

City of Phoenix

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



City of Phoenix

Agenda

Wednesday, November 5, 2025

9:30 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/onstage/g.php?MTID=ef04947fa85ce92e393779e04176f771f>

- 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 2557 218 3493# (for English) or 2550 861 4072# (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 2550 861 4072#. 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 861 4072#). 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

CALL TO THE PUBLIC

MINUTES OF MEETINGS

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

Attachments

[Attachment A PSJ Minutes 10.01.25 Final DRAFT.pdf](#)

DISCUSSION AND POSSIBLE ACTION (ITEM 2)

- | | | |
|---|---|---------|
| 2 | Appointment of Phoenix Municipal Court Judges | Page 11 |
|---|---|---------|
- The Subcommittee may vote to discuss Item 2 in Executive Session pursuant to A.R.S. Section 38-431(A)(1); 38-431.01(A)(1); and 38-431.03(A)(3).

INFORMATION AND DISCUSSION (ITEM 3)

- | | | |
|---|---|---------|
| 3 | Fire Staffing and Response Time Overview with TPT Plan Update | Page 12 |
|---|---|---------|

Attachments

[110525 Attachment A - Fire Staffing and Response Time Overview and TPT Update Report v11.pdf](#)

INFORMATION ONLY (ITEMS 4-5)

- | | | |
|---|--|---------|
| 4 | Community Assistance Program (CAP) Expansion Implementation Report | Page 23 |
|---|--|---------|

Attachments

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

- | | | |
|---|--|---------|
| 5 | Phoenix Police Department Recruitment, Hiring and Attrition Update | Page 29 |
|---|--|---------|

Attachments

[Nov PSJ Report PD Info Only Report .pdf](#)

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 October 1, 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 Wednesday, October 1, 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 Robinson, Vice Mayor O'Brien, and Councilman Waring present. Councilwoman Guardado attended virtually.

CALL TO THE PUBLIC

None.

MINUTES OF MEETINGS

1. Minutes of the Public Safety and Justice Subcommittee Meeting

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

INFORMATION AND DISCUSSION (ITEMS 2-3)

2. Fire Department Lockbox Program Update

Assistant Fire Chief Justin Alexander presented this item.

Chief Alexander discussed the Lockbox Program which started as a pilot program in 2023 in District 1 and became a permanent program in early 2025. He shared program enhancements and highlighted the partnership with Phoenix Realtors, which has provided lockboxes free of charge to City residents to allow first responders easier entry access to households participating in the program.

Vice Mayor O'Brien thanked the Fire Department for commitment to the program and for being resourceful and collaborative to expand the program citywide.

Councilwoman Guardado shared that the program information was not available for the elderly who may speak Spanish and she asked what steps needed to be taken to ensure that the Lockbox Program information was available in Spanish.

Fire Chief Michael Duran III expressed commitment to ensuring the program's information was available in Spanish.

Councilwoman Guardado asked if Chief Duran had overseen the program since 2023.

Chief Duran confirmed he had overseen the program since it began as a pilot in 2023.

Councilwoman Guardado expressed her concern on the equity aspect of the City program for Spanish-speaking residents who may not have been able to access to this program.

Chairman Robinson asked when this program went citywide.

Chief Alexander shared that his department has been responsible for rollout of the program citywide since January 2025 once it became a permanent program.

Assistant City Manager Lori Bays clarified the Fire Department began this program in partnership with Vice Mayor Ann O'Brien's Office as a pilot program, modeled after a similar program at the City of Scottsdale. She noted this program had become permanent in January 2025. Assistant City Manager Bays explained the roll out of this program was nontraditional, and when she and Chief Duran had learned about the information not being translated, they immediately began developing and implementing a plan for Spanish translation.

Councilwoman Guardado thanked Assistant City Manager Bays for the explanation and City staff for their work.

3. Community Assistance Program (CAP) Expansion Implementation Report

Assistant Fire Chief Ray Ochoa and Community Assistance Program (CAP) Administrator DC Ernst presented this item.

Ms. Ernst shared recruitment and operational updates for CAP, noting that Behavioral Health Units (BHU) were available 24/7. Ms. Ernst highlighted Crisis Response Unit (CRU) and BHU co-response and collaboration with the Police Department and Fire Department. She also shared information on call volume and response time for CAP.

Councilwoman Guardado expressed her appreciation to City staff for their work.

Chairman Robinson asked what typically happens with individuals who are assisted by BHU or CRU.

Ms. Ernst informed that it depends on the need of the individual, which may include transportation to services or clinics, receiving help to connect with their case managers, to connect individuals to services if they were not yet receiving services, and to petition to have individuals evaluated, when needed.

Chairman Robinson thanked City staff for the presentation and work done.

INFORMATION ONLY (ITEMS 4-5)

4. Phoenix Police Department Recruitment, Hiring and Attrition Update

Information only.

Vice Mayor O'Brien made a request for year-over-year attrition data since 2020 and shared that this information was not available online further than a year ago.

Chairman Robinson highlighted that the City was receiving roughly 450 applications for the Police Department. Chairman Robinson asked how many applications the City was able to go through in a timely manner. He highlighted that getting back to applicants in a timely manner could lead to quicker processing of applications and hiring.

Assistant City Manager Bays shared that 2020 to present day year-over-year attrition data and application processing timeline information was scheduled to be shared in the next presentation in December, but could be shared in the next report, if requested by City Council.

Vice Mayor O'Brien requested that the data be shared in the next report in November.

5. Phoenix Fire Department Staffing and Response Time Update

Information only. No Councilmember requested additional information.

CALL TO THE PUBLIC

Brady Curran proposed a 60-minute training program on Parkinson's disease and other neurological issues for City Police Officers.

Dianne Barker expressed concern about Police overtime and City traffic and noise.

FUTURE AGENDA ITEMS

None.

ADJOURNMENT

Chairman Robinson adjourned the meeting at 10:39 a.m.

Respectfully submitted,

Cecilia Alcantar

Management Fellow

DRAFT



Agenda Date: 11/5/2025, Item No. 2

The Subcommittee may vote to discuss Item 2 in Executive Session pursuant to A.R.S. Section 38-431(A)(1); 38-431.01(A)(1); and 38-431.03(A)(3).

Appointment of Phoenix Municipal Court Judges

This item is for discussion and consideration of appointment of up to three Phoenix Municipal Court Judges, each for a four-year term, expiring November 19, 2029.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Summary

The Judicial Selection Advisory Board convened on September 29, 2025, and recommends the following candidates to be considered for appointment as Phoenix Municipal Court Judges:

- Neha Bhatia
- Pamela Dunne
- Brett Hutchison
- William Mabry III
- Christine Mulleneaux
- Dane Paulsen
- Shannon Peters

If recommended, up to three candidates will be considered for approval by the full City Council on November 19.

Responsible Department

This item is submitted by Deputy City Manager Gina Montes and the Phoenix Municipal Court.



Fire Staffing and Response Time Overview with TPT Plan Update

This item updates the Public Safety and Justice Subcommittee on the Fire Department's current staffing, hiring, community engagement, service demand, patient transport activity, and Transaction Privilege Tax (TPT) progress.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Summary

This report provides an update on the Fire Department's Key Performance Indicators related to:

- Sworn staffing levels
- Recruitment and hiring efforts
- Community engagement
- Emergency response times
- Overall demand for services
- Patient transport activity
- TPT plan update

Sworn Staffing

The Fire Department's Human Resources team recruits, tests, and hires new firefighters throughout the year to maintain staffing levels and reduce vacancies. Considering the 14-week fire academy, strategic workforce planning is essential for managing attrition. The department is authorized for 2,027 sworn positions, which includes 134 positions funded through the Transaction Privilege Tax. Currently, 1,899 sworn positions are filled and include 48 recruits currently in the academy and scheduled to graduate January 9, 2026. The department is on track to launch its largest recruit class to date, with 65 Phoenix recruits confirmed for Firefighter Recruit Class 26-1. This milestone reflects the department's continued commitment to building its workforce and obtaining the hiring target.

Recruitment Efforts

The Fire Department remains committed to maintaining optimal staffing levels and meeting the operational demands of a growing city through continuous recruitment,

hiring, and training of new firefighters. The Training Section plays a critical role in ensuring that each graduating firefighter is fully prepared to serve the residents of Phoenix. In a significant modernization effort, the department has implemented online testing for firefighter candidates, a first in its history. This transition has streamlined the application and testing process, improving efficiency for candidates while reducing administrative burdens associated with in-person testing logistics. Online testing also expands access to the eligibility list, strengthening the department's ability to attract and evaluate a diverse and qualified candidate pool. The most recent online testing cycle yielded 1034 applicants and a notable increase in completion rates, with a 5 percent increase from 2024 and a 10 percent increase from 2023. To date, the department has successfully trained 88 new recruits in 2025, with an additional 48 in the academy now. Another online testing process is scheduled to start in January, with the goal of hiring 119 additional firefighters to support the filling of the Transaction Privilege Tax positions and SAFER grant positions awarded.

Community Engagement

The Fire Department actively engages with the community through a robust social media presence and participation in public events, ensuring widespread outreach and communication. Over the last month, social media interactions have been significant, with Instagram reaching 896,000 video views and Facebook and X, generating over 1,250,000 impressions. In September, the department strengthened its community connections by hosting and participating in key events, including PFD Recruit Information Sessions held at the Fire Training Academy, joint Fire and Police participation at community events, and career fairs at local community colleges and high schools to encourage interest in fire service careers. Additionally, the department has leveraged billboard campaigns across the valley to promote firefighter recruitment and fire safety initiatives, including smoke alarms, heater safety, and drowning prevention efforts, reinforcing its commitment to public safety and education.

Emergency Response Times

The Fire Department measures emergency response times from dispatch to on-scene arrival, using National Fire Protection Association (NFPA) standards as a benchmark. Based on the 90th percentile response times, in September 2025, the first-arriving unit for Critical EMS averaged 7 minutes and 16 seconds, exceeding the NFPA standard of 5 minutes. Ambulance response times for Critical EMS arrived in 9 minutes and 14 seconds, meeting the AZDHS benchmark of 10 minutes. Efforts to improve response efficiency remain a top priority to align with national standards and optimize emergency services.

Calls for Service

The Fire Department closely monitors emergency response activity levels to evaluate

system performance and identify capacity for additional service delivery. Historical trends show a steady year-over-year increase in call volume, with a 4.5 percent rise from 2023 to 2024, and projections indicate this trend will continue into 2025. In September 2025, the department responded to 19,568 incidents across the city, reflecting the ongoing demand for emergency services and the need for continued resource optimization to meet the growing needs of the community.

Patient Transport Activity

The Fire Department has provided emergency transportation services for nearly forty years, with demand steadily rising. A three-year analysis of monthly average activity highlights a consistent upward trend. In September 2025, the total number of patient transports reached 9,068, an increase of 674 from September 2024. In just two years, from 2023 to 2025, September transport volumes have grown by approximately 18 percent, emphasizing the increasing need for emergency medical services and the importance of maintaining operational efficiency and resource management.

TPT Plan Update

As a results of the City Council's approval of an increase to the City's Transaction Privilege Tax (TPT), the Phoenix Fire Department received a dedicated \$25 million increase to expand emergency response capacity. This funding aims to cut response times by hiring 134 new sworn full-time personnel and 19 civilian staff members. Additional funds support new fire trucks, vital equipment, and the building of two fire stations. To ensure smooth implementation, the Department established a program management structure inclusive of an Executive Committee, Core Team, and several subcommittees to oversee infrastructure upgrades, equipment procurement, hiring, and training.

The Phoenix Fire Department continues to make significant progress in implementing its Transaction Privilege Tax (TPT) Plan, ensuring resources are effectively aligned to support operational readiness and workforce sustainability. Below is an update on the progress:

- Battalion 8 placed into service
- Two Human Resource Aides hired
- Member Services program position enhancements completed
- Community Risk Reduction Planning Captain position filled
- Supply Clerk hired
- Building Maintenance Worker hired
- User Technology Specialist hired
- Rescue 12 placed into service
- Two Department Training Officer positions filled

- Paramedic Training Program Director hired
- Fire Equipment Service Worker hired
- Emergency Response Staffing Office Administrative Aid hired

Additional details on the Fire Department's staffing and response times are included in **Attachment A**.

Responsible Department

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

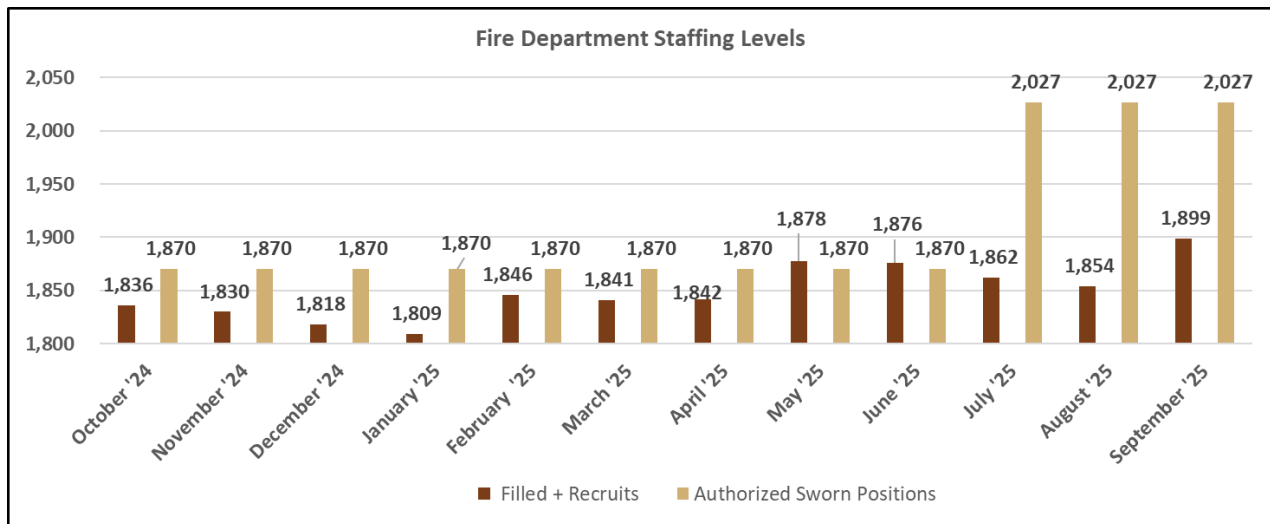


Fire Staffing and Response Time Overview with TPT Plan Update

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 September 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
FY25-26	1034	803	405	
FY24-25	1267	765	516	88
FY23-24	1105	600	407	154
FY22-23	1271	730	467	135
FY21-22	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 September 30, 2025.

Firefighter Recruit Training

On September 5, the Fire Department graduated 45 new firefighters from class 25-2. 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	Starts in October	48 Recruits	Graduating	01.09.2026
Recruit Class 26-1	Starts in January	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 provides key metrics on recent social media interactions and engagement levels for the month of September.

	Posts	Interactions	Reach
Instagram Main PFD	37	44,222	896,296
Instagram Recruiting	5	7,004	60,800
Facebook	44	20,463	1,254,041
X (Twitter)	13	149	16,235
Nextdoor	4	113	39,158

PFD Social Media Outreach

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, 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 September 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 shows response times by Council District for critical emergency medical service (EMS) incidents, first arriving engine to a fire incident, 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.

