



Continuing to Address Homelessness, Increase Accountability and Transparency, and Improve Public Safety

Phoenix City Council
Policy Session
September 24, 2024



A photograph of a modern, single-story building with a large, dark, gabled roof. The building features a large glass window on the right side. The City of Phoenix logo, a stylized purple phoenix, is visible on the building's facade above the text "City of Phoenix". In the foreground, there is a paved parking lot with yellow parking lines. The sky is blue with some light clouds.

Office of Homeless Solutions

Two Year Review



Two-Year Transformation

- From Funder to Provider
- Building the Right Team
- Transform Outreach Approach
 - Homeless Liaisons
- Owner / Operator
- Regional Leader



Homelessness Overview

Maricopa County

Growth Rate from 2023-2024

Total PIT Count

-2%

Unsheltered Count

-17%

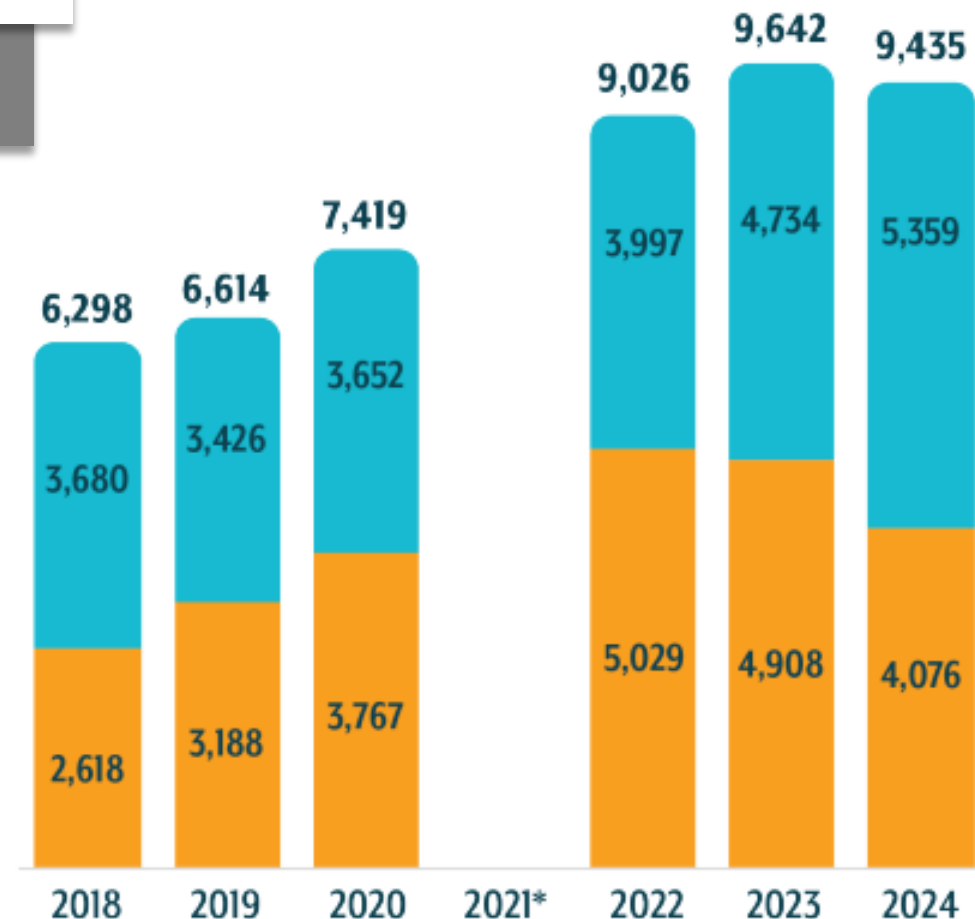
Sheltered Count

+13%

The sheltered count increased at a **higher rate** than the unsheltered and overall PIT Count.

Total PIT Count, 2018-2024

Unsheltered Sheltered



Source: Maricopa Regional Continuum of Care PIT Count, 2018-2024

*The PIT Count was not conducted in 2021 due to the pandemic

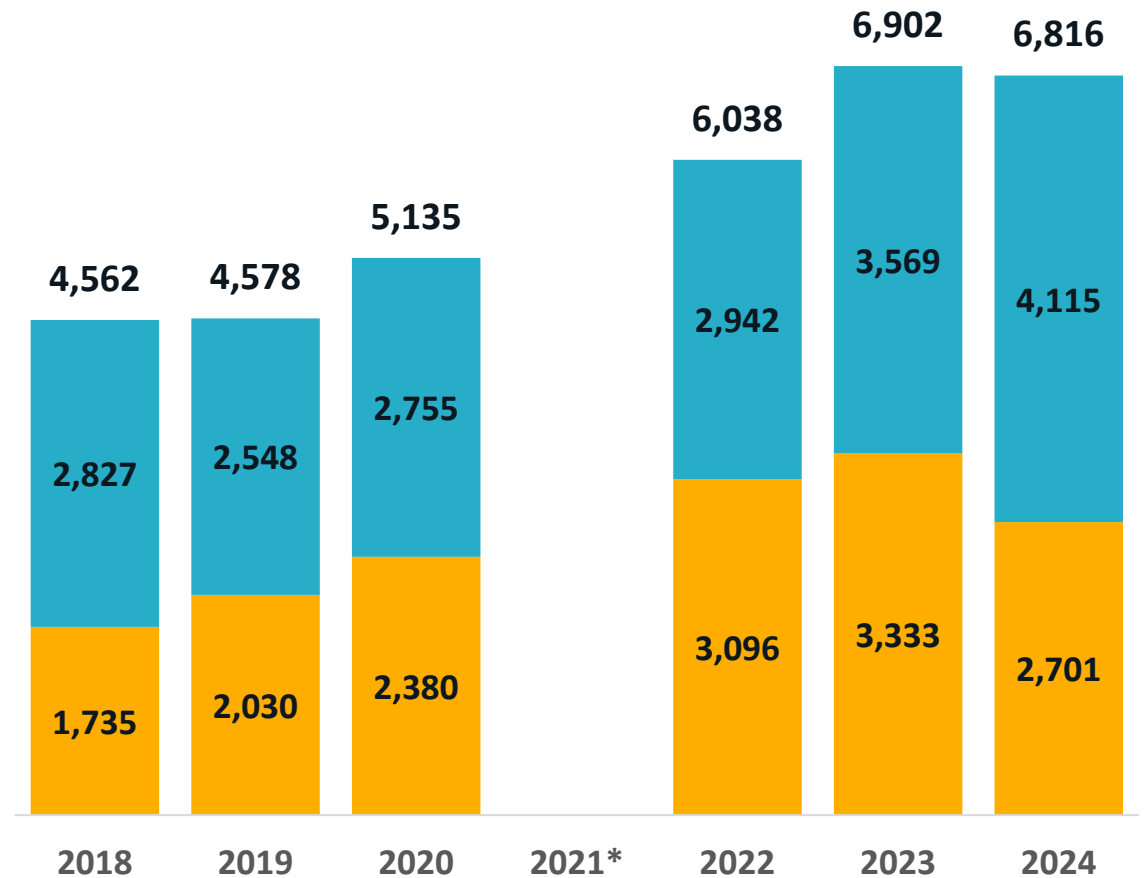


Homelessness Overview

City of Phoenix

Total Phoenix PIT Count, 2017-2024

■ Unsheltered ■ Sheltered



Growth Rate from 2023-2024

Total PIT Count

-1%

Unsheltered Count

-19%

Sheltered Count

+15%

Source: Maricopa Regional Continuum of Care PIT Count, 2017-2024

*The PIT Count was not conducted in 2021 due to the pandemic.



