

Attachment A

Phoenix Mayor and City Council Action Items

Policy Session Summary

As of September 1, 2025

This document provides a summary of the action items approved by the Mayor and Council during the City Council Policy Session on September 24, 2024. The Policy Session included four items on the City's efforts to address homelessness, increase accountability and transparency, and improve public safety. Three of the four items included a series of 37 actions taken by Council. These action items included:

- 26 items included in a memo from the Mayor and members of the City Council with an additional two approved recommendations made during the Council discussion.
- Two formal actions to add ongoing staff to the Office of Homeless Solutions and the PPD.
- Seven staff recommendations, such as implementing additional trainings and new technologies.

Of the 37 action items approved by the Mayor and City Council, 25 of the 37 items are now completed with six of those having ongoing elements. The remaining 12 items are in progress.

Mayor and Council Memo (Sept 24 Policy Item 4)			
Item Description	Key Deliverables	Project Status Update	Status
1. The Police Department shall more effectively collect data on all stops, searches, arrests, and uses of force to include – at a minimum – the involved citizen's age, race, gender and housing status.	1. Update CAD Subject Contact Data Form to capture Homeless Status 2. Create new form in Motorola P1 RMS to capture all required demographic data related to stops, searches, and arrests 3. Implement new data capture	1. Effective April 1, 2025, Homeless Status added to the existing Subject Contact Data (SCD) Form. That form will remain in operation until the replacement Police Contact Report can be added to P1 RMS. 2. New form developed in Motorola P1 RMS	Complete The data of housing status was added. Additionally, the new data capture form will launch on September 9, 2025, with the launch of Motorola P1 RMS
2. The PPD's Performance Compliance Team shall regularly audit a sample of police reports to ensure that officers are correctly applying the Fourth Amendment, including providing sufficient basis for reasonable suspicion in making stops and probable cause for searches. Audits shall be used as a tool for identifying training deficiencies and opportunities. Findings shall be shared with the City Council and the Civilian Review Board on no less than an annual basis.	1. Hire Performance Compliance Team 2. Implement cadence for Assessment Reports	1. Personnel now hired and in place 2. First Assessment Report will be available for review the first full quarter following the launch of Motorola P1 RMS	In Progress

<p>3. The PPD shall create a new Investigative Sergeant position in all precincts and other bureaus who report directly to the Professional Standards Bureau (PSB). Any misconduct that appears to rise to the level of a written reprimand shall be investigated by the Investigative Sergeant, which will allow Patrol Sergeants to remain on the streets supervising their direct-report officers. Misconduct that may rise to the level of suspension, demotion, or termination shall be investigated by PSB investigators.</p>	<ol style="list-style-type: none"> 1. Create PSB Field Investigations Unit 2. Interview & Transfer Personnel 3. Develop Working Practices 4. Unit Go-Live 	<ol style="list-style-type: none"> 1. Unit created Feb 3, 2025 2. Personnel hired June 2, 2025 3. Unit Working Practices finalized. New Field Investigations Unit comprises 2 Lieutenants, 10 Sergeants who will: <ul style="list-style-type: none"> • Intake all complaints • Handle all administrative investigations previously completed by Patrol • Conduct misconduct investigations where a sustained allegation would result in a written reprimand. 4. Unit Go Live – June 	<p>Complete</p>
<p>4. The PSB manual, once revised, shall provide clear standards for the thoroughness of investigative reports. The manual shall also set clear standards for reviewing all relevant evidence available in an investigation.</p>	<ol style="list-style-type: none"> 1. PSB Bureau Manual will detail clear standards for PSB personnel 	<ol style="list-style-type: none"> 1. PSB manual sections B1.4.B.5, B1.4.D, B1.4.D(4), B1.4.D.7, B1.4.E, B1.4.E(1and2), B2.3, B2.4.A, B2.4.A(1-4), and B2.6 (report writing) outline clear requirements for PSB personnel when completing reports and reviewing evidence 	<p>Complete</p>
<p>5. When conducting misconduct investigations, PSB shall review all aspects of the incident—including those beyond the scope of the initial complaint—for compliance with PPD policies and training, as well as applicable laws.</p>	<ol style="list-style-type: none"> 1. PSB Bureau Manual will detail requirements for investigations to review all aspects of the incident 	<ol style="list-style-type: none"> 1. PSB manual section B2.6.C(c) and B2.4.A outline requirements of investigators to review all aspects of incidents being reviewed/investigated (Feb 2025). 	<p>Complete</p>
<p>6. PSB use of force investigations must fully explore whether an officer(s) effectively considered de-escalation strategies and tactics during the incident in</p>	<ol style="list-style-type: none"> 1. PSB Bureau Manual will detail investigation requirements in relation to de-escalation and tactics 	<ol style="list-style-type: none"> 1. PSB B2.5.B.8(A-C) rev Jan 2024 outlines interview practices for PSB personnel completed December 2024 	<p>Complete</p>

