



Agenda

Public Safety and Justice Subcommittee

Wednesday, February 7, 2024

10:00 AM

City Council Chambers

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=e6785eaa4ae0fa261535d9902de7ee72a>

- **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 464 2737# (for English) or 2550 695 4710# (for Spanish). Press # again when prompted for attendee ID.

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

Para nuestros residentes de habla hispana:

- **Para registrarse para hablar en español** llame al 602-262-6001 **al menos 2 horas**

antes del inicio de esta reunión e indique el número del tema. El día de la reunión, llame al 602-666-0783 e ingrese el número de identificación de la reunión 2550 695 4710#. El intérprete le indicará cuando sea su turno de hablar.

- **Para solamente escuchar la reunión en español**, llame a este mismo número el día de la reunión (602-666-0783; ingrese el número de identificación de la reunión 2550 695 4710#). 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

This item transmits the minutes of the Public Safety and Justice Subcommittee Meeting on Jan. 3, 2023, for review, correction or approval by the Public Safety and Justice Subcommittee.

THIS ITEM IS FOR POSSIBLE ACTION.

Responsible Department

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

DISCUSSION AND POSSIBLE ACTION (ITEM 2)

2 Phoenix Fire Department Staffing, Ambulance Model, and Response Time Update Page 13

This report provides an update to the Public Safety and Justice Subcommittee regarding the Phoenix Fire Department's ongoing developments in staffing, recruitment processes, operational activity levels, and ambulance (rescue) model restructuring proposal.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION

Responsible Department

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

INFORMATION AND DISCUSSION (ITEMS 3)

3 Domestic Violence Prevention, Family Advocacy Center and Victim Services Division Update Page 22

Services Division Update

This report provides the Public Safety and Justice Subcommittee an update on the Human Services and Police Departments' efforts toward the prevention of Domestic Violence, the work of the Family Advocacy Center and Victim Services Division.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Responsible Department

This item is submitted by Assistant City Manager Lori Bays, Deputy City Manager Gina Montes, and the Police and Human Services departments.

INFORMATION ONLY (ITEMS 4-5)

4 Phoenix Police Department Hiring, Recruitment and Attrition Report Page 27

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.

Responsible Department

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

5 Community Assistance Program Hiring, Recruitment and Service Report Page 34

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

THIS ITEM IS FOR INFORMATION ONLY.

Responsible Department

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

000 CALL TO THE PUBLIC

FUTURE AGENDA ITEMS

ADJOURN

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

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

Members:

Councilman Ann O'Brien, Chair
Councilwoman Betty Guardado
Councilman Kevin Robinson
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 Jan. 3, 2023, 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.

**Phoenix City Council
Public Safety and Justice (PSJ) Subcommittee
Summary Minutes
Wednesday, January 3, 2024**

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

Subcommittee Members Present
Councilwoman Ann O'Brien, Chair
Councilman Kevin Robinson
Councilman Jim Waring

Subcommittee Members Absent
Councilwoman Betty Guardado

CALL TO ORDER

Chairwoman O'Brien called the Public Safety and Justice (PSJ) Subcommittee to order at 10:06 a.m. with Councilman Kevin Robinson and Councilman Jim Waring present.

CALL TO THE PUBLIC

Jeff Caldwell asked the Subcommittee to not to accept a Department of Justice (DOJ) consent decree and asked the City to not hire the law firm Squire Patton Boggs if the City is sued.

MINUTES OF MEETINGS

1. Minutes of the Public Safety and Justice Subcommittee Meeting

Councilman Waring made a motion to approve the minutes of the Dec. 3, 2023, Public Safety and Justice Subcommittee meeting. Councilman Robinson seconded the motion which passed unanimously, 3-0.

INFORMATION AND DISCUSSION (ITEMS 2-5)

2. Fire Code Amendment Change

Chairwoman O'Brien introduced Assistant Fire Chief Tim Kreis and Assistant Fire Marshal Eric Williams to present on this item.

Assistant Fire Marshal Eric Williams explained the history and the importance of the Phoenix Fire Code. He stated the importance of changing fire codes as needed and explained the collaborative efforts invested into these code changes. He highlighted the significant changes included battery energy storage standards. He also explained changes made for efficiency to streamline the permitting process for customers and staff.

Chief Kreis recommended the Public Safety and Justice Subcommittee approve a recommendation to the full City Council to adopt the updated fire amendment codes.

Councilman Robinson moved to approve the motion and Councilman Waring seconded the motion. The motion passed unanimously, 3-0.

3. Maricopa County DOJ Investigation Overview

Chairwoman O'Brien introduced Deputy Maricopa County Attorneys Joe Branco and Tom Liddy.

Mr. Liddy stated the intention of the presentation is not to provide any legal advice to the City, but to explain the County's experience around being investigated by the DOJ. He provided a comparison between a consent decree and a court order and defined both. He stated a consent decree is similar to a court order, but the organization being investigated agrees to the terms up front and without a trial, and a consent decree is not appealable.

Mr. Branco explained common features of consent decrees and court orders.

Mr. Liddy provided an example of what different paragraphs in a consent decree might include.

Mr. Branco offered more insight into substantive compliance paragraphs and noted they typically include data collection and analysis, policy, procedure, training changes, and internal oversight. He explained the importance of interpreting the terms correctly to avoid ambiguity.

Mr. Branco provided detailed information on what a procedural implementation paragraph might include. He stated there may be requirements for monitoring, reporting to the court and the public, and compliance in written policy and action.

Mr. Liddy stated Maricopa County has been navigating the same DOJ court order for 13 years, because once Maricopa County is deemed in compliance, the County must maintain this compliance for three consecutive years. He stated there is a possibility new concerns could be discovered throughout the process and the presiding Judge will likely include these concerns in the consent decree or court orders.

Mr. Branco highlighted the importance of avoiding ambiguity and having well-defined procedural paragraphs to set clear benchmarks for success.

Councilman Waring stated his concern regarding entering a consent decree. He asked why an organization would enter a consent decree.

Mr. Liddy stated when entering a consent decree the organization has a seat at the table writing it. He also noted the City might still have to deal with enormous expenditures if there is an eventual court order.

Chairwoman O'Brien asked for more explanation regarding how Maricopa County's court order changed over time.

Mr. Liddy stated there were multiple changes to Maricopa County's court order, and to change a court order, there must be a hearing where the Judge makes a new finding. He stated if the court instates a monitor, the monitor could request a hearing based on their findings.

Chairwoman O'Brien asked if monitors retroactively changed the scores the Maricopa County Sheriff's office originally received.

Mr. Branco stated if that happened, it was likely due to a previous calculation error.

Chairwoman O'Brien stated jurisdictions are encouraged to enter into an agreement with the DOJ without seeing the findings from the investigation. She expressed concern the City would not be able to ensure the findings were accurate before entering into an agreement. She provided statistics for the amount of documents and data the City provided the DOJ. She also stated statistics from cities with consent decrees and noted violent crime increased in those cities.

Councilman Robinson expressed concern the City would be unable to read the findings before agreeing to the consent decree. He stated City staff should be able to decide the path forward based on the findings.

Councilman Waring stated officials from the DOJ should not oversee Phoenix Police, and expressed concern regarding what has happened in other cities following entering a consent decree. He asked Assistant City Manager Lori Bays to ensure the staff who handles this issue are not associated with the DOJ.

Chairwoman O'Brien opened the floor to public comment.

Jeff Caldwell asked the subcommittee to not accept a consent decree from the DOJ and expressed concern regarding how this investigation has been impacting public safety in the City.

4. CAP Hiring, Recruitment and Metric Update Report

Chairwoman O'Brien introduced Assistant Fire Chief Raymond Ochoa and Community Assistance Program (CAP) Administrator D.C. Ernst to present on this item.

Ms. Ernst gave the history of the CAP and listed the program's objectives. She provided hiring statistics since March 2023 and explained the on-boarding and training process for staff. Ms. Ernst explained the behavioral health dispatcher role and provided statistics for police calls transferred to CAP and highlighted the large increase in calls as staff has expanded. She provided comparative statistics regarding Behavioral Health Unit and Crisis Response Unit responses and gave case examples for how CAP has been able to serve residents. Ms. Ernst provided a map with the four new CAP locations around the City and ongoing plans for 2024 including the creation of a Community Mental Health Wellness Safety Taskforce.

Chairwoman O'Brien asked how many open positions the program currently has.

Ms. Ernst answered there are 74 caseworker II positions and 27 caseworker III positions, with 73 positions currently filled.

5. Homelessness Update

Chairwoman O'Brien introduced Deputy City Manager Gina Montes, Office of Homeless Solutions Director Rachel Milne, and Office of Homeless Solutions Deputy Director Scott Hall to present on this item.

Ms. Montes provided an overview of the presentation and background on the Office of Homeless Solutions.

Ms. Milne stated the information in this presentation was gathered from similar cities across the United States including San Diego, Austin, San Antonio, and Portland. She provided population and point in time count comparisons between Phoenix and each city mentioned and explained other city's recent efforts in addressing homelessness. She noted the insights staff gathered from each city and provided overall conclusions from these city comparisons.

Councilman Waring stated he asked for this presentation based on his personal experience in seeing how San Diego has changed their approach to people experiencing homelessness. He noted the amount of people experiencing homelessness sitting on the sidewalks in San Diego has decreased drastically. He asked if there is anything San Diego is doing that Phoenix is not.

Ms. Milne stated there are many similarities between San Diego and Phoenix in these efforts. She stated the main difference is San Diego has a limited camping ban that includes areas around schools and parks.

