

## Public Safety Improvements Update

City of Phoenix
City Council Policy Session
April 15, 2025



#### Agenda

- Office of Homeless Solutions (OHS) Update
- Community Assistance Program (CAP) Update
- Police Department Update
- Office of Accountability and Transparency (OAT) Update











# Office of Homeless Solutions Update



### **Ten Projects in 3 Years**

Respiro	100	Safe Outdoor Space	300
CASS Single Adult Shelter Expansion	170	North Mountain Healing Center	30*
Washington Shelter	200	The Haven	170
Rio Fresco	117	UMOM Expansion	100
De Paul Manor	100	Phoenix Navigation Center	280

- Over 1,200 New Indoor Beds, 300 Outdoor
- Additional Projects in the Pipeline, 200+



<sup>\*</sup>partially open











#### **Phoenix Navigation Center**

- Temporary Site Opened in July 2024
  - 466 Clients
  - 58 moved to Housing
- Men and Women's Dorms
   Opened March 2025
- Closed Campus
- Community Advisory Committee
- Workforce Focus









#### **Safe Outdoor Space**

- 1,485 people served
- Goal to move into INDOOR locations (housing, shelter, treatment, other)
  - 218 moved to indoor shelter
  - 133 are in housing
- Workforce Program began June 2024
  - 254 participants thus far



#### **Property Storage Program**

- Storage for property at new shelters
- Storage for individuals around Key Campus
- Unattended property storage
  - Storage notification allows for engagement
  - 215 bins stored since inception
  - 23 bins reunited with people



#### OHS Partnership with Phoenix Police

- Property Storage
  - Building a PHX C.A.R.E.S. Referral Process
  - Adapting OHS Property Procedures
- Outreach and Coordinated Efforts
  - Planned interdepartmental efforts in hot spot areas when enforcement is needed
- E-Learning Coordination for Officers
  - Camping Ordinance Training collaboration
  - OHS Overview; how officers can work with Outreach teams





# Community Assistance Program Update



## **CAP Update Overview**

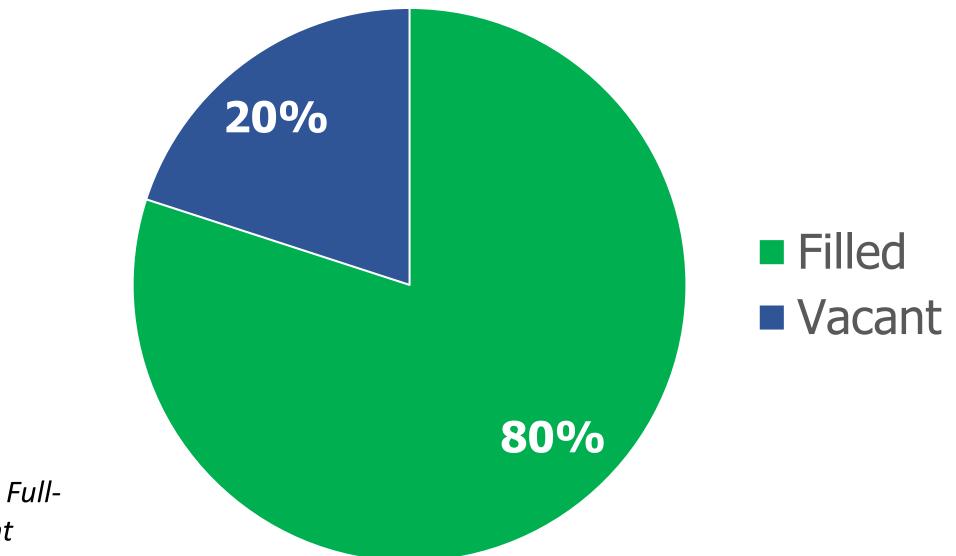


- CAP Staffing Update
- Calls Transferred from Police Communications
- Behavioral Health Units Updates
- Crisis Response Units Updates



## **Current Staffing - All**





Represented in Full-Time Equivalent

#### **Current Units In-Service**





#### **6 Behavioral Health Units**

- 7 days a week
- 23.5 hours daily coverage

#### **6 Crisis Response Units**

- 5 days a week
- 24-hour daily coverage
- 2 days a week
- 22-hour daily coverage

## **Target Operational Dates**



#### **Behavioral Health Units**

- Goal: 9 units
- Current: 6 units
- 67% to target
- Remaining Units Anticipated: 1<sup>st</sup> Qtr. CY 2026

#### **Crisis Response Units**

- Goal: 10 units
- Current: 6 units
- 60% to target
- Remaining Units: Upon BHU completion



## Target BHU Dispatch Coverage





#### **Behavioral Health Dispatchers / Supervisors**

On March 31, 2025, CAP achieved the goal of a BHU dispatcher being available 24 hour, 7 days a week coverage in Fire dispatch.

