

## **Attachment A**

### **Phoenix City Council Public Safety and Justice (PSJ) Subcommittee Summary Minutes Wednesday, September 3, 2025**

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

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 10:01 a.m. with Chairman Kevin Robinson, Vice Mayor Ann O'Brien, Councilwoman Betty Guardado, and Councilman Jim Waring present.

#### **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 June 4, 2025, Public Safety and Justice Subcommittee meeting. Councilman Waring seconded the motion which passed unanimously, 4-0.

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

##### **2. Proposed Chapter 11 Amendments**

Executive Assistant Fire Chief Tim Kreis and Emergency Management Coordinator Rudy Perez presented on this item.

Chief Kreis spoke about Chapter 11 updates. He noted that Chapter 11 focused on emergency management, outlining the powers and duties of the Mayor, City Council and City Manager would not change. He emphasized the language updates were primarily clarifying in nature.

Mr. Perez provided an overview of the update to the Emergency Operations Plan, last updated in 2018. Mr. Perez shared that six review workshops of the Emergency Operations Plan were conducted, with a focus on the whole community.

Councilwoman Guardado thanked the presenters and departments for their work keeping the City safe.

Chairman Robinson thanked the Fire department and Office of Emergency Management for the outreach they have done and for the presentation.

Vice Mayor O'Brien made a motion to approve the item. Councilwoman Guardado seconded the motion which passed unanimously, 4-0.

### **INFORMATION AND DISCUSSION (ITEMS 3-5)**

#### **3. Community Safety Plan Update**

Special Projects Administrator Nickolas Valenzuela and Assistant Police Chief Sean Kennedy presented this item.

Mr. Valenzuela provided an overview of the goals, outcomes, and areas of assessment for the Perceptions of Safety study, as well as community committee feedback and next steps.

Mr. Valenzuela presented an incident analysis for various areas and reported on reductions in overall crime throughout the City and in the community safety plan areas.

Mr. Valenzuela spoke about community concerns including repeat offenders and slow response time for the non-emergency line, Crime Stop. Mr. Valenzuela highlighted that there will be a new triage system soon.

Mr. Valenzuela spoke about how Arizona State University (ASU) was a part of facilitating the Community Safety Plan (CSP) and Perceptions of Safety survey and shared a number of ASU's recommendations for the City to improve safety. Mr. Valenzuela noted this included engaging community stakeholders routinely, developing a flexible structure, periodic monitoring of conditions post public safety intervention, expansion of the Real-Time Operations Centers (RTOC) to identify emergency trends in crime, enhancing promotion of crime prevention through design, and promoting the core principle that public safety is a shared responsibility.

Mr. Valenzuela highlighted the significant progress made and noted that serious issues remain despite reductions in violent and property crimes. Mr. Valenzuela shared next steps included quarterly meetings for a number of communities in the City, additional CSPs, as well as exploring Real Time Operation Center (RTOC) expansion to 24/7 operation.

Jeff Spellman thanked the City for work on the CSP. Mr. Spellman questioned whether crime was trending down in the area as presented by staff, or if residents have stopped calling. He mentioned long wait times for Crime Stop.

William Brashears shared his concern that the exploration of the deeper causes of crimes was not a part of the study. Mr. Brashears mentioned that various factors may be missing from the percentages and the statistics presented by staff.

AJ Marsden expressed support for safety corridors. Ms. Marsden expressed a worry that not all activity is documented due to factors such as long call waiting times. Ms. Marsden emphasized the importance of continued collaboration to reach sustainable solutions for safety.

Councilwoman Guardado commented that getting RTOC operational was a challenge and thanked staff and others involved for the work done.

Councilwoman Guardado asked where incident data, or reports, came from.

Mr. Valenzuela responded that Arizona State University analyzed incident reports to calculate some of the numbers shared by staff in the presentation.

Councilwoman Guardado encouraged City residents to continue making calls to report crimes. Councilwoman Guardado asked how some of ASU's recommendations would be implemented and what community engagement already exists.

Mr. Valenzuela confirmed that the study highlighted the City's successful engagement with the community on the CSP.

Councilwoman Guardado asked how the City will develop a flexible structure with CSPs.

