

Phoenix Community Safety Plans Assessment:

January 1, 2022 –
May 1, 2025

A Collaborative Assessment by
Arizona State University and
The Phoenix City Manager's Office

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Date: 07/02/2025



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Background

In late 2021, in response to a request for research and technical assistance from the City of Phoenix (City) and Phoenix Police Department (Phoenix PD), Arizona State University (ASU) faculty in the School of Criminology & Criminal Justice agreed to work collaboratively with key City officials to develop and evaluate new responses to crime and disorder concerns in selected areas of the city, to include four major intersections along the 27th Avenue corridor and one on East Hatcher Road, in North Phoenix. Clinical Professor Michael Scott—who also served as ASU's Liaison to the Phoenix PD—and Assistant Clinical Professor Brooks Louton took on the project.

Initially, the project contemplated ASU helping with the following tasks:

- defining the precise geographical parameters of the target areas
- gathering and analyzing police data to understand and substantiate the public-safety problems in these areas
- developing testable explanations for what was causing or contributing to the crime and disorder problems
- developing new responses to these problems based on published research and other police agencies' experiences with similar problems
- documenting the action plan's development and implementation and what challenges, if any, there were to implementing them
- assessing the effectiveness of the implemented responses in improving public safety in the target areas, as well as looking for any evidence of displacement of the problems to other areas or, conversely, added benefits to public safety experienced outside the target areas.

The ASU team further encouraged Phoenix PD and City officials to engage with the communities affected by the problems in developing the action plan, implementing it, and measuring its impact. To guide staff in the implementation of the initiative, the City Council requested on-going community participation in the oversight of the plans. Therefore, Community Committees (Committees) were established for each focus area to provide staff with ongoing feedback throughout the implementation, to assist staff in identifying problem areas within neighborhoods, and to act as liaisons to multiple community and business associations. The Committees are composed of a wide range of neighborhood, business, and educational leaders within each focus area.

The project was labeled the 27th Avenue Corridor Public Safety Initiative (later revised to the Phoenix Community Safety Plans) and the Phoenix City Council approved this contractual arrangement with ASU in February 2022 as part of a larger two-year funding authorization that included the hiring of additional city prosecutors, neighborhood services staff, street lighting, and police assistants; and various police surveillance technology (video surveillance cameras, automated license plate readers and gunshot detection systems). The surveillance technology was earmarked for use in a new Real Time Operations Center (RTOC) to be developed in the Cactus Park police precinct.

Project meetings began in October 2021 and many features of the project evolved over time. Fairly early in the project, it became clear that the City preferred that ASU's role be more limited than originally proposed, omitting much of the up-front analysis of specific problems and much of the response development, focusing instead mainly on assessing the impact of the project on desired outcomes. The ASU team continued to attend many project meetings with community groups as well as project meetings among City agencies, documenting as much as possible reported actions taken to address crime and disorder problems and making recommendations regarding strategies and tactics likely to be effective.

Another significant aspect of the project that evolved in the early stages was the geographical boundaries of the target areas. One major recommendation made by ASU that was partly embraced by the City was to organize the project around multiple geographical areas rather than around one single, large area. Accordingly, the 27th Avenue initiative was ultimately organized into four geographic areas: 1) the stretch of N. 27th Avenue in Midtown; 2) the stretch of N. 27th Avenue near Metro Center; 3) a stretch of W. Bell Road; and 4) a stretch of E. Hatcher Road (which was actually in the Desert Horizon police precinct rather than in the Cactus Park police precinct where the other three areas were located). This broadened the project from involving just the Cactus Park police precinct to involving the two precincts.

The next major expansion of the project occurred in July 2022, the City Council funded a second initiative along the N. 19th Avenue corridor, thereby more fully involving the Desert Horizon police precinct. As with the 27th Avenue initiative, much of the funding was for the purchase, installation and operation of the same police surveillance technology to be used in a new Real-Time Operations Center in the Desert Horizon police precinct. The 19th Avenue initiative began implementation in March 2023 with the first meetings of those community committees.

It is also significant that the 27th and 19th Avenue Community Safety Plans did not operate in isolation of other significant initiatives affecting these target areas. For example, the Phoenix Police Department participated in a major crime-control initiative funded by the U.S. Department of Justice Bureau of Justice Assistance known as the National Public Safety Partnership (PSP), launched at the same time as the 27th Avenue project (January 2022). The funding supported providing the City of Phoenix with national technical assistance to address crime across the city, with at least some of the focus also being in the 27th and 19th Avenue corridors in North Phoenix. ASU's Clinical Professor Scott was asked by Phoenix PD to join the regular PSP meetings and note where these two separate initiatives overlapped. The PSP encouraged federal, state, county, and city governments to collaborate in addressing crime and disorder. Accordingly, many of the same City agencies (police, neighborhood services, prosecutors, parks, homeless services, public health, human services) were collaborating on both initiatives. County prosecutors and probation officials; and federal law enforcement agencies (FBI, DEA, US Marshal's Service, federal probation and parole, federal prosecutors) also collaborated with City agencies in the PSP.

Project Areas

Introduction

At the time of this writing, we have been monitoring five areas for this project. All areas are in the Cactus Park or Desert Horizons precinct (or the Black Mountain precinct, in the case of Bell Road), and are near the I-17 corridor. The project started with four areas, evolving to change one area and add a fifth approximately a year into the effort.

Area evolution

As the project began, positive community perceptions led to additional requests from community members to be included in the project, resulting in two notable changes to the project areas. Initially, the Bell Road area was included in the North 27th Avenue, Metro project area. It gained a few police grids and was considered its own area with the introduction of the 19th Avenue Corridor project area. The 19th Avenue Corridor also had a few police grids originally assigned to the Hatcher Road project area, resulting in the Hatcher Road area being particularly small.

Final project areas

Ultimately, five project areas included in this project are

1. Area 1: 27th Avenue Corridor, Midtown
2. Area 2: 27th Avenue Corridor, Metro Center
3. Area 3: Bell Road
4. Area 4: Hatcher Road
5. Area 5: 19th Avenue Corridor

Direct comparison of these areas is inappropriate due to both the size of the areas and the nature of the problems in each area. The size of each area ranges from 4 grids to 39 grids, covering less than a mile up to approximately five miles. Additionally, the problems in each area vary, and therefore needed different interventions which are not comparable. For example, the crime and disorder problem in the Hatcher Road area was being driven by issues of encampments, trespassing, drugs, and other quality of life issues, with unhoused individuals drawn to a St. Vincent De Paul day center. In contrast, much of the concern in the 27th Ave. project area centered around prostitution, which would be addressed in a different manner. Maps of the project areas can be found in Appendices A and B, with lists of area geographic grids in Appendix C.

Overarching Goals and Desired Outcomes

Introduction

As mentioned above, the nature of the problems in each project area was perceived to be different. Accordingly, individual goals and desired outcomes were created for each project area. Perhaps the most notable is the inclusion of prostitution only in the two 27th Avenue project areas. All five areas were concerned with outcomes related to homelessness and drug use/sales. Overarching goals and specific desired outcomes for each project area were created with the input of the Community Committees, the City Manager's Office, the Phoenix PD, Neighborhood Services Department (NSD), Office of Homeless Solutions (OHS), the Office of the Phoenix City Prosecutor, and the Phoenix Public Health Office. All areas settled on the same three overarching goals. The desired outcomes were the same across all five areas, with the exception of the inclusion of prostitution in the 27th Avenue project areas.

Overarching Goals

All five project areas shared the same three overarching goals for the Community Safety Plans. First, they aimed to improve the perceived safety of area residents, businesses, patrons, and students. Results for this goal are measured using the Perceptions of Safety community survey. The second goal was to improve processes for outreach and increase referrals for those seeking services. Results for this area are derived from qualitative interviews with project staff and observations of Community Committee meetings. Finally, the third goal is to reduce criminal incidents impacting community safety and quality of life. These are measured using Phoenix PD incident data, as well as data from the Perceptions of Safety community survey.

Desired Outcomes

All five areas share the same ten desired outcomes, although the Perceptions of Safety community survey ranked them by responses for each area (see Appendix D).

1. Fewer incidents of assault and aggravated assault;
2. Decreased encampments/individuals experiencing homelessness;
3. Fewer incidents of trespassing;
4. Less visible usage of illicit drugs;
5. Fewer instances of open drug sales;
6. Reduction in number of prostitution-related incidents;
7. Fewer incidents of theft;
8. Fewer blighted properties;
9. Less graffiti in public areas;
10. Decreased overdoses/fatal overdoses.

Interventions

Overview

Interventions for this project were originally conceived to be technologically heavy, with a focus on the use of video surveillance cameras, automated gunshot detection systems, and automated license plate readers, incorporated into new RTOCs. Unfortunately, the RTOC equipment was subject to a series of delays, and full implementation did not occur until May 2024, years after the initial project implementation. Despite this delay, all departments involved took steps towards the desired outcomes throughout the duration of the project, although documentation was varied or difficult to access.

Some of the interventions and outcomes are well-documented. For example, crime reports are available from Phoenix PD and naloxone distributions are documented by zip codes. On the other hand, the Office of the Prosecutor was unable to provide comprehensive data about their cases originating in their project areas.¹ While city prosecutors did their best to report relevant cases in community meetings, complete data was not available. Similarly, some desired outcomes are difficult to measure at all. For example, while community members care deeply about the presence of homeless encampments and open drug use, thorough documentation of these conditions is difficult (both conditions are highly mobile and transient), and is therefore not currently available. In these instances, we rely on police incidents, PHX C.A.R.E.S. cases and educations, and resident reports when available.

It is also important to mention citywide efforts that may have overlapped with efforts specific to the project areas. For example, Phoenix launched a Community Court in January 2024. The Community Court is designed to empower, assist, and provide unsheltered individuals with the tools and resources necessary to establish stable housing, receive services to assist with any addiction issues, connect with mental health professionals, and reduce repetitive criminal behavior. The Community Court has the goal of assisting unsheltered persons who have been cited or arrested, and is a collaborative effort between multiple City of Phoenix departments, including the Municipal Court, the Prosecutor's Office, the Public Defender's Office, and OHS. The City had also launched a substantial alley-gating project aimed at preventing crime and disorder by limiting access to alleyways.² The Office of Homeless Solutions was established in fall 2022, and "The Zone" in downtown Phoenix was cleared of homeless encampments in 2023 under court order. Additionally, Phoenix was part of a Bureau of Justice Assistance Public Safety Partnership, involving crime reductions targeted by local, state, and federal agencies during this time. These overlapping initiatives likely impacted the outcomes of this project in ways that are difficult to distinguish from the effects of the interventions intended specifically for the project areas. The interventions impacting homelessness did impact the perception held by some Community Committee members that individuals would move from "The Zone" to the project areas.

Strategies for area-specific interventions are conceptualized into four categories: 1) crime detection and response, 2) education and prevention, 3) safety of public spaces, and 4)

¹ This was principally because cases were not classified in the case-management system by street address.

² ASU's Center for Problem-Oriented Policing (directed by Clinical Professor Scott) provided City officials its guidebook *Closing Streets and Alleys* that summarized the research and good practices supporting this initiative.

access to services. Each project area participated in interventions in each of these categories broadly, but they also participated in interventions designed to affect specific sites. When possible, both are included here. The two 27th Avenue Corridor project areas are considered together, and the other project areas are examined separately.

The following are descriptions of the major types of specific interventions, with relevant notes for the project areas:

Real-Time Operations Centers

Establish a Real Time Operations Center and field operations process to respond to calls for service and aid criminal investigations. The first RTOC, located in the Cactus Park Precinct, was fully operational by February 2024, with the Desert Horizon RTOC fully operational by May 2024. Staggered implementation included setting up the facility, acquisition and installation of cameras, Firefly gunshot detectors, and automated license plate readers. Interviews with Phoenix PD staff working on this project indicate that the RTOC is regularly increasing its capabilities and usefulness as more personnel become aware of and trained how to make use of it. They report that the RTOC is particularly helpful for shots fired calls, vehicle collisions, and recovering stolen vehicles.

- In the 27th Avenue Corridor project areas, one brief success story is that in October 2024, officers responded to a shooting. Upon arrival officers contacted the victim who sustained a non-life-threatening gunshot wound. The victim provided a description of the suspect, this information was relayed to officers circulating the area. The specialist working in the Real-Time Operations Center helped locate the suspect and guide officers to this location which resulted in his apprehension.
- The Bell Road project area is covered by both the Cactus Park RTOC and the Desert Horizon RTOC, with Black Mountain Precinct responding to some areas using Desert Horizon's information.

Civil and criminal law enforcement at high-crime residential and commercial properties

Create an on-going directory of properties with the highest, or increasing, levels of criminal/code compliance activity to address issues through a coordinated approach involving Police, Neighborhood Services, and Community Prosecutors.

- Relevant personnel on this project meet regularly to discuss properties on this list in each of the five project areas.
 - In the 27th Avenue area, one notable success resulting from this project in the 27th Avenue Corridor is the Canyon Palms Apartment Complex, which had the highest volume of calls for service among apartment complexes in the project area. Not only were the calls frequent, but often dangerous, including shootings in the complex and a dead body in the pool. Staff from all departments involved worked to contact the property owner and engage them in remediation. Ultimately, the owner replaced the property management company, the property owner and management company engaged with the city to make improvements: Calls for service to the property reduced significantly as a result and have stayed notably lower. Over the course of the project, a total of 15 properties were identified and engaged in this process with police noticing a year over year decline in call volume at these locations.

- In the Bell Road area, five properties were identified as part of this effort. One vacant structure was demolished, and the other four successfully engaged in interventions and activity remains low at this time.
- In the Hatcher Road area, this project initially identified five properties for intervention. Each was successfully completed, and none of them are an ongoing concern.
- In the 19th Avenue area, five properties were identified and efforts remain on-going.

Repeat- and violent-offender focused attention

Work with internal and external partners to provide increased police operations to strategically address the most violent and repeat offenders.

- Phoenix PD personnel have reported regularly on felony arrests in the project areas at Community Committee meetings.
- The Office of the City Prosecutor worked to receive travel restrictions on repeat offenders in all project areas.
- Phoenix PD worked regularly with Adult Probation to apprehend subjects with felony warrants and probation violations.
- In the 27th Avenue Corridor project areas, the Neighborhood Enforcement Team conducted narcotic operations in early 2024 and then launched a direct undercover drug buy program in the same time period.
- In the Hatcher Road Area, Phoenix Police Department provided and continues to provide regular bike patrols to support these efforts.

Prostitution enforcement and prosecution

Increase Human Exploitation and Trafficking (HEAT) Unit operations along 27th Avenue. Arrests of prostitutes and clients, followed by prosecution and offers of social services.

- These interventions only apply to the 27th Avenue Corridor project areas, as prostitution was not a large issue in the other project areas.
- Increased HEAT Unit operations along 27th Avenue.
 - Phoenix PD's HEAT Unit conducted 48 operations in 2022, 68 in 2023, 61 in 2024, and 18 through April 2025.
- The City Manager's Office, Police Department, and Prosecutor's Office staff meet monthly to review statistical data of prostitution charges and determine areas of opportunity within prostitution enforcement operations.
- A notable intervention in this area was the closing of the Royal Inn (located on W. Palo Verde Dr. just off the Black Canyon Hwy. in the 27th Avenue Midtown target area) in September 2024. This was a joint operation between the FBI and the Phoenix PD, in service of reducing prostitution in the area. The operation received widespread news attention. It was well-received by community members, and project staff members appreciated the thorough job that the FBI did in sealing the building following the closure, preventing its access for further criminal purposes.

Prostitution public education program

Collaborate with the City's Human Trafficking Task Force to deploy a public education campaign on the harmful effects and penalties of the solicitation of sex within the focus area.

Drug overdose prevention

Distribution of Naloxone kits to prevent deaths from overdoses of opioids. Provide education to residents and businesses about non-fatal and fatal overdose data and the use of Narcan/Naloxone. Community members also received training on Naloxone administration.

- Overdose prevention: Data for overdose prevention methods come from the Phoenix Office of Public Health, and from the Maricopa County Public Health Department. The Office of Public Health distributed Naloxone kits across Phoenix. Three trainings on overdose prevention were held between 2023 and 2024. Area 3, Bell Road, was not a target for this outreach effort.

Year	Areas 1 & 2: 27th Avenue Corridor Number of Naloxone Kits Distributed	Area 4: Hatcher Road	Area 5: 19th Avenue Corridor
2023	122		135
2024	635	118	318
2025 (partial year)	332	63	161

Encampments and homelessness services

Work with PHX C.A.R.E.S. on focus areas within the corridor to identify solutions to prevent encampments from forming at overpasses/underpasses and bus stops through gating, street lighting, community education, Healthy Giving signs, etc.

- PHX C.A.R.E.S. staff provided 70 educational opportunities to the community on the PHX C.A.R.E.S. program and process throughout the focus areas.
- Areas 1 & 2: 27th Avenue Corridor
 - 17 major operations occurred during the intervention period alongside the daily PHX C.A.R.E.S. cases. Operations were focused on parks, the I-17 overpasses and major intersections.
 - Number of PHX C.A.R.E.S. Cases
 - 2022: 181
 - 2023: 135
 - 2024: 201
 - 2025 through April: 103
- Area 3: Bell Road
 - Bell Road underpass operations remain on-going to address issues of encampments in this area.
 - Number of PHX C.A.R.E.S. Cases
 - 2022: 35
 - 2023: 16
 - 2024: 24
 - 2025 through April: 4
- Area 4: Hatcher Road

- Weekly cleanings began in spring 2022 with enhanced biohazard cleaning beginning in spring 2023. Both ended in April 2024 after closing of the St. Vincent de Paul day center. Currently, these cleanings are conducted on an as-needed basis.
- Annual PHX C.A.R.E.S. cases in this area
 - 2022: 84
 - 2023: 52
 - 2024: 18
 - 2025 through April: 2
- Area 5: 19th Avenue Corridor
 - PHX C.A.R.E.S. conducted 10 major operations in this area since 2023, focusing on Washington and Solano parks and I-17 overpasses.
 - Annual PHX C.A.R.E.S. cases in this area
 - 2022: 512
 - 2023: 415
 - 2024: 526
 - 2025 through April: 231

Blight remediation

Coordinate with area partners to conduct community cleanups within the focus area.

- Community cleanups have occurred regularly throughout the intervention period, with pauses for summer heat.

Conduct arterial reviews within the focus areas for common blight violations to proactively address issues.

Year Blight Cases Opened	Areas 1 & 2: 28th Avenue Corridor	Area 3: Bell Road	Area 4: Hatcher Road	Area 5: 19th Avenue Corridor
2023	471	21	16	1,509
2024	450	24	25	1,326
2025 (May)	132	12	8	608 (April)

- Illegal mobile vending became an issue in fall 2023 across all areas and special operations between Phoenix PD/NSD began regularly.
- From the CSPs, the City launched a Vacant Property Registry in January 2024.
 - 47 properties immediately registered in the focus areas.

Criminal justice system education

Educate and train the community and CSP partners on the criminal justice process, victim impact statements, being good witnesses, etc. Trainings in this project area have included trainings by the Phoenix Community Prosecutor, as well as the Maricopa County Prosecutor. Community service providers have also offered trainings on available services. The Maricopa County Attorney's Office joined internal project efforts for all five areas in December 2024, and began attending and presenting at community committee meetings in 2025.

- Trainings conducted
 - 2022 – 4

- 2023 – 6
- 2024 – 2
- 2025 – 2
- In the 27th Avenue Corridor project areas, the Prosecutor's Office, Phoenix PD and the City Manager's Office are working closely with community leaders along 27th Avenue to gather community impact statements from neighborhood and business groups, non-profit organizations, and corridor schools. Prosecutor's Office staff will utilize the community impact statements in the judicial process to help convey the impact of the issue on the community when asking for increased bail, release conditions or sentencing of prostitution cases.

Crime Prevention Through Environmental Design (CPTED) promotion

Promote Crime Prevention Through Environmental Design (CPTED) within the focus areas ensuring residents and businesses are educated on CPTED principles.

- Development and publication of a new [CPTED website](#)³
- Areas 1 & 2: 27th Avenue Corridor
 - Annual CPTED training sessions
 - 2022: 25
 - 2023: 24
 - 2024: 64
 - Authority to Arrests secured or renewed
 - 2023: 440
 - 2024: 550
- Area 3: Bell Road
 - Regular CPTED training occurred with area Community Action Officers through the Bell Road Business Alliance.
 - Authority to Arrests secured or renewed
 - 2023: 28
 - 2024: 86
- Area 4: Hatcher Road
 - Annual CPTED training sessions:
 - 2023: 1
 - 2024: 1
 - Authority to Arrests secured or renewed
 - 2023: 25
 - 2024: 25
- Area 5 19th Avenue:
 - Annual CPTED training sessions
 - 2023: 5
 - 2024: 12
 - Authority to Arrests secured or renewed
 - 2023: 377

³ The website was developed by Chase Smith as an honors thesis project at ASU's Barrett Honors and Watts Public Service & Community Solutions Colleges, supervised by Clinical Professor Scott, one of this project's co-principal investigators, and with the assistance and support of Phoenix Police Detective Brian Kornegay. The website was designed by the City Communications Office.

- 2024: 645

Alley gating

Install alley gates to prevent crime and disorder by limiting access to alleyways. Provide Gated Alley Program informational presentations at neighborhood meetings in the CSP. Educate residents about the program and process to request gates. Provide technical assistance as needed.

	Areas 1 & 2: 27th Avenue Corridor	Area 3: Bell Road	Area 4: Hatcher Road	Area 5: 19th Avenue Corridor
Alley segments gated	74	19	5	64

Graffiti cleanup and education

Identify graffiti hot spots along corridor arterials to proactively discourage recidivism by removing graffiti as soon as possible. Provide focused community education on Graffiti Busters and reporting tools to empower neighborhood leaders and residents to quickly report graffiti. In community committee meetings, members were engaged with these trainings and asked questions of the presenters.