Mr. Hall stated the San Diego Police Department can now cite people for camping in more public locations, but staff still struggles with shelter capacity, and if there is no availability at a shelter then the person being cited is not prosecuted.

Chairwoman O'Brien asked if there had been adequate shelter space and the individual refused that space, if the individual could then be prosecuted.

Mr. Hall stated he would assume in that instance the individual could be prosecuted.

Councilman Waring asked if a limited camping ban is something the Public Safety and Justice Subcommittee could recommend to City Council.

Chairwoman O'Brien stated a more comprehensive camping ban would be appropriate and suggested asking staff to draft language.

Councilman Waring expressed concern regarding the behavior of people experiencing homelessness in public spaces and provided different examples. He suggested people who are cited for camping have a scheduled court date even if they cannot be charged. He asked for any strategies San Diego is utilizing to be researched and compiled by staff.

Councilman Robinson stated he toured the Safe Outdoor Space recently and asked for a brief update on how the project is going.

Ms. Milne stated the Safe Outdoor Space has been operational since Nov. 1, 2023, and 43 people current occupants. She stated 60 percent of the people who have been served have left for other indoor shelter, and one person has been housed.

Councilman Robinson stated the importance of collaborating with all partners to ensure the community is helping with the issue of homelessness.

Ms. Montes clarified the City does have an anti-camping ordinance, but the difference with San Diego is the specific locations in the camping ban. She stated the importance of the ninth circuit court requirements stating there must be an alternative space for an individual to go to enforce these camping bans. She stated staff is working hard to address encampment hot spots as quickly as possible as long as there are alternative spaces for individuals to relocate to.

Councilman Waring stated his concern with the narrative that most people experiencing homelessness are helpless. He provided examples of people experiencing homelessness being resourceful. He asked for these examples to be included in any correspondence with the courts regarding the issue of homelessness.

Chairwoman O'Brien asked for an update on the Community Court Program and how it could help with the issue of homelessness.

Assistant City Manager Lori Bays stated Mr. Hall and Public Defender David Ward can provide an update on the program.

Mr. Ward stated Community Court will start next week. He stated this program will have a major impact on those experiencing homelessness, and he hopes it will assist participants in finding employment.

Chairwoman O'Brien asked for an explanation of how this program will work and how it will benefit participants.

Mr. Ward stated services will be offered to people who have committed misdemeanor offenses. If they decide to participate in community court, they will have access to community navigators who will be able to connect them with services and work with them.

Mr. Hall explained the intended impact Community Court will have for those experiencing homelessness is to reduce recidivism and increase accountability for those charged with misdemeanors.

Chairwoman O'Brien thanked staff for the effort that went into creating the Community Court program.

INFORMATION ONLY (ITEMS 6 and 7)

6. Monthly Police Hiring, Recruitment, and Attrition Report

Information only. No Councilmember requested additional information.

7. Monthly Fire Staffing, Recruitment and Hiring Report

Information only. No Councilmember requested additional information.

CALL TO THE PUBLIC

None.

FUTURE AGENDA ITEMS

Councilman Waring asked for another update on park safety.

Councilman Waring asked for an update on speed enforcement and speed limit postings and how the Police Department is improving these processes.

ADJOURNMENT

Chairwoman O'Brien adjourned the meeting at 11:53 a.m.

Respectfully submitted,

Chloe Baldwin
Management Fellow



Phoenix Fire Department Staffing, Ambulance Model, and Response Time Update

This report provides an update to the Public Safety and Justice Subcommittee regarding the Phoenix Fire Department's ongoing developments in staffing, recruitment processes, operational activity levels, and ambulance (rescue) model restructuring proposal.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION

Summary

This report included as **Attachment A** serves as an update on the Fire Department's Key Performance Indicators related to:

- Sworn staffing levels
- Recruitment/hiring efforts
- Emergency incident response times
- Overall demand for services
- Ambulance transport activity
- Ambulance operations restructuring

Sworn Staffing

The Fire Department's Human Resources staff works throughout the year to recruit, test, and hire new firefighter recruits to fill vacant sworn positions promptly. With the fire academy lasting 14 weeks, staff plan for attrition and coordinate efforts to minimize vacancies.

Recruitment Efforts

Historically, the Fire Department has experienced considerable interest when recruitments have been undertaken. While interest remains high, over the past 10 years the trend has moved slightly downward. Recruitment efforts must begin now to ensure a robust pool of candidates remains available for future opportunities.

Emergency Response Times

Emergency response time is measured from the time of dispatch of a fire apparatus to when the unit arrives on the scene of the emergency. The National Fire Protection Association (NFPA) establishes the objective standard that fire departments utilize to measure performance. Currently, the Fire Department's response times exceed the NFPA-established standards. Fire staff continue to assess new ways to minimize impacts with current resources.

Calls for Service

Emergency response activity levels are tracked by the Fire Department to understand how the system is performing and what capacity level for additional service delivery may exist. The historical trend for the department's activity levels has consistently been a year-over-year increase. However, for the first time in 2023, the Fire Department reduced the overall activity level in 2023 by an average of eight percent when compared to 2022. The improvement can be attributed to a number of efforts implemented such as a reassessment of dispatch protocols, increased staffing, and expansion of ancillary services, including the Community Assistance Program (CAP).

Patient Transport Activity

The Fire Department operates a fire-based, emergency patient transportation system. This system has been in place for almost four decades. This system ensures the residents of Phoenix receive the highest level of care from the point of calling 9-1-1 to the hospital arrival. While the number of transports remained consistent for many years, the department has experienced an average increase of 16 percent in transports in 2023 compared to 2022. Fire staff have been seeking alternative solutions to address the growing demand for emergency transports.

Ambulance (Rescue) Reimagined

The Phoenix Fire Department, with a history spanning nearly four decades in providing emergency patient transportation services, has recently faced unprecedented challenges in its operations. The primary objective of this program has been to guarantee that Phoenix residents receive efficient and uninterrupted medical care from the initial 9-1-1 call to hospital arrival. However, a significant and consistent increase in patient transport demands, beginning in late 2022 and persisting through 2023, has placed considerable strain on the system's capacity to maintain consistent service.

Additionally, consistent with all ambulance services, the Fire Department's program is regulated by the Arizona Department of Health Services (AZDHS) through a Certificate of Necessity. The Fire Department must charge for patient transports, with rates established by AZDHS. The Fire Department generates revenue for the City of

Phoenix General Fund but is not considered an Enterprise Fund.

The existing infrastructure includes 29 full-time units, one dedicated to Sky Harbor Airport, and 16 part-time units, increasingly dependent on overtime staffing. In response to these challenges, the Fire Department undertook a comprehensive assessment to identify critical areas of improvement. The assessment highlighted the need for major restructuring to counter the identified challenges. These challenges include:

- 16 percent increase in transports in 2023;
- 36 percent of units staffed by overtime; and,
- An inability to place all units in service every shift.

The proposed restructuring plan involves converting 10 part-time rescue units into six full-time units, effectively increasing the number of full-time units to 35. Additionally, the plan includes incorporating new rescue units in each upcoming station. This reorganization strategy is expected to yield substantial benefits, including enhanced service delivery capacity, reduced response times, elimination of overtime reliance for daily staffing, consistent unit availability for every shift, and a sustainable model to accommodate future growth. The proposed ambulance restructuring plan will result in a nominal cost to the Fire Department's budget. Response times and activity levels will continue to be monitored regularly to allow for proactive solutions to be identified and developed to meet NFPA standards and community needs.

Responsible Department

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

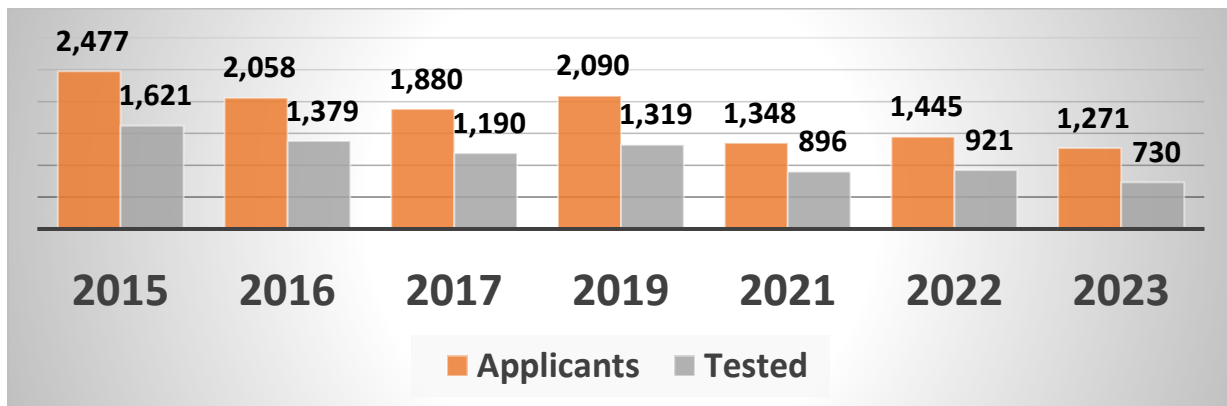


Phoenix Fire Department Staffing, Hiring and Activity Report

February 2024

Firefighter Applicants

With all public and private sectors, workforce challenges to attract and retain quality candidates are more important than at any other time. The number of applicants for Firefighter recruitment has been relatively flat for the past three years. Firefighter recruitment will require proactive efforts to ensure that a highly trained, dedicated, and committed workforce exists to meet the growing needs of our community. (Testing frequency is based on the number of applicants and the number of full-time positions being recruited to ensure a robust candidate pool is available).