#### **CAP and Police Collaboration**

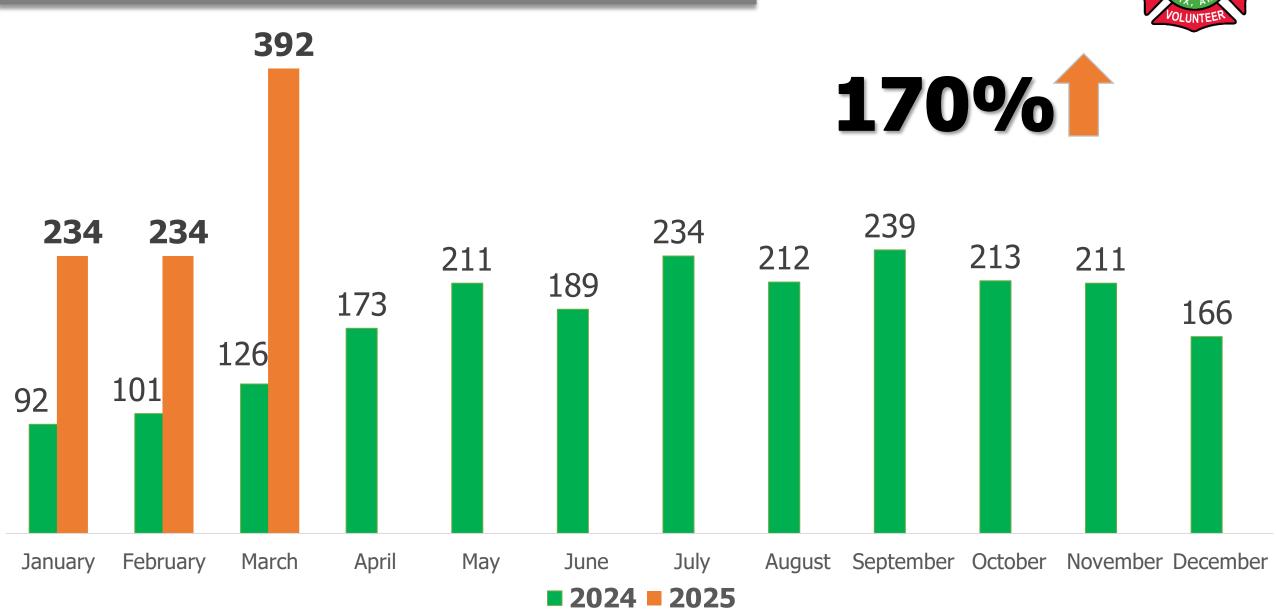


- Police e-learning
- Police command staff training
- Police communications



#### Calls Transferred from Police for BHU Response





#### **BHU Locations**

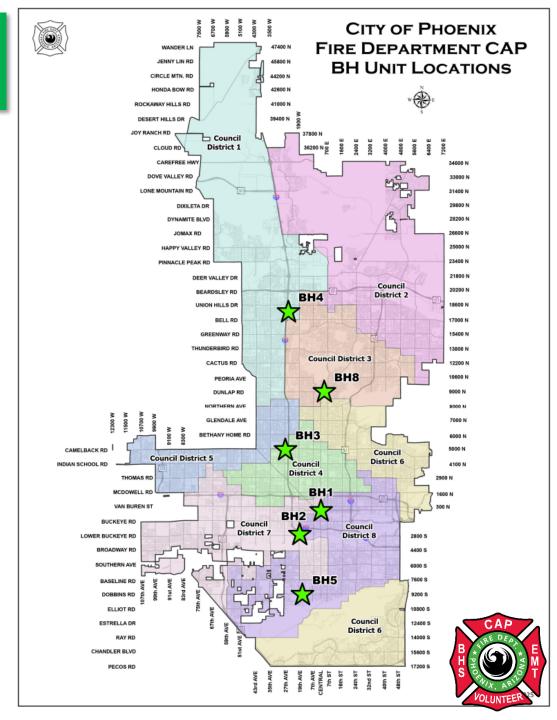
#### **Current locations:**

- Fire Resource Building
- Fire Station 41
- Fire Station 57
- GCU Building\*
- NOAH Building\*

#### **Future locations:**

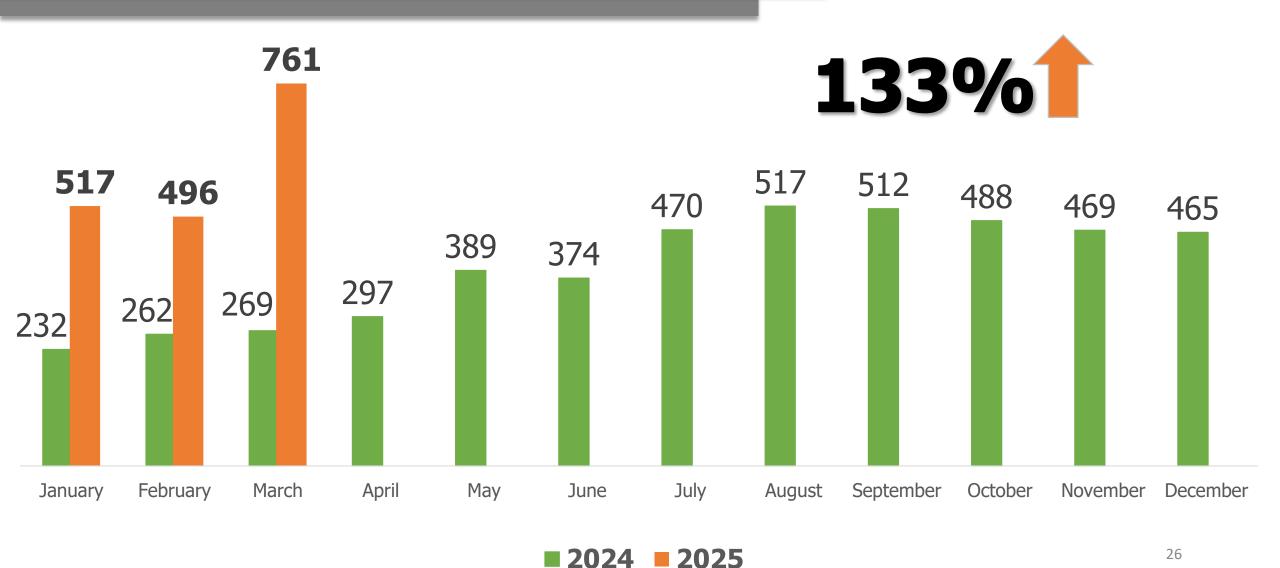
- CityScape\*
- Old Fire Station 7
- Old Fire Station 13
- Old Fire Station 15
- Fire Station 62