- Heat maps were developed in 2023 and 2024 for each focus area to help staff proactively identify and remove graffiti.

Year of Graffiti Abatement	Areas 1 & 2: 27th Avenue Corridor	Area 3: Bell Road	Area 4: Hatcher Road	Area 5: 19th Avenue Corridor
2023	1,498	44	25	3,740
2024	1,514	52	19	3,333
2025 (May)	463	11	9	1,202

Enhanced lighting

Upgrade streetlight wattage or install new streetlights in areas of high crime or prostitution.

- 17 new streetlights have been installed on 27th Avenue
- Community committee members were particularly enthusiastic about replacing streetlights that had turned purple through a technical issue. Nearly 100 street lights have been repaired in the project areas since 2023, with and without the purple issue.

SafePHX Program

Create and implement a SafePHX Program for corridor businesses to promote preventing property crimes and further expanding the scope of the RTOC. Community members voted on branding for this program and are interested in connecting business cameras to the RTOC. The Phoenix PD is currently working to launch a program integrating business cameras but is encountering technology integration problems with potential partners. Staff are working to identify new partners to pilot a program.

Access to services

Coordinate outreach events/projects through the Office of Homeless Solutions, PHX C.A.R.E.S., Community Assistance Program, Phoenix PD, and other departments to residents experiencing homelessness, mental or behavioral health issues to improve referrals to health and social services.

- More than 70 major outreach events were documented in the focus areas. Additionally, the Office of Homeless Solutions provided ad hoc outreach through the City's Homeless Liaisons, and through the City's contracted outreach program, based on feedback from the community and known hot spots.
 - One notable operation was in January 2025, which included deployment of Behavioral Health Engagement teams with OHS, PHX C.A.R.E.S., and Phoenix PD at 27th and Northern avenues. Community feedback was highly positive of this deployment.
 - Outreach for access to services was particularly important with the closing of the St. Vincent De Paul day shelter in the Hatcher project area. In a major effort involving the cooperation of St. Vincent De Paul, community members, and city agencies, the majority of homeless people in the area accepted services. This was the only area where the project was able to conduct a point-in-time count of unhoused people in the area, which identified 277 unhoused individuals. Over the course of a few months, staff was able to successfully offer services to more than 250 people experiencing homelessness in this area.

Coordinate community agency roundtables with area service providers to establish new partnerships and increase access to substance use treatment and harm reduction resources.

- Three community agency roundtables were held connecting city staff with service providers and discussing ways to improve communication and referring individuals.

Assessment

There are five common areas of assessment for this project. Crime outcomes were assessed using incidents reported to police. Phoenix PD provided incident-level data by precinct and police grid for incidents reported January 1, 2018, through April 30, 2025. This time period was selected in order to provide a full three years of pre-intervention data, with extra pre-intervention time to mitigate any artificial effects of the pandemic in 2020. Date ranges are displayed as 12-month time periods from May to April, in order to show a full year of outcomes following full implementation of the RTOCs. In conjunction with the Phoenix City Manager's Office, ASU selected offenses relevant to the desired outcomes for the project, which are listed in Appendix E. Due to the timing of the project and the implementation of the RTOCs, the data is organized by twelve-month time periods from May 1 to April 30. This results in one 12-month period which overlaps the pre-intervention period and the intervention period. Accordingly, that period is excluded from goal setting. Incidents are further broken down into consensual crime and nonconsensual crime categories⁴ and finally evaluated by specific offense types. For purposes of determining whether the interventions were successful, we set the statistical goal of reducing reported crime by at least two standard deviations below the average level of reported crime in the study period. This definition of success (or failure) acknowledges that there is some normal variation in reported crime levels across time periods that doesn't warrant special attention. Although graffiti incidents were originally included in the police incident data, it was brought to our attention that the police department is not primarily responsible for graffiti documentation and intervention. As a result, data regarding graffiti was provided by the Neighborhood Services Department. The Phoenix Public Health Office provided data regarding suspected drug overdoses. Information on public education was provided through community meetings and agendas created by the City Manager's Office. The City Manager's Office collected data on public perceptions of safety via an online survey, offered annually in 2023, 2024, and 2025. The ASU consultants assisted in creating the survey, which uses common questions on perceptions of public safety. The full survey can be found in Appendix D.

⁴ Consensual crimes are those in which two or more persons agree to engage in the illegal act. Drug dealing and prostitution are two such examples. The harm is more to the public than to the persons engaging in the criminal act. Nonconsensual crimes are those in which one or more persons is harming one or more other persons who do not consent to being harmed. Robbery, theft and assault are common examples.

Area 1: North 27th Avenue Corridor, Midtown

Goals

Goal	Assessment
Improve the perceived safety of area residents, businesses, patrons, and students	Community survey results indicate increases in feelings of safety, although more than half of respondents believe that crime is increasing.
Improve processes for outreach and increase referrals for those seeking services	Successful creation of OHS has improved processes; dual deployment of police and services has reportedly increased referral success rates, although referral data are unavailable.
Reduce the criminal incidents impacting community safety and quality of life	Success reducing relevant non-consensual crimes. Making progress on consensual crimes.

Crime Outcome Overview

Desired Outcome	Project Progress
Fewer incidents of assault and aggravated assault	Successful
Fewer incidents of trespassing	Successful
Less visible usage of illicit drugs	Not yet successful
Fewer instances of open drug sales	Successful by community survey, not yet successful by crime incidents
Reduction in number of prostitution related incidents	Not yet successful
Fewer incidents of theft	Successful

Other Outcomes Overview

Desired Outcome	Project Progress
Decreased encampments/individuals experiencing homelessness	Not yet successful
Fewer blighted properties	Not yet successful
Less graffiti in public areas	Successful
Decreased overdoses/fatal overdoses	Data pending

Community Survey Results

The community survey combines both of the 27th Avenue Corridor project areas (Midtown and Metro Center). Data was gathered in June 2023 and May 2025, via an online survey distributed to the Community Committees. Full results are available in Appendix D. Compared to 2023, the results from 2025 indicated a 7-percentage point increase in residents reporting feeling safe or very safe, at 41%, up from 34%. A 6-percentage point decrease was seen in percentage of respondents feeling unsafe or very unsafe. This is a positive outcome for community members' feelings of safety in this area. One area for improvement is in communicating successful reductions in crime, as just over half (52%) of respondents reported in 2025 that crime had gone up in their neighborhood over the last year. Similarly, even though thefts have decreased significantly in this area, there was a 7% increase (up to 83% of respondents) who view theft as a serious problem in their neighborhood.

The community survey was also used to measure some desired outcomes that police incident data was not suited to measure. In this area, this includes outcomes related to blight, graffiti, and homeless encampments. Community survey results varied in these outcomes. Regarding blight, in 2023, 61% of respondents replied that blight/trash was a problem in their neighborhood, and this increased to 66% in 2025. In 2023, 27% of respondents indicated that blight/trash affected their feelings of safety the most, decreasing slightly to 23% in 2025. However, graffiti/vandalism was reported as a problem by 55% of respondents in 2023, but only 46% in 2025. In 2023, 25% of respondents indicated that graffiti/vandalism affected their feelings of safety the most, down to 13% in 2025. Homeless encampments elicited the most responses of these three, with 84% of respondents indicating it was a problem in 2023, and a small decrease to 81% in 2025. In 2023, 63% of respondents indicated that this was the issue that most affected their feelings of safety, and this increased to 68% in 2025.

Overdoses

Data is available for Phoenix EMS responses to suspected overdoses for 2022, 2023, and 2024. In the 27th Avenue Corridor areas, they responded to 9% fewer suspected overdoses in 2023 compared to 2022. However, 2024 saw a 9% increase from 2022 and a 20% increase from the prior year. However, currently, there is insufficient data to fully evaluate overdose outcomes as fatal overdose data is unavailable.

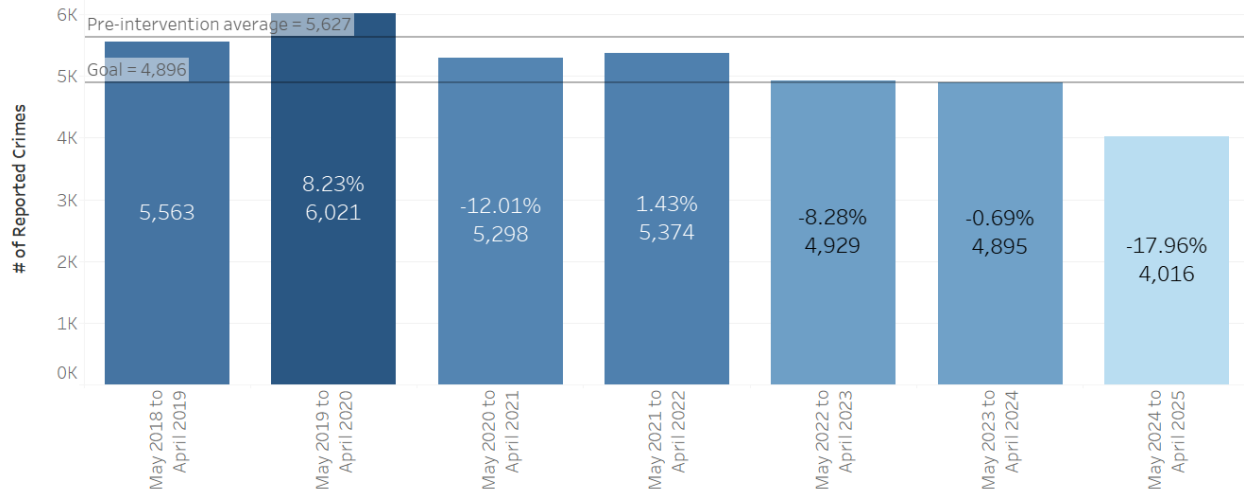
EMS Annual Responses to Suspected Overdoses in Areas 1 & 2: North 27th Avenue Corridor

Year	Responses to Suspected Overdoses
2022	415
2023	377
2024	454

Crime Outcomes Assessment

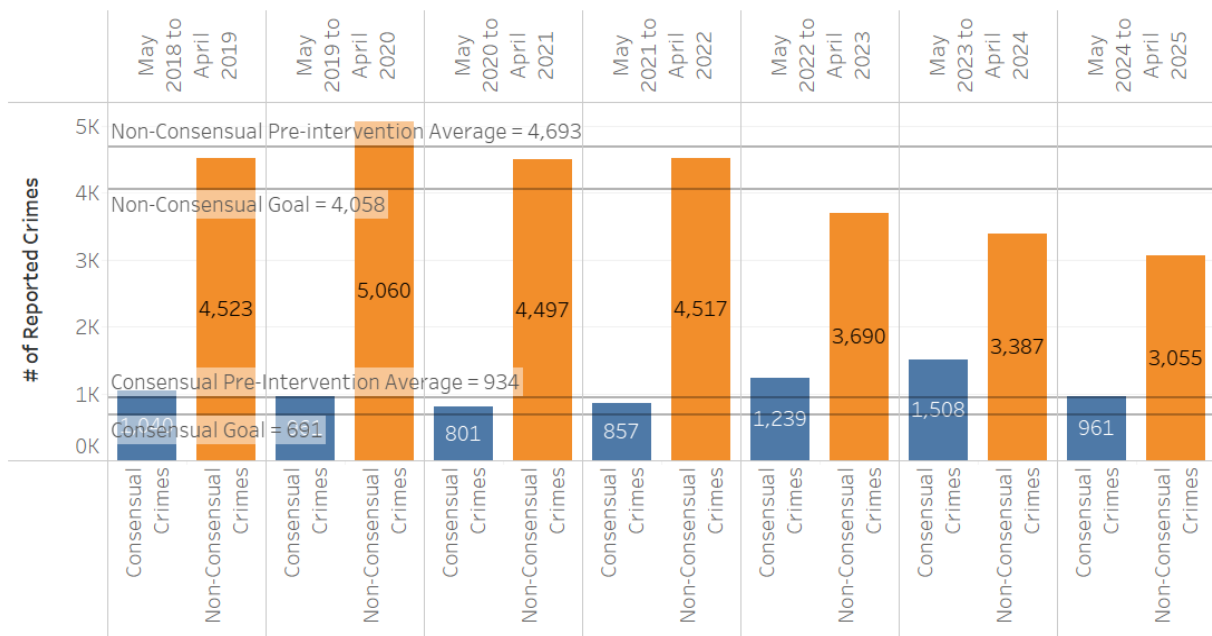
Prior to the intervention period, Area 1 experienced an average of 5,627 relevant incidents reported to police per 12-month time period, with a standard deviation of 366 incidents per period. The overall crime reduction goal for the selected incidents was set at 4,896 (see chart below). This overall goal was nearly met in the 2022-2023 time period, and was exceeded in both the 2023-2024 and 2024-2025 time periods, with 4,895 and 4,016 incidents respectively.

Area 1: 27th Avenue Corridor, Midtown
Selected Police Incidents
May 2018 - April 2025



Area 1 showed successful reductions in crime for non-consensual crime, but was not as successful in consensual crimes. For non-consensual crimes, Area 1 experienced a pre-intervention average of 4,693 incidents per 12-month time period, with a standard deviation of

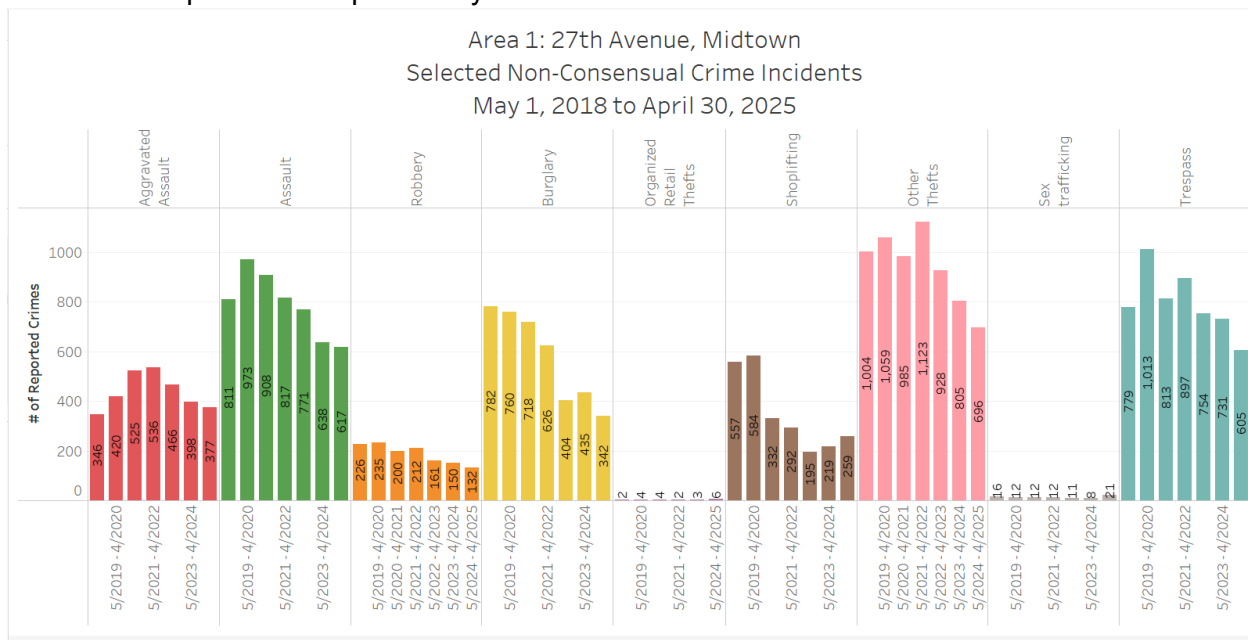
Area 1: 27th Avenue Corridor, Midtown
Selected Police Incidents by Outcome Group
May 1, 2018 to April 30, 2025



318, and resulting goal of 4,058 incidents. This goal was met every time period, with the full implementation of the RTOC displaying the fewest incidents of non-consensual crimes (see table above). For consensual crimes, Area 1 had a pre-intervention average of 934 incidents per 12-month time period, with a standard deviation of 122, and resulting goal of 691. While the most recent time period showed the least number of consensual crime incidents during the intervention, at 961 incidents, it still did not meet the goal.

A further breakdown of the offense types included in each category highlights which offenses are more frequent in each category. Non-consensual crimes showed notable decreases from pre-intervention time periods for all selected offenses with pre-intervention frequencies over 200 incidents per year. All violent crimes had decreases from their pre-intervention averages. Aggravated assault showed annual decreases, with an intervention period low of 377, although it did not reach its pre-intervention low of 346 in 2018-2019. Assault also showed annual decreases, with a low of 617 incidents in the 2024-2025 time period, down from a high of 973 in the 2019-2020 time period. Similarly, robbery has annual decreases, with a 2024-2025 low of 132 incidents, which was almost 40% lower than the pre-intervention high of 235 in 2019-2020.

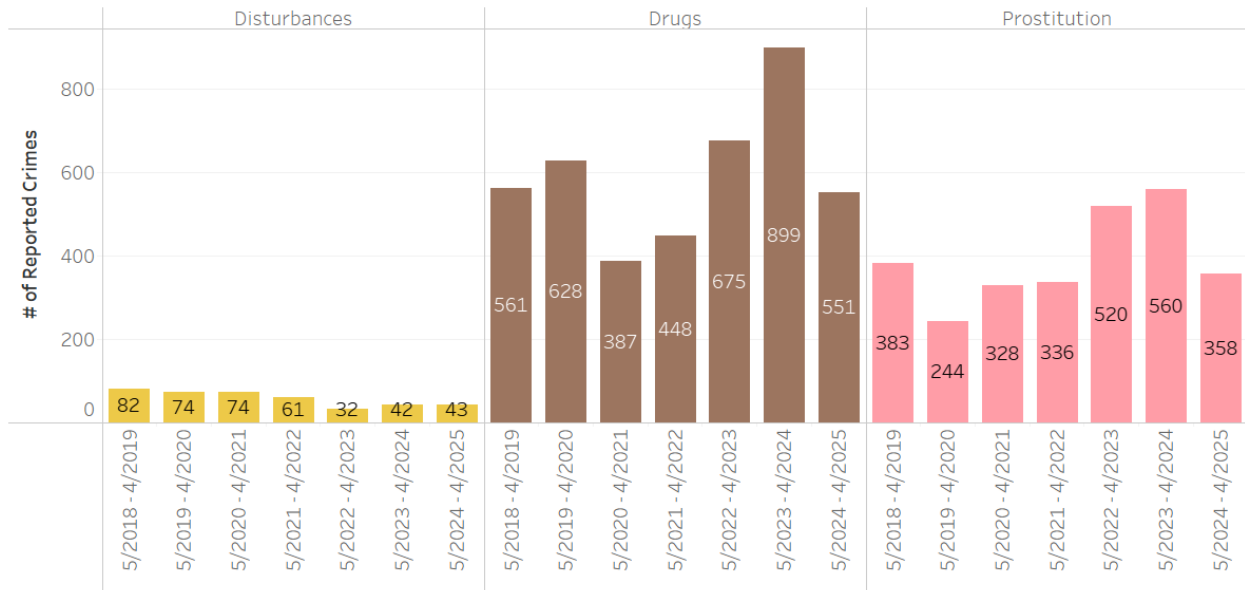
High-volume non-violent non-consensual crime incidents also decreased over the course of the project in this area. The burglary low of 342 incidents in 2024-2025 was less than half of the 2018-2019 high of 782. Shoplifting was less than half of the pre-intervention high for all years of the intervention. Other thefts, including motor vehicle thefts, decreased in each 12-month intervention period, with a low of 696 incidents in the 2024-2025 time period that was approximately 30% below the pre-intervention average. Finally, trespassing was lower than the pre-intervention average by the 2024-2025 time period, with a decrease of more than a hundred incidents compared to the previous year.



For consensual crimes, in this project area, relevant police incidents with low frequencies were removed from this analysis. Disturbance incidents decreased by almost half during the

intervention. On the other hand, illicit drug use offenses were higher during the intervention time periods, peaking at 328 in the 2023-2024 time period. Similarly, prostitution incidents were generally higher in the intervention time periods, peaking at 560 during the 2023-2024 time period. Other drug offenses also peaked in 2023-2024, at 571 incidents, although they decreased to the second-lowest frequency of the observed time periods in 2024-2025, at 358

Area 1: 27th Avenue Corridor, Midtown
Selected Police Incidents of Consensual Crimes
May 1, 2018 to April 30, 2025



incidents. This increase in consensual crimes is somewhat to be expected when police turn their attention to these types of offenses, as consensual crimes are frequently not reported.

Area 2: North 27th Avenue, Metro Center

Goals

Goal	Assessment
Improve the perceived safety of area residents, businesses, patrons, and students	Community survey results indicate increases in feelings of safety, although more than half of respondents believe that crime is increasing.
Improve processes for outreach and increase referrals for those seeking services	Successful creation of OHS has improved processes; dual deployment of police and services has reportedly increased referral success rates.
Reduce the criminal incidents impacting community safety and quality of life	Great success reducing theft-related crime. Room for improvement reducing violent crimes.