Homelessness Overview

PIT Count without Phoenix

Growth Rate from 2023-2024

Total PIT Count

-4%

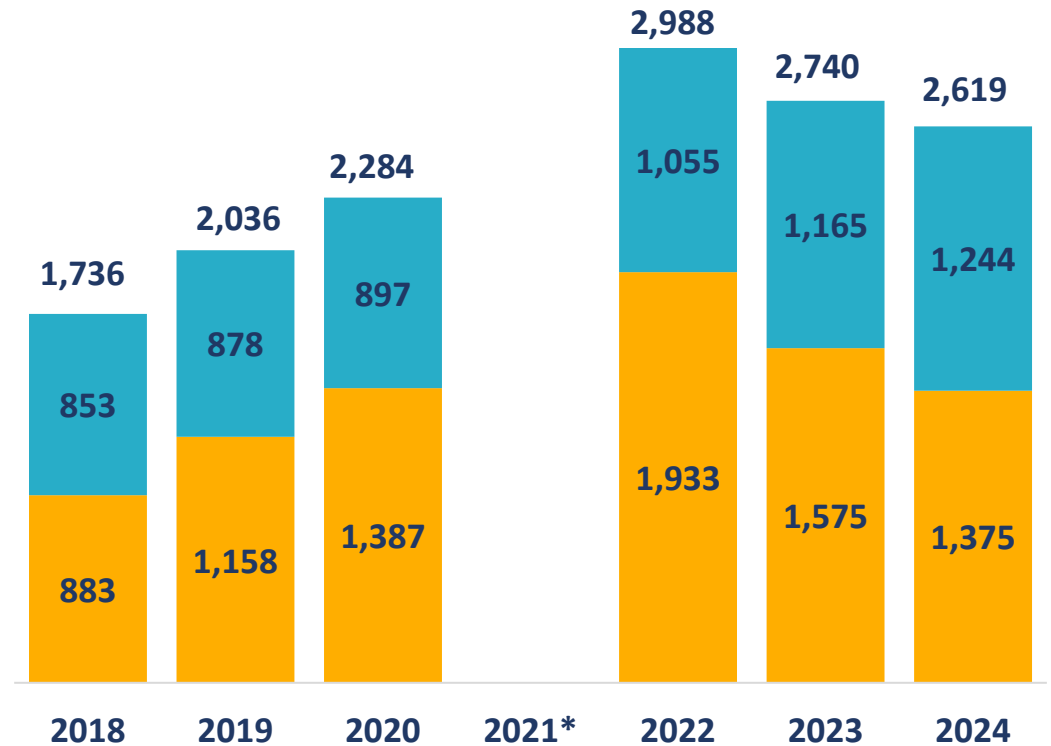
Unsheltered Count

-13%

Sheltered Count

+7%

Maricopa PIT Count Without Phoenix, 2018-2024



Source: Maricopa Regional Continuum of Care PIT Count, 2017-2024

*The PIT Count was not conducted in 2021 due to the pandemic.



Homelessness Overview

Sheltered vs Unsheltered

Maricopa County



PIT Count without Phoenix



Phoenix Only PIT Count



Major Initiatives

- Shelter Creation
- Safe Outdoor Space
- Area Outside the Key Campus
- Community Court
- Heat Response
- Property Storage
- Housing



New Shelter Capacity

Calendar Year Added	Category	Number of Beds
2022	Shelter Beds	592
2023	Temporary Shelter Beds	482
2024	Shelter Beds	280
2024-25	Shelter Beds Under Construction	510
TOTAL		1,864
	Less Temporary Beds	-482
Net Total	New Shelter Capacity	1,382