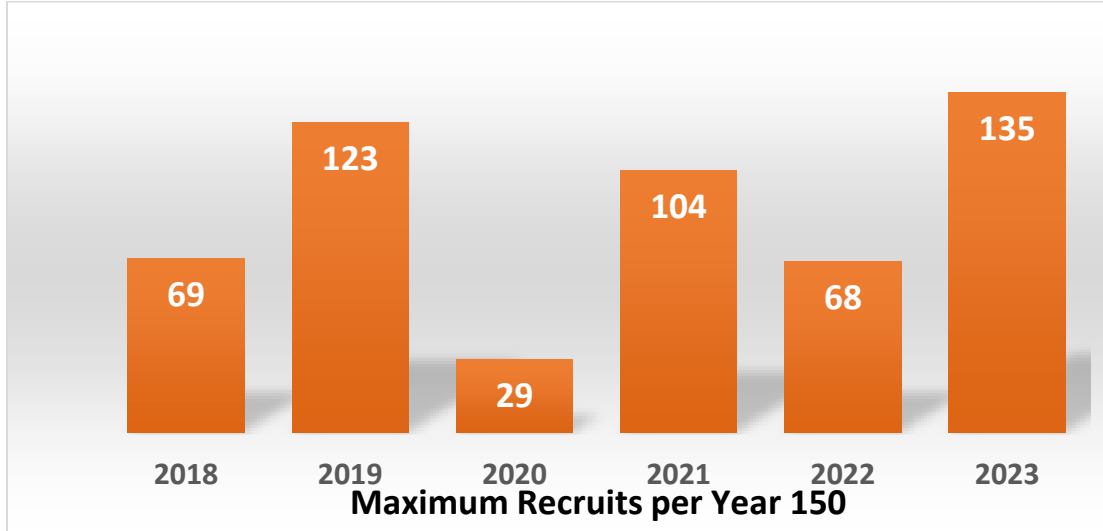
Note: Report Data Through December 31.

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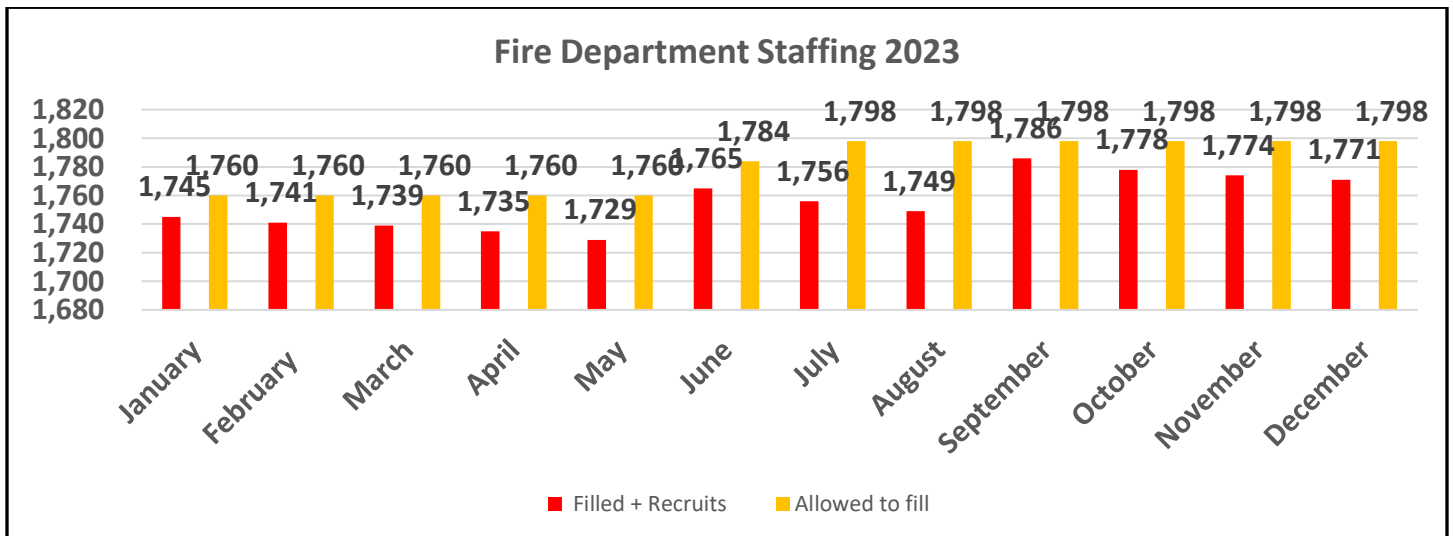
Firefighter Recruit Training

The Fire Department's Training Section is considered one of the best programs for its commitment to ensuring that every Firefighter who graduates the Fire Academy is well-trained and prepared.



Sworn Staffing Level

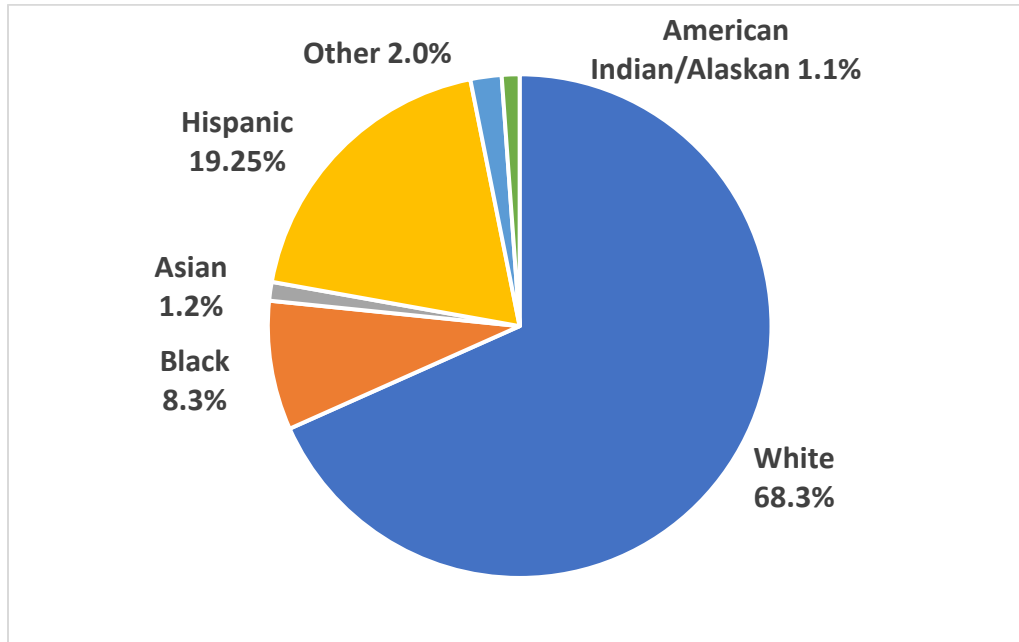
The Fire Department works throughout the year to hire and train new firefighter recruits. We aim to ensure that all vacant sworn positions are filled quickly. With the fire academy lasting 14-weeks, we must plan for attrition and coordinate recruitment, hiring, and training to minimize vacancies.



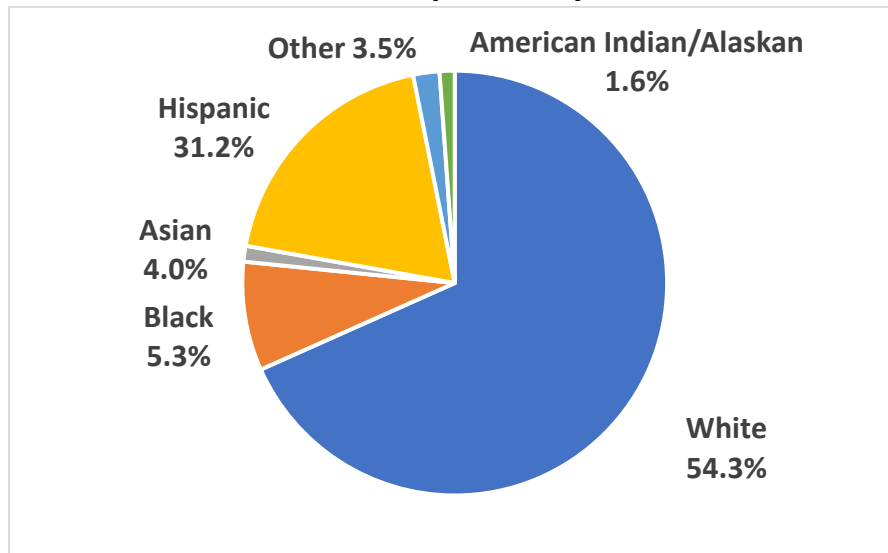
Fire Department Sworn Staff Ethnicity Demographic

The Fire Department is committed to values of diversity and inclusion and understands the value this brings to our department and our community. We are focused on the goal of ensuring our department reflects our community. The department connects with the different communities within the City of Phoenix and beyond through a collaborative approach, such as with the multiple affinity groups. Affinity groups provide invaluable mentoring and support to new and current fire service members.

Phoenix Fire Department



Maricopa County



Emergency Response Times

Seconds count when responding to emergencies within the City of Phoenix. The members of the Phoenix Fire Department must arrive quickly when an emergency occurs. Response times are measured and monitored daily to ensure the system's health is known and drive resource deployment. The National Fire Protection Association (NFPA) publishes response time standards for the fire service. The chart below includes the NFPA response times and the Phoenix Fire response time by the unit responding by City Council District.