\* Leased locations



#### **BHU Calls for Service**





## **Top Three BHU Calls Types February 2025**



## **Check Wellbeing**

• 149 responses; **58**%

#### **Mental Health**

• 54 responses; **21**%

#### Other

• 26 responses; **10%** 



## February BHU Response Breakdown





#### **Single Unit BH Response**

• 376 responses; **76%** 



#### **Responding with Police**

• 27 responses; **5%** 



#### Responding with Fire

• 83 responses; **17%** 



#### **Responding with Police & Fire**

10 responses; 2%

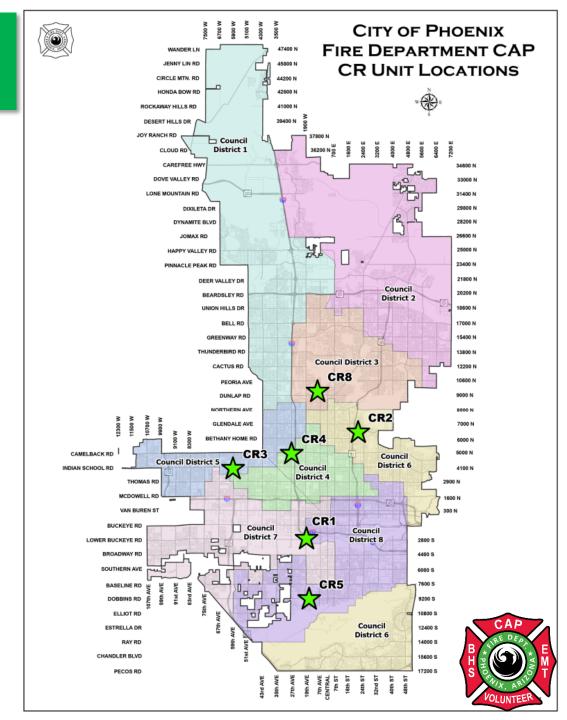
#### **CRU Locations**

#### **Current locations:**

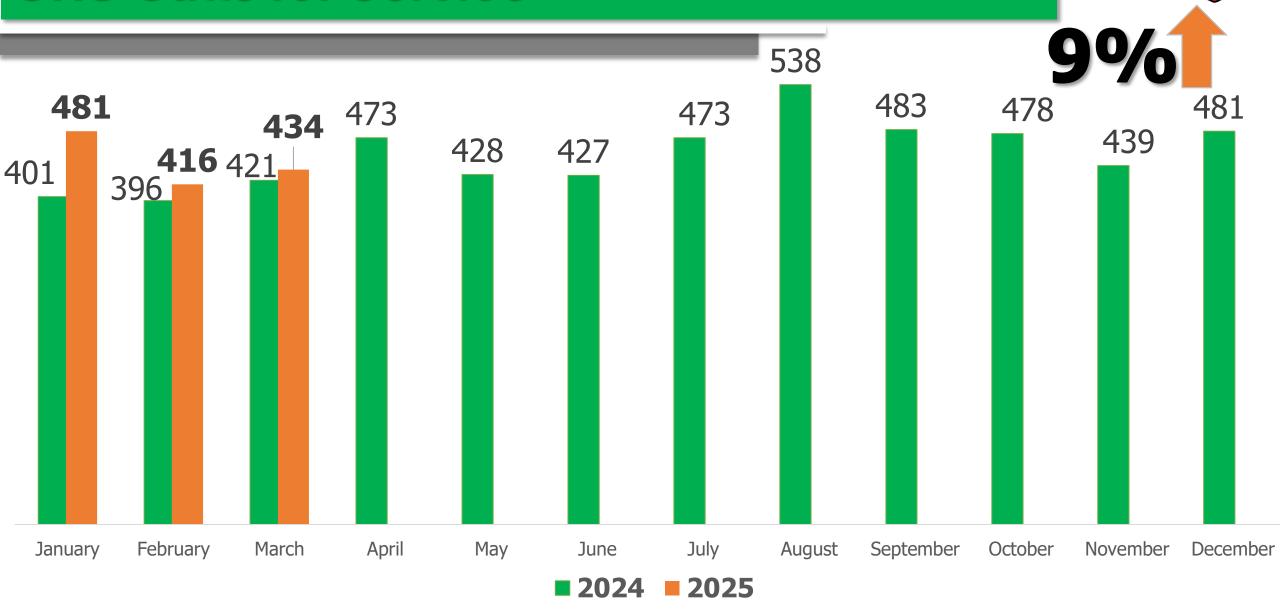
- GCU Building\*
- Fire Resource Building
- Mountain View Precinct
- Old Fire Station 25
- Fire Station 57

