

# City of Phoenix

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



**City of Phoenix**

## **Agenda**

**Tuesday, September 24, 2024**

**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/onstage/g.php?MTID=e9e68fc5037f0735b3343ef582ed60d06>

- 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 2551 762 0454# (for English) or 2551 956 1136# (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 2551 956 1136#. 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 2551 956 1136#). 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.

**INFORMATION AND DISCUSSION (ITEM 1)**

- 1      **Homelessness, Accountability and Transparency, and Public Safety Update** Page 6

**DISCUSSION AND POSSIBLE ACTION (ITEM 2)**

- 2      **Policy Recommendations to Continue Addressing Homelessness, Increasing Accountability and Transparency, and Improving Public Safety** Page 13

**ORDINANCES, RESOLUTIONS, AND FORMAL ACTION (ITEM 3)**

Roll Call and City Clerk Reads 24-Hour Paragraph

- 3      **Request to Convert 14 Temporary Full-Time Positions to Regular Full-Time Positions in the Office of Homeless Solutions and Create Four Positions for the Phoenix Police Department (Ordinance S-51282)** Page 15

**DISCUSSION AND POSSIBLE ACTION (ITEM 4)**

4      **Consideration of Proposals to Improve Public Safety**

Page 17

*Attachments*

[Attachment A - Council Memo re Reforms.pdf](#)

**ADJOURN**



## Homelessness, Accountability and Transparency, and Public Safety Update

This report provides an overview of the City's efforts to address homelessness, an update on the Office of Accountability and Transparency (OAT) and information on the City's continued efforts to improve public safety and address concerns raised by the U.S. Department of Justice (DOJ).

### **THIS ITEM IS FOR INFORMATION AND DISCUSSION.**

#### **Summary**

##### City's Efforts to Address Homelessness

With direction from City Council, the Office of Homeless Solutions (OHS) was created in July 2022, and became operational in October 2022. OHS's two-year transformation has included an increase in staffing and the implementation of an expanded proactive outreach approach. OHS staff and operations have shown to be effective in the City's approach to addressing homelessness. Since 2022, OHS has nearly quadrupled its staffing level, building a diverse team with expertise through work experience and/or lived experience. Additionally, the shift to a more proactive outreach approach has increased visibility throughout the community. A team of 11 Homelessness Liaisons directly engage with people experiencing homelessness to connect them with services and work with the community to address encampments to achieve measurable results.

The Maricopa Association of Governments 2024 Point-in-Time Homelessness Count data reflected a 19 percent decrease in the number of unsheltered individuals and a 15 percent increase in the number of sheltered individuals in Phoenix. This positive change is a direct result of the City of Phoenix's ongoing investment in creating new shelter beds and connecting people with services.

Since its creation, OHS staff have focused on several key initiatives including:

- Creating additional shelter capacity throughout the City,
- Opening the City's first structured campground called the Safe Outdoor Space,
- Addressing the State of Arizona's largest encampment in a holistic and compassionate manner,
- Implementing property storage programs,
- Launching services in support of the Phoenix Community Court,

- Improving heat response efforts for people experiencing homelessness; and,
- Increasing supportive housing.

The City has prioritized the creation of additional shelter capacity. By 2025, the City will have contributed to a net total of 1,382 new indoor shelter beds since 2022. This is in addition to the 482 temporary shelter beds created in 2023 to assist with decommissioning the encampment around the Key Campus. OHS opened a structured campground called the Safe Outdoor Space in November 2023 as an alternative solution for people who may not be ready for shelter. The Safe Outdoor Space is an example of the City's efforts to provide a diverse array of options to people experiencing homelessness. While shelter alone does not solve homelessness, it is a critical step to moving people off the streets into safe spaces and connecting them to resources and support. Ultimately, OHS is focused on creating long-term solutions such as permanent housing. One project currently underway is development of supportive housing for older adults at a former hotel located at Northern and the I-17, which is being converted to 126 units of affordable housing for low-income seniors.

