

City of Phoenix

*Meeting Location:
City Council Chambers
200 W. Jefferson St.
Phoenix, Arizona 85003*



City of Phoenix

Agenda

Tuesday, October 27, 2026

2:30 PM

phoenix.gov

City Council Policy Session

If viewing this packet electronically in PDF, open and use bookmarks to navigate easily from one item to another.

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/j.php?MTID=m9022073c4adb49b657d79330d7afe065>

- 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 2553 834 5658# (for English) or 2555 527 9828# (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.
- Members of the public may attend this meeting in person. Physical access to the meeting location will be available starting 1 hour prior to the meeting.

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 2555 527 9828#. 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 2555 527 9828#). 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

COUNCIL INFORMATION AND FOLLOW-UP REQUESTS

This item is scheduled to give City Council members an opportunity to publicly request information or follow up on issues of interest to the community. If the information is available, staff will immediately provide it to the City Council member. No decisions will be made or action taken.

CONSENT ACTION

This item is scheduled to allow the City Council to act on the Mayor's recommendations on the Consent Agenda. There is no Consent Agenda for this meeting.

CALL FOR AN EXECUTIVE SESSION

A vote may be held to call an Executive Session for a future date.

REPORTS AND BUDGET UPDATES BY THE CITY MANAGER

This item is scheduled to allow the City Manager to provide brief informational reports on topics of interest to the City Council. The City Council may discuss these reports but no action will be taken.

DISCUSSION AND POSSIBLE ACTION (ITEM 1)

1 Housing Phoenix Plan and Housing Trust Fund Update - Citywide

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This report provides an update on the Housing Phoenix Plan and the Housing Trust Fund and requests City Council approval of the spending and allocation plan for the Housing Trust Fund.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Responsible Department

This item is submitted by Deputy City Manager Gina Montes and the Housing Department.

Attachments

[Attachment A - Housing Phoenix Plan Quarterly Report](#)

[Attachment B - Housing Trust Fund Policy](#)

INFORMATION AND DISCUSSION (ITEM 2)**2 Public Safety Improvements and Community
Transparency Initiative Updates - Citywide**

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On September 24, 2024, the Mayor and City Council approved a series of recommendations and actions to improve public safety. The Council-approved actions included efforts to address homelessness, enhancements to the Community Assistance Program (CAP), recommendations related to Office of Accountability and Transparency (OAT), and a series of other measures aimed at improvements to the Phoenix Police Department. This report provides updates since the last presentation to the City Council on June 9, 2026. In addition, the report outlines progress on the Community Transparency Initiative, as directed by the Mayor and City Council on March 25, 2026.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.**Responsible Department**

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

Attachments

[Attachment A - Policy Session City Council Action Items - October 2026.pdf](#)

ADJOURN



Housing Phoenix Plan and Housing Trust Fund Update - Citywide

This report provides an update on the Housing Phoenix Plan and the Housing Trust Fund and requests City Council approval of the spending and allocation plan for the Housing Trust Fund.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Summary

The City of Phoenix has long prioritized increasing the supply of housing for all income levels and family sizes. Acknowledging that affordable, accessible and decent housing is of critical importance to a community's health and viability, the Phoenix City Council approved the Housing Phoenix Plan on June 16, 2020. The Plan's vision is to create a stronger and more vibrant Phoenix through increased housing options for residents at all income levels and family sizes. To achieve this vision, the Plan set out a goal of creating or preserving 50,000 units by 2030 through the implementation of nine policy initiatives. The City has exceeded the Housing Phoenix Plan's goal of creating or preserving 50,000 housing units by 2030 with more than 71,000 housing units created or preserved as of September 2026. The latest Housing Phoenix Plan quarterly report is included as **Attachment A**.

Understanding the need for additional funding tools and to further the commitment toward affordable housing within the City of Phoenix, Phoenix City Council created the Phoenix Housing Trust Fund on May 21, 2025. On November 18, 2025 Phoenix City Council approved a policy to guide the administration and use of funds for the City's Housing Trust Fund. The approved Housing Trust Fund Policy is included as **Attachment B**.

The approved Fiscal Year 2026-27 Budget included a one-time \$6.6 million General Fund allocation to the Housing Trust Fund, bringing total available resources to approximately \$15 million. Staff will present a recommendation for spending and allocation of Housing Trust Fund resources, which will include support for homeownership, eviction prevention and gap financing activities, consistent with the

approved Housing Trust Fund Policy.

Responsible Department

This item is submitted by Deputy City Manager Gina Montes and the Housing Department.

**TOTAL
UNITS***

Affordable 7,110 created | 6,363 preserved
 Workforce 17,584 created
 Market..... 40,071 created

71,128
Total To Date

	% Complete	Target Date	Status Comments
INITIATIVE 1: Prioritize New Housing In Areas Of Opportunity	90%	June 30, 2021	Multi-village summits completed in May 2026 to seek public feedback on potential land use changes as part of PlanPHX2025.
INITIATIVE 2: Amend Current Zoning Ordinance To Facilitate More Housing Options A: Affordable Housing Incentives	75%	Dec 31, 2021	Multifamily Parking TA approved by City Council on 1/24/24 Multifamily residential development and adaptive reuse TA to address recent changes to state statute was approved by City Council 2/19/25
B: Update Zoning Ordinance to Expand Housing Options	85%	Dec 31, 2021	2 of 3 mobile home TAs were approved 2023 Q2 Accessory dwelling units (ADU) TA was approved by City Council 9/6/23 ADU TA to address recent changes to state statute was approved by City Council 11/20/24 Middle Housing TA and Overlay (Z-TA-1-25-Y and Z-3-25-4-7-8) was approved by City Council on 11/19/25 Initiation of Middle Housing Study authorized by City Council on 3/26/26 and underway with ASU
C: Expand The Walkable Urban Code	100%	March 31, 2021	The WU Code TA (Z-TA-3-19) was approved by City Council on 2/2/22
INITIATIVE 3: Redevelop City-Owned Land With Mixed-Income Housing	100%	Dec 31, 2020	Council approved set aside plan RFP for 4 parcels along 16th St and Broadway Rd issued 12/30/25 RFP for 38 parcels in the Isaac RDA issued 12/30/25
INITIATIVE 4: Enhance Public-Private Partnerships and Increase Financing	100%	Dec 31, 2020	Ongoing partnerships and Housing is Healthcare and AZ Housing Fund