#### **Future locations:**

- Old Fire Station 7
- Old Fire Station 13
- Old Fire Station 15
- Fire Station 62



#### **CRU Calls for Service**



## **Top Three CRU Types February 2025**



#### Death

• 114 responses; **53**%

## **Housing Insecurity**

• 26 responses; **12**%

## **Occupant Services**

• 23 responses; **11%** 



### February CRU Response Breakdown





#### **Single Unit CR Response**

• 36 responses; 8%



#### **Responding with Police**

• 57 responses; **14%** 



#### **Responding with Fire**

• 123 responses; **30**%



#### **Responding with Police & Fire**

• 199 responses; **48%** 

## **February Response Times**





## **Behavioral Health Units**

• 24 minutes on average



## **Crisis Response Units**

• 23 minutes on average



# Police Department Updates



#### **Crime Reduction, Community Trust, and Continuous Improvement**

#### **Emphasis on three components that are intrinsically linked:**

- Crime Reduction
- Community Trust
- Continuous Improvement



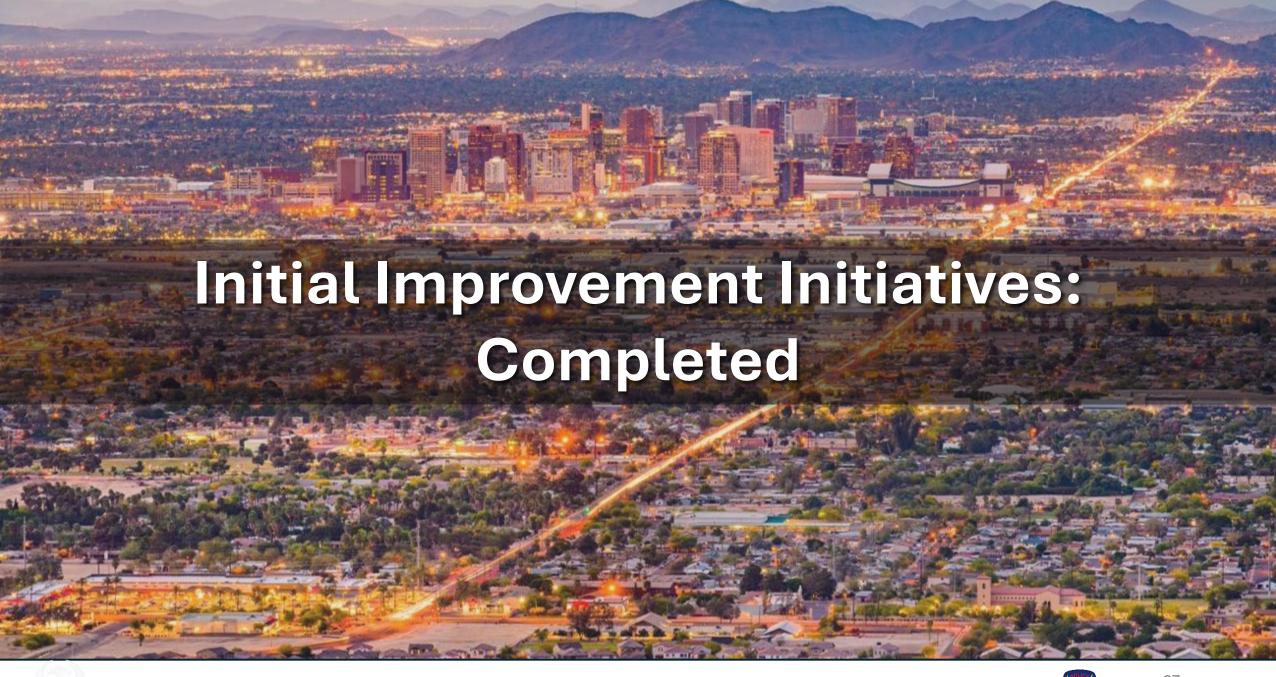
#### **Crime Reduction, Community Trust, and Continuous Improvement**

#### Successes include:

- Year-over-year drop in crime
- Effective elimination of the backlog for processing sexual assault evidence
- Significant reduction in the backlog for public records requests
- Welcoming our largest class of recruits in five years
- Alignment of policies & procedures with the highest standards in law enforcement