PFD Response Times										
NFPA Standards for Response Time: FIRE (Engines) - 05:20 FIRE (Ladders/LTs, Rescues) - 09:20 EMS (Engines, Ladders/LTs) - 05:00 EMS (Rescues) - 10:00		Council Dist								
		1	2	3	4	5	6	7	8	Grand Total
2021	Engines	07:24	08:15	07:20	06:29	06:35	07:28	07:27	06:58	07:11
	Ladders	07:18	07:47	07:21	06:23	06:26	07:39	07:10	07:09	07:09
	Rescues (ambulance)	11:09	12:26	10:17	09:38	09:52	11:10	11:32	10:22	10:48
	Total	09:25	10:30	08:38	07:52	08:02	09:27	09:21	08:35	08:56
2022	Engines	07:26	08:14	07:31	06:33	06:42	07:35	07:42	07:00	07:18
	Ladders	07:07	07:40	07:29	06:45	06:14	07:44	07:19	07:18	07:15
	Rescues (ambulance)	11:20	12:12	10:19	09:37	09:56	11:34	11:41	10:46	10:55
	Total	09:33	10:26	08:47	08:08	08:11	09:38	09:46	08:54	09:07
2023	Engines	07:31	08:23	07:25	06:33	06:42	07:29	07:53	07:04	07:19
	Ladders	07:19	08:04	07:39	06:31	06:25	07:36	06:58	07:20	07:19
	Rescues (ambulance)	11:16	12:14	10:19	09:41	09:49	11:39	11:42	10:40	10:55
	Total	09:38	10:28	08:50	08:10	08:10	09:51	09:55	09:00	09:13
Incidents responded by PHX unit agency. Incidents reported in PHX Council Districts. 90th percentile response times. Filtered by unit types A,E,L,LT 01/01/2021 - 12/31/2023										



Note: Report Data Through December 31.

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Unit Activity Levels

Overall, emergency responses and unit activity levels are key metrics the fire service utilizes to understand how the system is performing and what capacity levels exist. Before 2023, activity levels have been on an upward trend for the past decade. While a two to three percent increase year over year has been the consistent trend, the year-over-year increase in 2021 and 2022 was significantly higher. After careful review and adjustment to dispatch protocols, the fire department has reduced the overall 2023 activity level by an average of eight percent compared to 2022.

PFD Unit Call Volume

		Council Dist								Grand Total
		1	2	3	4	5	6	7	8	
2021	Engines	17,254	16,229	26,940	32,046	28,255	18,243	31,078	37,688	207,733
	Ladders	5,826	2,792	4,361	7,961	3,712	4,417	5,093	6,046	40,208
	Rescues (ambulance)	12,695	9,542	13,536	15,822	14,019	10,650	16,358	19,388	112,010
	Total	35,775	28,563	44,837	55,829	45,986	33,310	52,529	63,122	359,951
2022	Engines	17,740	16,512	28,023	31,726	28,256	18,896	31,364	41,178	213,695
	Ladders	6,102	3,163	4,750	8,146	4,018	4,581	5,164	6,624	42,548
	Rescues (ambulance)	13,579	10,343	14,644	16,713	15,296	11,747	17,824	22,294	122,440
	Total	37,421	30,018	47,417	56,585	47,570	35,224	54,352	70,096	378,683
2023	Engines	16,264	14,617	25,538	28,826	25,799	17,217	27,984	38,729	194,974
	Ladders	4,614	3,472	3,649	6,775	3,825	4,351	4,363	6,616	37,665
	Rescues (ambulance)	15,230	10,826	15,891	18,283	16,887	12,658	19,734	25,300	134,809
	Total	36,108	28,915	45,078	53,884	46,511	34,226	52,081	70,645	367,448

Incidents responded by PHX unit agency.
Incidents reported in PHX Council Districts.
Unit must have enroute or onscene time.
Filtered by unit types A,E,L,LT
01/01/2021 - 12/31/2023

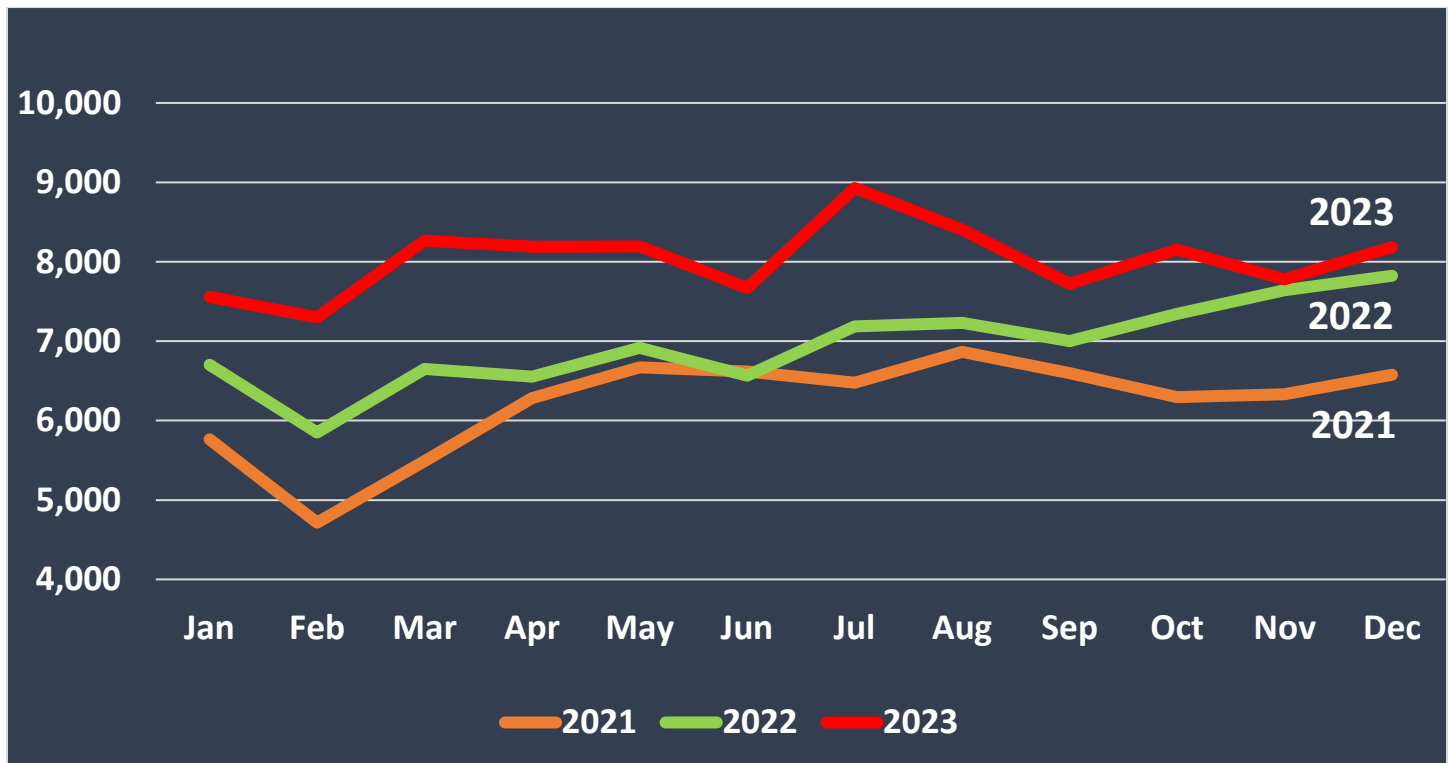


Note: Report Data Through December 31.

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Emergency Patient Transportation Activity

The Phoenix Fire Department operates our own emergency patient transportation system. This system has been in place for almost four decades. This system ensures that the residents of Phoenix receive the highest level of care from the point of calling 9-1-1 to the hospital arrival. While the number of transports remained consistent for many years, the department has experienced an average increase of 16 percent more transports in 2023 compared to 2022.



Note: Report Data Through December 31.

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Domestic Violence Prevention, Family Advocacy Center and Victim Services Division Update

This report provides the Public Safety and Justice Subcommittee an update on the Human Services and Police Departments' efforts toward the prevention of Domestic Violence, the work of the Family Advocacy Center and Victim Services Division.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Summary

Overview of the Family Advocacy Center

The Family Advocacy Center (FAC), at 2120 North Central Ave., serves the needs of the victims of violent crime by bringing together a variety of governmental and non-profit organizations to work cooperatively to provide trauma-informed care.

Governmental agencies at the FAC include the Human Services Department (HSD) Victim Services Division, the Phoenix Police Department (PPD) Family Investigations Bureau, the Arizona Department of Child Safety, and the Arizona Office of Child Welfare Investigations. Non-governmental agencies located at the FAC include Childhelp, HonorHealth, Phoenix Children's Hospital, La Frontera EMPACT, and Jewish Family and Children Services.

Victims under age 18 are seen by Childhelp and the Family Investigation Bureau's Crimes Against Children Unit. Forensic medical examinations for child victims are conducted by forensic nurses from Phoenix Children's Hospital. Additional investigative support is provided by the Department of Child Safety Office of Child Welfare Investigations.

Adult victims are seen by the Victim Advocates from the HSD Victim Services Division with investigations conducted by the Domestic Violence and Sex Assault units of the Family Investigations Bureau. Forensic medical examinations are conducted by forensic nurses from HonorHealth in coordination with the Maricopa County Attorney's Office.

