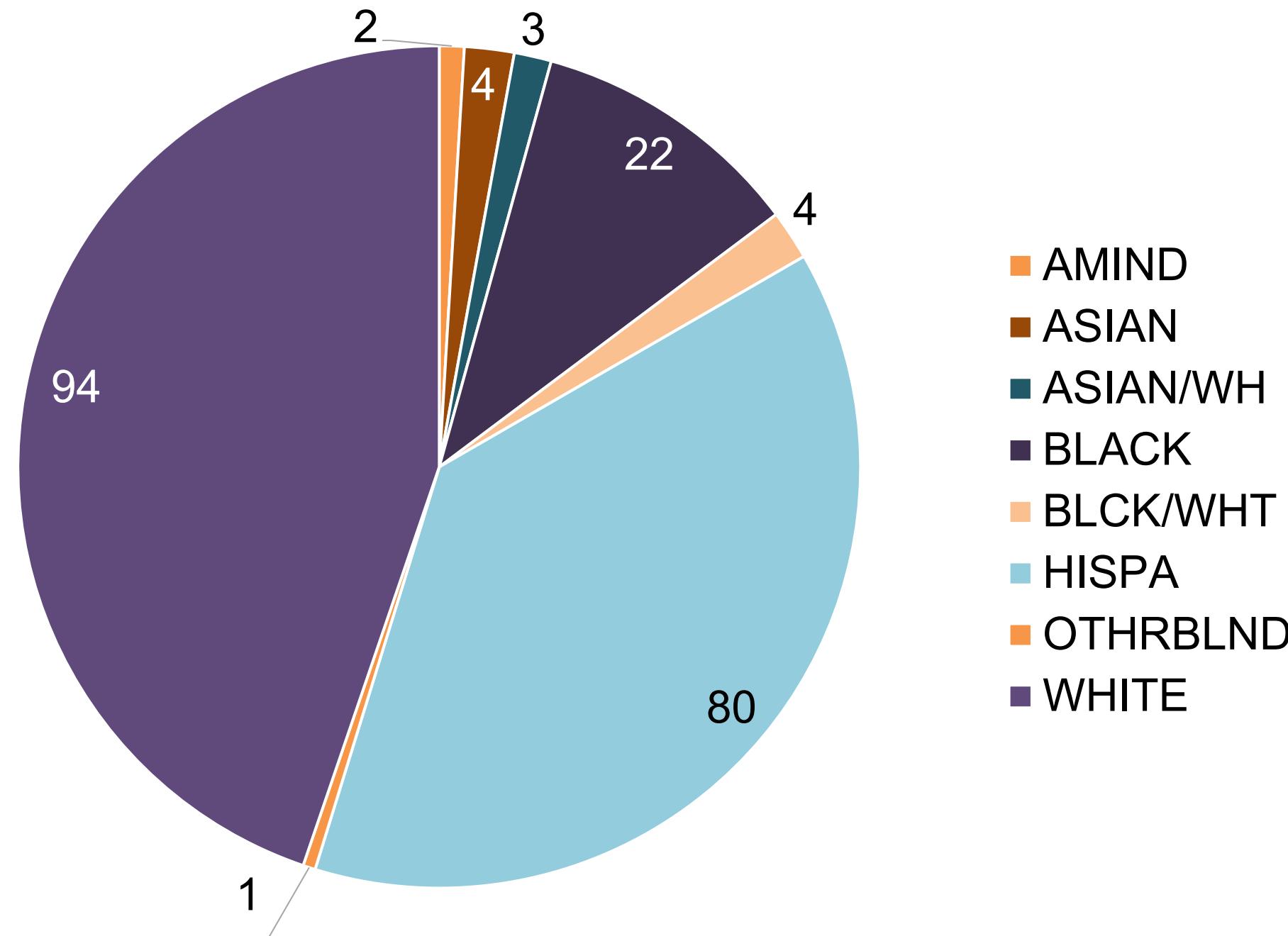


# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



### Police Recruit Hires by Ethnic Group as of November 30, 2025



	2025 Apps	Hired
American Indian	53	2
American Indian/Black	14	0
American Indian/White	6	0
Asian	101	4
Asian/White	48	3
Black	647	22
Black/White	201	4
Hispanic	1,907	80
No Answer	482	0
Other Blend	47	1
Pacific Islander	43	0
White	1,500	94

