

# City of Phoenix

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



**City of Phoenix**

## **Agenda**

**Wednesday, January 7, 2026**

**10:00 AM**

**City Council Chambers**

### **Public Safety and Justice Subcommittee**

*Councilman Kevin Robinson, Chair  
Vice Mayor 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=m8f5f0d447adab5d9d82e0a759363ca93>

- 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.

At the time of the meeting:

- Watch the meeting live streamed on phoenix.gov or Phoenix Channel 11 on Cox Cable, or using the Webex link provided above.

- Call-in to listen to the meeting. Dial 602-666-0783 and Enter Meeting ID 2551 405 3767# (for English) or 2558 141 1525# (for Spanish). Press # again when prompted for attendee ID.

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

Para nuestros residentes de habla hispana:

- 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 2558 141 1525#. 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 2558 141 1525#). Se proporciona interpretación simultánea para nuestros residentes durante todas las reuniones.
- Para asistir a la reunión en persona, vaya a las Cámaras del Concejo Municipal de Phoenix ubicadas en 200 W. Jefferson Street, Phoenix, AZ 85003. Llegue 1 hora antes del comienzo de la reunión. Si desea hablar, regístrese electrónicamente en uno de los quioscos, antes de que comience el tema. Una vez que se comience a discutir el tema, no se aceptarán nuevas solicitudes para hablar. Dependiendo de cuantos asientos haya disponibles, usted podría ser sentado en la parte superior de las cámaras, en el piso de abajo de las cámaras, o en el edificio municipal.

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**

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| 1 | <b>Minutes of the Public Safety and Justice Subcommittee Meeting</b> | Page 6 |
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*Attachments*

[11.5.2025 PSJ Subcommittee Minutes Final Draft.pdf](#)

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

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| 2 | <b>Office of Accountability and Transparency Updates</b>                  | Page 19 |
| 3 | <b>Animal Ordinance Update</b>  | Page 21 |
| 4 | <b>Phoenix Police Department Recruitment, Hiring and Attrition Update</b> | Page 23 |

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

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| 5 | <b>Fire Department Staffing and Response Time Report</b> | Page 27 |
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*Attachments*

[Attachment A - Fire Staffing and Response Time Overview 260107.pdf](#)

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| 6 | <b>Community Assistance Program (CAP) Expansion Implementation Report</b> | Page 34 |
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*Attachments*

[Community Assistance Expansion and Implementation Report - January 2026.pdf](#)

**000 CALL TO THE PUBLIC**

## **FUTURE AGENDA ITEMS**

## **ADJOURN**

For further information or reasonable accommodations, please call the City Council Meeting Request line at 602-262-6001. 7-1-1 Friendly.

Persons paid to lobby on behalf of persons or organizations other than themselves must register with the City Clerk prior to lobbying or within five business days thereafter, and must register annually to continue lobbying. If you have any questions about registration or whether or not you must register, please contact the City Clerk's Office at 602-534-0490.

### **Members:**

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



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

This item transmits the minutes of the Public Safety and Justice Subcommittee Meeting on November 5, 2025, 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 November 5, 2025**

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

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

Subcommittee Members Absent

#### **CALL TO ORDER**

Chairman Robinson called the Public Safety and Justice Subcommittee (PSJ) to order at 9:33 a.m..

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

None.

#### **MINUTES OF MEETINGS**

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

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

#### **DISCUSSION AND POSSIBLE ACTION (ITEM 2)**

##### **2. Consideration of Judicial Appointments**

Chairman Kevin Robinson introduced the item and stated there are currently three vacant seats on the Phoenix Municipal Court. Chairman Robinson stated the subcommittee will be interviewing seven candidates recommended by the Judicial Selection Advisory Board and candidates will be required to limit their responses to two minutes. Chairman Robinson added once the interviews are complete, the meeting will be opened for public comment, then members of the subcommittee will convene in an executive session for deliberations and after the executive session, members of the subcommittee will reconvene in open session to recommend up to three individuals to the full City Council for appointment.

Chairman Robinson introduced the first candidate, Neha Bhatia.

Vice Mayor Ann O'Brien asked how would you approach sentencing in cases involving repeat low-level offenses, balancing public safety, neighborhood impact and rehabilitation.

Neha Bhatia stated the person's background has to be taken into consideration. Ms. Bhatia stated it has to be a whole holistic view of everything. She stated you have to look at the person's criminal history, the effect they're having on the community, the effect they're having on community safety, the cost that they're costing their community and question why.

Councilman Jim Waring asked what cases will be the most difficult to rule on and why.

Neha Bhatia stated having worked with domestic violence cases, those are the most difficult to rule on because she often worked with victims that didn't want to go forward with prosecution. She stated as a judge it would be difficult to know a victim is recanting or doesn't want to go forward and presiding over that situation. Ms. Bhatia also stated cases involving mental illness are difficult. She stated it is difficult to weigh the community safety, the community needs, the victim's needs and how to counteract that to make sure that the person is being treated fairly and that their issues are being addressed.

Councilwoman Betty Guardado asked what role do you believe a municipal court judge plays in addressing systemic inequities in the justice system.

Neha Bhatia stated the judge is that role model and that is why diversity and representation is important on the bench. Ms. Bhatia stated when a person is before you and sees that you are either a woman or minority, then it would help them feel like they're being heard. She stated that a judicial officer's role is to make sure that everyone is heard and that everyone feels comfortable. She added seeing someone that looks like you goes a step further to help them understand that they are being heard, that they're being respected, and that their voice does matter whether they're the victim or the defendant.

Councilman Robinson asked Ms. Bhatia to describe a time when she faced an ethical dilemma in her legal career and how did she resolve it.

Neha Bhatia stated as a prosecutor a case that stuck out to her involved very serious child abuse and she had to argue for dismissal without prejudice. Ms. Bhatia stated she couldn't go forward prosecuting this woman knowing that it was there was at least some chance she didn't do it. She added this included having to talk to the victims to explain to them why she, ethically, could not go forward with the case anymore.

Chairman Robinson thanked the candidate.



Chairman Robinson introduced Pamela Dunne.

Vice Mayor O'Brien asked how would you approach sentencing in cases involving repeat low-level offenses, balancing public safety, neighborhood impact and rehabilitation.

Ms. Dunne stated she is guided by what the plea agreement contains and if it is after trial, there is no plea agreement, so she always considers mitigation, victim input, what the defense attorney is requesting, what the state is requesting, what probation is requesting and she balances all of it to hopefully come up with a just sentence.

Councilman Waring asked what cases will be the most difficult to rule on and why.

Pamela Dunne stated she has been on the bench so long she does not know if there is a particular case that is difficult for her to rule on. She stated it is always challenging when there has been great harm to the victim and she just weighs and balances everything before her, follows the law and considers mitigation and aggravation. Ms. Dunne stated to date the hardest case she has had was in juvenile where she was asked to remove life support from a 14-year-old. Ms. Dunne stated she followed the law and rendered the decision.

Chairman Robinson asked the candidate to describe a time in which she faced an ethical dilemma in her legal career and how did she resolve it.

Pamela Dunne stated when she was assistant attorney general, she ran a Medicaid Fraud Control Unit and had to uphold federal grant requirements for the unit which required her to deny a request of the attorney general. She stated she felt what she did was right and followed the ethical guidelines of the grant.

Councilwoman Guardado asked what role do you believe a municipal court judge plays in addressing systemic inequities in the justice system.

Pamela Dunne stated she believes every case is not just a case it is a person, and we must treat them with fairness, impartiality, dignity, and respect. She stated if there are inequities present, they need to be addressed. She added, for example if someone is unhoused, she is not going to assess the normal \$65 per month probation services fee because they won't be able to afford it. Ms. Dunne stated another way to address inequities is to ensure there is a transparent system, one in which everyone is treated fairly and has due process, and judges can also provide reasonable accommodations.

Chairman Robinson thanked the candidate.

Chairman Robinson introduced candidate Brett Hutchison.

Councilwoman O'Brien asked how would you approach sentencing in cases involving repeat low-level offenses, balancing public safety, neighborhood impact and rehabilitation.

