

# City of Phoenix

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



**City of Phoenix**

## **Agenda**

**Wednesday, October 1, 2025**

**10:00 AM**

**City Council Chambers**

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

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

## OPTIONS TO ACCESS THIS MEETING

Virtual Request to speak at a meeting:

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

<https://phoenixcitycouncil.webex.com/phoenixcitycouncil/onstage/g.php?MTID=e322e382d11af507318aed3820fa0821a>

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

In-Person Requests to speak at a meeting:

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

At the time of the meeting:

- Watch the meeting live streamed on phoenix.gov or Phoenix Channel 11 on Cox Cable, or using the Webex link provided above.
- Call-in to listen to the meeting. Dial 602-666-0783 and Enter Meeting ID 2558 012 0065# (for English) or 2559 771 5572# (for Spanish). Press # again when prompted for attendee ID.
- Watch the meeting in-person from the Upper Chambers, Lower Chambers or

City Hall depending on seating availability.

Para nuestros residentes de habla hispana:

- Para registrarse para hablar en español, llame al 602-262-6001 al menos 2 horas antes del inicio de esta reunión e indique el número del tema. El día de la reunión, llame al 602-666-0783 e ingrese el número de identificación de la reunión 2559 771 5572#. El intérprete le indicará cuando sea su turno de hablar.

- Para solamente escuchar la reunión en español, llame a este mismo número el día de la reunión (602-666-0783; ingrese el número de identificación de la reunión 2559 771 5572#). Se proporciona interpretación simultánea para nuestros residentes durante todas las reuniones.

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

Miembros del público pueden asistir a esta reunión en persona. El acceso físico al lugar de la reunión estará disponible comenzando una hora antes de la reunión.

## **CALL TO ORDER**

## **000 CALL TO THE PUBLIC**

## **MINUTES OF MEETINGS**

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

*Attachments*

[PSJ Subcommittee Minutes 09.03.2025\\_09.24.2025 FINAL DRAFT.pdf](#)

**INFORMATION AND DISCUSSION (ITEMS 2-3)**

- 2      **Fire Department Lockbox Program Update**      Page 15

*Attachments*

[Lockbox PS&J Attachment A.pdf](#)

- 3      **Community Assistance Program (CAP) Expansion Implementation Report**      Page 18

*Attachments*

[Community Assistance Expansion and Implementation Report - October 2025.pdf](#)

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

- 4      **Phoenix Police Department Recruitment, Hiring and Attrition Update**      Page 25

*Attachments*

[Attachment A - Phoenix Police Department Hiring, Recruitment and Attrition Report.pdf](#)

- 5      **Fire Department Staffing and Response Times Update**      Page 46

*Attachments*

[Attachment A - Phoenix Fire Department Staffing, Hiring and Activity Report.pdf](#)

**000 CALL TO THE PUBLIC**

**FUTURE AGENDA ITEMS**

**ADJOURN**

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

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

**Members:**

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



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

This item transmits the minutes of the Public Safety and Justice Subcommittee Meeting on September 3, 2025, for review, correction or approval by the Public Safety and Justice Subcommittee.

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

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

### **Responsible Department**

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

## **Attachment A**

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

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

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

Subcommittee Members Absent

#### **CALL TO ORDER**

Chairman Robinson called the Public Safety and Justice Subcommittee (PSJ) to order at 10:01 a.m. with Chairman Kevin Robinson, Vice Mayor Ann O'Brien, Councilwoman Betty Guardado, and Councilman Jim Waring present.

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

None.

#### **MINUTES OF MEETINGS**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Chairman Robinson asked whether the number of officers includes recruits.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Commander Will Jou and Commander Leif Myers presented this item.

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

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

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

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

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

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

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

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

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

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

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

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

Commander Myers shared it was started two months ago.

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

Commander Myers confirmed that mental health resources are still offered.

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

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

Commander Jou confirmed this was a challenge.

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

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

Chairman Robinson commented that retention rates have improved.

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

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

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

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

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

Information only. No Councilmember requested additional information.

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

Information only. No Councilmember requested additional information.

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

None.

#### **FUTURE AGENDA ITEMS**

None.

#### **ADJOURNMENT**

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

Respectfully submitted,

Cecilia Alcantar  
Management Fellow



## Fire Department Lockbox Program Update

This item updates the Public Safety and Justice Subcommittee on the Fire Department's Lockbox Program.

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

#### Program Overview

The Lockbox Program began as a pilot in 2023, with support of Vice Mayor O'Brien and the Phoenix REALTORS. The program became permanent in January 2025 and was moved from Fire Prevention to the Community Risk Reduction Division.

In January, in collaboration with the Community Assistance Program, the lockbox program was expanded to include the ability to register an existing lockbox or a garage door/smart knob code. The program developed various program management tools to include a new public request form, robust map-based installation request manager, and executive level data dashboard. The CAD team also created reports to track dispatched calls to those addresses that participate in the program and a milestone tracking that operations can document when they utilize the lockbox during a call.

#### Current Messaging Efforts

The Fire Department actively promotes the program alongside other city departments such as the Council District Offices and Neighborhood Services, as well as internal departments such as the Community Risk Education Unit, Communications, and the Community Assistance Program. The Community Risk Reduction team will attend community meetings, district meetings, and other events to promote the program. The program is also promoted on the Fire Department website.

#### Current Installation Statistics

Since the inception of the pilot program, there have been 480 records added to the lockbox database, 365 new installations, 58 existing lockbox registrations, and 57 garage door or smart knob code registrations. A breakdown by council district is included in **Attachment A**. There are several code registrations that are included in the statistics that do not fall within a council district; therefore, the total number and the district breakdown will not match. Year-to-date the Community Assistance Program

with the assistance of the Phoenix Fire Cadets installed 258 lock boxes.

#### Future of the Program

With support of the Phoenix REALTORS, the Fire Department just received another 400 lockboxes that will be installed by the end of the year.

The department currently receives an average of 168 requests per month since promotion of the permanent program began earlier this year. We are exploring additional staffing opportunities to get the lockboxes installed in a reasonable amount of time, by utilizing light duty and alternate assignment staff within the Fire Department. Should the requests continue at this rate next year, the department will also need to explore funding to purchase additional lockboxes to supplement the donations already received.

#### **Responsible Department**

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

# Attachment A: Lockbox Program Tracking

Council District	Installs / Registrations
1	119
2	91
3	122
4	68
5	42
6	100
7	10
8	36

New Lockbox  
Installations  
457

Existing Lockbox  
Registrations  
67

Existing Code  
Registrations  
62



*Difference between CD numbers on the left and program tracking on the right are non-Phoenix residents who register existing code with program.*



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

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

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

#### **Summary**

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

The CAP expansion has made considerable progress to achieve long-term program success and sustainment. The plan is to increase the number of Crisis Response Units (CRUs) to ten and Behavioral Health Units (BHUs) to nine. A multidisciplinary team of City departments have been working to support this vision. To date, there are six CRUs (60 percent to target) and nine BHUs (100 percent to target) in operation. The newest BHUs, BH6, BH7 and BH9 went into operation in June 2025. CRU coverage is 24-hour coverage for five days weekly and 22-hour coverage for 2 days weekly. BHU coverage is 24 hours daily.

CAP is currently at 93 percent filled positions and 7 percent vacancies. In 2025, CAP completed five onboarding classes. Class 25-06 has begun and will conclude in November. CAP anticipates hosting a Class 25-07 onboarding prior to the end of December 2025. CAP anticipates an increase in vacancies following the request to convert part-time specialist positions into full-time roles. Once this conversion is implemented, 20 additional full-time specialist positions will be created.

Hiring for Behavioral Health Dispatchers / Supervisors has concluded, and CAP achieved the goal of 24-hour daily coverage in the Fire Alarm Room on March 31,

2025.

In August 2025, there were 417 calls transferred from Police Communications to CAP Behavioral Health Dispatchers. Between January and August 2025, the number of calls transferred from Police Communications to CAP Behavioral Health Dispatchers increased by 98 percent \compared to the same period in 2024. In August 2025, 52 percent of the calls for the BHUs were generated from a transferred call from Police Communications. The remaining 48 percent of the BHUs' calls for service were either a co-response with police/fire or the call was generated by a BHU.

In August 2025, there were 809 calls for service for the BHUs. Between January and August 2025, the calls for service for BHUs' increased by 94 percent compared to the same period in 2024. Of the 809 calls for service, the BHUs made contact with a customer(s) on 457 calls (56 percent). The remaining calls were either cancelled prior to arrival or the units could not locate the customer upon arrival on-scene. Single-unit BH response in August was 73 percent of total calls for service. In August, the average response time for a BHU was 20 minutes.

In August 2025, there were 476 calls for service for the CRUs. Between January and August 2025, the calls for service for CRUs increased by 5 percent compared to the same period in 2024. Of the 476 calls for service, the CRUs contacted a customer(s) on 267 calls (56 percent). The remaining calls were either cancelled prior or upon arrival. Single-unit CR response in August was 10 percent of total calls for service. In August, the average response time for a CRU was 22 minutes.

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

### **Responsible Department**

This item is submitted by Assistant City Manager Lori Bays, Deputy City Manager Ginger Spencer, and the Fire Department.



## COMMUNITY ASSISTANCE PROGRAM

# EXPANSION AND IMPLEMENTATION REPORT OCTOBER 2025

### SUMMARY:

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

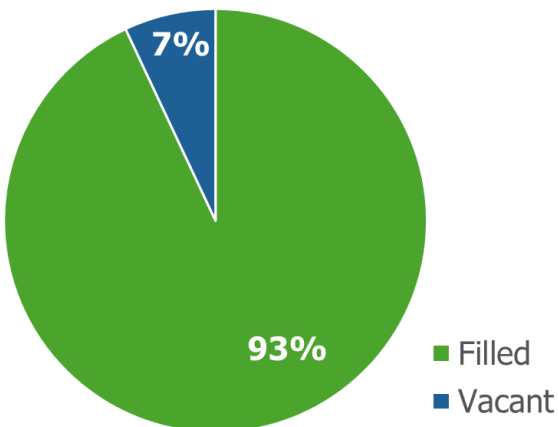
In August 2025, CAP responded to a total of 1,285 calls for service. Of these, 417 calls were transferred from Phoenix Police Communications to CAP Behavioral Health Dispatchers. During August, 15 CAP units were actively in service. Comparing the first seven months of 2025 to the same period in 2024:

- Behavioral Health Units saw a **94% increase in calls for service**.
- Crisis Response Units experienced a **5% increase in calls for service**.

### RECRUITMENT & STAFFING:

As of August 2025, the Community Assistance Program operated with nine Behavioral Health Units (BHUs) providing 24/7 citywide coverage. Behavioral Health Dispatch services also maintained round-the-clock availability. Additionally, there were six Crisis Response Units (CRUs) offering citywide coverage five days a week, 24 hours per day, and 22-hour coverage on the remaining two days. Recruitment efforts to expand staffing and enhance service capacity are ongoing throughout 2025. CAP anticipates an increase in vacancies following the request to convert part-time specialist positions into full-time roles. Once this conversion is implemented, 20 additional full-time specialist positions will be created.

### Current Staffing



25-06 CAP Class

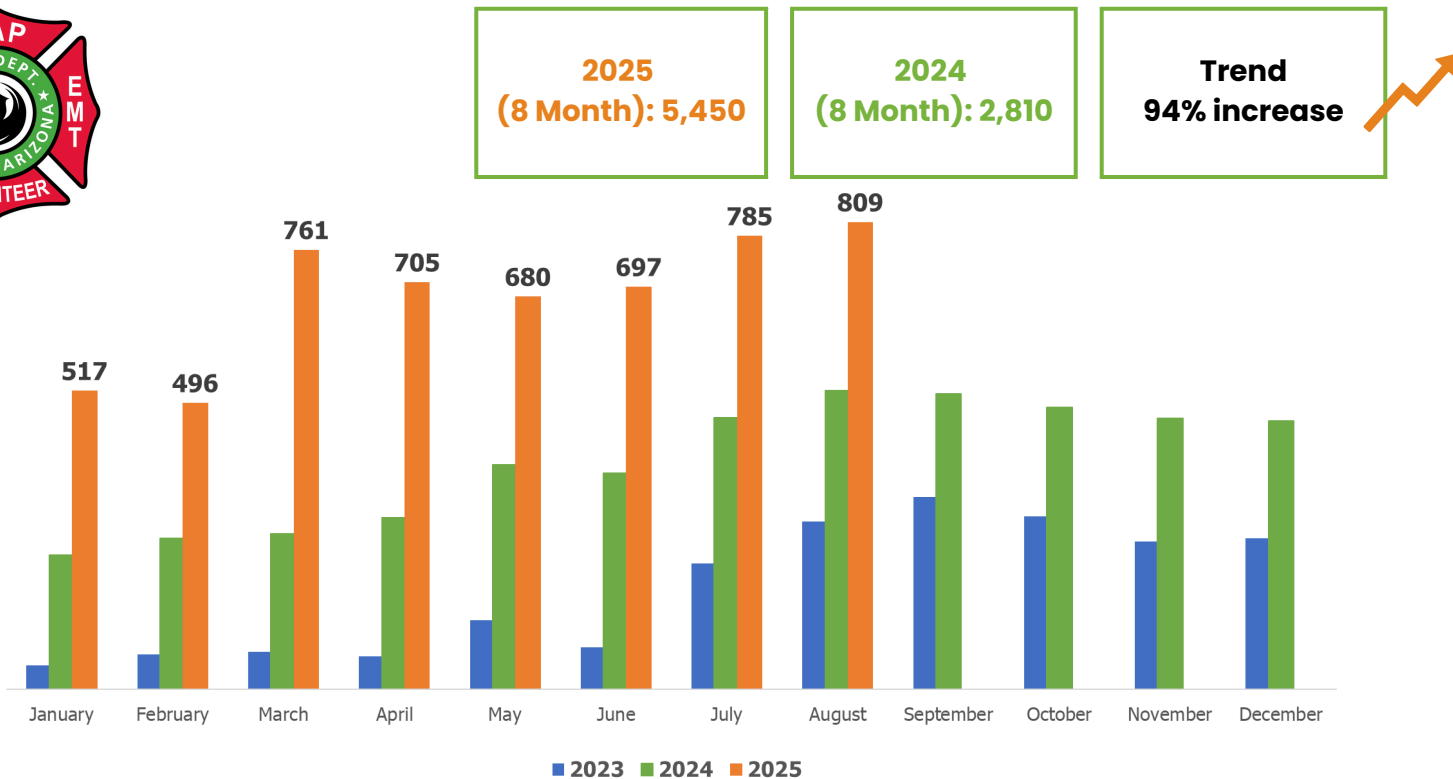
**CALLS TRANSFERRED FROM POLICE COMMUNICATIONS:**

**Between January and August 2025, the number of calls transferred from Police Communications to CAP Behavioral Health Dispatchers increased by 98% compared to the same period in 2024.** This growth reflects ongoing collaboration efforts, including the placement of two CAP supervisors in Police Communications for 41 hours each week to help identify appropriate calls for transfer.