	% Complete	Target Date	Status Comments
INITIATIVE 5: Building Innovations and Cost-Saving Practices			
A: Development Assistance Team Assignment	100%	June 30, 2021	Teams identified
B: Affordable Housing Advocacy	100%	Ongoing	Continuous advocacy
C: Reduced Planning and Permitting Fees	100%	June 30, 2022	ADU standard plans are in review FY 2026-27 Budget approved \$2M in funding for fee waivers or reductions on affordable housing projects and \$1M for creation of pre-approved housing plans
D: Infrastructure Program	100%	Dec 31, 2021	Pilot program for unanticipated off-site infrastructure launched
E: Ongoing Research - Cost-Saving Practices	100%	Ongoing	Utilizing ADEQ funds to assist with enviro assessments of HPP parcels for future RFPs
INITIATIVE 6: Increase Affordable Housing Developer Representation	75%	Dec 31, 2020	Revising application for appointment
INITIATIVE 7: Expand Efforts to Preserve Existing Affordable Housing Stock			
A: Strategic Acquisitions	100%	Dec 31, 2021	Pilot project: acquisition complete
B: Implement Community Land Trust Program	100%	June 30, 2021	\$5 million ARPA funded CLT program underway
C: Implement Landlord Incentives and Resources	100%	June 30, 2021	\$7.8 million in CARES Act and ARPA funds were dispersed between 2021 and 2024, 5,004 affordable units were preserved, and over 1,000 new landlords joined the voucher program
D: Expand the Rental Rehabilitation Program	100%	June 30, 2021	Full program launched; actively marketed and operationalized 6/30/21
INITIATIVE 8: Support Affordable Housing Legislation	100%	Ongoing	Continued advocacy through City lobbyist and advocacy partners; tracking Federal/Local housing legislation
INITIATIVE 9: Education Campaign	100%	Dec 31, 2020	Presentations to stakeholder groups; engaging with partners on ways to collaborate Housing Opportunities in Mentorship and Education Technical Assistance from MAG completed in Fall 2025 and implementation is underway

*New units created are based on certificate of occupancy data from October 2019 to present. Preserved units include the following city programs: landlord incentive, housing rehabilitation, Rental Assistance Demonstration, Open Doors down-payment assistance, Community Land Trust pilot, and ARPA programs. Affordable and/or market rate unit counts based on available data from Housing Department projects and Apartment Insights rental rate information.

ATTACHMENT B

City of Phoenix Housing Trust Fund Policy Approved November 18, 2025

Purpose

This policy is intended to outline the administration and use of the City of Phoenix's Housing Trust Fund. The Housing Trust Fund is intended to accelerate and support the creation and preservation of affordable housing within Phoenix.

Background

While the City has long prioritized increasing the supply of housing for families at all income levels and family sizes, there remains a great need for additional housing resources for low-income and extremely low-income families. The City's 2024 Housing Needs Assessment concluded that there was an affordable rental housing gap of approximately 59,000 affordable and available units for households at or below 50 percent of the area median income.

Arizona State statutes restrict the use of tools other jurisdictions utilize to increase the supply of affordable housing like housing-related impact or linkage fees, tax increment financing and inclusionary zoning. These restrictions, coupled with fluctuations in federal and state funding levels, increased competition for low-income housing tax credits and existing affordable housing units reaching the end of their required affordability period, necessitate additional investment in the creation and preservation of affordable housing within Phoenix.

Understanding the need for additional funding tools, Phoenix City Council created a Housing Trust Fund on May 21, 2025.

Funding

The Housing Trust Fund may be funded by any source available to the City, including but not limited to, the following:

- General Fund contributions as designated by City Council
- American Rescue Plan Act (ARPA) interest earnings
- Government Property Lease Excise Tax (GPLET) project payment in-lieu contributions
- Rezoning project payment in-lieu contributions
- Bond proceeds
- Proceeds from the sale or lease of real property
- Philanthropic donations designated for the Housing Trust Fund

Administration

The Housing Trust Fund will be administered by the Housing Department.

The Housing Department will be responsible for developing and implementing the procedures to execute disbursement of approved fund activities. These responsibilities include the necessary program development, agreement management, project monitoring and affordability compliance to ensure prudent investment of Housing Trust Fund resources. Accordingly, a small portion of funds, not to exceed 15 percent of the total fund annually, may be utilized for Housing Department administrative expenses.

Disbursement and use of Housing Trust Fund funds must be consistent with this policy and any developed programmatic guidelines. All funding award recommendations will be brought to City Council for approval prior to agreement execution.

Funding distribution priorities will be prepared by the Housing Department and periodically reviewed by City Council for consistency with current housing needs.

Use of Funds

Use of Housing Trust Fund funds should accelerate and support the creation or preservation of affordable housing within Phoenix. The following list of permissible uses is designed to provide flexibility in addressing Phoenix's housing needs, while providing consistency with Housing Phoenix Plan policy initiatives.