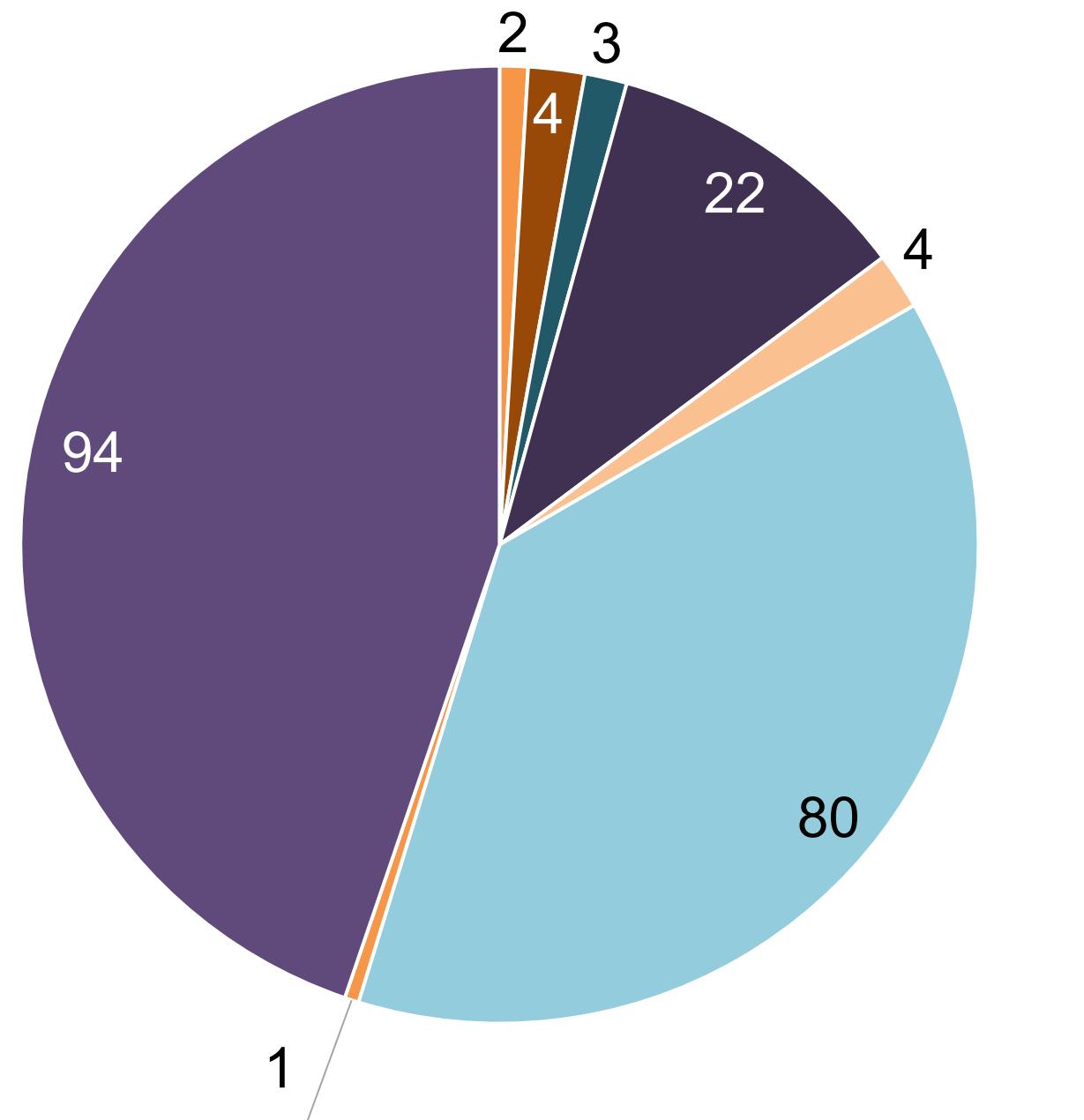
# Phoenix Police Department

## Recruitment, Hiring and Attrition Report