Mr. Valenzuela shared that funding has not been confirmed for additional CSPs for other areas in the City but mentioned that the current areas may receive a half-mile expansion.

Councilwoman Guardado commented that more funding is needed to expand RTOCs.

Vice Mayor O'Brien asked where data for graffiti came from the survey.

Mr. Valenzuela confirmed that the data was related to the Perceptions of Safety survey.

Vice Mayor O'Brien asked for clarification on numbers regarding homelessness.

Mr. Valenzuela noted that the numbers ASU reported indicated a minor decrease from one year to the next.

Vice Mayor O'Brien commented on the importance of tracking the number of Crime Stop and 9-1-1 calls dropped and how RTOCs are helping officers do their work and solve crimes. She recommended the City strengthen a partnership with Arizona Department of Transportation (ADOT) and continue to use technology to address issues.

Councilman Waring commented that the City needs more police officers to address issues. Councilman Waring expressed concern of the number of visits from staff to offer services for people who refuse services and shared that he believes it was not an efficient use of resources and unacceptable when local businesses are negatively impacted.

Chairman Robinson commented that an expansion of RTOCs would be helpful and shared a concern about dropped 9-1-1 calls.

#### **4. Police Department Overtime Overview**

Police Assistant Director Jody Wolf and Deputy Budget Director Aaron Mertz presented this item.

Police Assistant Director Jody Wolf shared that challenges around recruitment, retention, and managing overtime (OT) while meeting service demands are not unique to Phoenix and are consistent across other cities. Assistant Director Wolf spoke about two main categories for OT, mandatory which represents 81 percent of all OT, and discretionary, which represents 19 percent of all OT. She noted the largest category of overtime between the two was related to minimum staffing.

Assistant Director Wolf mentioned policy revisions, including limiting work hours in a 24-hour period and requiring at least one day off each week. She also noted additional policy revisions including requiring documentation and supervisory review of overtime, timely submissions for overtime requests, and executive level approvals for exceptions to policy.

Assistant Director Wolf highlighted the Police Department's continued engagement with the City Auditor's Office. She shared that the department will replace the 20-year-old system Leave and Overtime Management System (LOTS) for overtime management, which would allow the department to be proactive with overtime management. Assistant Director Wolf commented that consistency with application of overtime policy across supervisors is critical.

Deputy Director Mertz spoke about the financial implications of overtime, including: having to absorb the cost burden in the General Fund for the Public Safety Specialty Fund (PSSFs), increased overtime costs, and increased costs of fringe benefits. He highlighted the relationship between overtime use and filled position count, noting that staffing shortages typically lead to overtime needs.

Deputy Director Mertz shared that there were many factors leading to increased costs in overtime, including the Classification and Compensation Study, department enhancements, additional contract equipment costs, and other personnel services. Deputy Director Mertz explained why vacancy savings from unfilled positions would not fully cover the costs of overtime, noting the budget additions and Public Safety Specialty Fund Transfers partially balance out these expected savings from position vacancies.

Vice Mayor O'Brien asked for an explanation of the Public Safety Specialty Funds (PSSF) and for an explanation of why funds are transferred from one location to another.

Deputy Director Mertz explained that these specialty funds are voter approved and separate from General Funds. He noted these funds are earmarked for certain positions. Deputy Director Mertz explained these funds would not cover the full amount needed for the positions and the positions outlined would require subsidization from the General Fund.

Vice Mayor O'Brien sought further clarification of the specialty fund and asked if it was a voter approved tax meant to pay for a certain number of positions, and whether the language for the tax failed to account for increases in cost to support those positions, necessitating the use of General funds to fill the gap in expenses.

Deputy Director Mertz confirmed this was the case and shared that the increasing personnel and pensions costs were the main drivers leading to the need for additional subsidy from General funds for PSSF-funded positions.

Chairman Robinson asked whether the number of officers includes recruits.

Deputy Director Mertz confirmed that the number of sworn filled included recruits.

Vice Mayor O'Brien asked for the number of recruits in the training academy.

Assistant City Manager Lori Bays answered that there were 101 recruits in the academy.

Vice Mayor O'Brien asked when the new time and labor system would be implemented.