Brett Hutchison stated he listened to the subcommittee's September meeting, and I understand what they're expecting of their judges in the future. Mr. Hutchison stated that repeat offenders need to be held accountable for their actions. He added from what was discussed during the September subcommittee meeting is that the community is concerned with people being arrested and then being released in a very short time. Mr. Hutchison stated it is not appropriate and should not continue to go on.

Councilman Waring asked what cases will be the most difficult to rule on and why.

Brett Hutchison stated he has a significant amount of experience in Phoenix Municipal Court, so there aren't a lot of cases difficult for him to rule on. Mr. Hutchison stated he has been in his current role as a civil judge for almost eight years and was with the prosecutor's office for approximately eleven years before then. He stated cases that were difficult in the past included on that had a large apartment complex being cited by the City of Phoenix where he encouraged lawyers from both sides to work closely together and come with a community resolution that would solve the problem.

Councilwoman Guardado asked what role do you believe a municipal court judge plays in addressing systemic inequities in the justice system.

Brett Hutchison stated it is very important that everyone is treated with fairness and respect. Mr. Hutchison stated he has a great deal of experience with this and is familiar with tactics that have been employed by various prosecutorial agencies in the past that were essentially referred to as a trial tax. He added that he worked specifically on one case where the gentleman's offer pre-trial was seven years and after a two-day jury trial, he was convicted and sentenced to twenty years. Mr. Hutchison stated that it seemed unfair to him and sentencing a person to more than about three times what the pre-trial offer was is not something that should be done and is not justice in his opinion. He stated he fought hard against that in his career.

Chairman Robinson asked Mr. Hutchison to describe a time when he faced an ethical dilemma in his legal career and how did he resolve it.

Brett Hutchison stated when he was a young prosecutor there was a juror that said something to the effect of "Don't worry, we'll get him, or I'll make sure we get him". Mr. Hutchison stated he then told the bailiff he needed to speak with the judge and defense attorney and when the defense attorney arrived, he advised the judge on what had happened. He stated the defense attorney then moved for a mistrial which was granted. Mr. Hutchison added he shared that story not because it was an ethical dilemma for me, but because what you get with him is somebody who is very ethical.

Chairman Robinson thanked the candidate.

Chairman Robinson introduced candidate William Marby III.

Vice Mayor O'Brien asked the candidate how would you approach sentencing in cases involving repeat low-level offenses, balancing public safety neighborhood impact and rehabilitation.

William Mabry stated it depends on the offenses, the recency of the offenses and any potential for rehabilitation. Mr. Mabry stated he takes all of those into consideration when determining sentencing and we need to be more cognizant of those factors and evaluate them properly for each defendant.

Councilman Waring asked what cases will be the most difficult to rule on and why.

Mr. Mabry stated oftentimes the most difficult cases are those involving children because there are varied offenses that affect children even in the future. He stated there are also other factors that come into play including family background, mental illness and past trauma which can play into the difficulty of dealing with different cases.

Councilwoman Guardado asked what role do you believe a municipal court judge plays in addressing systemic inequities in the justice system.

Mr. Mabry stated in this society, there are some inequities that are not spoken on. He stated there may be lack of awareness in dealing with certain inequities and he believes in his experience being born and raised in the south Phoenix projects, he has a different viewpoint. He stated there has to be awareness of how individuals have come to be in these disputes. He will address those types of inequities, view, and balance them.

Chairman Robinson asked Mr. Mabry to describe a time when he faced an ethical dilemma in his legal career and how did he resolve it.

Mr. Mabry stated one issue that he thinks comes up frequently is dealing with respondents that are represented by council. He stated the respondents he has dealt with have limited financial resources. He stated it is very important that attorneys properly represent their clients, and he faced an ethical dilemma when counsel failed to take required action. He stated the attorney had not met with the defendant or prepared them for trial, and he had to sanction the attorney and continue the matter so the defendant could get new counsel.

Chairman Robinson thanked the candidate.

Chairman Robinson introduced candidate Christine Mulleneaux.

Vice Mayor O'Brien asked how would you approach sentencing in cases involving repeat low-level offenses, balancing public safety, neighborhood impact and rehabilitation.

Christine Mulleneaux stated this issue recently came up. Ms. Mulleneaux stated she is currently a prosecutor and frequently deal with repeat offenders for low-level offenses and after speaking with police officers on the force she learned they have a different view. She stated she asked the officers if they were the sentencing judge how they would handle those cases and they stated one week in jail for the first offense and the second offense perhaps thirty days. She added that she recently went to community court to learn what they do and mentioned the Office of Homeless Solutions meet people on the street. She stated if the court could have access to how many contacts they make with particular individuals, perhaps they can make different sentencing recommendations to the court based on the number of contacts they have been offered in the community.

Councilman Waring asked what cases will be the most difficult to rule on and why.

Ms. Mulleneaux stated the most difficult cases in her experience to rule on are vulnerable populations such as people with mental health issues, people with addiction, and quality of life crimes where people are committing crimes due to poverty. She stated those are most difficult because you are trying to balance fairness with accountability and public safety. She stated the way you reach that balance is more communication, try to find the history of the individual, what resources have previously been offered, and perhaps offer additional resources to correct those situations.

Councilwoman Guardado asked what role do you believe a municipal court judge plays in addressing systemic inequities in the justice system.

Ms. Mulleneaux stated the City's court is the face of justice to our community. She stated many times in the community the judge is the only contact people have had with the justice system. She stated they need to be calm, communicate clearly in plain language, apply the law equally to all people, and allow people to be heard so they feel they've been treated fairly in the court system. Ms. Mulleneaux stated that it is done by temperament with experience ruling from the bench, commitment to public service, meeting the community where they're at, community outreach to understand situations of different individuals, and being familiar with cultural diversity, socioeconomic diversity and linguistic differences in the community.

Chairman Robinson asked Ms. Mulleneaux to describe a time when she faced an ethical dilemma in her legal career and how did she resolve it.

Ms. Mulleneaux stated an example of an ethical dilemma in her legal career is when a case that has been charged that she finds is not legally sufficient. She stated it is her job to ethically determine whether it is legally sufficient to move forward or if it is ethically sufficient. She provided the example, of where a victim was charged with assault by throwing eggs at a group of protesters who responded which resulted in a physical altercation. She stated it would not be ethically correct to proceed with the case, and it could be argued who the victim was. She stated the case was dismissed.

Chairman Robinson thanked the candidate.

Chairman Robinson introduced candidate Dane Paulsen.

Vice Mayor O'Brien asked how would you approach sentencing in cases involving repeat low-level offenses, balancing public safety, neighborhood impact and rehabilitation.

Dane Paulsen stated this is something he feels strongly about. Mr. Paulson stated he has a lot of experience in criminal prosecution and that means he has dealt with a lot of repeat offenses. He stated the city court is in unique position in the community to seek to balance the efforts of rehabilitation in a court and treat offenders with compassion and humanely but also needs to always remember that there is an interested party that's not in the room and that's the community. He added public safety is extremely personal to him and he has spent ten of fourteen years as an attorney in criminal practice. He stated he is aware of the challenges the city is under and as a citizen of Phoenix he has an invested interest in seeing the city be what it can be. Mr. Paulsen added when you deal with repeat offenders, it is important to treat people firmly and apply the law carefully to those cases and keep in mind their humanity but always remember that the responsibility of the court is to protect the community.

Councilman Waring asked what cases will be the most difficult to rule on and why.

Dane Paulson stated the most difficult is domestic violence due to the evidentiary challenges and emotional toll they can take. Mr. Paulsen stated assessing the credibility of the parties is a very difficult challenge for a judge. He added it is important for a judge to act impartially, keep in mind the duties of the court to protect the rights of individuals and recognize the gravity of those offenses and make sure to apply the law evenly while also assessing the credibility of the parties. He stated this comes with experience and that is the kind of experience he will bring to the bench if he were appointed.

Councilwoman Guardado asked what role do you believe a municipal court judge plays in addressing systemic inequities in the justice system.