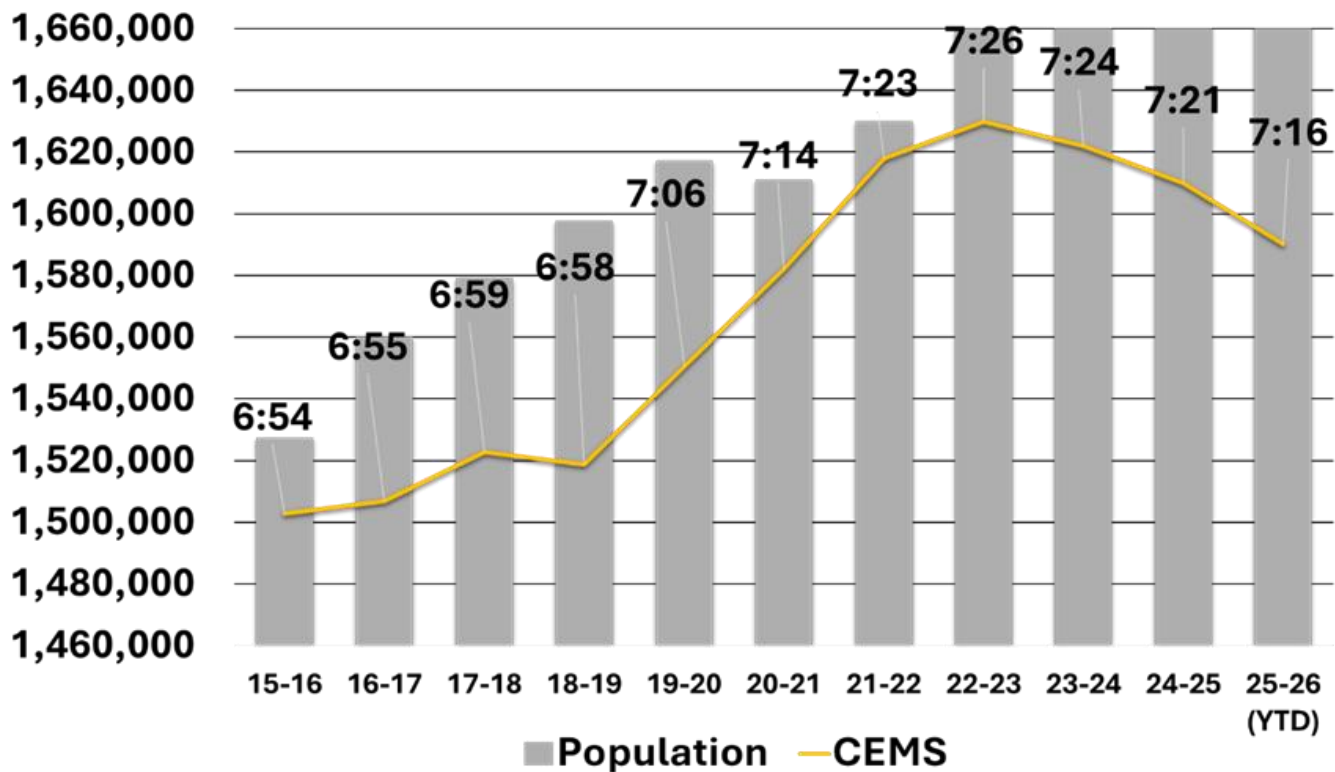
	First Arriving ALS Unit (can be any type) to Critical EMS Incident	First Arriving Engine (Water) to a Fire Incident	First Arriving Ladder to a Fire Incident	Ambulance Critical EMS	Total Incident Call Volume 2025
NFPA Standard	5:00	5:20	9:20	10:00	
District 1	7:26	6:01	9:11	9:19	19,618
District 2	8:24	6:32	10:53	10:34	13,527
District 3	7:29	5:44	9:59	9:01	21,514
District 4	6:32	4:56	7:54	8:16	29,504
District 5	6:53	4:49	9:08	8:58	19,987
District 6	7:30	5:51	9:45	9:33	18,024
District 7	7:26	5:56	12:04	9:45	25,821
District 8	7:07	5:38	11:48	8:59	32,385
Citywide	7:16	5:48	10:11	9:14	180,380

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



Note: Report Data Through September 30, 2025.

Ten-Year Response Time Trend



This chart shows the citywide 90th 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.

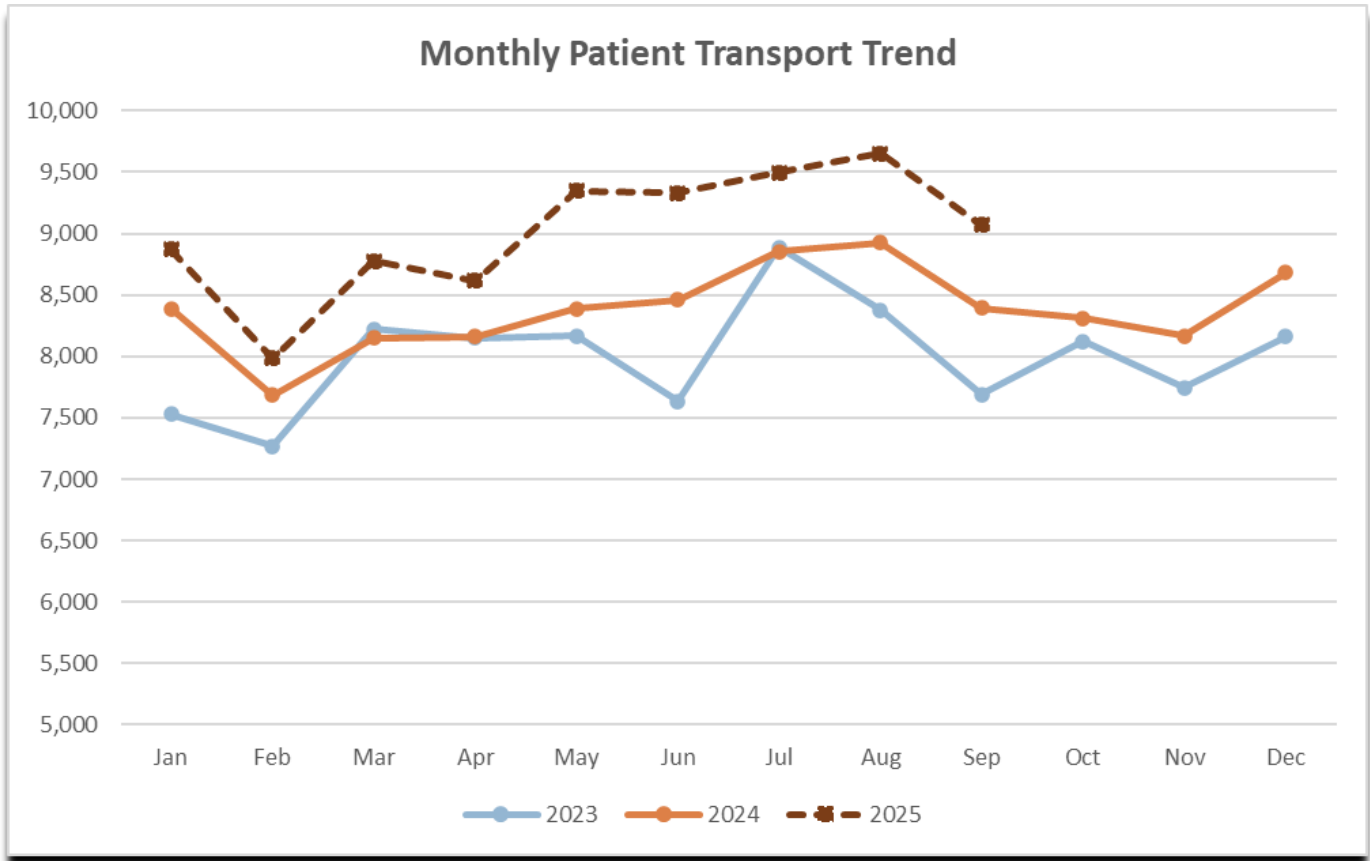


Note: Report Data Through September 30, 2025.

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 September 2025 was 9,068, an 8.0 percent increase from the 8,394 transports recorded in September 2024.



Note: Report Data Through September 30, 2025.



TPT Plan Update

Following the City Council's approval of the Transaction Privilege Tax (TPT) increase, the Phoenix Fire Department received a dedicated \$25 million boost to expand emergency response capacity. This funding aims to cut response times by hiring 134 new sworn full-time personnel and 19 civilian staff members. Additional funds support new fire trucks, vital equipment, and the building of two fire stations. To ensure smooth implementation, the Department established a program management structure inclusive of an Executive Committee, Core Team, and several subcommittees to oversee infrastructure upgrades, equipment procurement, hiring, and training.

The Department has made significant progress in executing its TPT Plan by strategically aligning resources to enhance operational readiness and workforce sustainability. In July 2025, Battalion 8 was brought into service, expanding command coverage and improving emergency response. Two Human Resource Aides were also hired to boost personnel management and administrative efficiency. In August, the Department completed improvements to the Member Services program and appointed a Community Risk Reduction Planning Captain. Fire Resource added a Supply Clerk and a Building Maintenance Worker to support logistics and facility operations.

Further expansion continued in September 2025 with the activation of Rescue 12, enhancing emergency transport capacity in high-demand areas. The Department also strengthened its training and operational support by adding two Department Training Officers, a Paramedic Training Program Director, a Fire Equipment Service Worker, and an Administrative Aide for the Emergency Response Staffing Office. Together, these TPT-funded improvements bolster the Department's core operations, training, logistics, and support services, ensuring the Phoenix Fire Department remains well equipped to meet the city's increasing emergency service needs.



Note: Report Data Through September 30, 2025.



Report

Agenda Date: 11/5/2025, Item No. 4

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, Deputy City Manager Ginger Spencer, and the Fire Department.



COMMUNITY ASSISTANCE PROGRAM

EXPANSION AND IMPLEMENTATION REPORT NOVEMBER 2025

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.

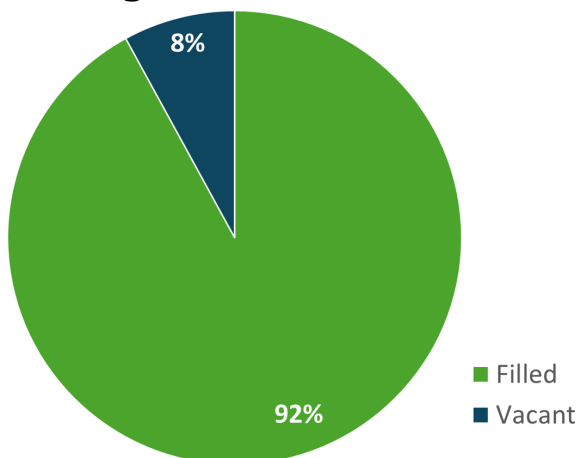
In September 2025, CAP responded to a total of 1,339 calls for service. Of these, 545 calls were transferred from Phoenix Police Communications to CAP Behavioral Health Dispatchers. During September, 15 CAP units were actively in service. Comparing the first seven months of 2025 to the same period in 2024:

- Behavioral Health Units saw a **91% increase in calls for service.**
- Crisis Response Units experienced a **3% increase in calls for service.**

RECRUITMENT & STAFFING:

As of September 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 throughout 2025. CAP anticipates an increase in vacancies following the request to convert vacant part-time specialist and supervisor positions into full-time specialist positions. Once this conversion is implemented, 21 additional full-time specialist positions will be created.

Current Staffing

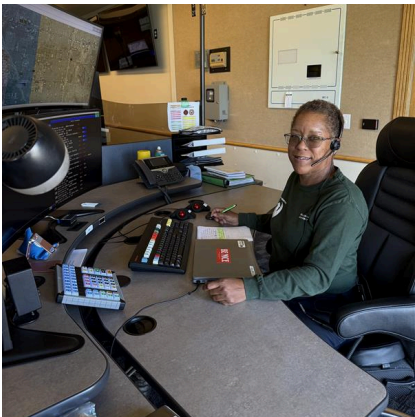
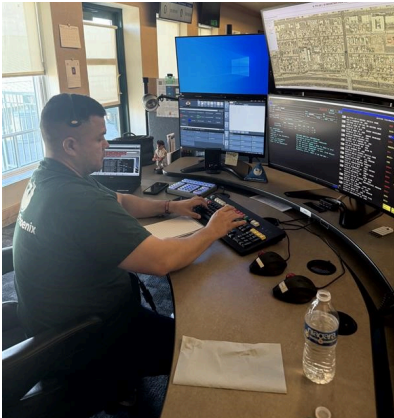
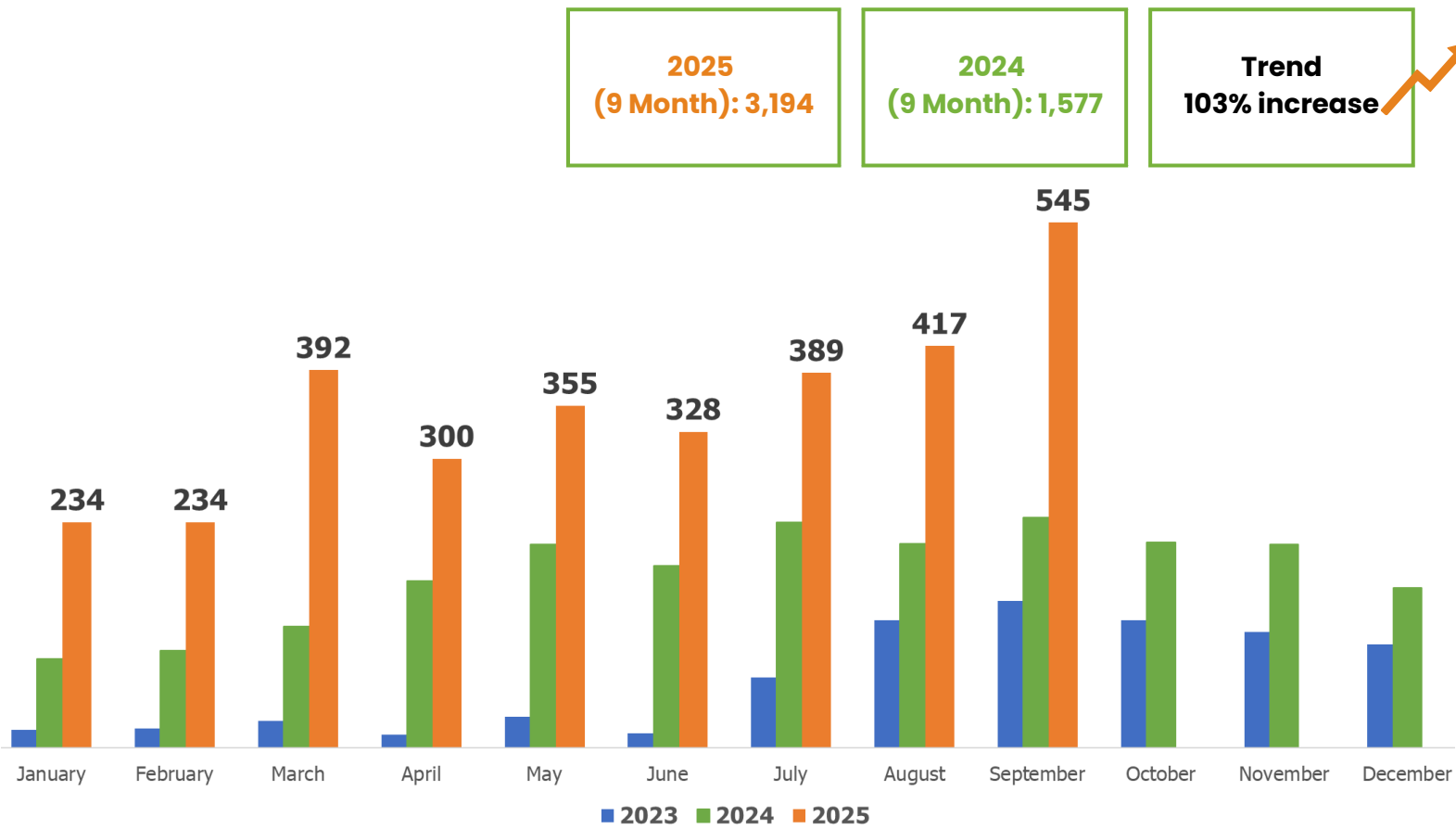