question. PSB shall further explore and document how officers' perceive their actions and decision-making within the framework of policies & training, as well as applicable laws.	2. PSB will document officers' perception of their actions and decision-making within the framework or policies, training, and applicable laws	2. PSB OIS and Critical Incident investigations capturing interviews of employees "De-escalation Strategies" and training	
7. The Police Department shall provide or procure regular and ongoing training for all PSB investigators.	1. Create & Implement Training Plan for investigators 2. Develop ongoing Professional Development Training Plan for PSB Investigators	1. In –Person Proficiency training being tailored to PPD/PSB by Daigle Law Group completed May 2025. 40-hour training course delivered by Daigle Law Group delivered in June 2025. 2. Ongoing Proficiency Training for all PSB investigators. Training will target current NIAIA-Current National Trends, and misconduct trends observed within the department. 40-hrs continuous training.	Complete
8. The PPD's PSB investigative bodies may not provide mere conclusory declarations such as "sustained," "unfounded," "unresolved," "exonerated," "within policy" or "out of policy." PPD shall, in all circumstances, provide a thorough and complete analysis and rationale for all investigative findings and conclusions. PSB investigations shall further categorize the totality of the officer's actions as Class 1, Class 2, or Class 3 (as defined by PD Ops Order 3.18) and shall identify opportunities for improvement, if any, during the incident.	1. Update PSB Manual outlining report writing practices of PSB personnel 2. Update Policy Violations Matrix and IAPro to capture all policy violation allegations.	1. PSB manual section B2.6.C(c/d) outlines report writing requirements for PSB personnel when articulating investigative findings as well as providing direction to review board members when articulating reasons for findings recommendations.	Complete
9. PSB shall set and publish clear deadlines for completing investigative	1. Update PSB Manual will detail requirement to	1. PSB manual section B2.4.B (PSB180) aligns with ARS38-1110	Complete

reports. If a report is completed beyond the deadline, the reasons for delay shall be articulated at the end of the report.	<p>publish clear deadlines for completing reports</p> <p>2. Update PSB Manual will detail requirements to notify employees of reasons for delays in an investigation</p>	<p>(POBR) regarding clear deadlines.</p> <p>2. PSB manual sections B2.4.E.1(A/B) and B2.4.A.7 outline standards.</p>	
10. PSB shall collect and record data for all citizen complaints, including the nature of the complaint and precinct and officer(s) involved. The Department shall regularly review the data and its trends to determine whether additional training may be necessary throughout a particular precinct or the Department and provide the data (not including personal identifying information) and its analysis of the data to the City Council and the Civilian Review Board on no less than an annual basis.	<p>1. Implement Centralized Intake process</p> <p>2. Source Centralized Intake software</p> <p>3. Configure system to capture data requirements</p> <p>4. Develop data analysis, reporting, and performance metrics</p> <p>5. Produce annual report for City Council & the Civilian Review Board</p>	<p>1. PSB Field Investigations Unit recording all complaints received at PSB; community and from the field</p>	<p>In Progress</p> <p>Implementation scheduled for end of September 2025.</p>
11. PSB shall provide a written response to the citizen complainant explaining the investigation's findings.	<p>1. PSB Manual will detail capture requirement for written response</p>	<p>2. PSB Manual section Sec B-1 4.G.(1) updated</p>	<p>Complete</p>
12. The City shall create a dedicated hotline for citizens to report potential officer misconduct to PSB.	<p>1. Process mapping and resource modeling to determine actioning of hotline calls</p> <p>2. Train 311 Personnel</p>	<p>311 Staff have been trained and capable of directing callers to appropriate resource for complaints and commendations.</p>	<p>In Progress</p>
13. 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, and- if required-referred to the Critical Incident Review Board	<p>1. Update PSB Manual to outline requirements for PSB Investigators, supervisors and Commanders</p> <p>2. Implement Centralized Intake process</p> <p>3. Source Centralized Intake software</p>	<p>1. PSB Manual sections B1.4 (B/C), B2.4.A, B2.5.B(7) and B2.6.C(C) outline standards for PSB personnel requiring all potential law and policy violations be investigated. PSB manual section B2.4.D.2(C) directs PSB personnel to refer to</p>	<p>In Progress</p> <p>Implementation scheduled for end of September 2025.</p>