Dane Paulsen stated Phoenix has a very diverse community and it is extremely important that judges are aware of the inequities that certain communities have faced. Mr. Paulsen stated it is extremely important for a person in his position to understand they haven't experienced the kinds of inequities that others may have and won't possibly understand on a personal level what some people have gone through. He stated a judge needs to start by understanding that every single person that comes into the courtroom brings their entire history and temper as far as they can their preconceived notions. He stated it is important to make sure the law cuts through all those biases and is evenly applied to every single person who comes into that courtroom. He added that he has seen judges that are great at treating people with kindness, respect, and dignity and he will strive to emulate that on the bench.

Chairman Robinson asked the candidate to describe a time when he faced an ethical dilemma in his legal career and how did he resolve it.

Dane Paulsen stated there was a case where the standard plea agreement he did not agree with and he did not feel the sentence that would apply was appropriate and as a young attorney he did not have the confidence to speak up. He stated the ethical dilemma was whether to continue to prosecute the case and how to do so ethically. Mr. Paulsen stated he worked hard to get an exception to what the normal policy would have been and the individual still served a fairly lengthy prison sentence, but he feels strongly that being a judge requires using all your ethics and morals to bear on every case.

Chairman Robinson thanked the candidate.

Chairman Robinson introduced candidate Shannon Peters.

Vice Mayor O'Brien asked how would you approach sentencing in cases involving repeat low-level offenses, balancing public safety, neighborhood impact and rehabilitation.

Shannon Peters stated approaching sentencing required a holistic approach to examining what is better for the community, the safety of the community and the aspects of the crime and defendant. She stated she would balance the mitigating and aggravating factors and consider the safety of the public in cases where defendants are repeat offenders and have had opportunities to engage in our programming at the Phoenix Municipal Court. She added she would examine their previous cases, their history and if jail is appropriate then that would be her response and if they have taken seriously the opportunity to rehabilitate, that is something to consider. Ms. Peters stated you have to take all those factors into consideration and sentence each defendant individually.

Councilman Waring asked what cases will be the most difficult to rule on and why.

Ms. Peters stated it would be difficult to rule on cases involving child abuse and she is a foster parent to two little boys. She stated that experience has given her the opportunity to see from the other side of the bar and gives her a perspective that would be difficult to set aside. Ms. Peters stated as a judge she would be able to take those personal feelings and set them aside to adjudicate each case fairly.

Councilwoman Guardado asked what role do you believe a municipal court judge plays in addressing systemic inequities in the justice system.

Ms. Peters stated it is the judge's job to be conscious of all factors that affect the community, and they have to look at all the circumstances of the person as a whole. She stated they have to consider what opportunities the individual had to undergo rehabilitation, what kinds of circumstances did they grow up under, their access to

education and the choices their parents made. Ms. Peters added Phoenix is a melting pot of diversity and all experiences will come before you as a judge. She mentioned as a judge you have to know what tools are at your disposal and be able to use them.

Chairman Robinson asked the candidate to describe a time when she faced an ethical dilemma in her legal career and how did she resolve it.

Ms. Peters stated when she was a young attorney, there was an individual that came in that had their driver's license revoked due to multiple DUIs and during the consultation, the attorneys had promised the individual of a particular outcome. She stated when she opened the file, there was nothing she could do, and she approached the superiors and told them they needed to return this individual's money they could not help him. Ms. Peters stated they told her to just earn the fee to which she responded she won't and quit the job. She stated at the moment, her ethical obligations to the client and herself overrode and she had the courage and bravery to say no, which has really governed and set the tone for her career.

Chairman Robison stated that concludes all interviews of candidates.

Chairman Robinson thanked the candidates and opened the item for public comment.

John Martinez spoke in favor of appointing Ms. Bhatia as a Municipal Court Judge.

Ed Leiter spoke in favor of appointing Neha Bhatia as a Municipal Court Judge.

Christopher Paige spoke in favor of appointing as a Municipal Court Judge.

Tyler Allen spoke in favor of appointing Shannon Peters as a Municipal Court Judge.

David Allen spoke in favor of appointing Shannon Peters as a Municipal Court Judge.

Chairman Robinson requested a motion to enter into executive session. Councilwoman Betty Guardado made a motion to enter in executive session. Vice Mayor Ann O'Brien seconded the motion which passed unanimously, 4-0. The Public Safety and Justice Subcommittee recessed at 10:44 a.m. for the subcommittee members to enter into executive session.

Public Safety and Justice Subcommittee reconvened at 11:26 a.m.

Chairman Robinson stated that after deliberation the panel has determined to recommend to the full city council appointments of two of the three vacant positions. Chairman Robinson then asked is there a motion to recommend appointment of Brett Hutchinson to a four-year term as municipal court judge expiring on November 19, 2029.

Vice Mayor O'Brien moved to recommend a four-year term for Brett Hutchison expiring November 19, 2029. Councilwoman Guardado seconded the motion which passed unanimously, 4-0.

Chairman Robinson asked is there a motion to recommend appointment of Christine Mulleneaux for a four-year term as a municipal court judge expiring on November 19, 2029.

Vice Mayor O'Brien moved to recommend a four-year term for Christine Mulleneaux. Councilman Waring seconded the motion which passed unanimously, 4-0.

Chairman Robinson asked is there a motion to complete another process to fill the remaining vacancy for municipal court judge within the next 12 months.

Vice Mayor O'Brien moved to complete another process to fill the remaining vacancy for municipal court judge within the next 12 months. Councilwoman Guardado seconded the motion which passed unanimously, 4-0.

Chairman Robinson thanked the candidates and speakers for their attention, presentation and involvement.

### **INFORMATION AND DISCUSSION (ITEM 3)**

#### **3. Fire Staffing and Response Time**

Executive Assistant Chief Tim Kreis presented an overview of the transaction privilege tax (TPT), excise tax, enhancements to the department's budget and specific additions to the department such as Battalion 8, Rescue 12, Ladder 10, Rescue 1, and medical responses.

Executive Assistant Chief Tim Kreis presented on the administration of TPT and General Obligation (GO) Bond funds allocated to the Fire Department. He stated the department created an Executive Advisory Committee and placed into service Battalion eight and human resources staff in July 2025. Executive Assistant Chief Kreis stated in August of 2025 the department placed into service member services, logistics, technical service staff. He also shared upcoming additions to the department include opening Fire Station 74 and putting Ladder 10 into service at the end of 2025.

Assistant Chief Reda Riddle-Bigler presented updates on the Fire Department's hiring, retention and recruitment efforts. Assistant Chief Bigler stated the department is not experiencing significant challenges related to member retention. She also shared the department hosted its first online testing process using Public Safety Answers. She continued by stating the online testing resulted in an increase in applicants taking the firefighter entrance exam with five percent improvement.



Assistant Chief Bigler stated Phoenix Fire Department prioritizes outreach through schools, athletic programs, and wellness programs. She emphasized that wellness, safety, and professional development are vital in attracting and retaining personnel.

Executive Assistant Chief Kreis detailed staff response times by Council district, call volume, and department transport averages.

Executive Assistant Chief Kreis presented population and response times over ten years and stated the department has seen improvements. He also presented the impact of investment on response times and return on investment in the community.

Chairman Robinson asked Assistant Chief Bigler to walk the subcommittee through what someone has to do to pass the online test and the timeline.

Assistant Chief Bigler stated with online testing, it was an open application period of three weeks. She shared once that process concluded at the end of August, it took about a month for the department to compile their list, send notifications and have applicants go through first round interviews. She stated if an applicant passed, they will have a week break, then come back for the second round and be notified the following week, which would be right before Thanksgiving if they have been offered a job with the Phoenix Fire Department.

Chairman Robinson asked within the process is there any physical agility the individual will be responsible for.

Assistant Chief Bigler stated all candidates are required to achieve their candidate physical ability test and maintain that certification which needs to be current within six months of being hired.

Chairman Robinson thanked the presenters.

#### **INFORMATION ONLY (ITEMS 4-5)**

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

Information only. No Councilmember requested additional information.

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

Information only. No Councilmember requested additional information.

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

None.