Phoenix Navigation Center

280 bed capacity





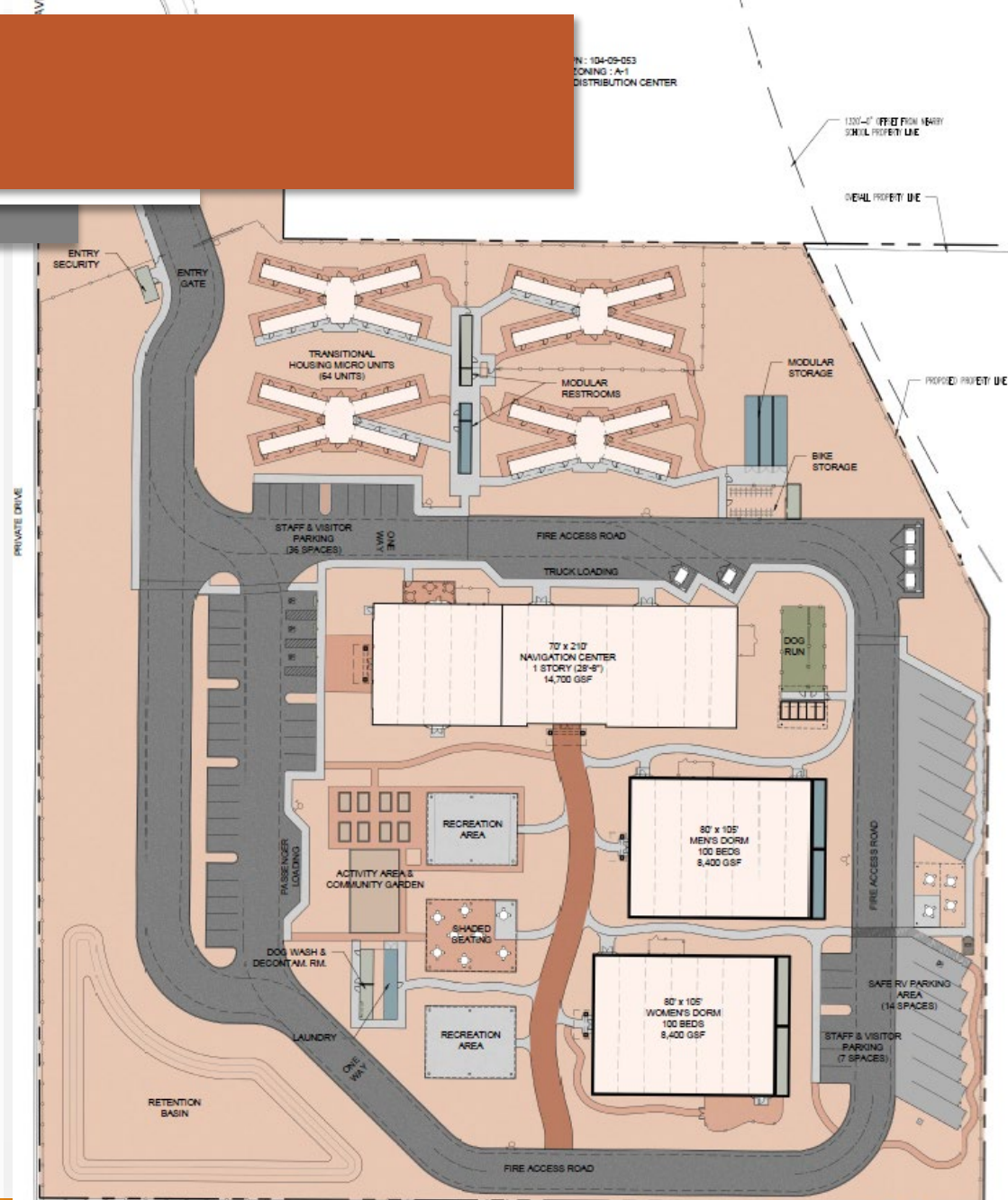






City-Owned Shelter

- Closed campus
- Intensive supportive services
- Workforce/employment focus
- Pets
- Property
- Partners
- RV/vehicle storage





Safe Outdoor Space

300-person capacity







3400



Encampment Around Key Campus

- High profile downtown area between City Hall and State Capitol (7th Avenue to 15th Avenue, Jefferson to the railroad tracks)
- As many as 700 - 1,000 individuals in the area around the Campus between 2022 - 2023
- **15** streets with tents closed to camping
 - **718** total individuals encountered on the streets closed
 - **590** accepted alternative placement
 - **58%** are now housed or alternative location