- *Homeownership Activities*
 - Expanding efforts to advance affordable homeownership through further investment in established Open Doors Down Payment Assistance and Community Land Trust programs
- *Preservation and Strategic Acquisitions*
 - Enabling the acquisition of existing residential developments for purposes of preservation or transitional housing and/or strategic land purchases for the purposes of affordable housing creation
- *Affordable Housing Pre-Development and Construction Short-Term Loans*
 - Supporting development projects through a revolving loan fund that provides low-interest, short-term loans for pre-development and/or construction periods
 - Funds provide a substitute source for higher-cost equity in a project's capital stack to enable more projects to come to fruition

- *Gap Financing for City Affordable Housing Development Projects*
 - Strengthening efforts to redevelop City-owned property with affordable housing and community amenities through Choice Neighborhoods, Housing Phoenix Plan-affiliated sites and other identified redevelopment projects
- *Gap Financing for Private Affordable Housing Development Projects*
 - Furthering the impact of the existing federal HOME-funded Affordable Rental Housing program, funding will be used to partner with non-profit and for-profit affordable housing developers to create or preserve affordable rental or homeownership units in projects of all sizes
 - Funds are permitted to support a project's plan review, permit or impact fees in addition to development costs
 - Eligibility not limited to low-income housing tax credit (LIHTC) projects
- *Other Uses Meeting Housing Trust Fund Policy Intent*
 - Providing additional adaptability to support creative housing solutions, as determined by the Housing Director and approved by City Council

Funding Priorities

Recommendations for project funding will need to demonstrate consistency with outlined funding priorities. Funding priorities have been developed to address the needs identified in the 2024 Housing Needs Assessment, ability of projects to leverage City funds and enhanced project design.

- *Affordable Housing Needs* – Funding is intended to assist households at or below 80 percent of the area median income. Additional consideration will be given for projects that integrate mechanisms to serve households at or below 50 percent of the area median income, which is the greatest need identified in the 2024 Housing Need Assessment. An exception for the creation of ADUs may be permitted.
- *Leverage of City Funds* – The City's Housing Trust Fund is a finite source of funding. As such projects, where feasible, should seek to leverage other funding sources or community partnerships to enhance the lives of residents.
- *Enhanced Project Design* – Projects that seek Housing Trust Fund assistance should integrate thoughtful and enhanced design features. Features can include units that provide inclusivity for larger families, sustainability elements designed to support lower utility costs and/or accessibility features to enhance quality of life for seniors or persons with disabilities.

Expectations for consistency with funding priorities will be further outlined in program documentation based on project type and level of funding.

Funding Parameters

Funding programs will encompass the below funding parameters. As applicable, parameters are designed to be consistent with the City's existing affordable housing funding programs.

For non-city affiliated projects, detailed information on specific funding parameters will be outlined in developed program documentation and communicated to project applicants.

- *Funding Limits*
 - Minimum and maximum subsidies per unit or per project that are regularly updated based on current housing costs
- *Distribution of Funding*
 - Funding provided as low-interest loan, forgivable loan or grant, as appropriate based on applicant entity and funding source
- *Minimum Affordability Terms*
 - Prescribed based on use and amount of funding provided, based on existing funding programs:
 - 40 years for gap financing
 - 5 to 15 years for down payment assistance
 - In perpetuity for the community land trust
 - 5+ years for other programs
- *Affordability Restrictions*
 - Secured via land use restrictive agreement (LURA), deed of trust or other deed restriction



Public Safety Improvements and Community Transparency Initiative Updates - Citywide

On September 24, 2024, the Mayor and City Council approved a series of recommendations and actions to improve public safety. The Council-approved actions included efforts to address homelessness, enhancements to the Community Assistance Program (CAP), recommendations related to Office of Accountability and Transparency (OAT), and a series of other measures aimed at improvements to the Phoenix Police Department. This report provides updates since the last presentation to the City Council on June 9, 2026. In addition, the report outlines progress on the Community Transparency Initiative, as directed by the Mayor and City Council on March 25, 2026.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Summary

Police Department Update

The Department continues to work on advancing the initiatives approved by City Council during the September 24, 2024, City Council Policy Session. This update reflects the continued progress since the Department last provided a report in June 2026.

Strategic Plan

The Department is developing a Strategic Plan built around Continuous Improvement, Crime Reduction, Community Engagement, and Business Operations, centered on the guiding principles of L.E.A.D. with P.R.I.D.E. at its core.

The Plan will be a series of measurable deliverables which will be evaluated and reported annually. The Department has begun engagement with stakeholders including community members, employees, Chief's Advisory Boards, Blockwatch/Neighborhood leaders, and the Mayor and City Council to gain input on the Strategic Plan. Following community, employee, and Council feedback, the Department will seek to publish the finalized plan in January 2027.

City Council Action Items

On September 24, 2024, City Council approved 37 action items for the improvement of Public Safety Services to the residents of Phoenix, and the Department has provided approximately quarterly updates on its progress related to these action items.

Following the Department's last updated report on June 9, 2026, 29 of the 37 items are complete with eight of those items containing ongoing components, and eight items are still in progress. Information on the new updates since the last report can be found below. A summary of all recommendations and directives can be found in **Attachment A**.

- *Youth Interactions Policy*: This new policy for the Department was drafted after significant engagement with City of Phoenix youth and adults with connections to youth and was made available for public comment for 30 days. The focus of the policy is to recognize youth development and to communicate with youth accordingly. Training materials are being finalized and the target go-live date for the policy is November 2026.
- *Interactions with Individuals Experiencing Homelessness Policy*: This is also a new policy for the Department and was drafted in partnership with the Office of Homeless Solutions. It was also made available for public comment for 30 days. This policy emphasizes offering services and managing the property of individuals experiencing homelessness. Training materials are being developed and the target go-live date for the policy is December 2026.
- *Training*: The Training Academy's annual in-service training series for all sworn employees includes training topics such as cultural awareness, autism and sensory awareness, and customer service. Training updates have also been made to recruit training to include cultural awareness, ethics and professionalism, and active bystandership. In addition to specific training courses, the Department has paid particular attention to developing and evolving the method of training delivery for both Basic Training and Post-Critical Incident Training. Additionally, the Communications Bureau of the Police Department has partnered with the Community Assistance Program (CAP) to provide training in pre-Academy to police recruits in understanding the CAP's role, functions, and when to utilize those services for community members.
- *Crisis Intervention Resources*: Following the passing of SB1113, employees of evaluation or screening agencies are now permitted to serve Notice of Court hearings to patients within mental health evaluation facilities. Previously this service was required to be completed by a member of law enforcement. This legislation has now been implemented. A second bill, HB2404 will become effective on January 1, 2030, and police officers will no longer be required to transport individuals, who are subject to involuntary treatment, between mental health facilities. These new laws