A key consideration for individuals to accept services is storage of their personal belongings. In January 2023, OHS developed and implemented a process for property storage. The process has been implemented to address unattended property and includes an assessment and notification process. In addition, storage is provided for property at new shelters and for individuals around the Key Campus enabling people to safely store their belongings.

Another initiative of OHS includes the establishment of services in support of the Phoenix Community Court. Phoenix Community Court launched in January 2024 in collaboration with the Phoenix Municipal Court, Prosecutor's Office, Public Defender's Office and Community Bridges, Inc. (CBI). Community Court provides long-term solutions and services for people experiencing homelessness through an alternative path to the traditional criminal justice system. CBI Navigators help to create individualized plans to assist individuals in addressing their homelessness and help participants achieve their goals, including the opportunity to connect with resources such as shelter, employment opportunities, and substance use and mental health support. As of August 31, there have been 198 participants in Phoenix Community Court. From January 1 through August 31, there have been 20 individuals that graduated from Phoenix Community Court.

Each summer, the City places emphasis on heat response efforts for individuals experiencing homelessness as these individuals are some of the most at-risk populations during extreme temperatures. To prepare for Summer 2024 (May-

September), additional actions were taken to add a 24/7 site, an overnight site, and three extended hour heat respite locations in areas demonstrating the highest need based on 2023 data. CBI Navigators are present at each site to offer resources and referrals. Additionally, OHS Homeless Liaisons are stationed at the 24/7 site at Burton Barr Library to provide additional support. Preliminary data through the first week of September shows over 28,000 visits, with roughly 90 percent reporting experiencing homelessness. Burton Barr has been the most frequently visited site and resulted in more than 600 individuals being placed in shelter. Additionally, heat related calls for service reflected a 22 percent reduction from the same time period last year.

The transformational work that has occurred since the inception of OHS and the impact made has been shown through much of the aforementioned activity. OHS continues to hold a very visible place throughout the community and has established itself as a much-needed resource. OHS also actively manages multiple contracts for services to support effective services. Non-profit partners are also critical to providing comprehensive services, and OHS is equipped to monitor and support contracted services. Ongoing support of the Office of Homeless Solutions will ensure the City's momentum to address homelessness continues.

#### Office of Accountability and Transparency Updates

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 (Police). OAT reviews Police 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; and,
- Address other issues of concern to the community.



Since February 2024, OAT has released 15 monitoring reports 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 13 of the 15 reports, the majority of which the Department has agreed to implement. OAT is actively monitoring 88 cases and continues to add new cases to its caseload.

OAT's Community Engagement Team is fully staffed for the first time since OAT's inception as of June 2024. With this expansion, OAT has significantly increased its reach to the community. In the third quarter of 2024, OAT tripled the number of new community contacts from the second quarter and attended as many events as OAT staff attended in all of 2023.

OAT's Director of Mediation conducted the first mediation between Police Department designees and community members in February 2024. Since February, OAT has now completed three mediations, with a fourth currently set for early October. All mediation participants receive an evaluation survey at the conclusion of the mediation and the results have been 100 percent positive for all participants so far.

City Council established the Civilian Review Board in May 2024 and OAT has been working diligently to research practices and procedures for boards with similar authority, including collecting sample foundational documents. OAT has also been working to build a training program for Civilian Review Board members to ensure that they have the necessary understandings to engage in reviewing and analyzing OAT's reports and the Police Department's responses.

OAT staff will continue to focus on issuing monitoring reports, expanding the mediation program, and growing the Office's presence and reach throughout the community.

#### City's Continued Efforts to Improve Public Safety

Throughout the past decade, the City Council has guided the City of Phoenix to implement numerous updates and improvements to the Phoenix Police Department. Through the direction of City Council and engagement with the community, City staff have worked to improve public safety throughout the community. These efforts include reforms prior to the DOJ initiating their investigation, during the DOJ's three year review, and in developing the City's plan for the future to address the concerns raised in the DOJ's investigative report.