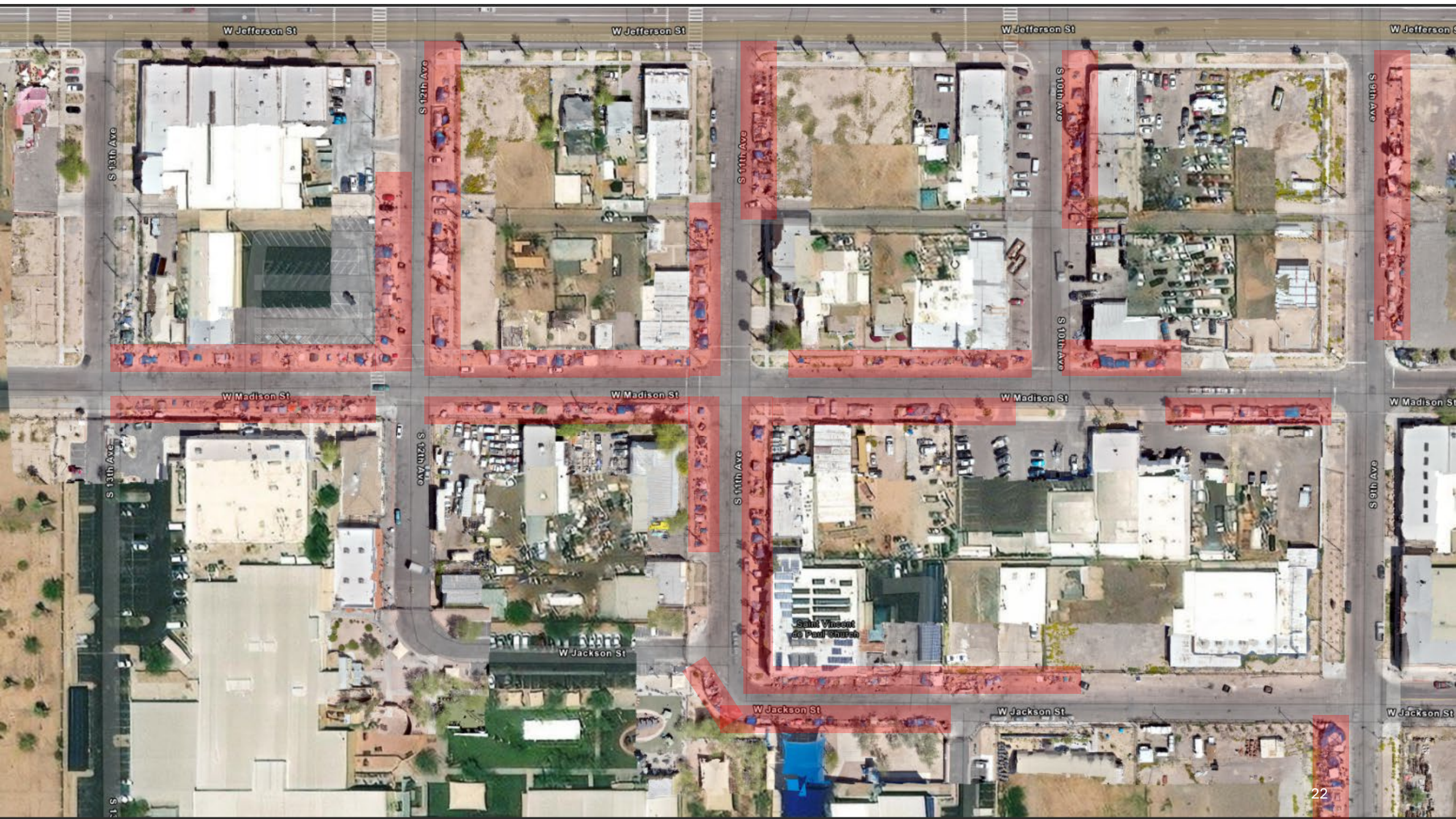


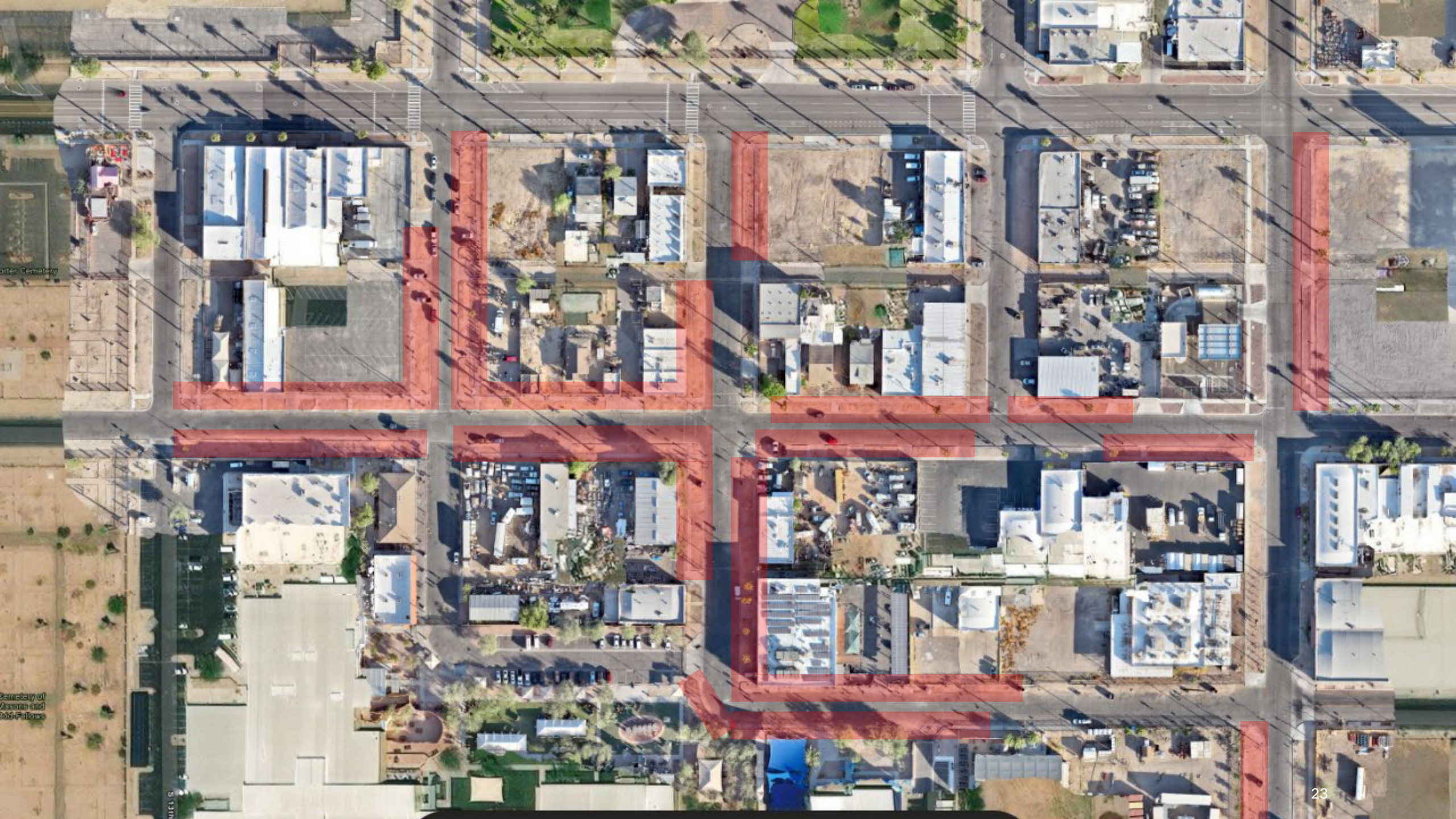
Before



After







Center Cemetery

Society of
Visions and
Old-Fallows

S 13TH

1000

Phoenix Community Court

- Launched January 2024
- Partnership with Phoenix Municipal Court, Public Defender, Prosecutor, Community Bridges, Inc. and OHS
- 198 participants so far



Court Information



Court meets 2
times per week



Scheduled
Appearances



Graduations



Recidivism after
Graduation

Services Provided



Identification and
Documents



Shelter & Housing



Mental Health &
Substance Use
Treatment



Employment
Services



Cooling Centers and Heat Respite

- Extended Hour Library locations: Yucca, Cholla, and Harmon
- Burton Barr Library (24/7)
- Senior Opportunities West (overnight)
- Heat-related calls for service down 23%



Heat Statistics

- 28,000+ visits
- Roughly 90% experiencing homelessness
- Burton Barr – most frequented
- 600+ placements from Burton Barr alone



Property Storage

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



OHS and Police Department Collaboration

- Coordinated outreach efforts with multiple City departments
- Behavioral Health Engagement Teams
- Homeless Liaisons assigned to Council Districts
- Property storage



Permanent Housing 126 affordable units





Moving Forward

- Continue transformational work in outreach and shelter
- Increase efforts in prevention and housing
- Approximately 40 percent of OHS staff are in temporary positions



Updates on the Office of Accountability and Transparency



OFFICE OF
ACCOUNTABILITY
& TRANSPARENCY



OAT's Focus Areas

- Reviewing Department Administrative Investigations
- Mediating Community Complaints
- Community Engagement



General 2024 OAT Updates

Standardizing policies and procedures

- Information sharing with PPD
- Internal practices

NACOLE Code of Ethics



Independence, Impartiality, and Confidentiality Statement



Reviewing Department Administrative Investigations

- Currently monitoring 88 cases
 - 84% under mandatory authority under P.C.C. § 20-6
 - 16% discretionary authority under P.C.C. § 20-7
- 15 reports released since February 2024
 - 8 reviewed investigations were thorough and complete
 - 7 reviewed investigations were not thorough and complete

Recommendations for Improved Investigations

Provided 17 recommendations across 13 reports including:

1. Elicit answers regarding law, policy, and training
2. Conduct a full PSB investigation
3. Provide written analysis in support of findings
4. Include all potential policies implicated by the Involved Officer's actions
5. Meaningfully explore officers' consideration of de-escalation tactics

Mediation

- Three department mediations since February 2024

- 100% positive feedback:

"Face to face conversations are always good when it comes to addressing community concerns."

"Open conversation on both sides provided better understanding of each other's perspective."



Community Engagement

- 79 events in 2024
- 169 new contacts in 2024



Civilian Review Board

- Established by City Council May 15, 2024
- P.C.C. 20-14 through 20-17
- Board member applications closed August 30
- Training plan has been in progress since June

You can contact OAT by:

PHONE



602-262-OAT7 (6287)

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

EMAIL



OAT@phoenix.gov

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

IN-PERSON



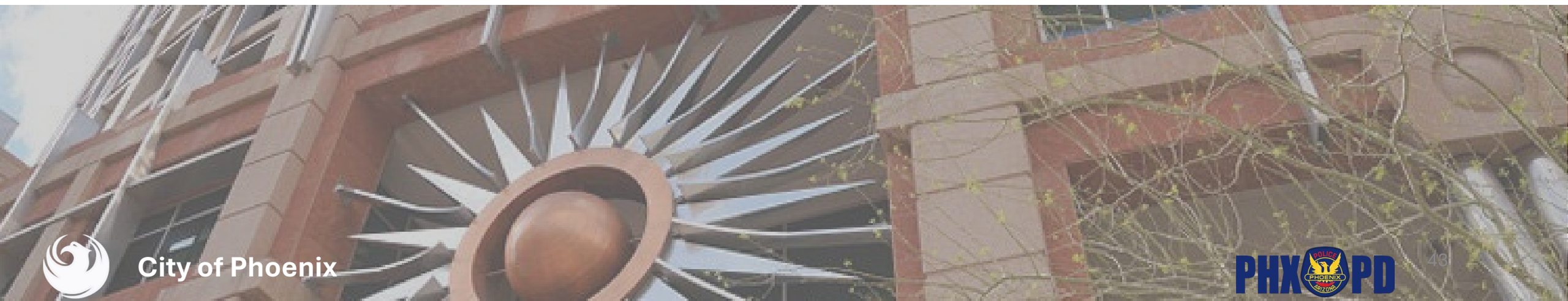
**350 W. Jefferson Street,
Phoenix, AZ 85003**