Crime Outcome Overview

Desired Outcome	Project Progress
Fewer incidents of assault and aggravated assault	Not yet successful
Fewer incidents of trespassing	Successful
Less visible usage of illicit drugs	Numbers too low to evaluate
Fewer instances of open drug sales	Successful by community survey, not yet successful by crime incidents
Reduction in number of prostitution related incidents	Numbers too low to evaluate
Fewer incidents of theft	Successful

Other Outcomes Overview

Desired Outcome	Project Progress
Decreased encampments/individuals experiencing homelessness	Not yet successful
Fewer blighted properties	Not yet successful
Less graffiti in public areas	Successful
Decreased overdoses/fatal overdoses	Data pending

Community Survey Results

The community survey combines both of the 27th Avenue Corridor project areas. Data was gathered in June 2023 and May 2025, via online survey distributed to the Community Committees. Full results are available in Appendix D. Compared to 2023, the results from 2025 indicated a 7% increase in residents reporting feeling safe or very safe, at 41%, up from 34%. A 6% decrease was seen in the percentage of respondents feeling unsafe or very unsafe. This is a positive outcome for community members' feelings of safety in this area. One area for improvement is in communicating successful reductions in crime, as just over half (52%) of respondents reported in 2025 that crime had gone up in their neighborhood over the last year. Similarly, even though thefts have decreased significantly in this area, there was a 7% increase (up to 83% of respondents) who view theft as a serious problem in their neighborhood.

The community survey was also used to measure some desired outcomes that police incident data was not suited to. In this area, this includes outcomes related to blight, graffiti, and homeless encampments. Community survey results varied in these outcomes. Regarding blight, in 2023, 61% of respondents replied that blight/trash was a problem in their neighborhood, and this increased to 66% in 2025. In 2023, 27% of respondents indicated that blight/trash affected their feelings of safety the most, decreasing slightly to 23% in 2025. However, graffiti/vandalism was reported as a problem by 55% of respondents in 2023, but only 46% in 2025. In 2023, 25% of respondents indicated that graffiti/vandalism affected their feelings of safety the most, down to 13% in 2025. Homeless encampments elicited the most responses of these three, with 84% of respondents indicating it was a problem in 2023, and a small decrease to 81% in 2025. In 2023, 63% of respondents indicated that this was the issue that most affected their feelings of safety, and this increased to 68% in 2025.

Overdoses

Data is available for Phoenix EMS responses to suspected overdoses for 2022, 2023, and 2024. In the 27th Avenue Corridor areas, they responded to 9% fewer suspected overdoses in 2023 compared to 2022. However, 2024 saw a 9% increase from 2022 and a 20% increase from the prior year. However, currently, there is insufficient data to fully evaluate overdose outcomes as fatal overdose data is unavailable.

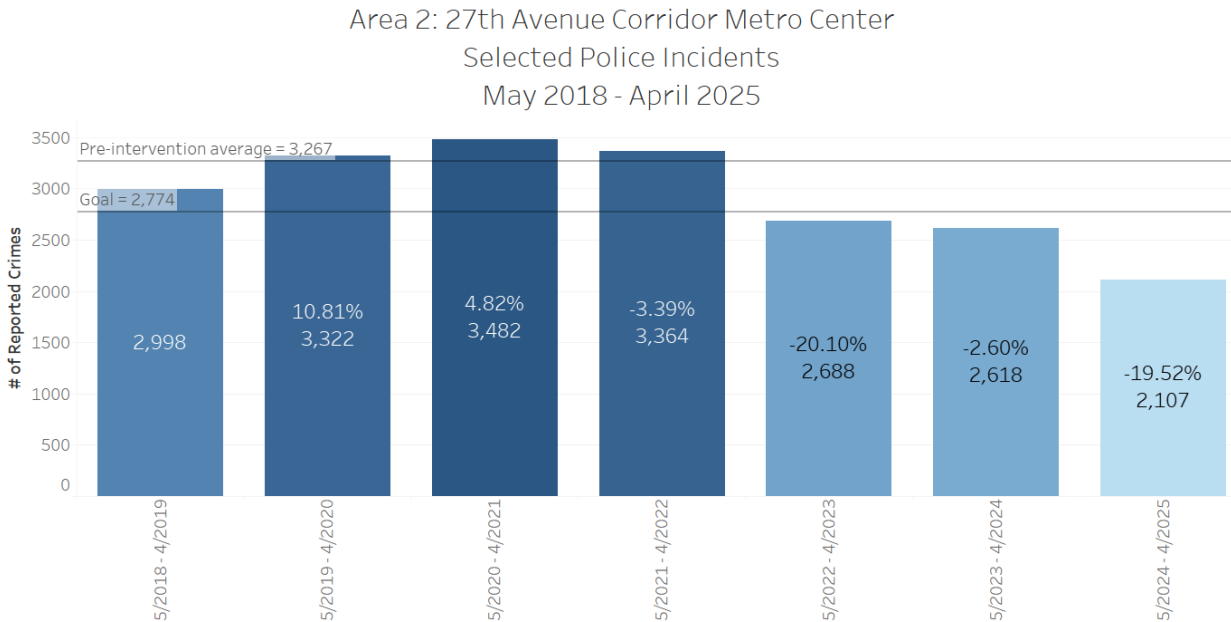
EMS Annual Responses to Suspected Overdoses in Areas 1 & 2: North 27th Avenue Corridor

Year	Responses to Suspected Overdoses
2022	415
2023	377
2024	454

Crime Outcomes

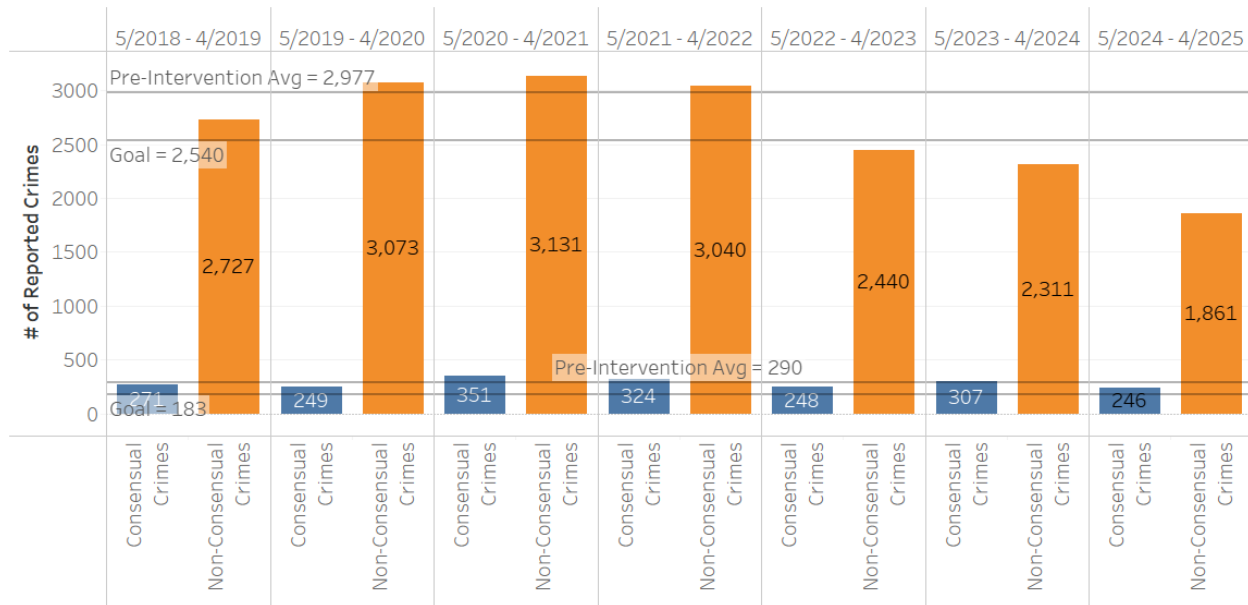
Prior to the intervention period, Area 2 experienced an average of 3,267 relevant incidents reported to police per 12-month time period, with a standard deviation of 247 incidents per period. The overall crime reduction goal for the selected incidents was set at 2,774 (see chart below). This overall goal was met in every intervention time period, with the lowest number of incidents (2,107) in the 2024-2025 time period. This represents a 35% reduction from the pre-

intervention average, and an almost 40% reduction from the high in 2020-2021. There was a 19.5% reduction from the previous period with the introduction of the RTOC.



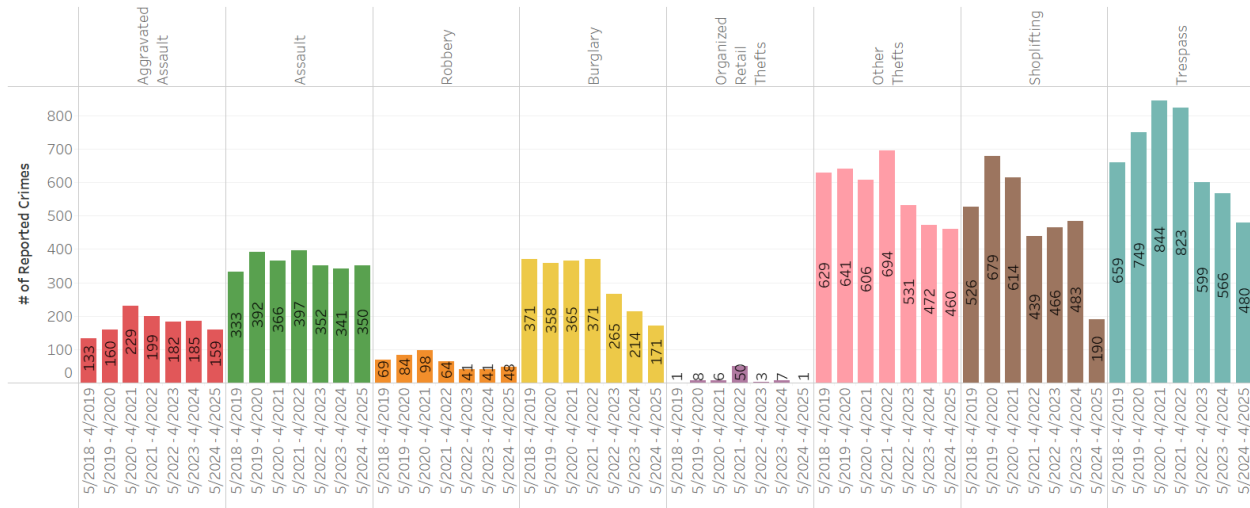
Examination of the selected offenses in terms of consensual and non-consensual crimes displays successful results for non-consensual crimes, but not consensual crime. For non-consensual crimes, Area 2 experienced a pre-intervention average of 2,997 incidents per 12-month time period, with a standard deviation of 218, and resulting goal of 2,540 incidents. This goal was met every time period, with the full implementation of the RTOC displaying the fewest incidents of non-consensual crimes (see chart below). For consensual crimes, Area 2 had a pre-intervention average of 290 incidents per 12-month time period, with a standard deviation of 54, and resulting goal of 183. The most recent time period had the least number of this type of crime incident, but did not meet the goal.

Area 2: 27th Avenue Corridor, Metro Center
Selected Police Incidents by Outcome Group
May 1, 2018 to April 30, 2025



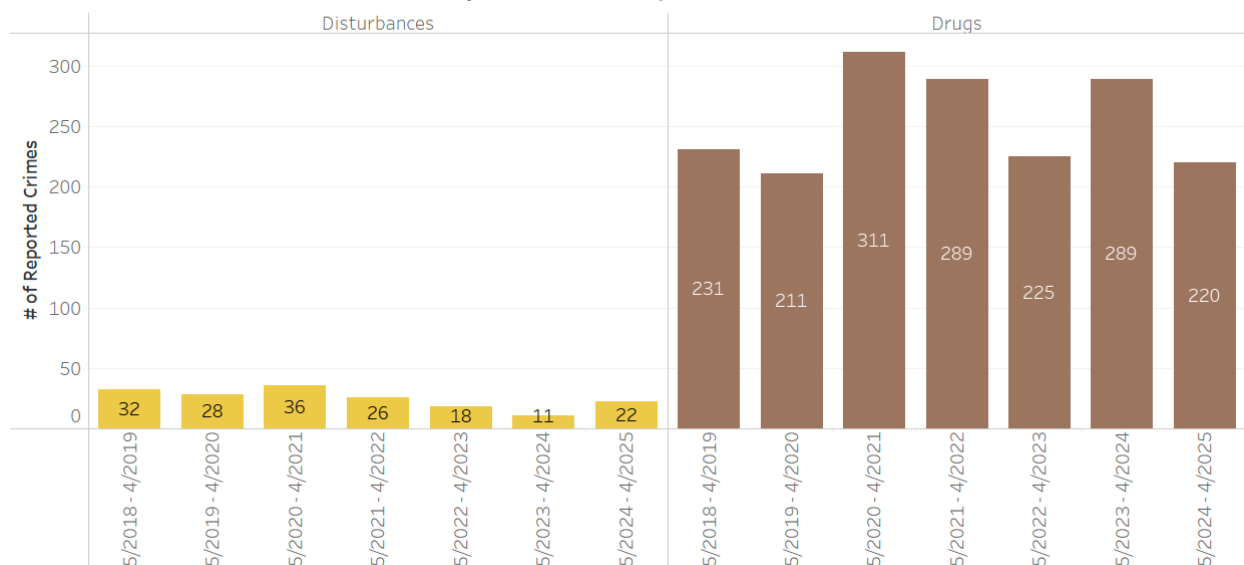
A further breakdown of the offense types included in each category highlights which offenses are more frequent in each category. Sex trafficking was removed from this analysis due to low frequency. Violent, non-consensual crimes did not show significant differences for aggravated assaults and assaults, but did not suffer from notable increases. In contrast, robbery decreased to two standard deviations below the pre-intervention mean at the beginning of the intervention (41 incidents), and remained low with only a slight increase in the most recent time period (48 incidents). Thefts of all types showed successful reductions in frequency, with burglary showing a notable drop and trending down over the course of the intervention. Shoplifting experienced an initial drop, but had a significant decrease in the 2024-2025 period, ending 69% below the pre-intervention average. Trespassing decreased every period during the intervention period, with reductions surpassing two standard deviations in the most recent two time periods. The lowest number of trespassing incidents was reported in 2024-2025, at 480 incidents.

Area 2: 27th Avenue Metro Center
Selected Non-Consensual Crime Incidents
May 1, 2018 to April 30, 2025



For consensual crimes in Area 2, 27th Avenue Metro Center, relevant police incidents with low frequencies are excluded here. Disturbance incidents were lower during the intervention period than the pre-intervention period, averaging 17 per period compared to an average of 32 pre-intervention. Drug offenses did not display a clear trend during the intervention period, with frequencies below the pre-intervention average of 251 in 2022-2023 and 2024-2025, but above that average at 289 in 2023-2024.

Area 2: 27th Avenue Metro Center
Selected Consensual Crime Incidents
May 1, 2018 to April 30, 2025



Area 3: Bell Road

Goals

Goal	Assessment
Improve the perceived safety of area residents, businesses, patrons, and students	Successful
Improve processes for outreach and increase referrals for those seeking services	Successful creation of OHS has improved processes; dual deployment of police and services has reportedly increased referral success rates.
Reduce the criminal incidents impacting community safety and quality of life	Successful

Crime Outcome Overview

Desired Outcome	Project Progress
Fewer instances of open drug sales	Successful by crime incident indicators.
Less visible usage of illicit drugs	Successful
Fewer incidents of trespassing	Successful
Fewer incidents of assault and aggravated assault	Successful
Fewer incidents of theft	Successful

Other Outcomes

Goal	Project Progress
Decreased encampments/individuals experiencing homelessness	Successful
Fewer blighted properties	Successful
Less graffiti in public areas	Successful
Decreased overdoses/fatal overdoses	Data pending

Community Survey Outcomes

The community survey included the Bell Road project area. Data was gathered in June 2023 and May 2025, via online survey distributed to the Community Committees. Full results are available in Appendix D. Compared to 2023, the results from 2025 indicated a large 43% increase in residents reporting feeling safe or very safe, at 68%, up from 25%. A 36% decrease was seen in percentage of respondents feeling unsafe or very unsafe. This is a highly positive outcome for community members' feelings of safety in this area. A more moderate improvement is in perceptions of frequency of crime, as just under half (48%) of respondents reported in 2025 that crime had gone up in their neighborhood over the last year. Similarly, even though thefts

have decreased significantly in this area, there was a 1% increase (up to 78% of respondents) who view theft as a serious problem in their neighborhood.

The community survey was also used to measure some desired outcomes that police incident data was not suited to. In this area, this includes outcomes related to blight, graffiti, and homeless encampments. Community survey results varied in these outcomes. Regarding blight, in 2023, 71% of respondents replied that blight/trash was a problem in their neighborhood, and this decreased to 47% in 2025. In 2023, 21% of respondents indicated that blight/trash affected their feelings of safety the most, decreasing to 13% in 2025. Graffiti/vandalism was reported as a problem by 64% of respondents in 2023, but only 37% in 2025. In 2023, 20% of respondents indicated that graffiti/vandalism affected their feelings of safety the most, down to 11% in 2025. Perceptions of open drug use as a neighborhood problem saw a 31% decrease from 2023 (80%) to 2025 (55%). Homeless encampments elicited the most responses of these four, with 86% of respondents indicating it was a problem in 2023, and a decrease to 64% in 2025. In 2023, 71% of respondents indicated that this was the issue that most affected their feelings of safety, and this decreased to 64% in 2025.

Overdoses

Data is available for Phoenix EMS responses to suspected overdoses for 2022, 2023, and 2024. In the Bell Road project area, they responded to 7% more suspected overdoses in 2023 compared to 2022 and were comparable in 2024 to 2023. However, currently, there is insufficient data to fully evaluate overdose outcomes as fatal overdose data is unavailable.

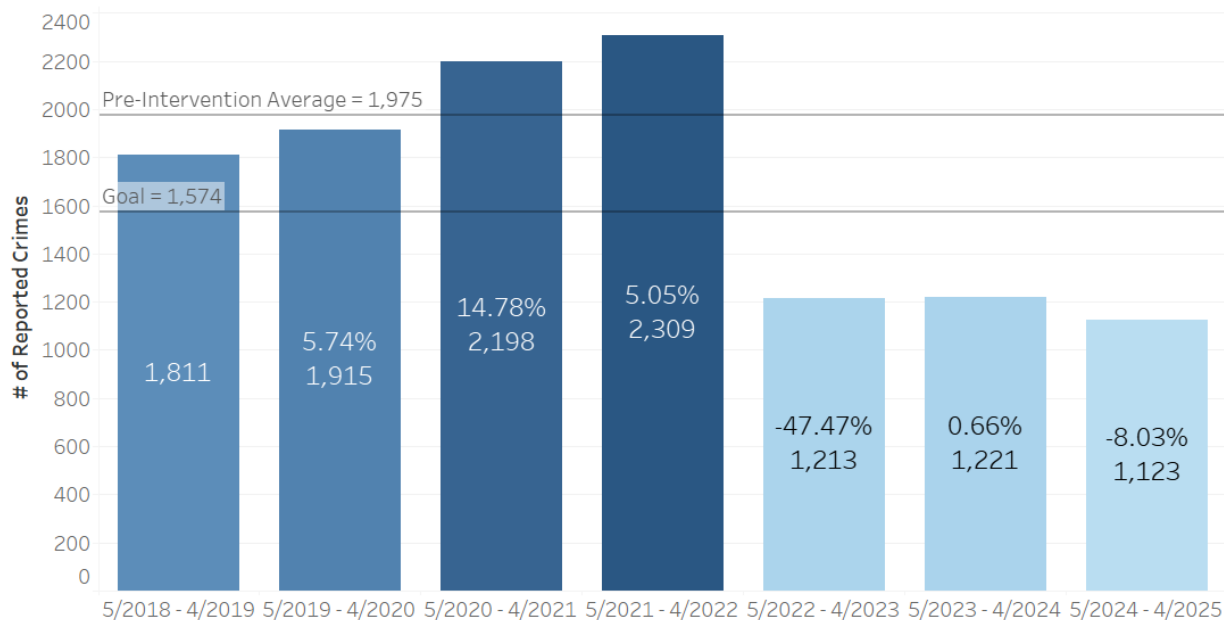
EMS Annual Responses to Suspected Overdoses in Areas 3: Bell Road

Year	Responses to Suspected Overdoses
2022	201
2023	215
2024	214

Crime Outcomes

Prior to the intervention period, Area 3, Bell Road experienced an average of 1,975 relevant incidents reported to police per 12-month time period, with a standard deviation of 220 incidents per period. The overall crime reduction goal for the selected incidents was set at 1,574 (see chart below). This goal was met during each full 12-month period of the intervention, with a remarkable 46% drop in reported incidents in the 2022-2023 period compared to the previous period.