The City of Phoenix and the Phoenix Police Department worked with the community to implement several major initiatives prior to the DOJ's investigation. Examples of some

of these major initiatives include:

- 2014: Body-Worn Camera Pilot Program,
- 2015: Crisis Intervention Team Implementation and Training,
- 2016: Community and Police Trust Initiative (CPTI),
- 2019: Mayor's Review and Implementation Ad Hoc Committee,
- 2020: #8Can't Wait Adoption,
- 2021: Executive Order on Safe Policing Compliance,
- 2021: Less-Lethal Pilot Program,
- 2021: Community Assistance Program (CAP) Expansion Approval.

### *Community Assistance Program*

In June 2021 the City Council approved a \$15 million investment to expand the Community Assistance Program (CAP). CAP consists of Crisis Response Units (CRUs), Behavioral Health Units (BHUs), and Behavioral Health dispatchers. CRUs continue to co-respond with police and fire on traumatic incidents to provide on-scene crisis stabilization. BHUs may respond as a singular unit to assist individuals experiencing a behavioral health or substance use concern or as a co-response unit. CAP has achieved many of the goals identified for its expansion. The accomplished goals include:

- The expansion of CAP added 130 FTE positions. CAP has partnered with Human Resources to complete multiple recruitments and fill 64 percent of the program's positions.
- Hired contracted Peer Support Specialists with lived experience skills that help augment the BHU services.
- Established five BHUs providing support seven days per week for 20 hours of daily coverage.
- Established six CRUs providing support seven days per week for 24 hours of daily coverage.
- Created BHUs as an alternate alternative response to incoming 9-1-1 calls that does not require police, fire, or EMS to respond to a behavioral crisis. Currently, calls transferred from police for BHU response is trending as 466 percent increase when comparing the first seven months of 2023 to the first seven months of 2024.

The DOJ announced its investigation into the City of Phoenix and Phoenix Police Department on August 5, 2021. Over the next three years, the City cooperated with the DOJ to provide more than 200,000 documents and Body Worn Camera videos, conducted interviews with over 130 City employees, and performed over 200 hours of ride-alongs with the Police Department. In addition to this collaborative effort, the City of Phoenix and Phoenix Police Department also worked to implement reforms and

other improvements to enhance public safety. Improvement initiatives that have been implemented while the DOJ conducted their investigation included:

- Expansion of the Less Lethal Program
- Use of Force Policy Update
- Integrating Communications, Assessment and Tactics (ICAT) Training
- Active Bystandership for Law Enforcement (ABLE) Training
- Staffing the Continuous Improvement Unit

### Addressing Concerns Raised by the Department of Justice

In June 2024, after 34 months, the DOJ released a findings report from their investigation of the City of Phoenix and Phoenix Police Department. The DOJ's report identified 10 specific areas of the investigation and provided 37 Recommended Remedial Measures (RRMs) to improve public safety in Phoenix. Police and Law staff conducted a comprehensive two-month review of the DOJ's report and identified a total of 90 recommendations based on the RRM's with over 300 project deliverables.

Staff has organized these project deliverables into short-term projects (within six months), medium-term projects (six months to two years), and long-term projects (more than two years). Staff then conducted an analysis to determine timelines for the project deliverables and resourcing status. This analysis will serve as the basis for the proposed work plan that staff seeks to receive feedback and guidance on from City Council and community.

Throughout the next several months, staff plans to provide numerous opportunities to receive community feedback on the proposed work plan. Staff will host community meetings, collect written feedback and establish a department work group to focus on this process. For each of the project deliverables identified through this effort, staff will incorporate a continuous improvement process to ensure the project deliverables are achieved. This process will include:

1. Review of standards of practice and legislative requirements.
2. Policy planning with process mapping and subject matter expert work groups.
3. Policy development to include the creation/drafting and public comment opportunities.
4. Training development.
5. Training delivery.
6. Implementation of the active policy and compliance framework.
7. Compliance levels.

By implementing the continuous improvement process, developing the project deliverables in association with the DOJ's RRM's, and establishing key measures of

the reforms and updated policies, the City will facilitate a sustained improvement to public safety and more effectively address the concerns raised by the DOJ.