In March 2025, all Police Communications staff and police officers completed an e-learning module on accessing and utilizing behavioral health teams. In August 2025, 52% of all Behavioral Health unit calls originated from transfers by Police Communications. The remaining 48% were initiated by fire and police personnel or generated directly by Behavioral Health units.



BEHAVIORAL HEALTH CALLS FOR SERVICE:



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

The Behavioral Health Units (BHUs) are specifically designed to respond independently to calls, serving as an alternative to traditional police or fire response. **In August 2025, BHUs responded to 809 calls for service**, making direct contact with individuals on 457 calls (56%). The remaining calls were either canceled prior to arrival or the units were unable to locate the individual upon arriving on scene.

**Primary Call Types** (Total: 457)

- Check Wellbeing: 255 (56%)
- Mental Health: 113 (25%)
- Social Service Related: 32 (7%)

**Transports:** 134

**Average Response Time:** 20 minutes

**Adults Served:** 460  
**Children Served:** 60

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

**Single Unit BH Response**

- 592 responses; **73%**

**Responding with Police**

- 95 responses; **12%**

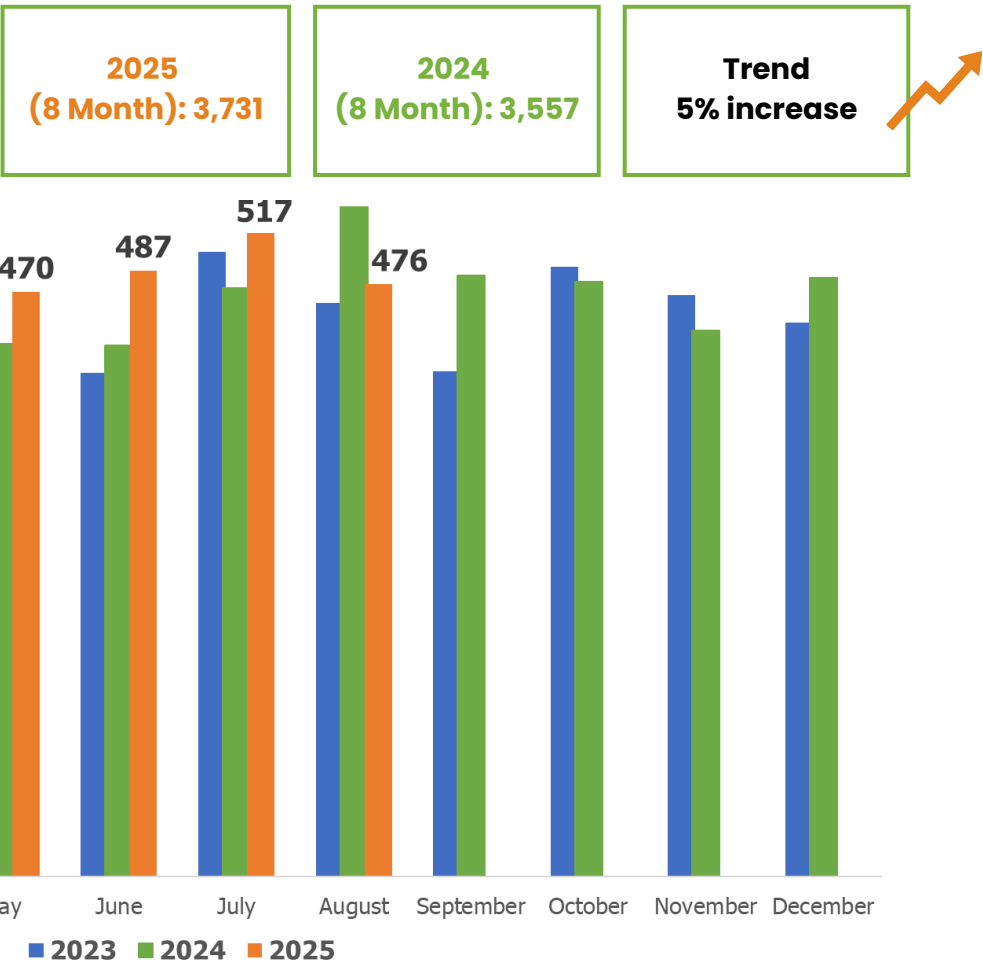
**Responding with Fire**

- 98 responses; **12%**

**Responding with Police & Fire**

- 24 responses; **3%**

CRISIS RESPONSE CALLS FOR SERVICE:



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

The Crisis Response Units (CRUs) operate as co-response teams, working alongside Police and/or Fire personnel. **In August 2025, CRUs responded to 476 calls for service**, successfully making contact with individuals on 267 calls (56%). The remaining calls were either canceled prior to arrival or upon arrival on scene.



Primary Call Types (Total: 267)

- Death: 117 (44%)
- Occupant Services: 52 (19%)
- Housing Insecurity: 42 (16%)



Transports: 31



Average Response Time: 22 minutes



Adults Served: 566  
Children Served: 237



Single Unit CR Response

- 50 responses; 10%



Responding with Police

- 70 responses; 15%



Responding with Fire

- 144 responses; 30%



Responding with Police & Fire

- 212 responses; 45%



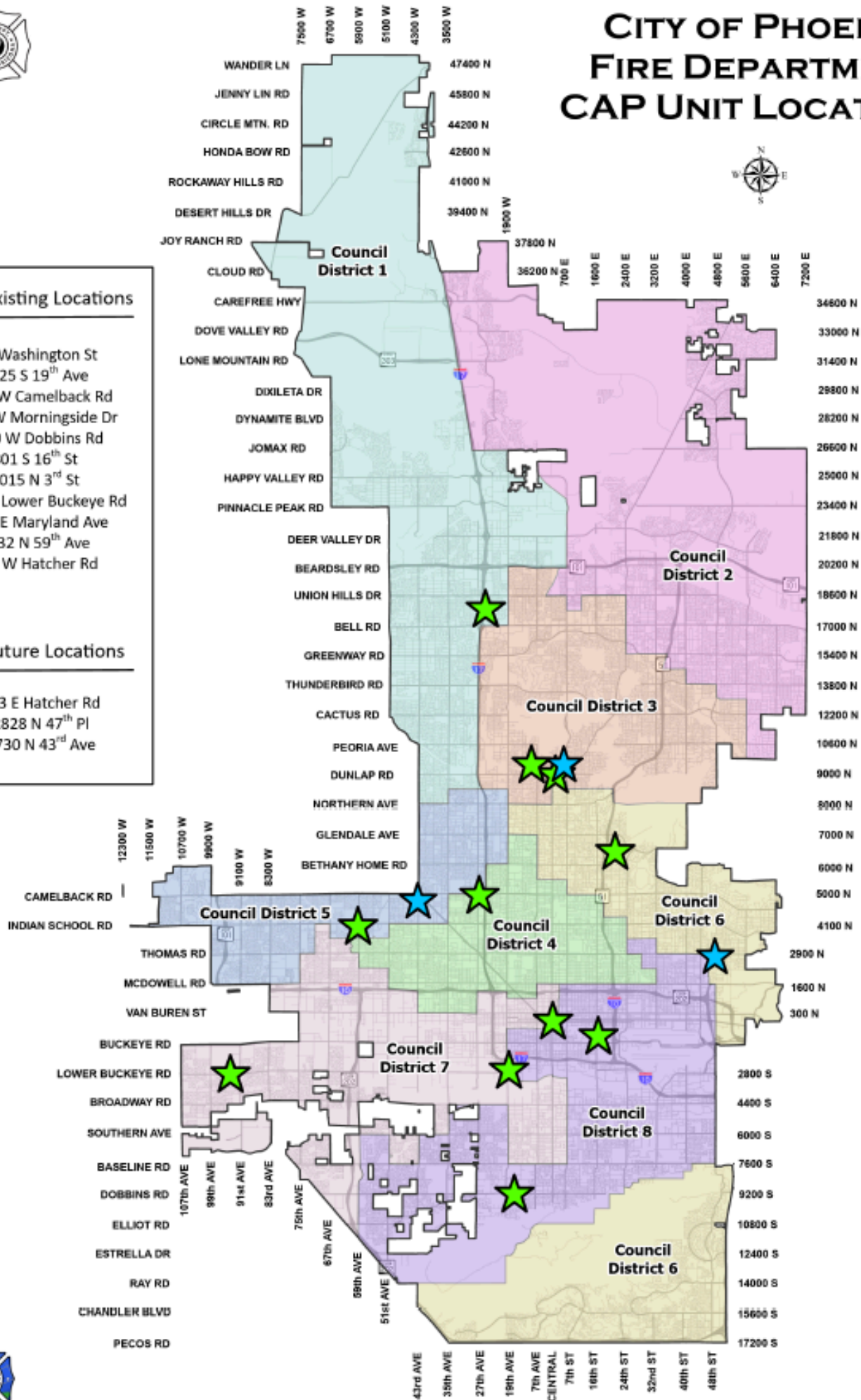
# CITY OF PHOENIX FIRE DEPARTMENT CAP UNIT LOCATIONS

## ★ Existing Locations

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

## ★ Future Locations

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





Report

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**Agenda Date:** 10/1/2025, **Item No.** 4