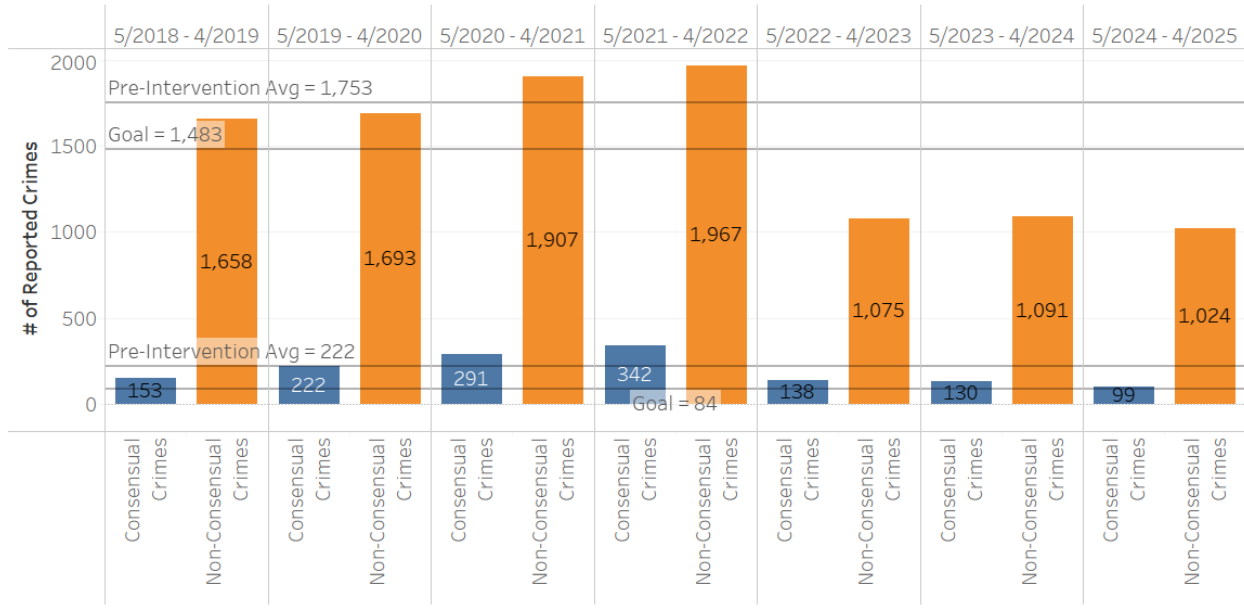
Area 3: Bell Road
Selected Police Incidents
May 2018 to April 2025



Dividing the data into consensual and non-consensual crimes shows the majority of the overall reduction can be attributed to non-consensual crimes. For non-consensual crimes, Area 3 (Bell Road) experienced a pre-intervention average of 1,753 incidents per 12-month time period, with a standard deviation of 134, and resulting goal of 1,483 incidents. Every time period during the intervention was substantially under this goal, ranging between 1,024 and 1,091 incidents per period.

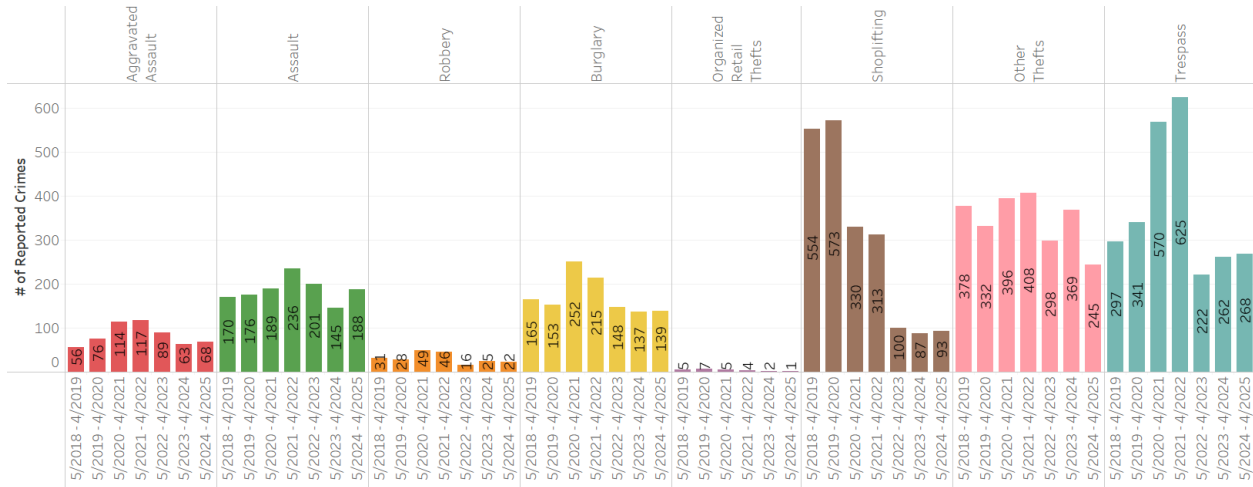
Consensual crimes for Bell Road averaged 222 incidents per 12-month period prior to intervention, with a standard deviation of 69, and corresponding goal of 84 incidents. While these crimes did decline compared to the immediately previous time periods, and show additional small declines annually, the goal was ultimately not reached. The 2024-2025 time period had the fewest number of consensual crime incidents, with 99 incidents.

Area 3: Bell Road
Selected Police Incidents by Outcome Group
May 1, 2018 to April 30, 2025



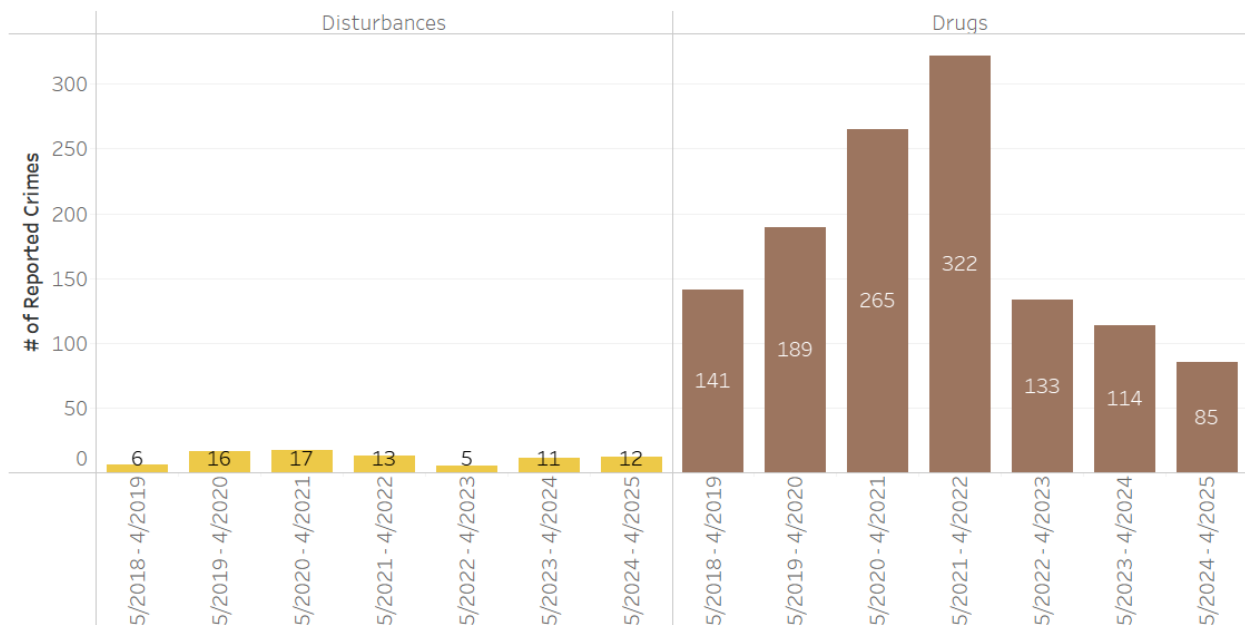
The non-consensual crimes in Area 3, Bell Road, showed steep declines as a group, but have variations within the group. Here, sex trafficking is excluded due to low numbers. Among the violent crimes, aggravated assault declined by about half of the pre-intervention high, from 114 incidents in the 2020-2021 period, to a low of 63 in the 2023-2024 time period. Assaults do not show a clear trend, with a low of 145 in 2023-2024, followed by a rebound to 188 in 2024-2025. Robberies decreased from the high, but appear to have regressed to pre-pandemic averages. All three theft categories showed notable decreases, with shoplifting being the most dramatic. Shoplifting dropped from more than five hundred in two pre-intervention time periods to under one hundred in the most recent time period. Trespassing is also remarkable, as it was trending upward pre-intervention, but decreased to below the pre-intervention low of 297 in all three intervention time periods.

Area 3: Bell Road
Selected Non-Consensual Incidents
May 1, 2018 to April 30, 2025



Of the consensual crimes included in the initial analysis, only disturbances and drug incidents occurred above minimal frequency. While disturbances showed small decreases in low frequencies, drug incidents declined by more than half over the course of the intervention. While consensual crimes overall did not result in significant reductions, drug incidents in themselves did. The pre-intervention average for these incidents was 198 per 12-month period, the most recent period had only 85 incidents.

Area 3: Bell Road
Selected Consensual Crimes
May 1, 2018 to April 30, 2025



Area 4: Hatcher Road

Goals

Goal	Assessment
Improve the perceived safety of area residents, businesses, patrons, and students	Successful
Improve processes for outreach and increase referrals for those seeking services	Successful creation of OHS has improved processes; dual deployment of police and services has reportedly increased referral success rates.
Reduce the criminal incidents impacting community safety and quality of life	Successful

Crime Outcomes

Desired Outcome	Project Progress
Fewer incidents of trespassing	Successful
Less visible usage of illicit drugs	Successful
Fewer instances of open drug sales	Successful by crime incident indicators.
Fewer incidents of assault and aggravated assault	Successful
Fewer incidents of theft	Successful

Other Outcomes

Goal	Project Progress
Decreased encampments/individuals experiencing homelessness	Successful
Less graffiti in public areas	Successful
Fewer blighted properties	Successful
Decreased overdoses/fatal overdoses	Data pending

Community Survey Results

The community survey included the Hatcher Road project area. Data was gathered in June 2023 and May 2025, via online survey distributed to the community committees. Full results are available in Appendix D. Compared to 2023, the results from 2025 indicated a large 25% increase in residents reporting feeling safe or very safe, at 53%, up from 28%. A 36% decrease was seen in percentage of respondents feeling unsafe or very unsafe.

This is a positive outcome for community members' feelings of safety in this area. A more moderate improvement is in perceptions of frequency of crime, as 31% of respondents reported in 2025 that crime had gone up in their neighborhood over the last year, down from 38% when comparing 2023 to 2021. Similarly, even though thefts have decreased significantly

in this area, there was a 4% decrease (72% down from 76% of respondents) who view theft as a serious problem in their neighborhood.

As noted, the community survey was also used to measure some desired outcomes that police incident data was not suited to. In this area, this includes outcomes related to blight, graffiti, and homeless encampments. Community survey results varied in these outcomes. Regarding blight, in 2023, 60% of respondents replied that blight/trash was a problem in their neighborhood, and this decreased to 46% in 2025. In 2023, 8% of respondents indicated that blight/trash affected their feelings of safety the most, increasing to 17% in 2025. Graffiti/vandalism was reported as a problem by 56% of respondents in 2023, but only 43% in 2025. In 2023, 20% of respondents indicated that graffiti/vandalism affected their feelings of safety the most, and this held stable for 2025. Perceptions of open drug use as a neighborhood problem saw a 20% decrease from 2023 (80%) to 2025 (60%). Homeless encampments elicited the most responses of these three, with 84% of respondents indicating it was a problem in 2023, and a decrease to 62% in 2025. In 2023, 76% of respondents indicated that this was the issue that most affected their feelings of safety, and this decreased to 57% in 2025.

Overdoses

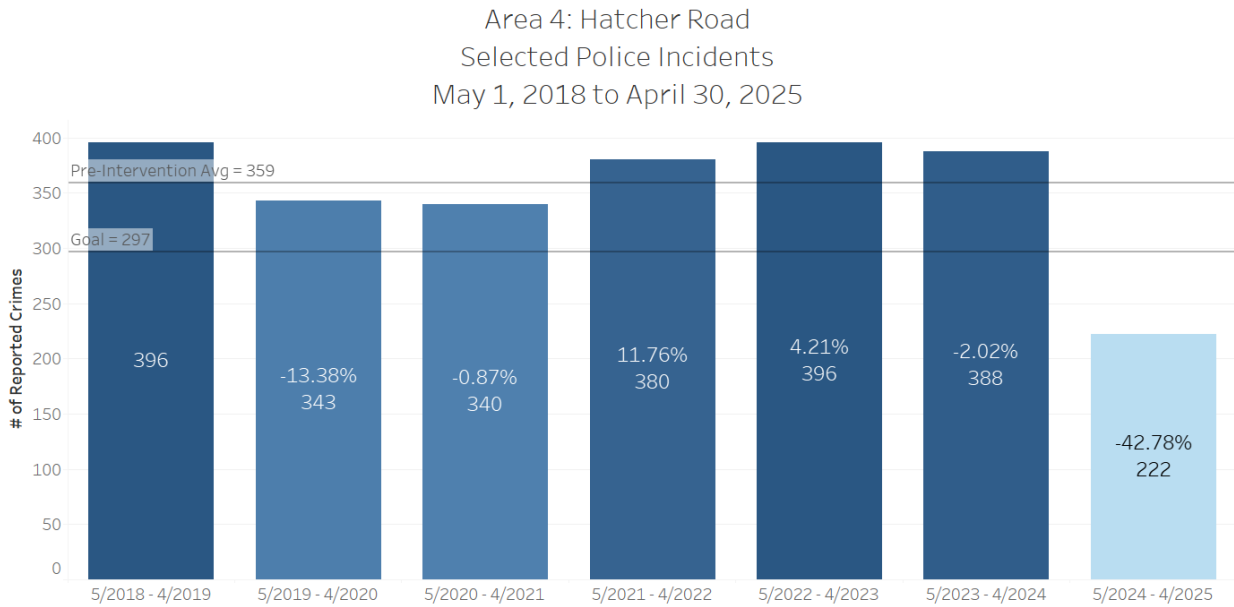
Data is available for Phoenix EMS responses to suspected overdoses for 2022, 2023, 2024. Near the Hatcher Road project area, they responded to 21% more suspected overdoses in 2023 compared to 2022. 2024 saw a 17% reduction in suspected overdoses compared to 2022. However, currently, there is insufficient data to fully evaluate overdose outcomes as fatal overdose data is unavailable.

EMS Annual Responses to Suspected Overdoses in Area 4: Hatcher Road

Year	Responses to Suspected Overdoses
2022	236
2023	285
2024	195

Crime Outcomes

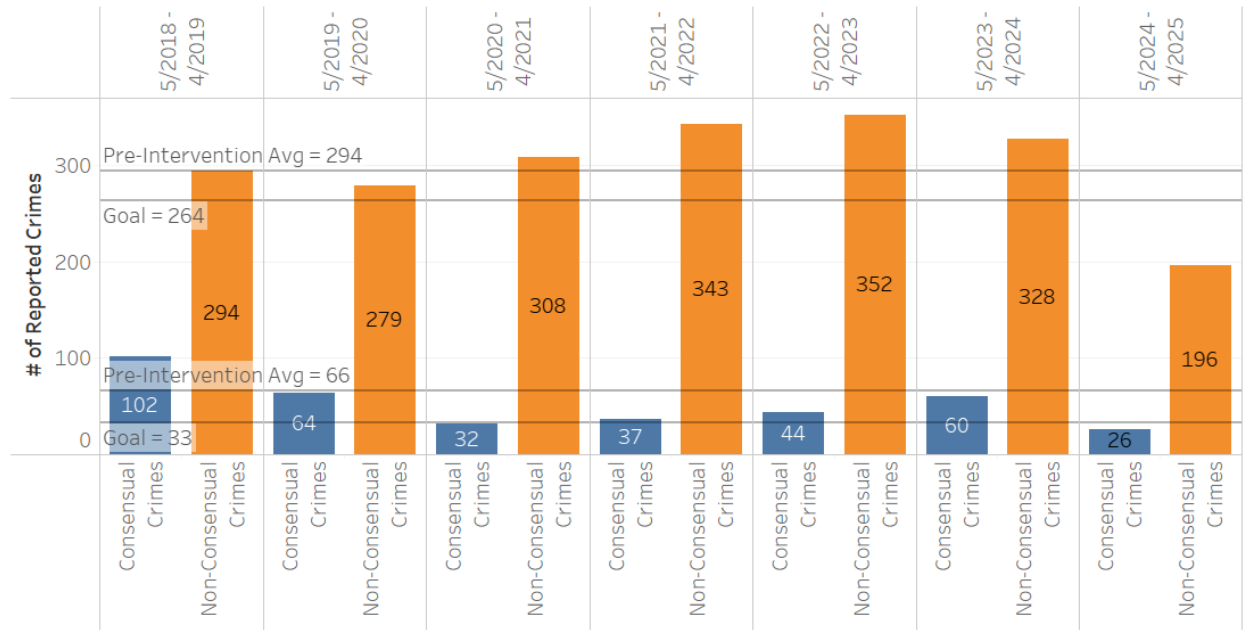
Prior to the intervention period, Area 4, Hatcher Road, experienced an average of 359 relevant incidents reported to police per 12-month time period, with a standard deviation of 32 incidents per period. The overall crime reduction goal for the selected incidents was set at 297. Incidents increased during the first 12-month time period of the intervention, then decreased sharply (43%) in the most recent time period. Qualitative interviews with city staff attribute this largely to the implementation of a coordinated outreach and engagement strategy focused on addressing individuals experiencing unsheltered homelessness, who were relying on St. Vincent de Paul's Chris Becker Resource Center to meet their daily needs. The strategy was deployed in December 2023 in response to neighborhood concerns and the planned closing of the Resource Center in February 2024.



Dividing the data into consensual and non-consensual crimes shows the majority of the overall reduction can be attributed to non-consensual crimes. For non-consensual crimes, Area 4, Hatcher Road, experienced a pre-intervention average of 294 incidents per 12-month time period, with a standard deviation of 15, and resulting goal of 264 incidents. The initial two intervention periods did not achieve the goal, but the final 12-month period was substantially under the goal at 196 incidents.

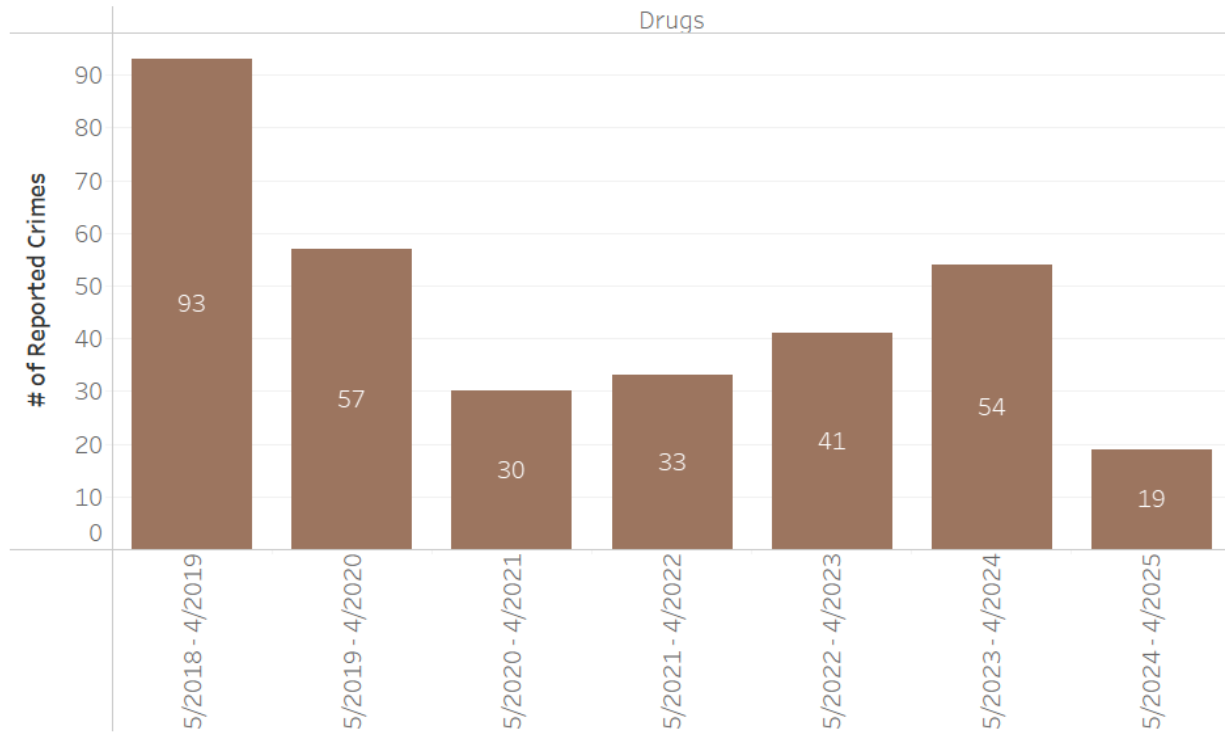
Consensual crimes for Area 4, Hatcher Road, averaged 66 incidents per 12-month period prior to intervention, with a standard deviation of 35. Use of standard deviations here would have resulted in a negative number, and so the goal was set at 50% of the pre-intervention average, or 33 crimes per 12-month time period. These crimes fluctuated over the course of the intervention, but the final time period met the goal at 26 reported offenses.

Area 4: Hatcher Road
Selected Police Incidents by Outcome Group
May 1, 2018 to April 20, 2025



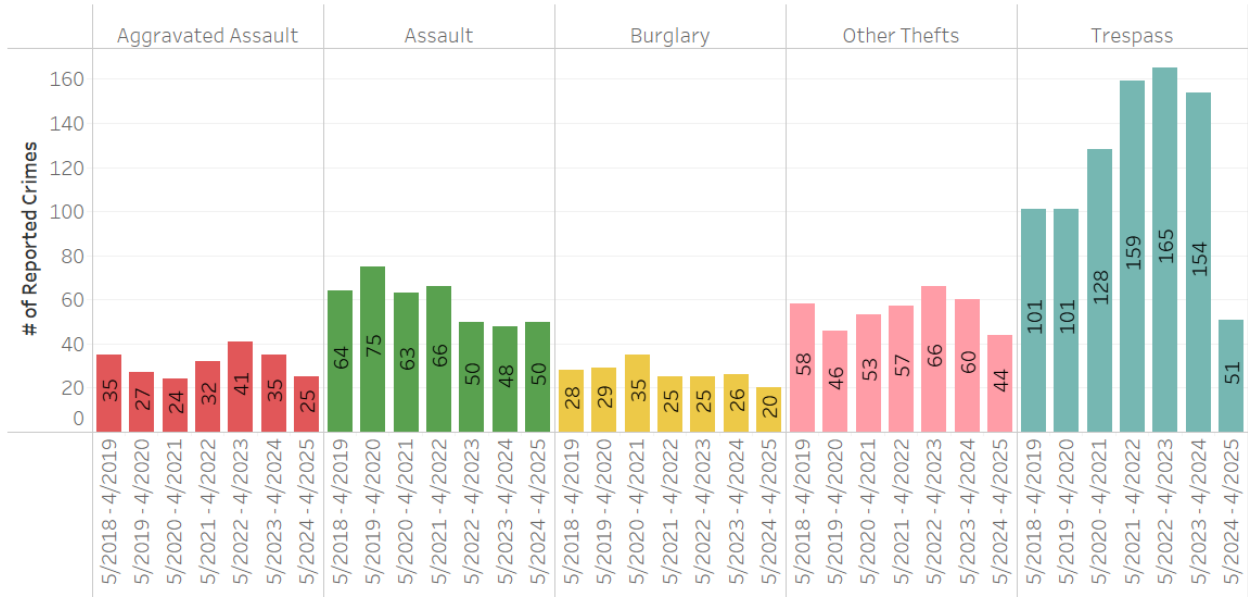
Among the offenses of interest, the only consensual crime that had more than minimal incidents in the relevant 12-month time period was drug offenses. These offenses increased in the first two 12-month intervention periods, but dropped to only 19 incidents in the final period.