Both Childhelp and HSD receive referrals (primarily from PPD) for clients who have

suffered victimization related to domestic or sexual violence, child abuse and neglect, human sex trafficking, and homicide. In conjunction with the partner agencies listed above, services include forensic interviewing of victims and witnesses, forensic medical examinations to secure biological or physical evidence, crisis intervention to secure safe housing, financial assistance, safety planning, long-term therapeutic services, assistance obtaining protective court orders, assistance navigating the criminal justice system, Victim's Rights, and referral to other departments or agencies based on client needs.

HSD manages contracts which provide:

- Hotline services for persons experiencing Domestic Violence, Sexual Assault and Human Trafficking. This service provides immediate access to services for crime victims via a 24/7 hotline. Calls are screened and then referred to local services for immediate assistance.
- Hotline services targeting teens in crisis. Teen Lifeline is a 24/7 hotline that is marketed to teenagers. The service offers a texting option and peer counselors.
- Emergency shelter for victims of Domestic Violence. This service screens callers and can offer placement in an emergency shelter when the caller's residence is unsafe.
- Case Management services at Starfish Place. Starfish Place is a supportive housing program led by the Housing Department assisting survivors of Human Sex Trafficking. HSD contracts with a provider of full-time case management services.

The PPD Family Investigations Bureau is currently undergoing a complete renovation of its 2nd floor which houses, the Domestic Violence, Adult Sexual Crimes, Missing Persons, Sex Offender Notification, and Sex Crimes Cold Case units. Furthermore, the floor was reconfigured to create a new Victim's Center. This center utilizes the space to ensure the victims of domestic violence or sex assaults are treated compassionately and with dignity throughout the investigation. All areas are now connected with separate family waiting rooms, interview rooms, medical examination facilities and restrooms. This undertaking has been in collaboration with the City of Phoenix, the Phoenix Police Foundation and the Winged Hope Center. Phase one of this project is finishing up and phase two is in the process of beginning. Completion date is set for late Spring 2024.

Victim Advocate Roles and Responsibilities

HSD Victim Services Division's Victim Advocates provide immediate crisis intervention for the victims of domestic violence, sexual assault, human sex trafficking, families of homicide victims, and families of persons killed during an interaction with police. Services are tailored to the needs of the client, drawing from the list of resources

previously mentioned.

Family Liaisons Roles and Responsibilities

Family Liaisons are Victim Advocates who have received additional training in Police Critical Incidents. Family Liaisons assist next of kin in navigating the legal and administrative investigations following the death of a community member resulting from a police interaction. Family Liaisons provide crisis intervention services to help meet the next of kin's immediate needs in the aftermath of a critical incident.

Grants Awarded to HSD

The Victim Services Division provides services with supplemental funding through three grants.

- Victims of Crime Act (VOCA) funds which funds six full-time Victim Advocates, one Supervisory position, and one full-time Casework Aide. Staff training, office equipment and support of mobile advocacy efforts are also funded. The VOCA fund is experiencing a severe shortfall in available monies. For Federal Fiscal Year (FFY) 2024, the VOCA grant was reduced by 60 percent due to structural defects in the VOCA funding model. The state of Arizona made up for the shortfall by providing ARPA funds to keep VOCA functioning at current levels, but only for one year. The VOCA forecast for FFY 2025 reflects a 60 percent reduction in funding.
- Arizona Office of the Attorney General grant funds used to purchase clothing, print information brochures, and stock items for immediate use by clients. This grant concluded on Dec. 31, 2023.
- Arizona Child and Family Advocacy Network (ACFAN) provided a one-time grant earmarked for the maintenance of staff and client mental health (self-care). A self-care room at the FAC was built and furnished. Staff members have maintained membership in ACFAN for many years. ACFAN provides training and support to Family and Child Advocacy Centers across Arizona.

Technology Improvements, Innovations and New Services

To enhance services at the FAC, various technology improvements are under consideration. HSD is exploring the purchase of video cameras and door alarms for loan or gifting to clients who cannot afford them. HSD has pending requests for funding to provide emergency shelter using hotels for short-term stays, and funding to provide therapeutic services based upon a qualified vendor's list. Currently, HSD uses case management software (CMS) developed in-house to document casework.

To assist victims of crime, PPD is working to rollout SPIDRTech software which provides the victim with integrated and automatic updates on their case. This will expedite victims receiving relevant information about case status, arrests, and closures

of their cases. The expected time frame to start is Spring 2024.

PPD Domestic Violence Unit also created a QR Code which provides easy access to resources which detectives can easily provide to victims, families and caretakers of vulnerable people.

Domestic Violence Prevention Efforts

Domestic Violence (DV) Awareness Month occurs each October. The Paint Phoenix Purple campaign and coordinated community events to help educate the public and bring awareness to domestic violence. In 2023, HSD Victim Services Division staff, in coordination with HSD Strategic Initiatives Program, presented at 16 public events, with one of these events for city employees during Domestic Violence Awareness Month in October. These included public events such as “Light the Night” held at City Square Lawn, Paint the Park at Encanto Park, and several events at Phoenix high schools. Spanish speaking Victim Advocates also participated in three radio interviews focused on DV Awareness and Prevention.

PPD Domestic Violence Detectives also participate in community events to help educate the public; the following provides an overview of some of the events from 2023:

- Spoke at Burton Barr Library for the Paint Phoenix Purple campaign. The detective presented information regarding how a case works in its entirety. From 911 receiving the call all the way through detectives sending a case to the Prosecutor's Office.
- Spoke to several radio stations and news stations regarding Angels on Patrol and continues to do so. This is to get exposure to the program and notify people in DV situations about resources available.
- Annual DV awareness month every October, where the City displays purple and demonstrates support for DV awareness.
- Met with stakeholders for a newly renovated DV shelter and discussed solutions and challenges involved in operating a shelter and how they could be a resource moving forward.

Teen Violence Prevention

Teen Dating Violence Awareness Month occurs each February. City staff works closely with youth serving organizations and high schools, to provide education on healthy relationships, identifying red flags, and available community resources. In 2023, HSD staff supported nine events for Teen Dating Violence Awareness Month in February held at Maryvale High, Trevor Brown High, La Joya High, and Westview High schools. These events were full-day affairs held at the school.

HSD manages a contract with Teen LifeLine, an organization that provides direct outreach to Phoenix high school students and operates a hotline targeting teens in crisis.

PPD School Resource Officers, in collaboration with the Family Investigations Bureau, teach law-related education (LRE) classes based on data from the school and their individual needs. Different instructors present different lesson plans on how to recognize narcissistic behavior and red flags in a teen relationship. The age-appropriate lesson plans provide young adults with skills to report observed behaviors to staff and law enforcement.

Responsible Department

This item is submitted by Assistant City Manager Lori Bays, Deputy City Manager Gina Montes, and the Police and Human Services departments.



Phoenix Police Department Hiring, Recruitment and Attrition Report

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.

