

**BOARD OF SUPERVISORS' JOINT MEETING MINUTES
WITH THE CITY OF TUCSON MAYOR AND COUNCIL**

The Pima County Board of Supervisors met in joint session with the City of Tucson Mayor and Council at the Pima Association of Governments (PAG) Office, 1 E. Broadway Boulevard, Suite 401. at 12:30 p.m. on Tuesday, March 3, 2026. Upon roll call, those present and absent were as follows:

Present: Jennifer Allen, Chair
Dr. Matt Heinz, Vice Chair
Rex Scott, Member
Steve Christy, Member
Andrés Cano, Member

Also Present: Jan Leshar, County Administrator
Sam E. Brown, Chief Civil Deputy County Attorney
Melissa Manriquez, Clerk of the Board
John Stuckey, Sergeant at Arms

(Clerk's Note: See the attached verbatim of the meeting minutes.)

1. **PLEDGE OF ALLEGIANCE**

All present joined in the Pledge of Allegiance.

2. **LAND ACKNOWLEDGEMENT STATEMENT**

The Land Acknowledgement Statement was delivered by City of Tucson Mayor Regina Romero.

3. **ONE PIMA AND SAFE CITY UPDATES**

Highlights of current City and County efforts to address safety, substance use treatment and recovery.

- Jurisdictional Efforts
- Joint Collaborations

4. **SAFR CENTER UPDATE**

5. **CROSS SYSTEM GAPS ANALYSIS**

6. **CITY - COUNTY COLLABORATION AND NEXT STEPS**

Discussion/Direction/Action

- Next steps to advance existing efforts prior to introducing new initiatives
- Opportunities to build on effective partnerships and improve coordination
- Identification of shared priorities

7. **ADJOURNMENT**

As there was no further business to come before the Board, the meeting was adjourned at 2:32 p.m.

CHAIR

ATTEST:

CLERK

DRAFT

Verbatim

JA: Chair Allen
RS: Supervisor Scott
MH: Supervisor Heinz
SC: Supervisor Christy
AC: Supervisor Cano
RR: Mayor Regina Romero, City of Tucson
LSC: Lane Santa Cruz, Vice Mayor and Council Member, Ward 1 City of Tucson
PC: Paul Cunningham, Council Member, Ward 2, City of Tucson
KD: Kevin Dahl, Council Member, Ward 3, City of Tucson
NL: Nikki Lee, Council Member, Ward 4, City of Tucson
SB: Selina Barajas, Council Member, Ward 5, City of Tucson
MS: Miranda Schubert, Council Member, Ward 6, City of Tucson
MM: Melissa Manriquez, Clerk of the Board
LC: Laura Conover, Pima County Attorney
MS.: Marisa Stoller, City Clerk
SH: Steve Holmes, Deputy County Administrator
TT: Timothy M. Thomure, City Manager
LM: Liz Morales, Assistant City Manager
RL: Roi Lusk, City Attorney
TC: Theresa Cullen, Director, Pima County Health Department

RR: Okay. Good afternoon everyone. Good afternoon. Thank you so much for joining [inaudible] This is the second of the Mayor and Council and Board of Supervisors joint meetings, which I am very excited about. I am here with my colleague and Chair of the Board of Supervisors, Jen Allen. Jen, did you want to add an opening?

JA: Also, just to welcome, very excited for this second meeting and look forward to a productive conversation.

RR: Alrighty. So this is the joint meeting of the Board of Supervisors and Mayor and Council of the City of Tucson for March 3, 2026. The meeting is called to order. May we have a roll call for the City, please?

MS.: Councilmember Cunningham?

PC: Here.

MS.: Councilmember Dahl?

KD: Here.

MS.: Councilwoman Lee?

NL: [inaudible]

MS.: Councilmember Barajas?

SB: Here.

MS.: Councilmember Schubert?

MS: Here.

MS.: Vice Mayor Santa Cruz?

LSC: Here.

MS.: Mayor Romero?

RR: Here.

JA: And we will do roll call for the Board of Supervisors.

MM: Supervisor Cano?

AC: [inaudible]

MM: Supervisor Christy?

SC: Here.

MM: Supervisor Heinz?

MH: Present.

MM: Supervisor Scott?

RS: Here.

MM: Chair Allen?

JA: Here.

MM: Let the record show, all Pima County Board of Supervisors are present.

JA: And now we will stand for the Pledge of Allegiance.

ALL: *I pledge allegiance to the flag of the United States of America. And to the Republic for which it stands. One nation under God, indivisible, with liberty and justice for all.*

RR: Alrighty. We move on to Item No. 3, and Item 3 is Land Acknowledgment and I would like to, as has become tradition, do a Land Acknowledgment prepared by Pima County. *On behalf of Pima County residents we honor the tribal nations who have served as caretakers of this land from time immemorial and respectfully acknowledge the ancestral homelands of the Tohono O'Odham Nation and the multi millennial presence of the Pascua Yaqui Tribe within Pima County. Consistent with Pima County's commitment to diversity and inclusion, we strive towards building equal partner relationships with Arizona's tribal nations.*

JA: Item No. 4.

RR: So, Chair Allen and I wanted to just do a little bit of an opening and setting up the scene I would say. As we said before, this is the second of the Pima County Board of Supervisors and Mayor and Council meeting. And these meetings are hopefully going to be quarterly so that we can at least have four a year. And our intention is to find mutual solutions that we all agree on, on issues that are bigger than one jurisdiction can handle. Right? These are issues that both our mutual residents, because the City of Tucson residents are Pima County residents, and so we started in our first meeting talking about the homeless crisis that we see in our streets and how the City and County have been working together to find solutions that work for our community, that we can all invest in, and make sure that we follow up. So, these meetings is a continuation of the conversation that we had in our first meeting, the first time around. We will have presentations on the work that we have been doing together, and then we hope that we can save Item 7 to open it up for comments, questions, and all of your input in it. So, I just wanted to say that again, we are very happy to be here. Thank you to the Pima Association of Governments and the staff and the Executive Director, Mr. Michael Ortega, for opening this space for all of us to make sure that we have all of the necessary infrastructure to make these meetings happen. So, I am very happy to give you the floor Chair Allen and help us open up the items with your thoughts.

JA: Well, thank you, and I would like to echo again, thanking everyone at PAG for letting us use the space and then also for the staff because as is clear, we are all hopping in from other meetings and doing this and going back. And so I know that our Clerks, our IT and Tech, Comms, are shuttling from location to location today. So very much appreciate your swiftness and agility in moving from meeting to meeting. I also want to thank the Mayor and Supervisor Scott for bringing together the first Joint City/County meeting and getting this ball rolling. I appreciate your leadership in doing that, and I am looking forward to helping continue those throughout this year. I think as materials that we have all got to show, there is so much that the City and the County are both doing to make sure that our residents all feel safe and secure in the place that they love and they call home, to provide meaningful resources and support for people struggling with substance use disorder, mental health issues, and to address the housing affordability crisis. Right. We understand, as evidenced by the complexity of the plans that we have in place, that there is no single fix, right? Because at the root of it all is humans, right, and we are all complex little beings. And so therefore the problems and the solutions are complex and require kind of

not a one size fits all and systems thinking. And I think this is evidenced by seeing that if you squeeze the balloon on one side, it pops up somewhere else. People in washes and bike paths are there because of an affordability crisis, lack of low barrier shelter and traditional housing beds, insufficient behavioral health and treatment options. Right? Folks have been moved from City parks and washes. They end up on the Loop, they get moved along again, and then the cycle continues. And this is exactly why meetings like this and collaboration and systems-wide actions are so essential. So, I appreciate that when people in this room come together to talk, that is when policy change happens, because we are all privileged to be policymakers. So, our task today is to do just that, talk to each other and maybe a couple of other things. We should listen to the updates and listen for where City and County collaboration is and is not working. Listen for duplication because normally that is a bad thing and ask questions to understand if what we are doing is really working and are we making complex, system-wide change or are we just squeezing the balloon. Ultimately where we want to land at the end of this meeting is that we identify opportunities that we can create sort of a force multiplier effect, because we are collaborating and playing on our strengths. So, with that, I look forward to the discussion and the presentation.

RR: And our staff has flipped a coin and they decided who was going to present first. But if you think about it, just to follow up on Chair Allen's opening statement is that since we met the first time, there is already a lot of work that we are escalating and not just continuing but escalating in terms of the partnership on. I think that as we hear from the presenters what we were thinking of is write down your questions, your observations, your commentary, and let us open it up in Item 7 to open up for your questions. But what Chair Allen and I have talked about is think about as you ask your questions towards the end. Think about what is working. What are the partnerships and the programs that we are leading together that are working? And then how do we take action together on the gaps that exist? So with that, it is my pleasure to introduce our Assistant City Manager, Liz Morales, to present and give an update on the Safe City Initiative.

LM: Thank you, Mayor Romero, Chair Allen, to our distinguished electeds in the room. Thank you for this opportunity to speak. Yes. Last time Steve and I were able to present, I shared the rollout of our Safe City Initiative, and we are moving beyond just the individual efforts and building a system and now are building a system around what is working. That means formalizing deployments, strengthening pathways to treatment, pivoting proven models like Star Village, and aligning our work more closely with County partners. Safe City is no longer just a coordinated response. It is becoming a structured framework built around measurable outcomes. Thank you.