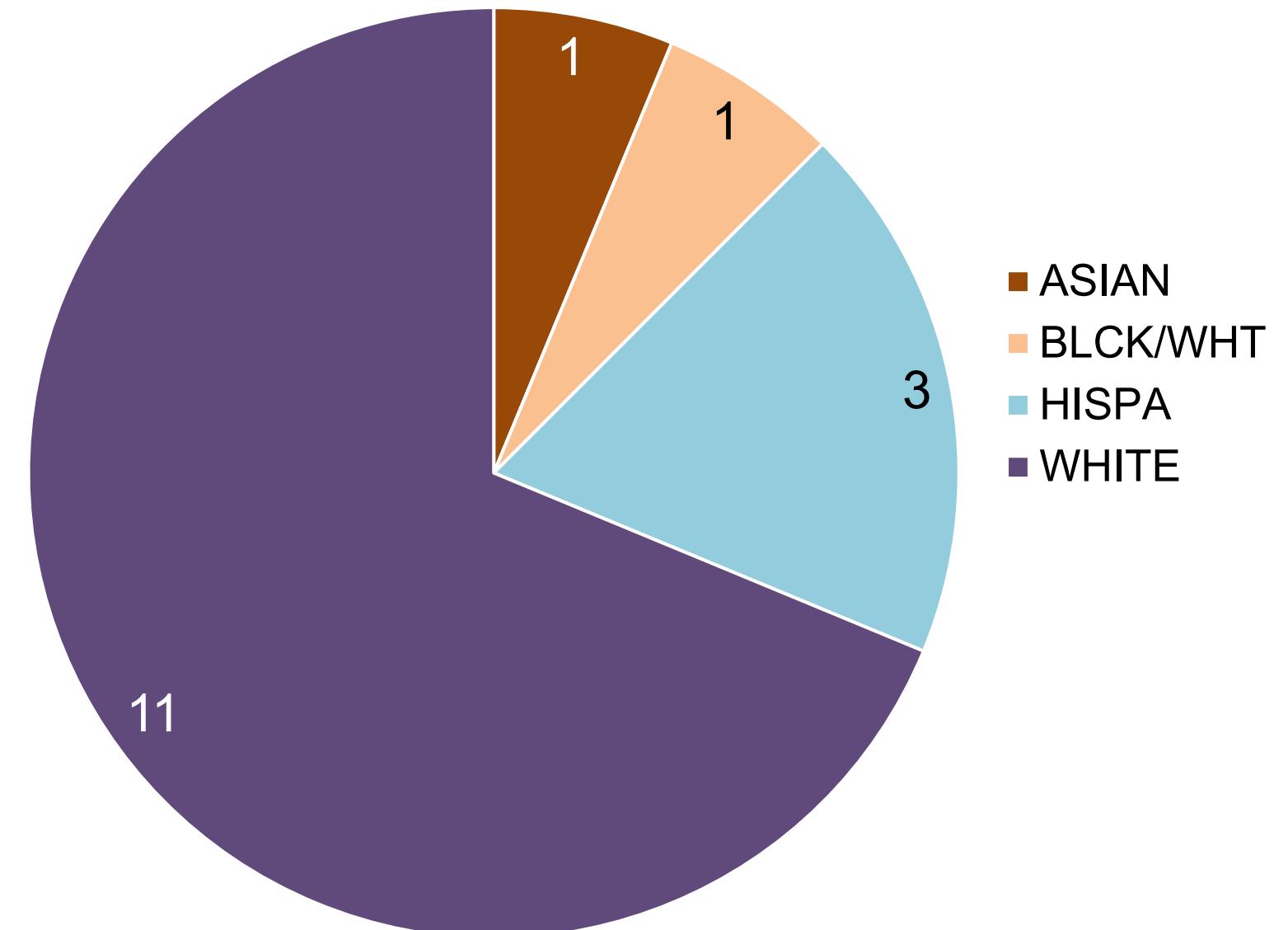


### Total Police Recruits & Lateral/Reinstatements Hired by Race as of November 30, 2025

Police Recruit