## **Completed Action Items – Accountability**

- PSB manual shall provide clear standards for the thoroughness of investigations
  - Updates to PSB manual completed
  - Annotates requirement for clear standards for PSB personnel when completing reports/reviewing relevant evidence
- PSB use of force Investigations must fully explore whether an officer considered de-escalation strategies & tactics during the incident
  - Updates to PSB manual completed
  - Outlines interview practices for PSB personnel





## **Completed Action Items - Accountability**

- PSB shall set & publish clear deadlines for completing reports, including reasons for delay
  - Updates to PSB manual completed
  - PSB manual aligns with requirements of POBR
  - Investigation updates provided at 30, 60, &, 90-day intervals
  - Outlines standards for providing Employees under investigation for any delays/extensions to the investigation





## **Completed Action Items – Accountability**

- PSB to review all aspects of the incident, including those beyond the scope of the initial complaint
  - Updates to PSB manual completed
  - Outlines requirements of investigators to review all aspects of incident being reviewed/investigated
- PSB shall provide a written response to the citizen complainant explaining the investigation's findings
  - Updates to PSB manual completed
  - Complainants will receive a response to their mailing address





#### **Completed Action Items - Accountability**

- Police Chief explanation and City Manager approval of downward deviation from Discipline Review Board recommendation
  - Complete Discipline Form updated
  - Complete PSB Manual updated
  - October 2025 Initial annual report delivered to City Council
- PSB shall establish a clear policy for forwarding Brady materials to MCAO in a timely manner
  - Updates to PSB manual completed
  - Outlines dissemination of 'Brady' material, notification required within 15 calendar days





#### Completed Action Items – SMART Notifications for First Responders

- Helps provide information to Phoenix PD responding to incidents at a residence
  - Mental Health Concerns
  - Cognitive Issues
  - Communications Methods
  - Other Important Considerations

#### **SIGN UP TODAY AT**

PHOENIX.GOV/ADMINISTRATION/DEPARTMENTS/POLICE/PUBLIC-SAFETY-SERVICES/SMART-NOTIFICATIONS





## **Organizational Integrity Bureau**

- Bureau responsible for continuous improvement efforts
- Specific Units include
  - Continuous Improvement Unit
  - Quality Assurance & Standards Unit
  - Force Evaluation & Review Unit
  - Crisis Intervention Team