will assist in increasing the availability of Crisis Intervention Teams to respond to CIT-related calls and for patrol officers to respond to calls for service. Since the Department's last updated report, the Department continues to offer the recently introduced third option during initial call intake to people calling 9-1-1 in Phoenix. 9-1-1 operators on both emergency and non-emergency lines ask callers during the call, "Do you need police, fire or behavioral health?" This addition comes after the Phoenix City Council unanimously adopted a series of measures aimed at modernizing public safety services and expanding community-focused support. The goal is to ensure the right help is sent to the right calls, reducing unnecessary police responses while providing faster, more specialized support for behavioral health-related emergencies.

Crime Reduction

Over the past year the City has continued to see a downward trend in violent crime and property crime from 2024 to 2025 violent crime decreased by 13.5 percent and property crime decreased by 14.1 percent. This downward trend continues in 2026.

Crime reduction efforts over the past two years have focused on the Crime Plan which uses data driven activities for crime reduction and prevention. These activities include the use of technology such as shot detection equipment and rapid DNA analysis.

Additionally, partnerships with the community and other City Departments such as the Office of Homeless Solutions and Community Assistance Program assist in identifying and addressing quality of life issues.

Continuous Improvement and Community Trust

The Department has focused on its hiring efforts overall as well as our commitment to the 30x30 initiative, that being female recruitment achieving 30 percent of incoming recruits by 2030. Additionally, the Department has experienced its largest class of recruits in five years. Some of these gains are attributed to the opening of the new Police Headquarters at 100 W. Washington, with these new facilities enhancing services and supporting the community and employees.

The Department continues to review, revise, and align its policies with the highest standards of law enforcement, with every policy receiving an in-depth review at least every two years, with core policies such as Use of Force and First Amendment Activity Support and Management being reviewed annually.

In the past year, the Department has launched two major systems to support policing; Call Triage, for non-emergency calls, and the P1 Motorola Records Management System for documentation of all law enforcement activities conducted by the

Department. The Records Management System provides much of the data that populates the Police Department transparency dashboards.

Real-Time Customer Engagement Tool: Since the Department's last updated report, the Versaterm CommunityConnect platform, which is a public safety engagement solution designed to enhance trust and transparency between the Department and the community continues to provide valuable feedback to the Department on its community engagement and services. CommunityConnect automatically sends updates to 9-1-1 callers, crime victims, and reporting parties using information from the Department's dispatch and records systems. It provides real-time notifications, multilingual messaging, feedback tools, and extended support for victims. This means people get timely updates, greater certainty, and enhanced transparency about their cases.

Community Assistance Program Update

The Community Assistance Program (CAP) continues to see a steady number of calls transferred from Police Communications to the Behavioral Health Dispatcher following a critical update to the 9-1-1 screening process, although there has been a recent decline in call transfers that is being monitored. The process now prompts callers to identify whether they require police, fire, or behavioral health services. As a result, calls for service are being directed to Behavioral Health Units (BHUs), allowing individuals to receive appropriate behavioral health support without the need for police or fire response.

Year over year comparisons highlight this growth. From 2024 to 2025, calls transferred from Police Communications to CAP increased by 128 percent. During the same period, BHU calls for service rose by 96 percent. This trend reflects the growing community demand for behavioral health crisis response and demonstrates the effectiveness of enhanced call triage in connecting individuals with the most appropriate resources.

Office of Accountability and Transparency Update

The Mayor and City Council established the Office of Accountability and Transparency (OAT) in 2021 to perform independent civilian oversight of the Phoenix Police Department. OAT reviews Police Department administrative investigations of incidents involving sworn personnel and provides community members a way to freely communicate complaints, commendations, and concerns about officers and the Police Department without fear of retaliation.

Phoenix City Code, Chapter 20, as amended by City Council on May 15, 2024, states OAT's role is to:

- Take community complaints or commendations.
- Establish procedures for receiving anonymous complaints.
- Conduct outreach with the community.
- Provide support services to impacted community members.
- Review Police Department administrative investigations or civilian employee complaints.
- Make recommendations to the Police Chief regarding policy, rules, and training issues.
- Conduct mediation to resolve disputes.
- Administer a youth outreach program.
- Address other issues of concern to the community.

OAT released 66 reports since 2024 detailing its review of Police Department investigations and its findings as to the completeness and thoroughness of those reviewed investigations. OAT issued recommendations for future investigations in 44 of the 66 reports, the majority of which the Department has agreed to implement. OAT is actively monitoring 175 cases.

As 2026 has progressed, OAT has continued to see a significant increase in community member contacts. In the first three quarters of 2026, OAT received 631 complaints and 779 inquiries. Complaints received increased over all of 2025 by 550 percent and inquiries received increased over all of 2025 by 3,000 percent.

OAT's mediation program saw a jump in numbers, from 8 at the end of 2025 to 17 at the end of the third quarter. OAT staff continue to work diligently with the Department to review all complaints for mediation suitability and to promote the benefits of community-police mediation for the public, officers, and the Department as a whole.