#### **FUTURE AGENDA ITEMS**

Councilwoman Betty Guardado requested that the Phoenix Police Department do a presentation on the Heat Squad.

**ADJOURNMENT**

Chairman Robinson adjourned the meeting at 11:50 a.m.

Respectfully submitted,

Taniya Williams  
Management Fellow

DRAFT



## **Office of Accountability and Transparency Updates**

This item updates the Public Safety and Justice Subcommittee on the Office of Accountability and Transparency (OAT). The Mayor and City Council established the Office of Accountability and Transparency (OAT) in 2021 to perform independent civilian oversight of the Phoenix Police Department (Police). OAT reviews Police administrative investigations of incidents involving sworn personnel and provides community members a way to freely communicate complaints, commendations, and concerns about officers and the Police Department without fear of retaliation.

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

#### **Summary**

Phoenix City Code, Chapter 20, as amended by City Council on May 15, 2024, states OAT's role is to:

- Take community complaints or commendations,
- Establish procedures for receiving anonymous complaints,
- Conduct outreach with the community,
- Provide support services to impacted community members,
- Review Police Department administrative investigations or civilian employee complaints,
- Make recommendations to the Police Chief regarding policy, rules, and training issues,
- Conduct mediation to resolve disputes,
- Administer a youth outreach program; and,
- Address other issues of concern to the community.

Since February 2024, OAT released 37 reports detailing its review of Police Department administrative investigations and its findings as to the completeness and thoroughness of those reviewed investigations. OAT issued 25 individual recommendations for future investigations, the majority of which the Department has agreed to implement. OAT is actively reviewing 162 cases, a nearly 50 percent increase over this time last year, and continues to add new cases to its review caseload.

OAT's Community Engagement Team has worked diligently to connect with community and expand OAT's reach. With support from all OAT staff, this three-person team has tabled, attended, or connected with more than 100 community agencies or groups and more than 15,000 community members since we began tracking in July 2024.

In addition to these engagement efforts, the team launched and completed the first run of OAT's youth outreach program pilot, Reform Rising. The team will evaluate what they learned this semester and pilot again in the spring before scaling up to additional Phoenix high schools in Fall 2026.

OAT's Mediation Director has completed seven department level mediations since February 2024. The Mediation Director has worked diligently and in collaboration with the Police Department to build the processes, procedures, and parameters for individual officer-community member mediation, including reviewing draft operations orders, meeting with union leadership, and collaborating with other City departments including Law and Human Resources.

OAT administers the City Council established Civilian Review Board (CRB). OAT staff developed and implemented a series of robust and detailed trainings to ensure that CRB members have the necessary understandings to engage in reviewing and analyzing OAT's reports and the Police Department's responses. The Board has held four formal business meetings to date and in each meeting the Board adopted all OAT findings and recommendations without revision.

Consistent with the mandate to support services to impacted community members, OAT has initiated a partnership with the Family Advocacy Center's (FAC) Family Liaisons who are dedicated to helping community members impacted by critical incidents. Through this partnership OAT and the FAC's team will work together to reinforce the need for timely, transparent, and communication and information sharing with community members involved in critical incidents.

### **Responsible Department**

This item is submitted by Deputy City Manager David Mathews and the Office of Accountability and Transparency.



## Animal Ordinance Update

This report provides the Public Safety and Justice Subcommittee an overview of recent updates to the animal ordinance and other efforts to address animal welfare concerns.

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

#### **Summary**

The Animal Crimes Detail is housed within the Property Crimes Bureau for the Phoenix Police Department. Current staffing consists of a sergeant position and a police civilian investigator, and the responsibilities include investigating cases as well as provide training on the City's Animal Cruelty ordinances.

Recent updates to the ordinance in 2023 included clarifying the definitions of the terms "animal" and "livestock" as well as updating the definition of "adequate shelter" and establishing requirements related to the restraint of a dog. Citations and bookings have increased after these ordinance changes went into effect.

In September 2023, PHX311 enabled citizens an opportunity to report violations for tethering, animal cruelty and not providing adequate shelter using an online form. These complaints are addressed by a variety of stakeholders with the goal of educating the public prior to criminal enforcement. This effort was a culmination of work by Police Department staff in partnership with the Arizona Humane Society, Maricopa County Animal Care and Control and Neighborhood Services staff.

#### State Bill 1658 "Cruel Neglect"

In 2025, State Bill 1658 provided new updates to verbiage related to animal cruelty and provides exceptions to the definition of cruel neglect. The definition and exceptions to cruel neglect states "*Cruel neglect*" means to fail to provide an animal with necessary food, water or shelter or to fail to provide a domestic animal with any of the following: Except for a dog that primarily lives outdoors, access that is necessary and adequate. For a dog that primarily lives outdoors, except while a dog is engaged in training for lawful hunting, police, military or patrol work, search and rescue, herding or livestock guarding, trials and other lawful competitions. Service and assistance work and other working, sporting and competitive functions or is under the custody or

control a person who has no permanent place of residence, access to shelter...”

City codes allow for no exceptions; therefore, staff can still enforce City Code when necessary to protect the animals.

Additionally, failing to provide medical attention was previously present in Arizona Revised Statute (ARS) 13-2910.A.2. However, it required *protractive suffering* before law enforcement could be engaged, which prolonged the animals' suffering over time. An updated provision now only requires *unreasonable suffering* which allows for staff the have more leeway in enforcement efforts and for faster, more responsive protection of animals. The addition of the wording “*unreasonable suffering*” resulted after an incident that occurred in Chandler, AZ, involving 55 dogs that were seized because of mistreatment.

#### Ongoing Training Initiatives

Animal Crimes Detail staff are responsible for educating Police Department employees in investigating animal-related crimes. The staff provide training videos, attend briefings and evaluate continual policy updates. Staff also routinely meets with outside stakeholders to ensure the sharing of information is occurring for prosecutorial purposes. Staff meets with Arizona Humane Society monthly as well as with City and County attorneys quarterly.

#### **Responsible Department**

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



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## Phoenix Police Department Recruitment, Hiring and Attrition Update

This item provides the Public Safety and Justice Subcommittee with a report on the Phoenix Police Department's (PPD) hiring and recruitment efforts. As of October 31 2025, the department reported 2,637 filled sworn positions, including recruits, out of a hiring target of 3,125 officers. In an effort to increase staffing levels, PPD staff have worked to increase academy recruits through a proactive effort that will build the workforce and prepare for future operational demands.

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

#### **Summary**

##### Hiring Activity 2024 vs. 2025

Hiring activity in 2025 has shown marked improvement over the previous year. Monthly application numbers have consistently outpaced those of 2024, with figures ranging from 393 to 518 applications per month through October, compared to a range of 175 to 428 in 2024.

This upward trend reflects the positive impact of more efficient recruitment strategies and expanded outreach efforts. The department has seen a notable rise in applications across all gender categories, with particularly strong growth in female applicants and a modest increase in those who chose not to disclose their gender.

As of October 31, 2025, the department hired 223 sworn employees, which is significantly higher than in 2024. With regards to women hires: 22 were hired in all of 2024, compared to 23 hired year-to-date (YTD) in 2025. This increase reflects ongoing efforts to strengthen recruitment and expand the department's workforce. The year-over-year growth in hiring suggests improved outreach, processing efficiency, and candidate interest are contributing to the department's goal of building and maintaining adequate staffing levels. However, PPD staff understand that there is more work to be done in bringing women into the organization.

##### 30x30 Initiative Update

Recently staff met with Dr. Tanya Meisenholder who leads the national 30x30 initiative and is the Director of Gender Equity for the Policing Project at the NYU School of Law.

She praised PPD's continued dedication to the 30x30 initiative and our social media, marketing and recruiting practices. In addition, she helped identify areas where staff could improve such as increased visibility at women focused expos and job fairs.