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

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

**THIS ITEM IS FOR INFORMATION ONLY.**

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

**Responsible Department**

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



# RECRUITMENT, HIRING, AND ATTRITION REPORT

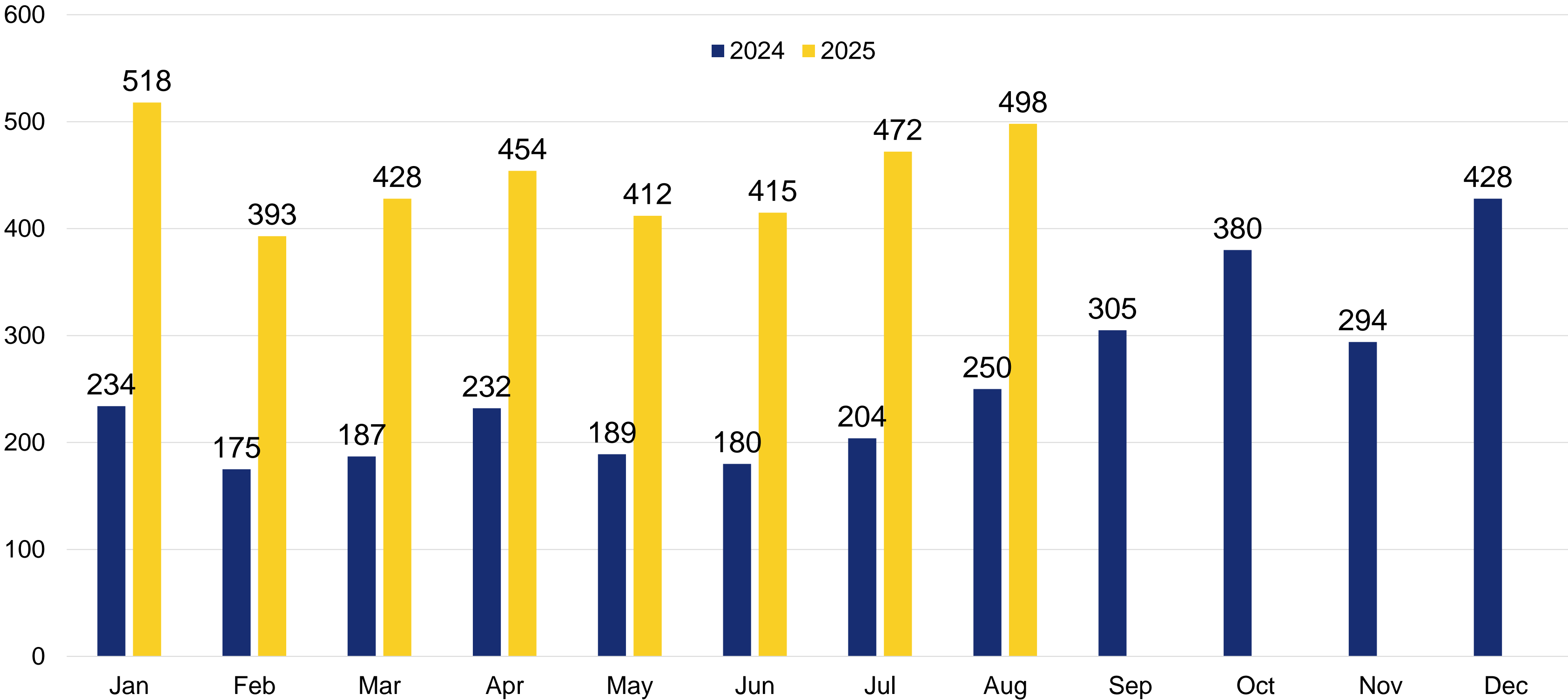
**PSJ Subcommittee - October 1, 2025**

# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



Total Recruit Applicants

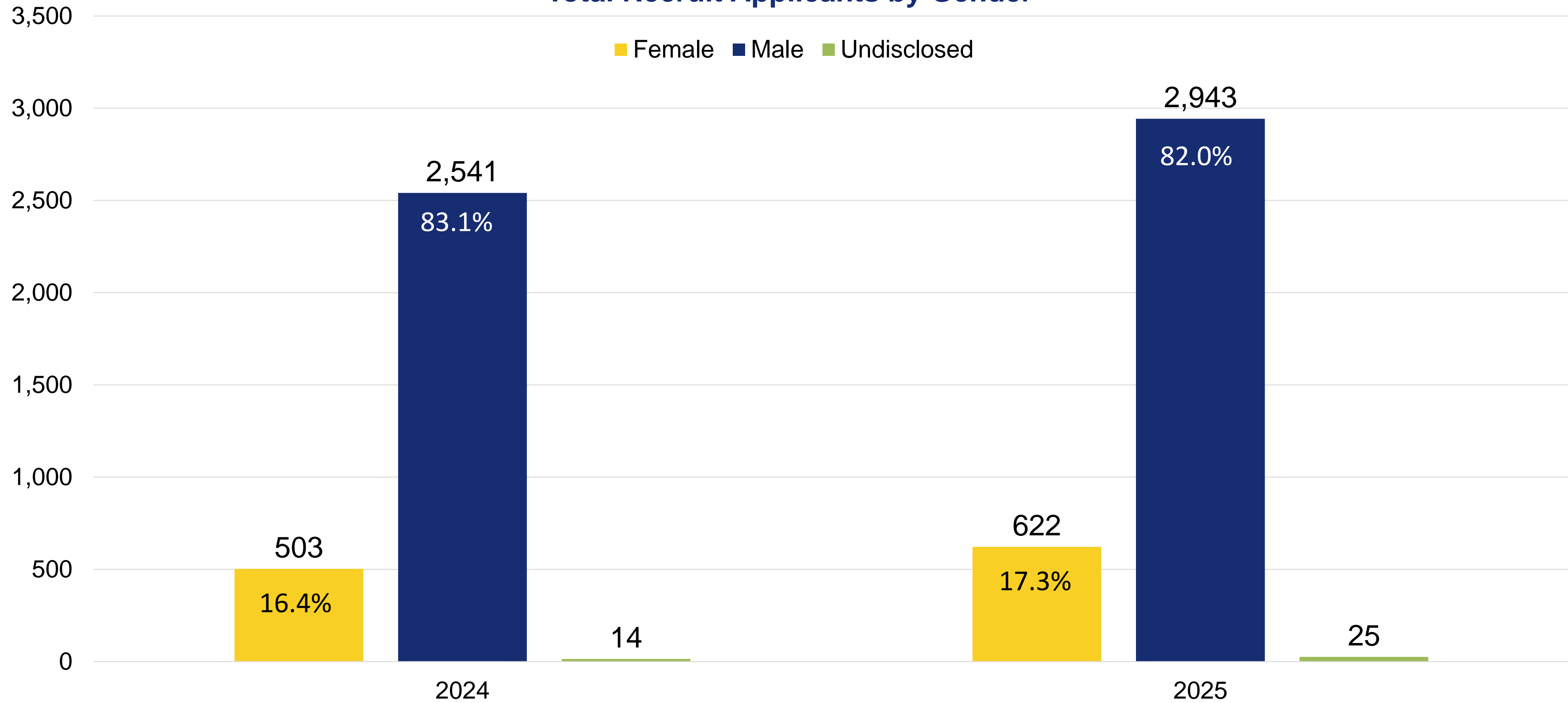


# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



Total Recruit Applicants by Gender

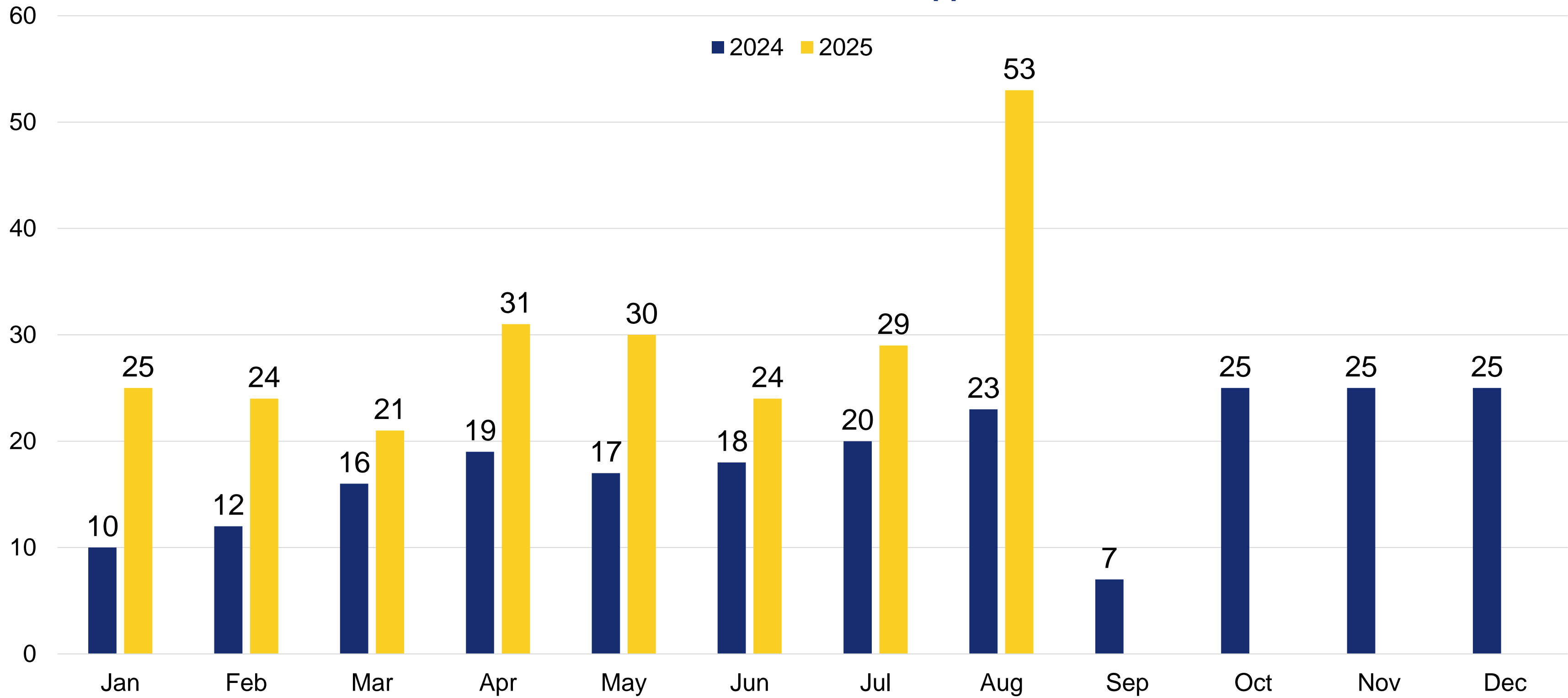


# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



Total Lateral/Reinstatement Applicants

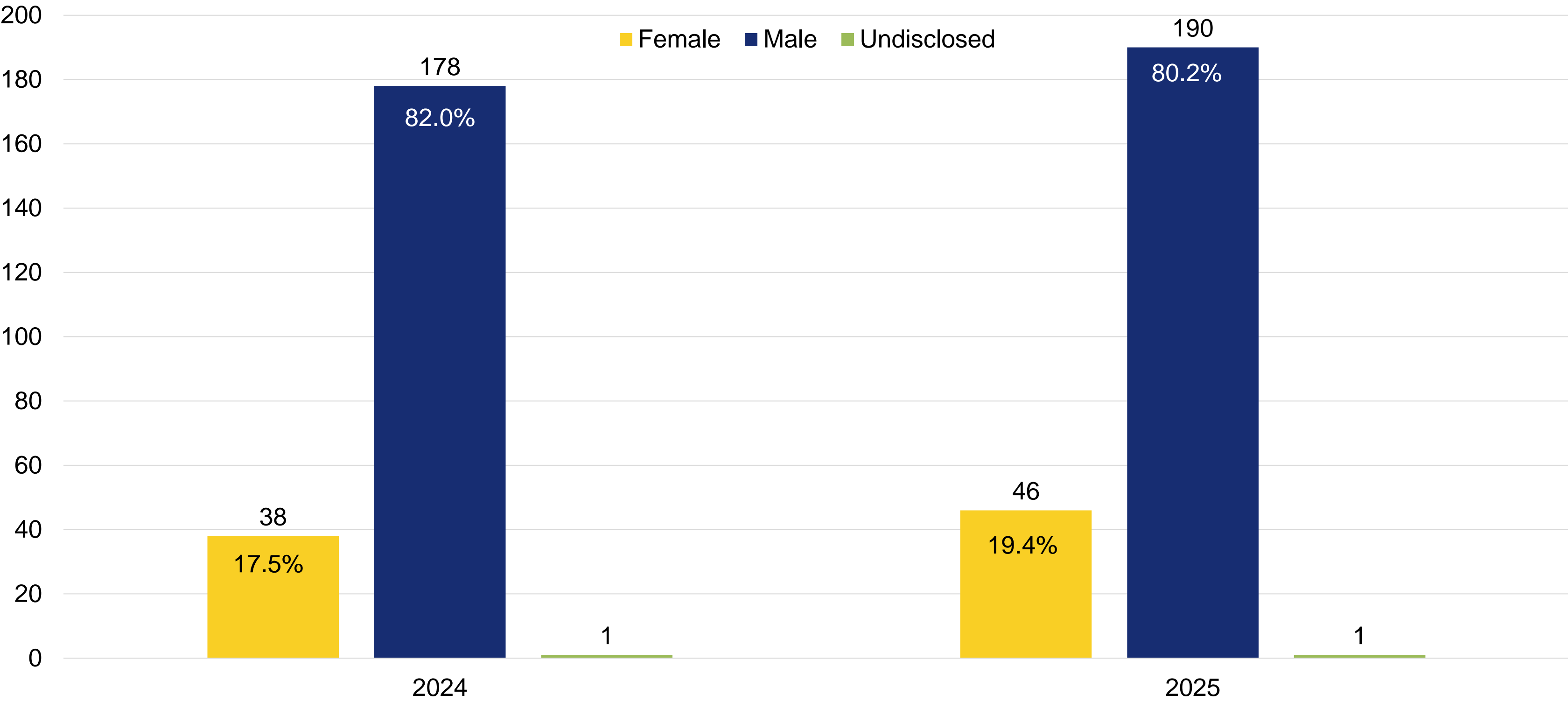


# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