OAT worked with the Phoenix Union High School District to enter into an intergovernmental agreement earlier this year that allowed for OAT's youth outreach program, Reform Rising, to officially launch. The first cohort began at South Mountain High School and is wrapping up in the next couple of weeks. There are 26 students currently participating. At the conclusion of this cohort, OAT will assemble a report for Mayor and Council of the student initiatives. OAT plans to expand to Maryvale High School in spring 2027 and will continue to add schools each semester.

City's Efforts to Address Homelessness

The Office of Homeless Solutions (OHS) was created in 2022 to address a growing community concern about the increasing numbers of people in need of homeless services in our region. OHS built a diverse team and went to work on several high-

profile initiatives including adding geographically dispersed shelter resources throughout the city, decreasing barriers for people looking for shelter resources, humanely decommissioning the state's largest encampment offering indoor resources to everyone displaced, diversifying outreach strategies, and creating the Community Court for people experiencing homelessness with misdemeanor offenses.

As 2026 progresses, major initiatives focus on putting the recently approved Strategies to Address Homelessness Plan into action. This involves improving shelter outcomes, rolling out prevention programs, expanding housing options for people ending their homelessness, and seeking out private partnerships and funding to grow organizational capacity.

OHS is collaborating with the Phoenix Police Department to adapt its existing property storage program into a framework to meet police needs while ensuring safe property storage and successful reunification for individuals.

Community Transparency Initiative Update

The Community Transparency Initiative (CTI) framework outlined below reflects the directives issued by the Mayor and City Council, as well as feedback gathered from community stakeholders through meetings, listening sessions, conversations, and the sharing of relevant information. Staff have continued active engagement with Council offices, City departments, and community members to ensure ongoing dialogue and alignment with CTI objectives. The following updates reflect the continued progress on each directive since June 2026.

CTI Directive #1: Document and preserve information on federal immigration enforcement activities within Phoenix city limits that may violate criminal statutes and/or individual civil rights with the intent to investigate crimes committed by federal agents who act outside the scope of their duties.

Update:

- To strengthen consistency in reporting and documentation, the City developed an online reporting portal managed by the Office of Accountability and Transparency (OAT). The portal now serves as a dedicated case management system for tracking federal enforcement activities in Phoenix. Community members can submit incidents and complaints through the portal or by contacting Police for active incidents or OAT for non-emergency reports. The system streamlines workflow and ensures seamless information sharing from community members to OAT and then to the Police Department. All complaints are first documented by OAT before being forwarded to the Police Department's Special Investigation Detail (SID) for review and, when appropriate, further investigation followed by referral to the Attorney General's Office. To date, 30 cases have been reported; 17 were federal

enforcement related and have been routed to SID for investigation, and 13 have been identified as non-criminal complaints and/or comments.

CTI Directive #2: Collect data on impacts to City services as a result of federal immigration enforcement.

Update:

- The Phoenix Police Department, Fire Department, and the Office of Accountability and Transparency have incorporated internal tracking codes into their systems to document staff time and resources dedicated to calls involving federal law enforcement. Since April 2026, these departments have recorded 89 such reported calls, equating to 429 staff hours at an estimated cost of \$73,200.53. In addition to these operational impacts, departments have incurred an estimated \$65,000 in CTI related expenses to date.
- To further assess broader community effects, the Community and Economic Development Department developed the Phoenix Business Impact Questionnaire, a tool designed to capture how federal enforcement activities influence small businesses and the local economy while connecting business owners to available resources and support. The questionnaire is available on the City of Phoenix Community Transparency Initiative page at [Phoenix.gov/CTI](https://phoenix.gov/CTI), as well as in the “Grow & Expand” section at [InvestInPhoenix.com/Grow Expand](https://investinphoenix.com/GrowExpand).

CTI Directive #3: Identify potential partnerships and volunteer opportunities to facilitate the initiative.

Update:

- As outlined in the CTI Directive #1 update, staff have established an ongoing partnership with the Arizona Attorney General’s Office to facilitate regular coordination and information sharing related to federal enforcement activity.
- Staff are partnering with the International Rescue Committee (IRC) to create employer-focused training regarding hiring and supporting refugee employees. This training is on track to be available by December 2026.

CTI Directive #4: Ensure multilingual communication channels across City services and resources.

Update:

- The CTI webpage, including the Know Your Rights webpage, provides translation capabilities in more than 120 languages. Additionally, Administrative Regulation (A.R.) 5.32, Use of City Property for Civil Law Enforcement, featured on the CTI webpage, has been translated into Spanish, Pashto, Swahili, Somali, Arabic, Dari, and Kinyarwanda.
- English and Spanish Know Your Rights posters installed at the Information

Counters and in the restrooms at the Airport.

CTI Directive #5: Implement training for City employees who may encounter federal enforcement actions, including protocols related to administrative and judicial warrants.

Update:

- The City launched two CTI training courses for employees covered under A.R. 5.32 to ensure consistent protocols when encountering federal enforcement actions, including administrative and judicial warrants. The training outlines appropriate responses during federal law enforcement encounters and provides direction on referring community members to the CTI complaint portal and “Know Your Rights” resources.
- Completion rates reflect strong organizational engagement: as of October 14, COP108 reached 99.7 percent completion (15,860 employees), and COP109 reached 97 percent completion (15,683 employees).

CTI Directive #6: Develop options for the Council to consider relating to outside organizations, staging in our parks and preserve and other city property.

Update:

- The City Council approved Administrative Regulation (A.R.) 5.32, which establishes clear guidelines governing the use of City-owned or City-controlled property for civil law enforcement purposes. The regulation was formally published and distributed to all City of Phoenix employees on March 27, 2026, ensuring consistent awareness across departments.
- As part of implementation, the City produced standardized signage in both English and Spanish to communicate the restrictions outlined in A.R. 5.32, including the requirement that any use of City property for staging, processing, or other civil enforcement activities must receive prior written authorization.
- To support compliance and improve visibility, a total of 446 CTI signs have been installed across key City public places and spaces, within the Housing, Human Services, Library, Neighborhood Services, Parks and Recreation, and Public Transit departments.