Recently, the recruiting team met with the Mayor's Women's Commission to discuss ideas and strategies to more effectively recruit and retain women in law enforcement. Through that meeting, a suggestion was made to attend the Fresh Start Career Fair sponsored by the Fresh Start Women's Foundation here in Phoenix. Fresh Start is a foundation committed to transforming the lives of women and their families by providing access to critical resources and opportunities. Their mission is to empower women who have faced significant challenges such as homelessness, domestic violence, or mental health struggles. This event was one that PPD staff may not have traditionally been aware of, however thanks to a new and valuable partnership with the Women's Commission, PPD staff was able to participate and actively engage with attendees. The event was very well attended, and PPD representatives made meaningful connections with 30 women exploring new career opportunities. Notably, five of those individuals remain in contact with recruiters and have expressed a strong interest in pursuing careers in law enforcement.

To further strengthen PPD's 30x30 initiative, a dedicated female commander, Commander Julie Egea will lead the Phoenix initiative. Commander Egea is a recognized leader within the department and already volunteers her own time to mentor women in law enforcement. Commander Egea has identified a core group of women leaders to continue the 30x30 work. Additionally, the 30x30 Initiative will report directly to Chief Giordano to emphasize the Department's commitment to the goal.

#### Attrition

Monthly separations in 2025 ranged from 17 to 53, with the highest number occurring in August. The distribution of separations by years of service reveals two critical points of concern: early-career officers and those that are retirement eligible. A total of 41 officers separated with less than one year of service, while 45 officers with 21 to 25 years and 38 officers with over 26 years of service retired from the department. These figures highlight the dual challenge of retaining new hires and managing the retirement wave among veteran personnel.

Attrition is highest among officers with less than one year of service and those with over 21 years. Early career attrition often reflects challenges in adjusting to the demands of the role, while late-career attrition reflects retirement eligibility. The Organizational Integrity Bureau (OIB), which is tasked with organizational improvement, will now be conducting exit interviews. OIB also monitors early



intervention data such as hours worked, sick leave and other stressors that could lead to early retirement. By analyzing these data sets, along with the exit interviews, staff hopes to identify new and innovative ways to enhance employee wellness and retention.

#### Retention in the Academy through Field Training

Retention efforts have yielded positive results, particularly within the Field Training Officer (FTO) program. The retention rate for officers in training rose from 72.9 percent in 2024 to 91.3 percent in 2025 YTD. Between 2022 and 2025, 356 recruits remained active as sworn officers, while 25 were retained in non-sworn roles and 64 separated from the department. The most common reasons for separation included unmet requirements, voluntary withdrawal, and family obligations. These insights underscore the importance of looking for opportunities to better prepare and support recruits during the early stages of employment.

#### Employment Services Unit Staffing and Workload

PD staff benchmarked against peer agencies in Houston and San Antonio to gather information on recruitment and hiring efficiencies. These agencies were identified due to their similarity to Phoenix PD in geographical location and population size (Houston is the fourth largest city in the United States, Phoenix is the fifth and San Antonio is the seventh). For October 2025, the average hiring time in Phoenix is 130 days, with the fastest hires completed in just 60 days. This compares favorably to the three to six-month timelines shared by the other cities.

The Department's recruitment process is increasingly efficient, with key steps such as applicant packet completion, polygraph, psychological evaluation, and medical screening, each taking between 11 and 33 days. The final review adds an additional 30 days. While these timelines are commendable, further reductions could be achieved. PPD staff is exploring options to address these constraints with the goal of increasing the number of recruits sent to the academy.

#### Conclusion

The implementation of advanced process improvements, such as the automated communication platform and the case management program, has significantly strengthened the department's ability to manage growing workloads with greater efficiency. By delegating administrative and background functions to Human Resources, PD staff have been able to redirect their focus toward core investigative responsibilities, enhancing both productivity and impact.

In parallel, the Phoenix Police Department has made strides in recruitment and retention throughout 2025. Hiring processes have become more efficient, diversity

among recruits has increased, and retention has improved. These gains reflect a department-wide commitment to building a stronger, more representative workforce.

While challenges remain, particularly in addressing attrition among early-career and retirement-eligible officers and in scaling operations to meet ambitious hiring goals, the department is well-positioned to continue its progress. Continued focus on strategic staffing investments, targeted recruitment, particularly of women, and robust retention initiatives will be key to sustaining this momentum. With these efforts, PPD is meeting today's demands while laying a strong foundation for long-term success in serving the community with excellence.

**Responsible Department**

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



## **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.

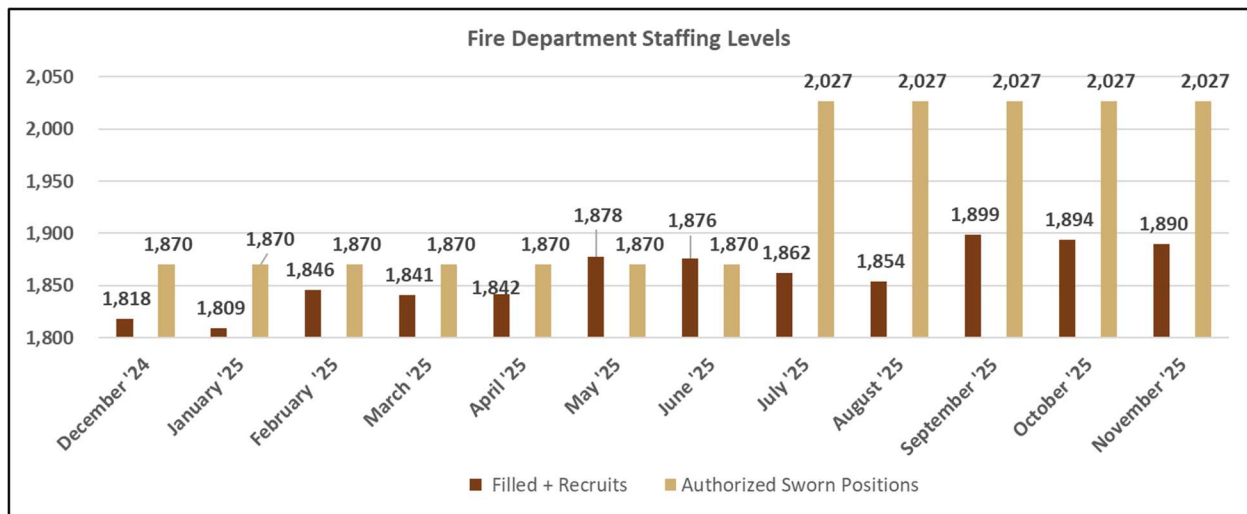


# Fire Staffing and Response Time Report January 2026

## 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 November 30, 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 available full-time positions, maintaining a strong candidate pool. Recently, 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.

Year	Applicants	Applicants Tested	Selected for Interview	Recruits Trained
<b>FY25-26</b>	1034	803	405	
<b>FY24-25</b>	1267	765	516	88
<b>FY23-24</b>	1105	600	407	154
<b>FY22-23</b>	1271	730	467	135
<b>FY21-22</b>	1445	921	634	68

## Online Recruitment Process

As of August 4, the Phoenix Fire Department has officially transitioned from an in-person written exam to a fully online testing format for firefighter recruitment. The first online testing cycle has already been completed, with the application window running from August 4 to August 25, and the online testing period closed on August 29.

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 November 30, 2025.*

## Firefighter Recruit Training

On September 22, 48 new recruits started the academy for class 25-3. The chart below outlines the progress and graduation dates for the 2025 recruit 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	Started September	48 Recruits	Graduating	01.09.2026
Recruit Class 26-1	Starts January 2026	65 Recruits	Graduating	05.26.2026

## 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 October.

	Posts	Interactions	Reach
Instagram Main PFD	35	21,063	835,336
Instagram Recruiting	8	5,351	66,903
Facebook	28	11,002	628,253
X (Twitter)	76	914	86,184
Nextdoor	4	88	31,227

PFD Social Media Outreach - November 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 November 30, 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.