25-07 CAP Class

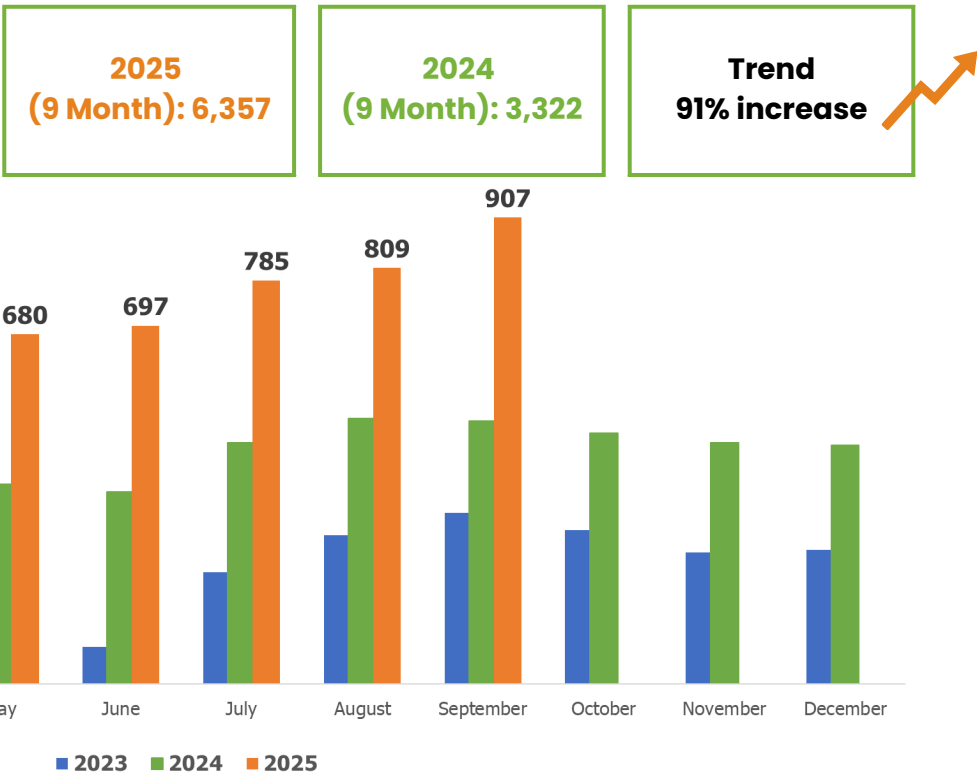
CALLS TRANSFERRED FROM POLICE COMMUNICATIONS:

Between January and September 2025, the number of calls transferred from Police Communications to CAP Behavioral Health Dispatchers increased by 103% 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 March 2025, all Police Communications staff and police officers completed an e-learning module on accessing and utilizing behavioral health teams. In September 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.



BEHAVIORAL HEALTH CALLS FOR SERVICE:



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 September 2025, BHUs responded to 907 calls for service**, making direct contact with individuals on 555 calls (61%). 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: 555)

- Check Wellbeing: 302 (54%)
- Mental Health: 133 (24%)
- Social Service Related: 52 (9%)

Transports: 160

Average Response Time: 19 minutes

Adults Served: 520
Children Served: 72

Single Unit BH Response

- 707 responses; **78%**

Responding with Police

- 91 responses; **10%**

Responding with Fire

- 89 responses; **10%**

Responding with Police & Fire

- 20 responses; **2%**

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

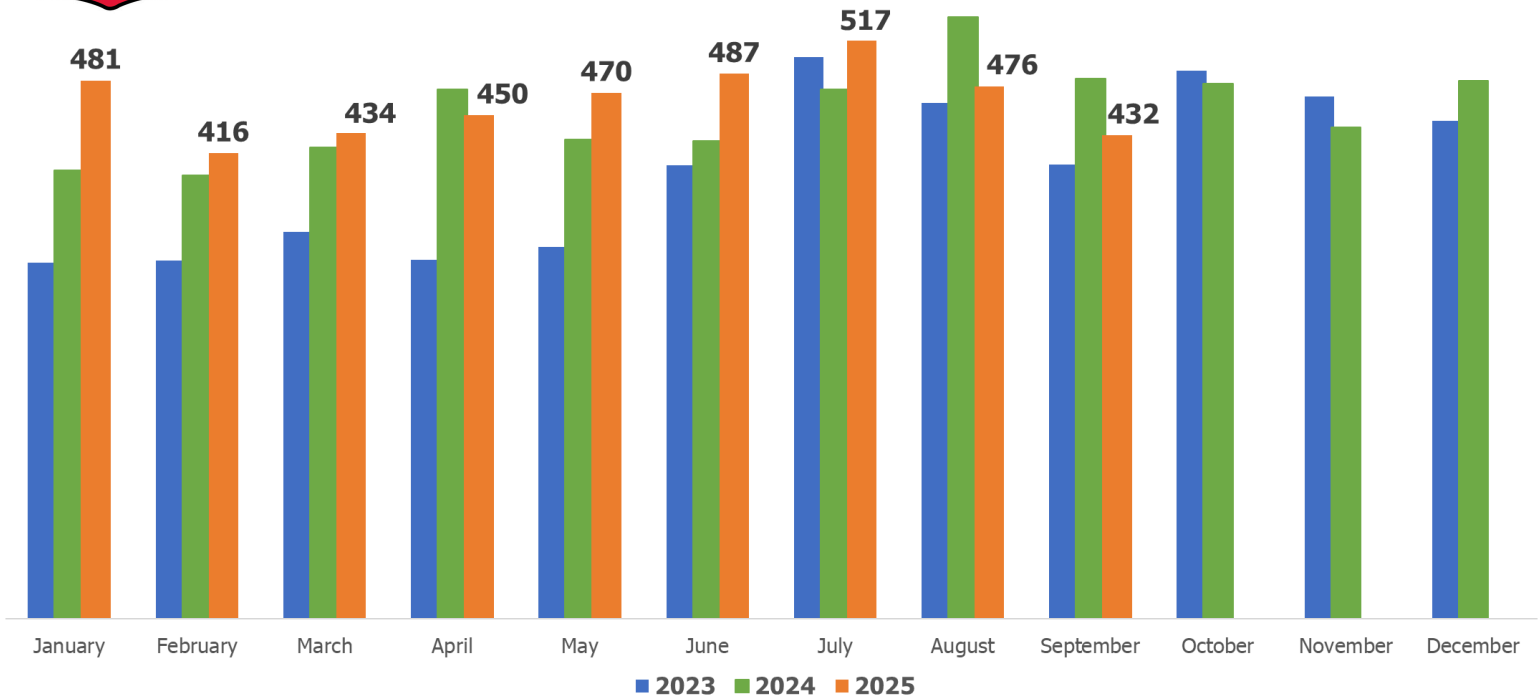
CRISIS RESPONSE CALLS FOR SERVICE:



2025
(9 Month): 4,163

2024
(9 Month): 4,040

Trend
3% 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 Crisis Response Units (CRUs) operate as co-response teams, working alongside Police and/or Fire personnel. **In September 2025, CRUs responded to 432 calls for service**, successfully making contact with individuals on 244 calls (56%). The remaining calls were either canceled prior to arrival or upon arrival on scene.



Primary Call Types (Total: 244)

- Death: 104 (43%)
- Occupant Services: 48 (20%)
- Housing Insecurity: 31 (13%)



Transports: 39



Average Response Time: 23 minutes



Adults Served: 685
Children Served: 180

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



Single Unit CR Response

- 44 responses; 10%



Responding with Police

- 85 responses; 20%



Responding with Fire

- 103 responses; 24%



Responding with Police & Fire

- 200 responses; 46%



CITY OF PHOENIX FIRE DEPARTMENT CAP UNIT LOCATIONS

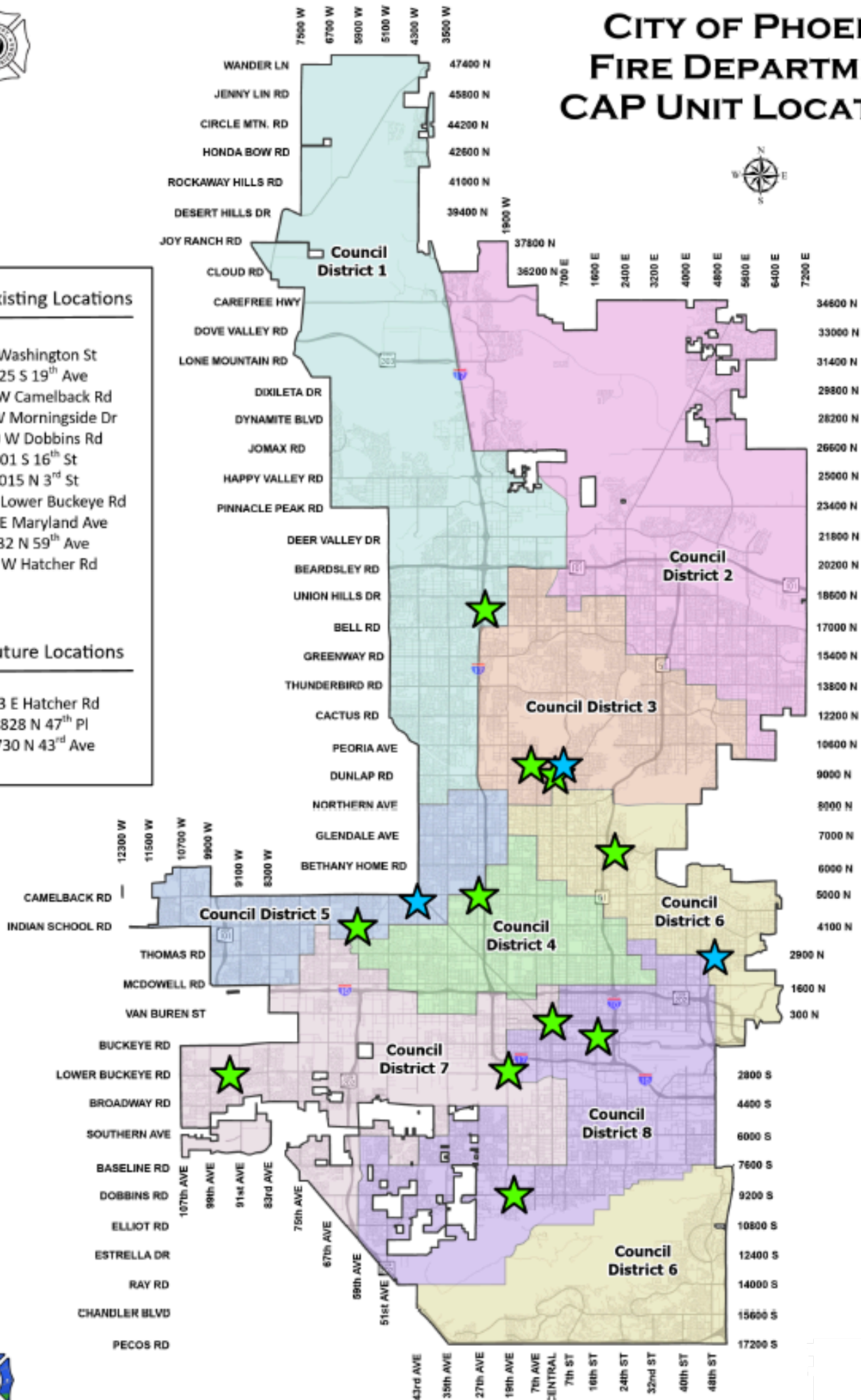


★ Existing Locations

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

★ Future Locations

403 E Hatcher Rd
2828 N 47th Pl
4730 N 43rd Ave





Report

Agenda Date: 11/5/2025, Item No. 5

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 report is included for review as **Attachment A**.

Responsible Department

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

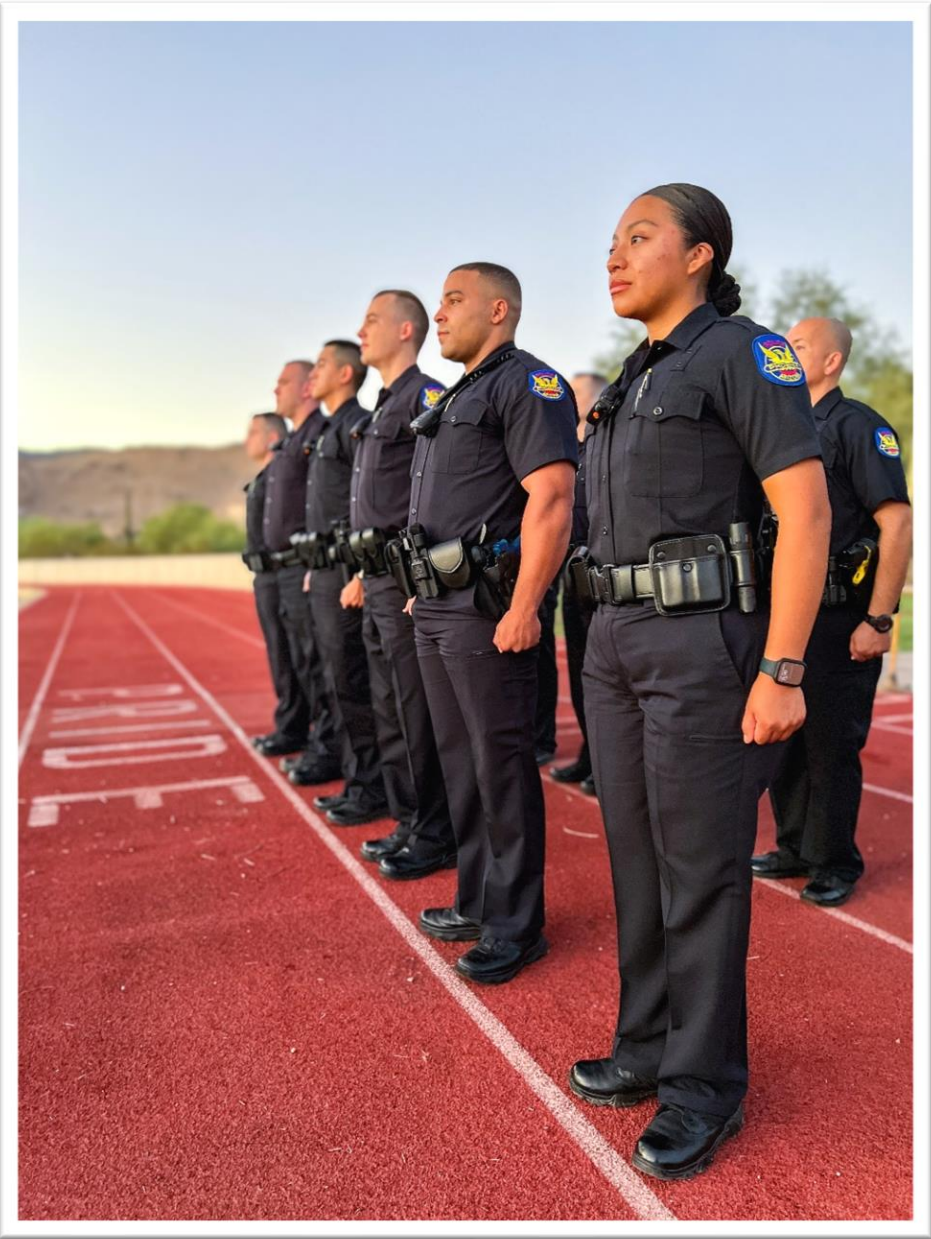
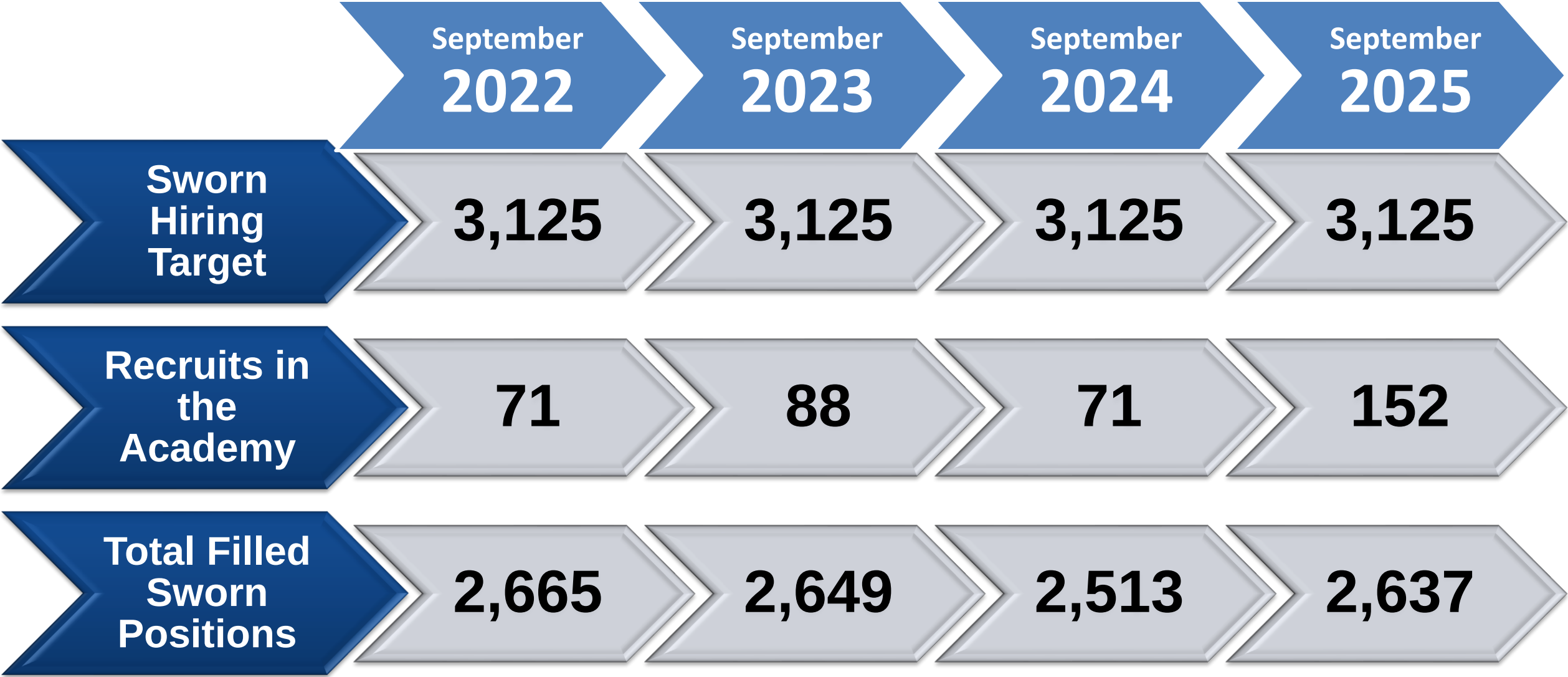