Total Lateral/Reinstatement Applicants by Gender

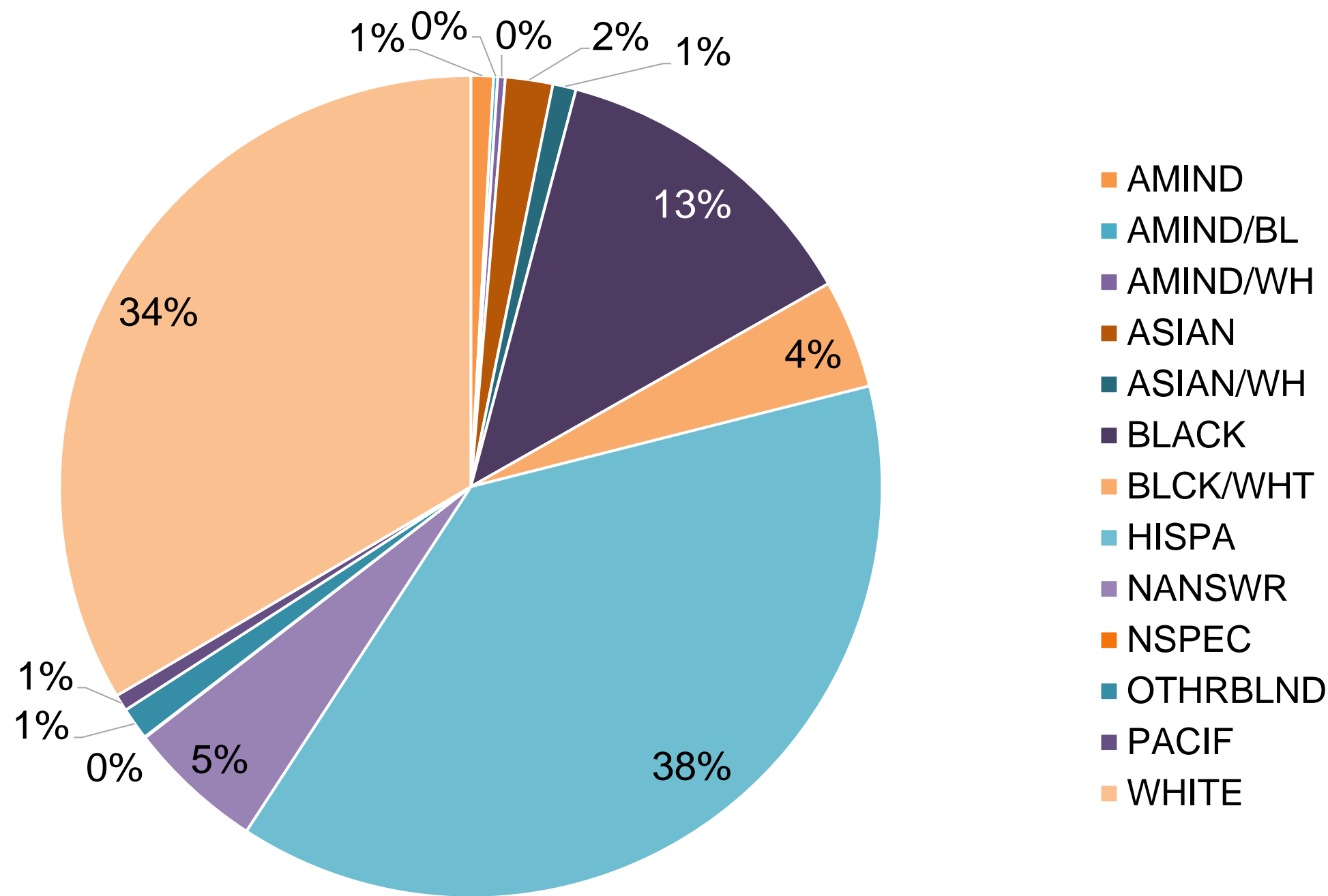


# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



Total Recruit Applicants by Race Year-to-Date as of August 31, 2025



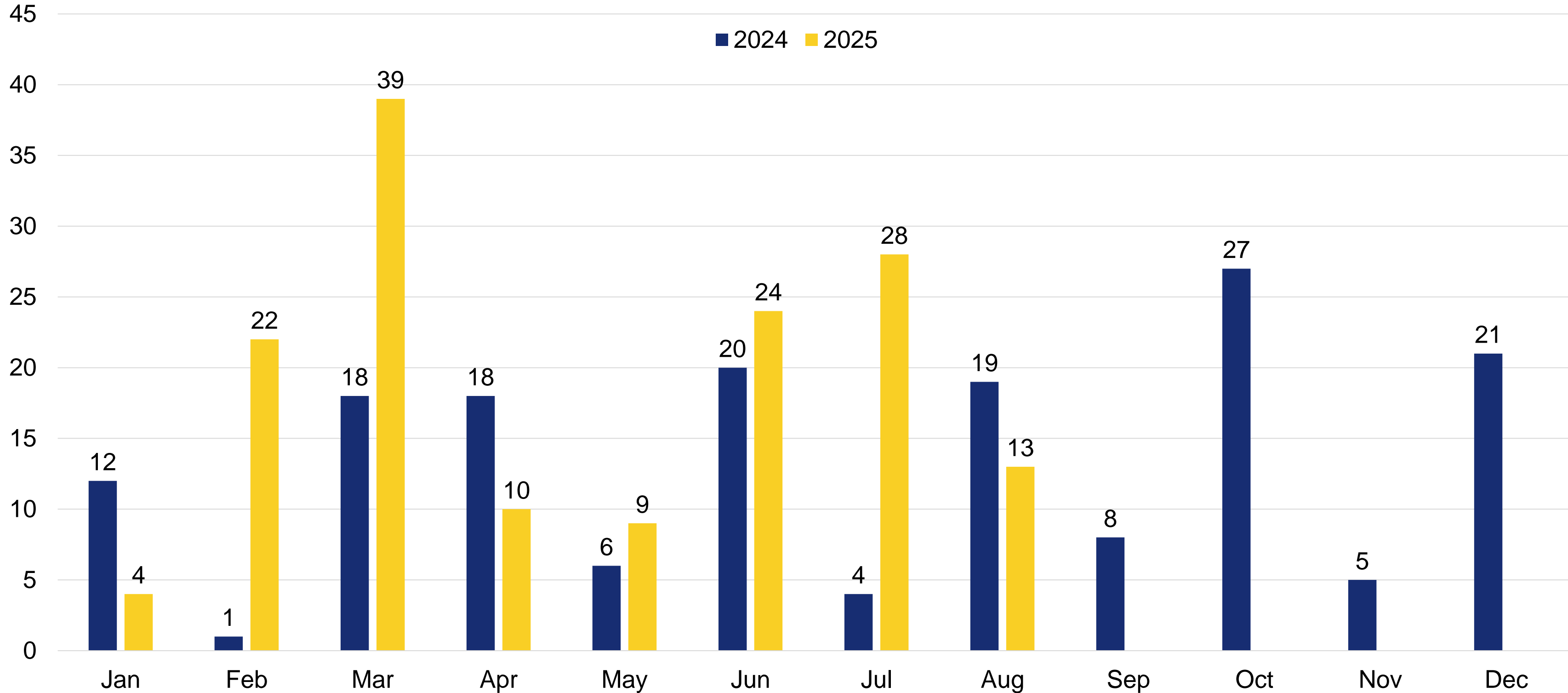
	2025 Apps	Hired
American Indian	34	2
American Indian/Black	11	0
American Indian/White	4	0
Asian	71	3
Asian/White	35	1
Black	437	16
Black/White	132	1
Hispanic	1,383	59
No Answer	295	0
Not Specified	32	0
Other Blend	30	1
Pacific Islander	25	0
White	1,101	66

# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



Total Police Recruit Hires

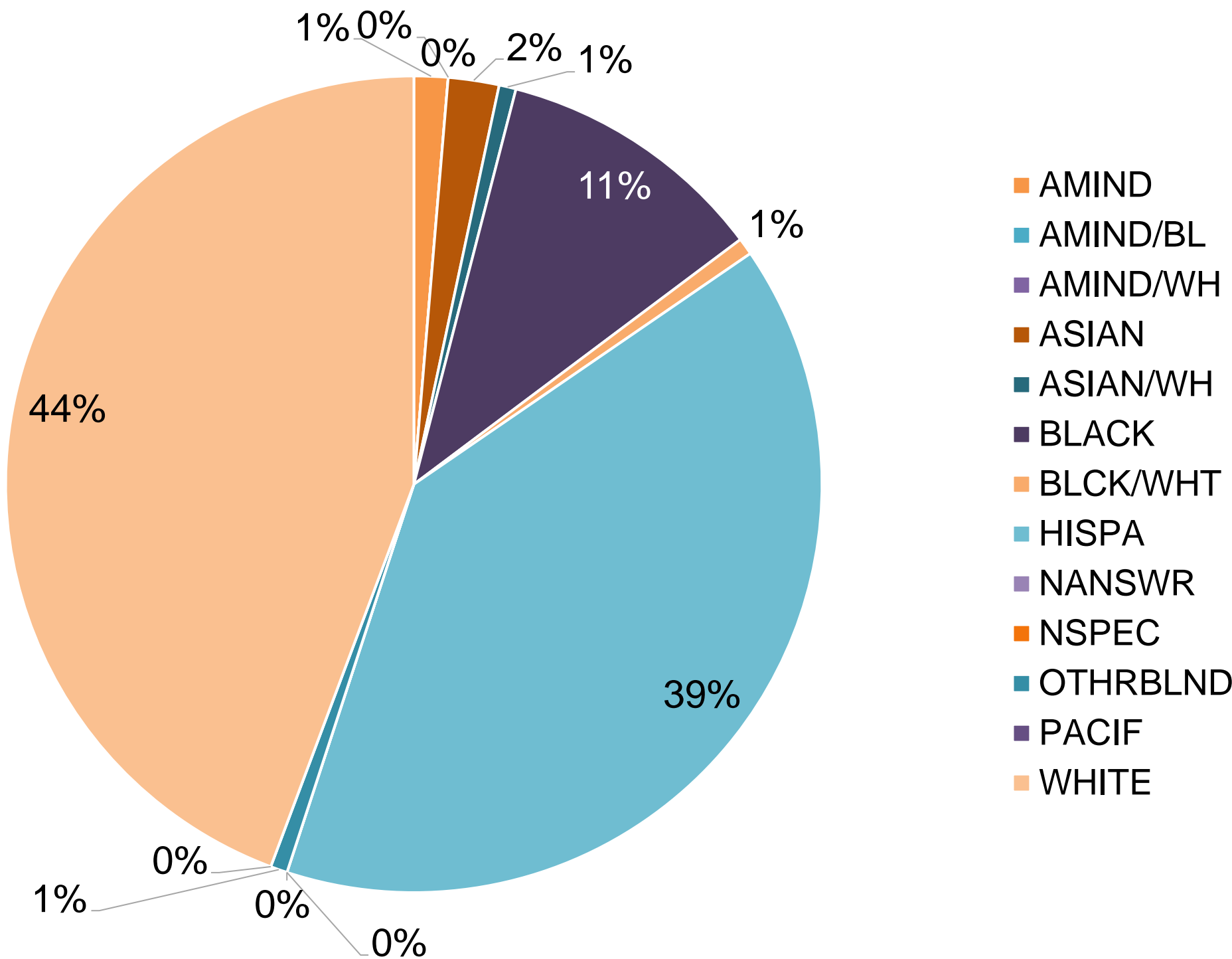


# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



Total Recruit Hires by Race Year-to-Date as of August 31, 2025



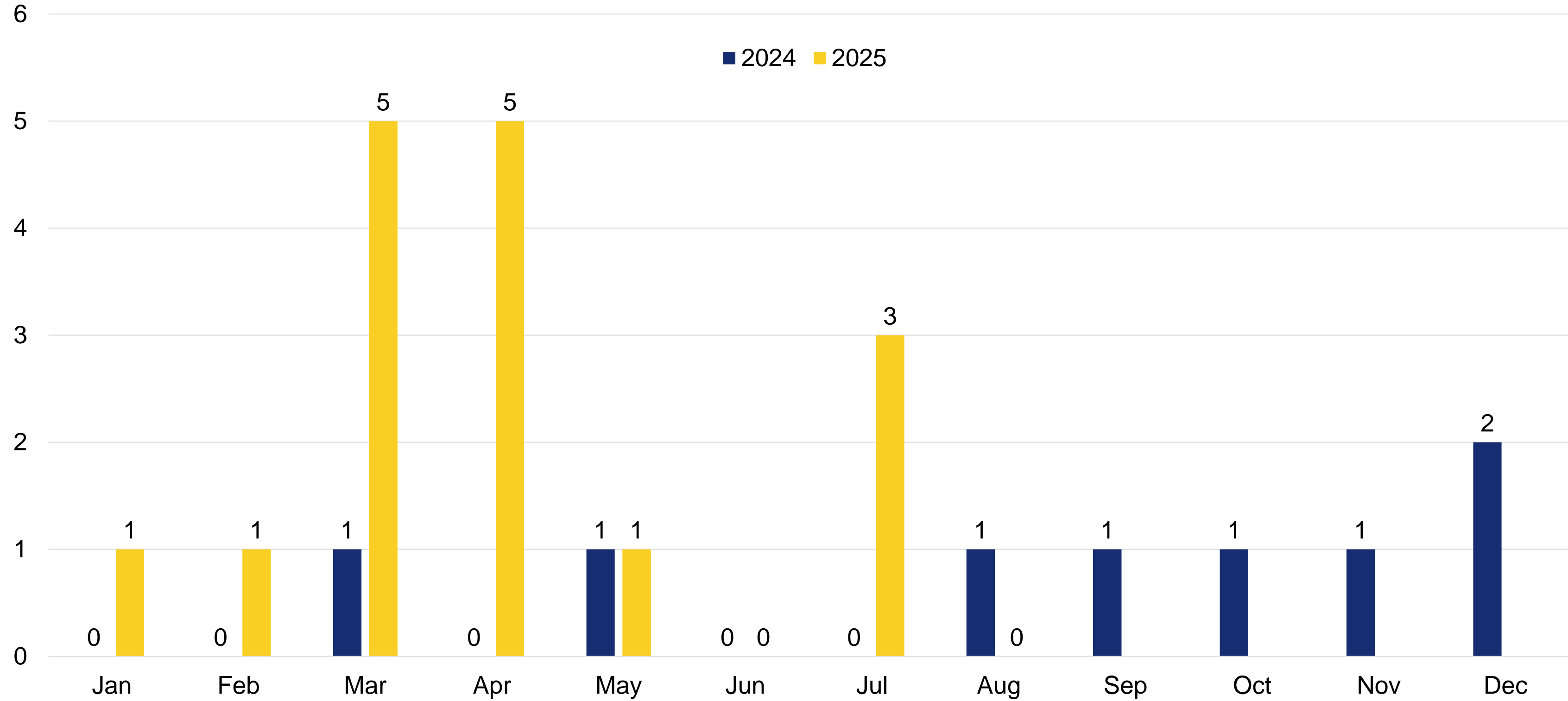
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Other Blend	30	1
Pacific Islander	25	0
White	1,101	66

# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



Total Lateral/Reinstatement Hires

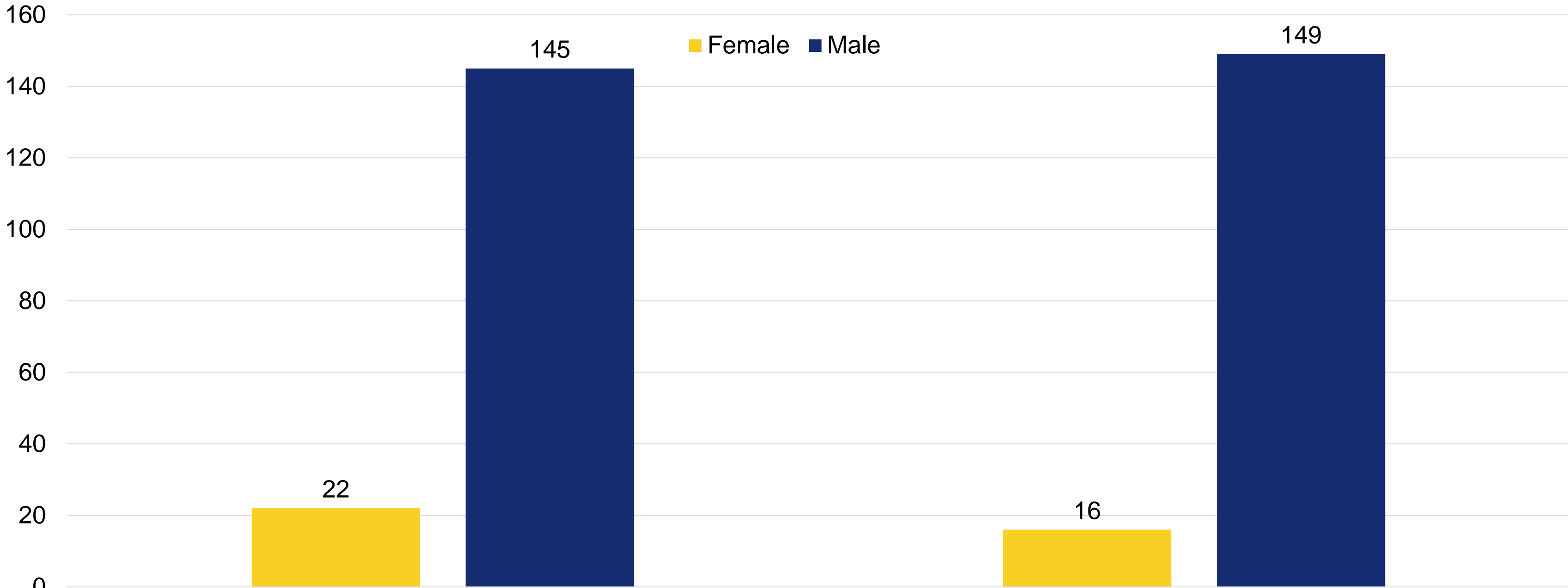


# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



Total Sworn Hires by Gender

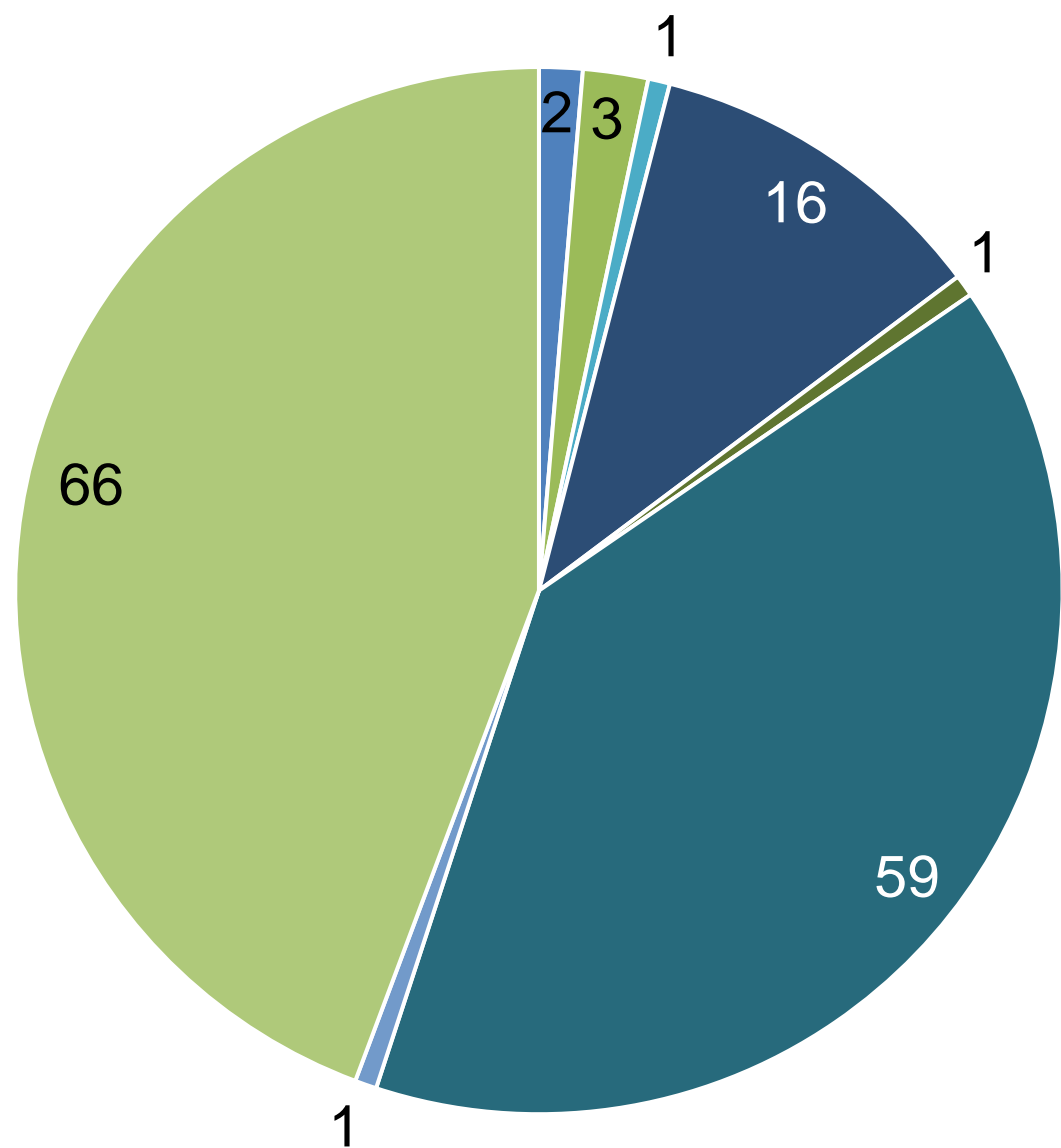


All of 2024	2025 YTD
Total Male Applicants: 2,719	Total Male Applicants: 3,133
Total Female Applicants: 541	Total Female Applicants: 668



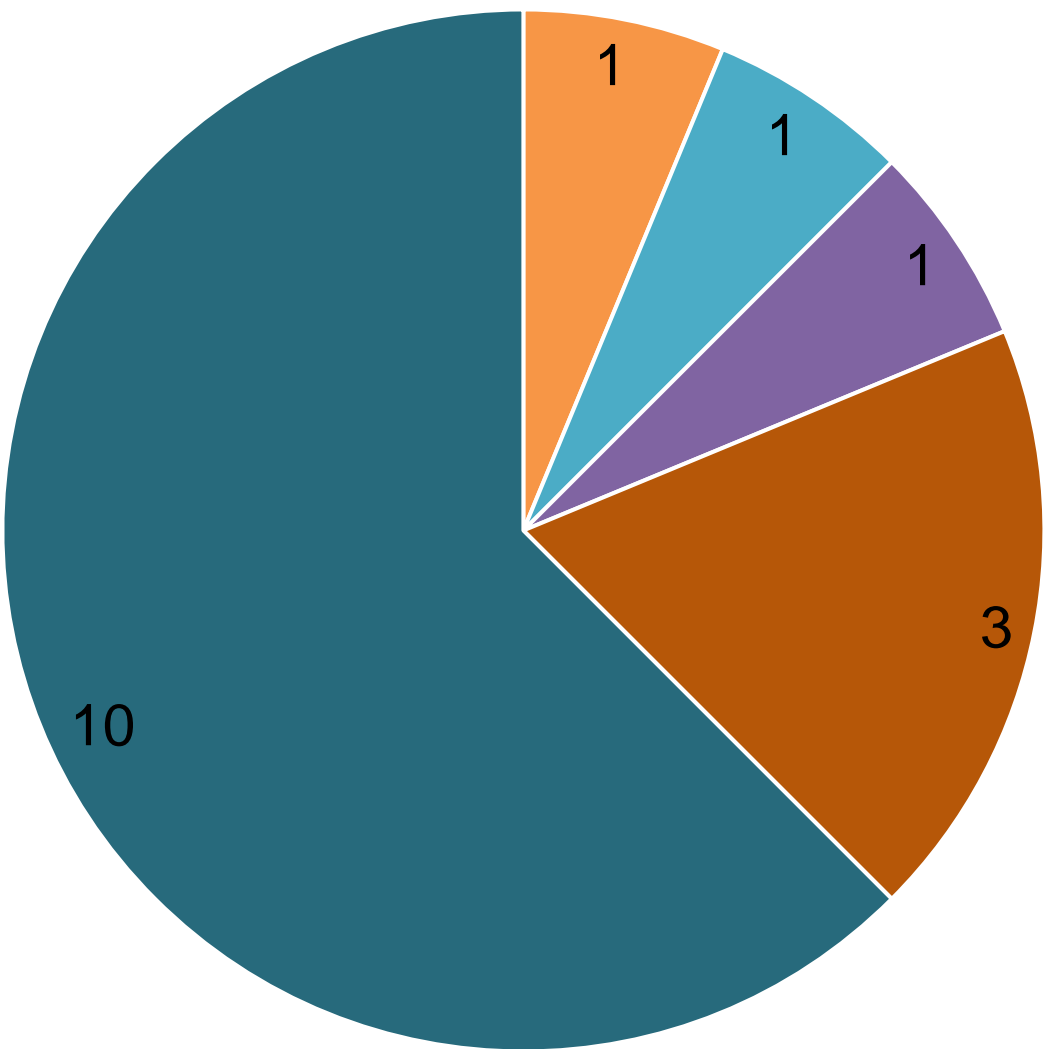
### Total Police Recruits & Lateral/Reinstatements Hired by Race as of August 31, 2025

Police Recruit



- AMIND
- ASIAN
- ASIAN/WH
- BLACK
- BLCK/WHT
- HISPA
- OTHRBLND
- WHITE

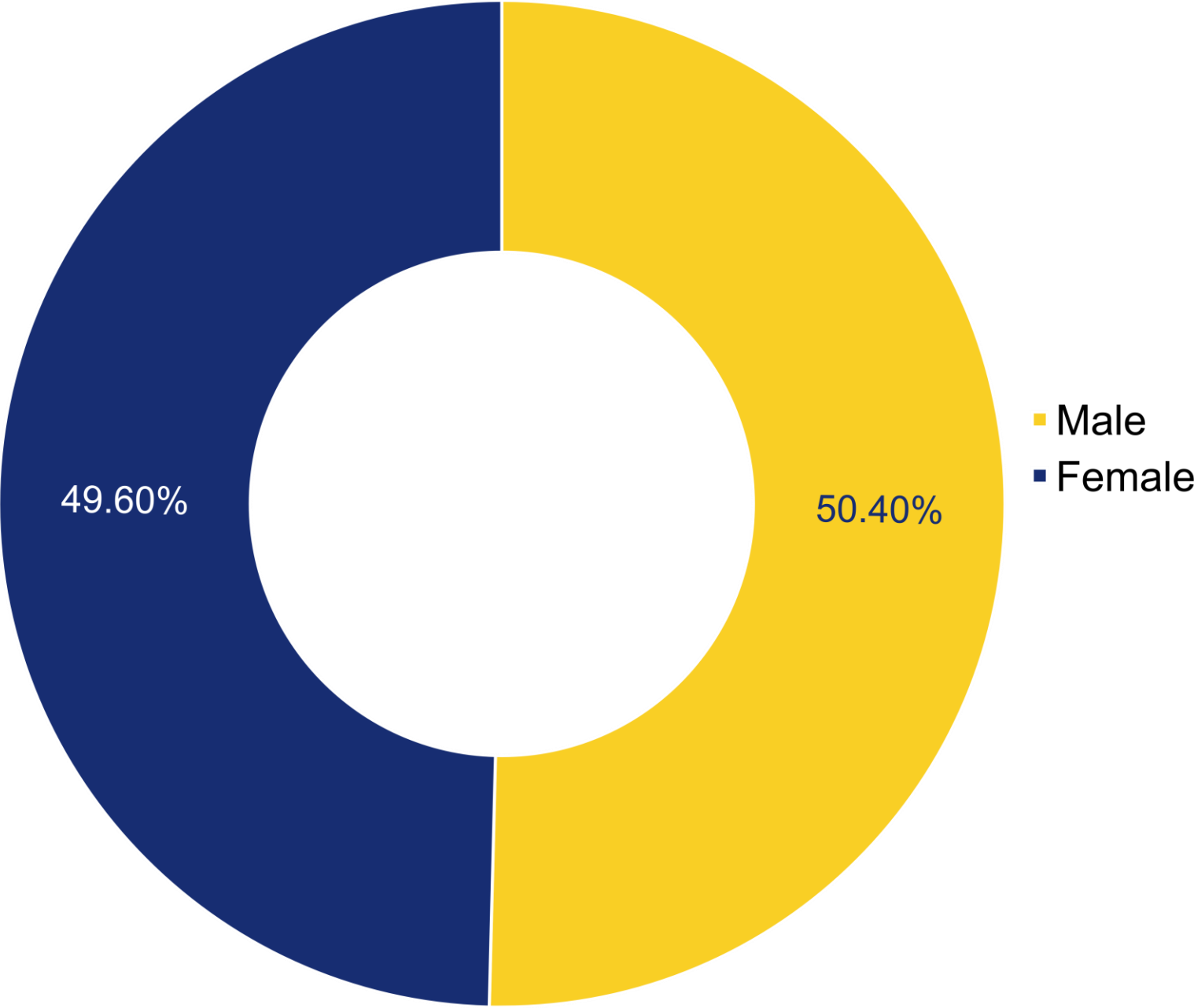
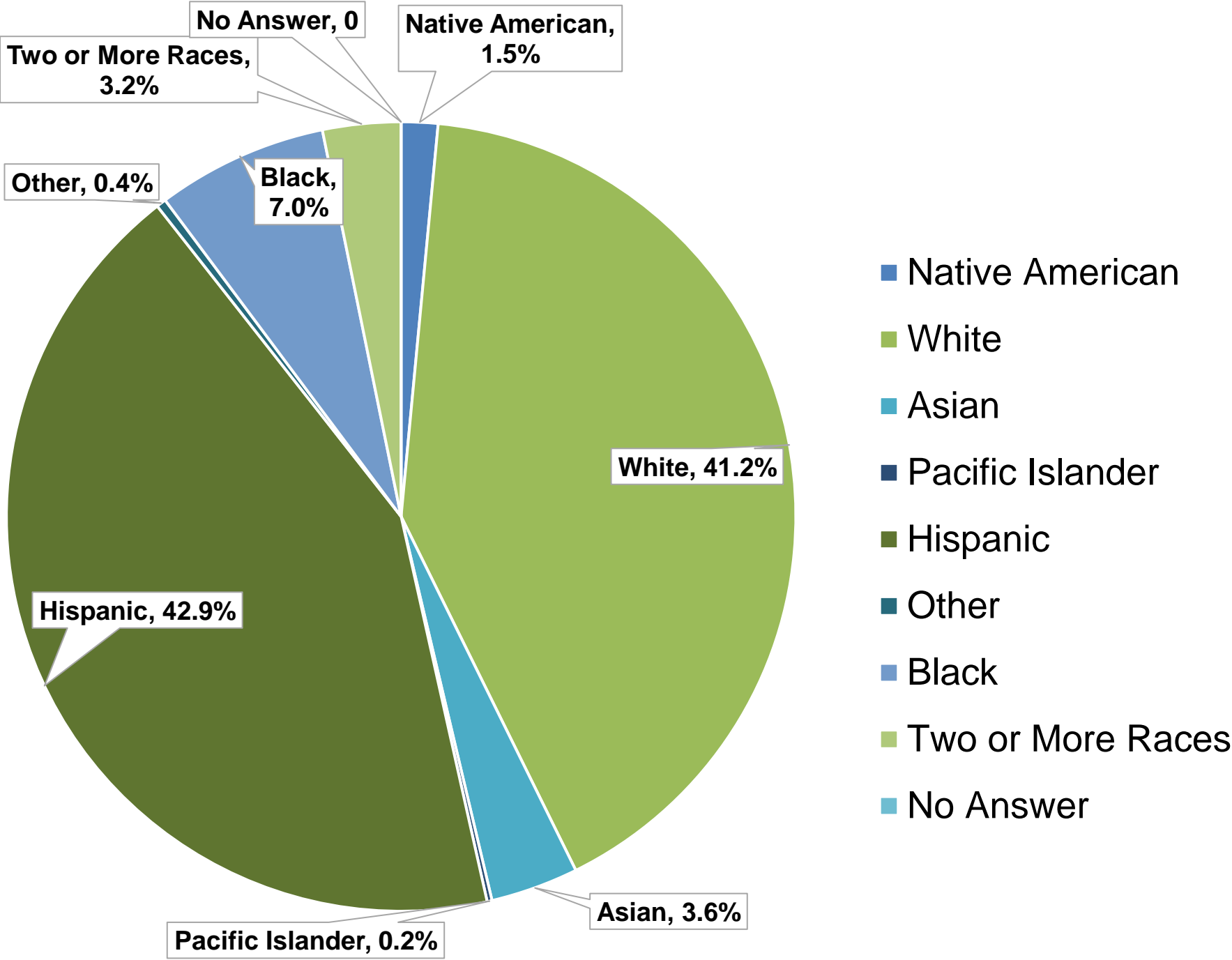
Lateral/Reinstatements