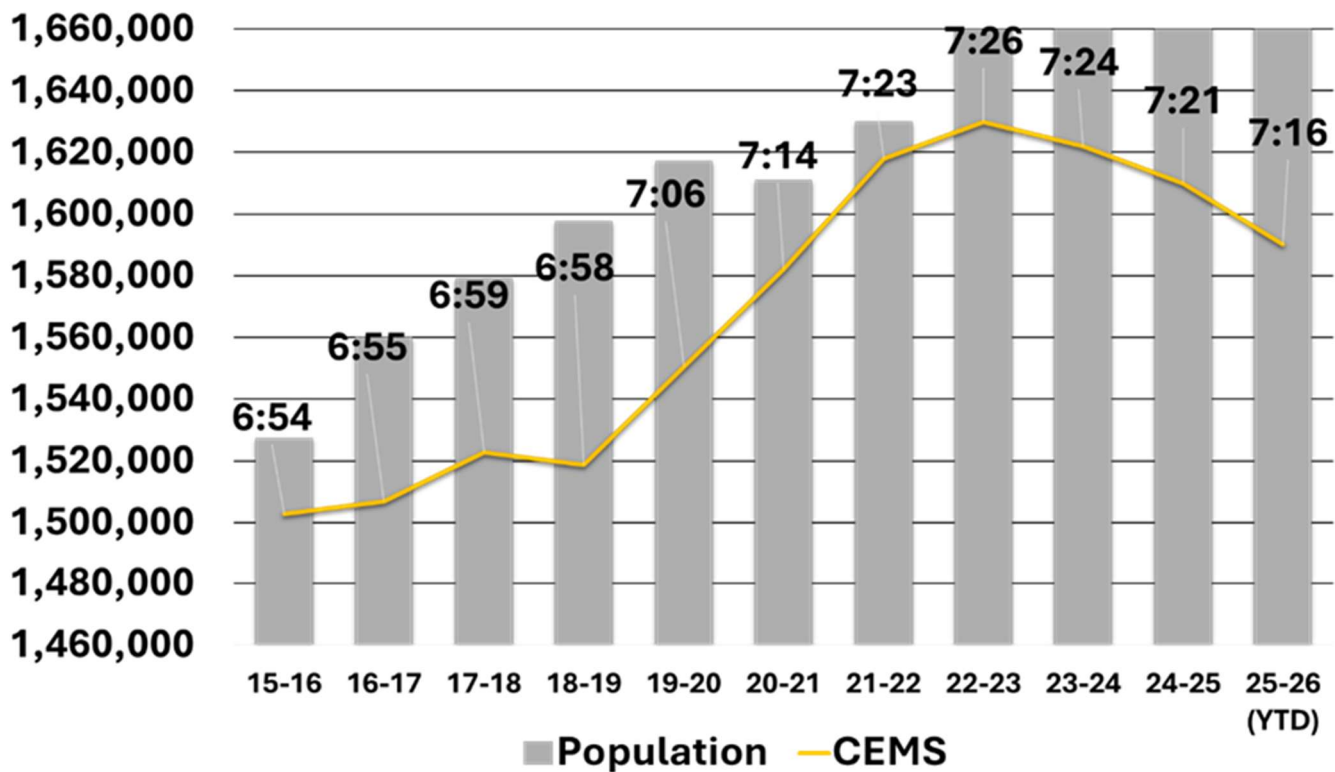
	First Arriving ALS Unit (can be any type) to Critical EMS Incident	First Arriving Engine (Water) to a Fire Incident	First Arriving Ladder to a Fire Incident	Ambulance Critical EMS	Total Incident Call Volume 2025
<b>NFPA Standard</b>	<b>5:00</b>	<b>5:20</b>	<b>9:20</b>	<b>10:00</b>	
District 1	7:28	5:58	10:07	9:20	23,746
District 2	8:21	6:34	10:58	10:37	16,350
District 3	7:27	5:41	9:51	9:00	25,915
District 4	6:32	4:58	8:04	8:17	35,807
District 5	6:54	4:45	9:17	8:56	24,268
District 6	7:31	5:51	9:33	9:29	21,976
District 7	7:26	5:56	11:57	9:46	31,288
District 8	7:06	5:40	11:42	8:58	39,255
Citywide	7:16	5:45	10:09	9:13	218,605

Based on 90th percentile response times, not averages from January 1, 2025, to November 30, 2025.

*Note: Report Data Through November 30, 2025.*



## Ten-Year Response Time Trend



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.



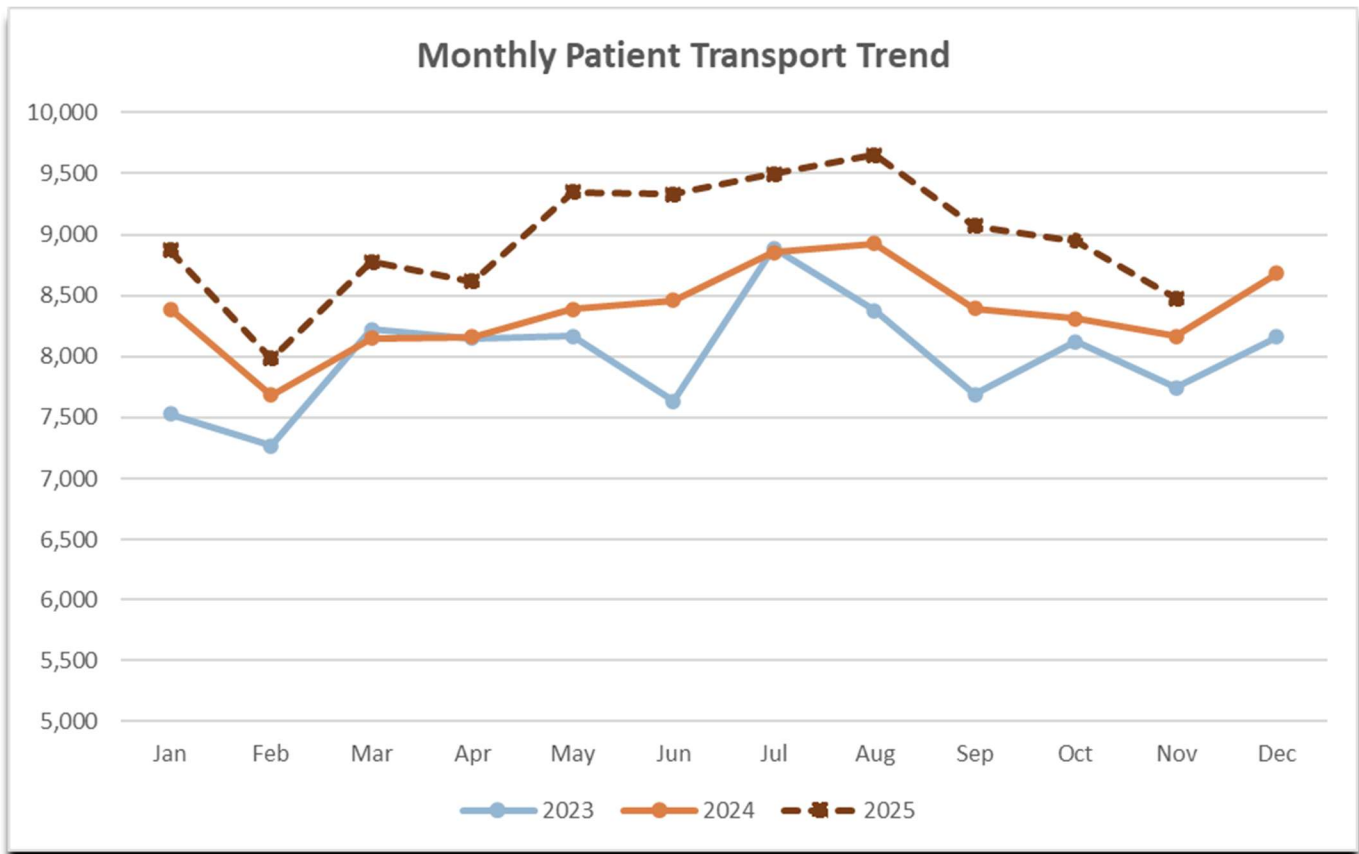
*Note: Report Data Through November 30, 2025.*



## 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 October 2025 was 8,944, a 7.6 percent increase from the 8,313 transports recorded in October 2024.



*Note: Report Data Through November 30, 2025.*





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

This item includes a report on the Phoenix Fire Department's Community Assistance Program (CAP) hiring and recruitment efforts. The report also details information on CAP's responses to calls for service.