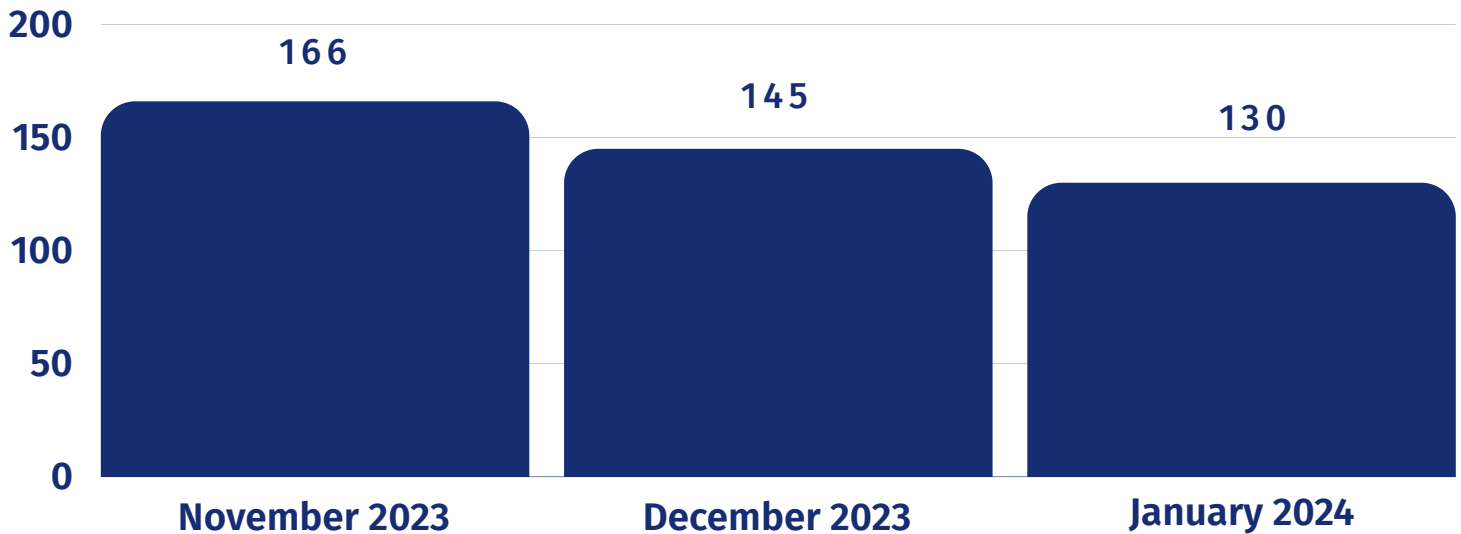
Phoenix Police Department

Recruitment, Hiring and Attrition Report

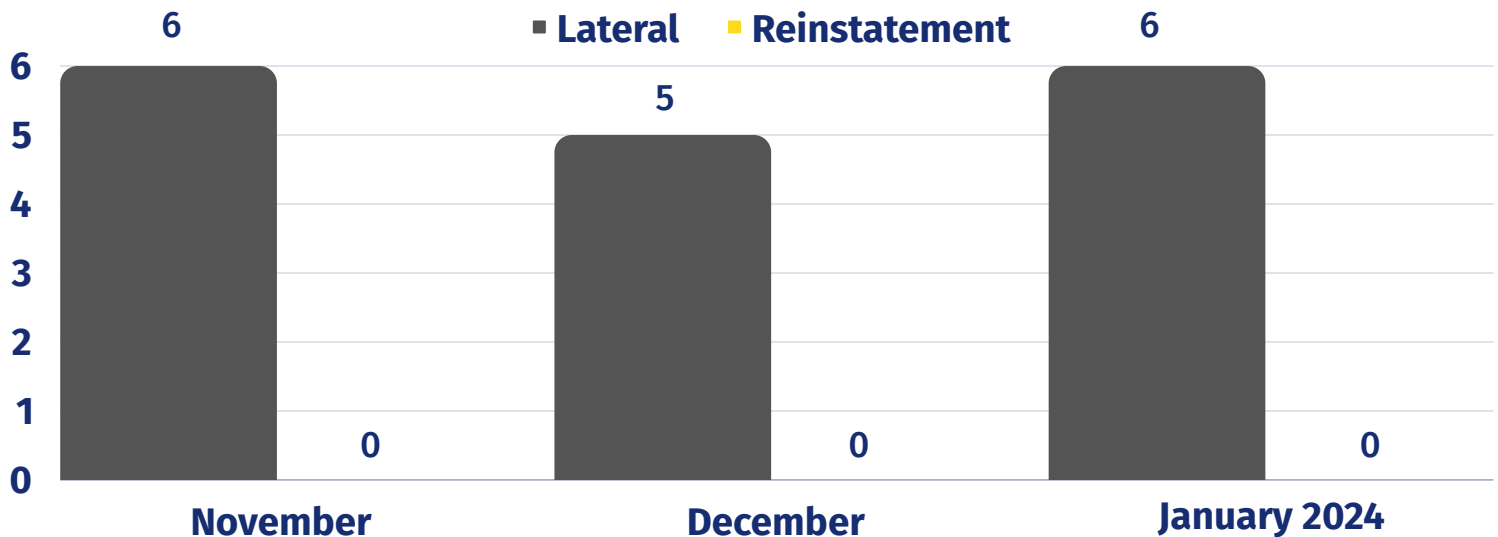


FEBRUARY 2024

Police Recruit Applications Received



Lateral and Reinstatement Applications Received



Phoenix Police Department

Sworn Attrition and Projected Attrition

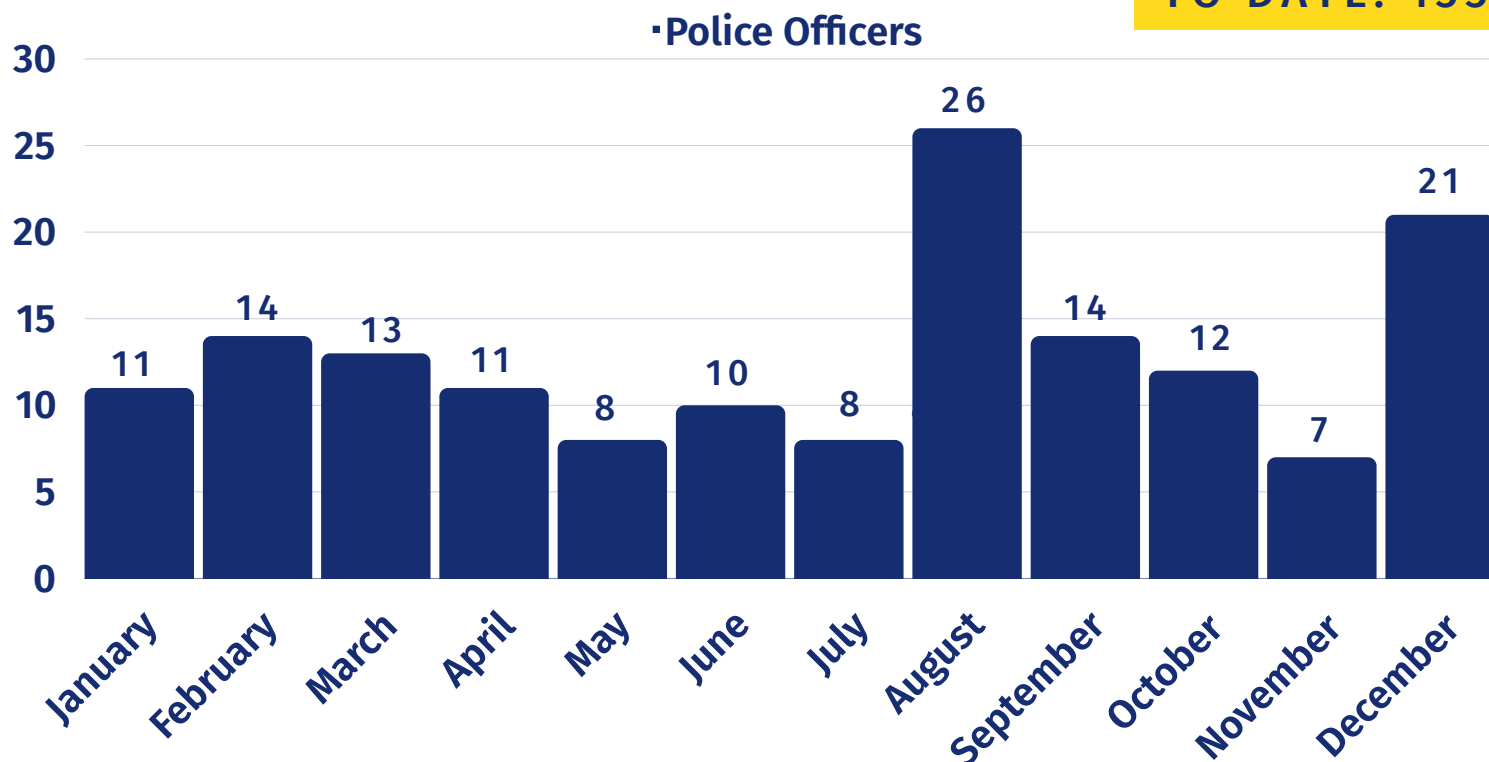


JANUARY 2024

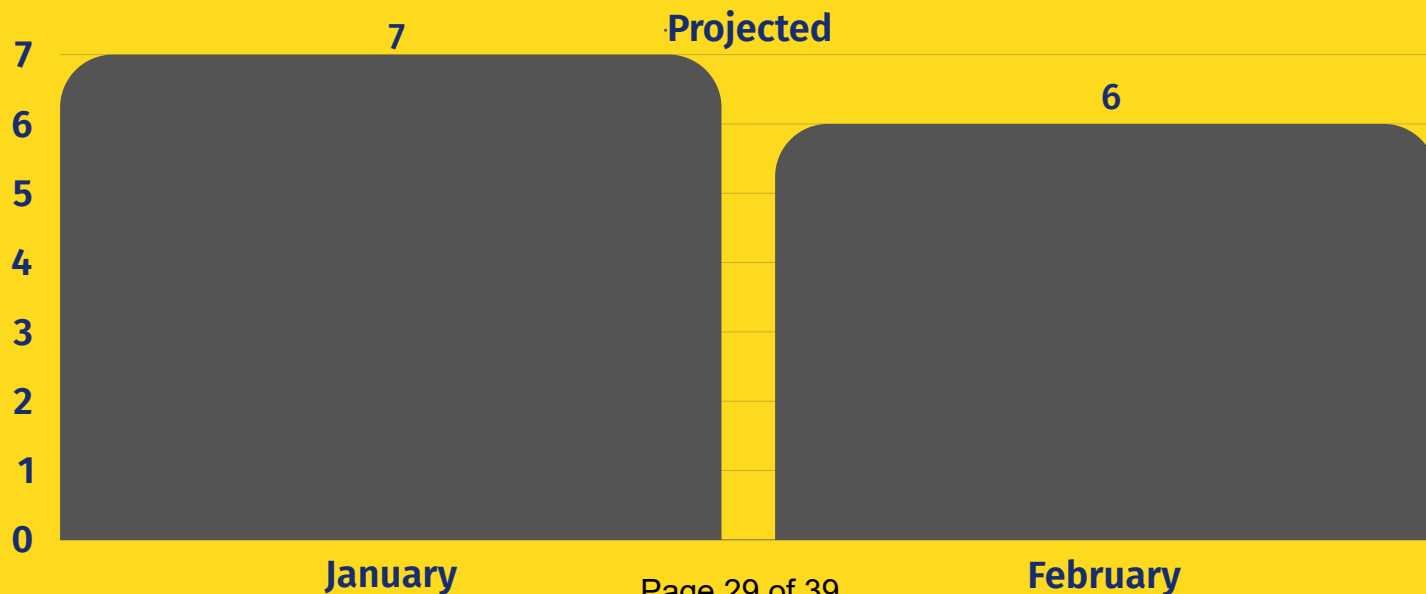
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SWORN ATTRITION THROUGH DECEMBER OF 2023