RECRUITMENT, HIRING, AND ATTRITION REPORT

November 5, 2025



Total Filled Sworn Positions 2024 vs. 2025

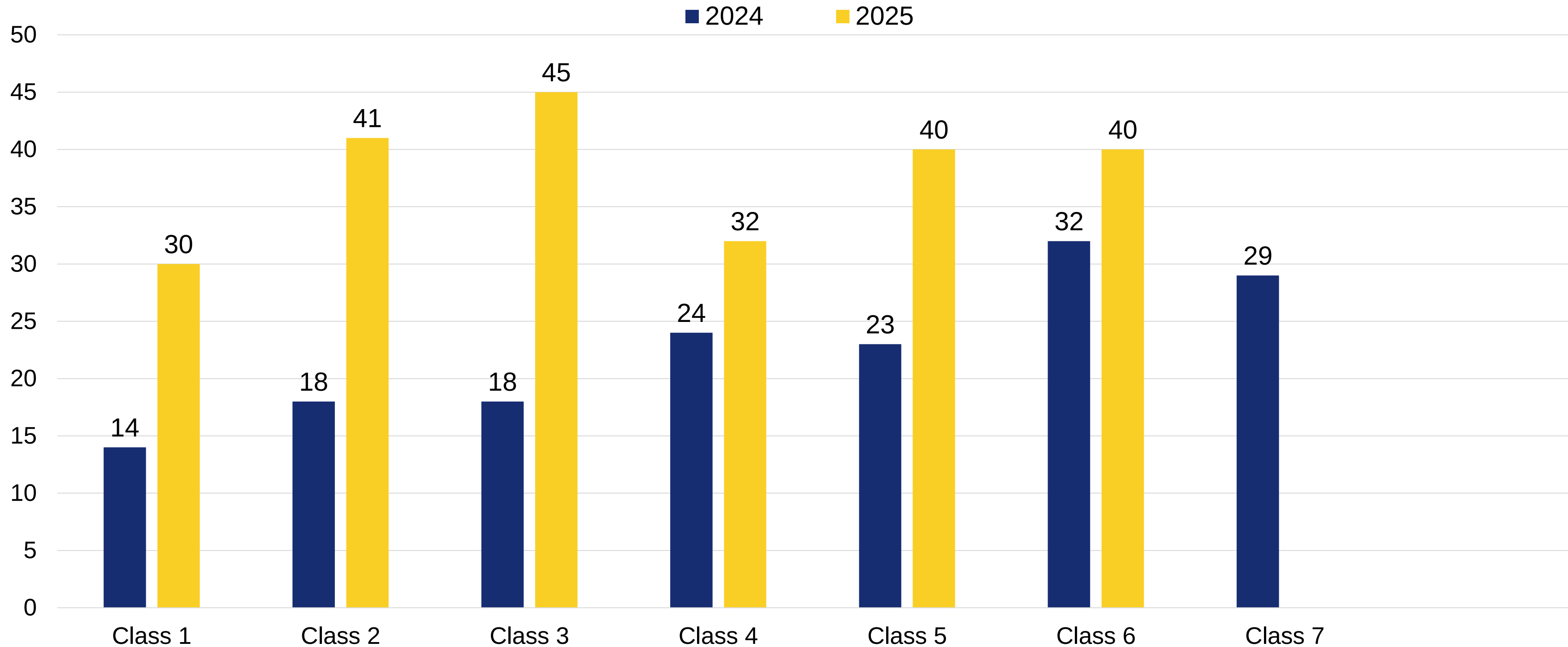


Phoenix Police Department

Recruitment, Hiring, and Attrition Report



Phoenix Police Academy Class Totals for 2024 and Year-to-Date as of September 30, 2025