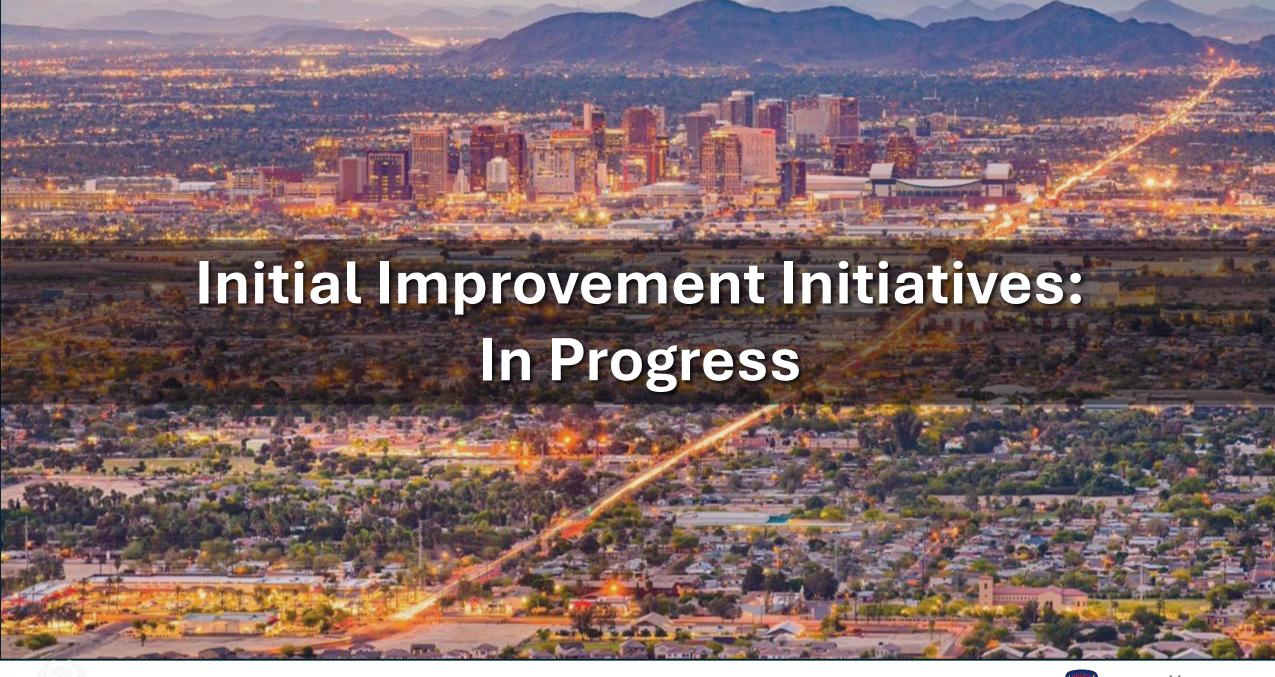








POLICE DEV





## **Step 7:** Compliance

- A. Initial Compliance
- B. Full and Effective
- C. Sustained

#### Step 1:

Standards of Practice and Legislative Requirements



#### Step 6:

#### **Implementation**

- A. Policy Active
- B. Compliance Framework Active

Phoenix Police Department
Continuous Improvement
Process

#### Step 2:

#### **Policy Planning**

- A. Process mapping
- B. SME Work groups

#### Step 5:

#### **Training Delivery**

- A. In Progress
- B. Completed

#### Step 4:

Training Development

- A. In Progress
- B. Completed

#### Step 3:

Policy Development

- A. Creation
- B. Public Comment





#### In Progress - Vulnerable Persons

## Explore youth prevention programming

- Exploring programming options
- Existing programs include the PAL Basketball Program, Cadet Program, WAKE Up Program, & the Phoenix Police Youth Experience
- Exploring diversion programs in partnership with Maricopa County Juvenile Probation, anticipated approval Summer 2025
- Presenting proposal for community-based youth prevention programming to Public Safety and Justice Subcommittee in May





## **In Progress - Training**

- Launch cultural competency training
  - Training launched in Feb 2025 to Recruit Class 580
  - All subsequent recruit classes to receive training
  - Training for in-service personnel begins in Q3, 2025

- Police Department shall provide/procure regular & ongoing training for all PSB investigators
  - Force Science training ongoing
  - Additional 40-hour internal affairs proficiency training being facilitated by external vendor – June 2025





#### **In Progress - Training**

#### Develop a biennial training plan for Crisis Intervention officers

- Eight hours of training will be required
- Four hours mandatory classes
- Four hours elective classes
- 75% of deployable CIT officers were certified over two years ago
- Officers to complete biennial professional development training by September 2026







#### **In Progress - Training**

• Enhance Customer Service training for all public

facing personnel

- Standards of Public Trust
   & Procedural Justice curriculums
   Developed
- Initial classes taught in Sergeant's School, Q4, 2024
- Department-wide training scheduled for Q3, 2025



#### **In Progress – Standards of Practice**

- Police Department shall continually survey best practices of similarly-situated law enforcement agencies
  - Policy SME review & review cadence finalized, to incl City Depts.
  - All Policies to be reviewed on a quarterly cycle, starting Q2, 2025
  - Changes to policy to be assessed for associated training requirements

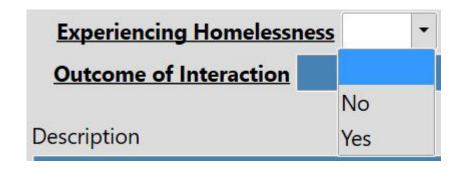






## **In Progress - Transparency**

- Police Department shall more effectively collect data on all stops, searches, arrests, & uses of force, to include age, race, gender, & housing status
  - Subject Contact Data Form updated to include housing status
  - Revised Subject Contact Data Form launched April 1, 2025
  - Further revision to collection of data will occur post launch of new RMS









## In Progress – Resource Deployment

- Train officers on best use of crisis intervention resources as well as services provided by CAP & OHS
  - Mandatory training video launched, focus on CAP/BHU & Mobile Teams
  - Per OHS Director presentation, OHS Training to be developed and distributed, Q2, 2025

- Adopt policies to allow the Crisis Intervention Team to prioritize urgent/time-sensitive matters
  - Review of data for Hospital to Hospital transports underway
  - Review of data for IGA for Serve Onlys underway

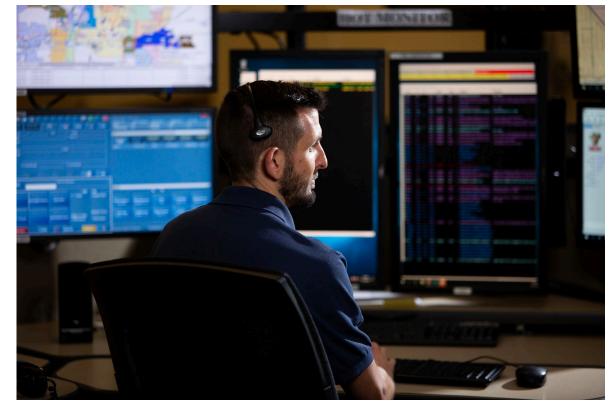




## **In Progress - Staffing**

## Prioritize staffing levels for 911 & Radio Dispatchers

- Increased starting pay step for new hires
- Implemented \$7,500 hiring incentive
- Recruitment increases
- Emphasis now on onboarding & training processes
- Communications staff member embedded in Employment Services to assist in speed of hiring communications staff





## In Progress – Technology

- Proposal to implement new technology such as voice activated intelligence system for CrimeStop
  - Working with vendor to finalize Scope of Work
  - Implementation anticipated Fall 2025
- Plan for procurement of Early Intervention System
  - Procurement process underway
  - RFP process to complete end Q3, 2025





## In Progress - Technology

#### Dedicated hotline for reporting misconduct

- 311 personnel trained & directing complaints & commendations to appropriate Dept.
- Implementation of a new complaint & commendation intake software – OAT Director will cover in her presentation