- ASIAN
- BLACK
- BLCK/WHT
- HISPA
- WHITE



### Maricopa County Demographics



# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



### Total Sworn and Recruit Employees by Rank and Gender as of August 31, 2025

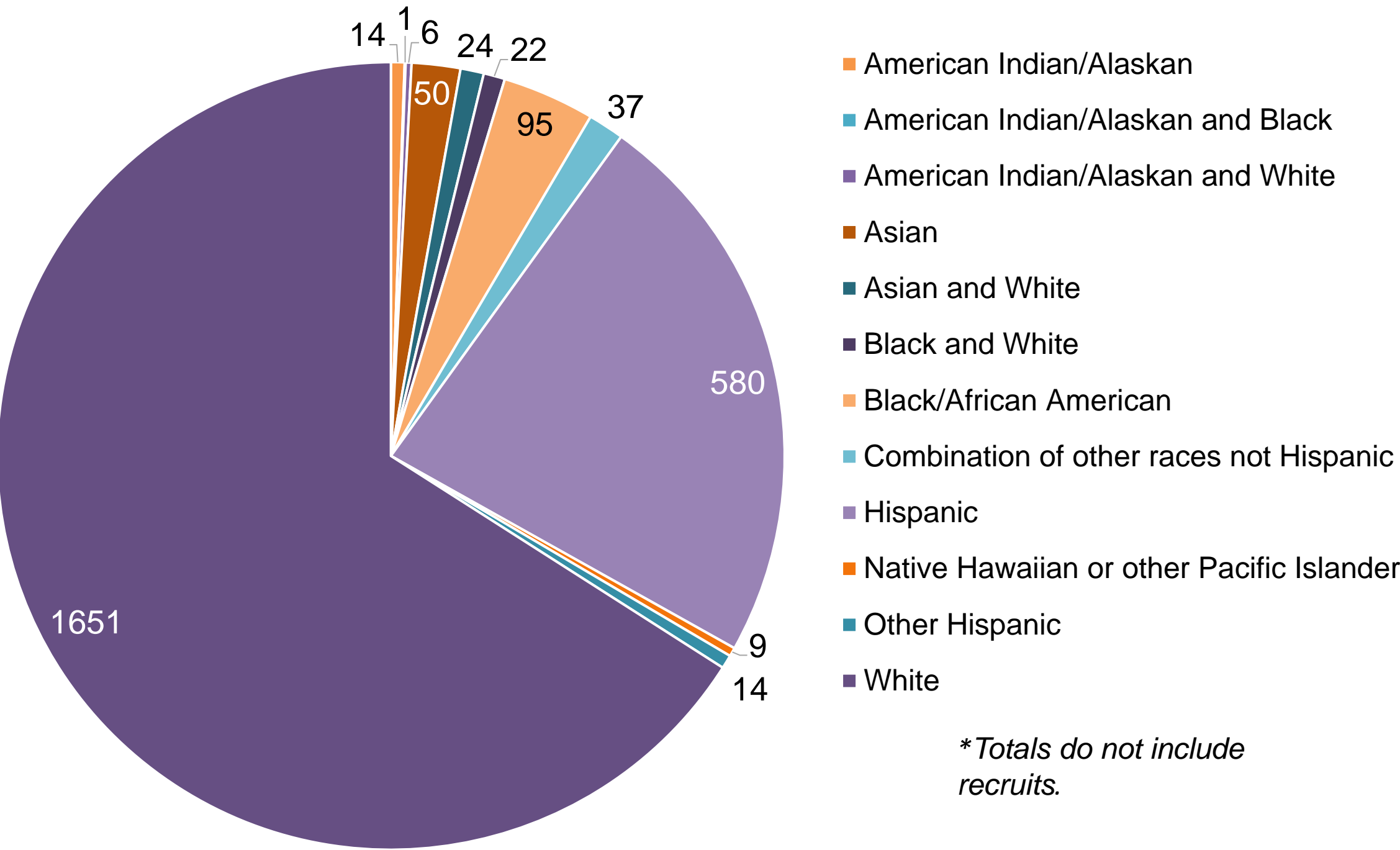
Police Chief	Total	Percentage	Sergeant	Total	Percentage
Male	1	0.04%	Female	23	0.87%
<b>Total Police Chief</b>	<b>1</b>	<b>0.04%</b>	Male	342	12.99%
Chief	Total	Percentage	<b>Total Sergeant</b>	<b>365</b>	<b>13.87%</b>
Male	5	0.19%	Officer	Total	Percentage
<b>Total Chief</b>	<b>5</b>	<b>0.19%</b>	Blank	1	0.04%
Commander	Total	Percentage	Female	290	11.02%
Female	5	0.19%	Male	1729	65.69%
Male	20	0.76%	<b>Total Officer</b>	<b>2020</b>	<b>76.75%</b>
<b>Total Commander</b>	<b>25</b>	<b>0.95%</b>	Recruit	Total	Percentage
Lieutenant	Total	Percentage	Female	16	0.61%
Female	7	0.27%	Male	112	4.26%
Male	81	3.08%	<b>Total Recruit</b>	<b>128</b>	<b>4.86%</b>
<b>Total Lieutenant</b>	<b>88</b>	<b>3.34%</b>	<b>Total:</b>	<b>2635</b>	<b>100.00%</b>

# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



Total Current Sworn by Race as of August 31, 2025



*\*Totals do not include recruits.*

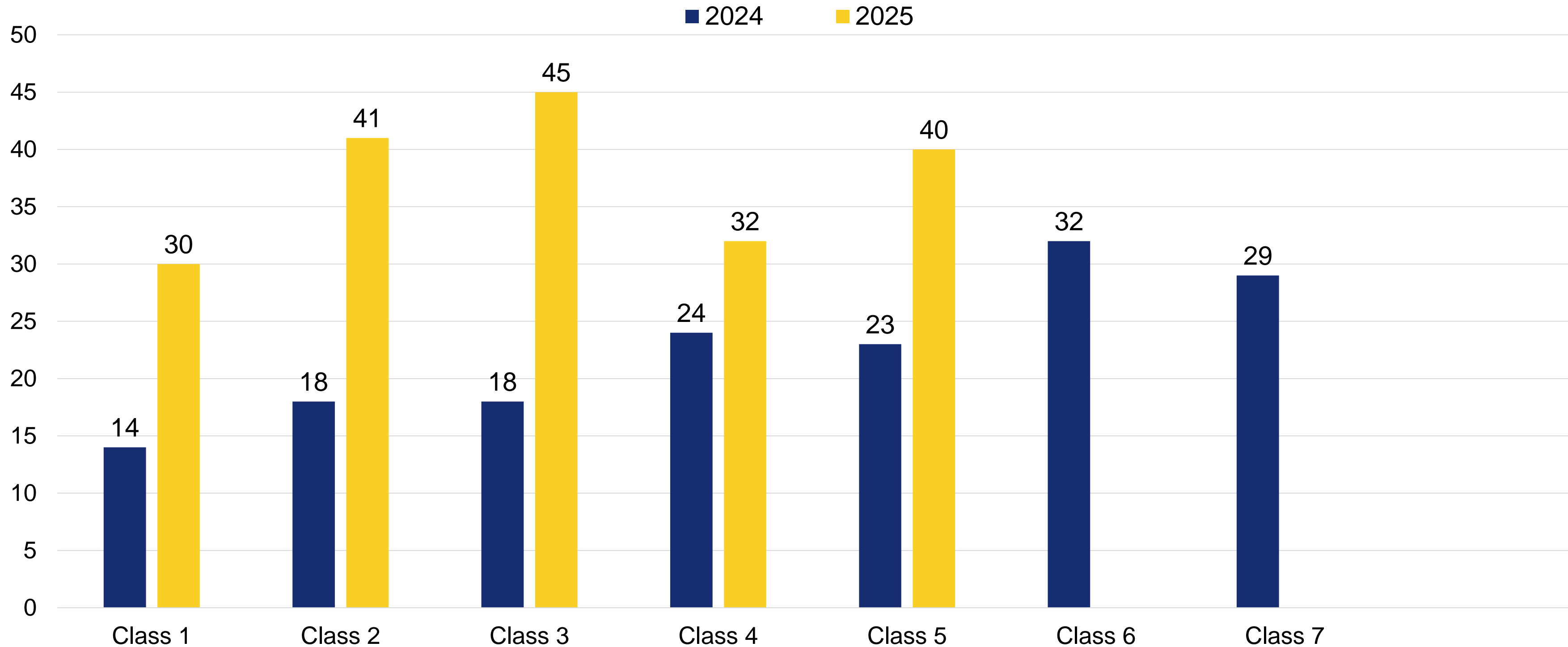
Race	Total	Percentage
American Indian/Alaskan	14	0.56%
American Indian/Alaskan and Black	1	0.04%
American Indian/Alaskan and White	6	0.24%
Asian	50	2.00%
Asian and White	24	0.96%
Black and White	22	0.88%
Black/African American	95	3.80%
Combination of other races not Hispanic	37	1.48%
Hispanic	580	23.16%
Native Hawaiian or other Pacific Islander	9	0.36%
Other Hispanic	14	0.56%
White	1651	65.93%

# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



Phoenix Police Academy Recruit Class Totals for 2024 and Year-to-Date as of August 31, 2025

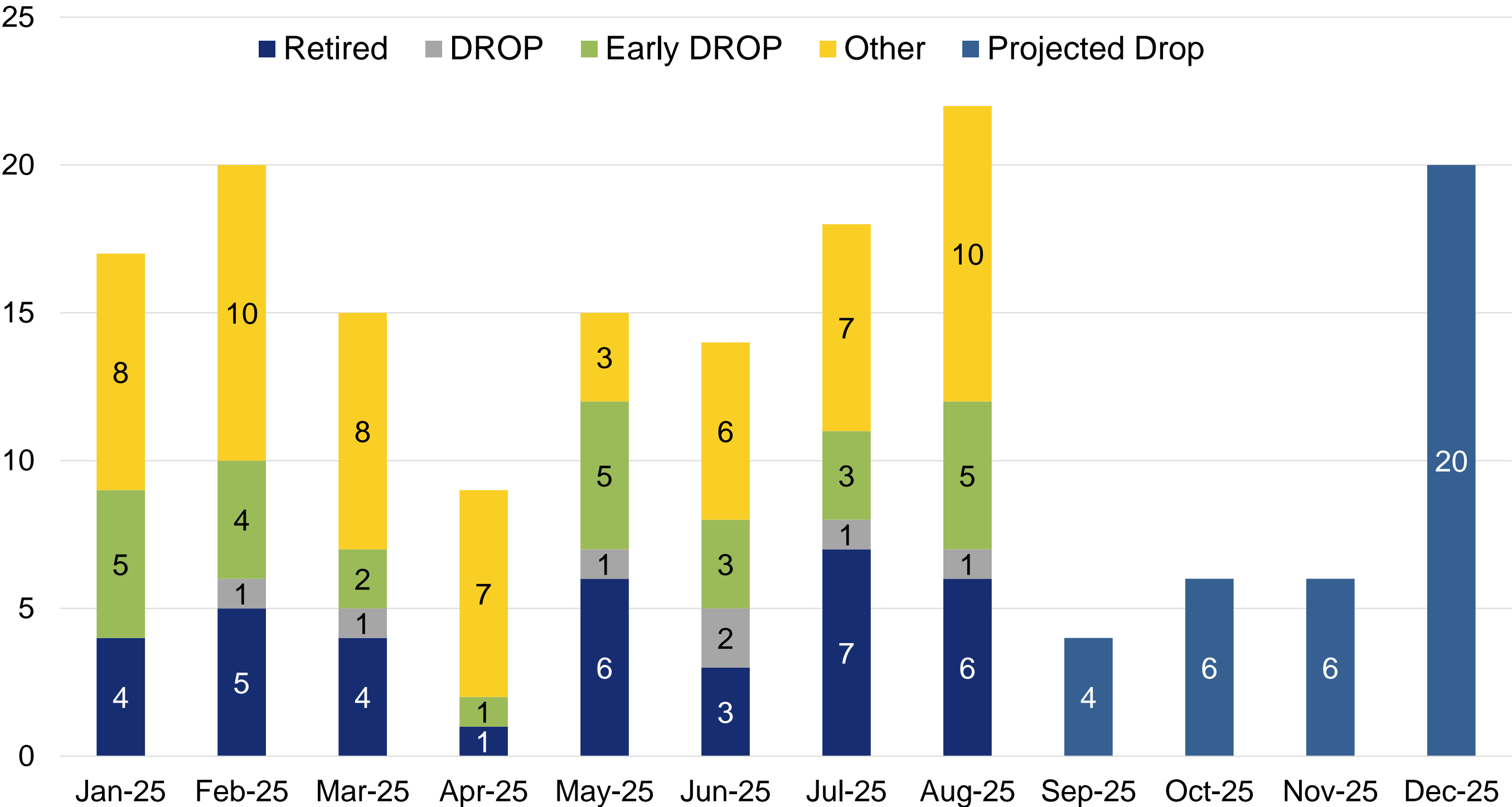


# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



Current and Projected Attrition as of August 31, 2025



SEPARATIONS BY YEARS OF SERVICE YEAR-TO-DATE	
30	< 1
19	1 to 5
9	6 to 10
0	11 to 15
12	16 to 20
36	21 to 25
24	26+