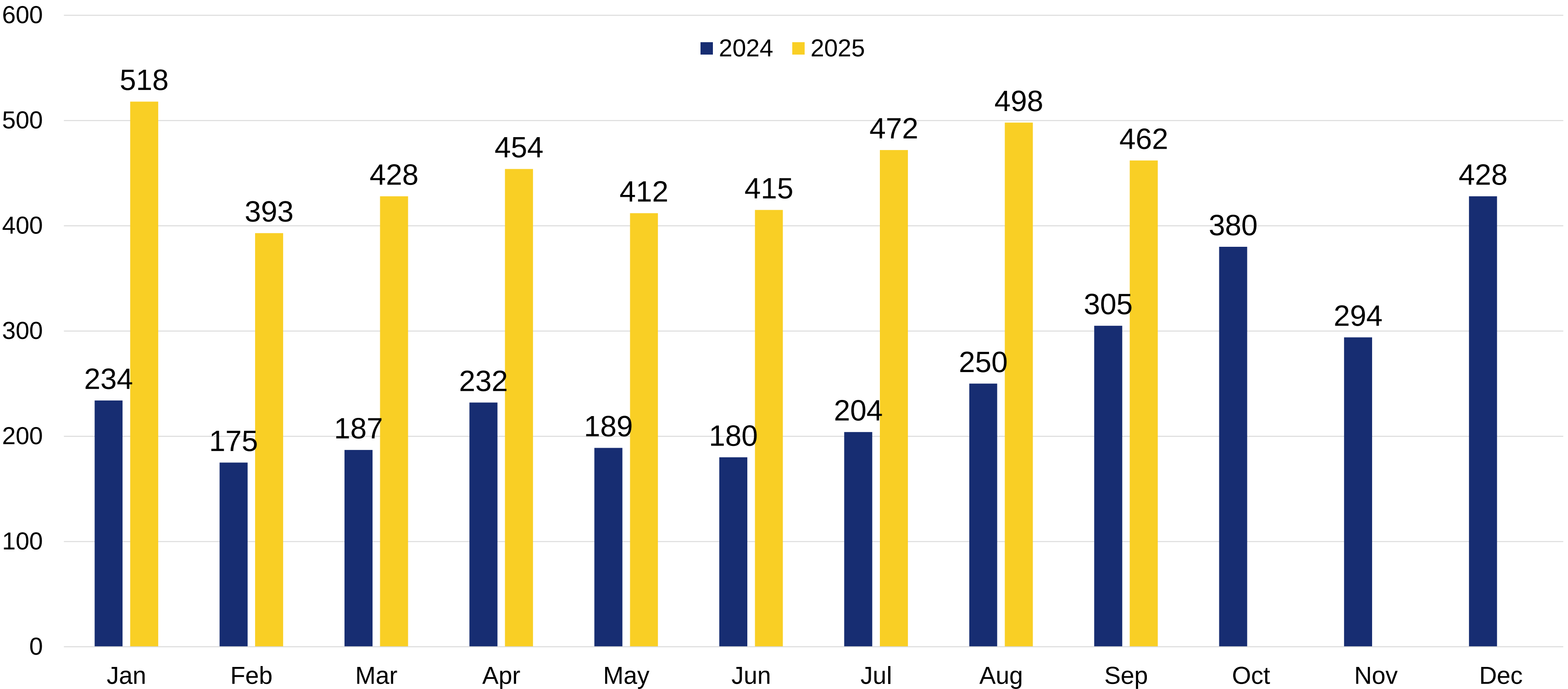


Phoenix Police Department

Recruitment, Hiring, and Attrition Report



Total Recruit Applicants

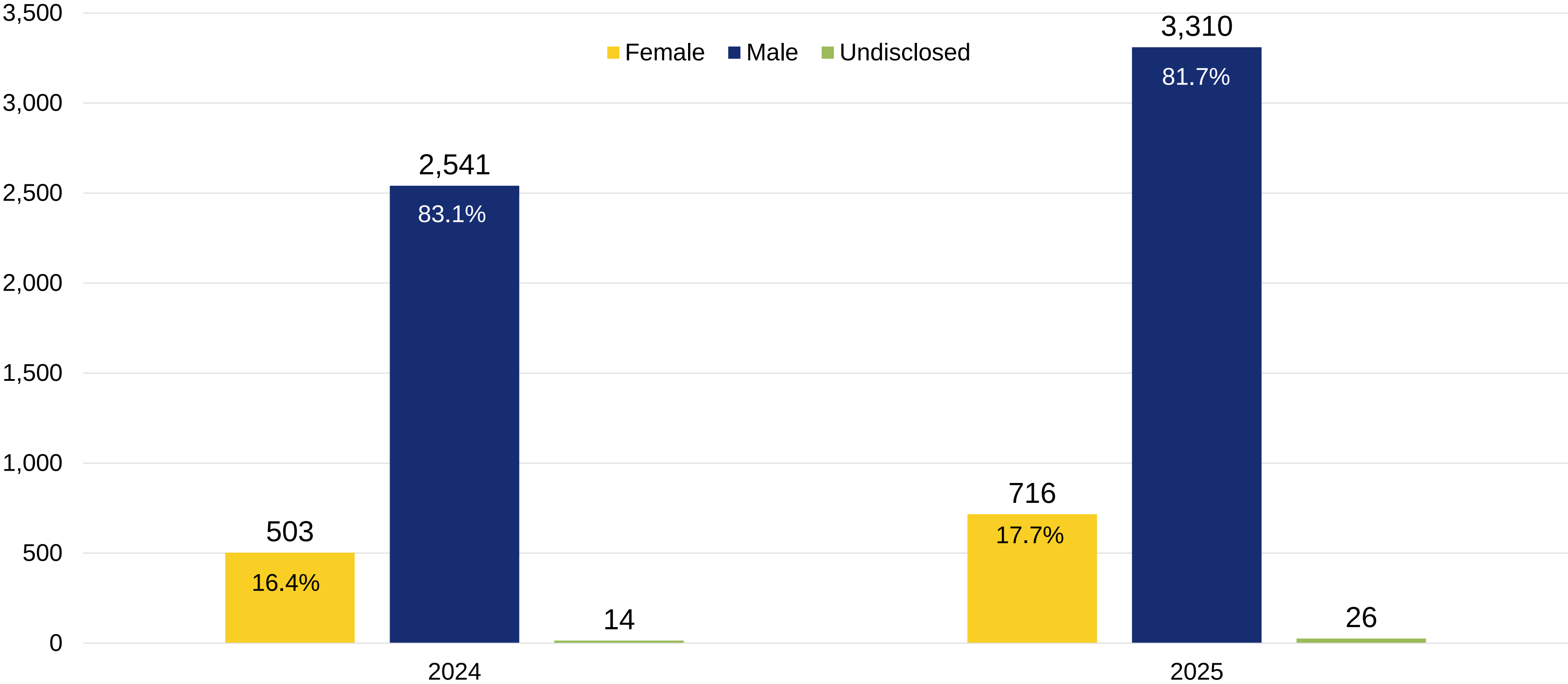


Phoenix Police Department

Recruitment, Hiring, and Attrition Report



Total Recruit Applicants by Gender

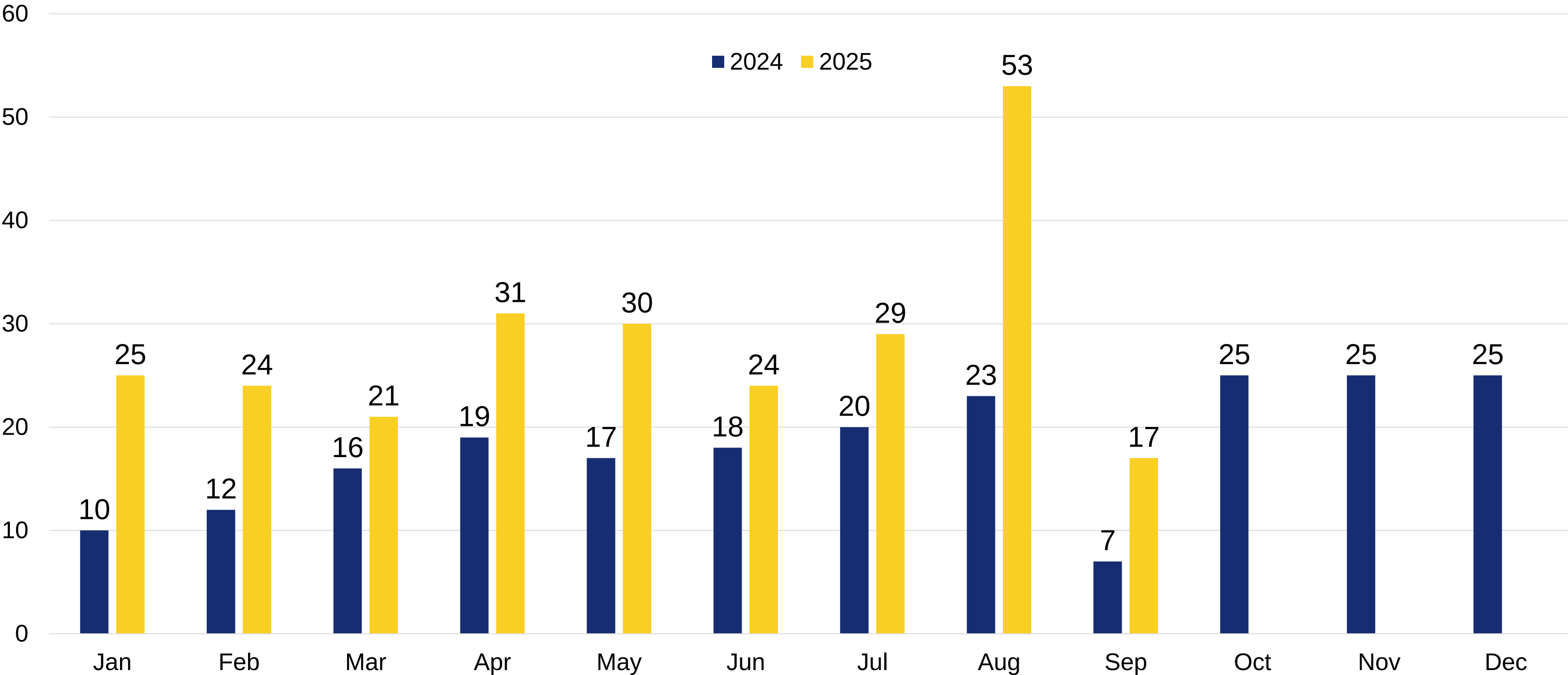


Phoenix Police Department

Recruitment, Hiring, and Attrition Report



Total Lateral/Reinstatement Applicants

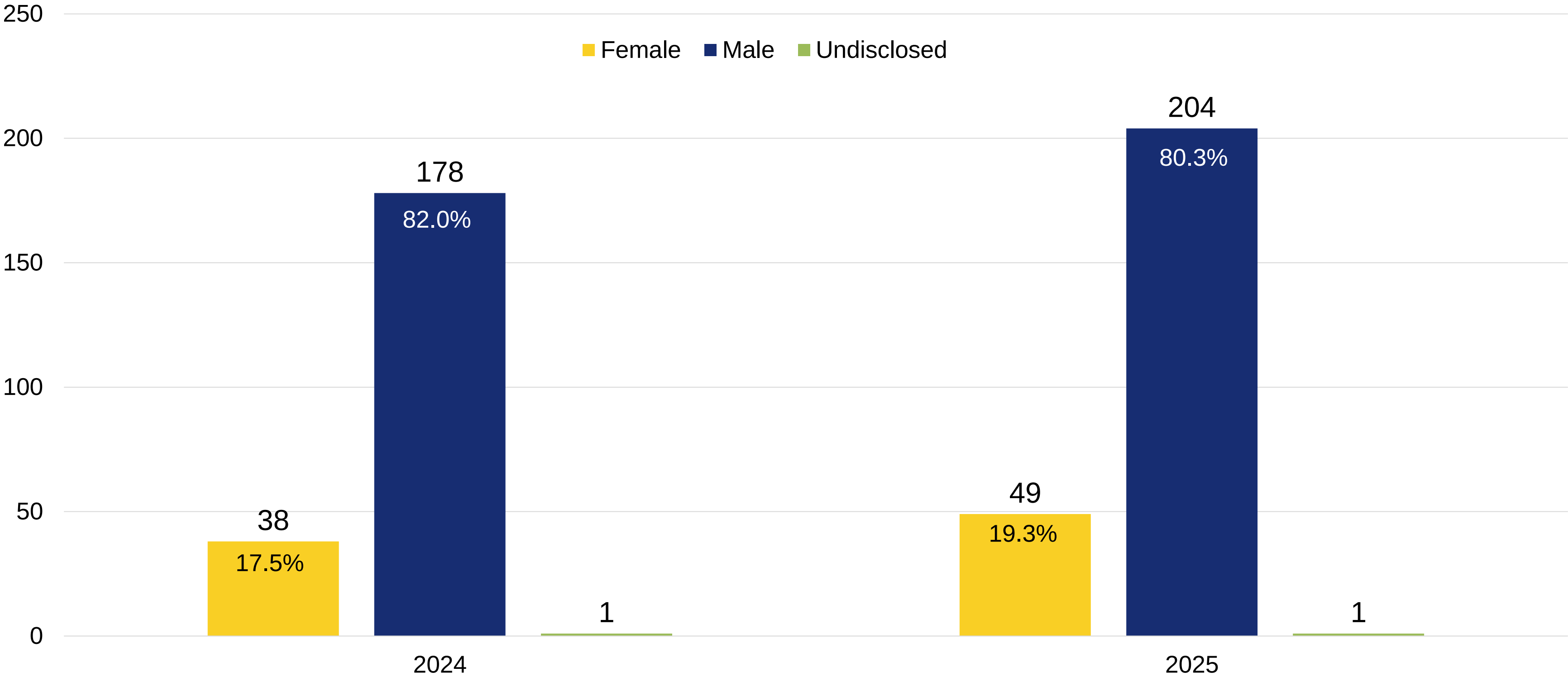


Phoenix Police Department

Recruitment, Hiring, and Attrition Report

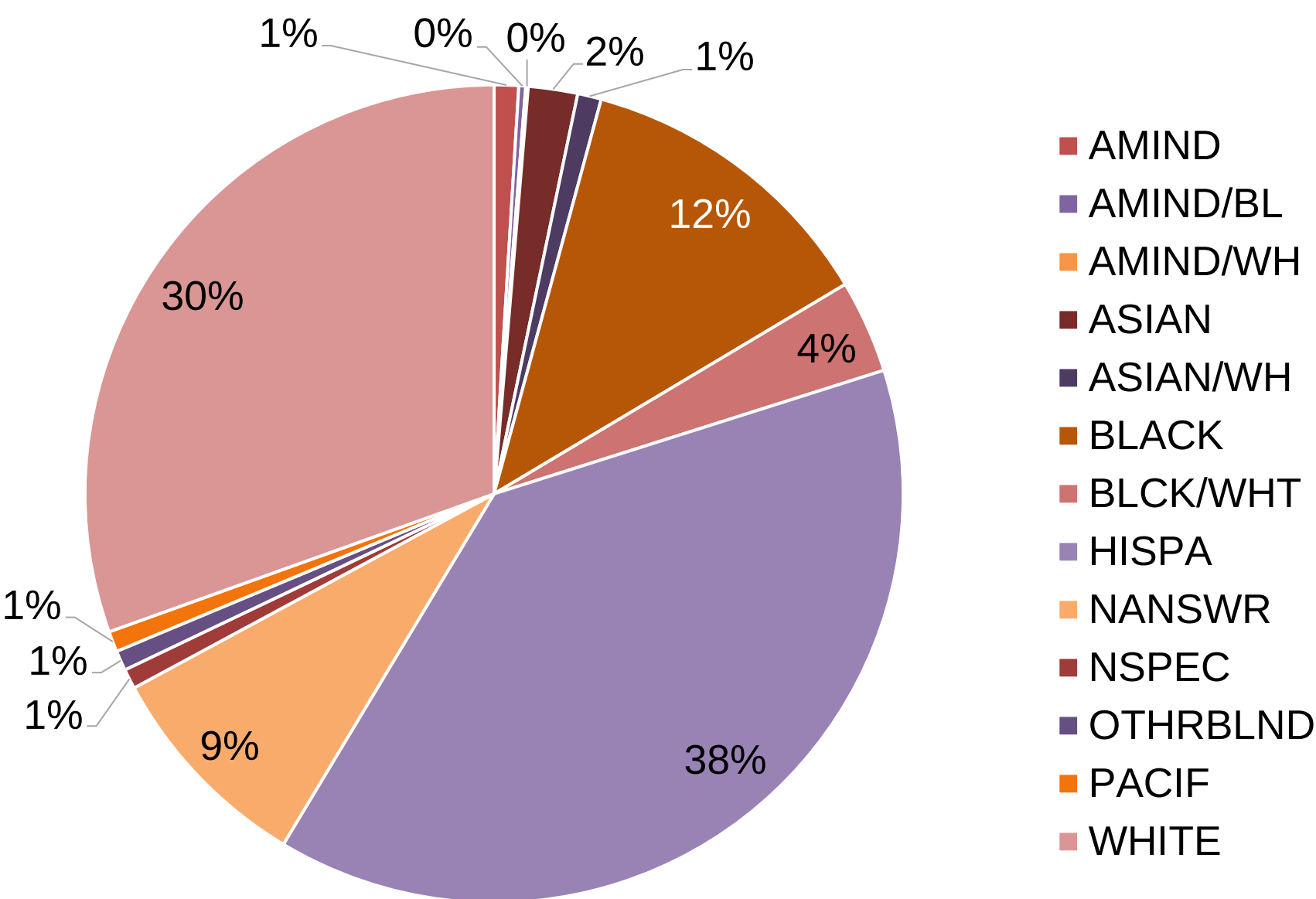


Total Lateral/Reinstatement Applicants by Gender





Police Recruit Applicants by Ethnic Group as of September 30, 2025



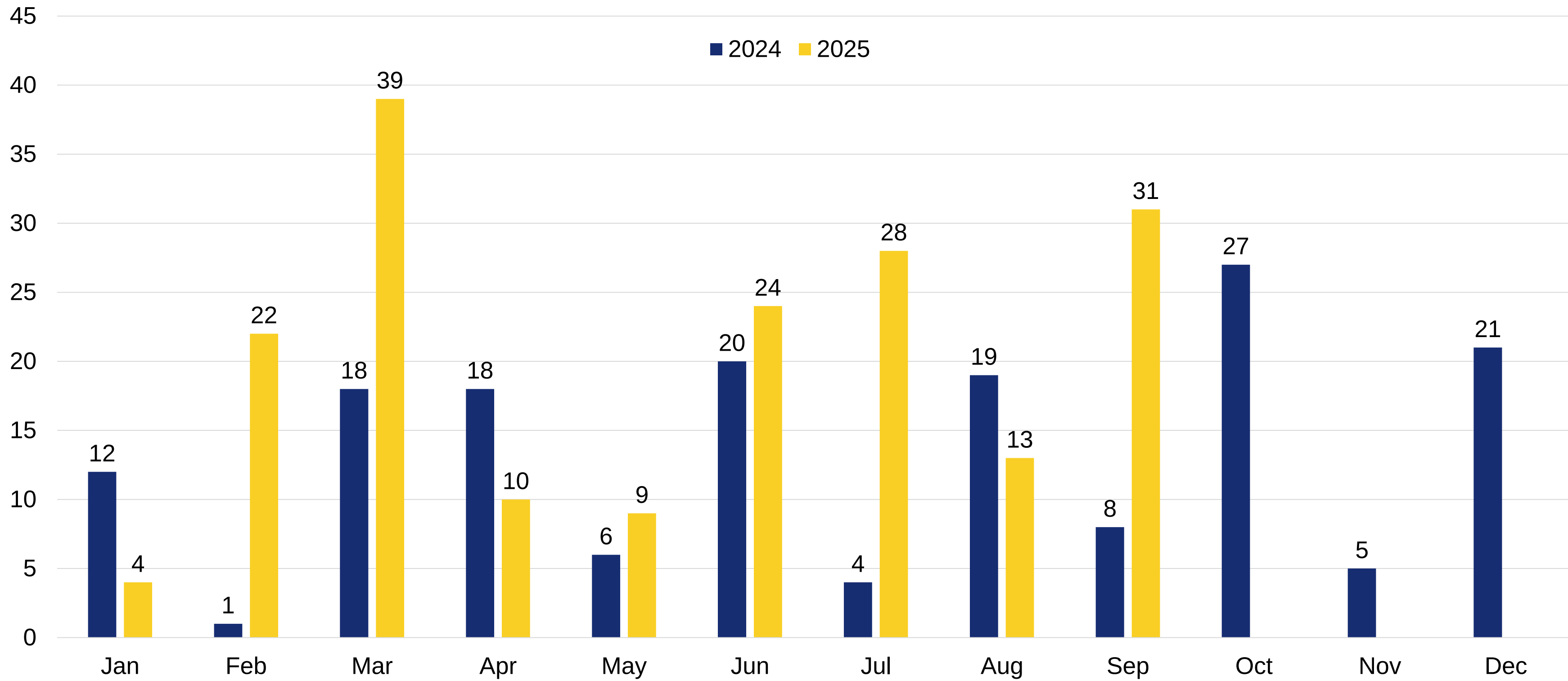
	2025 Apps	Hired
American Indian	39	2
American Indian/Black	11	0
American Indian/White	4	0
Asian	79	4
Asian/White	38	2
Black	495	21
Black/White	149	2
Hispanic	1,560	68
No Answer	345	0
Not Specified	32	0
Other Blend	32	1
Pacific Islander	33	0
White	1,235	80