Monday - Friday, 8am-5pm





Ongoing Efforts to Improve Public Safety



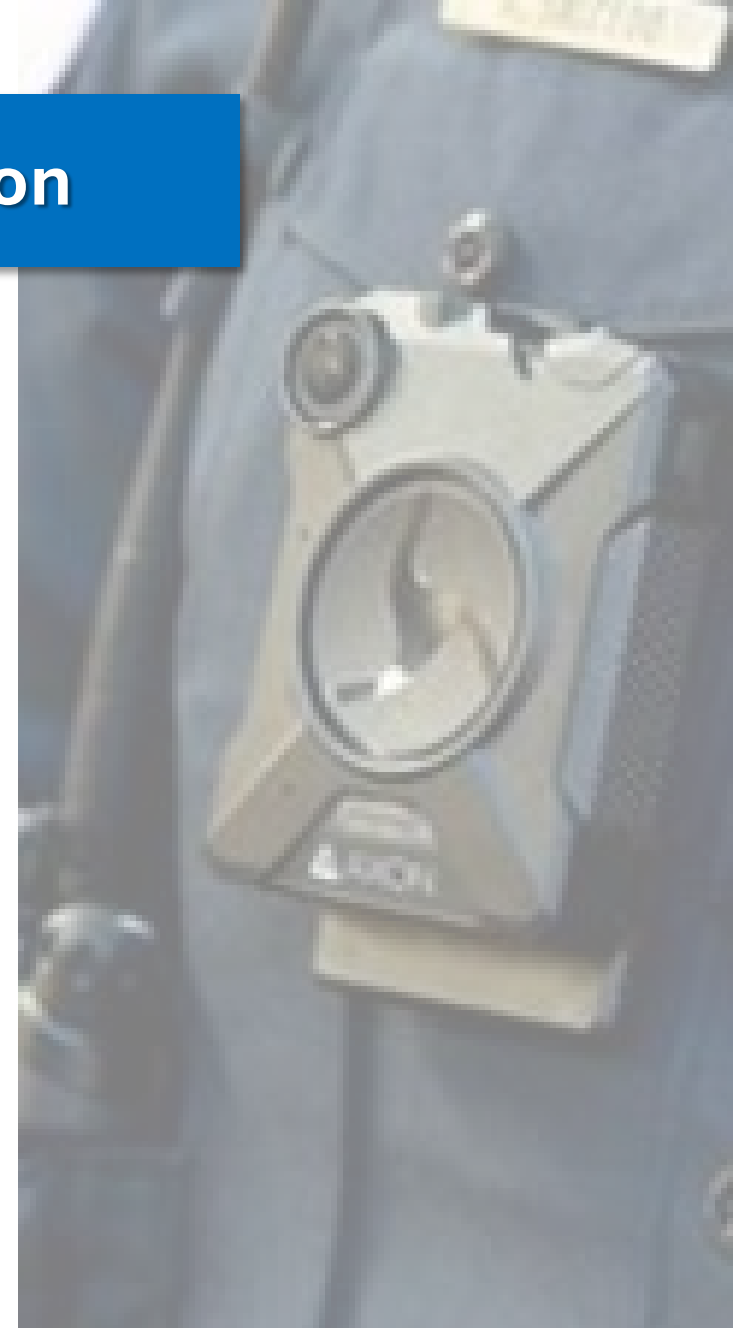
Aspiring to be Self Assessing, Self Correcting

- DOJ report provides an opportunity for self assessment
- Build on the changes
- Opportunities for new initiatives



Major Improvement Initiatives Prior to DOJ Investigation

- Body Worn Camera program (2014 – 2022)
- CIT implementation and training (2015)
- Community and Police Trust Initiative (2016)
- Mayor's Review and Implementation Ad Hoc (2019)
- #8Can't Wait adoption (2020)
- Executive Order: Safe Policing and Communities (2020)
- Less-lethal pilot program (2021)
- Community Assistance Program expansion (2021)
- Office of Accountability and Transparency (2021)



Major Improvement Initiatives Prior to DOJ Investigation

Implicit Bias Training (2018)

Critical Incident Transparency Protocol (2019)

Updates to Operations Order 1.5 – Response to Resistance (Use of Force)

- Sanctity of Life added (2016)
- Duty to Intervene added (2016)
- De-escalation techniques/tactics emphasized (2016)
- Banned chokeholds, unless deadly force is justified (2020)
- Duty to Render Medical Aid (2020)
- Prohibit shooting from a moving vehicle (2021)



Major Improvement Initiatives Prior to DOJ Investigation

Mental and Behavioral Health

- **Academy training**
 - Recruits receive 40 hours of mental and behavioral health training
 - 32 hours beyond the requirement set by AZ POST
- **Department-wide eight-hour training**
- **Crisis Intervention Training (CIT) and certification available**
- **CIT squad program**
- **Communications Bureau training and co-location of clinicians**
- **Partnering with Fire Dept. for Community Assistance Program**



Major Improvement Initiatives for Mental and Behavior Health



Community Assistance Program (CAP)

City Council Approved \$15 Million investment to expand CAP in 2021

Five Behavioral Health Units

- 7 days a week
- 20 hours daily coverage
- Goal: 9 units

Six Crisis Response Units

- 7 days a week
- 24 hours daily coverage
- Goal: 10 units



Major Improvement Initiatives During DOJ Investigation

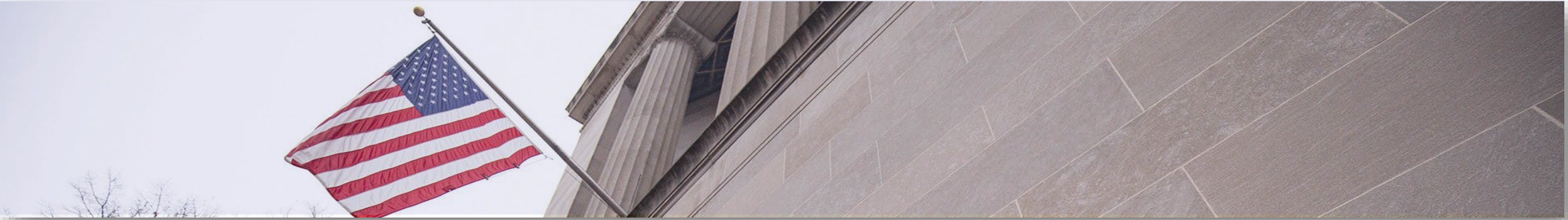
- Expansion of the Less Lethal Program
- Use of Force policy update
- Active Bystandership for Law Enforcement (ABLE) training
- Integrating Communications, Assessment and Tactics (ICAT) training
- Development of Organizational Integrity Bureau which includes the Continuous Improvement Unit