Responsible Department

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

ATTACHMENT A

Mayor and City Council Public Safety Improvement Action Items Policy Session Summary As of October 27, 2026

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 (OHS) and the Phoenix Police Department (PPD).
- Seven staff recommendations, such as implementing additional trainings and new technologies.

Of the 37 action items approved by the Mayor and City Council, 29 of the 37 items are now completed with eight of those having ongoing elements. The remaining eight items are in progress.

Action Item	Community Benefit Overview	Key Deliverable Update	Performance Metric
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.	This item improves data collection to increase transparency, strengthen accountability, and help identify and address disparities, fostering greater trust between law enforcement and the community.	New Records Management System now captures all required demographic data.	Quarterly Reporting on demographics and disposition of stops, searches and arrests.
2. Performance Compliance Team shall regularly audit a sample of police reports to ensure 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	This item establishes audits that will improve accountability, ensure constitutional protections are upheld, and identify training needs.	Start Sept Completed Sept 2025	
		Commencing August 2026, the OIB Inspections team will review six random stops, searches, and arrests each month. All bookings must be reviewed and approved by a sworn supervisor to verify reasonable suspicion or probable cause.	Annual Reporting on results of audits.

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and opportunities. Findings shall be shared with the City Council and the Civilian Review Board on no less than an annual basis.				
Start Sept	70%	In Progress Target Completion December 2026		
3. 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.	Dedicated Investigative Sergeants will handle misconduct cases, ensuring thorough and impartial investigations. This frees Patrol Sergeants to stay in the field, improving supervision and response times. The structure strengthens accountability and public trust while maintaining safety.	New unit was launched in June 2025	PSB to produce an annual report detailing all complaints, allegations, and resulting dispositions investigated by the Field Investigations Unit.	
Start Sept	Completed June 2025			
4. The PSB manual, once revised, shall provide clear standards for the thoroughness of investigative	Revised PSB manual will set clear standards for investigative report thoroughness and evidence review,	The PSB manual was updated to provide clear requirements for PSB	Bureau Manual to be reviewed on an annual basis and at	

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reports. The manual shall also set clear standards for reviewing all relevant evidence available in an investigation.	ensuring consistent, high-quality investigations. This promotes accountability and strengthens public confidence in fair and transparent processes.	personnel when completing reports and reviewing evidence.	any time corresponding policies are updated.
Start Sept			Completed April 2025
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.	Ensures PSB reviews all aspects of misconduct incidents—not just the initial complaint—for compliance with policies, training, and laws. This comprehensive approach improves accountability and reduces overlooked issues.	The PSB manual details the requirements for investigations to review all aspects of the incident.	Reviewed by PSB Commander at the completion of the investigation. Subsequently reviewed by OAT during OAT reviews.
Start Sept			Completed Feb 2025
6. PSB use of force investigations must fully explore whether an officer(s) effectively considered de-escalation strategies and tactics during the incident in 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.	Implement targeted training programs to enhance officer skills and accountability, fostering safer community interactions.	Manual was revised to outline interview practices for PSB personnel.	PSB Commander to review 20% of completed investigations and report annually.

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Start Sept	7. Police Department shall provide or procure regular and ongoing training for all PSB investigators.			Completed Dec 2024
	Regular training for PSB investigators ensures staff stay current on best practices, policies, and legal standards. This leads to more accurate, thorough investigations, reinforcing accountability and public trust in the department.	Proficiency training tailored to PSB delivered by Daigle Law Group completed.	Mandatory training for PSB personnel. Participation and courses attended to be reported annually by PSB.	
Start Sept	8. 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.			Completed June 2025
	Requires PSB to provide detailed analyses and rationales for all findings, rather than simple labels. Categorizing actions (Class 1–3) and identifying improvement opportunities ensures transparency, accountability, and continuous officer development—building public trust in fair, thorough investigations.	PSB manual updated to outline 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.	PSB Commander to review 20% of completed investigations and report annually.	

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Start Sept	9. PSB shall set and publish clear deadlines for completing investigative reports. If a report is completed beyond the deadline, the reasons for delay shall be articulated at the end of the report.	Publishing clear deadlines for investigative reports—and requiring explanations for delays—promotes transparency and accountability. This ensures timely resolution of cases, builds trust in the process, and reassures the community that investigations are handled efficiently and fairly.	Manual sections align with Arizona Revised Statutes regarding clear deadlines and outlines standards.	PSB Commander to produce annual report for all investigations that exceed 180 days including those with approved extensions.
Completed April 2025				
Start Sept	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	Collecting and analyzing complaint data helps identify patterns and training needs across precincts, improving officer performance and reducing misconduct. Sharing non-identifiable data and trend analysis with the City Council and Civilian Review Board promotes transparency, accountability, and community trust.	Centralized Intake Team has been identified and will work in concert with the PSB Field Investigations Unit to record all complaints received at PSB, community and from the field. The City's website has been updated to account for this streamlined approach for receiving online complaints and compliments.	Annual reporting on disposition and associated performance training requirements.
Completed April 2025				

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Board on no less than an annual basis.				
Start Sept Completed & Ongoing Nov 2025				
11. PSB shall provide a written response to the citizen complainant explaining the investigation's findings.	Providing written responses to complainants about investigation findings ensures transparency and respect for community members. The goal is to build trust by keeping residents informed, demonstrating accountability, and reinforcing confidence in the complaint process.	The letter of findings will include each allegation, the associated finding for each allegation, and the manner of determination.	PSB Commander to review 20% of completed investigations and report annually	
Start Sept Completed Nov 2024				
12. The City shall create a dedicated hotline for citizens to report potential officer misconduct to PSB.	A dedicated hotline for reporting officer misconduct or a commendation makes it easier for citizens to provide information quickly and efficiently.	The new centralized hotline and online intake form was launched in November 2025.	OAT & PSB to provide annual reporting on compliments & complaints received directly to OAT & PPD respectively.	
Start Sept Completed Nov 2025				
13. The Department shall adopt clear standards and accountability measures for PSB investigators, supervisors and commanders to ensure that all	Clear standards and accountability measures for PSB investigators, supervisors, and commanders ensure every potential law or policy violation is fully investigated. Incorporating	PSB manual sections updated to outline standards for PSB personnel requiring all potential law and policy violations to be investigated.	Reviewed by PSB Commander at the completion of the investigation.	