Phoenix Police Department

Recruitment, Hiring, and Attrition Report



Total Police Recruit Hires

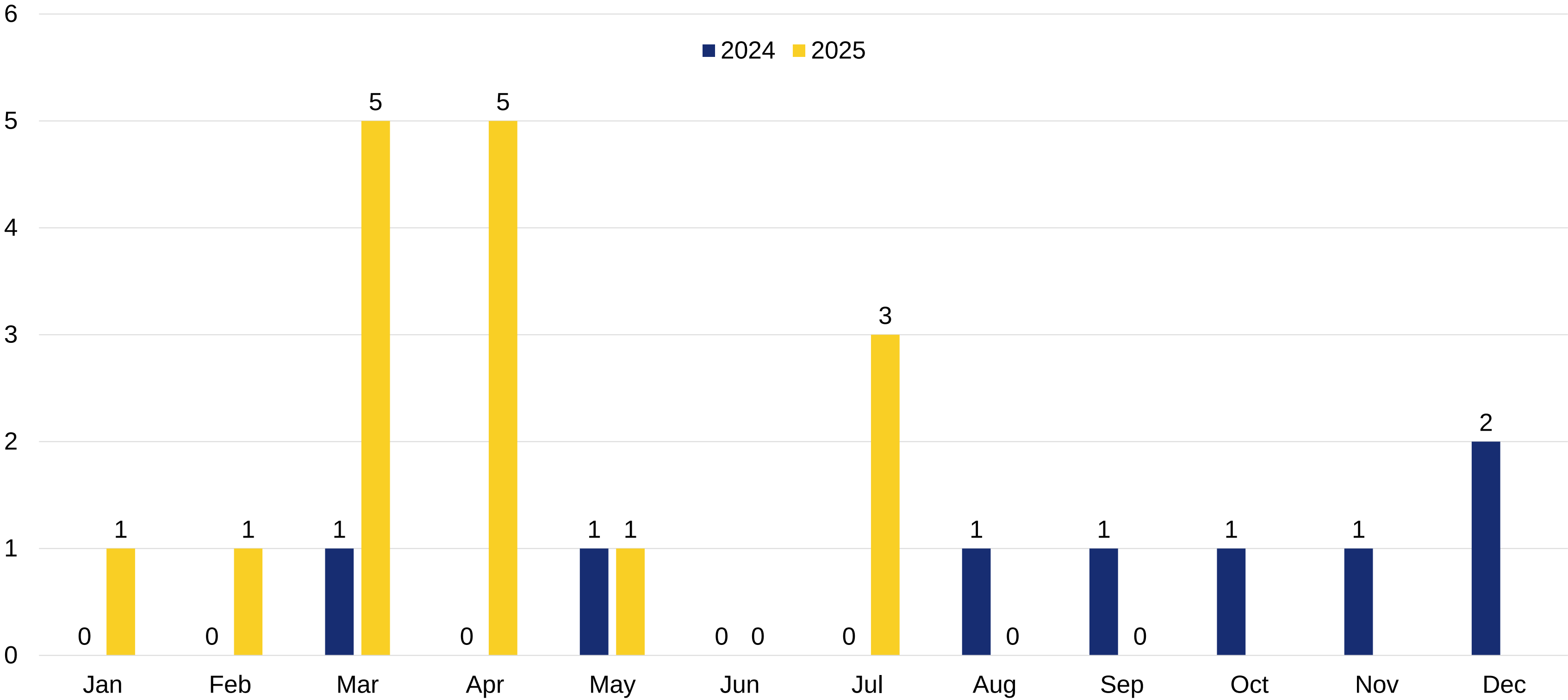


Phoenix Police Department

Recruitment, Hiring, and Attrition Report



Total Lateral/Reinstatement Hires

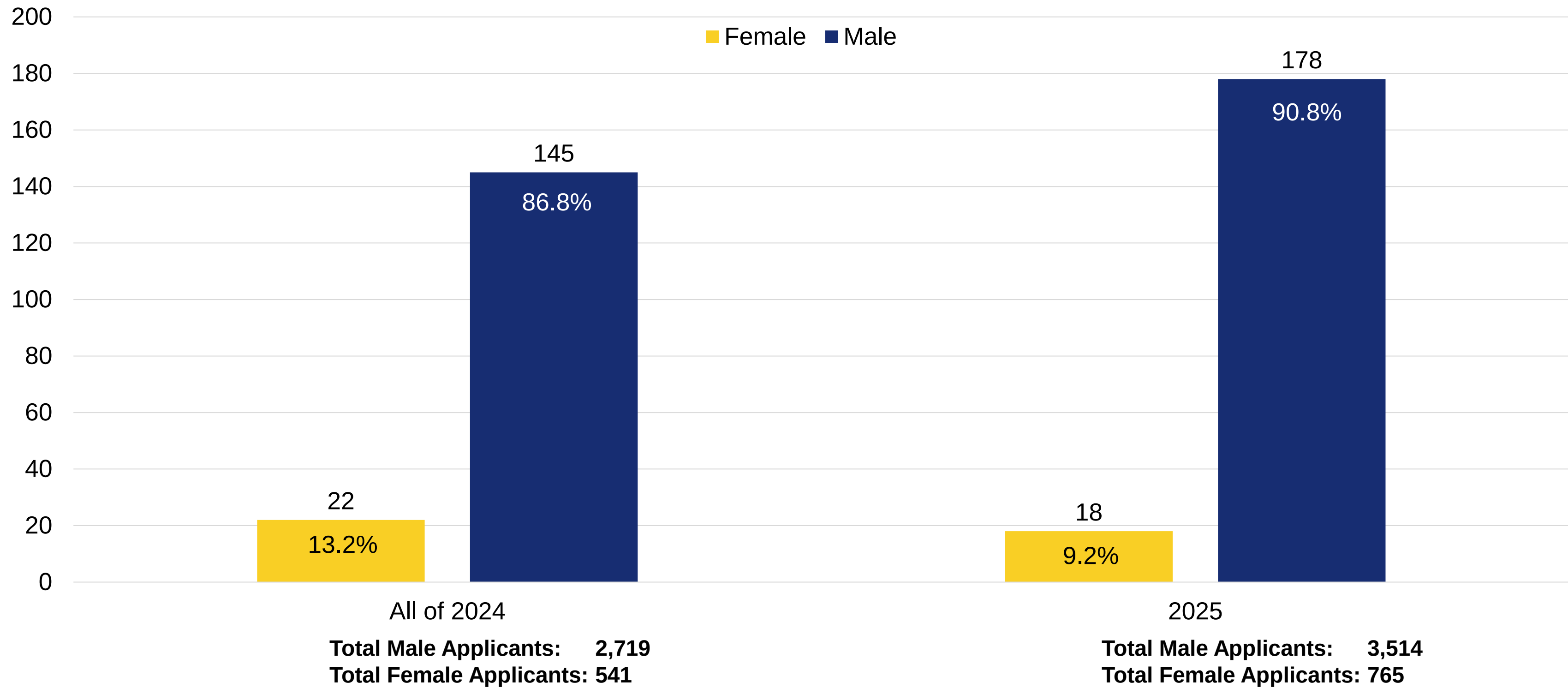


Phoenix Police Department

Recruitment, Hiring, and Attrition Report

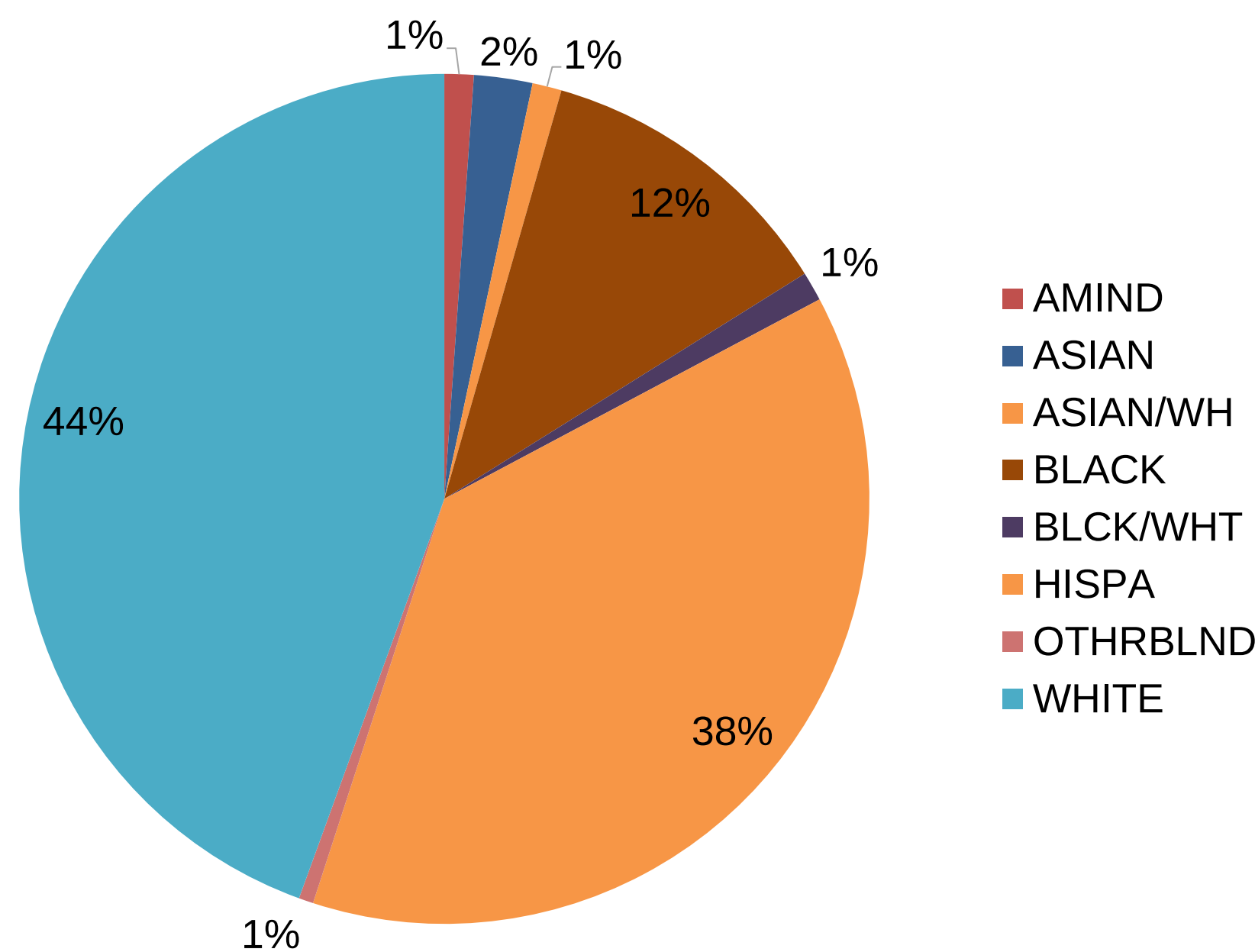


Total Sworn Hires by Gender





Police Recruit Hires by Ethnic Group as of September 30, 2025

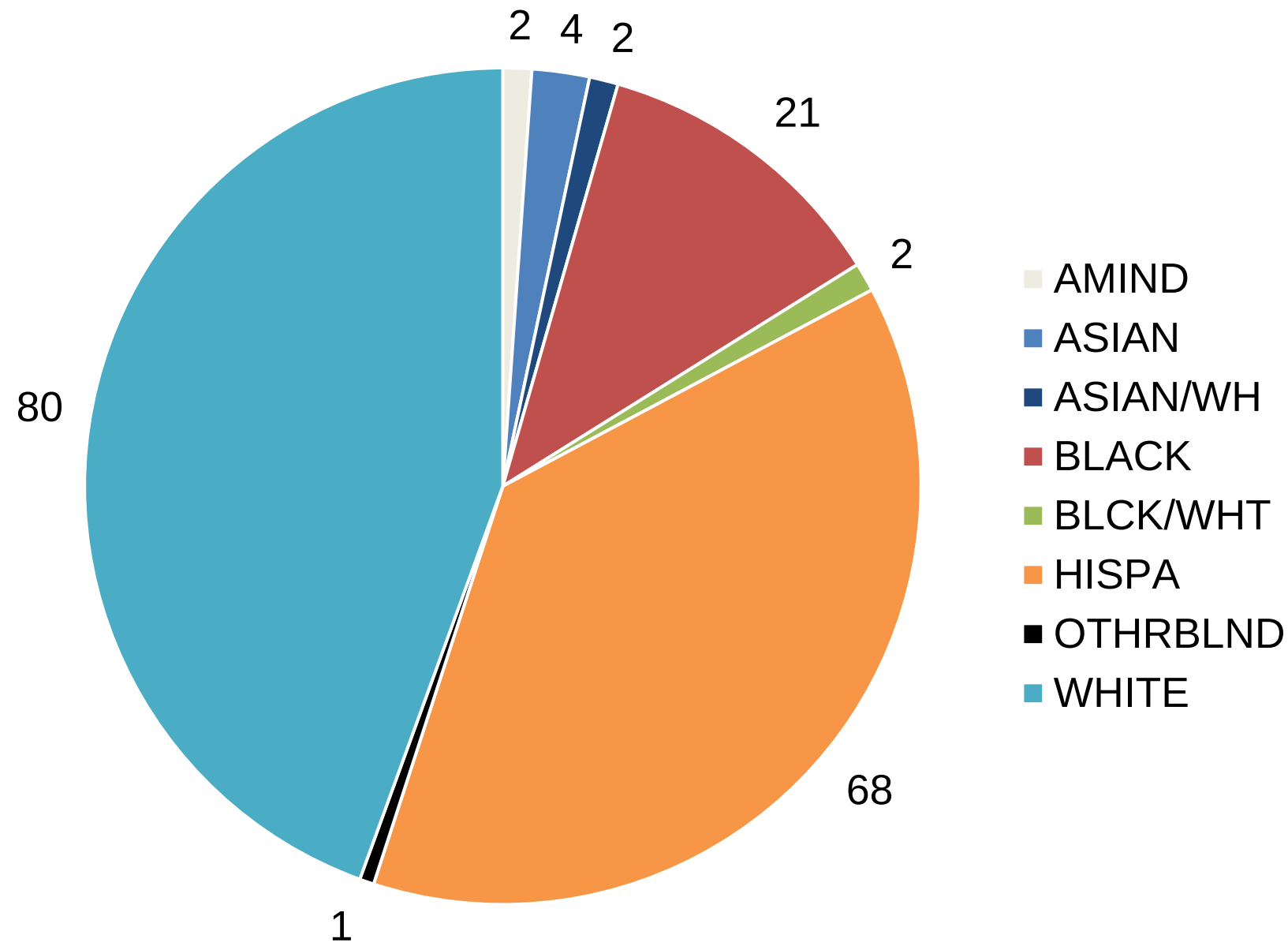


	2025 Apps	Hired
American Indian	39	2
American Indian/Black	11	0
American Indian/White	4	0
Asian	79	4
Asian/White	38	2
Black	495	21
Black/White	149	2
Hispanic	1,560	68
No Answer	345	0
Not Specified	32	0
Other Blend	32	1
Pacific Islander	33	0
White	1,235	80

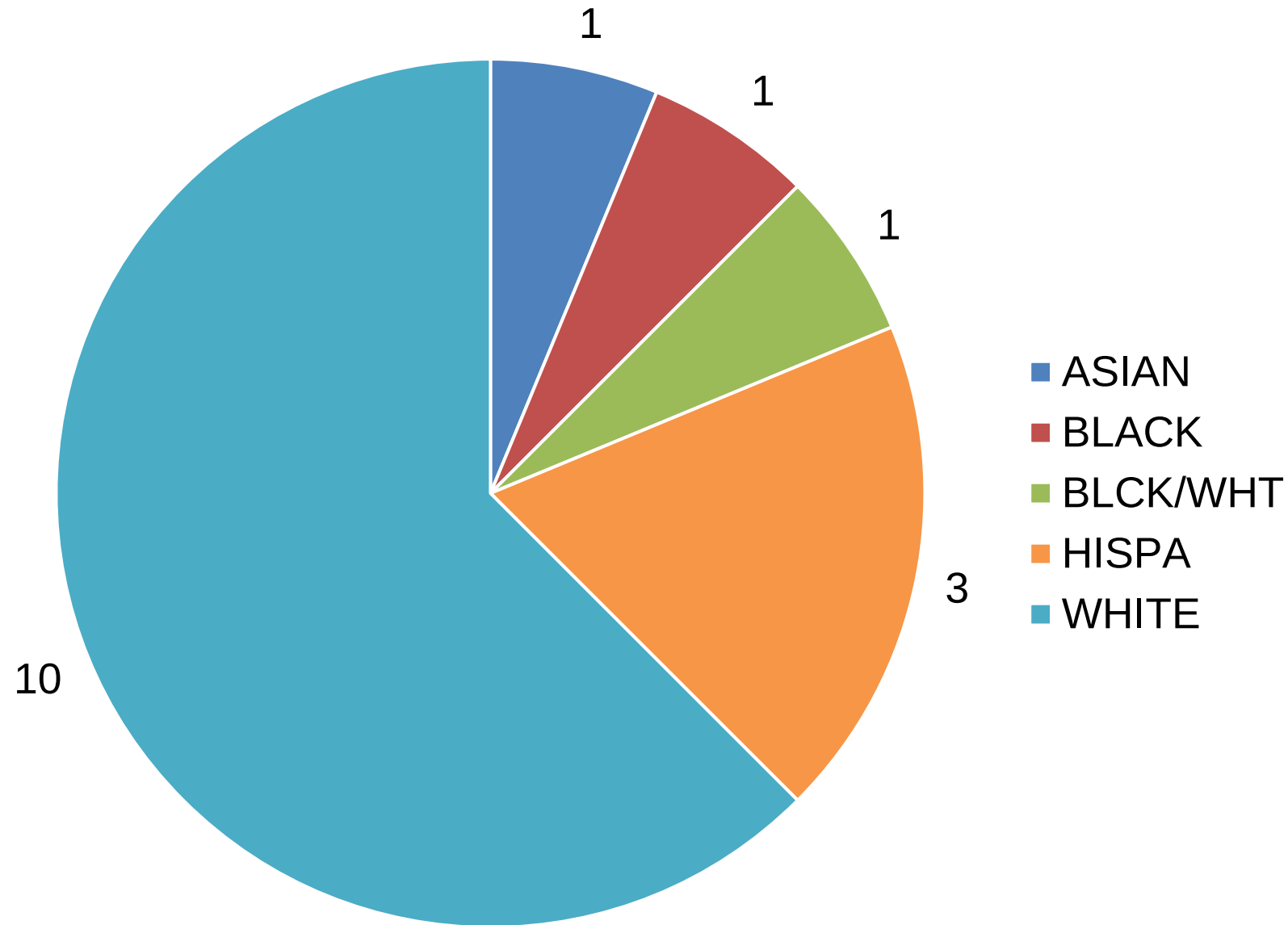


Total Police Recruits & Lateral/Reinstatements Hired by Race as of September 30, 2025