**Responsible Department**

This item is submitted by Assistant City Manager Lori Bays, Deputy City Managers Ginger Spencer and Gina Montes, the Police Department, the Office of Accountability and Transparency, and the Office of Homeless Solutions.



## **Policy Recommendations to Continue Addressing Homelessness, Increasing Accountability and Transparency, and Improving Public Safety**

This report requests City Council approval of policy recommendations to support the City's continued efforts to address homelessness, increase accountability and transparency, improve public safety, and address concerns raised by the U.S. Department of Justice (DOJ).

### **THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.**

#### **Summary**

In order to build on the City's momentum to address homelessness, increase accountability and transparency, and improve public safety, staff recommends several items for consideration by City Council. These items include direction to staff to:

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

These are just a few of the efforts to be conducted along with additional short-term, mid-term and long-term goals to be included in a continuous improvement plan to address homelessness, increase accountability and transparency, and improve public safety.

**Responsible Department**

This item is submitted by Assistant City Manager Lori Bays, Deputy City Managers Ginger Spencer and Gina Montes, the Police Department, the Office of Accountability and Transparency and the Office of Homeless Solutions.



**Request to Convert 14 Temporary Full-Time Positions to Regular Full-Time Positions in the Office of Homeless Solutions and Create Four Positions for the Phoenix Police Department (Ordinance S-51282)**

This report provides recommendations to address homelessness, increase accountability and transparency, improve public safety, and address concerns raised by the U.S. Department of Justice (DOJ).

**THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.**

**Summary**

Staff have identified several recommendations to support the City's continued efforts to address homelessness, increase accountability and transparency, improve public safety, and address concerns raised by the DOJ. These recommendations include:

- Creating a compliance analyst team in the Police Department.
- Continuing to address homelessness by converting positions in the Office of Homeless Solutions from temporary to ongoing, regular positions.

Police Department Compliance Analyst Team Recommendation

Staff is requesting the creation of four new positions within the Phoenix Police Department. The four new positions will include one Police Research Supervisor and three Police Research Analysts. The four positions will comprise the newly developed Compliance Analyst Team to support the continuous improvement efforts by the Police Department. This team will develop and study the compliance of reforms and updated policy implemented based on the DOJ's Recommended Remedial Measures and the associated project deliverable work plan. The ongoing annual costs of the four positions is approximately \$500,000.

Homeless Solutions Staffing Recommendation

Staff is requesting the conversion of 14 temporary, full-time positions to ongoing status, including: eight Neighborhood Specialists, two Special Projects Administrators, one Project Manager, one Administrative Assistant II, one Accountant I and one Administrative Assistant I. These conversions will be effective immediately, however four positions (two Neighborhood Specialists, one Project Manager, and one

Administrative Assistant II) will continue to be funded by American Rescue Plan Act (ARPA) funds through June 30, 2025. These positions will be converted to ongoing General Fund positions as of July 1, 2025. The ongoing annual cost of the 14 positions is approximately \$2 million.

**Financial Impact**

The total ongoing cost of staff's recommendations are approximately \$2.5 million annually. Staff's recommendation to create four new positions within the Police Department has an ongoing annual cost of approximately \$500,000. Staff recommendation to convert 14 positions to ongoing status is \$2 million. The cost of these positions will be incorporated into the proposed Fiscal Year 2025-26 General Fund Budget.

**Responsible Department**

This item is submitted by Assistant City Manager Lori Bays, Deputy City Manager Gina Montes, the Police Department and the Office of Homeless Solutions.





## Consideration of Proposals to Improve Public Safety

On September 20, 2024, Mayor Kate Gallego, Councilman Kevin Robinson and Councilwoman Kesha Hodge Washington submitted a memo requesting City Council provide additional direction to enhance, not replace, staff recommendations. The memo states the Mayor and Councilmembers are committed "to ensuring that Phoenix has the most professional, highly regarded public safety agencies in the nation." The recommendations are detailed in the attached memo (**Attachment A**) for consideration on the September 24, 2024, Policy Session Agenda. This item permits the City Council to discuss the proposal submitted by Mayor Gallego, Councilman Robinson and Councilwoman Hodge Washington. The attached proposed direction to staff can be used to continue the City's efforts to address homelessness, increase accountability and transparency, and improve public safety.

**THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.**

## Attachment A

To: The City Council

From: Mayor Kate Gallego  
Councilmember Kevin Robinson, Chair, Public Safety and Justice Subcommittee  
Councilmember Kesha Hodge Washington

Date: September 19, 2024

Re: Continued Public Safety Reforms

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We are committed to ensuring that Phoenix has the most professional, highly regarded public safety agencies in the nation. Achieving that goal is an ongoing process and demands continued attention from the City’s elected leadership. With the guidance of the City Council, Phoenix has made significant strides to improve public safety policies over the last several years, from revamping the Fire Department’s Community Assistance Program in 2021 to the recent update of the Police Department’s Use of Force Policy, which goes into effect early next year.

The U.S. Department of Justice’s findings report released this summer highlighted meaningful opportunities for improvement and made worthy recommendations. Several of its recommendations are consistent with those of the City Council-created Office of Accountability and Transparency, which began to issue its own reports and recommendations earlier this year.

Our commitment to constitutional policing means we must improve the tools to self-assess and self-correct and put in place measures that are pivotal for high performing government agencies: thorough data collection and meaningful analysis of that data; enhanced levels of transparency; exacting reviews of performance and accountability; and to embrace a culture of continuous improvement.

We accordingly ask the full City Council to provide the following direction to staff, which aim to enhance—not replace—the current staff recommendations:

*I. Thoroughly Document Police Activity*

- 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.
- The Police Department’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.

## *II. Improving the Police Department's Investigative and Evaluative Process*

- The Police Department shall create a new Inspections Sergeant position in all precincts and other bureaus who report directly to the Professional Standards Bureau (PSB). Any misconduct that appears could rise to the level of a written reprimand shall be investigated by the Inspections Sergeant, which will allow Patrol Sergeants to remain on the streets supervising their direct-report officers. Misconduct that appears may rise to the level of suspension, demotion, termination shall be investigated by PSB investigators.
- The PSB manual, which is currently undergoing extensive revisions, 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.
- When conducting investigations, PSB shall review all aspects of the incident—including those beyond the scope of the initial complaint—for compliance with Police Department policies and training, as well as applicable laws.
- 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 an officers perceive their actions and decision-making within the framework of policies and training, as well as applicable laws.
- The Police Department shall provide or procure regular and ongoing training for all PSB investigators.
- The Police Department's investigative bodies (such as PSB and the Critical Incident Review Board) may not provide mere conclusory declarations such as "sustained," "unfounded," "unresolved," "exonerated," "within policy" or "out of policy." The Department 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 Police Department Operations Order 3.18) and shall identify opportunities for improvement, if any, during the incident.
- 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.

### *III. Fully Considering and Analyzing Citizen-Initiated Complaints*

- 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.
- PSB shall provide a written response to the citizen complainant explaining the investigation's findings.
- The City shall create a dedicated hotline for citizens to report potential officer misconduct to PSB.

### *IV. Adopting the Highest Standards of Professional Accountability*

- The Department shall adopt clear standards and accountability measures for PSB investigators, supervisors and commanders to ensure that all potential law and policy violations are fully investigated, and—if required—referred to the Critical Incident Review Board.
- 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.
- 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.
- The Disciplinary Review Board shall add one additional citizen to its membership, for a total of three citizens.

### *V. Expanding the Use of Body-Worn Cameras*

- 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.

*VI. Fully Staff the City's Dispatcher Team*

- 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.
- The Fire Department's Community Assistance Program shall have 24/7 dispatch coverage by the end of the first quarter 2025.

*VII. Update Policies for Appropriately Interacting with Young and Vulnerable Populations*

- The Police Department shall create policies with community input regarding interactions with young 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.
- 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 the Office of Homeless Solutions.
- 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.

*VIII. Other Ongoing Efforts*

- 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.
- The Police Department shall enhance customer service training for officers and staff who engage with members of the public.
- 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 six months.
- 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.