RR: Did we have a slide show?

LM: Thank you.

RR: For a PowerPoint?

LM: Yeah.

RR: That was loaded? There we go.

SH: The City one please.

LM: Is it one after the other?

RR: We are getting it there.

LM: Oh, thank you.

RR: Sorry to interrupt.

LM: My apologies. Yes okay.

SH: Yeah. We did not actually receive a copy of that.

RR: Alrighty. It looks like they did not receive it. So, all of you should have a copy of the Safe City Initiative Update. Yeah, it is right in front of you and you can follow Liz's presentation there.

LM: Thank you. So, in just talking about building a system around what works. Next, I would like to talk about the policy guidance. Oh, there we go.

RR: There it is.

LM: Okay. So not on presentation. Okay. Thank you. Next slide please. So, I would like to first talk about our Safe City Task Force which was established in November. We have a very broad representation and very broad and diverse across multiple sectors, along with community members who bring lived and professional experience to the table. Over the course of the four meetings to date, the group has engaged in in-depth briefings and dialog built to have shared understanding of key city departments, our programming services and all things that we put under the Safe City umbrella. The Task Force also served as forum for policy review and feedback. For example, in December, the City Attorney's Office provided an overview of the Drug Loitering Ordinance and the associated pathways to treatment. And then we had our Director of Transportation and Mobility, Sam Credio, he presented on our Transit Safety and Security Action Plan, incorporating the members' questions and input, which we were able to deliver back to Mayor and Council. Each member contributes a distinct perspective and area of expertise. Together, the Task Force plays an important advisory role in strengthening the Safe City Action Plan and ensuring the policies reflect thoughtful, cross sector insight into these complex challenges facing our community. Next slide. I would like to speak for a moment around deployments, which is something we share. We have been able to coordinate and do some incredible work along the Loop, but we have also

expanded it throughout the City. Our Tucson Police Department has used these targeted deployment strategies to address areas with chronic nuisance activity and quality of life crimes, and direct support of the Safe City Initiative. In 2025, TPD conducted 13 focused deployments along the Santa Cruz, Rillito corridors, the Loop, South Park and Ajo, 12th and Irvington, South 6th Avenue and I-10 and other high impact areas that we have located through data and community concerns. These deployments are intentional and data driven. Encounters are tracked to monitor connections to services, identify repeat contacts, and assess behavioral change over time, ensuring that the efforts are not only enforcement based, but that they are also outcome focused. A key component of this strategy is deflection, redirecting individuals to treatment and supportive services instead of booking when appropriate, while deflection is prioritized when feasible, we know that not every situation meets the criteria. We have had two additional deployments, so for the total of 15 deployments we have had since we started, Tucson Police has made over 360 contacts, resulting in 328 arrests, 1,097 total charges, including 332 misdemeanors, 68 felonies, 345 misdemeanor warrants, and 24 felony warrants. But at the same time, these deployments facilitated 29 shelter placements, 26 detox acceptances, 15 medical assisted treatment referrals, and the clearance of 53 encampments, demonstrating a balanced approach that integrates enforcement with diversion, treatment, access, and neighborhood stabilization. Next slide please. I also now want to talk about our Star Village, which is operated by Primavera Foundation and Old Pueblo Community Services provides supportive services. It is funded by the City of Tucson on City of Tucson property, and it opened officially on October 15th as part of our, again to support important critical gap in the emergency shelter and stabilization system. In just over 120 days of operation, the program has provided safe, structured shelter and supportive services to 73 individuals, serving on average 23 women and non-binary individuals on a daily basis. Star Village continues to focus on stabilization, trust building and service connection for individuals with complex needs. Since its opening of those who have left the program, we have been able to put four into permanent housing and eight have been able to go on to other temporary housing opportunities. One of the things Star Village is already demonstrating is that models like this can improve public safety without requiring police intervention. I want to share one crime stat that we received from our Tucson Police and Analysts unit. We looked at the one-mile radius of Star Village and if anyone knows it is around Grant and Stone. We looked at the four months prior to opening Star Village, and four months since its opening. We had a total incidence of 1,010, four months prior to this opening, and since its opening, we have had 633 incidents with a reduction of 34% of police incidents. So already demonstrating again, this fills an important gap. It also helps address an area that was already experiencing a lot of concerns of criminal activity, loitering from nearby residents. I also want to talk about how the Multi-Disciplinary Outreach Team, which is comprised of professionals from El Rio Health, El Pueblo Community Services and our City's Housing First Program, we call them the MDOT team. They connect people in encampments to medical care, behavioral health services, and ultimately permanent housing. And for Star Village, they conduct field outreach Monday through Thursday every morning, first thing in the morning. And they cover the one-mile radius around Star Village. And they also have coordinated bimonthly cleanups

and outreach events. They put a beautiful tent out front that allows for residents, neighbors, volunteers to come and it really builds trust with the residents that are staying in Star Village. And they all help with the bimonthly cleanups. This consistent presence is strengthening the community. It is building relationships and increasing neighborhood involvement. Next, I would like to speak on the City, under Safe City we are really doing an emphasis to strengthen pathways to treatment. If we can, on the next slide. There has been some really important work happening between the City and the County. And, you know, a few months ago, with the thanks to Councilwoman Lee really saying, what can we do around an ordinance? Our City Attorney, Roi Lusk, put together a draft ordinance around how do we address, what other tools can we have to address the open air drug use? After review and stakeholder input, we have pivoted from an ordinance to really looking at how to strengthen and better utilize existing tools that we have and this includes improving charging documents. Thank you to Pima County Attorney's Office for working with our team, which will allow our police officers to submit charging documents to ensure cases are complete, consistent and positioned for meaningful intervention. Post arrest pathways are being clarified and strengthened so individuals are more consistently connected to the appropriate treatment and services. In addition, we are currently underway looking at how we can coordinate and work together around high utilizer strategy focused on identifying individuals with repeated public drug use, arrests and chronic system contact. This includes structured cross-agency data sharing between the City and the County partners, so we can understand patterns and intervene earlier. Outreach and engagement efforts will be coordinated to ensure consistent messaging, service navigation and follow through. We want a clear consequence framework to be implemented that really ensures people are being directed, hopefully to treatment instead of prosecution. We believe this approach reflects the City and County alignment to ensure with enforcement, courts, behavioral health providers, outreach teams, that we are working from the same playbook. Treatment remains the preferred path. However, continued harmful behavior will result in progressively deeper system engagement, reinforcing that accountability and care must work together. Next slide. So you all received both through your clerks, but today I wanted to provide you a paper copy of the Safe City Draft. It is still in draft, the Action Plan. And this will provide us again a framework to have long-term impact. The action plan outlines and proposes clear priorities, roles and coordinated strategies across departments and partners. It has defined strategies that is paired with measurable metrics to ensure accountability, to track progress, and to guide continuous improvement. The next step for this, our Task Force will be very actively working on this document to provide us guidance and input. We also will have a public engagement process that will launch this spring, so that our community can tell us and say, did we hear them? Are we hitting the issues that they are dealing with? We want to strengthen transparency and build shared ownership of this strategy. And so we are committed to transparent reporting and regularly sharing data, outcomes and lessons with all of you to be able to demonstrate that we are having measurable progress with our Safe City Initiative. Thank you.

- RR: Thank you, Liz, and I just wanted to add that, you know, Mayor and Council and our team at the City of Tucson, we actually are proud of being an organization that is innovative and tries different pilot programs. We try things. If things do not work, we pivot. And it is something that we are very proud of, that we are continuously piloting and expanding the pilots that are working for us and those that are not then we put them aside and we pivot to what is actually working. So I am proud of the draft of the Safe City Initiative Action Plan. You are all invited to participate in the community engagement opportunities. Take a look at it. This is a draft and I would like to call it a living document, where we continue adding to our Safe City Initiative as we move along. Chair Allen?
- JA: Well, you will. Rookie error. It is like on Zoom, "You unmute." You also have two documents. One is the One Pima Initiative and then a slide deck. That is an update on the One Pima Initiative. And with that, I will pass it over to Deputy County Administrator Steve Holmes, who will walk us through the updates for One Pima.
- SH: Thank you, Chair Allen. Honorable Mayor Romero, our wonderful Board of Supervisors, our City Council members, and of course, our County Administrator Jan Leshar and our City Manager, Tim Thomure. Thank you all for having me today. I begin this presentation, kind of really delivering in the spirit of both partnership and in solidarity with the work that we have been doing together for quite some time now. Right. And it is a lot of what you will see today is rooted in a lot of the discussions we have been having collectively right? Although we are presenting the One Pima Initiative, as a wonderful document that brought coherence sponsored by our Supervisor Cano. And I thank you for that, because it did bring some coherence around how we are working and how we are thinking about the work. But equally important, you will see how this really dovetails a lot with the conversations we have had ongoing. I will start with, I think I can do this, okay. These are the priority areas that are shared in your document, starting with Loop Cleanup, strengthening our public health and treatment access, expanding treatment and diversion programs, stabilizing housing and preventing homelessness, and supporting impacted neighborhoods and small businesses. These are the frameworks that actually was driving today's presentation, and which I will share in greater detail, kind of our status update. On December of 2025, our Board of Supervisors took action to really contract outside of just what we had in-house to actually do our cleanups. And this really sparked a lot about our partnership with our deployments. As we were working our deployments at that time, Chief Kasmar was getting ahold of us, "*Hey, can we work and coordinate this work together so that as we are coming in, you guys are coming in and cleaning up, so that there is visibly this not only just partnership, but a signal to the community that we want to make sure that we are actually cleaning out those areas that have been a great concern and the issues that have been driven a lot of this work.*" To date you see we have allocated about 85 tons. That is a lot of stuff, right, that we have pulled out of there and about \$100,000.00 that has come out of our budget to really try to continue to make sure that our County asset is clean for the people that want to use it and continue to use it. We have a continued investment that is part of our budget this upcoming '27 year, to make sure that this is expanded and that we make sure that visibly, we know that