Police Recruits



Lateral/Reinstatements

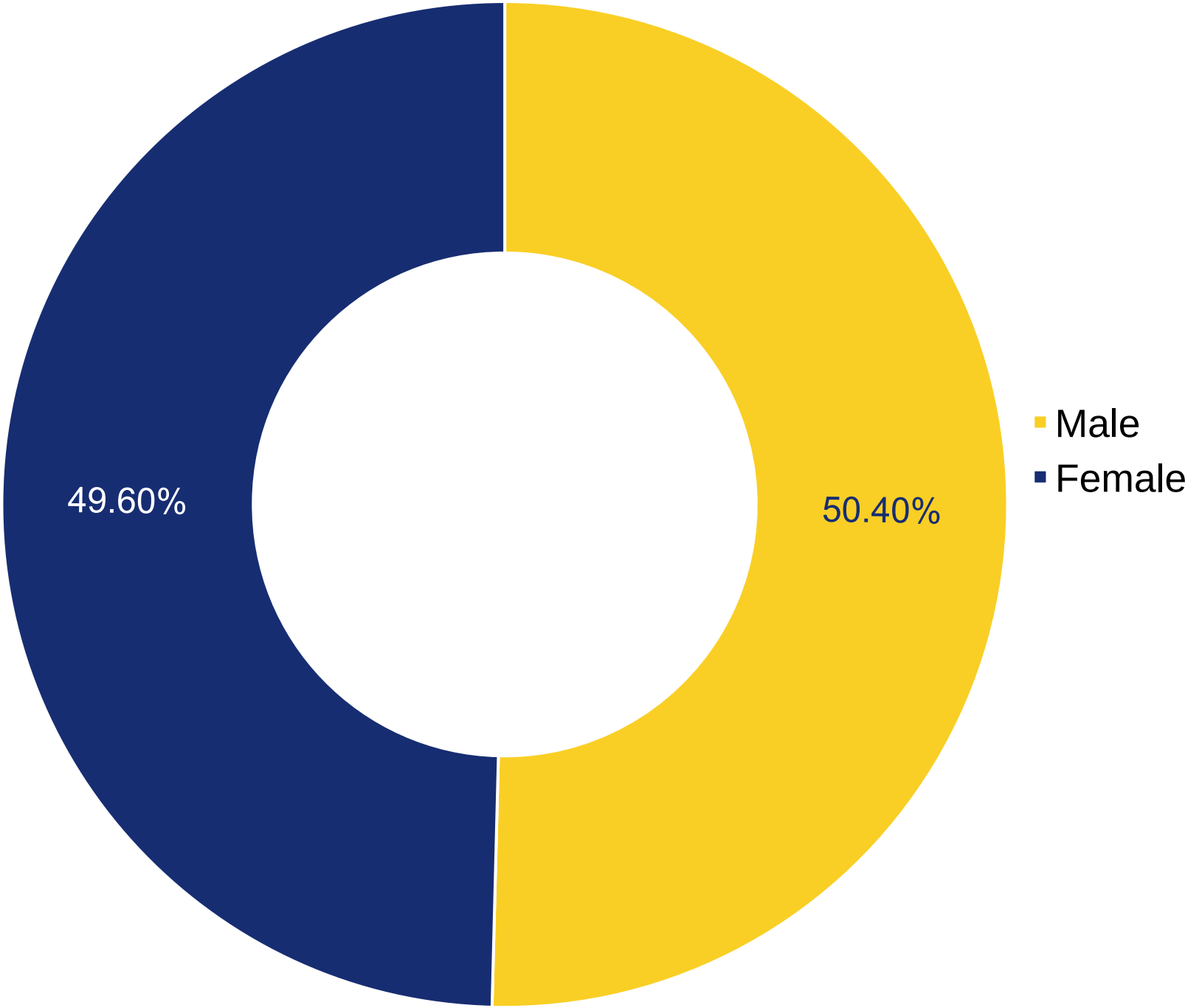
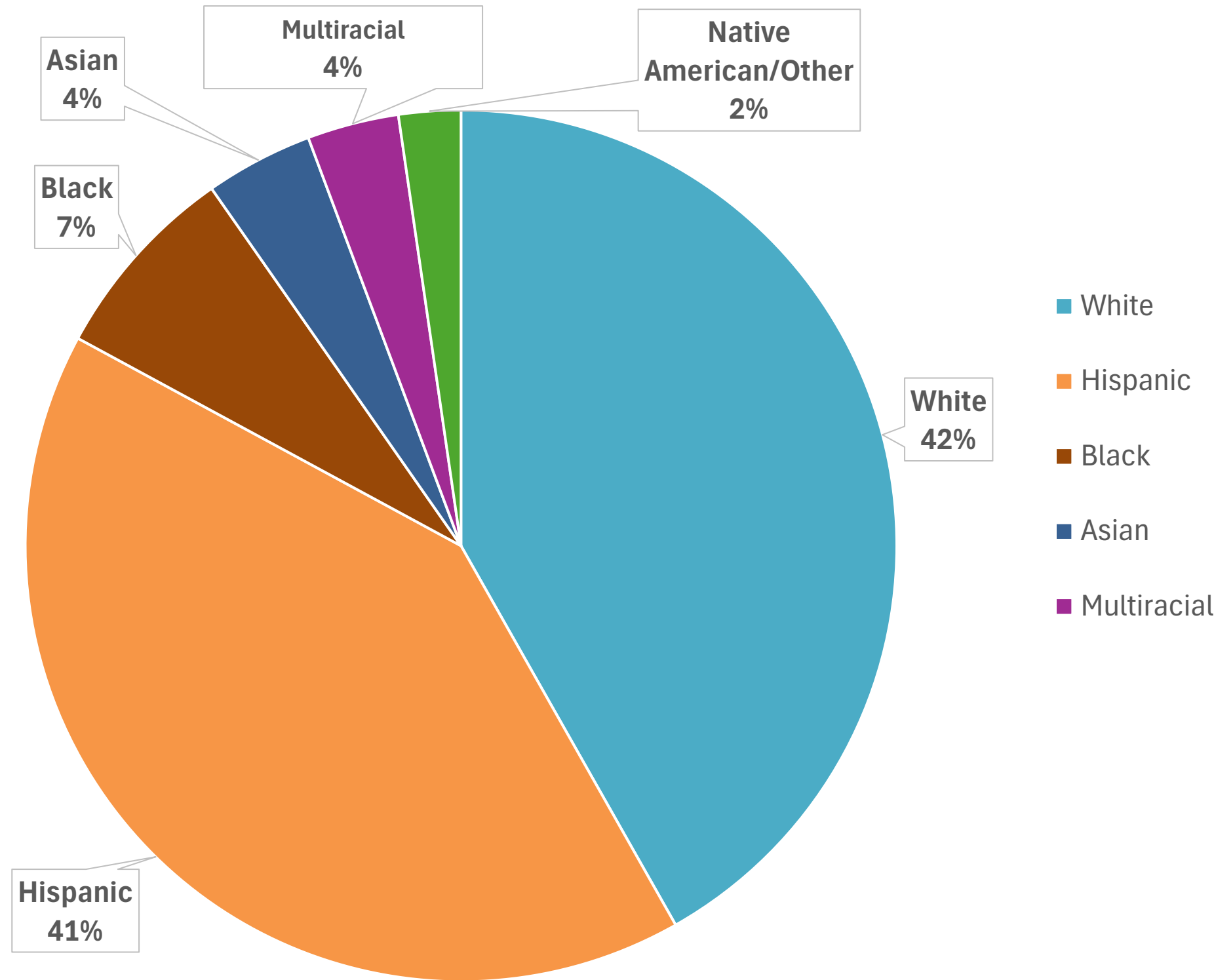


Phoenix Police Department

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 September 30, 2025

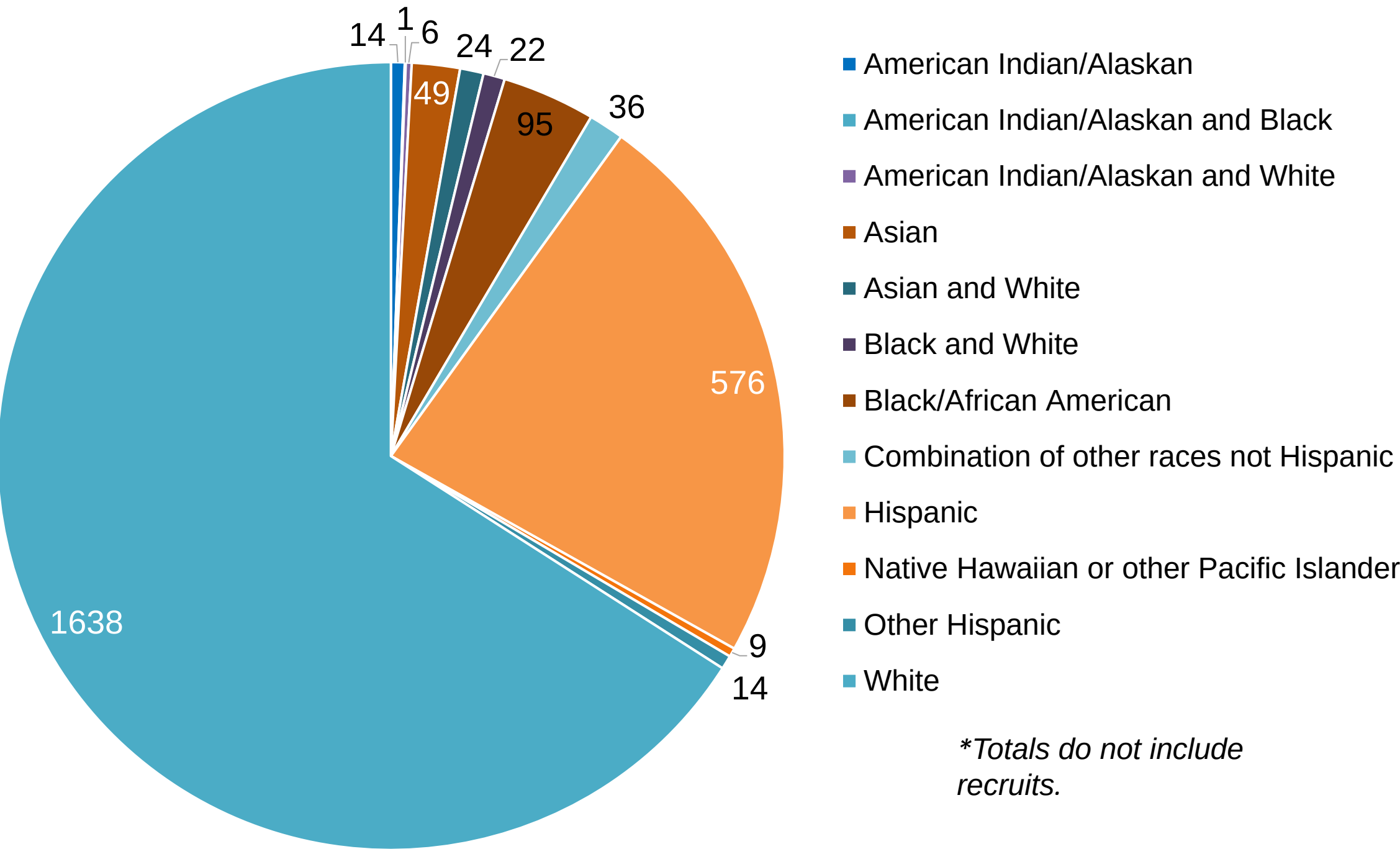
Police Chief	Total	Percentage	Sergeant	Total	Percentage
Male	1	0.04%	Female	24	0.91%
Total Police Chief	1	0.04%	Male	341	12.93%
Chief	Total	Percentage	Total Sergeant	365	13.84%
Male	5	0.19%	Officer	Total	Percentage
Total Chief	5	0.19%	Blank	1	0.04%
Commander	Total	Percentage	Female	289	10.96%
Female	5	0.19%	Male	1710	64.85%
Male	20	0.76%	Total Officer	2000	75.84%
Total Commander	25	0.95%	Recruit	Total	Percentage
Lieutenant	Total	Percentage	Female	16	0.61%
Female	7	0.27%	Male	136	5.16%
Male	82	3.11%	Total Recruit	152	5.76%
Total Lieutenant	89	3.38%	Total:	2637	100.00%

Phoenix Police Department

Recruitment, Hiring, and Attrition Report



Total Current Sworn by Race as of September 30, 2025

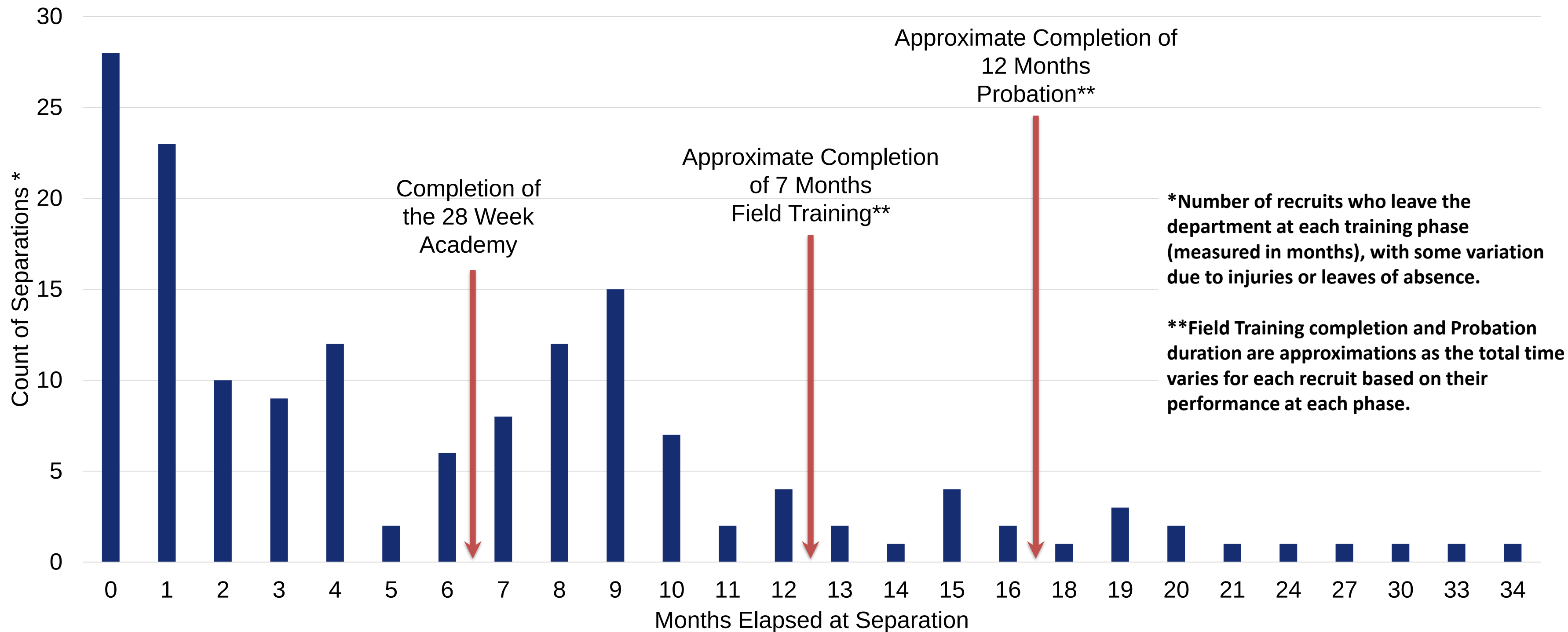


**Totals do not include recruits.*

Race	Total	Percentage
American Indian/Alaskan	14	0.56%
American Indian/Alaskan and Black	1	0.04%
American Indian/Alaskan and White	6	0.24%
Asian	49	1.97%
Asian and White	24	0.97%
Black and White	22	0.87%
Black/African American	95	3.82%
Combination of other races not Hispanic	36	1.45%
Hispanic	576	23.18%
Native Hawaiian or other Pacific Islander	9	0.36%
Other Hispanic	14	0.56%
White	1638	65.92%