#### In Progress - Oversight

- Provide a thorough & complete analysis & rationale for investigative findings & conclusions
  - PSB Manual updated
- Create new Inspections Sergeant position in all precincts
   & bureaus
  - Lieutenant position filled March 2025
  - Three Sergeants now in place
  - Remainder of personnel to be in place by June 2025





#### In Progress - Oversight

- Update City Council & Civilian Review Board on public safety reforms in writing every three months for the next three years
  - Second update to City Council today
  - Civilian Review Board High Level Update Meeting held February 28, 2025
  - OAT Director to provide additional information in following presentation





## In Progress - Oversight

- Update City Council & Civilian Review Board on PPD's compliance with OAT recommendations every six months
  - OAT Director to provide additional information in following presentation
- Discipline Review Board to add one additional civilian, for a total of three
  - One civilian and one sworn officer to be added
  - Implementation by next Discipline Review Board





## **In Progress - Use of Force Project Update**

## Complete mandatory training for all enforcement personnel

- All enforcement personnel completed two full days of in-person training, by January 2025
- Additionally, E-learning update training completed, February 2025
- E-learning included updates related to
  - Strikes to Head/Face
  - Inappropriate Language
  - Mandatory Force Reviews on Restrained Persons
  - Weapon System Retention techniques





#### In Progress - Use of Force Project Update

#### Use of Force Policy Active

Policy active February 18, 2025

#### Staff & Train Critical Incident Response Team (CIRT)

- CIRT to comprise of personnel from the Force Evaluation & Review Unit (FERU) & PSB Investigators
- FERU personnel trained as Force Experts
- CIRT active since March 2025

#### Creation of public-facing Canine Policy

• To be made available for public comment, May 2025





#### **In Progress - Use of Force Project Update**

#### Develop Use of Force Compliance Framework

- Scorecards developed Use of Force incidents & BWC reviews
- Formal Meeting Structure Approved
- Revised Transparency Dashboards under development

Body Worn Camera Scorecard				
April 2025				
Precinct / Bureau	# of Incidents Reviewed	BWC Activated	BWC in entirety	Overall





#### In Progress - Treatment of People Experiencing Homelessness Project Update

#### Creation of Unattended Property Policy

- Best Practice research completed
- Property Policy evolved into the 'Interacting with Individuals Experiencing Homelessness' Policy, collaborated with OHS
- Policy will be available for public comment, July 2025





#### In Progress - Treatment of People Experiencing Homelessness Project Update

#### Revise Seized & Impounded Property Policy

- Related update to existing policy completed
- Entire policy to be reviewed Q3, 2025

#### Supervisor Review of Seized Property

 Changes to supervisor review process to be implemented with RMS launch, June 2025





#### In Progress - Identifying & Addressing Racial Disparities Project Update

#### Complete mandatory training for all enforcement personnel

- All enforcement personnel completed 4-hour block of Search & Seizure Constitutional Policing
- Delivered as part of the 20-hour Use of Force Training
- Completed January 2025

# Create compliance framework for all vehicle & pedestrian stops

- Current data analysis would involve three different systems
- Solution has been developed to enable expedient and accurate analysis to occur
- Those new Data capture forms will be implemented post RMS Launch, estimated Q4, 2025





#### **In Progress – First Amendment Project Update**

#### Finalize First Amendment Policy

- Policy completed
- Incorporates feedback from public comment period in October 2024
- Training for all personnel under development
- Specialized training for Lieutenants to be developed
- Anticipated Policy will launch Summer 2025



#### Review accessibility to City's Permitting Process

 City webpage to be developed as one-stop-shop for all event permits

#### In Progress – Behavioral Health Project Update

#### Develop & Deliver Training Model for Communications Staff

- Initial training completed, focus on call diversion to CAP & Mobile Teams
- Training completed March 2025

#### Build robust CIT Deployment Model

- Analyzing data for deployment
- Pilot program for incentive model to be launched late Summer 2025
- Focus on Precincts, & shifts, with greater need for CIT officers





#### In Progress - Youth Interactions Project Update

#### Develop Youth Interactions Policy

- Best Practice research completed
- English & Spanish survey created
- Currently distributing survey to youth & adults
- Policy to be drafted incorporating input from survey responses
- Policy available for public comment, late Summer 2025
- PD developing partnership with OAT in their 'Youth Outreach Program'





#### In Progress - Systems of Accountability Project Update

#### OAT/PPD MOU revised

OAT Director to provide update in presentation to follow

#### Review & Revise Systems of Accountability Policies

- Discipline Policy updated to reflect new Use of Force Policies
- Additional draft policies available for public comment, September 2025







## Upcoming - Oversight

- Compliance Team shall regularly audit a sample of police reports to ensure officers are correctly applying the Fourth Amendment
  - June 2025 Hiring of Compliance Team complete
  - June 2025 Interim audit (assessment) method established
  - Audit commences post RMS launch, July 2025
  - Established audit cadence in operation, October 2025





#### **Upcoming – Resource Deployment**

- Explore additional services to be provided by civilian staff, rather than sworn Police Department employees
  - Review roles in precincts & specialty units, cost analysis
  - To be completed by December 2025