# Phoenix Police Department

## Recruitment, Hiring, and Attrition Report



### SWET Totals Year-to-Date as of August 31, 2025



**1,440**

Total SWET participants

- 699 Females
- 741 Males



**25**

Total SWET graduates from the academy



**50**

SWET participants currently in the academy

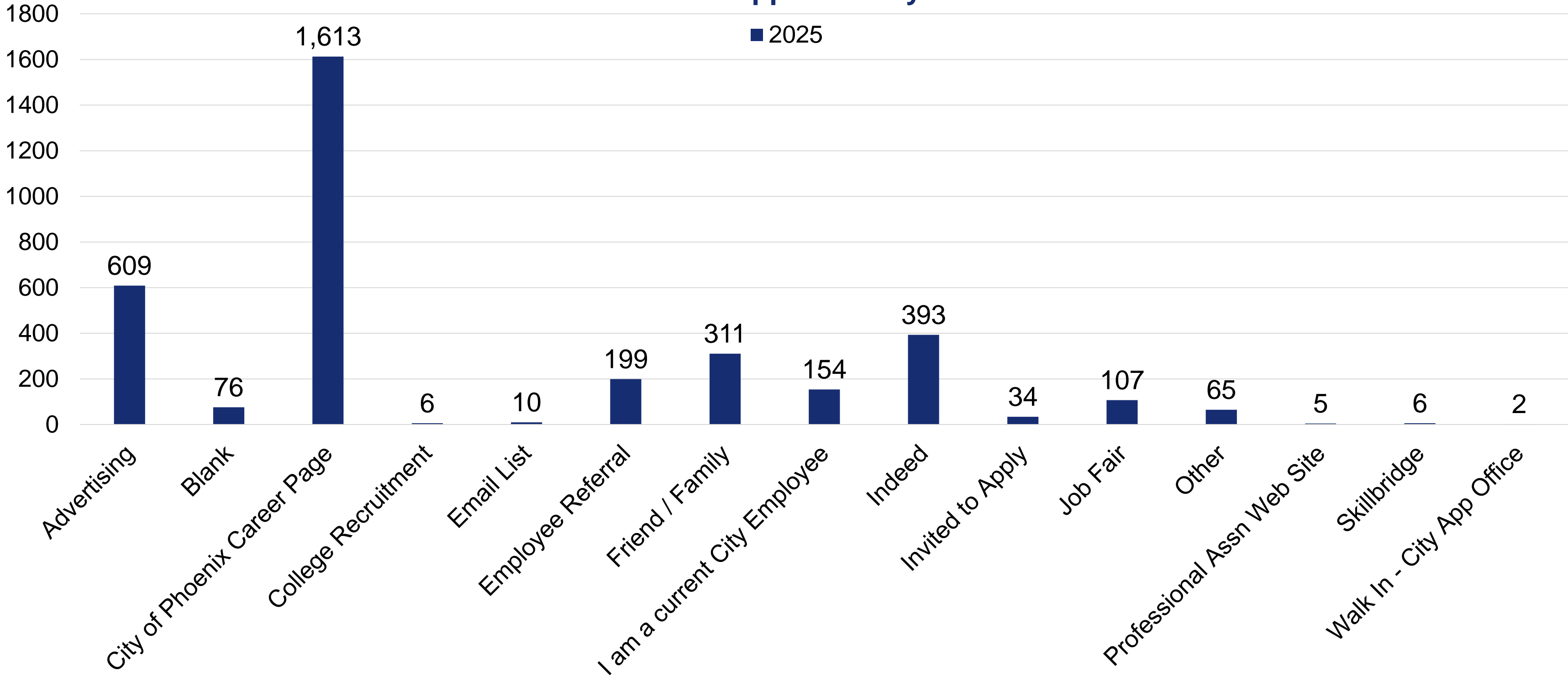


# Phoenix Police Department

## Recruitment, Hiring and Attrition Report



2025 Recruit Applicants by Source



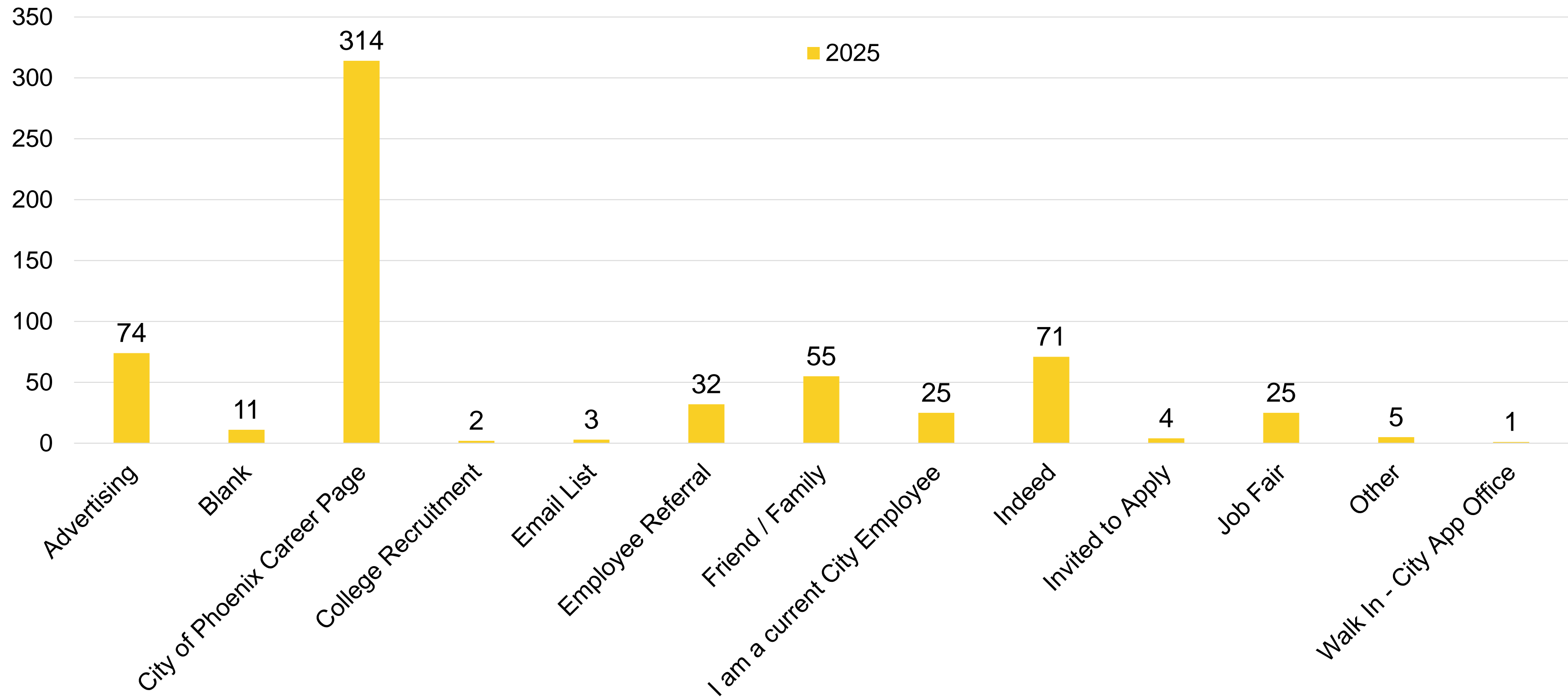
\*Based on data where applicants provided a source. Some applicants chose not to provide a source.

# Phoenix Police Department

## Recruitment, Hiring and Attrition Report



2025 Female Recruit Applicants by Source



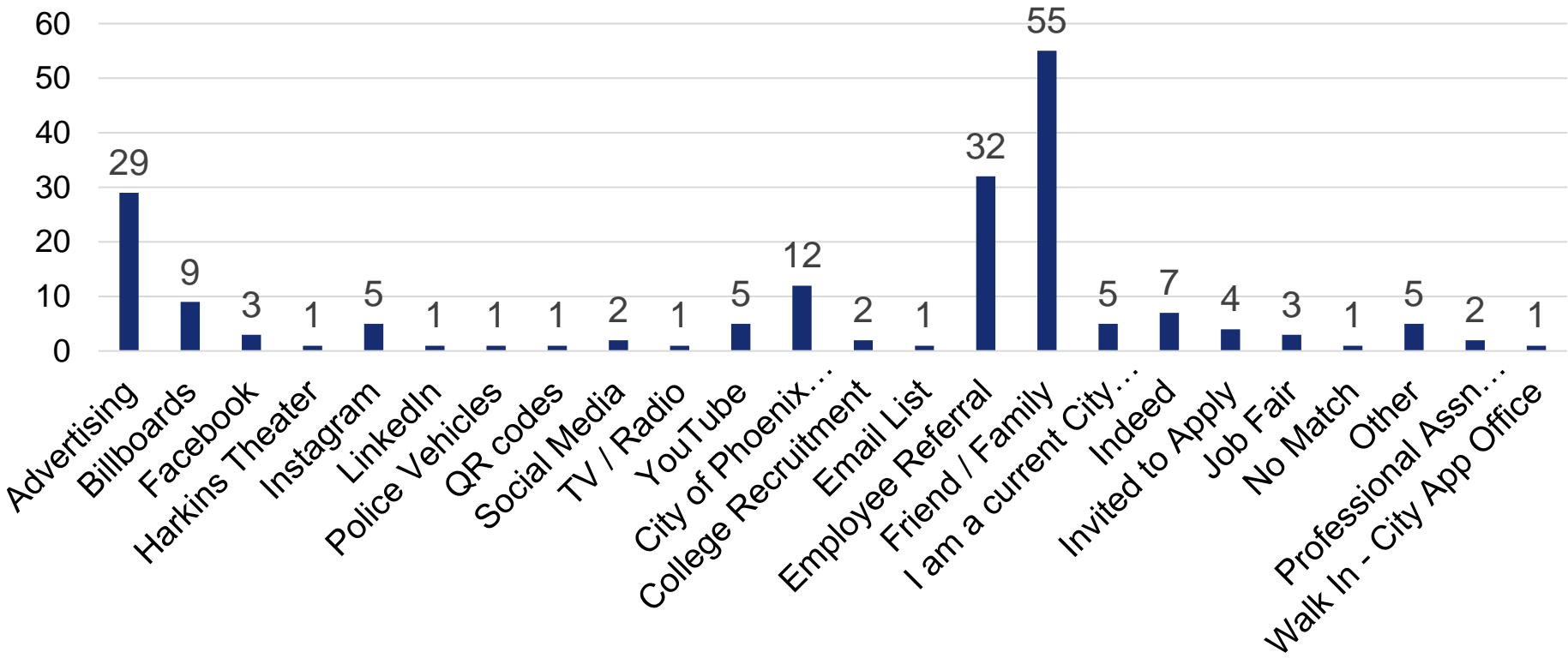
*\*Based on data where applicants provided a source. Some applicants chose not to provide a source.*

# Phoenix Police Department

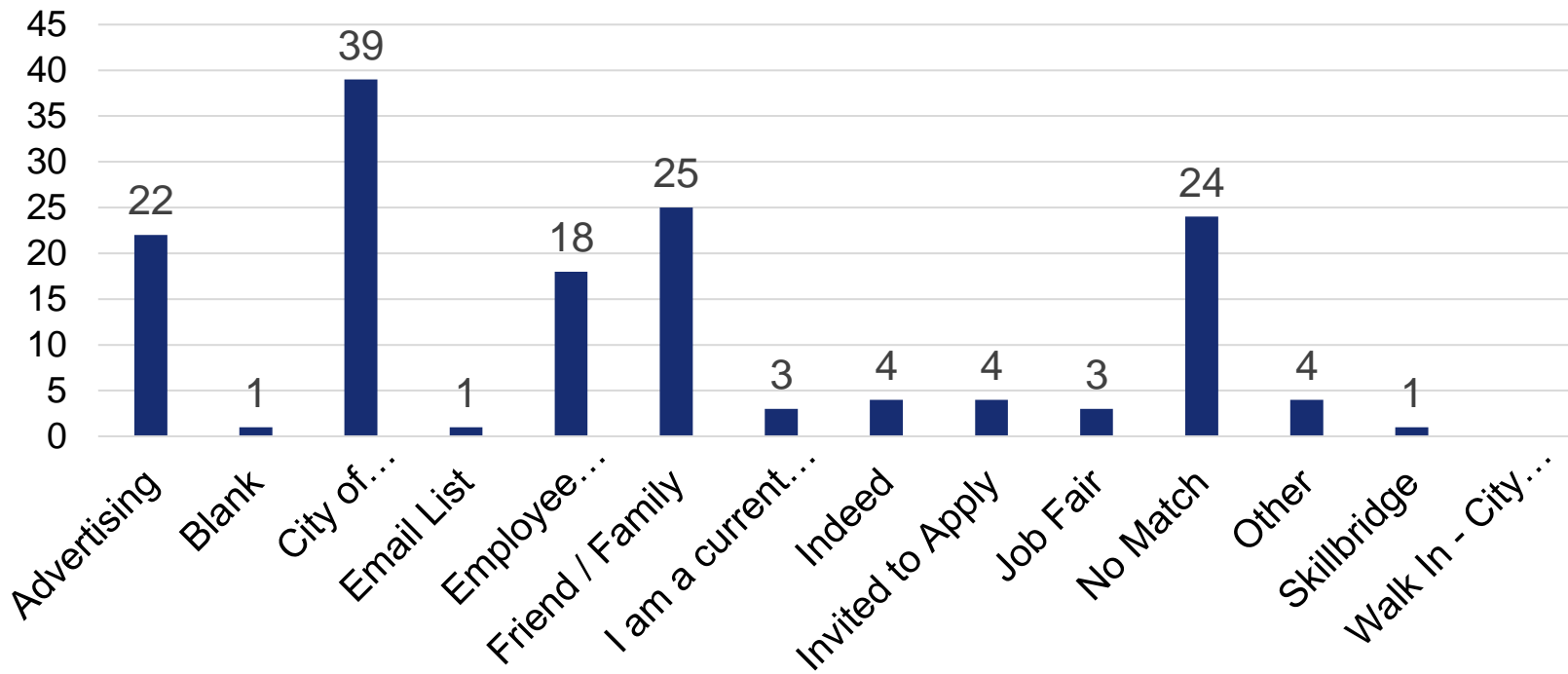
## Recruitment, Hiring, and Attrition Report