Assistant Director Wolf shared the procurement for the new system was in progress and would be implemented soon.

Vice Mayor O'Brien asked how overtime was being forecasted for the future, especially when special dignitaries visit.

Deputy Director Wolf answered that an understanding of current staffing levels and utilizing a data driven model to estimate the resources needed to address the calls for service was used for forecasting. She shared that for visiting dignitaries and large

events, the City reviews similar events in the past and election cycles to understand how to best prepare.

Vice Mayor O'Brien asked for clarification on the other category for overtime.

Deputy Director Wolf provided an example of what could be considered to fall under the other category for overtime, such as supporting special activities or events, which doesn't fall into one of the other subcategories.

Vice Mayor O'Brien commented that there should be further delineation between the subcategories for overtime so that the 'other' subcategory for overtime is only selected rarely.

Ms. Wolf explained that there were index codes that go into further detail for categorizing overtime.

Vice Mayor O'Brien requested further detail into the overtime categories to be shared with the subcommittee.

Chairman Robinson thanked the departments for their work. He shared his thoughts that supervisory accountability and oversight for the amount of overtime being used is critical, especially considering the tight budget.

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

Commander Will Jou and Commander Leif Myers presented this item.

Commander Jou shared in June 2024, the department began talking with applicants and worked with the Human Resources (HR) Department to streamline improvement on the application to become a Police Officer with the City. Commander Jou presented on the City's police demographics and how City police office demographics closely mirror the community.

Commander Myers presented on Academy Field Training Staffing, sharing numbers on applications and recruits for the year versus the past calendar year 2024. Commander Myers shared that current trends included greater retention rates compared to previous years.

Councilman Waring asked staff to share what is being done to retain police officer recruits.

Chairman Robinson asked whether the 30percent of recruits that separate are all the way through the field training process or have graduated.

Commander Myers shared that the number includes those within the academy and within their first year.

Chairman Robinson recognized sometimes recruits don't know whether the job is right for them until they experience certain aspects of the job.

Councilman Waring suggested if some recruits can't handle certain aspects of the job, perhaps their skills can be used for other tasks that they are comfortable with.

Commander Myers commented that exit interviews have improved since 2024 to capture the reasons for separation.

Assistant City Manager Bays shared the amount of attrition is comparable to other cities, and that Phoenix is working to reduce attrition.

Vice Mayor O'Brien recommended that cadets get more exposure to the job through ride-alongs and asked for clarification of whether report writing was a concern.

Commander Leif Myers confirmed that pre-hires are being encouraged to participate in ride-alongs and that cadets receive writing training to help mitigate concerns with report writing.

Vice Mayor O'Brien asked when this practice was started.

Commander Myers shared it was started two months ago.

Vice Mayor O'Brien suggested the use of artificial intelligence to help with report writing. She also asked whether mental health support services and coaching are still available for officers.

Commander Myers confirmed that mental health resources are still offered.

Vice Mayor O'Brien expressed concern about retention of officers that have been a part of the Police Department for a number of years and requested more information on this in future reports.

Chairman Robinson asked whether staffing shortages have impacted the number of applications processed.

Commander Jou confirmed this was a challenge.

Chairman Robinson emphasized the importance of getting back to applicants in a timely manner to recruit them and asked whether the breakdown of recruits by demographics was being compared against Maricopa County workforce or population data.

Commander Jou answered it is census data for the total population in Maricopa County.

Chairman Robinson commented that retention rates have improved.

Councilman Waring asked how the number representing the shortage of officers is calculated.

Assistant City Manager Bays responded that the target is 3,125 positions.

Councilman Waring mentioned that the target number of 3,125 officers is unrealistic because that number is likely not enough when looking at per capita needs for the City with increased population. Councilman Waring suggested that the City calculate a new target number based on national standards.

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

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

Information only. No Councilmember requested additional information.

##### **7. Phoenix Fire Department Staffing and Response Time Update**

Information only. No Councilmember requested additional information.

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

None.

#### **FUTURE AGENDA ITEMS**

None.

#### **ADJOURNMENT**

Chairman Robinson adjourned the meeting at 12:14 p.m.

Respectfully submitted,

Cecilia Alcantar  
Management Fellow