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potential law and policy violations are fully investigated, and- if required-referred to the Critical Incident Review Board (CIRB).	multiple levels of oversight—including referral of serious cases to the CIRB—strengthens transparency, consistency, and public confidence in fair and thorough investigations.		Reviewed by OAT during OAT review.
Start Sept		Completed & Ongoing Nov 2025	
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.	Timely sharing of Brady materials with prosecutors and relevant agencies ensures fairness in the judicial process and strengthens accountability.	PSB manual updated to detail the dissemination of 'Brady' material.	Notifications forwarded to MCAO and relevant agencies throughout each calendar year to be reported annually by PSB.
Start Sept		Completed Jan 2025	
15. When making deviations of discipline from the Disciplinary Review Board (DRB), 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	Greater transparency and accountability in disciplinary decisions build trust by ensuring deviations are justified and overseen at multiple levels. Annual reporting to elected officials adds an extra layer of oversight, reinforcing confidence that discipline aligns with community and departmental standards.	PSB Manual CIRB findings memorandum template and Police Chief and CMO deviation memorandum template completed. Annual report was provided to City Council in September 2025.	Annual reporting of discipline deviations.

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manner that protects the confidentiality of individuals under review, the City Council shall receive an annual report regarding the recommendations of the DRB.				
Start Sept				Complete & Ongoing April 2025
16. The Disciplinary Review Board shall add one additional citizen to its membership, for a total of three citizens.	By increasing citizen representation on the Disciplinary Review Board, the city hopes to strengthen community voice in oversight, promote transparency, and enhance public trust in discipline.	Additional civilian and sworn members added to the Discipline Review Board in line with Arizona Revised Statutes.	Completed & maintained.	
Start Sept				Completed Sep 2025
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 footage in accordance with state public records laws.	Using body-worn cameras and ensuring proper disclosure of footage increases transparency and accountability during public interactions.	Body-Worn Camera policy includes requirement for SAU to comply with Department's BWC Policy.	BWC Compliance Scorecards	

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Start Sept	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.	Fully staffed 911 and dispatch teams improve emergency response times and service reliability. This results in better training opportunities, enhancing dispatcher performance and ensuring the community receives timely, effective assistance during emergencies.	Hiring plan for additional personnel was developed and implemented with hiring and referral bonuses. Class and Comp reviewing peer agencies.	Completed Sep 2024 Quarterly reporting on recruitment and staffing.
Start Sept	19. The Fire Department's Community Assistance Program (CAP) shall have 24/7 dispatch coverage by the end of the first quarter 2025.	This enhances community safety and well-being by providing consistent assistance whenever it's needed.	Additional CAP personnel were hired in January 2025.	Complete & Ongoing Sep 2025 Achieved 24/7 dispatch covered in 2025.
Start Sept	20. The Police Department shall create policies with community input regarding interactions with youth and vulnerable populations including the unsheltered community and those with	Developing policies with community input promotes trust, reduces harm, and demonstrates a commitment to protecting the rights and dignity of all community members.	Draft policies for Youth and Interactions with Individuals Experiencing Homelessness are complete with an anticipated go-live date of November & December 2026, respectively.	Completed March 2025 Developing policy with direction from Council and community input.

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behavioral health challenges that include special considerations for consensual contacts, use of force, interviews, and interrogations.		Draft policies for Juvenile Procedures will be available for public comment in December 2026. Draft Individuals with Mental or Physical Disabilities Policy to be available for public comment in Summer 2027.	
Start Sept		In Progress Target Completion September 2027	
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 Office of Homeless Solutions.	Training officers to effectively use crisis intervention and community support resources improves responses to individuals in crisis, reduces unnecessary escalation, and connects vulnerable populations to appropriate services.	Training on CAP and OHS distributed throughout 2025 on resources available to officers when interacting with the community.	Ongoing training, pilot program to increase knowledge base and trained staff.
Start Sept		Completed Aug 2025	
22. The Police Department shall adopt policies that allow the Crisis Intervention Team to	Allowing the Crisis Intervention Team to focus on urgent, time-sensitive matters ensures faster and more effective	An interdepartmental effort has been established to address this item.	SB1113 has now passed and Crisis Intervention Team

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prioritize urgent or time-sensitive matters over duties that are not core to the CIT mission.	responses for individuals in crisis. This prioritization reduces delays, improves outcomes for vulnerable populations, and strengthens community trust in emergency support systems.	Officers no longer serve court orders to persons detained in mental health facilities. HB2404 will become active in January 2030 and law enforcement personnel will no longer be required to transport involuntary patients between mental health facilities.
Start Sept	50% In Progress	In Progress Target Completion Jan 2030
		Reporting requirements for every policy update
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.	Regularly adopting nationally recognized best practices will ensure policies and training remain current, effective, and aligned with proven standards. This commitment will enhance professionalism and improves service quality.	Business subject matter experts were identified, and review cadence finalized in March 2025.
Start Sept		Completed & Ongoing June 2025