	4. Configure system to capture data requirements	<p>Operations Order 3.18.11.B for CIRB protocol.</p> <p>2. PSB Field Investigations Unit recording all complaints received at PSB; community and from the field.</p>	
14. PSB shall establish a clear policy for forwarding Brady materials as timely as possible to the Maricopa County Attorney's Office and other relevant outside agencies.	1. PSB to establish clear policy in relation to 'Brady' material	1. PSB Manual A-3.4.4-6 details the dissemination of 'Brady' material (Jan 2025)	Complete
15. When making deviations of discipline from the Disciplinary Review Board, the Police Chief shall fully explain the rationale for doing so and explain why the deviation is in the best interest of the Department and the community. The City Manager must approve all recommendations for downward deviations of discipline. In a manner that protects the confidentiality of individuals under review, the City Council shall receive an annual report regarding the recommendations of the Disciplinary Review Board.	<p>1. Update PSB Manual to detail the revised process for downward deviation of discipline</p> <p>2. Annual Report to be developed</p>	<p>1. PSB Manual section B6 (addendum C and D) CIRB findings memorandum template and Police Chief & CMO deviation memorandum template completed. Similar templates for DRB findings and Police Chief deviation from DRB findings added March 2025</p> <p>2. Annual report has been developed</p>	Complete and Ongoing
16. The Disciplinary Review Board shall add one additional citizen to its membership, for a total of three citizens.	1. Add civilian to the Discipline Review Board	1. Additional civilian and sworn members added to the Discipline Review Board in line with A.R.S. 38-1117.A.	Complete
17. The Police Department shall develop and implement a policy for Special Assignments Unit officers to use body-worn cameras when engaging with the public and adopt policies regarding the disclosure of the unit's	1. Policy to include requirement for SAU to comply with PPD's BWC policy	1. Operations Order 5.1.00 - Body-Worn Camera Policy, Section 4. C. (2) (f) includes requirement for SAU to comply with PPD's BWC Policy	Complete

footage in accordance with state public records laws.			
18. Continue efforts to prioritize staffing levels for 911 and Radio Dispatchers (including evaluating additional increases in pay) to alleviate the current high vacancy rate. Staffing at full levels will create the coverage necessary to improve training opportunities for all dispatchers.	<ol style="list-style-type: none"> 1. Develop hiring plan 2. Review hiring bonus options 3. Review systems to assist with determining hiring eligibility 4. Review pay scale options 	<ol style="list-style-type: none"> 1. Hiring plan developed. 2. Hiring bonus of \$7500 and referral bonus of \$2500 implemented. 3. Review of 'Critical' to determine areas of improvement in the eligibility testing. 4. Class and Comp to complete a hiring comparison with other agencies. 	<p>Complete and ongoing</p> <p>Prioritization initiatives are ongoing with a hiring plan in place</p>
19. The Fire Department's Community Assistance Program shall have 24/7 dispatch coverage by the end of the first quarter 2025.	<ol style="list-style-type: none"> 1. Personnel Hired 2. On-boarding 24/7 dispatch coverage 	<ol style="list-style-type: none"> 1. Personnel hired January 2025 2. Coverage available, March 2025 	Complete
20. The Police Department shall create policies with community input regarding interactions with youth and vulnerable populations including the unsheltered community and those with behavioral health challenges that include special considerations for consensual contacts, use of force, interviews, and interrogations.	<ol style="list-style-type: none"> 1. Develop Youth Interactions Policy 2. Develop Individuals Experiencing Homelessness (IEH) Interactions Policy 3. Revise existing Behavioral Health related policies 	<ol style="list-style-type: none"> 1. Youth Project staff, in coordination with the Mayor and City Council with leadership from by Councilwoman Guardado to access City Council networks to survey youth and their parents/carers for their views/desires for the police department and what should be included in the youth interactions policy. Survey closed August 1, 2025 with over 2,270 surveys received, with 70% of survey responses being from Youth under 17. 2. Draft policies being finalized 	In Progress
21. The Police Department shall provide training to its officers on how to best utilize crisis intervention resources (such as the Crisis Intervention Team) as well as services provided by the Community Assistance Program and	<ol style="list-style-type: none"> 1. Creation & deployment of e-Learning Solution for PD/CAP 2. Creation & deployment of e-Learning Solution for OHS 	<ol style="list-style-type: none"> 1. PD/CAP e-Learning distributed in March 2025 to PD capturing immediate response options including Comms deployment, CIT Patrol resources, CIT Squad Resources, CAP/BHU, Third Party Mobile Teams. 	Complete