as we are engaging our deployments, that we are cleaning up after those as well. And an equally important, we have a Loop survey that was launched on February 26th to be able to get feedback from our participants on the Loop to let us know about what they feel about the Loop, how concerns about safety issues that can actually lead to better just outcomes, but more importantly, better experiences for those who want to take their families out there in a ride or walk or whatever they partake in. Okay, I think I got this pretty almost. I want to point at every one of you and to see which one, see what, which one goes. If you can go to the next slide. Let me. Oops. There we go. I may go backwards. In our public health and treatment area, I think one of the things that is super important, you hear a lot about it today with our Health Department under the direction of Dr. Cullen. One of the discussions we had as part of our joint Metro Justice meetings was to really look at documents that we had between our jurisdictions that had a lot of overlap but were not really synthesized into kind of a real full gap analysis. So you will hear a little bit about how those documents were all synthesized into some potential policy recommendations and some outcomes that would be great for discussion around this table, to see where investments need to be made, to improve on some of those gaps, or try to fill some of those gaps. Some of those are not jurisdictional issues but are statewide that are going to require a lot of collaboration around policy and, quite frankly, a little bit of influence from those around the table. One of the things that we are proud of is our heat collaboration. During the season of heat, our Health Department has coordinated a lot of efforts in the summer. We are a hot place, and as such, we deal with a lot of concerns around people who are unhoused or are dealing with the heat. We have had many efforts that are collaborative. I know as part of our budget this next year, we are looking at a division within our Health Department to actually deal with environmental issues such as heat as well. And so that is to be determined how that actually develops. But it is actually rooted in that idea of look at some of these environmental issues that we are facing and how we can begin to have the Health Department assist in those in a more formal way. And then lastly, really looking at our legislative priorities, which are super important as we begin to look at how access is actually supporting our folks who need additional help. Right now, we are dealing with a lot of issues with just health care in general, and how people can afford those that are willing to actually go through treatment. Are they able to even afford the services? And then lastly, in here, one thing that we will be doing as part of these gaps analysis is we are looking at a longer term injection of people that are leaving the jail who have actually, are in MAT services. One of the issues that has come up in some of our gap analysis, people are leaving and not going, filling their prescription. And so that does not help if people are leaving the jail having gone through MAT services and then are back out in the streets, really, you know, trying to deal with their addiction. Right. And so this long acting injection actually lasts for up to 30 days. And so that is something that we believe will be a game changer in this space as well. Under our Priority Three, we all know about the Transition Center. That has been a partnership. We are actively recruiting all positions to begin operating seven days a week in April 1st. We see some great movement and hiring so that we can make sure that seven days a week things are operable. That have been a concern from our courts that, you know, they want to make sure there is some parity in the way they work with clients. But having

that open seven days a week is going to be a big, big step for our community, no pun intended. I am moving on to steps in that, which is our supportive treatment and engagement program services. As you recall, part of our Metro Justice meetings have been discussing a lot about how do we make our specialty courts more effective. Right. And so I have been engaged in conversations with our County Attorney's Office in collaboration with pretrial services, in collaboration with our public defenders, to really look at what resources need to be there to not only support more, better outcomes, but equally important, what are some system improvements that have to happen across those areas so that we have the outcomes that we need? We serve just under about 868 people a year in that program. We have at least half of those people end up kind of actually participating. And then about half of those actually complete the program. Right. And so, we can do better. Right. And how do we do better as a coordinated effort between the courts and our County Attorney's Office to get better outcomes in that space. And equally important is our Drug Alternative to Prison Program, our drug court. We met with our presiding judge who said that if we want to make this better, we need another surveillance officer, part of our investment in the courts as part of our One Pima Initiative is to look at supporting our County Attorney's Office with additional attorneys next year, along with a surveillance officer for the DTAP program. And so that I think, will continue in the spirit of improving our specialty courts that reside under our jurisdiction. I am going to go through this quickly. A lot of you have this information. These are just the current status of our Opioid Settlement Funds. I think it is really important. We have received just a little over \$30 million to date. It is actually \$31 million. But we have non-full jurisdictions that receive money as well. So once that money goes out to Oro Valley and Sahuarita we are left with about \$30 million. This is how it is broken down based upon the One Pima agreement and jurisdictionally percentage of how that is doled out or pooled. And equally important, you can see here that the efforts that we worked on with the ROSAC committee, that \$8 million of ongoing three-year commitments to our RFPs, which I will go into more detail, are in here as well and have been already allocated. I have to note, we are scheduled to receive \$126 million out of this settlement, but that is over 18-year period. What the problem is, we do not know when those funds come in. This allocation, the last time we received money was, I believe, August of '25. And so this is why when we are looking at allocations, we want to be really sure that money is actually coming in because it is not a predictable kind of income stream that we are getting, this is to date. This is what our ROSAC committee approved as part of the last RFPs that were approved. As you can see here, I am going to go into greater detail because this is super important, this is what actually got funded and what remaining funds after our RFPs were allocated. We have had conversations with our ROSAC committee to see what we want to do with the additional \$1.7 that is there. There have been the ones that have been guided a lot of our discussions. As of now, they have only approved \$300,000.00 of the \$1.7 to actually resubmit the RFP for mobile MAT services, which was unallocated as you can see from this chart, they thought it was super important. So roughly about \$1.4 million is still being discussed by the ROSAC. There are members that want us to reissue RFPs. As you know, there were a lot of our community organizations that that did not receive any money. They were kind of disqualified from it. And they would like to

see those kind of go back out and do that. We will update both Boards to make sure you are aware of what decisions are being made in that space. I do know Liz and I have been collaborating around maybe looking at a continuum of services for people leaving the STEPS Program and seeing if we can house them in maybe another unit. That is another place where I think we can have a great impact. I have to note, too, one of the concerns around the SAFR Center in here, the SAFR Centers, particularly as...

RR: If I can pause you for a minute, can you use the other mic next to you? Because that one seems to have failed.

SH: Sorry, you got it.

RR: You can turn it off.

SH: How is that? Better maybe? So, Mayor Romero, just as we have been talking, discussing the SAFR Center in particular, \$2.2 has been allocated for this for a six-month pilot. I have to note, is it me?

RR: Mine is working just fine.

SH: Mike. You got cheap mics. You need better mics. [jokingly] Okay. How is

RR: Can we try another one, maybe Kevin, can you hand him your mic?

SH: Maybe.

RR: Maybe you could turn it off. Yeah.

SH: Better? Maybe when I am sitting. Is there interference with the clicker? Yeah. Alright. Okay. In this allocation of \$8 million this includes \$2.2 million that is been allocated to the SAFR Center for the next three years. I just have to note that even though it is a pilot, we have not determined whether we are going to move forward with this or not. There is still money allocated in this budget for that if we find success in that program. And I just want to note that because I think there was some confusion over what was allocated because of the six-month pilot. I just want to bring clarity to that. So \$2.2 is allocated in this year and in the following two years. And I will end with these last two slides briefly. Just very proud for what we have been able to accomplish in the housing space and collaboration. \$20.9 million for 28 affordable housing projects have been allocated that really makes up 1,857 units of affordable housing for 30 years. Right? That is huge impact as we continue in that, I know five of these projects are awarded funding sites from the City of Tucson. Thank you for your continued work in that space. The 10-year strategy plan for funding of \$250 million over ten years. Thanks, Supervisor Heinz. I am bringing that forward. I think that is going to really be an impactful policy for us over time. Our Board actually allocated additional \$3.5 million this year from our traditional \$5 million to really look at keeping people housed. As you can see here, we have \$649

total households that have been served for weather repair, rent, mortgage, housing that were not just affordable housing, but really supporting those that were housed and needed additional support. And then lastly, we continue to work on a sheltering dashboard that we are looking kind of early April, I am trying not to set a timeline because there is a lot of people that need to play together to get this data, but really it is looking at a shelter dashboard and working with TPCH and SIROW to really get that going, so, stay tuned for that. And then thank you for our investment with Supervisor Cano, the Silver Lake Mission community, really looking at budget considerations for neighborhood revitalization that goes hand in hand with the work that we are doing. And then this is just really showing the partnership that continues to be regionally for us, particularly as we participate together with our Safe City Task Force, our implementation meetings, our Safe City deployments, our Metro Justice meetings, and then including our other jurisdictions who have been really supportive and making sure that we are coordinating services for those that are in encampments, individuals that are unhoused. So I will end with that. Thank you.