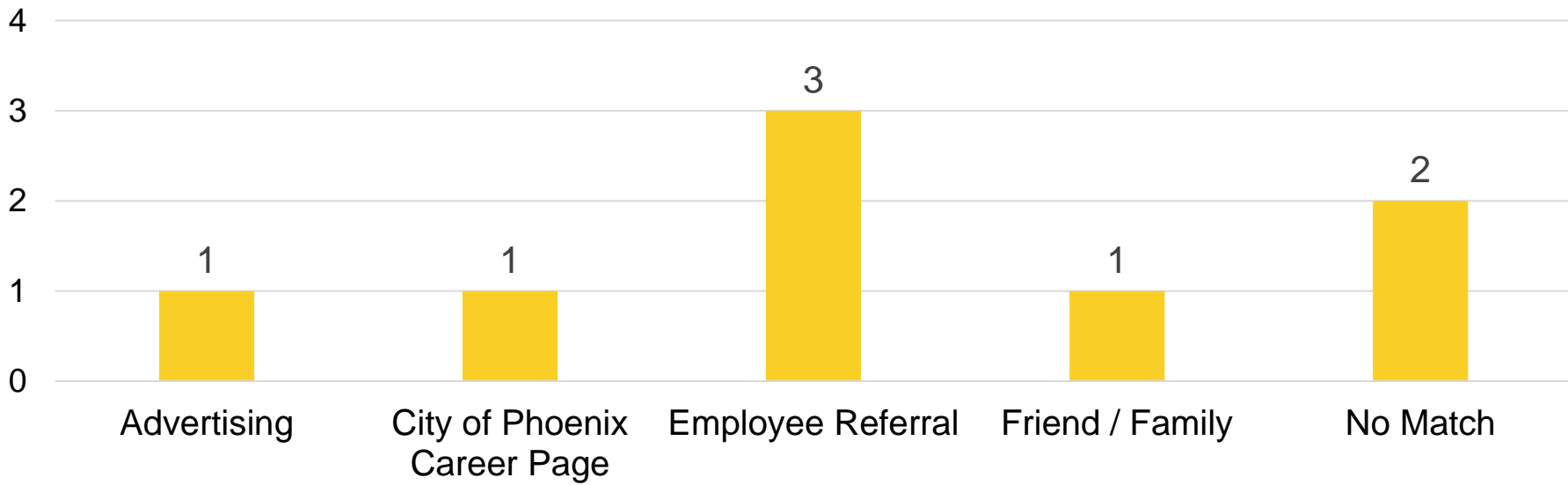
2024 Hired Recruits by Source



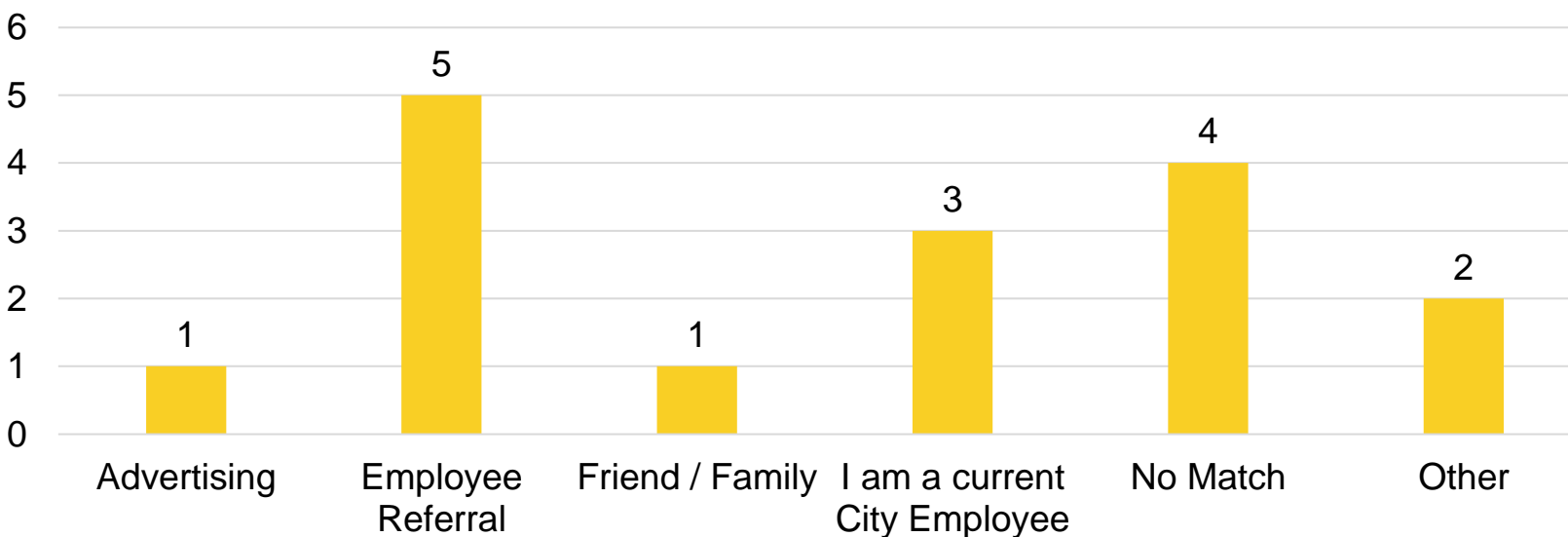
2025 Hired Recruits by Source as of August 31, 2025



2024 Hired Laterals/Reinstatements by Source



2025 Hired Laterals/Reinstatements by Source as of August 31, 2025



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



Report

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**Agenda Date:** 10/1/2025, **Item No.** 5

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**Fire Department Staffing and Response Times Update**

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

**THIS ITEM IS FOR INFORMATION ONLY.**

**Summary**

The report is included for review as Attachment A.

**Responsible Department**

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

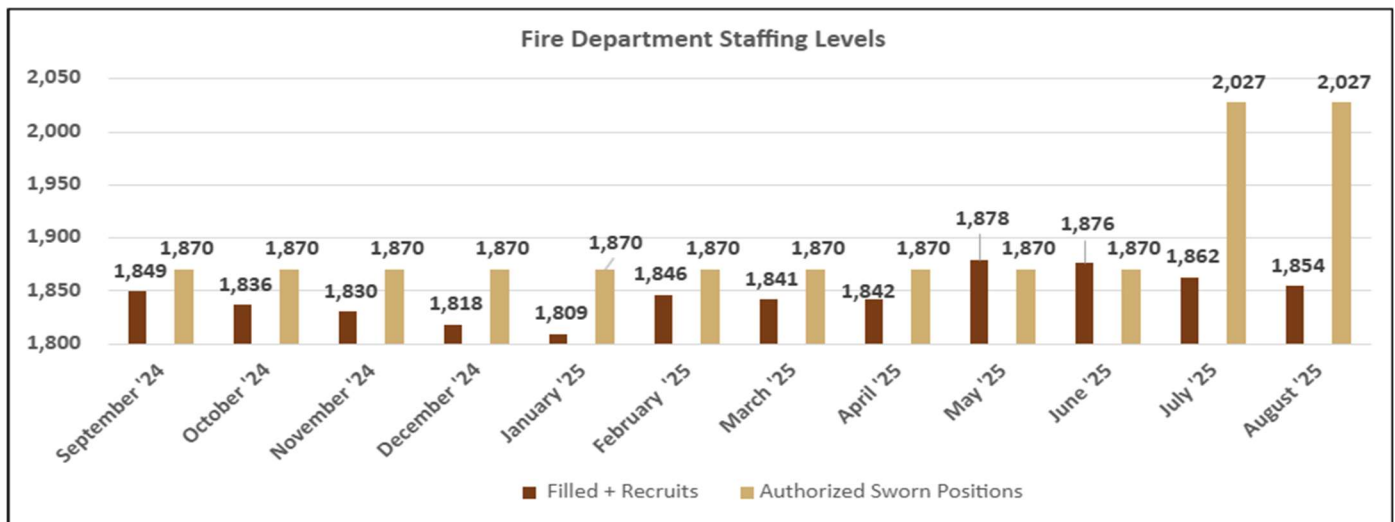


## Phoenix Fire Department Staffing, Hiring and Activity Report

### Fire Department Staffing

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

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



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



## Firefighter Recruitment and Hiring

The Fire Department recruits, hires, and trains new firefighters year-round to meet staffing needs. The Training Section ensures that each graduating firefighter is fully prepared to serve the residents of Phoenix. Testing frequency is determined by the number of applicants and available full-time positions, maintaining a strong candidate pool. Recently, the department hosted the Recruit Entrance Written Exam, with approximately 765 candidates participating. The table below compares testing and recruits trained over the past five years.

Year	Applicants Invited	Applicants Tested	Applicants Passing Test	Recruits Trained
2025	1267	765	516	88
2024	1105	600	408	154
2023	1271	729	467	135
2022	1445	921	634	68
2021	1348	896	594	95

## Online Recruitment Process

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

This process requires candidates to complete two separate exams: the PSA Exam (approximately 224 questions) and the Phoenix Fire Department Exam (100 questions based on the official study packet). Although written testing is now conducted online, the first and second round interviews still take place in person.

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



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

## Firefighter Recruit Training

On September 5, the Fire Department graduated 45 new firefighters from class 25-2. The chart below outlines the progress and graduation dates for the 2025 recruit academies. Enrollment in each session is maximized whenever possible, with space also reserved for students from regional partners. Final graduation numbers may vary as the process advances.

Recruit Class 25-1		43 Recruits	Graduated	05.23.2025
Recruit Class 25-2	Started in June	45 Recruits	Graduated	09.05.2025
Recruit Class 25-3	Starts in October	47 Recruits	Graduating	01.09.2026

## Community Engagement

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

	Posts	Interactions	Reach
Instagram Main PFD	38	36,403	715,219
Instagram Recruiting	15	12,712	236,742
Facebook	31	12,244	481,404
X (Twitter)	17	455	38,620

**PFD Social Media Outreach**

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

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



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

## Response Times & Call Volumes

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

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

	First Arriving ALS Unit (can be any type) to Critical EMS Incident	First Arriving Engine (Water) to a Fire Incident	First Arriving Ladder to a Fire Incident	Ambulance Critical EMS	Total Incident Call Volume 2025
<b>NFPA Standard</b>	<b>5:00</b>	<b>5:20</b>	<b>9:20</b>	<b>10:00</b>	
District 1	7:27	6:02	9:41	9:20	17,430
District 2	8:23	6:39	10:26	10:37	12,138
District 3	7:29	5:54	10:02	9:02	19,243
District 4	6:32	4:55	7:49	8:15	26,327
District 5	6:51	4:47	8:55	9:00	17,603
District 6	7:30	5:51	9:43	9:32	16,167
District 7	7:28	5:59	12:14	9:46	22,983
District 8	7:06	5:34	11:48	8:57	28,921
Citywide	7:16	5:48	10:13	9:15	160,812

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

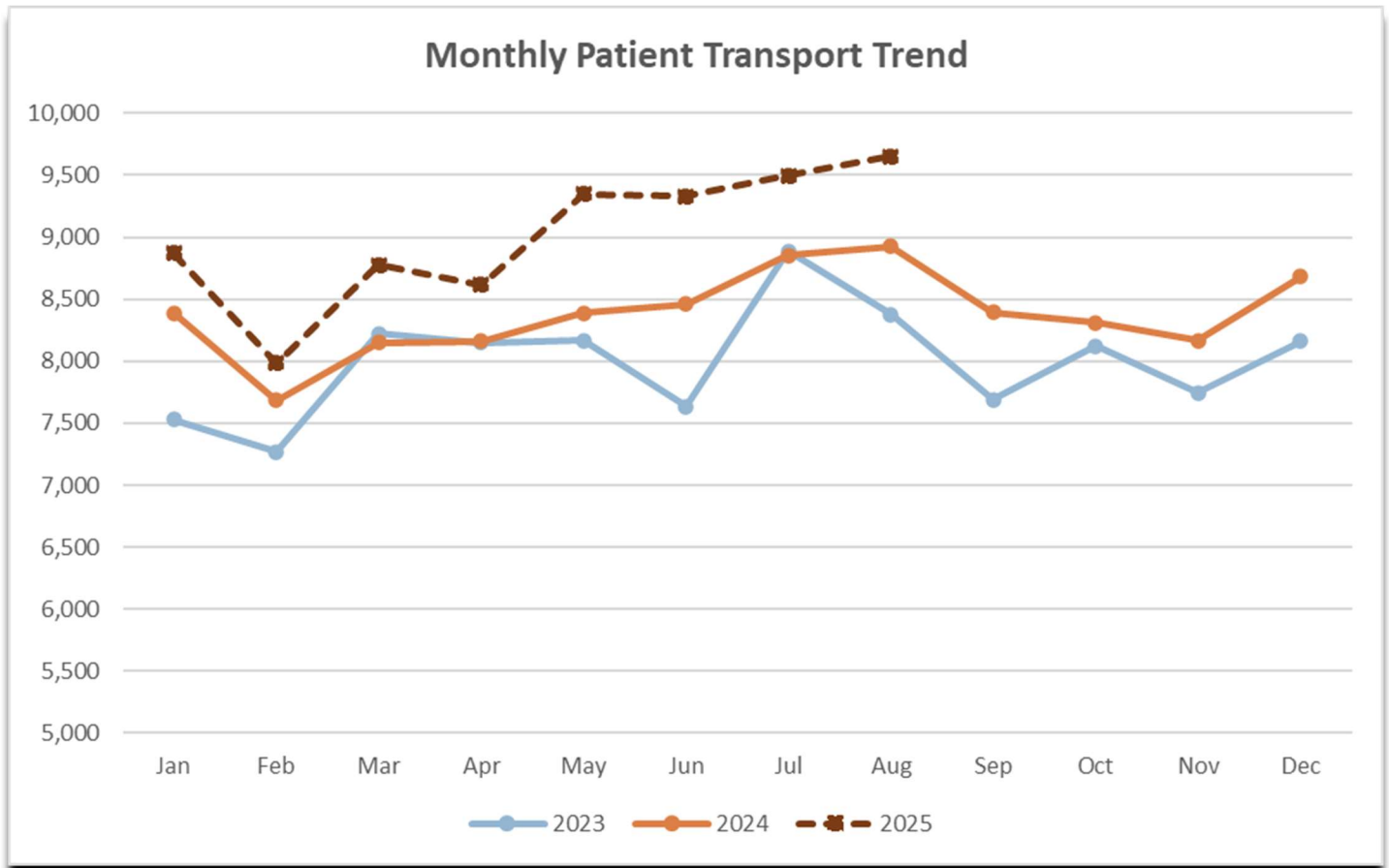


*Note: Report Data Through August 31, 2025.*

## Emergency Patient Transportation Activity

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

Total patient transports in August 2025 were 9,654, an 8.2 percent increase from the 8,926 transports recorded in August 2024.



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