TOTAL YEAR TO DATE: 155



SWORN ATTRITION PROJECTED FOR JANUARY AND FEBRUARY OF 2024



Phoenix Police Department

Recruit Class Tracking



JANUARY 2024

PAGE 3

PHOENIX REGIONAL POLICE ACADEMY CLASS RECRUIT NUMBERS

as of 01/16/24

CLASS	# of Recruits from Day 1	Current # of Recruits	# of Female Recruits
571	21	17	2
572	31	28	6
573	14	13	2
Total:		58	10



Phoenix Police Department

Current Sworn Demographics



JANUARY 2024

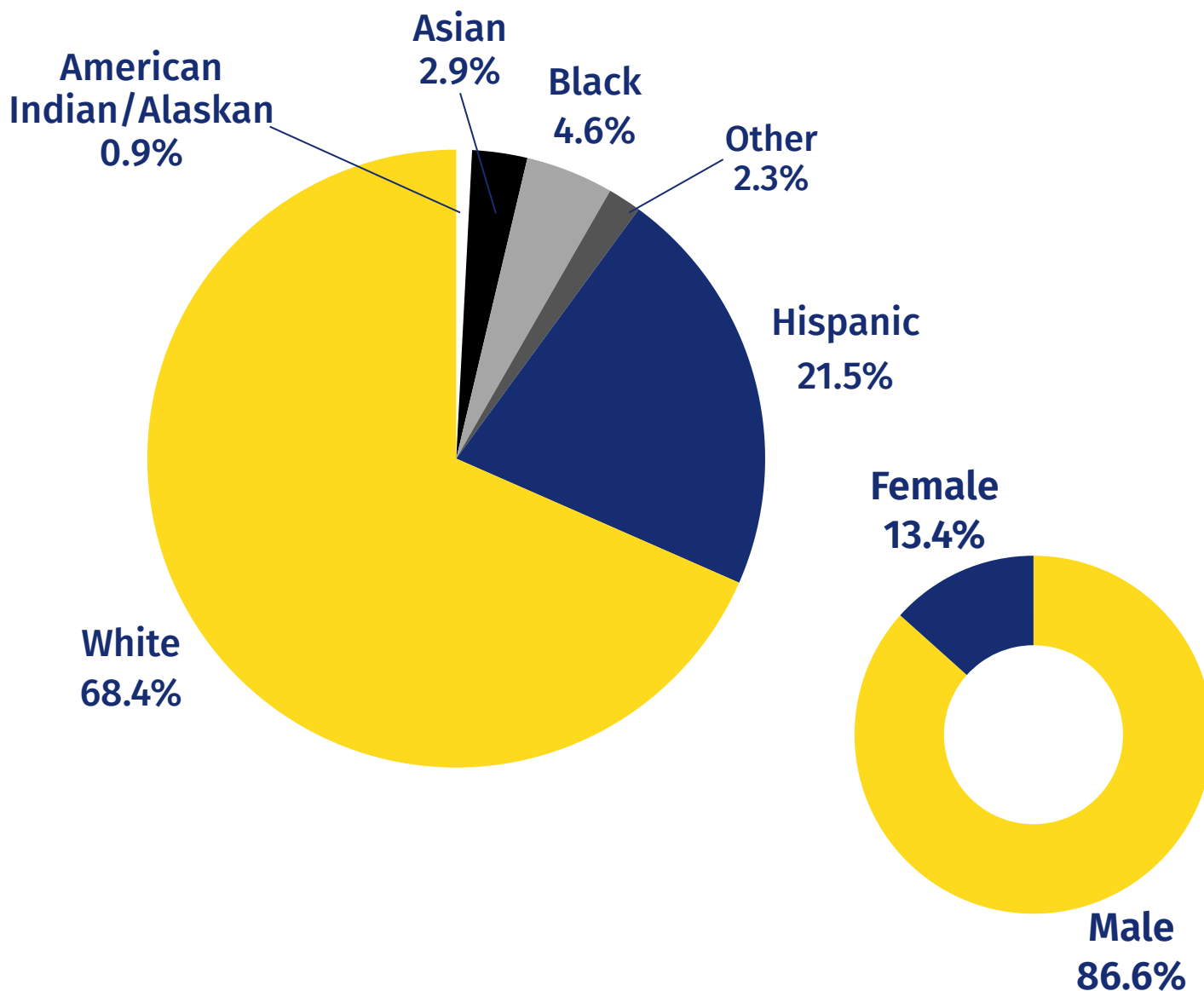
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2,565

SWORN OFFICERS AS OF JAN 23, 2024

CURRENT SWORN DEMOGRAPHICS



Phoenix Police Department

Recruiting Unit



JANUARY 2024

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**PARTICIPANTS THROUGH
NOV 23', DEC 23' & JAN 24'**

The SWET (Success With Effort and Training) program gives applicants the opportunity to exercise with our Recruiting Unit and other physical fitness instructors in preparation for the Arizona POST-mandated Police Officer Physical Aptitude Test (POPAT). Sessions are offered twice per week and are free of charge to anyone in the application process.

Several program recruits have recently graduated from the academy, and we anticipate many others will follow suit. Our attendance records remain consistently high, and we are pleased to report that female attendance for the last several weeks has been at or above 55%.



1,735

**NUMBER OF PEOPLE RECRUITERS
CONTACTED IN-PERSON, PHONE & EMAIL
THROUGH NOV 23', DEC 23' & JAN 24'**

30X30 INITIATIVE

The goal of the 30x30 Recruitment Working Group is to showcase the remarkable women who serve in the Phoenix Police Department.

This month, we highlighted Officer and Helicopter Pilot Helene Balmir on our social media platforms. The social media reel currently has over 26.9K views.



Phoenix Police Department

Marketing Unit



JANUARY 2024

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We're expecting by Feb 2024 JOINPHXPD.com will look very different, and will set the standard for Law Enforcement recruitment websites. The new JOINPHXPD.com will include interactive videos explaining how to apply, short film testimonials from our staff in the field explaining why PHX PD is the best agency to work for, and professional studio photography of details and professional roles. The new site is a one-stop-shop, including a dynamic, real-time updated events calendar and Recruiter contact and Social Media page showcases.



Community Assistance Program Hiring, Recruitment and Service Report

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

THIS ITEM IS FOR INFORMATION ONLY.

In June 2021, the City Council approved \$15 million in the Fiscal Year 2021-22 Budget to expand the Community Assistance Program (CAP). CAP is a proven model to assist residents experiencing a traumatic event, behavioral health crisis, or other social welfare concerns. CAP consists of Crisis Response Units (CRUs), Behavioral Health Units (BHUs), and Behavioral Health dispatchers. CRUs continue to co-respond with police and fire on traumatic incidents to provide on-scene crisis stabilization. BHUs may respond as a singular unit to assist individuals experiencing a behavioral health or substance use concern or as a co-response unit. CAP is the foundation of our efforts to address those community needs that don't expressly align with the mission of traditional emergency and public safety services. To meet these diverse needs, CAP staff continue collaborating with community partners and connecting individuals with appropriate resources.

The CAP expansion has made considerable progress over the 2023 year to achieve long-term program success and sustainment. The expansion of CAP included the creation of 130 new FTE positions. Of these approved positions, CAP filled 74 positions. Currently, CAP is operating four BHUs and six CRUs. CAP is continuing to recruit for Caseworkers and has an open recruitment for Caseworker IIs. In January 2024, CAP is recruiting for a Casework Service Coordinator and Management Assistant II.

As CAP increases staffing and units for service, location expansion planning continues. Currently, CAP has eight locations across the City of Phoenix. On Jan. 10, 2024, a BHU team began working at the GCU building at 2657 W. Camelback Road.

The CAP Data Report is included for review as **Attachment A** and includes additional updates on recent dispatch data trends, recruitment, and fleet updates.

Responsible Department

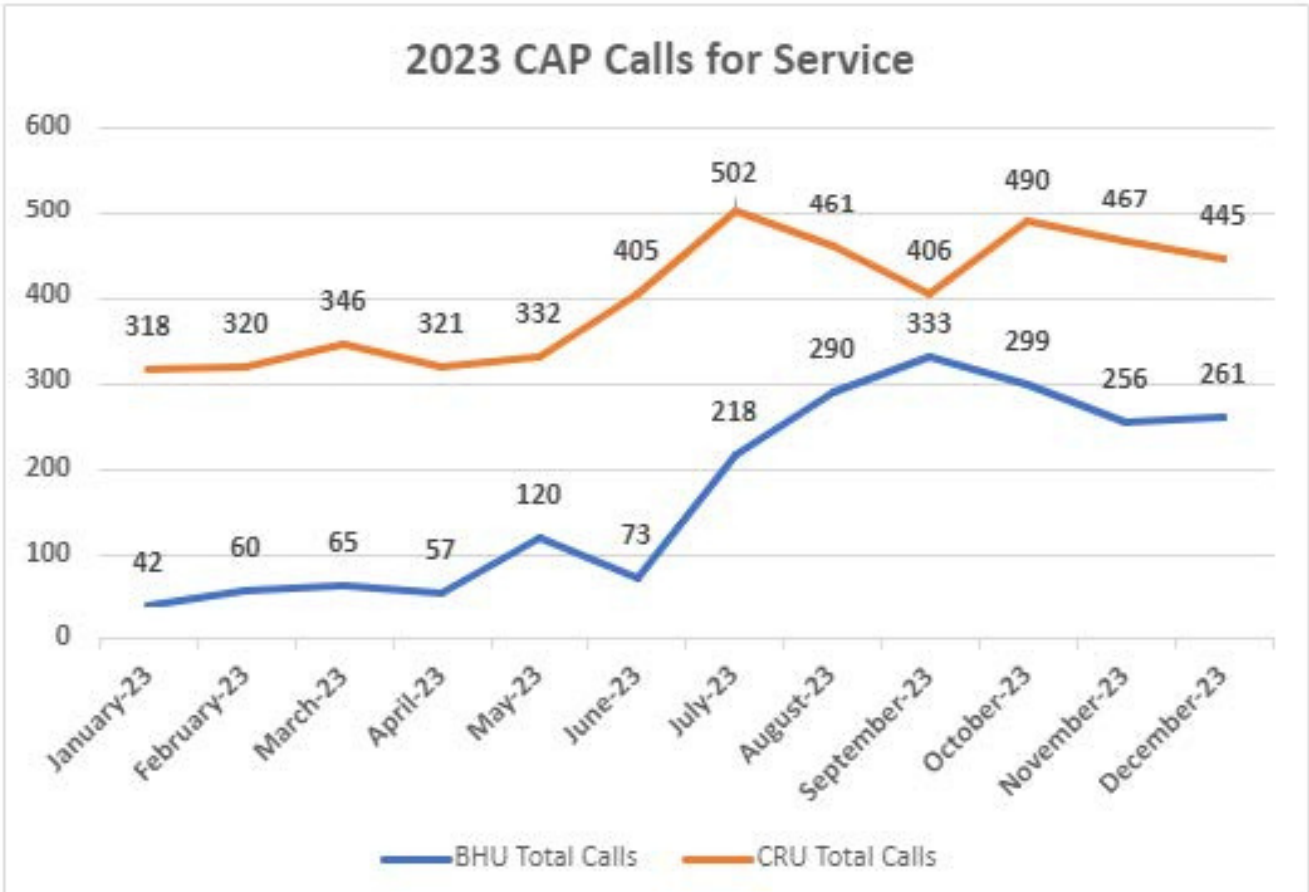
This item is submitted by Assistant City Manager Lori Bays, Deputy City Manager Ginger Spencer and the Fire Department.