#### **Upcoming – Vulnerable Persons**

- Create policies in relation to interactions, use of force, consensual contacts, and interviews & interrogations with vulnerable persons
  - In 2025/26 the following policies will be reviewed:
    - Policies related to interactions with persons experiencing crisis
    - Policies related to Juvenile Procedures
    - Policies related to physically impaired persons
    - Policies related to interviews & interrogations
  - In 2025/26 the revised Contact form available in RMS, subject to RMS launch





#### **Upcoming – Accountability**

- The Department shall adopt clear standards and accountability measures for PSB investigators, supervisors and commanders to ensure that all potential law and policy violations are fully investigated
  - Accountability standards & measures to be strengthened, September 2025
- PSB shall collect and record data for all citizen complaints, including the nature of the complaint and precinct and officer(s) involved
  - 2025/2026 Enhance current capabilities of software and staff accordingly





#### **Opportunities for Community Feedback**

#### May 2025

Canine Policy

#### **July 2025**

Interacting with Individuals Experiencing Homelessness Policy

#### Late Summer/Fall 2025

- Youth Interactions Policy
- Systems of Accountability Policies







# Office of Accountability and Transparency Update



# OAT's Mission

- Reach: Community Engagement
- Report: complaints and commendations about the Department
- Review: Department administrative investigations and make recommendations for future investigations
- Resolve and Repair: conduct police-community mediations



# **Civilian Review Board Updates**

- Nine members seated October 2024
  - Chair: John Graham
  - Vice Chair: Michael Robert







# **Civilian Review Board Updates**

## Training to date:

- OAT Ordinance and ARS 38-1117
- Professional Standards Bureau (PSB) processes
- Force Evaluation Review Unit (FERU)
- Peace Officer Bill of Rights (POBR)
- Constitutional Principles in Criminal Law
- Final training meeting April 25th
  - Mock meeting and Operations Order 1.5





# Civilian Review Board Charge

- Review OAT Reports and Recommendations and Department Responses
- Issue findings after review:
  - Adopt
  - Adopt With Revisions
  - Decline
  - Decline With Revisions
  - Additional Information Required





# **MOU Update**

- OAT, PPD, and Law began work in December
- MOU revisions reflect current practices
  - 72-hour notice for P.C.C. § 20-6 incidents from Department to OAT and OAT to Department review notice
  - Details information and document sharing timeframes and methods
  - Added sections on Mediation and Civilian Review Board





## Centralized Hotline

- Online portal is in progress
  - OAT and PSB will have full access to all complaints and commendations filed through the portal
- One location online for complaints and commendations
- Soft launch late May/early June 2025





### **Department Compliance with OAT Recommendations**

- 19 independent recommendations across 22 reports
- Department agreed with 16 of 19 recommendations
  - Newest independent recommendation will be addressed in Department's response to March OAT report
  - Department has implemented or updated manuals/Operations Orders for all agreed upon recommendations
  - Disagreement was isolated to two reports and were fact specific



## **Demonstrated Recommendation Implementation**

- 1. Identify the source of allegations
- 2. Provide written analysis in support of findings (CIRB and Police Chief)
- 3. Actual Training Completed





# Recommendations In Progress

- 3. Interview Officer Regarding Every Allegation
- 4. Meaningfully Explore Officers' Consideration of De-escalation Strategies
- 5. Conduct a Full-Scale Professional Standards Bureau Investigation
- 6. Conduct a Follow-Up of the Involved Officer
- 7. Conduct a Complete Review of All Available Evidence





### **Recommendations In Progress**

- 8. Refer Incidents of Similar Severity to the Critical Incident Review Board
- Elicit Answers from the Involved Officer(s) about Law, Policy, and Training
- Provide Written Analysis and Conclusions in Support of Investigative Findings (PSB)
- 11. Include and Address All Strikes, Jabs, and Uses of a Firearm as an Improvised Impact Weapon
- 12. Include All Potential Policies Implicated by the Involved Officers' Actions



**OFFICE OF** 

### **Recommendations In Progress**

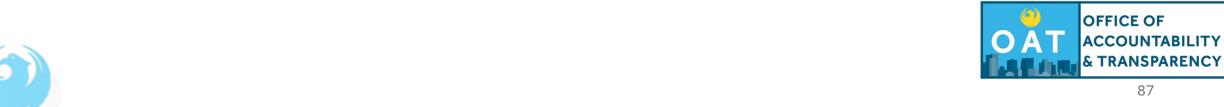
- 13. Articulate and Document Criteria for Determining Whether a Death Occurred In-Custody and Resulted from Officer Conduct
- 14. Maintain ICD Designation for All Investigations
- 15. Explore Officers' Understanding and Response to Individuals with Mental Illness
- 16. Review the Conduct of All Officers Who Use or Threaten Force





## Ongoing Review, Reports, and Tracking

- Currently reviewing 138 Department Administrative Cases
  - 22 reports published
- Reports will release monthly starting March 2025
- Civilian Review Board will review OAT reports and Department responses two months after OAT report release





# You can contact OAT by:



602-262-OAT7 (6287)

Monday - Friday, 8am-5pm can leave a voicemail



OAT@phoenix.gov

Can submit 24/7, OAT staff will reply during business hours.



350 W. Jefferson Street, Phoenix, AZ 85003

Monday - Friday, 8am-5pm