Major Improvement Initiatives During DOJ Investigation

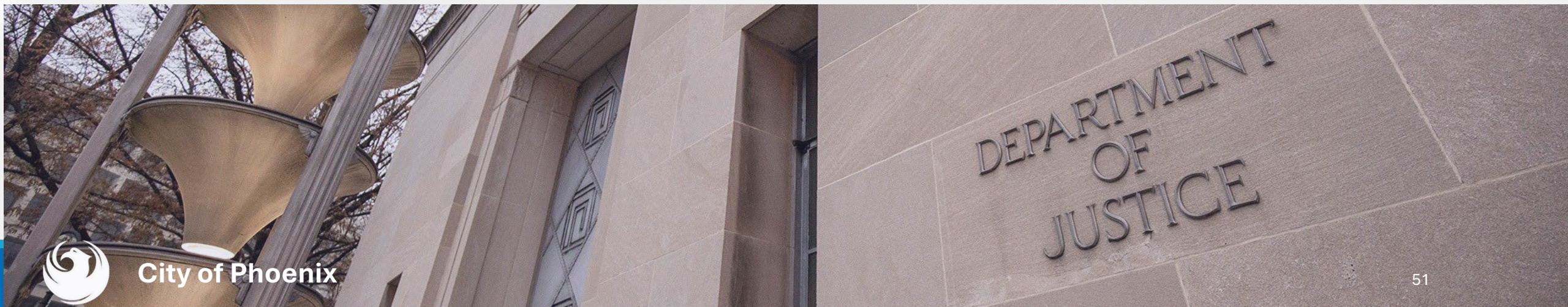
- Creation of Operations Order 1.6 – Prohibition of Bias Based Policing
- Crisis Intervention Review Committee
- Mandatory Search & Seizure Training





Department of Justice Investigation and Report

Published June 2024



DOJ Investigation, Report and City of Phoenix Review

DOJ recommended 37 remedial measures to improve public safety organized into 10 specific areas:

1. Use of Force (5)
2. Treatment of Unhoused Population (3)
3. Identifying and Reducing Racial Disparities (4)
4. Protecting First Amendment Rights (4)
5. Responding to People with Behavioral Health Disabilities (4)
6. Responding to Youth (1)
7. Accountability (7)
8. Supervision (4)
9. Training (4)
10. Policies (1)

**There are roughly 90
recommendations within
the Remedial Measures**



DOJ Investigation, Report and City of Phoenix Review

- PPD conducted comprehensive two-month review of DOJ Report
- Identified 10 projects aligned with the areas of investigation
- Formal projects to include:
 - Guidance from best practice & industry standards
 - Updated policy & training
 - Compliance
 - External transparency & accountability







Plan for the Future: Short-Term Improvement Initiatives Within 6 Months

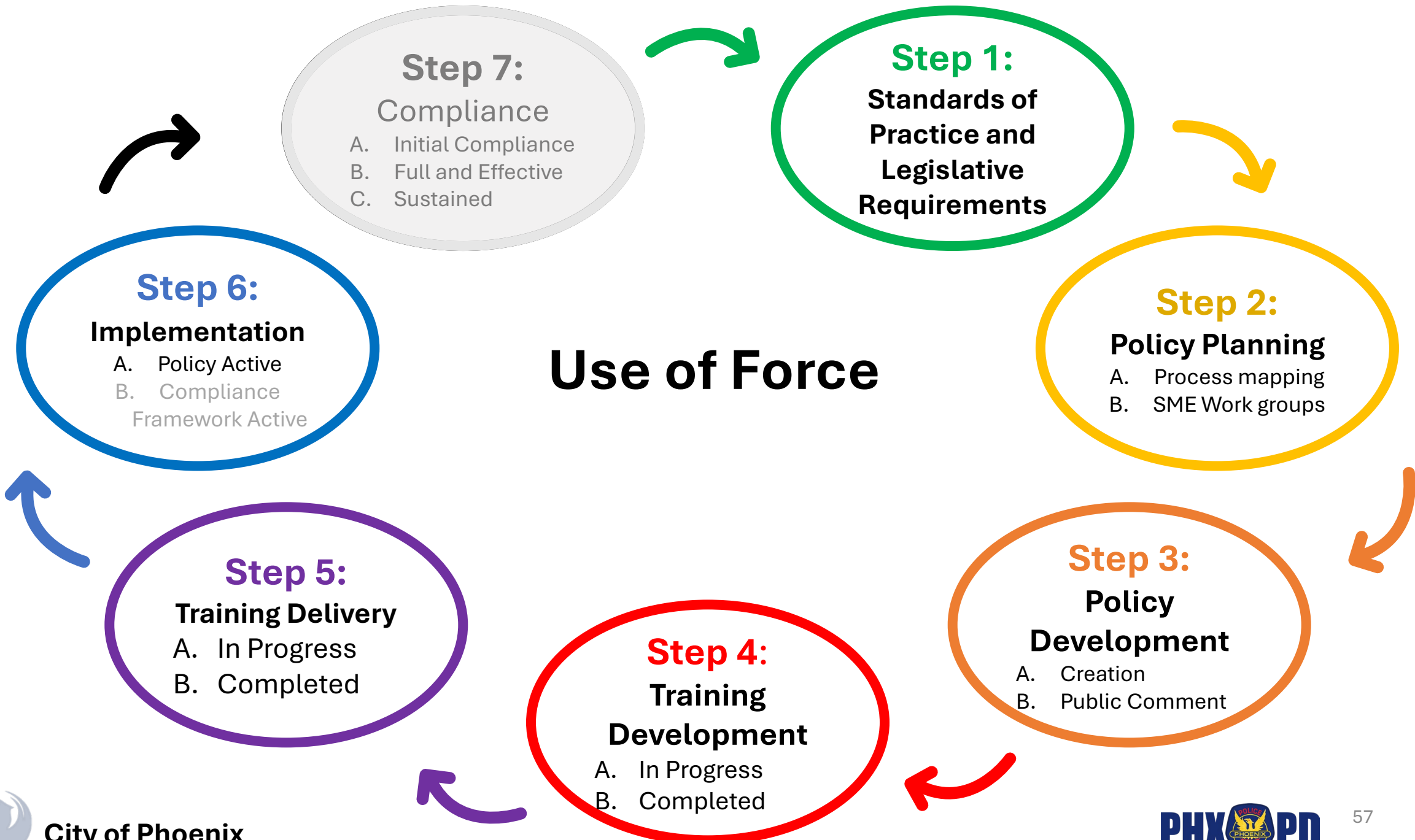


1. Use of Force Review & Improvement Initiative

- Mandatory & refresher training completed
- Staff & train Critical Incident Response Team
- Finalize training edits to force-related policies
- Use of Force policy active
- Creation of public-facing Canine Policy



Use of Force



2. Treatment of People Experiencing Homelessness

- Formally adopt existing OHS Unattended Property Policy
- Revise Seized and Impounded Property Policy
- Supervisor review of seized property



People Experiencing Homelessness



3. Identifying and Eliminating Racial Disparities

- Mandatory search and seizure training completed
- Subject contact data form compliance
- Compliance framework for vehicle and pedestrian stops



Identifying and Eliminating Racial Disparities

Step 7:
Compliance

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

Step 1:
Standards of Practice and Legislative Requirements

Step 2:
Policy Planning

- A. Process mapping
- B. SME Work groups

Step 3:
Policy Development

- A. Creation
- B. Public Comment

Step 4:
Training Development

- A. In Progress
- B. Completed

Step 5:
Training Delivery

- A. In Progress
- B. Completed

Step 6:
Implementation

- A. Policy Active
- B. Compliance Framework Active

4. Protecting First Amendment Rights

- Finalize First Amendment Facilitation and Management policy
- Review and revise City's permitting process for street closures