Recruit Retention and Attrition

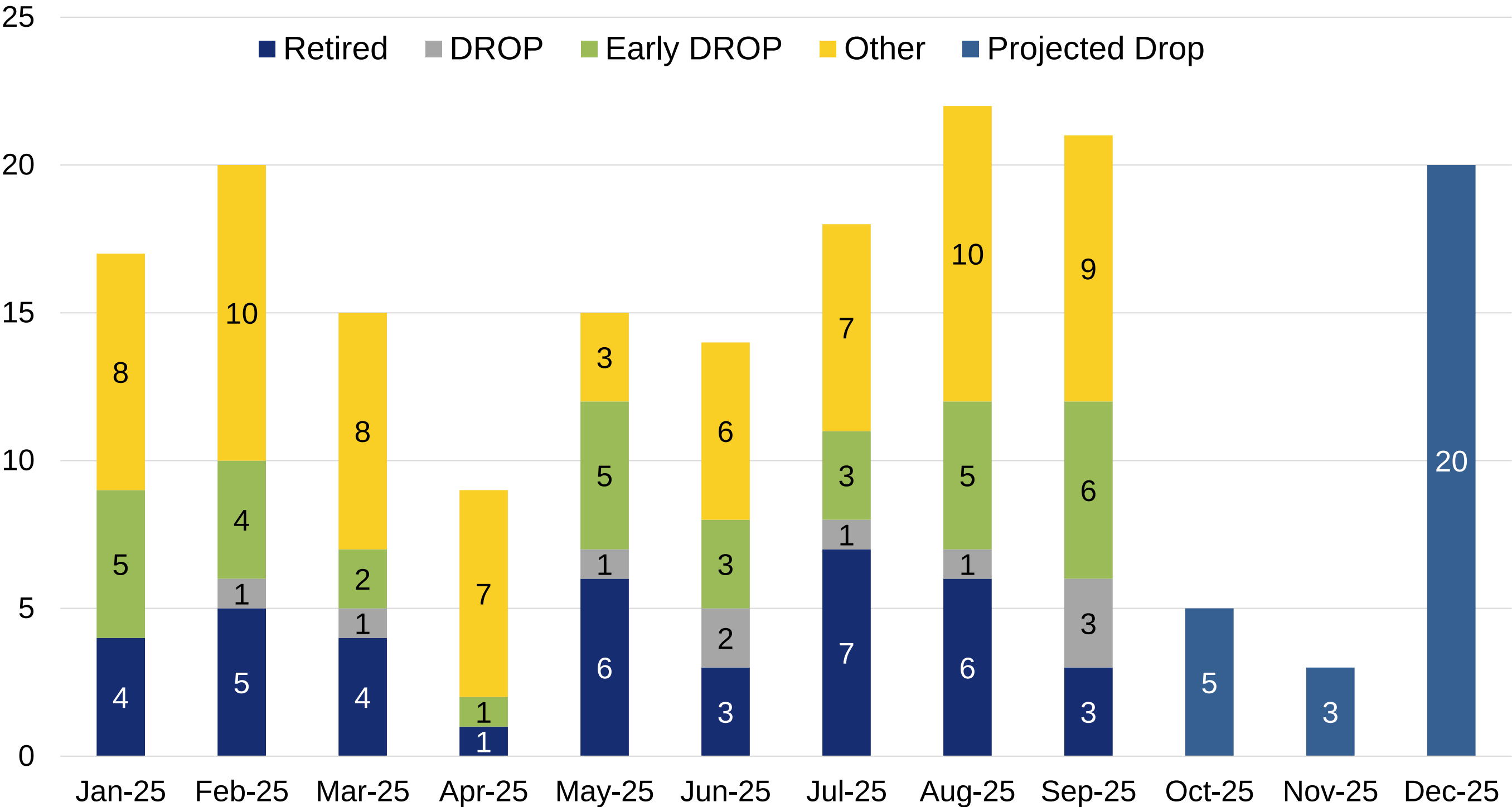


Phoenix Police Department

Recruitment, Hiring, and Attrition Report



Current and Projected Attrition as of September 30, 2025



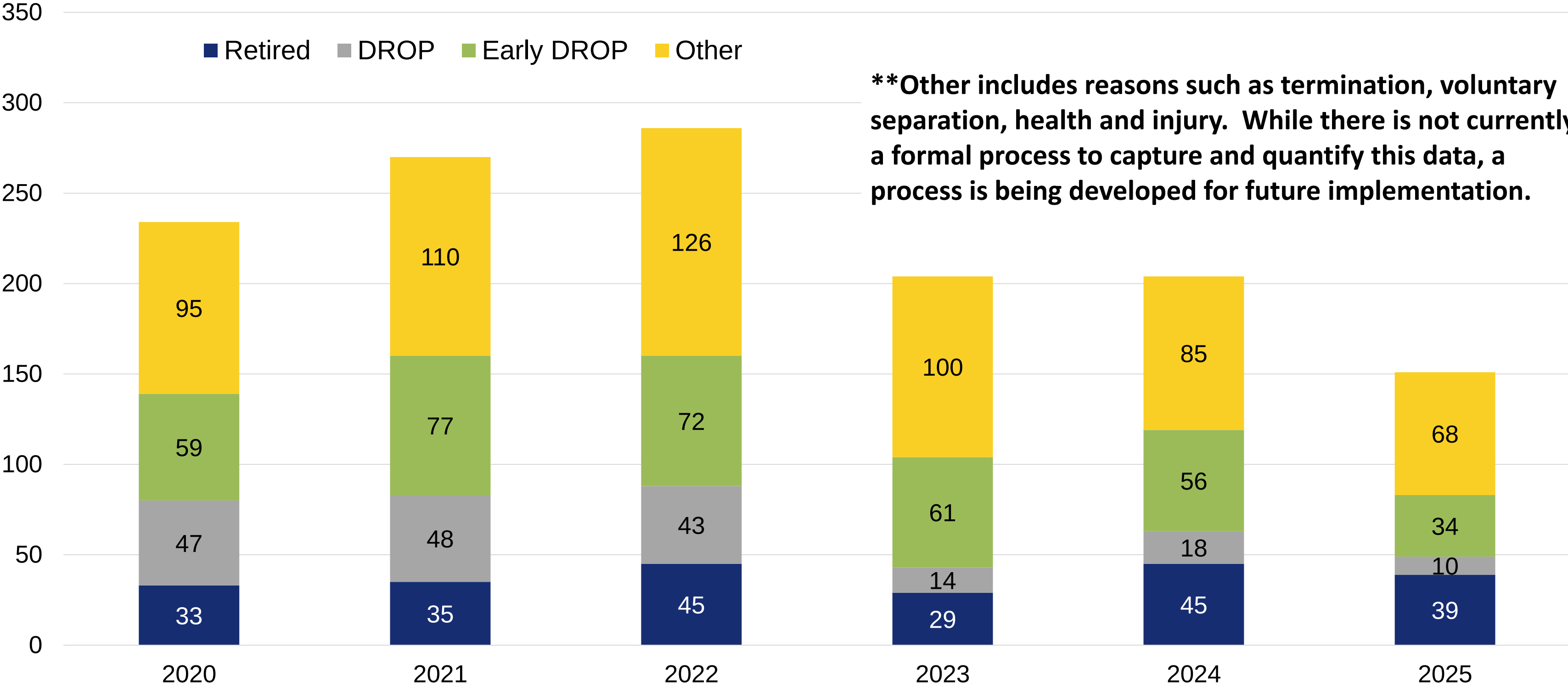
SEPARATIONS BY YEARS OF SERVICE YEAR-TO-DATE	
36	< 1
21	1 to 5
11	6 to 10
0	11 to 15
12	16 to 20
40	21 to 25
31	26+

Phoenix Police Department

Recruitment, Hiring, and Attrition Report



2020 – 2025 Attrition





SWET Totals Year-to-Date as of September 30, 2025



1,702
Total SWET participants

- 812 Females
- 890 Males



36
Total SWET graduates from the academy



50
SWET participants currently in the academy

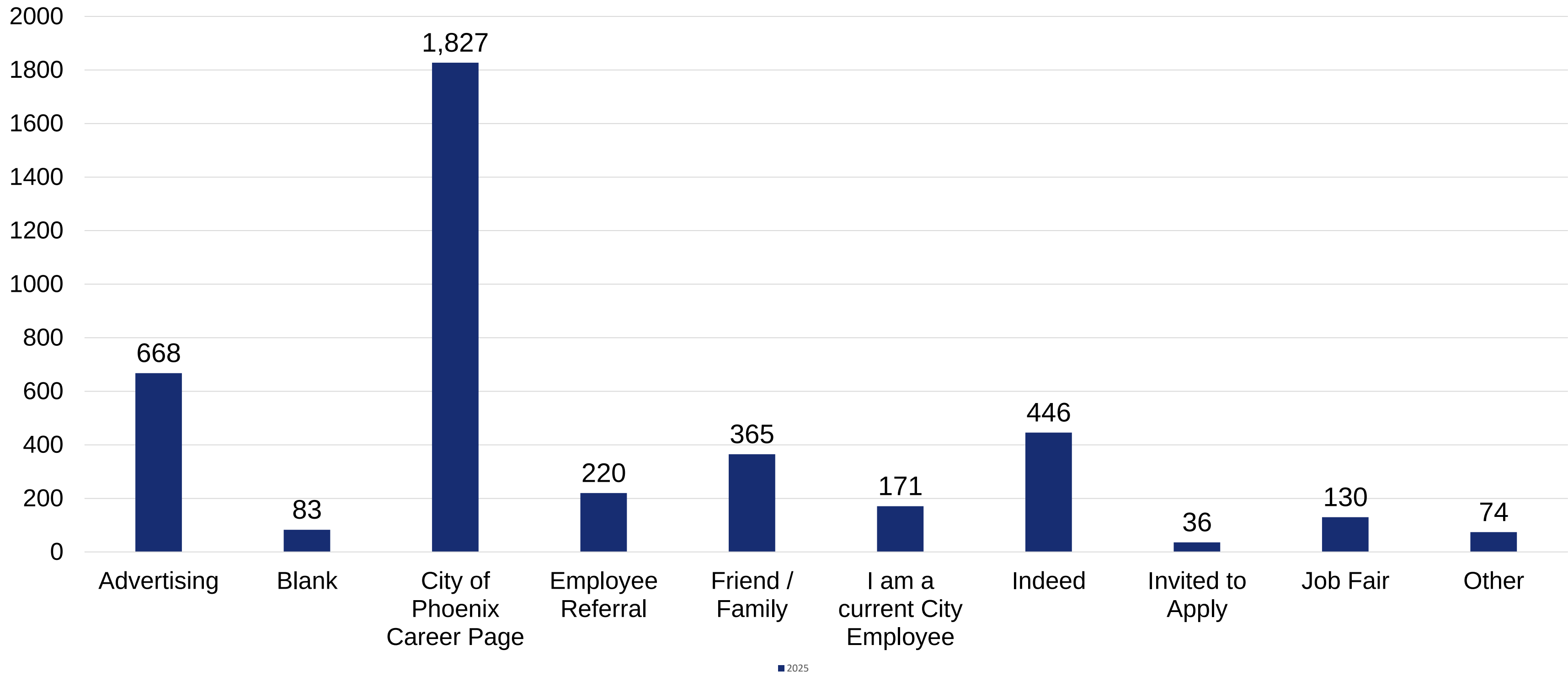


Phoenix Police Department

Recruitment, Hiring and Attrition Report



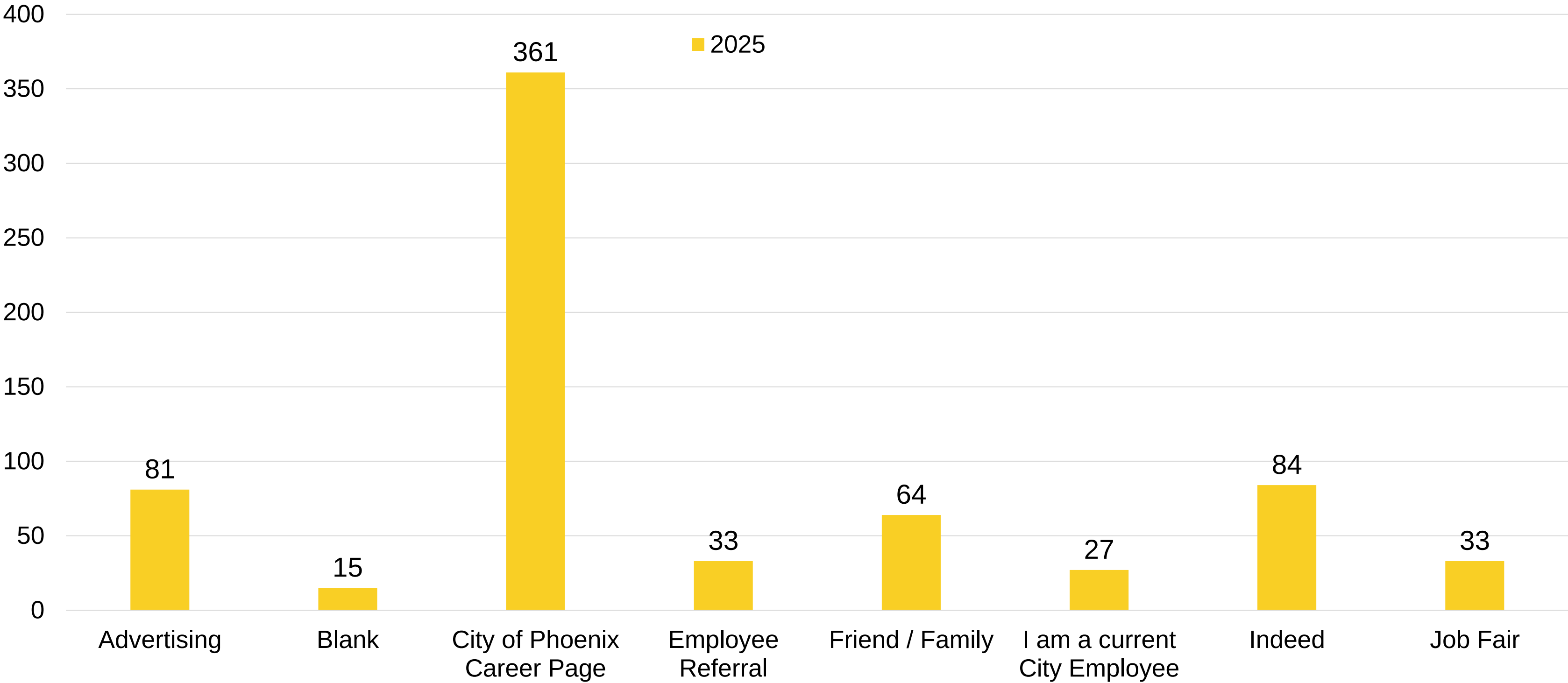
2025 Police Recruit Applicants by Source



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



2025 Female Recruit Applicants by Source



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