RR: Thank you so much, Mr. Holmes. I just wanted to thank Pima County. I know the Transition Center, Kate Vesely, really participates in our Safe City deployments. Every time we have them, they are happening once a month. I wanted to thank Liz for your presentation, and I want to especially thank my colleague, Supervisor Scott, that really in my work as Mayor with the Chair, I have had the pleasure of working with three Pima County Board of Supervisors Chairs now, and every single Chair that I have worked with we have advanced in the partnership between Pima County and the City of Tucson. With Chair Grijalva, we decided to pool our money together, our opioid funds together, and created a plan and strategy on how to get that done. With Chair Scott, we were able to put the Metro Justice team together because in the work of unsheltered and the opioid behavioral health crisis that is happening on our street, the justice system is a big, huge part of it. So it is the justice system and also the housing, shelter, low barrier shelter. So TPD is the one that, you know, interacts with the Sheriff's Department, and then the individual interacts with the courts and all the services that are attached to it. So, thank you Supervisor Scott for your work on that and I am looking forward to advancing additional work with Chair Allen. I also want to thank Tucson Police Department and our community outreach and resource engagement, our CORE officer team, as well as community safety, health and wellness. Our Pima County Justice Services, Pima County, our Public Defender's office in the City of Tucson. Our MDOT team and every volunteer and nonprofit organization that works in our Safe City deployments. And then I know, Mr. Holmes, that you finalized your presentation with the regional collaboration slide. The County Administrator's Office, the Health Department and Justice Services are represented in the Safe City Task Force, as well as in the Safe City implementation meetings, the County Administrator's Office as well Health Department, Justice Services and Office of Housing Opportunities and Homeless Solutions. They all participate in our Safe City conversations and in our Safe City Task Force. So just wanted to add that and wanted to see Chair, if you wanted to invite both our City Attorney and our County Attorney to add to the conversation in the presentation that we just had, and I believe it was Liz that talked about our joint efforts and the justice

system and wanted to see if County Attorney Laura Conover and Roi Lusk wanted to add to our work together.

LC: Sure. Thanks, Madam Mayor, and I am happy to hear from Mr. Lusk as well. We have been doing a lot of work together since the last meeting, and as the County wide executive and executor of any of the stuff that we are talking about here today and at the last meeting, I am feeling very optimistic about where we can go from here, as long as it all continues to align with prosecutorial policies that the Pima County Attorney's Office, as approved by the County. Since last time, I wanted to give a lot of grace and room for the City to explore a possible ordinance. I wanted to allow the City time and space to do that. But instead of waiting while that research was conducted, I am really thrilled that previous Chief Chad Kasmar and Mr. Lusk and I charged ahead on a renewal and expansion of the County Attorney's Office, ongoing threat of harm, which is our overall training. In early December, I personally delivered the ongoing threat of harm training to over 80 regional law enforcement about how we could improve the information in the hands of the prosecutor at that very first hearing, which really goes to the heart of everything that the City and County have been talking about and maybe trying to get at with that ordinance. If we can improve who we are focusing on at that first hearing and get better outcomes at that first hearing, we can go so far. It took us time to turn that into four bullet points, because you got to memorize four bullet points out on the street when you are a street level officer. And that got delivered in early January. Distribution has gone out. I am thrilled to say that our prosecutors who are running those initial appearances are already reporting tremendous success. And so much thanks to the Tucson Police Department for adding information that we need in that hearing that happened so fast post arrest. And then I will end here by saying that so much work together with Mr. Lusk, former Chief Kasmar, I think with former Chief Kasmar, it is going to be smooth sailing into working together, continuing through the County. And then it is with tremendous excitement that an absolute pro within the department has now been promoted as Chief in Monica Prieto. And so I think it is a point of real optimism about where we can go from here, and I will be here for questions.

RR: Mr. Lusk?

RL: Thank you, Honorable Mayor, members of Council, members of the Board of Supervisors. I will echo what Ms. Conover has already said, that we have had lots of good, positive conversations about how we can use the existing tools that we have. Obviously I will applaud also Council Member Lee's insistence that we explore those tools and to use them in a better way to make sure that if we did not go with the ordinance, we went with something that was effective. And I will also applaud the membership of the Mayor and Council to encourage us to continue to think outside the box and also work with our wonderful partners at the Pima County Attorney's Office, which we have done. And I want to also thank Ms. Conover specifically about providing those tools as we are addressing what we would call the highest utilizers of the criminal justice system and focusing on putting the right tools in the right hands and making sure that we are being efficient with the resources

that we have, obviously always asking for more resources. But of course, understanding that if we are focusing on what we need to do with the folks that we are getting into the system, with our specialty courts, with our substance use options for treatment, all of the things that the Mayor, Council and the Board of Supervisors have put into place to allow someone to make a better decision and then utilize those tools to make themselves a better life, then we are going to continue to go down that road.

RR: So from that work that has been done with the City Attorney and the County Attorney side, I know that we have improved charging documentation. We have clearer post-arrest treatment pathways, and then we also have coordination, developing a high utilizer strategy, which is something that we did not have before. And so the work from our first meeting to here, we have been able to work even with the Safe City Task Force to explore the open air drug use ordinance. And it was because of the Safe City Task Force that we did a strategic pivot and said, everybody felt as though the best pivot was to strengthen the existing legal tools that we had and we are just going to have to continue making sure that we are coordinating on that side. Chair Allen, do you want to include anything else or move on to the next item?

JA: I am anxious to hear the SAFR Center Update, so I am happy to keep moving on the agenda. So, I think next we have a presentation jointly by Dr. Terry Cullen, the Director of Pima County Health Department, and Liz Morales as well.

LM: Thank you, Chair Allen. I will just start by saying we do not have any slides to share, but we are going to speak on what is the latest. So Dr. Cullen will start us off.

TC: Good afternoon. Mayor, Chair, members of Council, members of the Board of Supervisors. Thank you. I am Terry Cullen. I am the Health Director at Pima County. We are going to talk about SAFR, but before I do that, I want to go back to some of what Steve Holmes presented in terms of the ROSAC, the Regional Opioid Settlement Committee, and we do not have slides. We have shared this in the past, so hopefully none of it will be a surprise to anyone that is in the room. As you are aware, as the Mayor discussed, we did take the opportunity to pool funds from four jurisdictions. This is very unique in the United States. It remains unique. The vast amount of jurisdictions where there was a large city and a large county separated their funds. I am proud that I am a member of the ROSAC committee where we were able to blend these funds so that the decisions are made conjointly. There are six members on ROSAC and the City has some, Pima County has one, the City of South Tucson and the City of Marana have representatives on that committee. I want to just briefly go over these spending priorities, because Steve shared with you what we had spent the \$8 million designation on. It was to address the Continuum of Care for recovery services for opioid use, implement strategies to support schools and families. We heard repeatedly in the last three years how critical prevention was in order to address and stop, hopefully, the opioid situation that we had support pre-arrest and post-arrest diversion and deflection. And we will talk a little bit about that when we talk about SAFR and then really convene a wide array

of community stakeholders. And I have this presentation and then I have another one. In the second one, you will see we come back to that conceptual model of how we do an integrated strategic approach for a regional plan. You saw what the \$8 million was spent on, I would just remind you that part of that was for SAFR, the original set aside for SAFR, Sobering Alternative For Recovery, was \$2.2 million. We did a competitive RFP in the community. The amount awarded was \$1.8 million. Do you want me to just keep going?

LM: Yes.

TC: Okay. So SAFR started was stood up January 1st. I will share with you that the first two weeks when we were in process, we had no admissions there. Multiple reasons for that. You may be aware that we did an award late in November. We gave the procurement, the procurer, which was CBI, Community Bridges four weeks to stand up. So they did as aggressive a model as they could. We worked closely with them. The City worked closely with them. Multiple people were at the table to try to ensure that they could address what the needs are. If I step back a second, what is important to note is this idea is not new. It is an idea that has been implemented in many communities throughout the United States called sobering recovery centers. We are using the name SAFR. There actually is a national collaborative for sobering centers, and we are part of that. The Pima County Health Department is part of that. When we designed the RFP, we took what we believed were best practices that had showed success. And we will have to talk a little bit about what success means from other communities. So we made certain decisions, for instance, the vast majority of sobering centers keep people for 48 hours. We made a decision that the Community Bridges could keep people up to 96 hours and I will say as an aside, we have a verbal commitment with them to keep people more than that. The reason for that is how difficult it is to get people into care. So you can imagine it is a Friday. It is a three-day weekend. Now you are at Monday. The person may or may not have Medicaid. They may have fallen off of Medicaid. We may not have resources available. So we made the decision to in the RFP include 96 hours. We also made the decision, as many of you know, to include pets. This has been a known concern with many people in the past when they have sought treatment that their pets cannot go with them. So both of those, plus some other services were offered.