COMMUNITY ASSISTANCE PROGRAM DATA REPORT

CAP CALLS FOR SERVICE BY MONTH:

Calls for service reflects information generated from the Computer Automated Dispatch system. A call represents an incident in which a CAP team was dispatched and arrived on-scene of the incident.



Individuals assisted and services provided below are generated from an electronic care records system. CAP services may be rendered to multiple community members or customers may decline service. Thus, the number of individuals assisted may differ from the calls for service volume.

BEHAVIORAL HEALTH UNIT
11.1.23 - 11.30.23

Total Number of individuals assisted: 189

- Adults (18 + years old) = 170 (90%)
- Children (0-17 years old) = 19 (10%)

Top 3 services delivered:

- Stabilized In Place: 48 (25%)
- Transferred to High Level of Care: 33 (17%)
- Stabilized With Transport: 31 (16%)

Top 3 BHU Primary Problem (Customer Self Reported):

- Mental Health: 38 (20%)
- Housing Insecurity: 29 (15%)
- Access to services: 17 (9%)

CRISIS RESPONSE UNIT
11.1.23 - 11.30.23

Total Number of individuals assisted: 508

- Adults (18 + years old) = 378 (74%)
- Children (0-17 years old) = 130 (26%)

Top 3 services delivered:

- Referral to long term services
- Grief/Emotional Support
- Victim Advocacy/Support

Top 3 CRU Crisis Response Reasons:

- Death: 82
- Social Service: 33
- Working Fires, Hazardous Materials, or Flood: 23

Top 3 Primary Crime Reasons:

- Assault: 14
- Domestic/Family Violence: 11
- Homicide/Death Investigation: 9

BEHAVIORAL HEALTH UNIT
12.1.23 - 12.31.23

Total Number of individuals assisted: 190

- Adults (18 + years old) = 182 (96%)
- Children (0-17 years old) = 8 (4%)

Top 3 services delivered:

- Stabilized In Place: 57 (30%)
- Stabilized With Transport: 34 (18%)
- Transferred to High Level of Care: 26 (14%)

Top 3 BHU Primary Problem (Customer Self Reported):

- Housing Insecurity: 44 (23%)
- Mental Health: 33 (17%)
- Substance Use: 13 (7%)

CRISIS RESPONSE UNIT
12.1.23 - 12.31.23

Total Number of individuals assisted: 672

- Adults (18 + years old) = 498 (74%)
- Children (0-17 years old) = 174 (26%)

Top 3 services delivered:

- Referral to long term services
- Grief/Emotional Support
- Victim Advocacy/Support

Top 3 CRU Crisis Response Reasons:

- Death: 78
- Social Service: 37
- Working Fires, Hazardous Materials, or Flood: 26

Top 3 Primary Crime Reasons:

- Assault: 20
- Domestic/Family Violence: 9

RECRUITMENT:

CAP has currently 74 filled positions. In January, CAP opened recruitments for Caseworker II, Management Assistant II, and a Casework Services Coordinator.

- Caseworker II positions
 - Target to fill 33 full-time positions.
 - December's Hiring event resulted in filling 3 FT and 1 PT position. These employees will begin on-boarding in February 2024.
 - Active recruitment in progress.
- Caseworker III positions
 - Target to fill 11 full-time positions.
 - Interviews conducted in December resulted in 3 FT candidates being offered a position.
 - Planning underway for additional recruitment.

FLEET UPDATE:

There are 23 total CAP vehicles ordered.

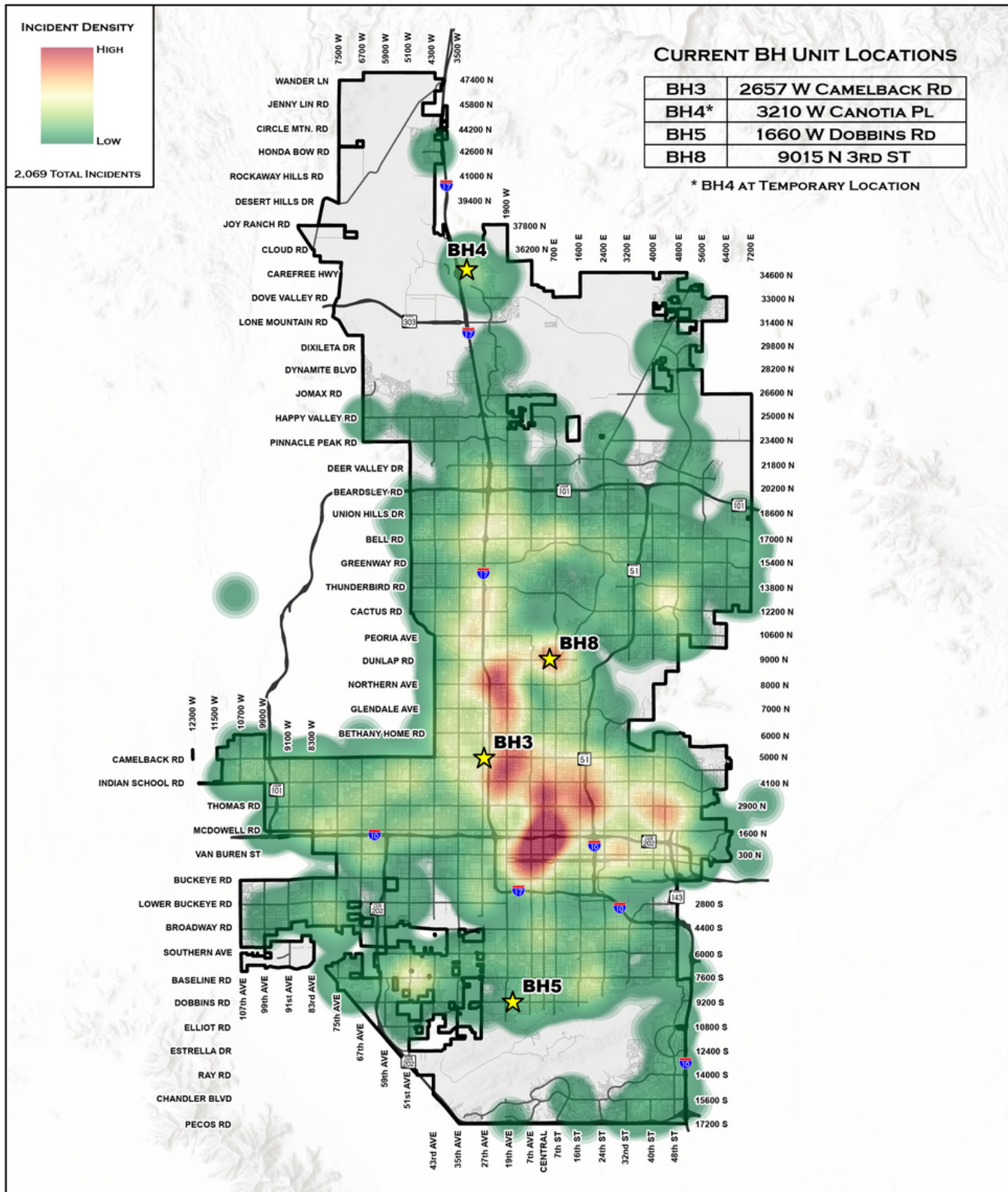
Total vehicles in service: 15

- Behavioral Health Units - 4 units
- Crisis Response Units - 6 units
- Casework Service Coordinator - 5 vehicles

Recent update: Remaining 8 CAP vehicles have been received by the City and are being prepared for service.



2023 Behavioral Health Unit Heat Map



**BEHAVIORAL HEALTH UNIT INCIDENT HEAT MAP
JANUARY 1, 2023 - DECEMBER 31, 2023**