Protecting First Amendment Rights

Step 7:
Compliance

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

Step 1:
Standards of Practice and Legislative Requirements

Step 2:
Policy Planning

- A. Process mapping
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Step 3:
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- A. Creation
- B. Public Comment

Step 4:
Training Development

- A. In Progress
- B. Completed

Step 5:
Training Delivery

- A. In Progress
- B. Completed

Step 6:
Implementation

- A. Policy Active
- B. Compliance Framework Active

5. Behavioral Health Initiatives

- Develop training model for Communications staff
- Delivery of training to Communications staff
- Build robust CIT deployment model
- Develop training model for CIT officers



Behavioral Health Initiatives

Step 7:
Compliance

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

Step 1:
Standards of Practice and Legislative Requirements

Step 2:
Policy Planning

- A. Process mapping
- B. SME Work groups

Step 3:
Policy Development

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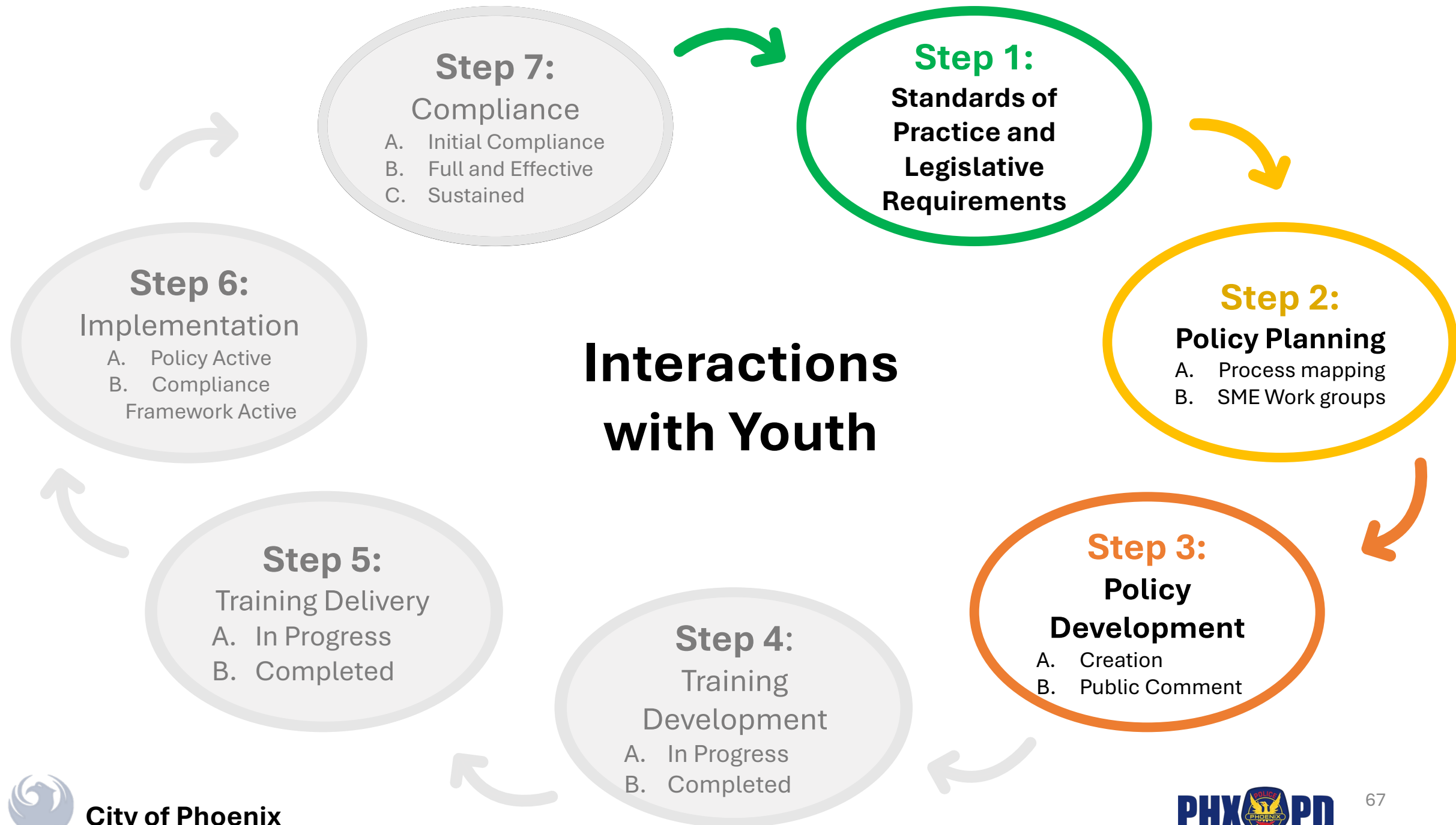
- A. Policy Active
- B. Compliance Framework Active

6. Interactions with Youth

- Determine standards of practice for interactions with youth
- Draft new youth-related policies
- Revise existing youth-related policies



Interactions with Youth



7. Systems of Accountability Improvement Initiative

- Revise OAT and PPD Memorandum of Understanding
- Continuing Systems of Accountability work groups toward revising accountability practices



Systems of Accountability

Step 7:
Compliance

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

Step 1:
Standards of Practice and Legislative Requirements

Step 2:
Policy Planning

- A. Process mapping
- B. SME Work groups

Step 3:
Policy Development

- A. Creation
- B. Public Comment

Step 4:
Training Development

- A. In Progress
- B. Completed

Step 5:
Training Delivery

- A. In Progress
- B. Completed

Step 6:
Implementation

- A. Policy Active
- B. Compliance Framework Active



Plan for the Future: Mid- and Long-Term Improvement Initiatives



Mid- and Long-Term Improvement Initiatives



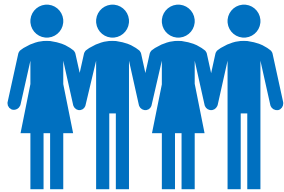
**Use of Force
Review and
Improvement**



**Treatment of
People
Experiencing
Homelessness**



**Identifying and
Reducing Racial
Disparities**



**Protecting First
Amendment Rights**



**Mental and
Behavioral Health**

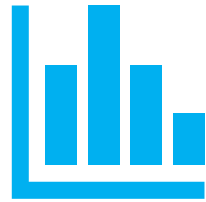


Youth

Mid- and Long-Term Improvement Initiatives



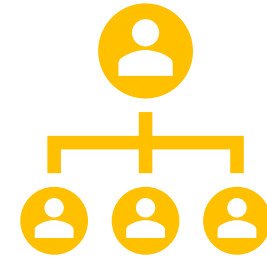
**Systems of
Accountability
Improvement**