LM: Great. Thank you, Dr. Cullen. One of the things I wanted to share is some of the elements that I think make it also very unique and different for our community. Being a 24/7 low barrier access to stabilization, it has also served as a deflection point for our first responders, and our outreach workers, our police officers, reducing unnecessary emergency department visits and jail bookings while promoting person centered care. The center focuses on trauma informed care and peer support. And they have a no wrong door approach which meets the individuals where they are connecting them to ongoing treatment and recovery services. They take walk-ins, but I will tell you about the referrals for a minute. Our TPD CORE that we just spoke a little bit ago, has been actively, through our deployments, through our other outreach efforts, we have done about 44 referrals there. So it is actively being used by our police and our outreach. What makes SAFR different is that they serve

people regardless of insurance. Most other treatment facilities, detox, require insurance. This has no requirements. So someone comes in, that whole piece of eligibility is taken off the table. It is aimed at a therapeutic environment. It emphasizes dignity and safety and comfort. One thing I learned is they do not just do recliners, they do not have recliners. That is a big deal. I did not know. They have a place for people to lay down and sleep where they feel comfortable. They have some space for themselves. They have comprehensive services that include screening, crisis stabilization, withdrawal management, initiation of the MAT treatment, the Medication Assisted Treatment, and Naloxone distribution. And it is innovative because not only with the pets, but people can bring their personal things. A lot of places you just come in without your personal belongings, here there is storage opportunities for them. With 15 beds, there are typically serving anywhere between 10 to 15 people. And what I think is really valuable with Community Bridges is that they can transition people into any of the other treatment programs once they know what a person needs, so that particular SAFR may not be what they need at that moment, and they have already demonstrated to move people where they need to. And now we will soon see that STEPS Program will be providing referrals as Dr. Cullen or Steve had mentioned earlier. One of the things I think is important is that the SAFR team is going to be, it does produce status reports. I just was talking to Brian Owler, we are going to be able to hear in the short term some information what is coming out, and I will leave that to Dr. Cullen. But I just want you to know that we are very, very happy to be part of this and want to thank the Health Department for including the City from the get go of how we can work together, how we can do referrals, and really trying to track people as they go through.

TC: Perfect. So let me share some data with you. I want to be very clear. This is very preliminary data. It is why you do not have a data report. If you will recall they were closed for the first two weeks, we have about six weeks of data. I am going to give you some numbers that we are curating. Obviously, all of us want to ensure that this is a wise investment and that it proves to be effective. And like I stated before, what does effectiveness mean in this situation? What we know is looking at the national data, it is 15% of people that seek care in a sobering center end up being referred and stay in some kind of treatment afterwards. That is considered a success. So I do not want anybody to be taken back by the numbers I am going to share. I also want you to know that this is temporarily mediated. So some weeks we appear to be doing really well. Other weeks we have very few people going into treatment. That is not unexpected because there is not a control mechanism of who gets referred there and/or who elects to stay. So since January 1st through February 21st, there have been 113 admissions. In January, there were 47 admissions, 30 were male, 17 were female. That is the other thing is that there are men and women and non-binary individuals accepted into SAFR. The age range was 24 to 79, with an average of 41. We had, like I stated, no admissions that first two weeks. Admission referral sources are multitude. We still have work to do here. Some of it is from the CBI 23-hour unit, which is why you get this reference to the recliners, because if anyone has been in CBI, that is what happens when people go in for 23 hours. They are not given a bed, they are given a recliner. The Transition Center has been a source of referral. The City of Tucson Police, CSHW and other people that have

self-referred themselves. As Liz stated, there is no wrong door. Anybody can self-present they are evaluated. There are firm criteria about who gets admitted and who needs to get referred. Obviously, we want to ensure that people are safe. CBI, however, has lots of experience in the medical arena as well as psychiatric arena, has on staff as a requirement for the SAFR Center comprehensive clinical care, which means people, for instance, that have hypertension can get their hypertension treated, put under control and still stay there. The same is true for psychiatric disease that may present. If an individual has that and they are not deemed appropriate for SAFR, they can then transition into the CBI psychiatric care model so that they can get care there. I do want to share with you some recent data to just kind of illustrate this issue of, if you ask me, what will happen this week, I do not know, in the week of 2/21 to 2/25, there were 14 people that came in. Seven people successfully transitioned to a behavioral unit. That is 50%. However, if we go back to the week of February 8th to February 14th, we had 3 of 17 people go to treatment. So it just gives you a sense of how critical it is going to be for us to assess this as we go forward. And to talk about that briefly, I will talk about the evaluation component of this. Written in the RFP are multiple metrics that are being reported on. We also had required that there be an evaluator, an external objective evaluator. CBI has chosen a division at the University of Arizona which is actively involved in that. They also are required to do a PI, a performance improvement, quality improvement plan every month. Some of those plans, the first plan we have only seen one which was for January, resulted in a real the moving of the door for where people could enter into SAFR. The inclusion of what we call the prepare questionnaire. That is a social determinants of health, objectively validated questionnaire so that we can get additional information about individuals specific situations. It is critical for us to have that in order to do any predictive modeling of do we go forward? What are we go forward with? What is missing? In addition, we are collecting qualitative data for discharge. Obviously, if 3 out of 17 people are transitioned into treatment, there is 14 other people that have left not in treatment. Some are going home, but many people are not. And so what is the difference there? Is there something we can do to encourage people to choose to go to treatment and/or support them during that cycle, that period when they leave? And the other thing we have not done is specifically yet is the outreach to health care centers. Remember, one of the goals of this is to try to ensure that our health care system can do what it needs to do. When people go to the health care system that have a substance use disorder, it may not be the appropriate place for them. It may be if it is an acute overdose. But our hope is to decrease some of the burden that we are seeing on the health care system by enabling the health care systems to refer directly into SAFR. So I think what is important to note is we are so supportive of this model, we hope to be able to prove that it is effective. We are working with many metrics as well as the external evaluator. And right now we are in the area where we are collecting the data, looking at what we are seeing and hope to be able to because we have this continuous quality improvement model, and CBI has really been a great partner, figure out what we should do differently so that we can get better outcomes.

RR: I just wanted to add thank you so much for the report. Really appreciate it. I am a data nerd. I like to do policy and make policy based on data that is proven to work. And so when the City of Tucson first started talking about SAFR Center and being able to use opioid settlement funds, we looked at the data of how it was helping other cities. And so other cities have done it, but we have never. This is something new that we are all trying. And I just want to make sure that I pay special attention and really thank the ROSAC committee, as well as the Board of Supervisors and Mayor and Council, for willing to try something different that we have never done in order to be able to have better data and better results for the community. I have gone to SAFR Center. I do not know if all of you have. I would highly, highly recommend that each and every one of you go visit it. I know that SAFR has been in our partnership with CBI, has been very effective. There is a warm from our Safe City deployments and our nonprofit partners that are there, TPD, Justice Services, all of us. What I have seen because I have been to a Safe City deployment as well, is that the goal is to connect people to the resources that they need. Those are the Safe City deployment goals, and from those deployments, we have either nonprofit partners or police officers that when individuals are asked and they say, yes, I need, you know, I need detox. A police officer can go drop off an individual at SAFR through a special door, and it is a warm handoff from the police officer to someone that works at SAFR. And that individual is held within five minutes. That is the difference that SAFR creates when it comes to our police officers. The other option, what we were doing before was either dropping individuals off that needed detox treatment, either to the Pima County Jail or our police officers would have to go to an emergency department. That emergency department, it took hours. If any of you have gone to emergency rooms, it took hours upon hours for a police officer to be able to leave that individual there. So this is saving us booking costs and jail costs and really moving people towards the real services that they truly need. So thank you so much. I really appreciate that report. Chair Allen, I do not know if you wanted to move to the next item.

MH: Chair. Chairs? Sorry. Okay. May I just really quickly say one thing?

RR: Yes.

MH: I guess I started anyway, so I think it is important after hearing that, just to acknowledge that it is not typical for any of the 3,069 counties in this country to have a Dr. Cullen. So just, thank God for you. I mean, like she got us through the pandemic really well and we are just really lucky to have you. Thank you.

JA: Thank you.

TC: Thank you.

RR: Thank you. I appreciate that Supervisor Heinz.

JA: And so I think it is appropriate then in looking at our next agenda item and around the sort of unique, incredible skills of Dr. Cullen digging into this Gaps Analysis. And

I will just say, right, if you sort of think about where we have gone, we have had reports around both SAFR City, One Pima right, broad complex. And looking at the complexity of responses, we have heard about a pilot project where we are digging in, piloting something that is fairly unique. And now I think the question still is right, like, we know we are not doing enough, but in order to figure out where to do more, I think we always come back to this question of where the gaps are, what do we need to be doing more of? And so very excited to hear the presentation of the Gaps Analysis that has been put together by Dr. Cullen and the Health Department team.

TC: Thank you. I do want to say one thing about SAFR. So a lot of eyes are on us for this. I was just at the Big City Health Coalition, 35 largest public health departments in the country who are like, so how is that going? I am like, give me a little bit of time and we will figure it out. And thank you, Dr. Heinz. Does the slide deck come up or do I need. There is a slide deck. Hopefully. Maybe not? Do you have that, David?

RR: We are trying to find it Dr. Cullen.

TC: I can go without it because I think you guys all have a copy. Well, you have the full, large document and I will give you a synopsis of that, and we will go from there. And hopefully David will be able to pull that up in the back. Okay. So I do want to say that and I really appreciate Dr. Heinz saying that. However, this was not my idea to do this. It was at a Metro Justice meeting. Supervisor Scott, I am looking at you because you were the one that suggested that there is a lot of stuff out there, and maybe we should figure out how to pull it all together. I glibly said, oh, I can do that in three weeks. Well, three months later, and thank God he gave me grace to say, you are never going to get that done despite using. Because I was like, I will just use some AI. Okay? So I do want to put out here that we did use a little artificial intelligence on this. I did not specifically pull up all of these myself.

RR: Here it is coming. We got the presentation as well.