Area 4: Hatcher Road
Selected Consensual Crimes
May 1, 2018 to April 30, 2025



When analyzing non-consensual crimes in Area 4, Hatcher Road, robbery, sex trafficking, and shoplifting were dropped due to low frequencies. Aggravated assaults did not show a meaningful change from the pre-intervention time period, but assaults were consistently approximately 20% lower than in pre-intervention time periods, ranging from 48 to 50 incidents per 12-month time period during the intervention. Burglaries had a significant decrease from the pre-intervention average, between 15% and 30%. Other thefts initially increased during the intervention, but ended at 44 in the last time period, 17% below the pre-intervention average of 52 incidents. As visible in the chart, non-consensual crimes in this area were dominated by trespassing offenses, which dropped 54% from the pre-intervention average to 51 incidents in the most recent 12-month time period.

Area 4: Hatcher Road
Selected Non-Consensual Incidents
May 1, 2018 to April 30, 2025



Area 5: 19th Avenue Corridor

Goals

Goal	Assessment
Improve the perceived safety of area residents, businesses, patrons, and students	Successful
Improve processes for outreach and increase referrals for those seeking services	Successful creation of OHS has improved processes; dual deployment of police and services has reportedly increased referral success rates.
Reduce the criminal incidents impacting community safety and quality of life	Successful

Crime Outcomes

Desired Outcome	Project Progress
Fewer incidents of trespassing	Successful
Less visible usage of illicit drugs	Successful by community survey, not yet successful by crime incidents
Fewer incidents of assault and aggravated assault	Successful
Fewer instances of open drug sales	Successful by community survey, not yet successful by crime incidents
Fewer incidents of theft	Successful

Other Outcomes

Goal	Project Progress
Decreased encampments/individuals experiencing homelessness	Successful
Fewer blighted properties	Not yet successful
Less graffiti in public areas	Successful
Decreased overdoses/fatal overdoses	Data pending

Community Survey Responses

The community survey included the 19th Avenue Corridor project area. Data was gathered in June 2023 and May 2025, via online survey distributed to the community committees. Full results are available in Appendix D. Compared to 2023, the results from 2025

indicated an 11% increase in residents reporting feeling safe or very safe, at 51%, up from 40%. An 8% decrease was seen in the percentage of respondents feeling unsafe or very unsafe. Another improvement is in perceptions of frequency of crime, as 39% of respondents reported in 2025 that crime had gone up in their neighborhood over the last year, down from 48% in 2023, when respondents were asked to compare 2023 to 2021. Although thefts have decreased noticeably in this area, there was a 6% increase (83% up from 77% of respondents) who view theft as a serious problem in their neighborhood.

As noted, the community survey was also used to measure some desired outcomes that police incident data was not suited to. In this area, this includes outcomes related to blight, graffiti, and homeless encampments. Community survey results varied in these outcomes. Regarding blight, in 2023, 52% of respondents replied that blight/trash was a problem in their neighborhood, and this increased to 59% in 2025. In 2023, 16% of respondents indicated that blight/trash affected their feelings of safety the most, increasing to 26% in 2025. Graffiti/vandalism was reported as a problem by 54% of respondents in 2023, but only 43% in 2025. In 2023, 12% of respondents indicated that graffiti/vandalism affected their feelings of safety the most, and this increased to 20% for 2025. Perceptions of open drug use as a neighborhood problem saw a 10% decrease from 2023 (70%) to 2025 (60%). Homeless encampments elicited the most responses of these categories, with 80% of respondents indicating it was a problem in 2023, and a decrease to 73% in 2025. In 2023, 60% of respondents indicated that this was the issue that most affected their feelings of safety, and this held stable in 2025.

Overdoses

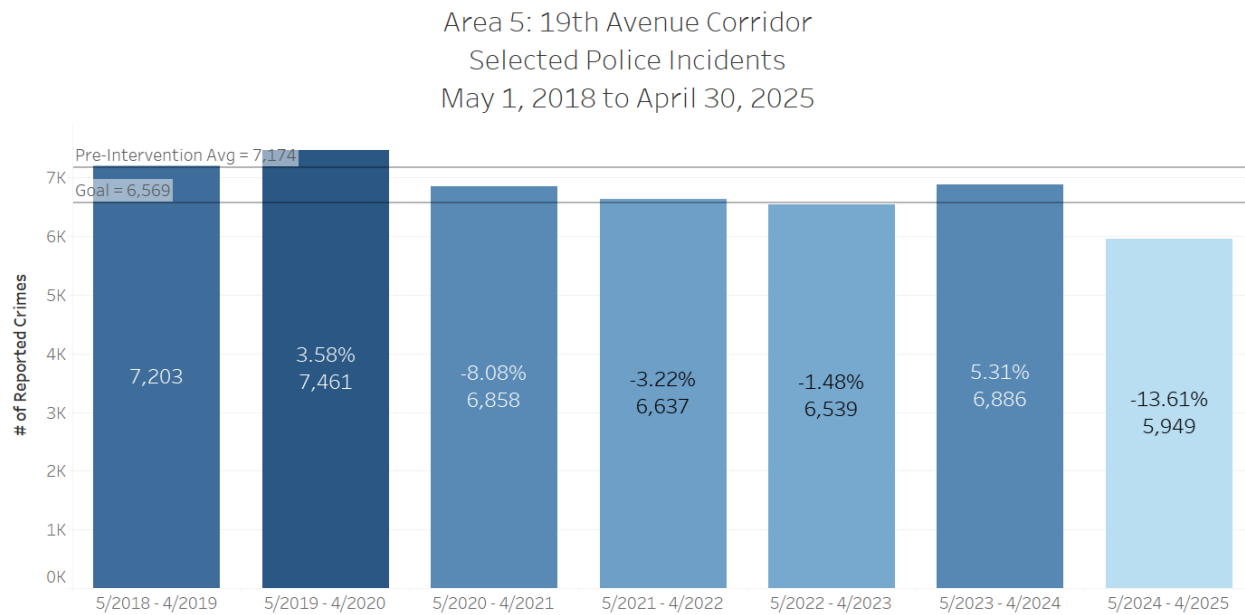
Data is available for Phoenix EMS responses to suspected overdoses for 2022, 2023, and 2024. In the 19th Avenue Corridor area, they responded to 20% more suspected overdoses in 2023 compared to 2022 but saw a 10% decrease in 2024. However, currently, there is insufficient data to fully evaluate overdose outcomes as fatal overdose data is unavailable.

EMS Annual Responses to Suspected Overdoses in Areas 5: 19th Avenue Corridor

Year	Responses to Suspected Overdoses
2022	424
2023	507
2024	380

Crime Outcomes

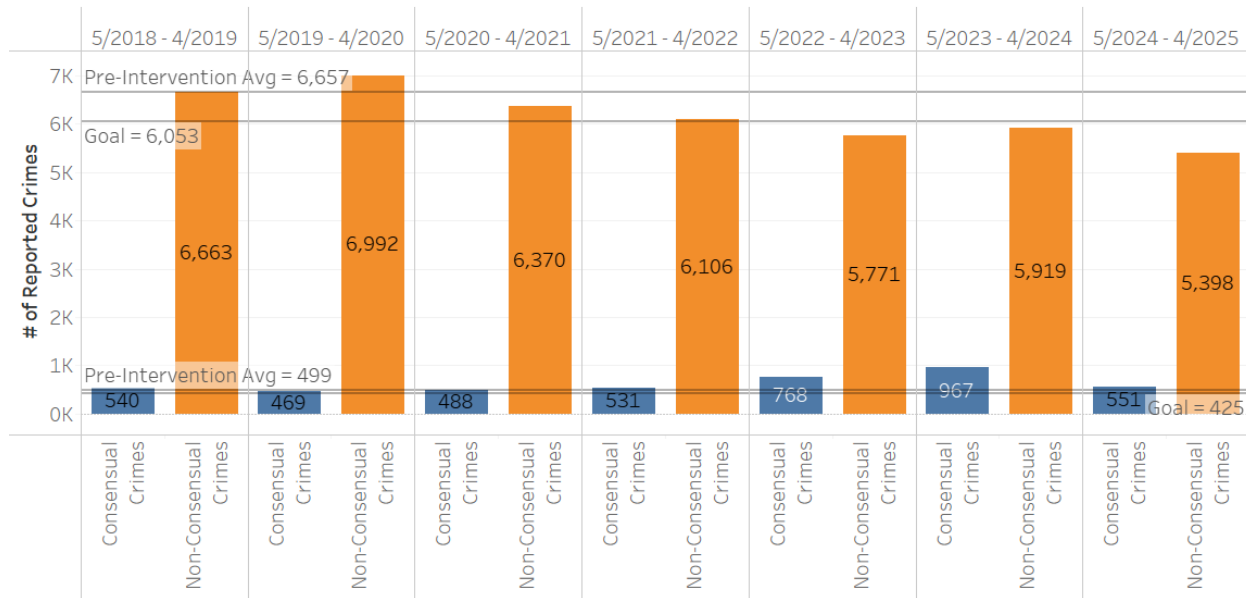
Prior to the intervention period, Area 5, 19th Avenue Corridor, experienced an average of 7,174 relevant incidents reported to police per 12-month time period, with a standard deviation of 303 incidents per period. The overall crime reduction goal for the selected incidents was set at 6,569. As seen in the bar chart below, the selected offenses fluctuated over the course of the intervention, but decreased over 14% in the most recent 12-month time period to finish below the goal, at 5,949 incidents in the project area. This is a large area with a high frequency of crimes, so it is worth noting that this decrease is more than 1,500 incidents fewer than the pre-intervention high of 7,461.



Dividing the data into consensual and non-consensual crimes shows the majority of the overall reduction can be attributed to non-consensual crimes. For non-consensual crimes, Area 5, 19th Avenue Corridor, experienced a pre-intervention average of 6,657 incidents per 12-month time period, with a standard deviation of 311, and resulting goal of 6,053 incidents. All three intervention time periods met this goal, with the lowest frequency in the most recent time period at 5,398 incidents.

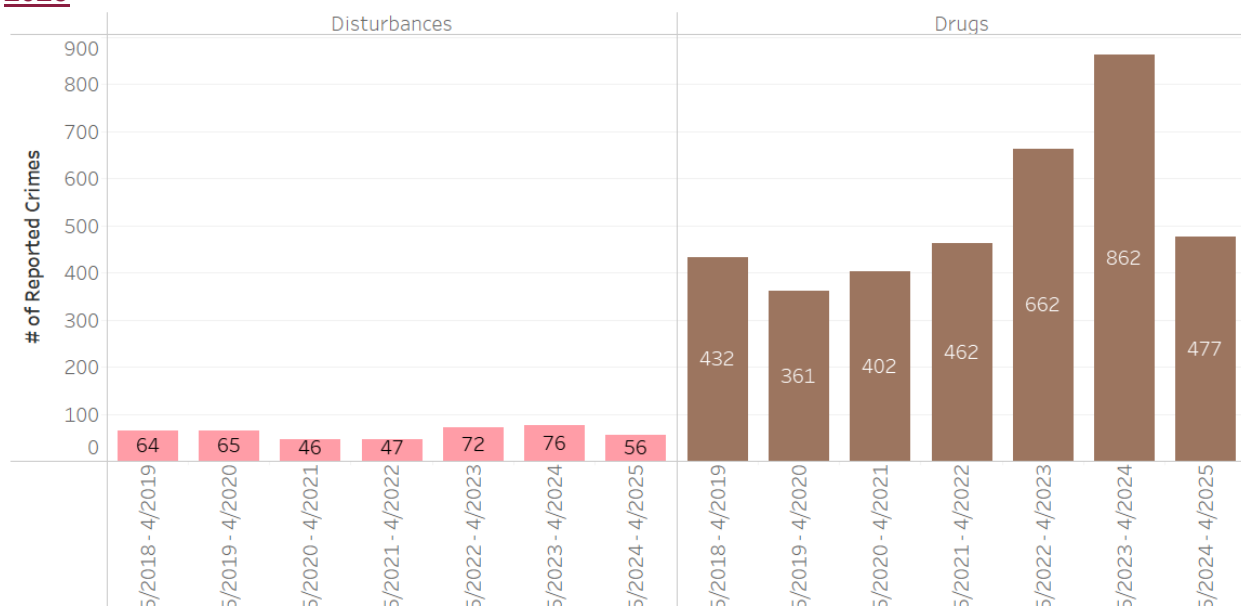
Consensual crimes for Area 5, 19th Avenue Corridor, averaged 499 incidents per 12-month period prior to intervention, with a standard deviation of 37, with a resulting goal of 425 incidents per 12-month period. These crimes fluctuated over the course of the intervention, but ultimately, did not meet the reduction goal, with the lowest intervention time period reporting 551 incidents in 2024-2025.

Area 5: 19th Avenue Corridor
Selected Police Incidents by Outcome Group
May 1, 2018 to April 30, 2025



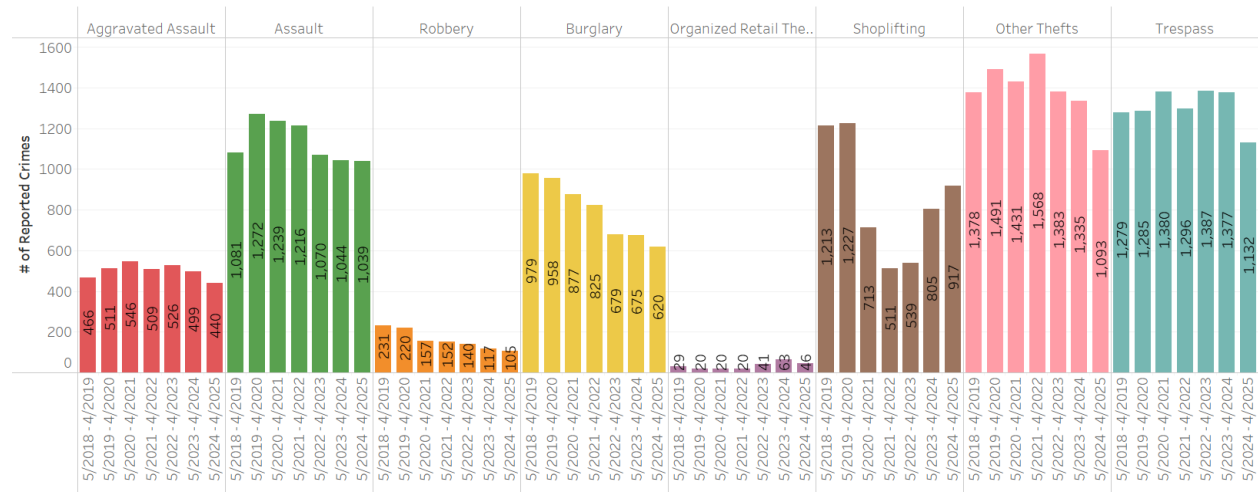
Among the consensual offenses of interest, only disturbances and drug offenses were frequent enough to include in the limited analysis. Disturbances in the 19th Avenue Corridor project area initially increased over the pre-intervention average of 58 incidents per 12-month time period, but by the 2024-2025 period had decreased to 56 incidents. Drug incidents had a pre-intervention average of 398 incidents per 12-month time period. During the intervention period, these increased to a high of 862 during the 2023-2024 time period, before falling to 477 in the 2024-2025 time period, not reaching the reduction goal. As consensual crimes reports are driven by enforcement efforts, this may be the result of increased attention to these offenses.

Graph: Area 5: 19th Avenue Corridor, Selected Consensual Incidents, May 1, 2018 to April 30, 2025



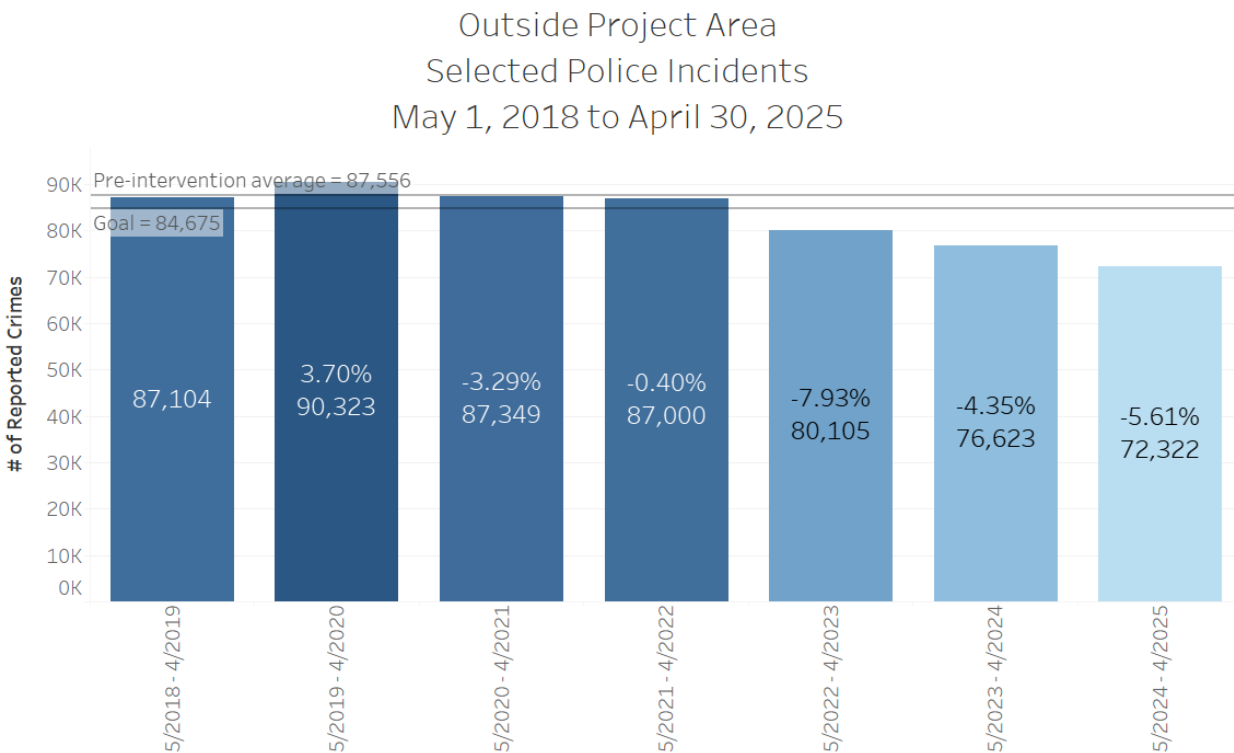
When analyzing non-consensual crime incidents for Area 5, 19th Avenue Corridor, sex trafficking was dropped due to low frequency of incidents. The results are positive for violent crime, with decreases during intervention time periods for aggravated assault, assault, and robbery. Aggravated assaults showed the most modest reductions comparatively, with the lowest incidents in 2024-2025 at 440 incidents. Assaults decreased during the initial full intervention time period, and stayed lower throughout, averaging 12% below the pre-intervention average. Robberies decreased steadily over the course of the intervention, with more than a 50% reduction comparing the first time period to the last. Among theft crimes, burglaries showed the steadiest change, with decreases during each 12-month intervention time period. There was a 37% decrease from the highest pre-intervention time period to the lowest, most recent intervention time period. Shoplifting fluctuated over the course of the intervention, ending higher in the last intervention time period than the initial intervention time period, but still lower than the pre-intervention highs. Other thefts showed a decrease in each intervention time period, with an almost 500 incident decrease between the peak time period and the 2024-2025 time period. In contrast, trespassing incidents increased in the first two intervention time periods, before falling approximately 11% in the final time period.