**Policy
Framework**



**Training
Framework**



Supervision





Compliance and Ongoing Evaluation



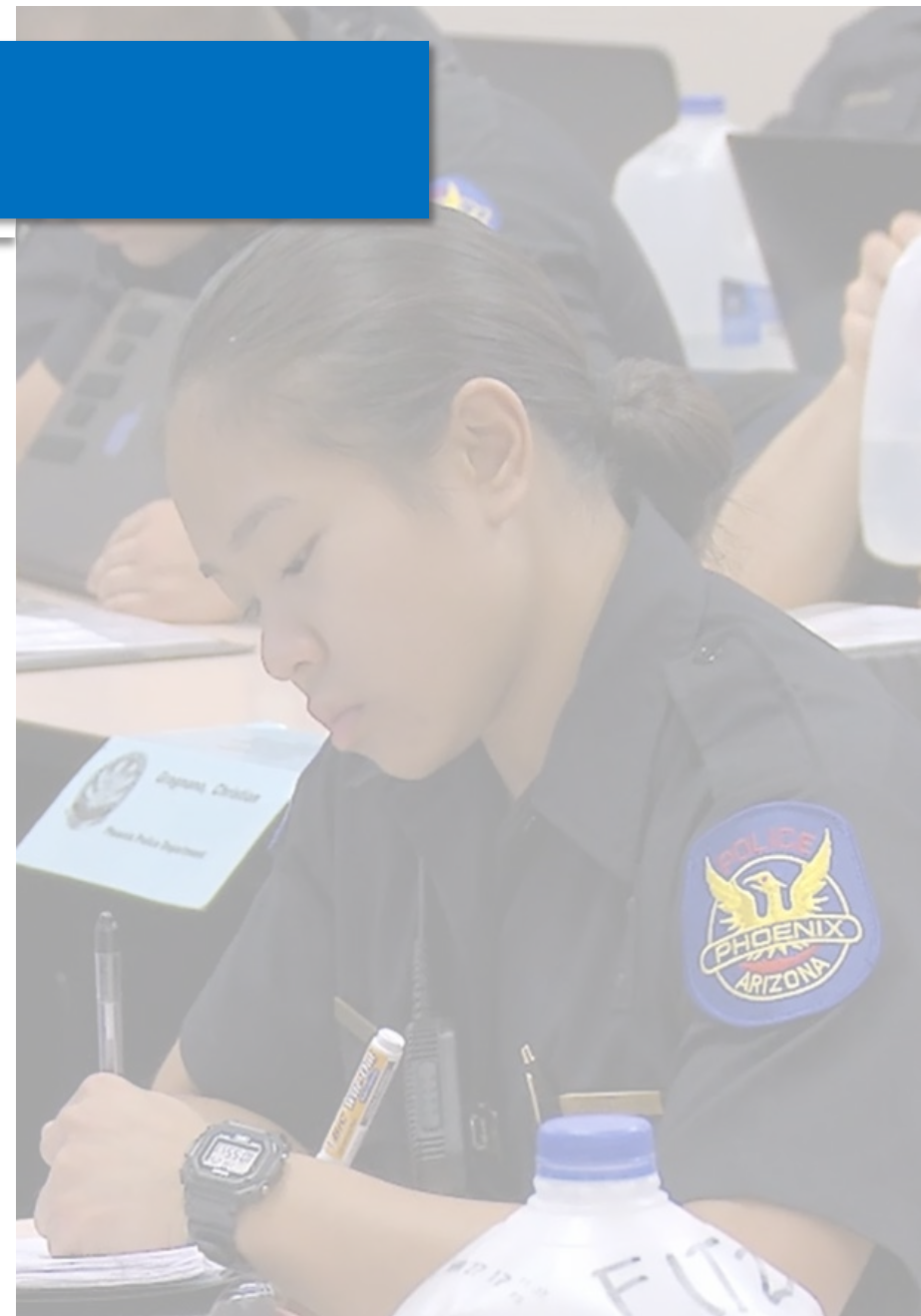
Compliance

- Project timeframes include standards of practice review, policy creation, training delivery, and creation of the compliance framework
- Compliance framework will be delivered for all initiatives
- Compliance stages are: Initial Compliance, Full & Effective Compliance, Sustained Compliance



Ongoing Evaluation

- Compliance is an ongoing evaluation process
- To improve we must measure
- Requirements for achieving & sustaining compliance include:
 - Data Reporting, Extraction, and Analysis
 - Actionable Performance Metrics
 - Transparency & Accountability Dashboards
 - Internal PPD Data Compliance Analyst Team



Community Engagement Plan

Community meetings

- Identify priorities
- Finalize plan

Written feedback

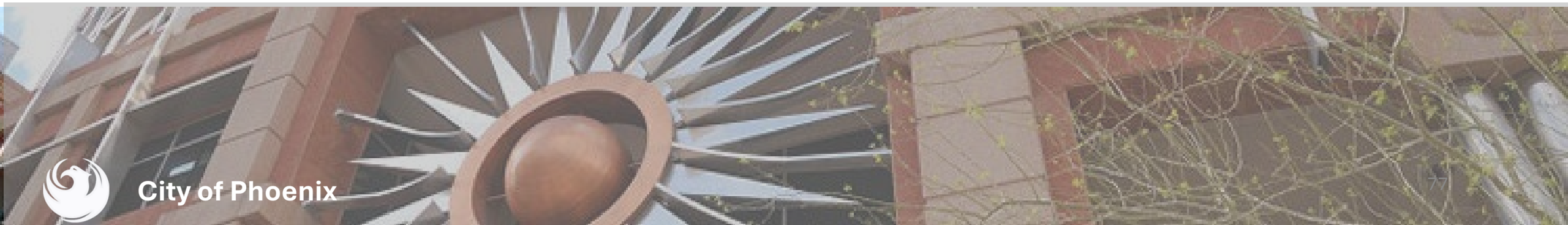
Department work groups





Recommendations

Phoenix City Council



City of Phoenix

Policy Recommendations (Item 2)

Staff requests City Council approval of the following direction to staff:

- Research and submit a plan to Council to procure an early intervention system
- Launch cultural competency training in partnership with tribal nation police departments
- Launch the First Amendment Facilitation and Management policy for community feedback
- Develop a biennial training plan for Crisis Intervention Team (CIT) officers
- Explore youth prevention programming
- Explore additional services to be provided by civilian staff, rather than sworn Phoenix Police Department (PPD) employees
- Conduct a community engagement process to assist in developing a continuous improvement plan



Formal Recommendations (Item 3)

Staff requests City Council approve the following:

- Create four new positions within the Phoenix Police Department including one Police Research Supervisor and three Police Research Analysts to comprise the newly developed Compliance Analyst Team
- Convert 14 temporary, full-time positions in the Office of Homeless Solutions to ongoing status, including: eight Neighborhood Specialists, two Special Projects Administrators, one Project Manager, one Administrative Assistant II, one Accountant I and one Administrative Assistant I
- The total ongoing cost of staff's recommendations are approximately \$2.5 million annually and will be incorporated into the proposed FY2025-26 Budget





Ongoing Efforts to Improve Public Safety