TC: Thank you. Oh, here. Purpose and scope. Okay. So we looked at over 20 documents. The exact number is 24. This includes many of the things you have already talked about. Safe City, One Pima, Prosperity Initiative, Strategic Plan. Any document we could get a handle on. We started with documents back from '21 and went through August of '25. There have been, so for instance, there is an update on the Safe City document, the updates are not included in this analysis that we did. What we specifically were looking at, were the plans and strategies that have been identified by multiple stakeholders to address the opioid response in Pima County. We elected to compare these recommendations to what is a known public health framework, which is policy assessment and assurance. That is the triple leg stool that we talk about when we talk about public health. And you are going to see that we have then used that as we go along. We looked for what had been identified by the individuals that wrote these documents of strengths, gaps and opportunities. It is important to note we did not ensure that what had been identified as a strength gap or opportunity by the person that wrote the document was accurate. We assumed that if the document had been there and all of these had been published and

pushed out through the community, that they were adequate and that we could use them. So there were ten thematic items, I think you so much identified. You can see these here. What is important to note is these are very similar to the thematic item areas that we saw with ROSAC. ROSAC, an independent group of people looking at what is the best way for us to solve, what are the issues related to opioids. And people came up with these thematic areas. These are also many areas that have been funded through, set aside from ROSAC, that we talked about earlier. If you have the opportunity, you can go through your large document and look at them specifically. And...you guys are doing it back there, thank you. These are the strengths that were identified. Field based harm reduction outreach efforts are scaled and consistent. What this means is that they were scaled and consistent throughout the delivery model. So not if Pima County was doing it well, if the City of Tucson was doing it well, if the City of Marana was doing it well. This is what we saw consistently out there, that there was coordinated engagement between partners and the jurisdictions, and that that was gathering momentum. And we see that specifically in the work that we are doing with ROSAC and that government and investment commitments are helping drive substantial change and sustainable change. I want to talk just briefly about this. You will recall Mr. Holmes mentioned the opioid settlement dollars, the over \$100 million that is there, and also mentioned that there has been no additional funding that has come in through August. Now that other funding is in the queue, but it is not in a queue that we control. It is in the queue of the individuals and the organizations that had settlements given to them in order to address the opioid situation. So this is really, in my opinion, helping drive sustainable change. I am not sure we are there yet, and we are going to see that as we go through. Next slide. So the next slide is the gaps and these are gaps that if you recall what Steve presented, when Mr. Holmes presented for the ROSAC dollars, some of them are addressing this, right. Transition points, continuity of care. Now remember this is individuals that had written documents to pull the documents together. And they have said that some of these have not yet started or they have been initiated, but they are not yet stable. I think that I would agree with that assessment, that there is a lot of work being done in this area, but we still need to move that work through so that it becomes foundational and really instituted in our delivery system. Structural integration, shared infrastructure is in early stages, capacity for stabilization and step down care in early stage. Let me just comment a little. When we ask people, we went back and we said, where are you with these recommendations? And we asked the individuals that had written the documents and/or been involved in the documents. Early stage means it started, we are worried, we do not know how we are going to continue it and/or there is greater need than we have been able to meet at that time. Youth prevention work in coverage. And I already talked about that briefly, but a huge component that we hear repeatedly, workforce sustainability. This we know is a major gotcha. The workforce sustainability in this area, in behavioral health and substance use disorder, in primary care, in the integration of behavioral health into primary care and the initiation of medication assisted treatment is sorely lacking. There is lots of efforts being done there. Obviously, many of those are with health care training, behavioral health training, not really necessarily within the purview of the Health Department to make this happen, but the recognition that workforce initiation,

sustainability is critical, needs to be highlighted. And then policy and reimbursement alignment. You heard this briefly when we talk about Medicaid, as the looming Medicaid cliff happens, and as disenrollment is happening, and reenrollment will require a six-month reenrollment and or work, this is a high concern for us. What is important to note is that behavioral health and or substance use disorder may exempt you from the 80 hour a month work requirement. That is a state decision to say, what does it mean to have a behavioral health condition? What does it mean to have a substance use condition? Lots of policy work left, I think, for us to do in conjunction with you. Next slide. So the opportunities, now these are opportunities that came up once again from the documents. Remember the documents now are six months old, five months old. Things change rapidly in there. Development and implement a unified regional opioid response plan. As part of that formalized governance structures to strengthen and inform efforts. What you have heard today, prior to my speaking is lots of efforts that are going on. So, this recommendation was throughout most of the documents that we saw. And I think there is multiple ways this can be approached, but it was a high priority issue that was identified. And then policy actions, which I just talked about. The policy actions, however, are not just with Medicaid. There are multiple other policy actions that need to be addressed. Next slide. The next slide, that is government and policy. Remember policy assessment assurance, assessment, accelerate data interoperability. For any of you that have been at any of these meetings. You know, the data, data, data, the ability to share the data, the ability to reconcile the data, the ability to know my data is the same as your data is out there. This is being worked on. So I do not want to take away from the amazing work that the City of Tucson is doing. The other jurisdictions, Pima County is doing, but we are not very far in it. And the further we can get, the better off we would be. And the same will be for shared evaluation framework. This goes to a question that I have been asked. Chair Allen, I think you have asked this myself. When we have presented what the allocations were for the different parts of the ROSAC, the \$8 million, what is the evaluation? What are you doing? Can there be an overarching shared framework? We do not have that right now. That does not mean that cannot be done, but it was pointed out as an important component. Next slide. And the next slide is the assurance, which is really and you guys have heard this a lot too. This interim shared referral system. This is a data system that would allow whoever was on the other end to know if a bed was available, what insurance that bed took, how I could get somebody there. Can my animal come? Can my family come if that is needed? Pilot transport and step down capacity linked to sobering reentry. I think that part of the Transition Center is starting to look at this stabilize and standardize use prevention. As you know, there are multiple youth prevention opportunities, some of which were just recently funded from the ROSAC settlement. However, the ability to see what is going to work in standardize is important. And finally, workforce, which I have already talked about. There is a last slide here that we just put together that you do not have, but I want to share with you. It is related to the limitations of this study. Because if you elect to discuss this, I just want to be clear. This reflects a point in time. It does reflect the use of AI. Lots of human intervention on this. But we did rely on Copilot, which is the AI tool available at the County. It is not exhaustive. I am sure there is our documents out there that we did not know about, that we could not find that there

was variation in detail and quality across the source documents, which we tried to reconcile. Perhaps we missed some things in there. Actually, I am sure we did. That recommendations may overemphasize early engagement and harm reduction and underrepresent long term treatment and stabilization. And the reason for that is the immediacy of the need is for early intervention. And something I can do right now for you. But what we know is treatment and sobriety and recovery are a journey. They do not happen quickly. The resources tend to fall off, however, fairly quickly for individuals that need them. These opportunities are not prioritized. They are lists that we put together into a public health framework that we believe can be used for discussion. And with that, I thank you for the opportunity to present to you.

JA: Thank you, Dr. Cullen. This is incredibly helpful. We are going to pivot now to some questions. I have one very quickly, and I am curious for those who are involved with the Justice Working Group, which then has some subgroups within it. And I am curious, and this might be too early to ask this, but I am curious around the Justice working Group which of these areas around the opportunities or the gaps do you feel like that the Justice Working Group is kind of digging in on? Just in terms of thinking about which areas are we already kind of addressing through some existing structures? And that is kind of for anyone.

RS: Chair Allen, thank you for the question. And, Mayor Romero, if I leave anything out, because we have been working on this together for the last year or more, there are four working groups that were established by our Metro Justice System partners principles. The first one looks at the operations of our courts and includes increased collaboration not only within the court system, but also between City and County attorney and also TPD and PCSD. The second group, and we heard an extensive presentation from them at our last meeting, has to do with data. As Dr. Cullen was saying during her presentation, we deal with significant siloing in the area of data, and it has really been the focus of that group to try and bring the two governments together in terms of all the different data sets that we have and the ability to be able to share them together. It really has been those two groups, Chair Allen, that have gotten the greatest attention. There are two other groups, one dealing with the Transition Center and the fourth one dealing with deployments, deployments that Ms. Morales made reference to during her presentation on the Safe City Initiative. But we have found that it has been those first two groups that have needed the most time, direction and grace, really from the principals who are part of the group. Mayor Romero did I leave anything out?

RR: No. I think you have been super thorough. I do not know Liz or Steve, if you wanted to add anything in terms of the Metro Justice Group's work on it? I think you did a great job. Thank you so much. We are going a little bit over time. We are at 2:00 p.m., but we do want to make sure that we open it up for questions, comments, suggestions, etc. etc. So if that is okay, Chair Allen, we can open it up and then, you know, start from my left hand side and see if Councilman Lee, if you wanted to add. And then we will just go down the row if you would like.