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

#### **Summary**

The report is included as Attachment A for updates on hiring, recruitment, and recent dispatch data trends.

#### **Responsible Department**

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



## COMMUNITY ASSISTANCE PROGRAM

# EXPANSION AND IMPLEMENTATION REPORT JANUARY 2026

### SUMMARY:

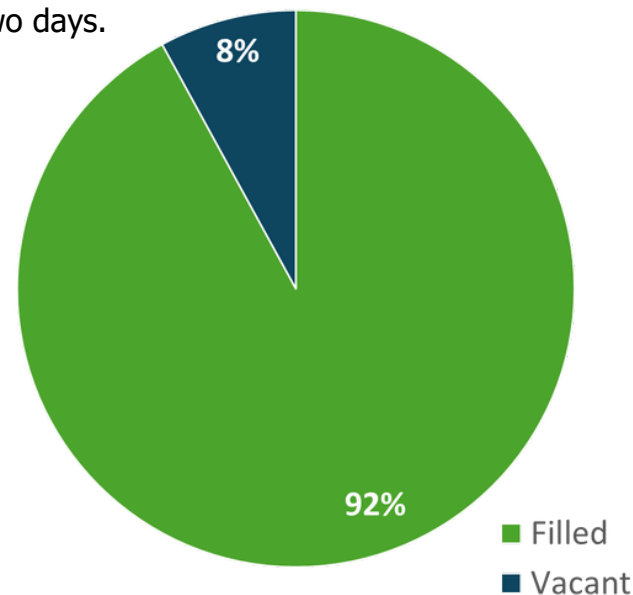
The Community Assistance Program (CAP) consists of Behavioral Health and Crisis Response Units. Calls for service are recorded through the electronic patient care record system, with each call representing an incident where a CAP team was dispatched.

In November 2025, CAP responded to a total of 1,255 calls for service. Of these, 450 calls were transferred from Phoenix Police Communications to CAP Behavioral Health Dispatchers. During November, fifteen CAP units were actively in service. Comparing the first eleven months of 2025 to the same period in 2024, Behavioral Health Units saw a **92% increase in calls for service**.

### RECRUITMENT & STAFFING:

In November 2025, the Community Assistance Program operated with nine Behavioral Health Units (BHUs) providing 24/7 citywide coverage. Behavioral Health Dispatch services also maintained round-the-clock availability. Additionally, there were six Crisis Response Units (CRUs) offering citywide coverage five days a week, 24 hours per day, and 22-hour coverage on the remaining two days.

Recruitment efforts to expand staffing and enhance service capacity are ongoing. As anticipated, CAP has increased positions available for hire due to the successful request to convert vacant part-time specialist and supervisor positions into full-time Crisis Intervention Specialist positions. CAP will recruit for these twenty-one new positions beginning in January. Staffing reports on these new positions will begin in 2026. The next onboarding class for Crisis Intervention Specialists will begin January 5, 2026. The staffing pie chart does not include employees in the upcoming onboarding as they have yet to start.

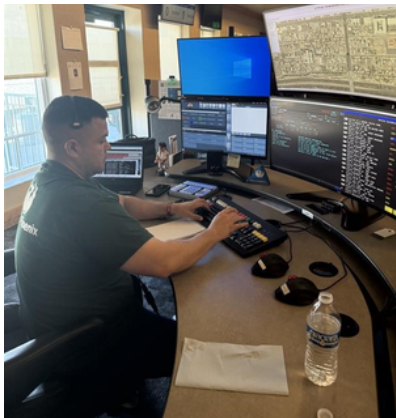
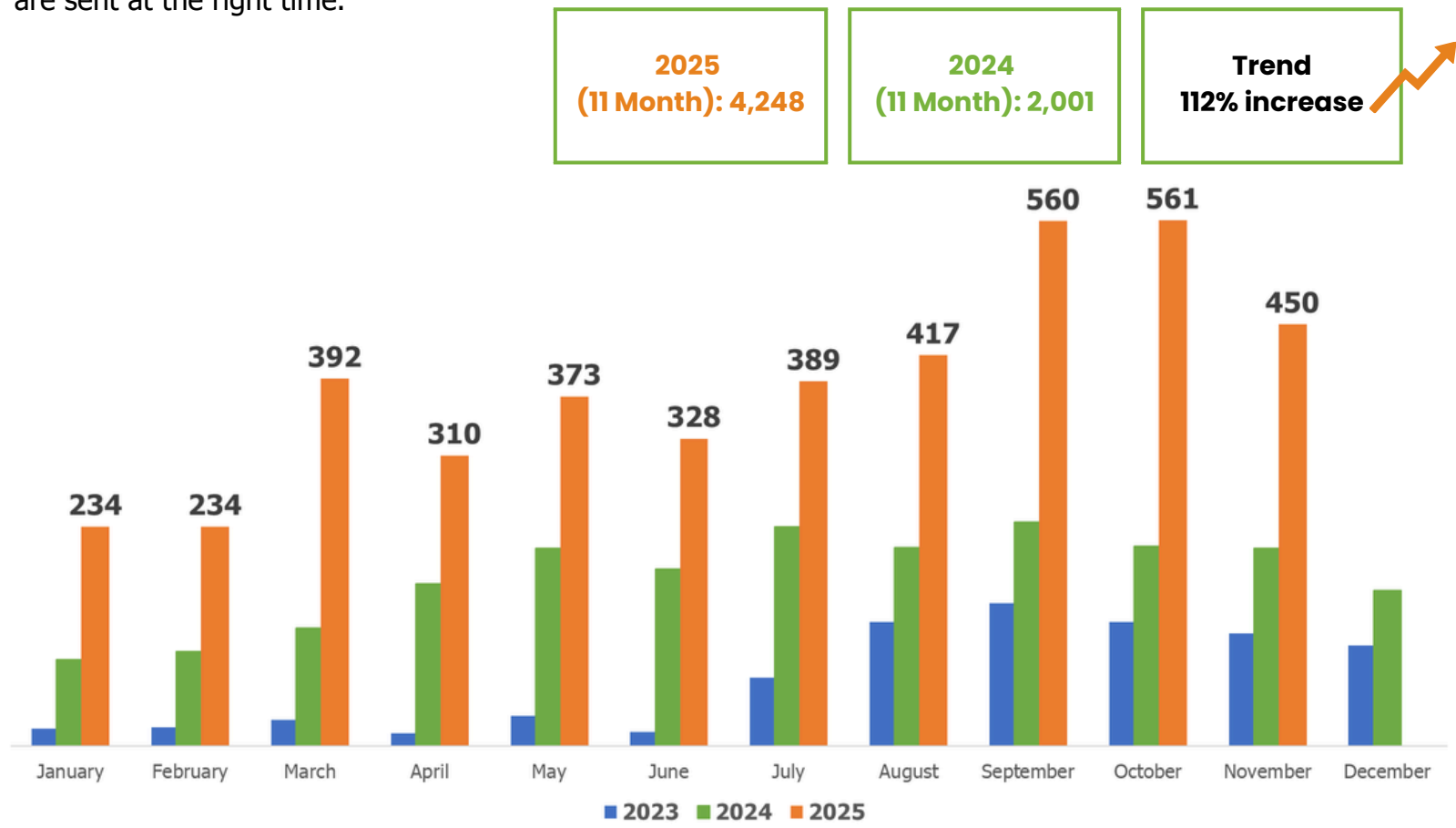


CALLS TRANSFERRED FROM POLICE COMMUNICATIONS:

Between January and November 2025, the number of calls transferred from Police Communications to CAP Behavioral Health Dispatchers increased by 112% compared to the same period in 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 November 2025, 52% of all Behavioral Health unit calls originated from transfers by Police Communications. The remaining 48% 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.