Lateral/Reinstatements

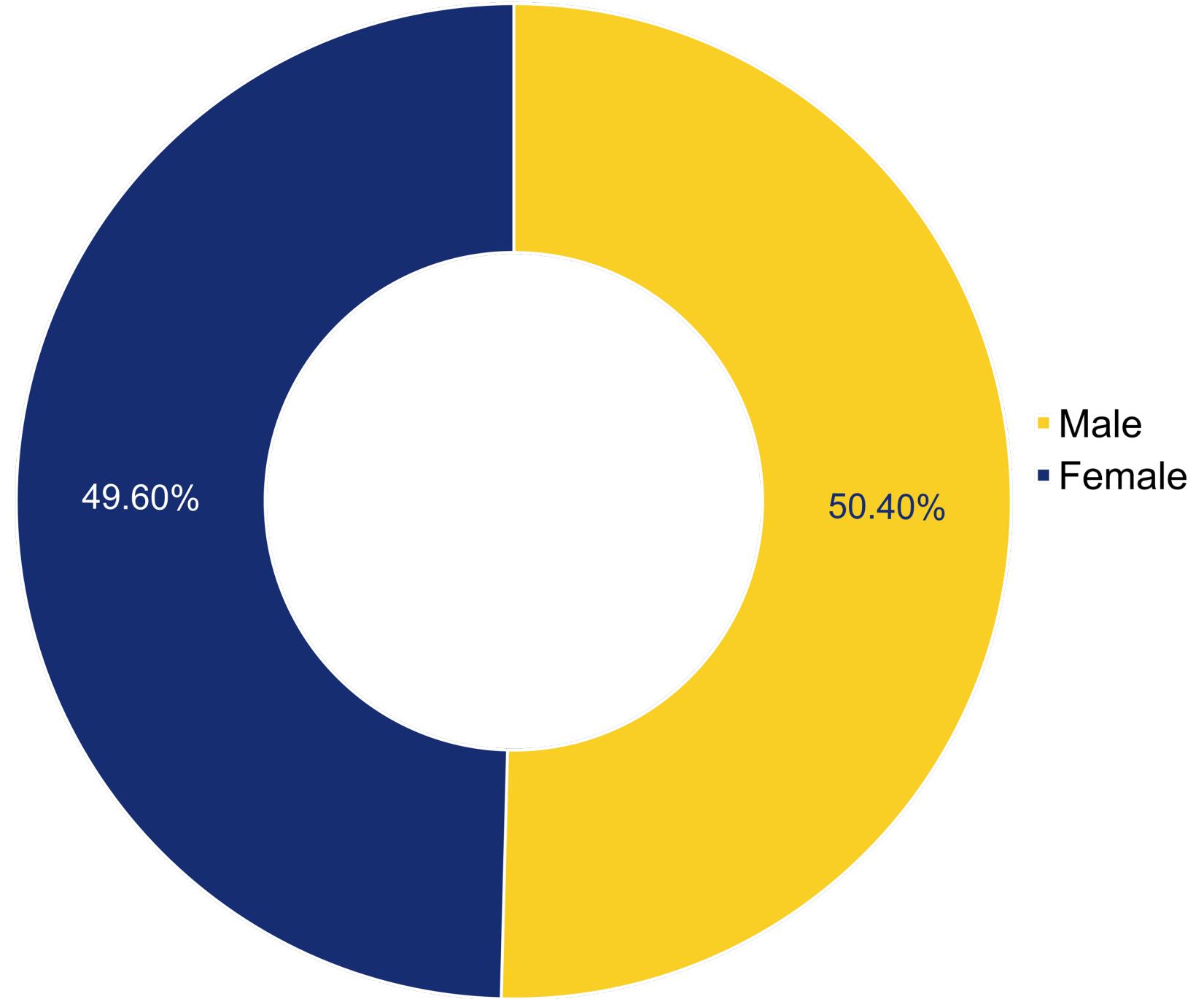
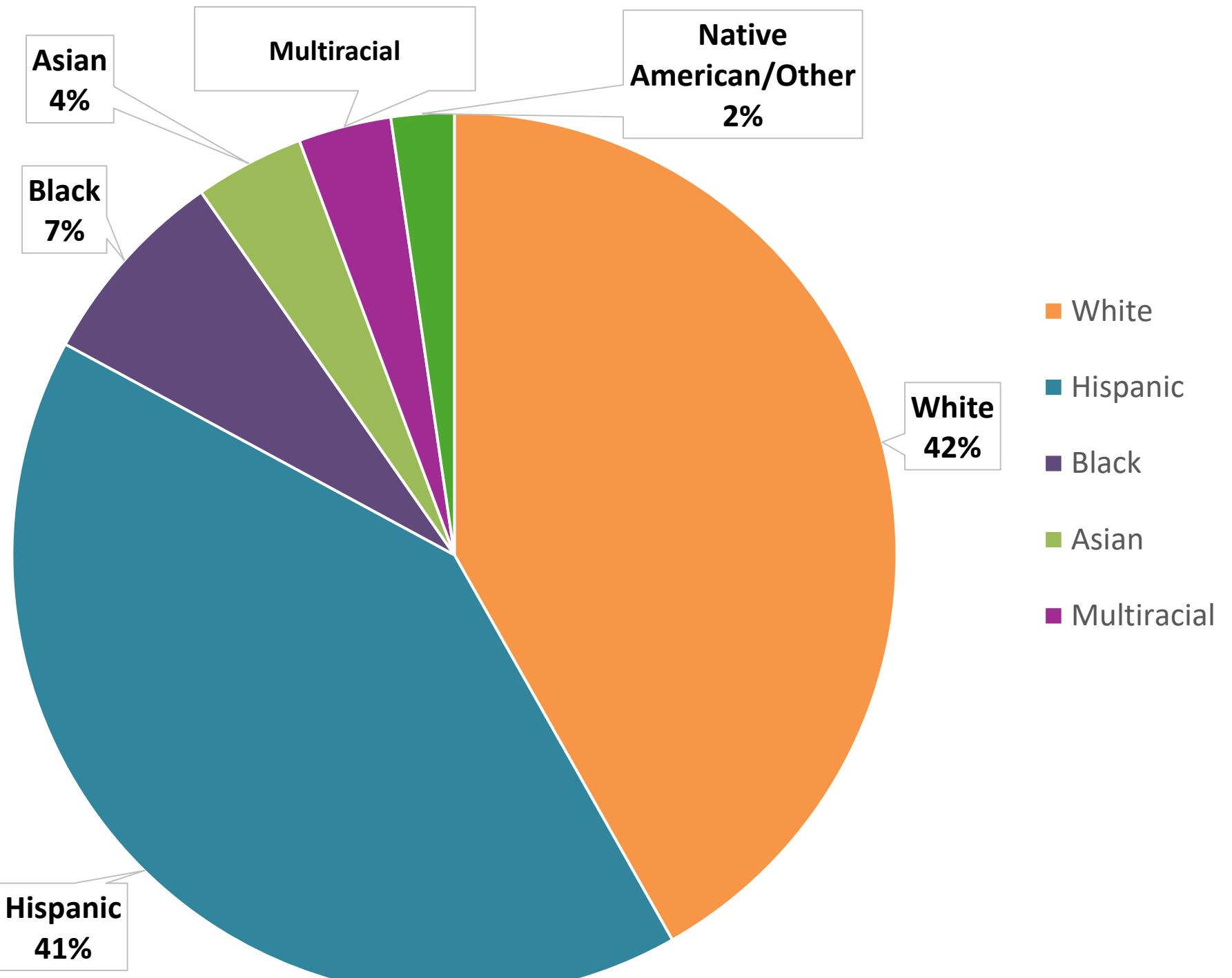


# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



### City of Phoenix Demographics



# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



### Total Sworn and Recruit Employees by Rank and Gender as of November 30, 2025

Police Chief	Percentage
Male	100%
Assistant Chief	Percentage
Male	100%
Commander	Percentage
Female	20%
Male	80%
Lieutenant	Percentage
Female	7.8%
Male	92.2%

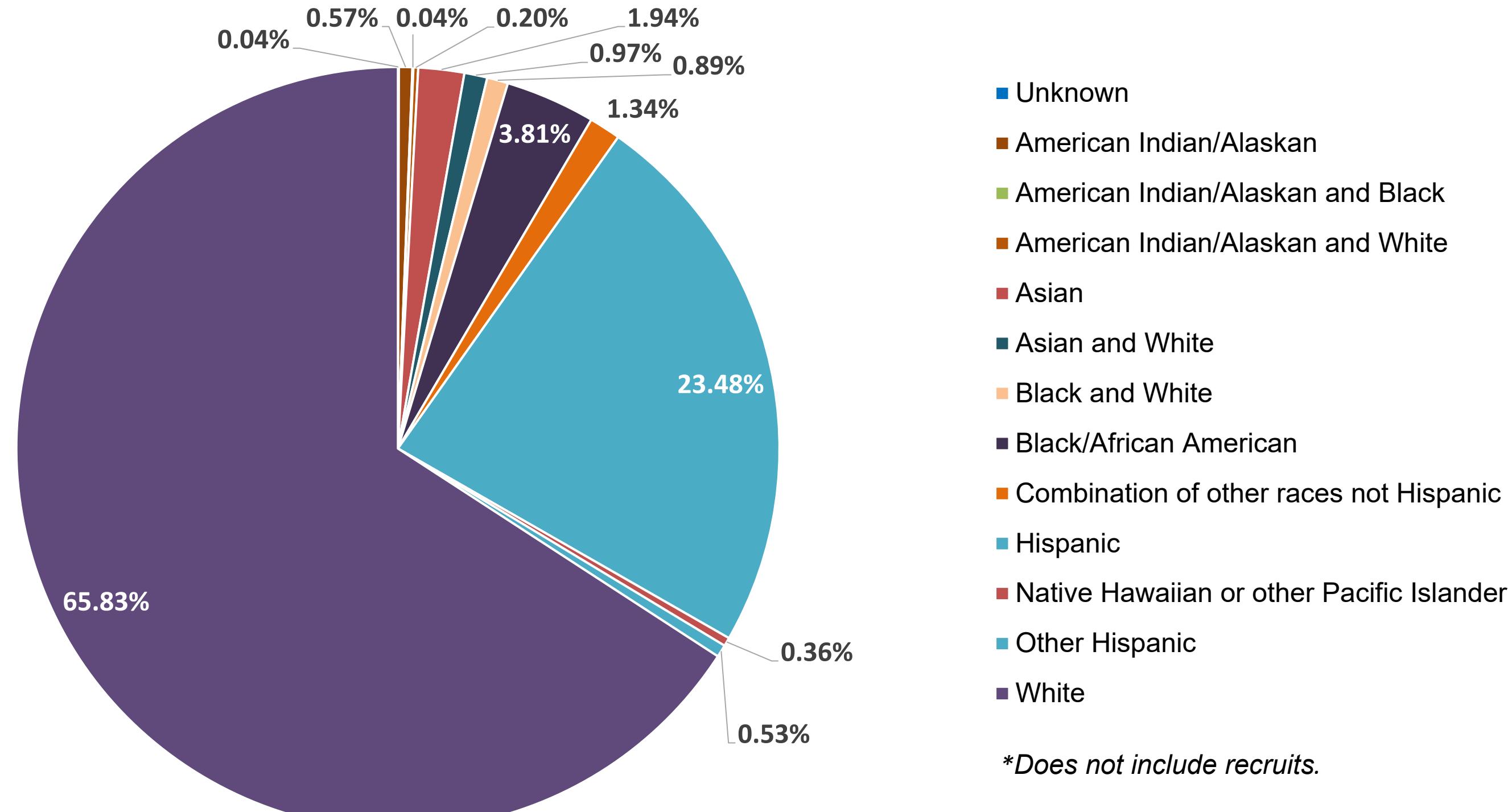
Sergeant	Percentage
Female	6.3%
Male	93.7%
Officer	Percentage
Female	14.5%
Male	85.5%
Recruit	Percentage
Female	10.3%
Male	89.7%

# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



### Total Current Sworn by Race as of November 30, 2025

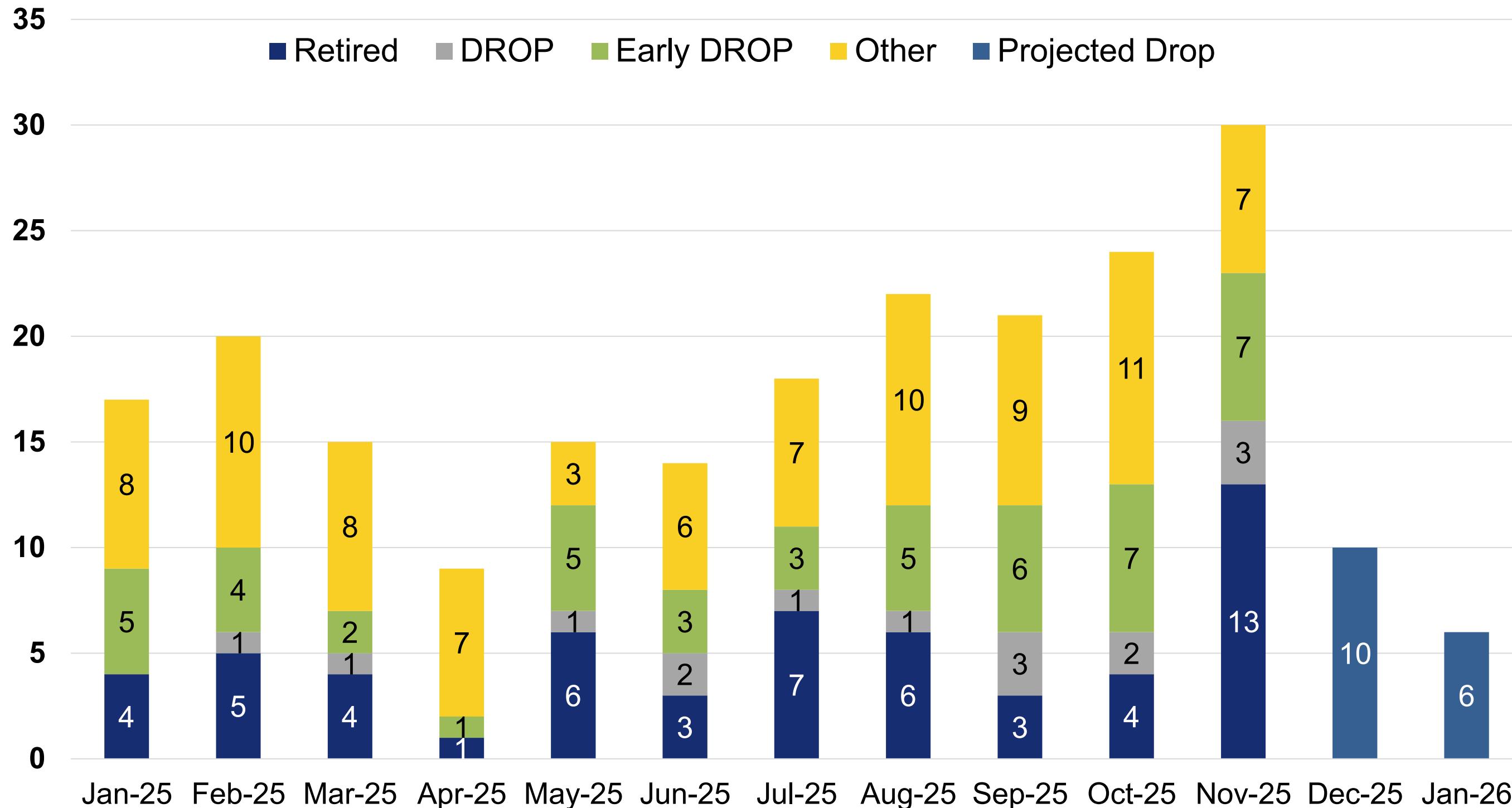


# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



### Current and Projected Attrition as of November 30, 2025



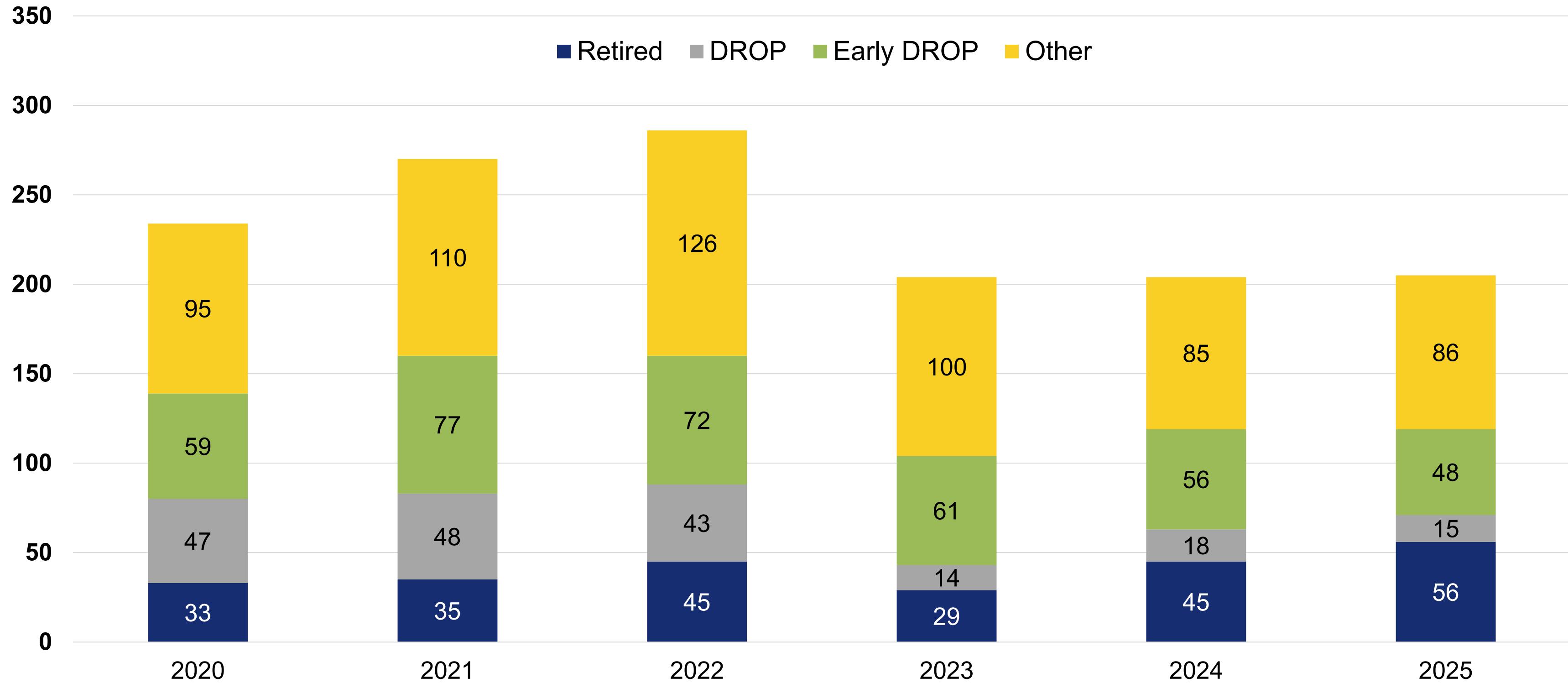
SEPARATIONS BY YEARS OF SERVICE YEAR-TO-DATE	
44	< 1
26	1 to 5
17	6 to 10
0	11 to 15
14	16 to 20
61	21 to 25
43	26+

# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



### 2020 – 2025 Separations as of November 30, 2025

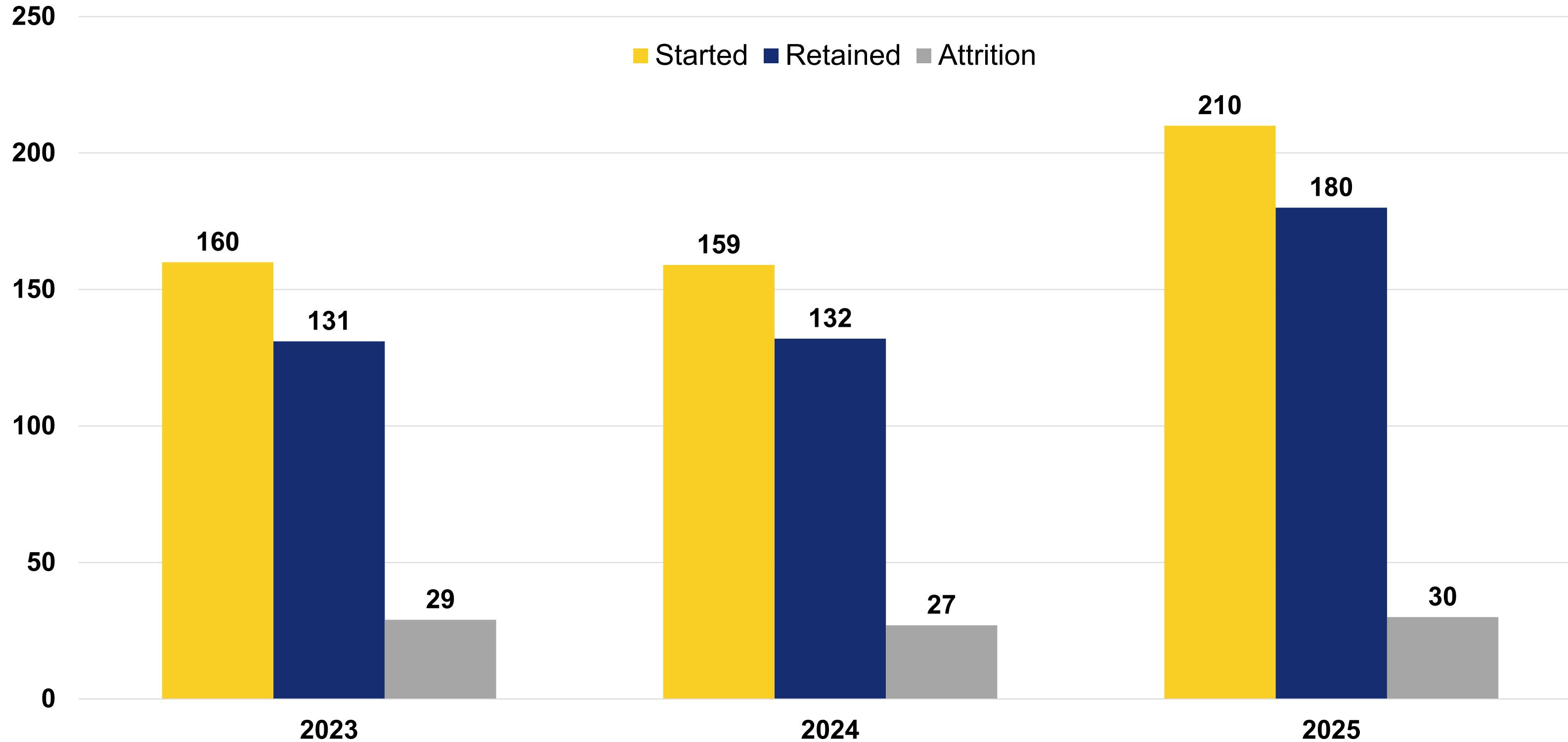


# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



### Phoenix Police Academy Recruit Retention & Attrition 2023-2025 as of November 30, 2025



# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report

As of November 30, 2025



FTO	Officers in Training	Separated	Retention Rate
2022	85	17	80%
2023	138	33	76%
2024	107	29	72.9%
2025	182	17	90.2%

# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



### SWET Totals Year-to-Date as of November 30, 2025



**1,880**

Total SWET participants

- 889 Females
- 991 Males



**36**

Total SWET graduates from the academy



**46**

SWET participants currently in the academy

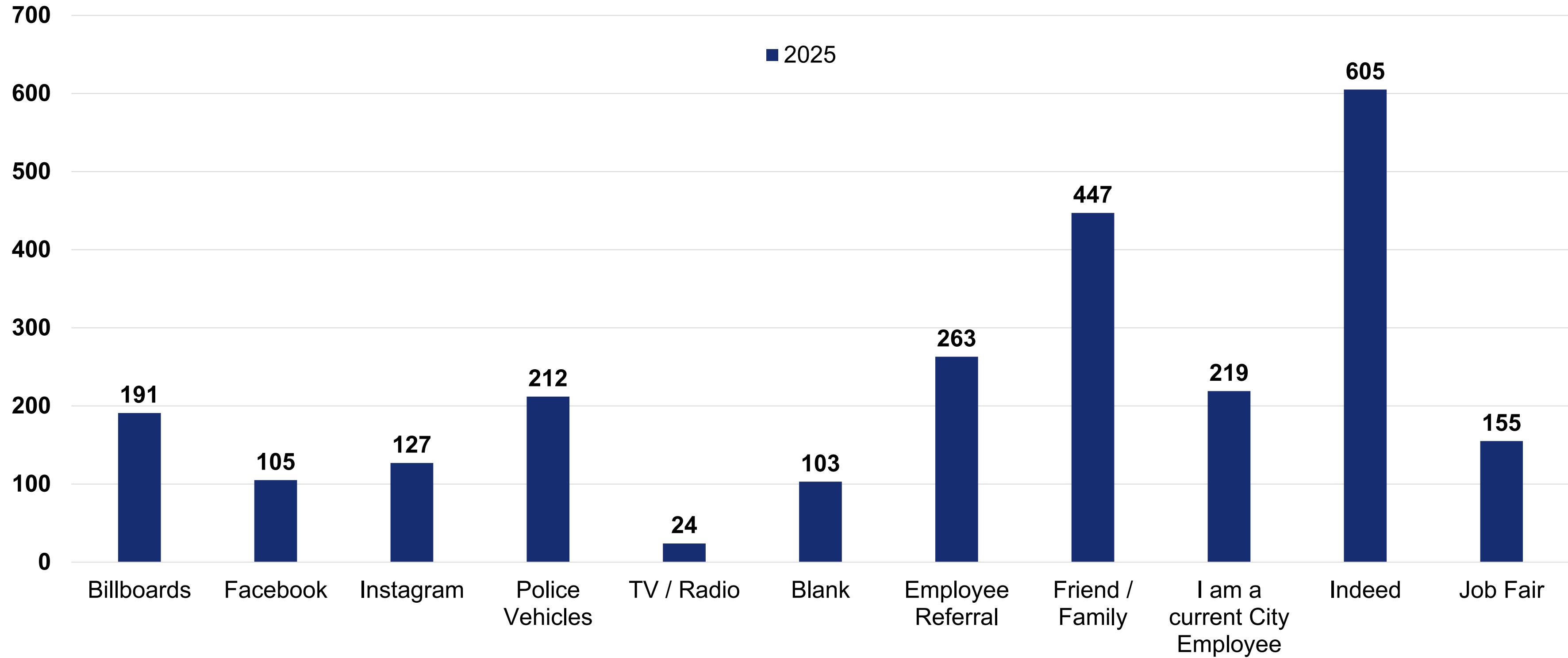


# Phoenix Police Department

## Recruitment, Hiring and Attrition Report



### 2025 Police Recruit Applicants by Source as of November 30, 2025



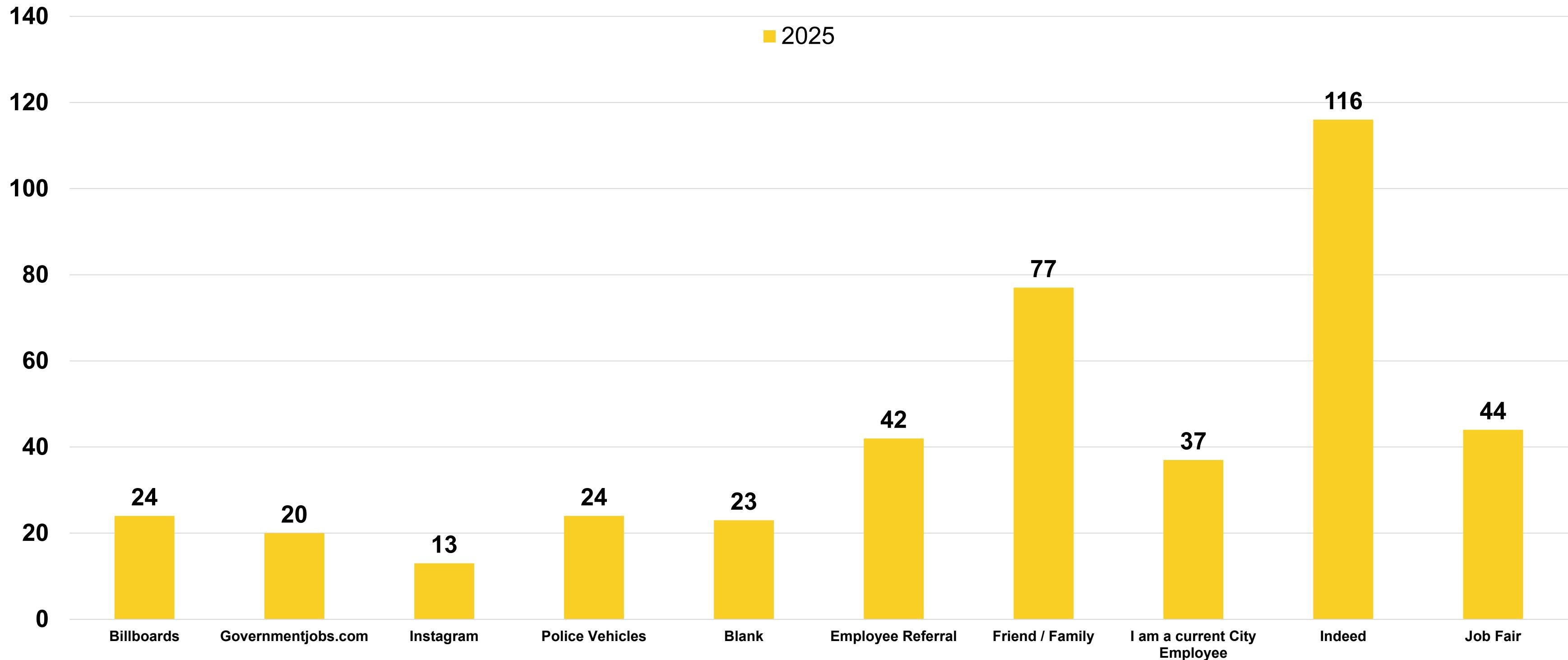
\*Based on data where applicants provided a source. Some applicants chose not to provide a source.

# Phoenix Police Department

## Recruitment, Hiring and Attrition Report



### 2025 Female Recruit Applicants by Source as of November 30, 2025



\*Based on data where applicants provided a source. Some applicants chose not to provide a source.