NL: Alright. I get to get the party started. Okay. Well, thank you to all of our colleagues and all the presenters today for all this wonderful information, a couple of things that come to mind and I hate that I have to go first because I really love to hear what you all have to say before I start. But this book is huge with all the gaps, and it just feels like to me that we have a good opportunity to realign so we are not so scattered. There is like hundreds of things that are initiated and kind of spinning out there, and it feels like it is a great opportunity to kind of recenter and restructure what those are. In preparing for this meeting today, I had a lot of notes together, and I talked to the County Attorney yesterday, and I threw all that out the window. And no, it was for good reason that I threw what I was thinking out the window. So great, great communication there. I submitted a newsletter out to the community yesterday. We had our own retreat last, I think it was last week, and my whole entire conversation was around core services. And we have been talking extensively about the budget deficit that we are facing and that sparked an idea for me here. When I think about our relationship right now, I feel like we are two friends, you know, and we just lost our job and we are kind of going broke. And you all are solid with a good job. And you just got a raise, and we go out to dinner and we finish eating, and the waiter brings the check and we have that awkward moment, like, who is going to pick this up? And I feel like we are kind of there right now, because just to be completely honest, we are really struggling and we are going to have to have really difficult conversations about programs that we have built that are above and beyond core services. Responding to 9-1-1 calls, filling potholes, keeping our parks maintained, that we are going to have to have support from the County to help us carry, because we will not be able to carry that weight. So everyone is doing a lot. I am just kind of putting it out there. My colleagues might disagree a little bit, but I feel like our capacity in some of these spaces is going to be extremely challenged in the near future, and I know that the partnerships and the work together is going to have to continue and strengthen for us to all work together and keep addressing the community concerns that we all hear every day. So that is just what I am thinking. Hopefully, you know, for what it is worth, that is a horrible analogy, but that is just kind of what it feels like right now. And I just wanted to be honest about where I am at and really concerned about our budget and our ability to keep moving forward.

RR: So are you thinking funding outside of opioid settlement funds?

NL: I do not know what specifically the answer, yeah, I do not know what the answer is. I am just thinking about all the work that we are doing with our outreach and everything where we are kind of intersecting with behavioral health and mental health and substance use disorder, and it is not in our scope. And we are going to have to have hard conversations about what we offload and what we scale back and really going to need to lean on the County for partnership in those areas.

RR: Thank you, Councilman, I think that is for us to think about in terms of how we continue partnering as a City/County.

JA: We met before, right? Supervisor Christy.

SC: Thank you. Chairs, all these analytics of treatment are very impressive. And of course, it is a very important piece of the whole picture. But a lot of the programs and a lot of the treatments and a lot of the wraparound services and things of that nature were promulgated and the impetus was because the community was fed up and the business community was fed up with crime. And the motivating factor in most of these programs, of course, is treatment, but it was also the abatement of crime. I see no analytics about how these programs have impacted one way or the other, crime in our community. And crime in our community was what created really these demands for some sort of action, but all I have seen is treatment. What about what effect it is having on crime in our community?

LM: Thank you. Mayor, Supervisor Christy, that is an item we can certainly bring to the next meeting. We have seen incredible work by our Tucson Police to do the work around enforcement. I think there is some opportunities to talk about where we have seen crime reduction. We have seen crime reduction in various ways. Whether or not we can point it directly to, Safe City, but in general, we are seeing reductions in crime throughout our city. But I would like to bring some of those analytics back to you at our next joint meeting, so that we can understand how some of this work. I think the Star Village demonstrates that that kind of work did bring down crime in that neighborhood. So...

RR: And I know that Tim would like to add to that. Thank you.

TT: Thank you, honorable Mayor and Chair. And to your point,

RR: Can you pull the mic closer to you?

TT: I do not want to pull a Steve Holmes here. But in the Safe City Action Plan, we do have key performance indicators and metrics. Two of them directly go to the questions you are asking. We have one about gun violence and Viva zones and we have another about Sun Tran safety incident rate. So we actually not only can bring, you know, tangible evidence of crime stats and things generally, but we actually have two of our key KPRs are directly in that space. Thank you.

SC: Madam Chair. Thank you, Mr. Thomure. But those are just two parts of the criminal situation. The two very important ones, but just two. There are many more categories, many more areas of criminality that are really affecting the livelihoods and the quality of life of the community in Pima County. And it is really important for, I think, if this is going to be a success and if we are going to tout all of the treatments and all the programs and all of the great recovery things, which is very important, that we need to do it in the context of why it is there in the first place is because of crime. So I would encourage that we get a lot more involved with what impact this is all having on the overall criminal aspects and criminal activity in our community.

RR: Yeah. Supervisor Christy, we are getting really good data from the Star Village mile radius data that is proving that incidents and that includes all kinds of crime coming

down 35%. And that is in the first five months of creating the Star Village. The other piece of crime that I think we have to really talk about is our Viva sites, which are holistic. Lots of work from TPD to our Housing First coordinators to our own businesses and neighborhoods. We are seeing in some Viva locations 80% gun violence reduction and crime reduction. And so I think that it is important that we make sure that we all empower ourselves with the information that is being provided. And your point is well taken. Make sure that those pieces of information in terms of crime reduction is also shared with the community.

SC: And let us not forget, Your Honor, the burglaries, assaults, thefts, auto thefts, there is a whole host of categories. And I know you are talking to Star Village, but that is just one little square mile. And how many people did it serve, what, 80, 90? And the criminality element is much more pervasive.

RR: Crime in the city has been going down as well as homicides. So I think crime stats...

SC: Do you think it is a result of these programs?

RR: Absolutely. In the last few years, crime has been going down in many areas of our stats in the City of Tucson. I think we need to make sure, I do not have the percentages in hand, but what I can say is that in many areas of the City of Tucson, crime is going down, including an almost 20% reduction in homicides. So I think those percentages and that information should be made available to you all and the public.

LC: Madam Mayor, Chair Allen and Supervisor Christy, I appreciate the question. And we have all of the countywide stats, and I am happy to help in advance of the next meeting.

JA: I also just want to toss out just a time check issue. Time is not on our side. So roughly we have got about, you know, if everybody takes an equal amount of time, about two minutes, 2 1/2 minutes per person, just sorry.

RR: Councilmember Barajas.

SB: Thank you, Chair and thank you, Mayor. I just had a question, a follow up question with the data specifically with the SAFR Center, are we collecting the data of where are these neighbors coming from? Are they originating from Tucson or from the state or another state? Because would that help determine kind of where we are going to focus on in terms of resources?

SH: Chair Allen, Councilwoman, yes, we are collecting a series of data. It is broad and all the demographic data, including kind of where they are from, will be part of that analysis.

JA: Supervisor Cano.

AC: Thank you, Chair Allen and Madam Mayor, colleagues, I am really grateful for the opportunity for us to be here this afternoon for our second joint meeting. And I just kind of want to take a step back and applaud the work that local jurisdictions are doing to work together, particularly Pima County and the City of Tucson, at a time when all of the investments that we have talked about today are a combination of funding, a little bit of federal, a little bit of opioid, but for the most part, local taxpayer dollars that we are investing. And that is a statement that I start with, because I do not see the federal government coming to support our work. I do not see our state legislature coming to ensure that access treatment is expanded. And yet here we are looking for solutions. So I welcome all of us to the solutions driven table. And I know I am sitting at that one. I want to thank our County staff, our equipment operators, navigators, Sheriff's deputies, librarians, doctors, nurses, justice and health partners. They are all doing incredible work with professionalism and with humanity. The District 5 Office introduced One Pima in November for a simple reason. People want to be able to take their kids to the river path without stepping over trash or needles, and they want to know that when someone is in crisis, we do not just push them somewhere else, we actually take care of them. So I am proud of our Board for adopting this plan 4 to 1, because we agreed results matter. And you have heard about those results that we are delivering. Let me break that down for the people watching at home. Next year we are putting real resources behind two diversion programs, one at the Superior Court, the Supportive Treatment and Engagement Program, and two, the Drug Treatment Alternative Program with our County Attorney, \$350,000.00 each going to both of those programs in the year ahead. If diversion works and it does, we should scale it so that fewer people cycle back into jail. Second, you have heard about the progress on the Loop. I was out there yesterday morning. Since December, the County and contractors have cleared almost 100,000 pounds of trash along the Rillito and the Santa Cruz. That is not a talking point. That is a safer, cleaner public space and we are doing it responsibly and with navigators, by the way, when we are clearing out those spaces so that we can get access to services, I know my time is getting limited. And so I will say the Transition Center going from five days to seven days in the coming weeks, is a handoff point that is going to be super critical because people do not only need help, Monday through Friday, seven days closes the weekend gap, and we have had over 2,500 people since the Transition Center was created three years ago come in to our Transition Center to have that handoff, which is critical to this discussion. The innovation that we are talking about, incentivizing our housing providers to expand shelter, access, pet friendly options, providing showers and bathrooms and basic hygiene amenities so that is not on our streets is the right thing to do. And last, but not least, Pima County has invested this year alone almost \$10 million in affordable housing. The private sector is not doing this. The federal government is not doing this. The state government is not doing this. And we are going to do it to the tune of \$250 million over the next ten years, because we need as a region to build 6,000 homes per year to be able to keep up with supply. That is One Pima in plain terms, diversion that works. Corridors restored, a real handoff to services, and smart innovation that removes practical barriers and housing at scale. And this is all happening because of the meetings like we are having today. And

most importantly on the County side, because of our 7,000 employees who every day do their very best. Thank you.

RR: Thank you so much. Council Member Schubert.