Office of Homeless Solutions.		2. OHS Video completed, being distributed August 2025 to Lieutenants, Sergeants, Officers, etc.	
22. The Police Department shall adopt policies that allow the Crisis Intervention Team to prioritize urgent or time-sensitive matters over duties that are not core to the CIT mission.	<ol style="list-style-type: none"> 1. Develop Youth Interactions Policy 2. Develop Individuals Experiencing Homelessness (IEH) Interactions Policy 3. Revise existing Behavioral Health related policies 	3. Youth Project staff, in coordination with the Mayor and Council through leadership from Council woman Guardado to utilize Council networks to survey youth and their parents/carers for their views on the PPD and what they would like to see included in the youth interactions policy. Survey closed August 1, 2025 with over 2,270 surveys received, with 70% of survey responses being from Youth under 17.	<p>In Progress</p> <p>Draft Youth Interactions Policy to be finalized and available for public comment, September 2025</p> <p>Draft Individuals Experiencing Homelessness Policy to be finalized and available for public comment, September 2025</p>
23. The Police Department shall continually survey the best practices of similarly-situation law enforcement agencies throughout the nation and update its own policies and training to ensure that Phoenix is employing nationally recognized best practices.	<ol style="list-style-type: none"> 1. Identify Business subject matter experts for every Policy 2. Develop & implement a tracking system for best-practice reviews 3. Develop & implement a review cadence 	<ol style="list-style-type: none"> 1. Business subject matter experts were finalized, March 2025. 2. Reporting cadence was finalized, with core policies to be reviewed annually with a quarterly cadence of groups of policies. Changes to policy will be assessed for training requirements and training developed accordingly. 	Complete and ongoing
24. The Police Department shall enhance customer service training for officers and staff who engage with members of the public.	<ol style="list-style-type: none"> 1. Develop Customer Service curriculum for departmental staff training 2. Implement Training Plan 	<ol style="list-style-type: none"> 1. Standards of Public Trust and Procedural Justice curriculums have been developed. 2. Initial classes were taught in the Q4 Sergeant School and are scheduled for Department-wide training in Q1, 2026, as part of the 20-hour training module. 	In Progress

<p>25. Professional staff shall update the City Council and the Civilian Review Board on the Police Department's compliance with recommendations by the Office of Accountability and Transparency every 6 months.</p>	<ol style="list-style-type: none"> 1. Reporting format to be developed 2. Meeting cadence to be determined & initiated 	<ol style="list-style-type: none"> 1. A tracking sheet was developed. 2. A meeting schedule was initiated with initial progress report provided to the Office of Accountability and Transparency (OAT). OAT Director provided an update to City Council on progress, during the April 15, 2025, Policy Session. 	<p>Complete and ongoing</p> <p>Next report due to Civilian Review Board (CRB) in September 2025</p>
<p>26. Professional staff shall update the City Council and the Civilian Review Board of its progress on the aforementioned public safety reforms in writing every three months over the next three years.</p>	<ol style="list-style-type: none"> 1. Reporting format to be developed 2. Meeting cadence to be determined & initiated 	<ol style="list-style-type: none"> 1. Meeting schedule initiated - Most recent progress report provided to City Council during the Policy Session, April 15, 2025. Written report subsequently provided to OAT on April 25, 2025. Additionally, CRB met on April 18, 2025, and received a presentation from OIB on the new Use of Force Policy. 	<p>Complete and ongoing</p> <p>Next report scheduled for September 2025 to align with City Council Policy Session</p>

Additional Requests by Councilmembers During Meeting			
Item Description	Key Deliverables	Project Status Update	Status
Staff to return to the Oct. 22 Policy Meeting with a proposal to implement new technology such as a voice activated intelligence system for Crimestop no later than the end of the first quarter of 2025.	<ol style="list-style-type: none"> 1. Draft determination memo 2. Kick off call with vendor 3. Develop Standard Operating Procedures 4. Testing protocols 5. Go-Live 	<ol style="list-style-type: none"> 1. Determination memo approved, November 2024 2. Vendor kick-off call, April 2025 3. Setup and Configuration started in May 2025. 4. First eight hour live test was completed on July 31, 2025 5. The system went live on August 13, 2025. 	Complete
Requested a community feedback process, timeline, budget and outreach plan for the reforms and public safety.	The Public Safety and Justice Subcommittee recommended approval for the implementation of Zencity's Blockwise platform, a monthly survey tool designed to gather community sentiment on public safety. The City Council approved the request and included it in the FY2025-26 budget.	Zencity launched the Blockwise tool in July 2025 and is currently in the initial data collection phase with the first actionable insights available in approximately 3 months.	Complete and ongoing Survey results will be provided during the next quarterly update in December 2025.