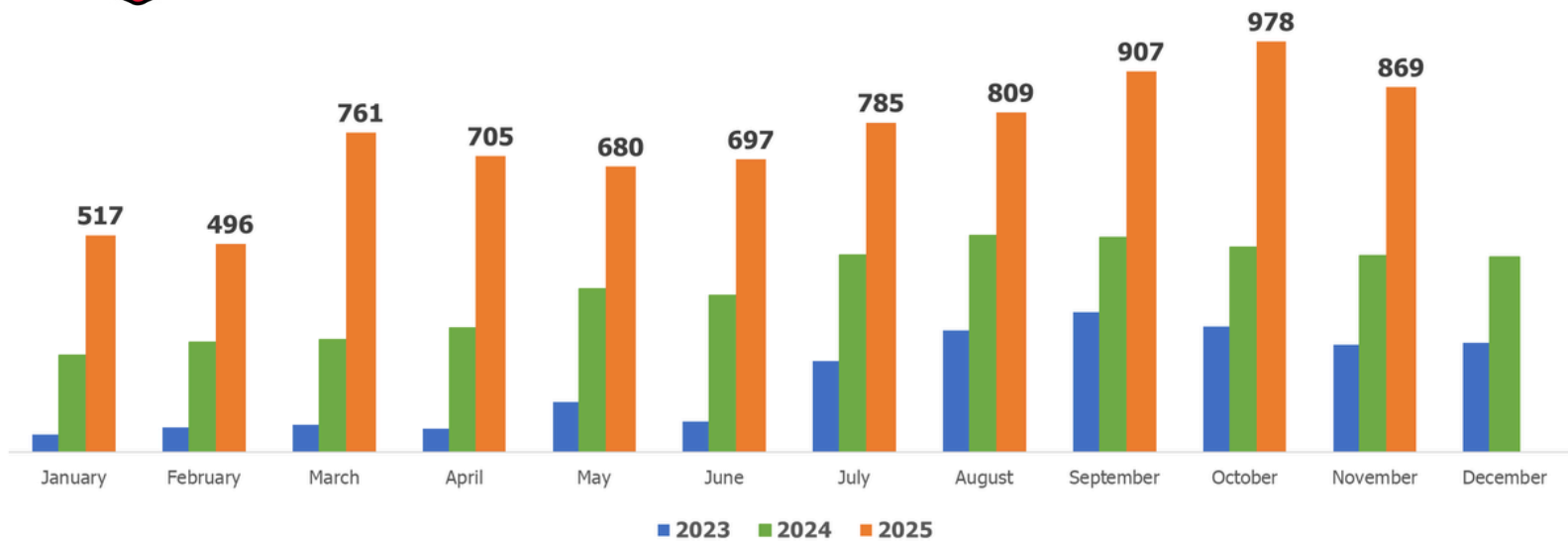
BEHAVIORAL HEALTH CALLS FOR SERVICE:



2025  
(11 Month): 8,204

2024  
(11 Month): 4,279

Trend  
92% 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 November 2025, BHUs responded to 869 calls for service**, making direct contact with individuals on 492 calls (57%). 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: 492)

- Check Wellbeing: 231 (47%)
- Mental Health: 144 (29%)
- Social Service Related: 49 (10%)

**Transports:** 152

**Average Response Time:** 19 minutes

**Adults Served:** 462  
**Children Served:** 73

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

**Single Unit BH Response**

- 637 responses; **73%**

**Responding with Police**

- 112 responses; **13%**

**Responding with Fire**

- 100 responses; **12%**

**Responding with Police & Fire**

- 20 responses; **2%**

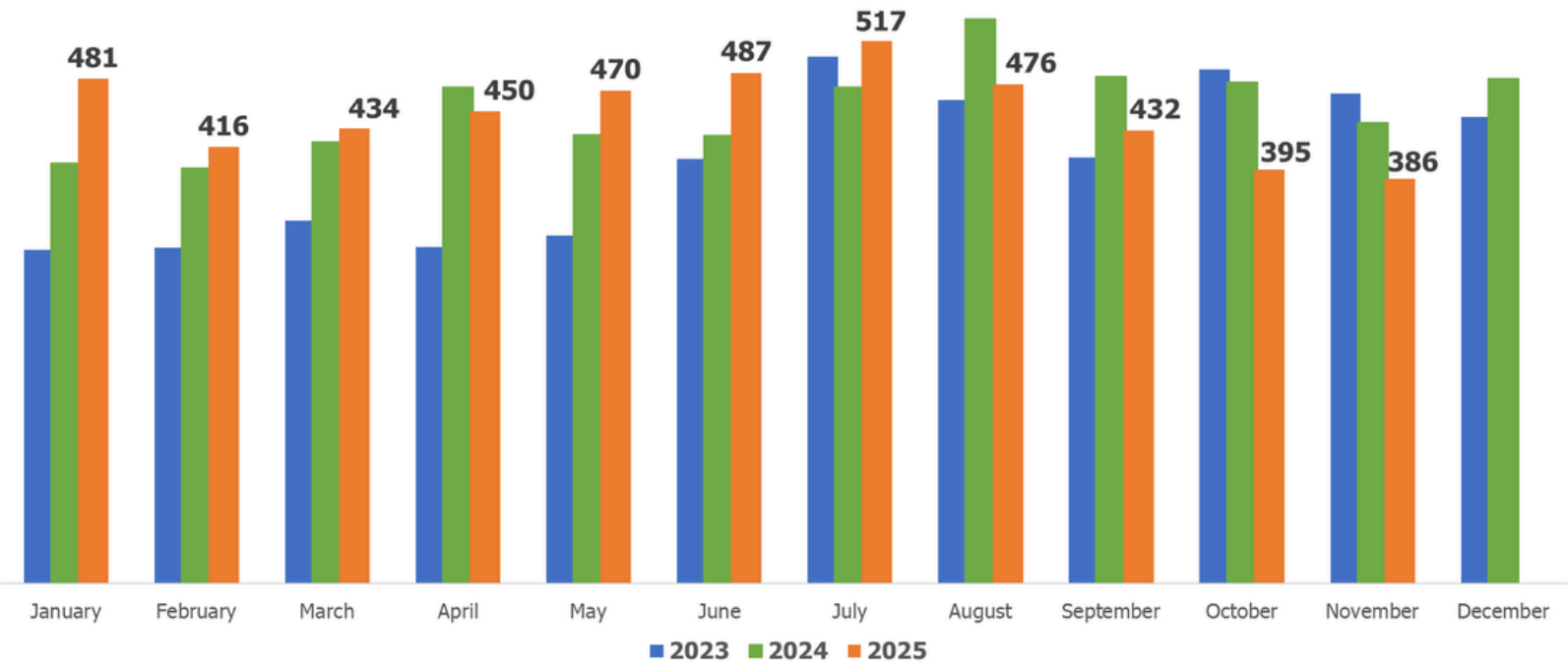
CRISIS RESPONSE CALLS FOR SERVICE:



2025  
(11 Month): 4,944

2024  
(11 Month): 4,957

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 November 2025, CRUs responded to 386 calls for service**, successfully making contact with individuals on 212 calls (55%). The remaining calls were either canceled prior to arrival or upon arrival on scene.



Primary Call Types (Total: 212)

- Death: 91 (43%)
- Occupant Services: 34 (16%)
- Crime: 31 (15%)



Transports: 33



Average Response Time: 20 minutes



Adults Served: 714  
Children Served: 122

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



Single Unit CR Response

- 32 responses; 8%



Responding with Police

- 69 responses; 18%



Responding with Fire

- 108 responses; 28%



Responding with Police & Fire

- 177 responses; 46%





# CITY OF PHOENIX FIRE DEPARTMENT CAP UNIT LOCATIONS

## ★ Existing Locations

1 E Washington St  
2625 S 19<sup>th</sup> Ave  
2657 W Camelback Rd  
2501 W Morningside Dr  
1660 W Dobbins Rd  
801 S 16<sup>th</sup> St  
9015 N 3<sup>rd</sup> St  
9300 W Lower Buckeye Rd  
2057 E Maryland Ave  
4032 N 59<sup>th</sup> Ave  
914 W Hatcher Rd

## ★ Future Locations

403 E Hatcher Rd  
2828 N 47<sup>th</sup> Pl  
4730 N 43<sup>rd</sup> Ave