Graph: Area 5: 19th Avenue Corridor, Selected Non-Consensual Incidents, May 1, 2018 to April 30, 2025



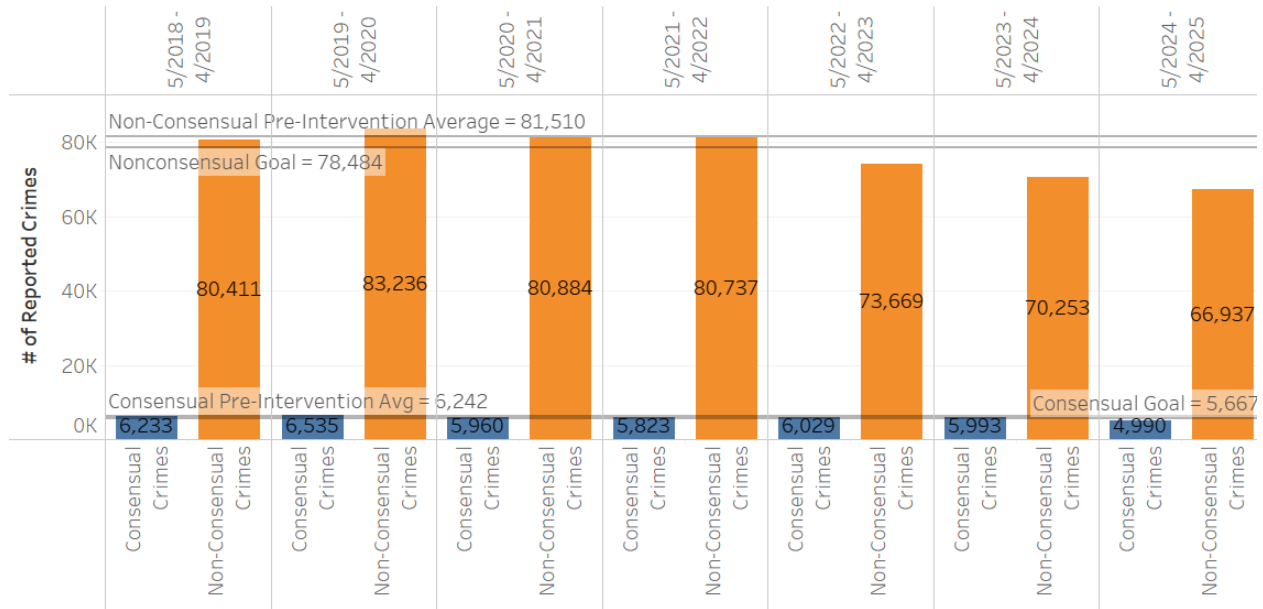
Citywide Crime Comparisons

The five project areas combined represent 4.23% of the total police grid areas in Phoenix, but 16.89% of the selected crimes. Additionally, as these areas are embedded in the geography of the city, it is worthwhile to conduct a brief comparison of trends for these crimes outside of the project area. Did the rest of the city experience similar changes in crime during this time? If the project areas are significantly better than the rest of the city, it provides additional evidence that the interventions were effective. An initial bar chart of the selected incident types displayed below indicates that the rest of the city experienced notable decreases in these crimes as well, with all three full intervention time periods reporting frequencies more than two standard deviations below the pre-intervention time periods.



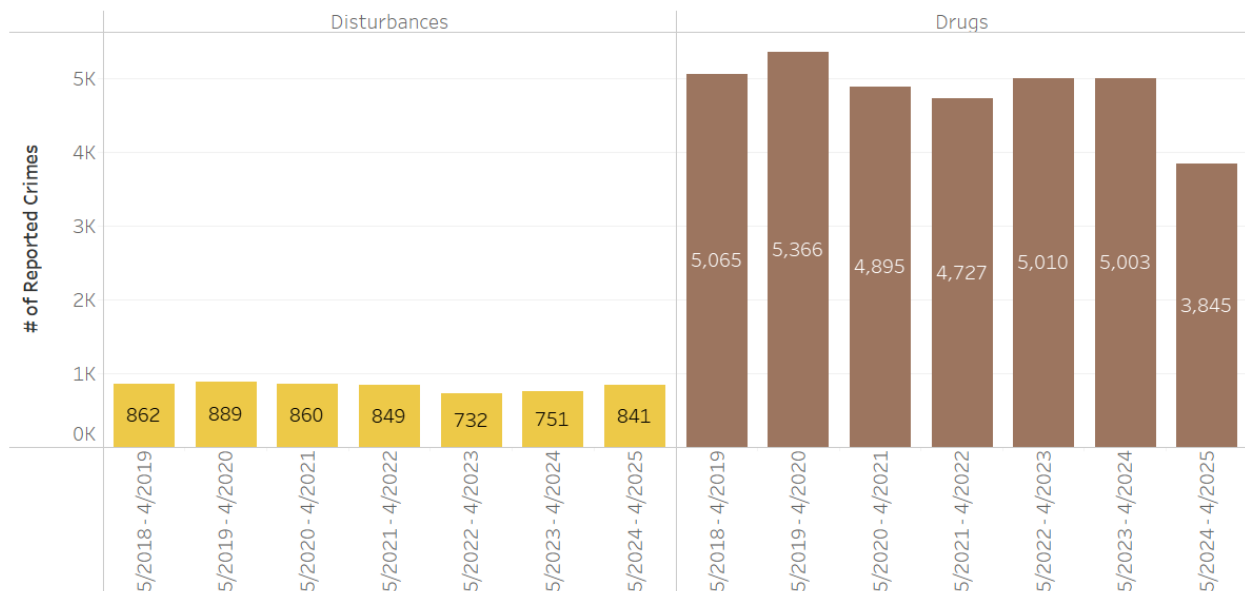
Further breaking this data down into consensual and non-consensual crimes shows significant decreases in both categories, which are fairly consistent with the project areas.

Outside Project Area
Selected Incidents by Outcome Group
May 1, 2018 to April 30, 2025



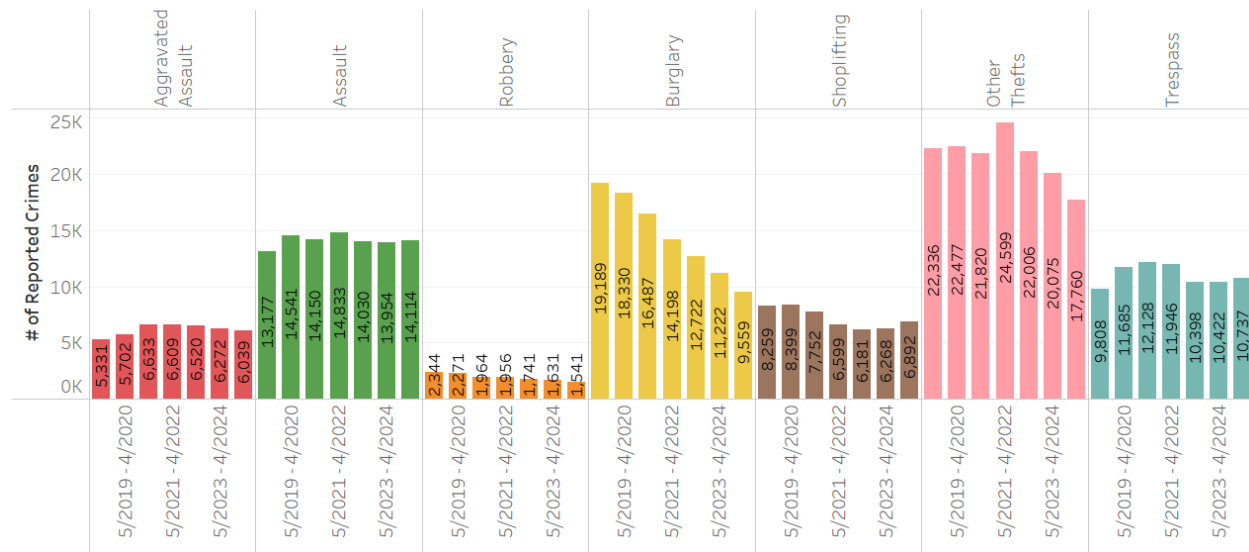
Within high-frequency consensual crimes, disturbances were stable, but drug crimes decreased significantly in the most recent 12-month time period.

Outside Project Areas
Selected Police Incidents of Consensual Crimes
May 1, 2018 to April 30, 2025



In non-consensual crimes, organized retail theft and sex trafficking were excluded for low frequency, but the most notable trend is the decrease in theft crimes. Burglary offenses in particular were down more than 50% compared to the initial pre-intervention time period. One offense that stands out for its smaller decrease and relative stability is trespassing. Whereas the project areas showed large decreases in trespassing, particularly in the most recent time period, the rest of the city did not appear to experience a similar decrease.

Outside Project Area
Selected Non-Consensual Crime Incidents
May 1, 2018 to April 30, 2025



Perceptions of Project

As part of this project, ASU faculty conducted qualitative interviews, participated in ride-alongs with Phoenix PD, attended Community Committee meetings, and attended staff meetings for each project area. Overall, the project has been well-received, both by city staff and community members. Staff from various areas appreciated the success they have had in working together to solve community problems, and plan to continue to do so in the future. This sentiment was common to Police, Prosecutor's Office, Neighborhood Services, Office of Homeless Solutions, and PHX C.A.R.E.S. staff. In a few instances, operating staff indicated that they were unaware of the project goals. At some points in the intervention, the additional workload on staff to communicate about the project became wearing, and meetings were scaled back. For example, each community committee was meeting monthly, and each of their meetings required a staff preparatory meeting in the same week. With community meetings running up to two hours in the evenings, meetings were eventually reduced to every other month for each project area. As described earlier, police department staff reported a number of positives about the RTOCs, and anticipate increasing their usefulness in the future.

The community committee members were consistently involved and enthusiastic about the project. They were frequently complimentary and appreciative towards staff in meetings and often suggested areas that could use additional attention. However, the committee members were also frustrated with perceptions of slow progress over the course of the project. As reflected in the community survey, they frequently expressed that they did not feel like problems were getting resolved. There are several notable points of frustration. First, community committee members repeatedly were concerned that people who were arrested in their areas were back in those areas the next day, or even the same day. Staff addressed this concern with education on the criminal justice process, particularly with regards to bail and pre-trial release. The prosecutorial staff also began reporting on repeat arrestees, with regard to their low frequency. Second, community members were frustrated with several aspects of response time. They felt wait times to reach the Police Department were so long that people gave up on trying to report crimes, and were concerned that decreases in reported crimes were artificially created by long wait times. Data on this was unavailable at this time. Staff members offered several alternatives, including specialized phone lines and email.

Recommendations

In addition to analyzing the impact of the Community Safety Plans initiative on reported crime and disorder, and on community perceptions of safety, we reached some broader conclusions about the processes employed in this initiative that lead us to offer the following recommendations for consideration by Phoenix local government leaders.

1. Make engaging community stakeholders in the process of defining public-safety problems, determining what is contributing to them, developing new interventions, and, where appropriate, helping to implement those new interventions a routine way of addressing public-safety concerns in the city. Properly done, engaging the community directly in the process of addressing public-safety concerns is both more likely to lead to effective interventions and to show the community that its government is responsive to those concerns. It also helps educate the public about the challenges of addressing complex public-safety problems.
2. Develop a flexible structure within city government for addressing chronic public-safety concerns that mirrors the structure of this initiative, with inter-agency leadership to steer major initiatives (e.g., high-ranking officials from the City Manager's office, Police Department, Neighborhood Services Department, and City Prosecutor's Office, along with other agency representatives as needed). Additionally, establish similar flexible structures at the operating level. Ideally, each police squad area (a total of 20 across the 7 police precincts) would have a dedicated police official (e.g., the Community Action Officer or NET detective) and a dedicated city government official (who can coordinate city services across departments) who would take the lead in establishing ad hoc working groups that are tailored to specific public-safety problems. They would jointly be responsible for identifying pressing public-safety problems, analyzing them (with assistance from analysts), developing and implementing new response plans (with support from the sergeants, lieutenants, and commander within their precinct chain of command, and the requisite leadership from other city departments), and assessing whether desired goals were attained (again, with assistance from analysts).
3. Develop a computerized tracking system to monitor progress on discrete public-safety problem initiatives. Such a system should be accessible to both police administrators and city managers. It would help keep projects moving forward, avoiding the common phenomenon whereby projects are abandoned when key personnel move on to other assignments.
4. Routinely consult research- and practice-based knowledge to inform local initiatives to address public-safety issues. (ASU's Center for Problem-Oriented Policing [www.asu.popcenter.edu] is one major source of this guidance, synthesizing research and the practical experiences of police worldwide.)
5. Periodically monitor conditions after each public-safety problem initiative has been formally completed to ensure that problems don't resurface once focused attention ceases.
6. Upon expansion of the Real-Time Operations Centers to all police precincts, provide adequate staffing, especially of police assistants and RTOC specialists, to maximize the capabilities of the surveillance technology. Use the surveillance technology not only for

detecting individual crimes and apprehending offenders, but also for detecting and analyzing emerging public-safety problems.

7. Substantially enhance the Police Department's and City's promotion of public safety through design (including Crime Prevention Through Environmental Design and situational crime prevention). Place- and problem-specific design of spaces and products can significantly prevent crime problems from arising in the first instance.
8. Routinely inform the affected communities about new public-safety initiatives and the results of them.
9. Commit city government to the core principle that public safety is a shared responsibility of police, other government agencies, non-government organizations, and the residential and business communities. Police should seldom be tasked with addressing public-safety issues alone.
10. Adopt a stronger governmental stance toward holding property owners and managers accountable for responsible property management that reduces the risks of criminal and disorderly conduct at and around those properties.

Conclusions

This Community Safety Plan project has covered almost 5% of police geographic grids for the City of Phoenix, lasting over three years, costing millions of dollars, and involving at least a half dozen city departments. The goals for the plan are extensive across the five project areas, addressing not just crime but also perceptions of crime and quality-of-life issues. There are three overarching goals, and ten desired outcomes.

The perceptions of safety goal, as measured by the community survey, was a success. Every project area displayed a notable improvement in feelings of safety. The crime-reduction goals overall were successful as well. While outcomes varied for some offenses, every project area met its overall crime-reduction goal of two standard deviations below the pre-intervention average by the end of the April 2025. As similar reductions were seen citywide, and interventions overlap, it is not possible to draw conclusions about the cause of the reductions. One notable exception may be trespassing, which declined significantly in the project areas but not outside of them, indicating that interventions in those areas were successful at reducing this offense. Improvement in processes for outreach and increased referrals for those seeking services was more difficult to assess. At this time, data on service-referral-acceptance rates are not available. Discussions with staff, however, indicate increased success when both police and service staff cooperate in outreach efforts.

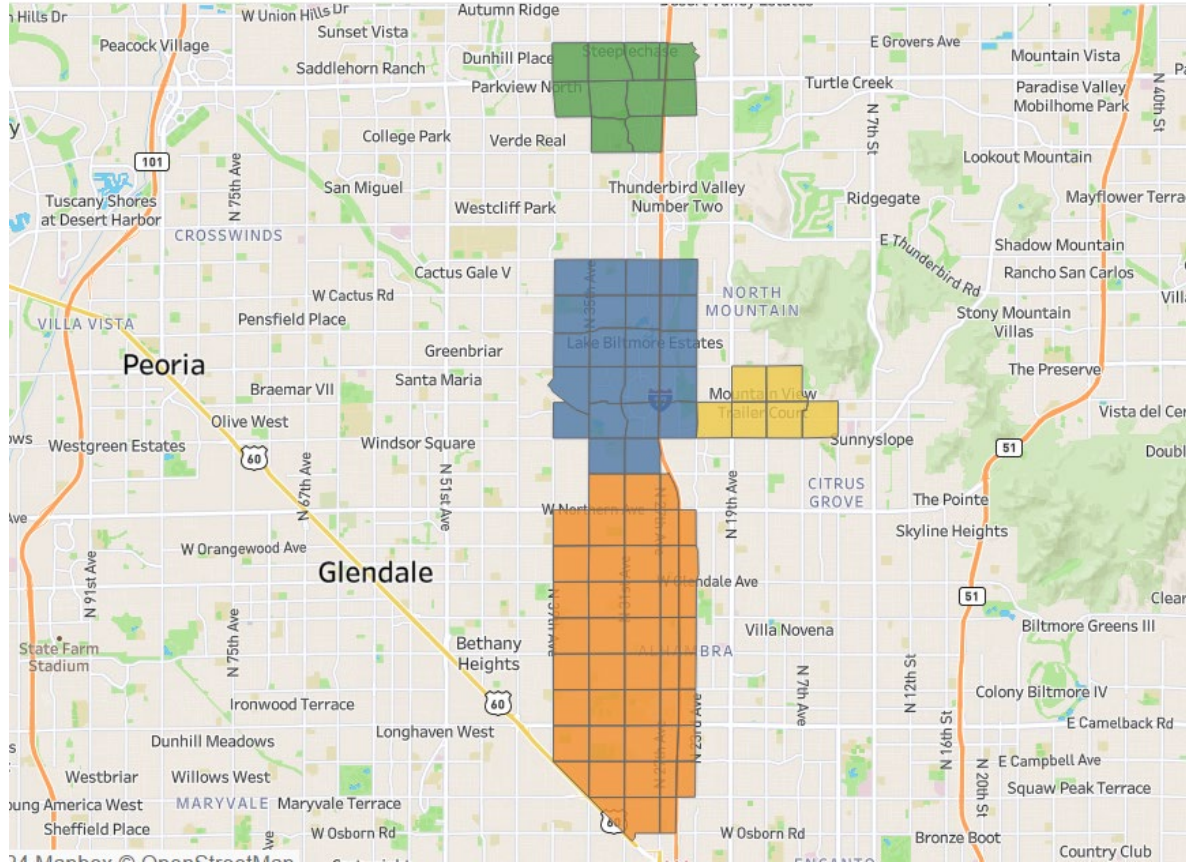
The desired outcomes with crime-incident-report data were more mixed at the offense level. One area of concern for community members is prostitution incidents in the 27th Avenue Corridor project areas, which have not shown a significant decrease compared to pre-intervention time periods. Discussion with police staff suggest that this is a result of ongoing, increased enforcement efforts compared to before the intervention, and that the rotation of sex workers on an interstate “circuit” contributes to the ongoing high frequency of prostitution in this area. Accurately measuring the amount of consensual crimes such as prostitution and drug dealing is much more complex than measuring nonconsensual crime because most consensual crime goes undetected by citizens or police, and measuring these crimes based on police actions is at least partly a function of how much effort police put into detecting these crimes. Our evaluation did not have the resources to do the sort of observational counts necessary to accurately measure the actual volume of prostitution and drug dealing. Citizen and police perceptions, along with arrest data, provide useful insights, but not definitive proof of impact.

At this time, the City is considering plans to reduce the CSP to follow-up status in both the Bell Road and Hatcher Road areas, with continued intense efforts in the 27th Avenue and 19th Avenue corridors. The planned six-month follow-ups will allow the City to determine if its efforts have maintained effectiveness, or if new interventions need to take place. We look forward to seeing the evolution of this project.

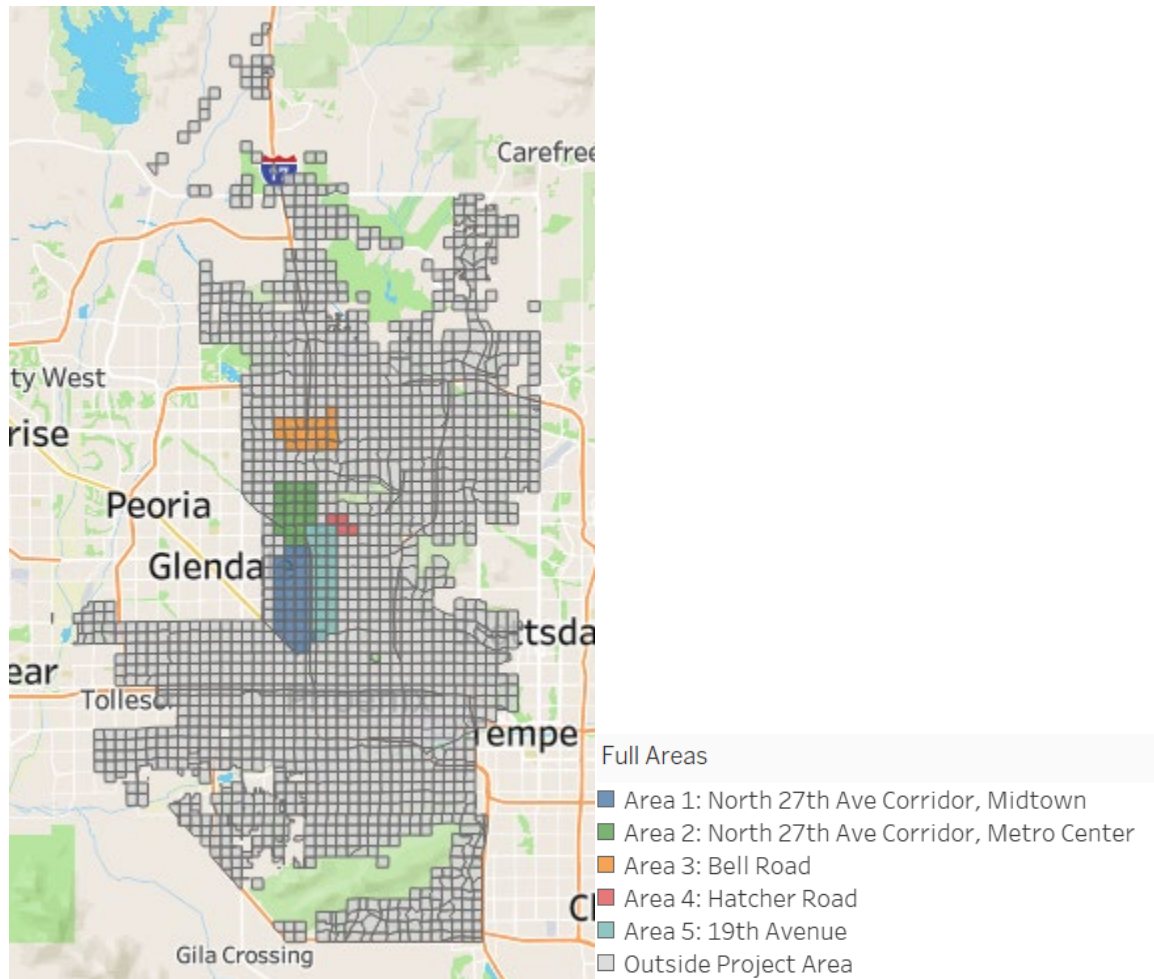
Appendices

Appendix A: Initial project areas

Initial Project Areas



Appendix B: Final Project Areas



Appendix C: Police Grids by Area

Area 1 N. 27th Avenue Corridor, Midtown	Area 2 N. 37th Avenue, Metro Center	Area 3 Bell Road	Area 4 Hatcher Road	Area 5 19th Avenue
BG21A	CG21	DF21	CH26	BH23A
BG22	CG22	DF22	CH27	BH24
BG23B	CH20	DF23	CI25	BI23A
BH20A	CH21	DF24	CI26	BI24
BH21	CH22	DF25		BI25
BH22	CI20A	DG20		BJ23A
BH23A	CI21	DG21		BJ24
BH23B	CI22	DG22		BJ25
BI20	CI23	DG23		CA23A
BI21	CJ20	DG24		CA24
BI22	CJ21	DG25		CA25
BI23B	CJ22	DH20		CB23A
BJ20	CJ23	DH21		CB24
BJ21	DA20	DH22		CB25
BJ22	DA21	DH23A		CC23A
BJ23B	DA22	DH23B		CC24
CA20	DA23	DH24		CC25
CA21	DB20	DH25		CD23A
CA22	DB21	DI25		CD24
CA23B	DB22			CD25
CB20	DB23			CE23A
CB21				CE24
CB22				CE25
CB23B				CF23A
CC20				CF24
CC21				CF25
CC22				CG23A
CC23B				CG24
CD20				CG25
CD21				CH23
CD22				CH24
CD23B				CH25
CE20				
CE21				
CE22				
CE23B				
CF21				
CF22				
CF23B				

