

Phoenix Police Department Staffing and the Impact on Service to the Community

February 2022

Phoenix Police Department
Police Chief Jeri L. Williams



The purpose of this document is to address significant staffing challenges currently facing the Phoenix Police Department and projected challenges over the next five years. The Executive Staff of the Phoenix Police Department has developed a phased approach to address the staffing issues in order to maintain the best possible service to the community.

In early 2021, the Department recognized some unprecedented staffing trends. These trends indicated the loss rate would become critical due to insufficient hiring and increased employee separations. To address the decreasing staffing levels, the Department began studying and implementing the following measures:



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Implemented Measures

- 👮 Officers and detectives from specialty details began serving in a patrol capacity on a rotating basis to supplement Patrol Division staffing levels; known as Specialty-to-Patrol. (Began July 2021)
- 👮 Supplemental overtime program implemented in all precincts where detectives, other specialty positions, and police assistants can sign up for overtime shifts. (Began December 2021)
- 👮 Deferred Patrol Response (DPR) implemented where officers handle lower priority calls at the precinct. (Began December 2021)
- 👮 Transitional duty employees moved to work in the Communications Bureau to help handle certain types of calls for service. (Began December 2021)

Immediate Action Items

- 👮 Reallocation of sworn personnel from specialty positions to the Patrol Division to reach 1,204 officers across all precincts.
- 👮 Implementation of AM and PM watch squads in the Desert Horizon, Mountain View, Maryvale/Estrella Mountain, and Cactus Park Precincts to strategically increase staffing during times of peak calls for service.
- 👮 Assess the Specialty-to-Patrol program through 2022.
- 👮 Continue supplemental overtime and evaluation of minimum staffing for personnel in each precinct.

Some of the Bureaus within the Department impacted most are listed below. However, all police services and programs will be maintained:

Bureau	Before Reallocation	After Reallocation	Impact to Services
Community Programs	44 Officers	20 Officers	Reducing Community Programs Officers at the precincts. Reducing Community Action Officers from two to one per squad area in each precinct.
Neighborhood Enforcement	86 Officers	67 Officers	Reducing Teams from two to one per precinct.
Community Engagement Bureau	37 Officers	24 Officers	One Community Programs and one PAL squad combined into one. Community Response reduced from fourteen to eight detectives.
Training Bureau	57 Officers	46 Officers	Collateral duties for firearms instructors.
Drug Enforcement Bureau	68 Detectives	59 Detectives	Gang squad reduced and no daytime Gang squad.
Family Investigations Bureau	109 Detectives	105 Detectives	Reduction from five to three Sex Offender Notification Unit detectives, but continuing services.
Property Crimes Bureau	48 Detectives	38 Detectives	Reorganization of PCB with general investigative duties for all detectives. Reduction from 25 to 18 burglary detectives.
Violent Crimes Bureau	119 Detectives	116 Detectives	Recalling three detectives from the FBI Bank Robbery Task Force. Robbery unit assuming investigations.
Tactical Support Bureau	83 Officers	81 Officers	Minimal impact and all services maintained.
Homeland Defense Bureau	37 Officers	35 Officers	Reduce from four to two Arson detectives.

*Information in this chart provided as of February 2022.

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- The result of this reallocation is that there will be 1,204 sworn positions assigned to patrol.
- The positions will be allocated across all precincts proportionate to current workload and demand.

Precinct	Current Staffing	Proposed Staffing	Officers Needed
Black Mountain	124	142	18
South Mountain	160	163	3
Central City	61	64	3
Desert Horizon	185	190	5
Mountain View	177	198	21
Maryvale/Estrella	230	247	17
Cactus Park	159	200	41

Totals	Current	Proposed	Officers Needed
Officers in Patrol	1096	1204	108

*Information in this chart is provided from CARU Staffing report dated 2/23/2022. These numbers do not include Officers in Training.

**At any given time approximately 100 patrol positions are unavailable due to medical/military leave or for other administrative reasons.

Intermediate Action Items

- Request and fill positions for newly approved Civilian Investigator classification to support the Investigations Division and assist with administrative duties.
- Request and fill additional Police Assistant positions to help with calls for service.
- Assess Specialty-to-Patrol and supplemental overtime programs.
- Continue to pursue innovation in recruitment efforts and hiring process through a collaboration with City Human Resources.
- Issue procurement solicitation for marketing and community engagement contract to support recruitment efforts.
- Continue to explore alternative and innovative staffing models to maximize service to the community.

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Long-Term Action Items

- 👮 Community-focused recruiting efforts for the 18-21-year-old age group for civilian positions with the potential to transition to a sworn position.
- 👮 Development and implementation of Training Specialist Position to replace some sworn personnel in the Training Bureau.
- 👮 Continued partnership with ASU to evaluate calls for service and implementation of recommendations.
- 👮 Implementation of new Record Management System (RMS).
- 👮 Reorganize the Investigations Division.
- 👮 Reorganize the Strategic and Tactical Services Division.