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24. The Police Department shall enhance customer service training for officers and staff who engage with members of the public.	Enhanced customer service training will improve the quality of interactions between officers, staff, and the public.	Mandatory Department-wide training was implemented in March 2026.	Annual in-service training to be completed by all assigned personnel. 2026 training includes Customer Service Training, Autism Training, and Protecting & Serving Those with Movement Disorders
Start Sept 97% In Progress Target Completion Dec 2026			
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.	Regular compliance updates to oversight bodies ensure transparency and accountability in implementing reform recommendations.	Tracking sheet was developed. The most recent report was provided to the Council in the September 2025 Policy Session.	Semi-Annual Reporting
Start Sept Complete & Ongoing April 2025			
26. Professional staff shall update the City Council and the Civilian Review Board of its progress on the aforementioned public safety	Frequent written progress updates to oversight bodies will ensure transparency and sustained accountability throughout the improvement process.	Most recent progress report provided in August 2026.	Quarterly Reporting

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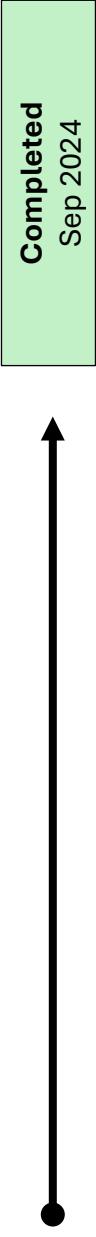
reforms in writing every three months over the next three years.			
Start Sept ●————→ Complete & Ongoing April 2025			

Additional Requests by Councilmembers during the September 2024 Policy Session

Action Item	Community Benefit Overview	Key Deliverable Update	Performance Metrics
1. 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.	This will improve efficiency and accessibility for reporting crimes. Faster, easier reporting enhances community safety, encourages public participation, and demonstrates a commitment to modern, responsive policing.	The system went live on August 13, 2025.	Ongoing review of effectiveness and use of system.
Start Sept ●————→ Completed June 2025			
2. Requested a community feedback process, timeline, budget and outreach plan for the reforms and public safety.	The City Council approved the implementation of Zencity's Blockwise platform, a monthly survey tool designed to gather community sentiment on public safety.	Zencity launched the Blockwise tool in July 2025	Quarterly Reporting
Start Sept ●————→ Complete & Ongoing July 2025			

Staff Recommended Formal Actions Adopted by Mayor and City Council during September 2024 Policy Session

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Action Item	Community Benefit Overview	Key Deliverable Update	Performance Metrics
1. Create four new positions in PD including one police research supervisor and three police research analysts.	Adding research-focused positions enhances the department's ability to analyze data, evaluate policies, and implement evidence-based strategies. This leads to smarter decision-making, improved public safety initiatives, and greater accountability—ultimately benefiting the community through more effective policing.	Supervisor hired in February 2025. Researchers hired April 2025.	Positions created and in place.
Start Sept			Completed April 2025
2. Convert 14 temporary, FT positions in OHS to ongoing positions.	This change will strengthen service continuity, improve program stability, and help retain experienced staff. It fosters trust with the community and ensures more efficient use of resources.	Approved during the September 24, 2024, Council meeting.	Positions filled.
Start Sept			Completed Sep 2024

Staff Recommended Policy Directives Approved by Mayor and City Council during September 2024 Policy Session

Action Item	Community Benefit Overview	Key Deliverable Update	Performance Metrics
1. Launch training in partnership with tribal nation police departments.	This initiative will strengthen collaboration with tribal law enforcement, improve public safety,	Training initiated in 2024. Annual in-service training begins in 2026.	Annual in-service training with 100% completion by assigned personnel.

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	build trust, and promote cultural competency through shared training and best practices.		
Start Sept		Completed Dec 2024	
2. Develop a biennial training plan for CIT officers.	This initiative will enhance officer preparedness through modern approaches to crisis and mental health response.	Training Plan developed: 8-hour requirement, with 4 hours mandatory and 4 hours elective training.	Participation in biennial training to be reported annually by OIB.
Start Sept		Completed & Ongoing Sep 2025	
3. Explore youth prevention programming.	Advance community engagement and probation programs with youth living in the City, including supporting after school programs, leadership and mentorship training through physical fitness programs, and the development of the Youth Advisory Board.	Wakeup Programs in each Precinct to be increased. Increase participation in the Police Cadet Program.	Each qualifying precinct to have six schools participating in the Wakeup Program by 6/2029. Increase participation by 25% by 06/2028.
Start Sept		In Progress Target Completion June 2029	
4. Explore additional services to be provided by civilian staff,	Increase sworn presence to reduce calls for service response times	Review Arizona State University (ASU) Calls for	Staffing study completed.

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rather than sworn PD employees.		Service study and PFM Staffing study to develop a proposal for the identification of sworn positions which can be converted to professional staff.	Funding of identified positions to be determined.
Start Sept 75% In Progress Target Completion July 2027			
5. Conduct community engagement process to assist in developing continuous improvement plan.	This effort will inform the citizens and PPD employees of the police department's values and direction. Document will serve as strategic plan incorporating a plan to address crime and ensure continuous improvement.	The development of the Chief's combined Department Plan will include engagement with community and department stakeholders.	Annual Reporting
Start Sept 40% In Progress Target Completion December 2026			
6. Research and submit a plan to Council to procure an early intervention system.	This initiative will proactively identify patterns of concern, prevent issues from escalating, support officer wellness, and improve accountability to strengthen community trust.	Vendor approved by City Council in 2025. A contract with Benchmark Analytics has been established for up to five years. Kickoff meeting was completed in August 2026.	Quarterly reporting on project implementation

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		Estimate 12-18 months to implement the new system.	
Start Sept 40% In Progress Target Completion February 2028			
7. Launch First Amendment facilitation and management policy for community feedback.	This policy will ensure peaceful and lawful expression of First Amendment rights, reduce conflicts during public demonstrations, and promote trust by providing clear guidelines for managing events safely and respectfully.	Policy finalized and mandatory training has been launched.	Reporting post-First Amendment Events via After-Action Reports
Start Sept			Completed Dec 2025