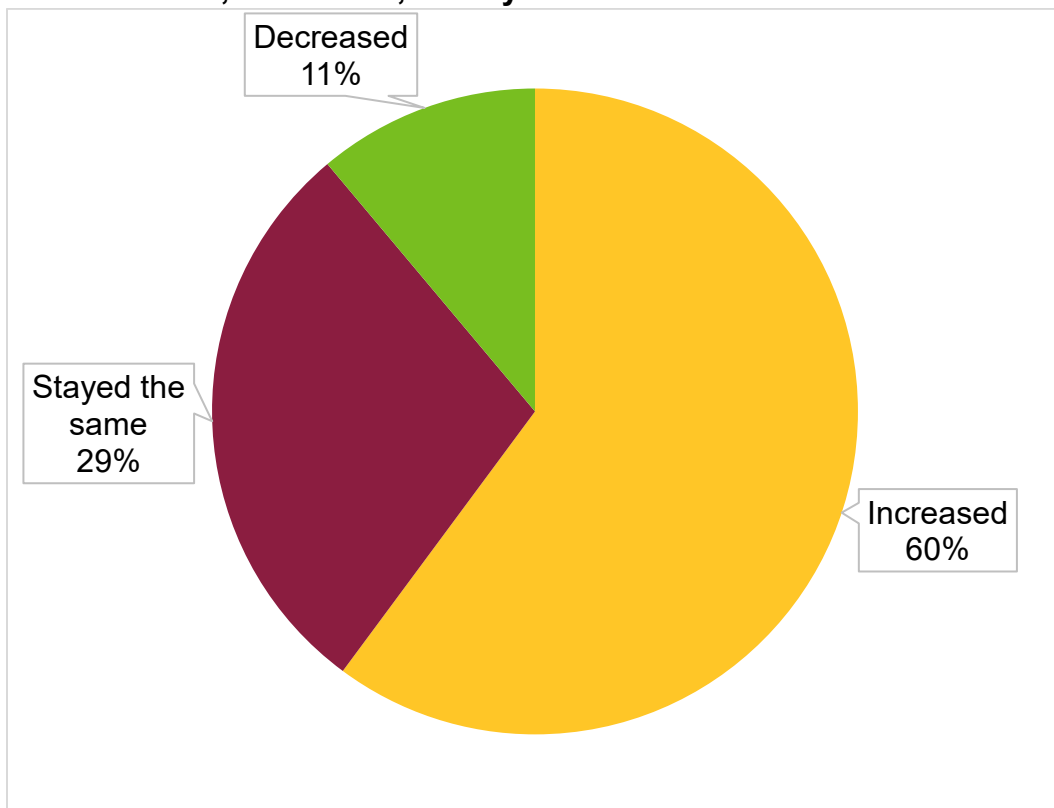
Appendix D: Community Survey Results

27th Avenue Community Safety Plan

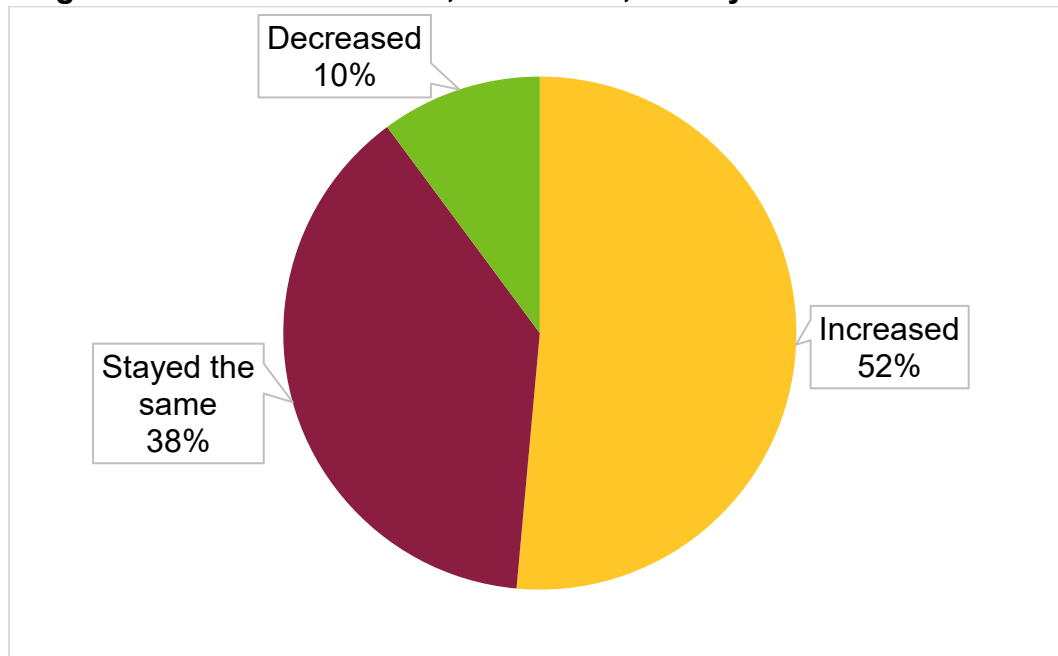
Q1. Overall, how safe do you feel in your neighborhood?

	June 2023	May 2025
Very safe/somewhat safe	34%	41%
Very unsafe/somewhat unsafe	53%	48%
Neither safe nor unsafe	13%	11%

Q2. Thinking back to December 2021, would you say crime in your neighborhood has increased, decreased, or stayed the same?



Q3. In the past 12 months (April 2024 - April 2025), would you say crime in your neighborhood has increased, decreased, or stayed the same?



The values for Questions 4-7 represent the percentage each issue was selected out of the total number of responses.

Q4. Are any of the crimes below a serious problem in your neighborhood?

	June 2023	May 2025
Assaults with a weapon	35%	36%
Physical assault	43%	36%
Sexual assault	18%	17%
Theft	76%	83%
Threats with a weapon	40%	39%
None	11%	14%

Q5. Of the crimes mentioned in the previous question which affects your feelings of safety the most within your neighborhood?ⁱ

- Theft – 71% of responses
- Physical assault – 42% of responses
- Threats with weapon – 42% of responses
- Assaults with a weapon – 38% of responses
- Sexual assault – 27% of responses
- None – 9% of responses

Q6. Are any of the issues below a problem in your neighborhood?

	June 2023	May 2025
Abandoned cars	34%	29%
Blight/trash	61%	66%
Graffiti/vandalism	55%	46%
Homeless encampments	84%	81%
Loitering/hanging out	79%	79%
Open drinking/drug use	70%	71%
Open drug sales	60%	53%
Panhandling/begging	75%	68%
Poor lighting	60%	47%
Prostitution	56%	44%
None	<1%	3%

Q7. Of the issues you selected above, which affect your feelings of safety the most?

	June 2023	May 2025
Abandoned cars	17%	4%
Blight/trash	27%	23%
Graffiti/vandalism	25%	13%
Homeless encampments	63%	68%
Loitering/hanging out	50%	51%
Open drinking/drug use	58%	61%
Open drug sales	50%	50%
Panhandling/begging	41%	42%
Poor lighting	39%	26%
Prostitution	41%	36%
None	<1%	3%

Q8. (Excluded from analysis: merely identified respondent's Safety Plan area)**Q9. Summary of free response question**

Some residents have noticed a positive change in cleanliness and safety. However, many expressed homeless encampments with visible drug use remain a frequent problem on overpasses, sidewalks, and near parks. This problem's visibility near children, families and businesses is a source of frustration for the community. The community expressed the prostitution situation has improved in the area surrounding the former Royal Inn but remains along 27th Avenue. Residents believe police enforcement could be more proactive with a stronger presence in this corridor.

Response and Optional Demographics Summary

414 total responses for 27th Avenue corridor.

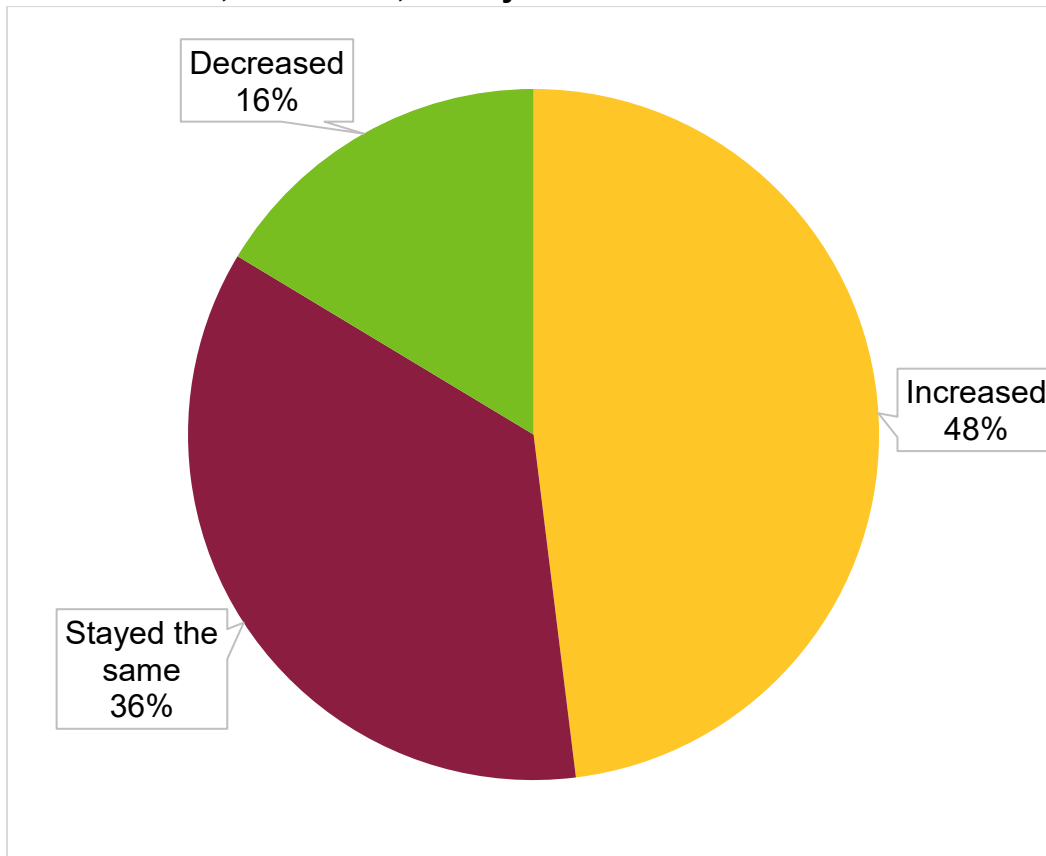
Race:	Ethnicity	Gender	Age (Mean)
81% White	56% Non-Hispanic or Latino	79% Female	44 years
8% Native American	44% Hispanic or Latino	19% Male	
6% Black or African American		2% NR	
4% Asian			
1% Native Hawaiian/Other Pacific Islander			

19th Avenue Community Safety Plan

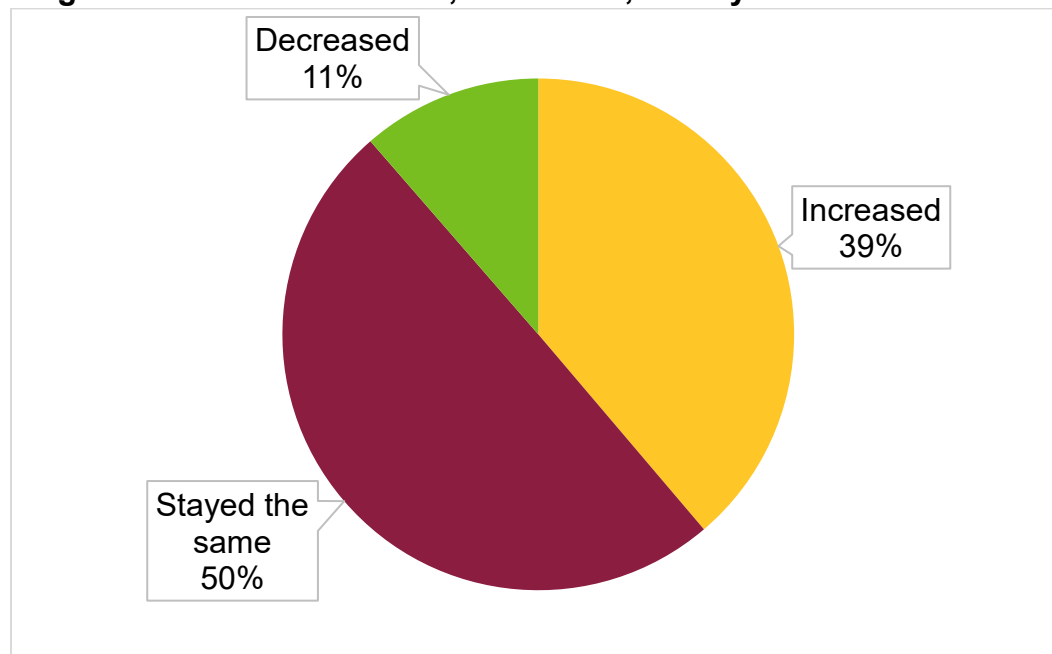
Q1. Overall, how safe do you feel in your neighborhood?

	June 2023	May 2025
Very safe/somewhat safe	40%	51%
Very unsafe/somewhat unsafe	46%	38%
Neither safe nor unsafe	14%	11%

Q2. Thinking back to December 2021, would you say crime in your neighborhood has increased, decreased, or stayed the same?



Q3. In the past 12 months (April 2024 - April 2025), would you say crime in your neighborhood has increased, decreased, or stayed the same?



The values for Questions 4-7 represent the percentage each issue was selected out of the total number of responses.

Q4. Are any of the crimes below a serious problem in your neighborhood?

	June 2023	May 2025
Assaults with a weapon	36%	37%
Physical assault	39%	36%
Sexual assault	13%	12%
Theft	77%	83%
Threats with a weapon	34%	41%
None	12%	17%

Q5. Of the crimes mentioned in the previous question which affects your feelings of safety the most within your neighborhood?ⁱ

- Theft – 67% of responses
- Physical assault – 39% of responses
- Threats with weapon – 35% of responses
- Assaults with a weapon – 33% of responses
- Sexual assault – 24% of responses
- None – 11% of responses

Q6. Are any of the issues below a problem in your neighborhood?

	June 2023	May 2025
Abandoned cars	26%	21%
Blight/trash	52%	59%
Graffiti/vandalism	54%	43%
Homeless encampments	80%	73%
Loitering/hanging out	84%	67%
Open drinking/drug use	70%	60%
Open drug sales	46%	39%
Panhandling/begging	76%	60%
Poor lighting	53%	40%
Prostitution	21%	19%
None	3%	8%

Q7. Of the issues you selected above, which affect your feelings of safety the most?

	June 2023	May 2025
Abandoned cars	8%	5%
Blight/trash	16%	26%
Graffiti/vandalism	12%	20%
Homeless encampments	61%	61%
Loitering/hanging out	60%	53%
Open drinking/drug use	49%	59%
Open drug sales	36%	44%
Panhandling/begging	46%	41%
Poor lighting	30%	26%
Prostitution	10%	14%
None	3%	7%

Q8. (Excluded from analysis: merely identified respondent's Safety Plan area)**Q9. Summary of free response question**

Homelessness and open drug use remain concerns, especially around transit stops, light rail, parks, and in areas surrounding schools. The community desires a stronger police presence and enforcement, improved lighting, and traffic enforcement.

Response and Optional Demographics Summary

281 total responses for 19th Avenue corridor.

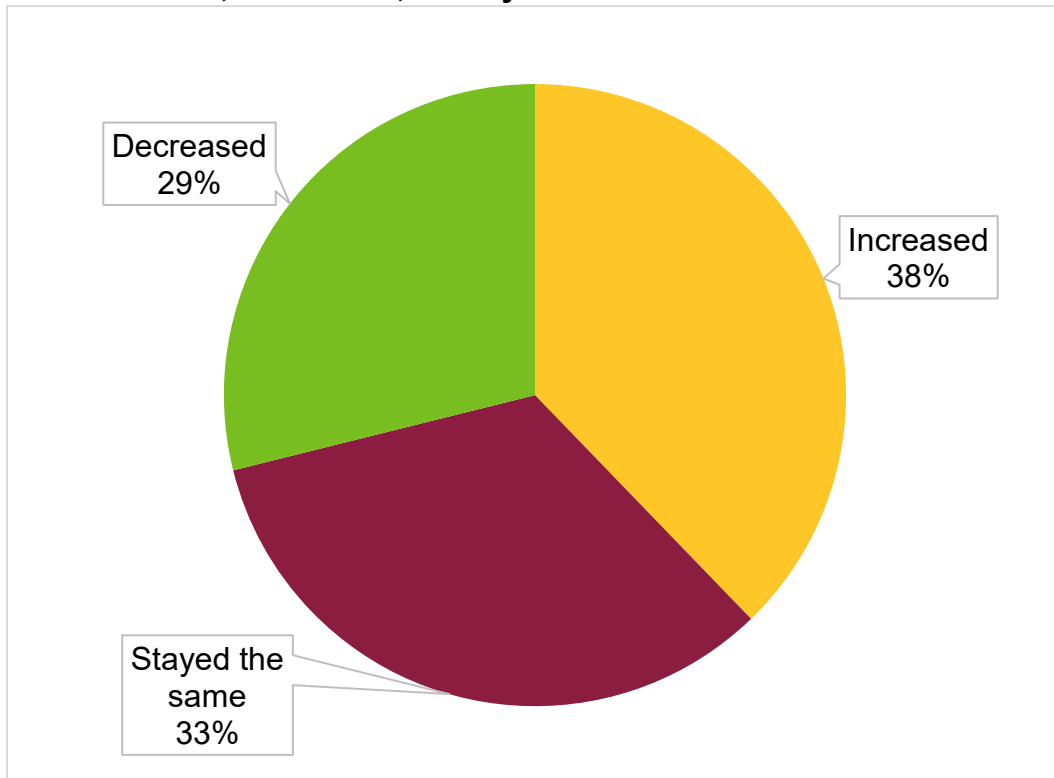
Race:	Ethnicity	Gender	Age (Mean)
85% White	57% Non-Hispanic or Latino	76% Female	44 years
5% Native American	43% Hispanic or Latino	21% Male	
8% Black or African American		3% NR	
1% Asian			
1% Native Hawaiian/Other Pacific Islander			

Hatcher Road Community Safety Plan

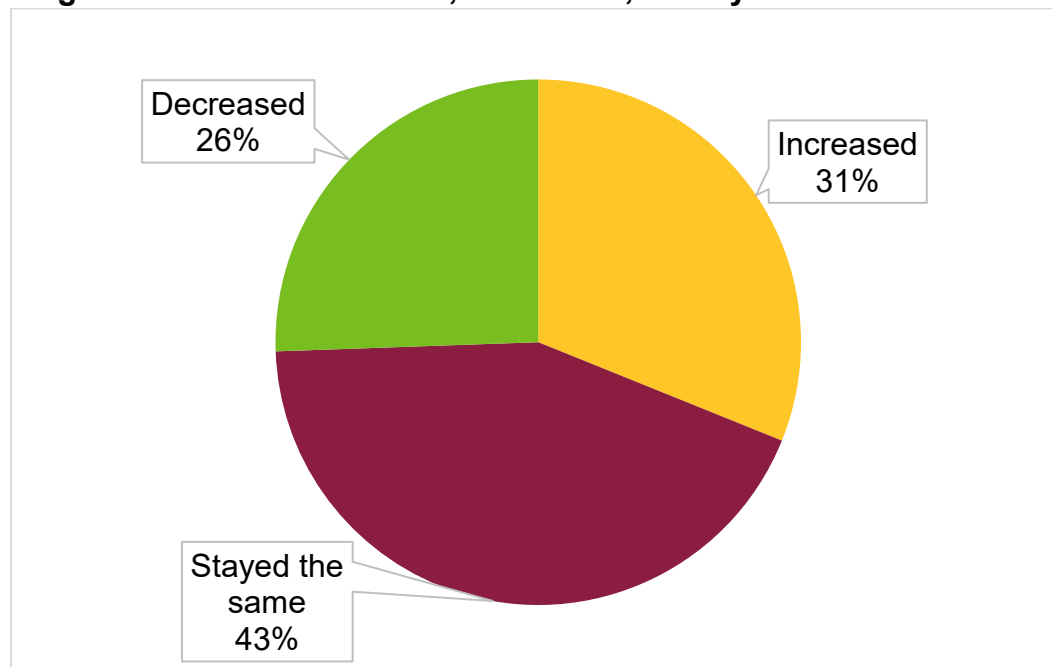
Q1. Overall, how safe do you feel in your neighborhood?