Staff Recommended Formal Actions			
Item Description	Key Deliverables	Project Status Update	Status
1. Create four new positions in PD including one police research supervisor and three police research analysts	<ol style="list-style-type: none"> 1. Recruit Police Research Supervisor 2. Recruit 3 Police Research Analysts 	<ol style="list-style-type: none"> 1. Supervisor hired February 2025. 2. Researchers hired April 2025. 	Complete
2. Convert 14 temporary, FT positions in OHS to ongoing positions	<ol style="list-style-type: none"> 1. All 14 temporary positions converted to ongoing positions 	<ol style="list-style-type: none"> 1. Approved during the September 24, 2024, Council meeting. 	Complete
Staff Recommendations Approved by Mayor and City Council			
Item Description	Key Deliverables	Project Status Update	Status
1. Launch training in partnership with tribal nation police departments	<ol style="list-style-type: none"> 1. Launch cultural competency training for recruits 2. Launch cultural competency training for existing personnel 	<ol style="list-style-type: none"> 1. Training for recruits implemented November 2024. 2. Training for existing personnel implemented December 2024. 	Complete
2. Develop a biennial training	<ol style="list-style-type: none"> 1. Develop Biennial Training Plan for certified Crisis Intervention Team (CIT) officers 	<ol style="list-style-type: none"> 1. Training Plan developed: 8-hour requirement, with 4 	In Progress

plan for CIT officers	2. Roll-out Training Plan	hours mandatory and 4 hours elective training. 2. Plan for training rollout under development.	Biennial continuous education plan to be completed by September 2026.
3. Explore youth prevention programming	1. Develop and expand Youth Prevention Programming including drug and mental health programs 2. Secure funding to support programs 3. Launch the Youth Advisory Board 4. Partner with Maricopa County Juvenile Probation to develop youth leadership programs	1. Partner with, Fulfillment In Training (FIT). Police personnel would partner to serve as mentors to youth in the South Mountain Community. 2. Grants are being authored for the FIT program. 3. Police Chief's Advisory Board was approved on 5/13/2025 by Chief Benza. The first Chief's Advisory Board meeting was August 13, 2025. The Board consists of 10 youth from around the valley. 4. Memo to enter partnership with Juvenile Probation is being authored. Developing roles from both agencies for this program. Pending approval and program development, a launch in January 2026 is anticipated.	In Progress In the grant process – approval September 2025. October 2025 - earliest date for access to funding.
4. Explore additional services to be provided by civilian staff, rather than sworn PD employees	1. Review Arizona State University (ASU) Calls For Service Study 2. Review PFM Draft Staffing Study 3. Collaboration with ASU on civilianization projects and evaluate efforts 4. Development of proposal for the identification of civilian positions -	1. Review completed - ASU Calls For Service Study. Review identified numerous type of calls that can be completed by Police Assistants (PA) rather than a sworn officer. 2. Review completed – PFM Draft Staffing Study 3. Information on committee being established.	In Progress Meeting to be held late September 2025 with commanders and administrators o various bureaus within the department to discuss the civilianization of certain activities from sworn personnel.

5. Conduct community engagement process to assist in developing continuous improvement plan	1. Complete and combine continuous improvement plan, department strategic plan and crime reduction plan under new Chief's leadership	1. The development of the Chief's combined plan will include engagement with community and department stakeholders.	In Progress The LEAD with PRIDE Strategic Plan will be available during the next quarterly update in December 2025.
6. Research and submit a plan to Council to procure an early intervention system	1. Finalize User Requirements 2. Launch Procurement Process 3. Evaluate Proposals & Product Demonstrations 4. Selection of Vendor 5. Launch Implementation Plan	1. User Requirement completed 3/12/25. 2. Procurement Process launched April 2025. 3. Evaluation of Proposals completed July 2025. 4. Recommendation of selection of Vendor completed 7/24/25.	In Progress Contract finalized and available 10/1/25 Purchase order processed by 10/25/25 Implementation kickoff meeting will be established after contract execution. A detailed projected timeline will be available after kickoff meeting.
7. Launch First Amendment facilitation and management policy for community feedback	1. Draft policy distributed for public comment 2. Incorporate public feedback 3. Policy finalized & training developed 4. Training delivered & Policy launched	1. Policy distributed for public comment in October 2024. 2. 70 total comments received, including 23 substantive comments. 3. Policy finalized and training under development.	Complete