	June 2023	May 2025
Very safe/somewhat safe	28%	53%
Very unsafe/somewhat unsafe	64%	28%
Neither safe nor unsafe	8%	19%

Q2. Thinking back to December 2021, would you say crime in your neighborhood has increased, decreased, or stayed the same?



Q3. In the past 12 months (April 2024 - April 2025), would you say crime in your neighborhood has increased, decreased, or stayed the same?



The values for Questions 4-7 represent the percentage each issue was selected out of the total number of responses.

Q4. Are any of the crimes below a serious problem in your neighborhood?

	June 2023	May 2025
Assaults with a weapon	40%	27%
Physical assault	60%	20%
Sexual assault	32%	8%
Theft	76%	72%
Threats with a weapon	44%	31%
None	8%	31%

Q5. Of the crimes mentioned in the previous question which affects your feelings of safety the most within your neighborhood?ⁱ

- Theft – 57% of responses
- Physical assault – 38% of responses
- Threats with weapon – 38% of responses
- Assaults with a weapon – 29% of responses
- Sexual assault – 21% of responses
- None – 22% of responses

Q6. Are any of the issues below a problem in your neighborhood?

	June 2023	May 2025
Abandoned cars	36%	24%
Blight/trash	60%	46%
Graffiti/vandalism	56%	43%
Homeless encampments	84%	62%
Loitering/hanging out	92%	57%
Open drinking/drug use	80%	60%
Open drug sales	64%	39%
Panhandling/begging	76%	42%
Poor lighting	68%	33%
Prostitution	40%	14%
None	0%	10%

Q7. Of the issues you selected above, which affect your feelings of safety the most?

	June 2023	May 2025
Abandoned cars	4%	6%
Blight/trash	8%	17%
Graffiti/vandalism	20%	20%
Homeless encampments	76%	57%
Loitering/hanging out	76%	48%
Open drinking/drug use	64%	60%
Open drug sales	60%	38%
Panhandling/begging	52%	30%
Poor lighting	48%	21%
Prostitution	20%	12%
None	0%	9%

Q8. (Excluded from analysis: merely identified respondent's Safety Plan area)**Q9. Summary of free response question**

Residents expressed a decrease in visible encampments, cleaner sidewalks near 10th Avenue, and overall general cleanliness. The community expressed a need for increased street lighting on Vogel Avenue and near Mountain View school. The community requested more gated alleys. Additionally, the neighborhood wants increased traffic enforcement on Hatcher Road and near the Mountain View school.

Response and Optional Demographics Summary

90 total responses for Hatcher Road corridor.

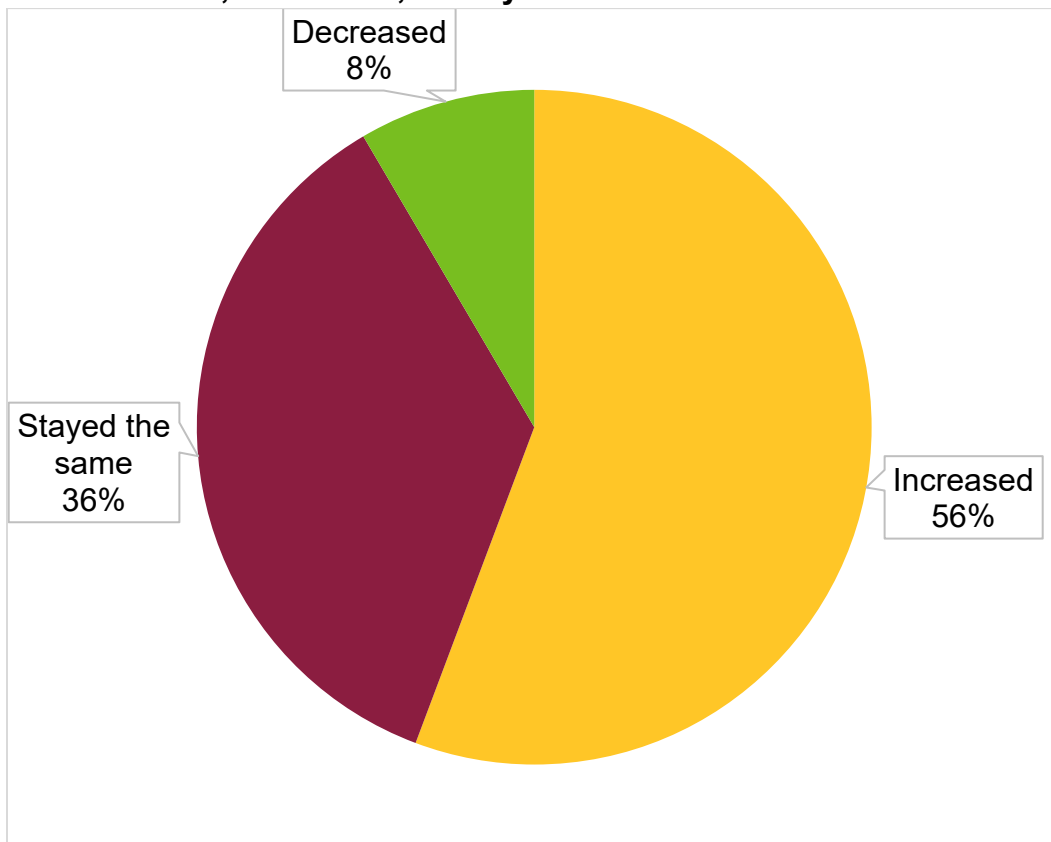
Race:	Ethnicity	Gender	Age (Mean)
81% White	53% Non-Hispanic or Latino	68% Female	42 years
8% Native American	47% Hispanic or Latino	27% Male	
6% Black or African American		5% NR	
5% Asian			

Bell Road Community Safety Plan

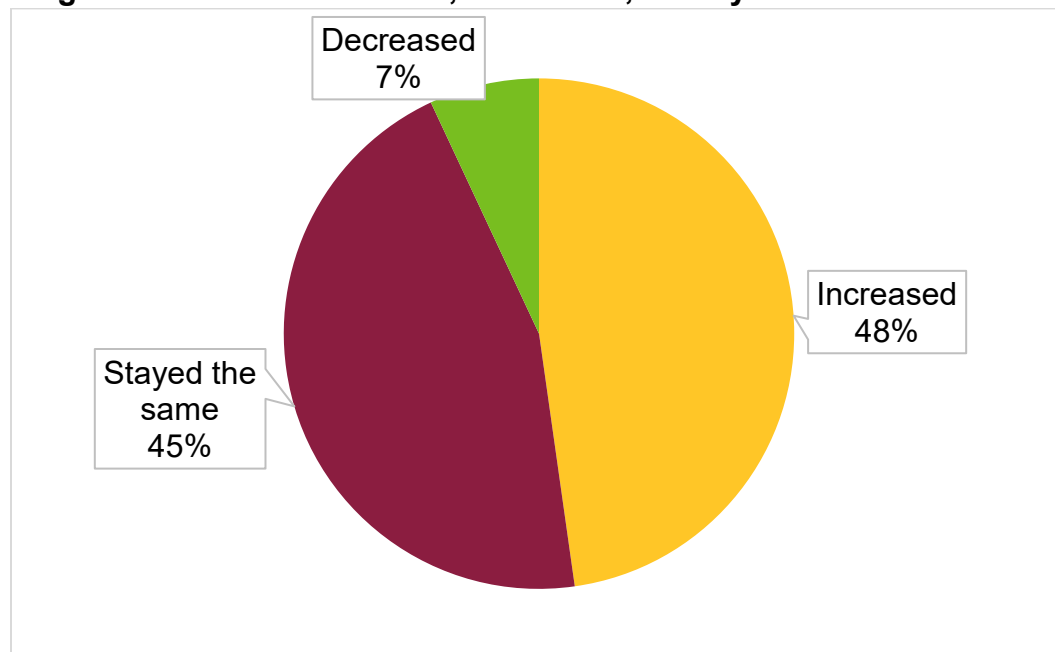
Q1. Overall, how safe do you feel in your neighborhood?

	June 2023	May 2025
Very safe/somewhat safe	25%	68%
Very unsafe/somewhat unsafe	59%	23%
Neither safe nor unsafe	16%	9%

Q2. Thinking back to December 2021, would you say crime in your neighborhood has increased, decreased, or stayed the same?



Q3. In the past 12 months (April 2024 - April 2025), would you say crime in your neighborhood has increased, decreased, or stayed the same?



The values for Questions 4-7 represent the percentage each issue was selected out of the total number of responses.

Q4. Are any of the crimes below a serious problem in your neighborhood?

	June 2023	May 2025
Theft	77%	78%
Threats with weapon	30%	29%
Physical assault	41%	28%
Assaults with a weapon	32%	24%
Sexual assault/rape	7%	7%
None	14%	24%

Q5. Of the crimes mentioned in the previous question which affects your feelings of safety the most within your neighborhood?ⁱ

- Theft – 71% of responses
- Threats with weapon – 32% of responses
- Physical assault – 31% of responses
- Assaults with a weapon – 31% of responses
- Sexual assault – 18% of responses
- None – 17% of responses

Q6. Are any of the issues below a problem in your neighborhood?

	June 2023	May 2025
Abandoned cars	36%	19%
Blight/trash	71%	47%
Graffiti/vandalism	64%	37%
Homeless encampments	86%	64%
Loitering/hanging out	88%	63%
Open drinking/drug use	80%	55%
Open drug sales	77%	36%
Panhandling/begging	93%	66%
Poor lighting	50%	36%
Prostitution	55%	13%
None	0%	9%

Q7. Of the issues you selected above, which affect your feelings of safety the most?

	June 2023	May 2025
Abandoned cars	4%	4%
Blight/trash	21%	13%
Graffiti/vandalism	20%	11%
Homeless encampments	71%	64%
Loitering/hanging out	55%	49%
Open drinking/drug use	59%	54%
Open drug sales	64%	37%
Panhandling/begging	54%	48%
Poor lighting	32%	23%
Prostitution	23%	7%
None	0%	9%

Q8. (Excluded from analysis: merely identified respondent's Safety Plan area)**Q9. Summary of free response question**

Residents expressed frustration with homeless encampments with visible drug use in the I-17 and Bell Road underpass and near transit stops. They stated this activity would have a negative impact on neighborhood children. The community requested increased traffic enforcement and more outreach programs for those who need services in the area.

Response and Optional Demographics Summary

201 total responses for the Bell Road corridor.

Race:	Ethnicity	Gender	Age (Mean)
93% White	75% Non-Hispanic or Latino	80% Female	42 years
2% Native American	25% Hispanic or Latino	19% Male	
2% Black or African American		1% NR	
2% Asian			
1% Native Hawaiian/Other Pacific Islander			

Appendix E: Selected Police Incident Types

Aggravated Assault
Assault
Blighted and abandoned houses/businesses/lots
Burglary
Disturbances
Drugs
Homeless encampment
Illicit drug use
Organized Retail Thefts
Other Thefts
Overdose
Prostitution
Robbery
Sex trafficking
Shoplifting
Shopping Cart
Trash, hazardous waste, and illegal dumping
Trespass

Appendix F: Inventory of Interventions in the Community Safety Plan Initiatives

1. Alley gating
2. Bike Unit patrol in 19th Ave. and Hatcher Road plans
3. Cactus Park Precinct Neighborhood Enforcement Team (NET) coordination with Maricopa County Juvenile Probation to apprehend the more violent juvenile probationers in the precinct
4. Collaboration with federal Bureau of Land Management to enforce the laws prohibiting camping along the canals
5. Collaboration with Adult Probation to reduce the amount of probationers living in problem apartment complexes
6. Collaboration with community private security initiatives
7. Community agency roundtables with area service providers
8. Community Committees established for continual community feedback on plan implementation
9. Community education (on laws, criminal justice system processes and procedures, crime prevention, graffiti eradication, alley gating, encampment reporting, and more)
10. Consultation with state corporation commission to identify owners of problem properties
11. Conversion of a motel to a senior homeless shelter
12. Conversion of Super 8 motel as permanent housing for senior homeless people
13. Coordination with area schools and universities to improve the quality of life in the area
14. Creation new PPD non-fatal shooting team to thoroughly investigate all shootings of persons
15. Criminal arrests for prostitution (traffickers, prostitutes and clients)
16. Criminal arrests for trespassing
17. Criminal arrests for unlawful firearm possession
18. Criminal prosecution
19. DEA visited 45 hotels along I-17 corridor and handed out thousands of pamphlets regarding overdose deaths from fentanyl and methamphetamine
20. Demolition of hazardous buildings
21. Development and enforcement of new code of conduct in city parks, with PPD and park rangers collaborating on enforcement
22. Education and enforcement of illegal mobile and street vending
23. Enforcement of conditional release conditions for repeat offenders
24. Enforcement of new federal law prohibiting sleeping/camping along the canals
25. Enforcing liquor license violations
26. Enforcing ordinances prohibiting using street parking for vehicle repair
27. Engagement of new Phoenix Office of Public Health in the project
28. Engagement of Valley Metro in Community Committees
29. Engagement of Maricopa County Attorney's Office in city and Community Committee meetings
30. Establishment of an internal working group to identify solutions to prostitution issue and evaluate prosecution data
31. Extra off-duty police security at St. Vincent de Paul Day Center
32. Filing of abatement liens
33. Focused attention on violent and repeat offenders
34. Formation of new neighborhood block watches
35. Graffiti heat maps developed and proactive graffiti abatement
36. Hatcher Road community leader's work with the Office of Homeless Solutions and Public Health Office.

37. Summer heat relief services offered
38. Hiring of additional community prosecutors
39. Hiring of additional neighborhood inspectors
40. Hiring of additional police assistants
41. Identification of blight along major arterial roadways
42. Identifying residential properties with the highest rates of reported crime and calls for police service
43. Implementation of new program to encourage gun shop owners to report suspicious buyers to police, as well as to discourage gun buyers from buying guns for other people
44. Imposed new hours at Homestead Park, higher fence around the park, and relocated entrance
45. Imposing and enforcing travel restrictions on certain offenders as a condition of release
46. Improvement of playground facilities in some city parks to promote legitimate park usage
47. Inspections of problem properties for code violations
48. Installation and monitoring of video surveillance cameras in high-crime public places
49. Installing speed humps to control speeding in residential areas
50. Issuance of civil citations for code violations
51. Keeping pedestrian tunnels and overpasses clear for legitimate use
52. Mobile cameras placed in parks
53. Monitoring and analysis of automated license plate reader activations at the RTOC and dispatch of officers to valid alerts for arrests
54. Monitoring and analysis of gunshot detection system activations at the RTOC and dispatch of officers to valid alerts for arrests and/or the recovery of bullet casings for further analysis and links to particular guns and other crimes and offenders
55. Narcan/Naloxone training for community members
56. New and enhanced streetlighting
57. No encampment signage along the canal
58. Nuisance abatement actions
59. Opening of North Mountain Healing Center
60. Opening and processing of PHX C.A.R.E.S. cases
61. Outreach services offered to human trafficking victims
62. Outreach and engagement of unhoused individuals from the Office of Homeless Solutions and other partners (Behavioral Health Engagement teams, CBI, Native American Connections, etc.)
63. Parks Department contracted overnight security for Cielito, Cortez and Washington parks
64. Parks Department community roundtable on drug use in parks
65. Parks Department increased staff and activation to create positive events at parks
66. Police collaboration with Adult Probation to monitor compliance with conditions of release
67. Positive neighborhood engagement by Neighborhood Specialists (community celebrations and events, public art support, outreach)
68. Promoted an unused prescription drop-off campaign to control opioid abuse
69. Promoting new legitimate programs in city parks (e.g., gardening, yoga, walking club)
70. Provide forensic training to the PD non-fatal shooting team in collaboration with the hospitals
71. Provide training on nuisance abatement for Police
72. Providing Narcan training for hotel staff
73. Providing services to victims of violent crimes
74. Recommend crime prevention measures to owners/managers of problem properties (e.g., apartment complexes, gas station/convenience stores, motels) (collaboration among Community Action Officers, NSD, the City Prosecutor's Office, and U.S. Department of Housing and Urban Development)
75. Recovery of abandoned shopping carts

- 76. Restrict some access points to public parks
- 77. Securing, renewing, enforcing authority to arrest (ATA) for trespassing
- 78. Seizures of drugs
- 79. Seizures of guns
- 80. Service of search and arrest warrants
- 81. Trace bullet casings to determine gun ownership (in collaboration with ATF)
- 82. Trace ownership history of guns used in crimes (in collaboration with ATF)
- 83. Trash cleanups
- 84. Vacant Property Registry launched

Appendix G: List of Staff

Phoenix Police Department

Assistant Chief Sean Kennedy – Patrol Division
Commander Larry Hein – Cactus Park Precinct
Lt. Doug Michaud – Cactus Park Precinct
Sgt. Tim Lynch – Cactus Park Precinct
Commander Warren Brewer – Desert Horizon Precinct
Lt. Scott Cain – Desert Horizon Precinct
Sgt. Jorrell Heil – Desert Horizon Precinct
Lt. Greg Hernandez – Transit Unit
Lt. Ben Sywarungsymun – Black Mountain Precinct
Lt. Christopher Parese – Human Exploitation and Trafficking Unit
Assistant Chief Sean Connelly – Executive Assistant Chief
Assistant Chief Nick DiPonzio
Commander William Wickers
Lt. Nick Jimenez
Lt. Rachel Warren
Sgt. Jonathan Scott
Lt. Mark Schweikert
Lt. Jana Pawlick
Sgt. Michael J Zilles II

Neighborhood Services Department

Spencer Self – Neighborhood Services Director
Greg Gonzales – Program Manager
Krista Roy – Neighborhood Specialist
Johnny Mendoza – Neighborhood Specialist
Yolanda Osorio – Neighborhood Specialist
E. Mari Herrea-Daniels – Neighborhood Specialist
Lisa Huggins – Special Projects Administrator PHX C.A.R.E.S.
Mary Ramirez – Neighborhood Specialist PHX C.A.R.E.S.
Alma Lara – Neighborhood Specialist PHX C.A.R.E.S.
Veronica Ruiz-Leon – Neighborhood Specialist PHX C.A.R.E.S.
Monique Sermenio – Code Compliance Manager
DeWayne McQueen - Neighborhood Preservation Inspector
Malissa Larson – Neighborhood Specialist
Christina Vasko – Code Compliance Manager
Sean Greenlief – Neighborhood Preservation Area Supervisor
Jason Cole – Neighborhood Preservation Inspector

City Prosecutor's Office

Jim Sampanes – City Prosecutor
Sarah DeJong – Bureau Chief
Nathan Watts – Assistant Bureau Chief
Elizabeth Parker – Assistant City Prosecutor
Maria Nilmeier – Assistant City Prosecutor
Gwendolyn Ruiz – Criminal Justice Specialist
Alexandra Lange – Assistant City Prosecutor

Office of Homeless Solutions

Rachel Milne – Office of Homeless Solutions Director

Charles Lee – Community Program Coordinator

Sarah McCann – Homeless Liaison

Caroline Fon – Homeless Liaison

Victor Rojas – Homeless Liaison

Stefanie Greenlief – Homeless Liaison

Phoenix Office of Public Health

Yanitza Soto – Interim Public Health Advisor

Appendix H: Community Committees

27th Ave. CSP Committee

Andrea Northup – Grand Canyon University
Dana Drew Shaw – Grand Canyon University
Andrea Worth – C28 Business Alliance
Derrick Morales – QuikTrip
Eric Bolze – D27 Business Alliance
Gail Morgan – Metro Center Block Watch
Gwendolyn Relf – Rehoboth CDC
Jeff Spellman – VIP Coalition/27Midtown Collaboration
Maribel Carillo – Berkley Square Neighborhood
Marvin Scott – Berkley Square Neighborhood
Nicolee Thompson – Harvest Compassion Center
Pam Horton – Washington Elementary School District
Priscilla Valdez – VIP Coalition
Ron Lindblad – Double Tree Hilton
Rosie Navarrete – QuikTrip
Shannon McBride – Metro Collaboration

19th Ave. CSP Committee

Alex Mendoza – 19th Ave. Neighborhood Leader
AJ Marsden – Pasadena Neighborhood Association
Bruce Ivor – Royal Palms Neighborhood
Candace Norman – Westtown Amended Neighborhood
Cindy Graber – State Avenue Block Watch
Darlene Vallo – Washington Park Neighborhood
Jennifer Flores – Westtown Amended Neighborhood
Leticia Gonzales – West Sunnyslope Neighborhood Association
Natalie Veidmark – North Mountain Business Alliance
Pam Fitzgerald – Washington Park Neighborhood
Rosie Navarrete – QuikTrip
Shannon McBride – 19North Community Alliance
Steven Still – Simpson Neighborhood Association

Bell Road CSP Committee

Edward Gomillion – Mission Square Neighborhood
Erica Pravecek – Starbucks
Greg Freeman – Bell Road Business Alliance
Lois Stanbury – Village Meadows Neighborhood
Nina Poole – Thrive Phoenix
Rosie Navarrete - QuikTrip
Steven Belaus – Mission Square Neighborhood
Susan Herber – Village Meadows Neighborhood/Bell Road Business Alliance

Hatcher Road CSP Committee

Cleo Lewis – West Sunnyslope Neighborhood Association

Jane Nevarez – Jane's Total Care

Jessica Berg – St. Vincent de Paul

Joe McCallum – Business leader

Sam DeZonia - Wildness Tactical/theHUB