MS: Thank you so much. Mayor Romero and Chair Allen and everybody who is here. Really exciting to be here at my first joint meeting and I have loved the conversation. I will keep it brief. You know, throughout the conversation there has been comments sprinkled in about, you know, the savings for, you know, for example, reduced bookings, reduced incarceration, reduced utilization of emergency services, 9-1-1 calls, I am curious to know, like the quantified and specific fiscal impacts of these investments that are research and data driven, because there are savings, it is not just about the expense of launching the service. The payoffs are way more than that. So I think part of making the case to our constituents should be outlining how much we are saving, not only in terms of people's literal livelihoods, but I know that compassion does not move everybody. So what money have we saved by not throwing people in jail for being addicted to fentanyl? And then just to plug anybody who has not gone to the SAFR Center for a tour. The Ward 6 team and I went and it was really, really impactful. It really stuck with me to see the real people that this was impacting. And I know that it can seem really small given the enormity of the problem that we are facing, but we have to start somewhere. It is like the starfish thing, right? Like you find somebody and you help them and it lasts their whole lives, and it affects their communities and their families and their loved ones. We have to start somewhere, and I am grateful to be here with you to do that work. Thank you.

KD: My turn. Yeah. Thank you. Chair's suggestion for next meeting. Shorter, fewer presentations because we all want to talk more and this is frustrating. And I am just going to talk on one of ten topics that I thought I could share with you today. I want to thank...

RR: Can you make sure that you just speak a little bit closer into the mic?

KD: Yeah. Thank you. I want to especially thank Supervisor Cano and all of you for doing the Loop. The section of the Loop that I am most concerned about north of Walmart from Tohono today to Stone, was an area where a bicyclist was stabbed and killed, where it was known to be unmanageable, open air drug, police. My office provided extra money so that we could have bicycle cops, which proved really successful, but they had to be there all the time. After the deployments, after everybody focused attention on that area, TPD was able to continue to deploy people. They are not using overtime, just regular time and kept it safe. I think this is a model that is working, and I am so proud that we were able to cooperate on it. I look forward to other possible cooperations. Thank you.

JA: Supervisor Heinz.

MH: Thank you and great to be here and I would echo the comments of Council Member Dahl. It would be great to be able to have a little more discourse because we do not really do that very often. So I will try to get through all of this in my like 90 seconds. But no in hearing Councilmember Lee and the real budget situation going on with the City of Tucson, I do think there are some ways we can work together where we kind of already have. And I am looking, this is not super related to what we were talking about earlier, but looking at kind of aligning development, community feedback, budgetary concerns on the City side, and also in talking with our own development services folks, I think it would be great for us to explore looking at just the building group side of things like that is the permitting process and that is inspections and stuff, and making it look a little more like the Health Department, because that is basically the County does not touch like zoning, planning, land use, all of that stuff. But our building codes are quite a bit alike. They are very, very similar. And we have had collaboration in this department before. We had during COVID, there was a huge backlog of permitting. That was something that the departments worked together on to fix that. And I just think it would be great for, frankly, efficiency in government potentially taking a \$4 to \$5 million line item off of the City of Tucson budget and taking out some uncertainties there. We did it with libraries. I would love to see a working group come together to talk about this more, because I think it is something that we could do together that might help the whole community and maybe even speed along projects that we all care about, like affordable housing. So thank you.

RR: Councilmember Cunningham.

PC: Along those lines, one of the discussions that I have thought about is the Rincon Station that deploys about 14 deputies during the day, helping us shag a few calls. Look, a lot of this is accessibility. There is a big handoff piece. I like to think things about what is going on the ground. So the way I do that is I go onto the ground and find out what is going on the ground. Well, okay, we have a person there under the influence. They are either unresponsive or they are acting unpredictably. And somebody calls police and police show up and police say, *"Well, we would like to have CSHW come, but it is 7 o'clock at night and we do not have a service deployed. Why not?"* And then the discussion is, *"Well, what are we going to do? Are they going to go to jail? Are we going to take them to Kino to be cleared? If we take them to Kino to be cleared, where are they going to go after that?"* And ultimately, especially at night, the person ends up in jail where we do not want them to go. We have to think pragmatically about each case. Right now, my office works with people who walk in, and we try to get them through CBI, through detox, through shelter and to working. We try to facilitate that, and it is all hands-on deck. Everybody should be pitching in at that level if they do know how to do it. So I am thinking about some of the things that we brought in today. And I am thinking about how do we have them seven days a week and how do we have them at least 11 to 12 hours a day? That is way more important, if our officer, responding officer can do iPad court that instant and also have a social worker respond that instant and we can start a case plan that instant, that is a lot more efficient and immediate. That is better for the court system. That is better for the social services. The worst thing you

can tell somebody who is ready for help is, well, hang on, hang in there and we will have somebody call you in a couple days and that seems to happen way too often. So I am thinking about, I appreciate the report first of all. Now, I do not mean to sound harsh at all, because the work that is being done is amazing and you guys are cutting edge and you are really trying. We have got to think about, we got to be way out of the box here. I want to be able to do iPad court, social services and public safety response all in one move in one hour. And maybe we are there. Let us find out. Right now, we are totally under-resourced, and that is because we do not have any money. So I think there is some other discussions there. Sorry for going over my big fat two minutes.

JA: Supervisor Scott.

RS: Thank you, Chair Allen, and thank you to both you and Mayor Romero for your leadership and organizing and facilitating this meeting. I want to extend a special thanks and welcome to Councilmembers Barajas and Schubert, who were not with us at our first joint meeting because they were not yet part of the Council. Very much looking forward to working with both of you moving forward. There is really three areas of focus that I wanted to ask us to consider. Going back to the question that was posed by both Chair Allen and Mayor Romero at the beginning of the meeting, which is how do we address gaps? I think we have gotten a great overview of what is working and also some opportunities of where we might do some further work. But there is three specific areas where I would like to see us look at some of those gaps. First of all, the Metro Justice System Working Groups have always been structured with the intention of offering policy recommendations to this Body that could be followed up on by both the City Council and the Board of Supervisors. So I am hopeful that in future meetings, we get some specific policy recommendations from those working groups that we are able to bring to the table to discuss here. I am not saying that in any way to be critical, because I know from my conversations with both Mr. Holmes and Ms. Morales that all four of those working groups have needed more time and more direction from the principals groups in terms of how to move forward. But that is something I would like to see us focus on. At one specific example, the Courts group is looking at expansion of DTAP and STEPS which are mentioned in both the Safe City and the One Pima Initiative. Secondly, we know that for people who are chronically homeless, especially if they are involved in the justice system, those who are resistant to the acceptance of services and shelter are the ones with whom we have the greatest difficulty, and they are the ones whose public behaviors often cause the greatest concern for the public at large. I do not know that we have talked enough as two governments. I do not know that we have looked at enough examples from other governments as to how we can build our success in terms of addressing people who are service and shelter resistant. The last one is with regard to our local Continuum of Care, our local HUD required Continuum of Care. The Tucson Pima Coalition to End Homelessness, as they are going through the strategic planning process and both Mayor Romero and I have talked about this several times, not just amongst ourselves, but with TPCH. The priorities and emphases of the two jurisdictions that are represented in TPCH need to be given greater weight and

greater authority. I have talked with people who have been involved in continuums of care in other communities, and they are astonished to hear that both the County and the City are often in a minority role with regard to the operations of TPCH. Having said all that, I really look forward to these meetings moving forward. I know we are going to stick to that quarterly schedule, and thanks for this opportunity.

RR: Vice Mayor Santa Cruz.

LSC: Hi, Mayor and Chairwoman, again, thank you for everyone who helped shape all these plans that we discussed today. I really do appreciate the coordination across the City and our County partners. And I just have three points that I wanted to highlight as it pertains to safety in our community. I just wanted to keep in front of us that when we talk about violence prevention, we also need to include traffic violence. While fatalities remain far too high, we also have many residents each year who survive crashes but live with life changing injuries. These injuries affect our families, our jobs, our housing stability. So as the City develops, we started developing our own high injury network map. I would be interested in how the County might also align infrastructure and prevention efforts regionally, so we can address one of the most preventable forms of harm in our public spaces. Second, I want to also reaffirm that prevention starts early. I would like to see a stronger integration with youth programming with our school partnerships that include parents. How are we working with our school districts and after school programs for behavioral health support, youth and family engagement, and even traffic safety education as part of this broader effort to interrupt cycles of violence. The earlier we intervene with education and support, the more we can prevent harm before it happens. And finally, I just wanted to highlight the SAFR Center pilot because as we all know, addiction is a disease and we need to continue treating it as such. We also know that recovery is not linear. It can take multiple attempts and long-term support. And the SAFR model, with their no wrong door approach to help stabilize people and connect them to medical treatment, is critical, especially if over the long term, we want to save money from incarcerating people, knowing that that is not the proper treatment for somebody with a disease, a chronic disease. The people seeking treatment are part of our families and our neighborhoods. So I am proud that we are investing in programs that meet people where they are at and support recovery. So again, thank you for this time.

RR: Thank you to my colleagues. I appreciate your feedback and input and all of the concerns and questions that you have put together here. I know that we are taking notes, and I think that our City Manager, Tim Thomure, our County Administrator, Jan Leshar, we meet as Chair and Mayor and City Manager and County Administrator. What is it, twice a month. And so we are going to make sure that we follow up on these questions and comments and concerns that we bring up. In terms of gaps. I think that one, I appreciate the partnership with Pima County, the investments that the County government and the Board of Supervisors are making in affordable housing in our region are absolutely important. And I had the pleasure of joining a Safe City deployment just this past week, and it had amazing presence of Pima County. And I was able to do a ride along and look at how we treat with

respect and dignity the individuals that we approach on the street, offer them the treatment that they deserve. And in my conversation with both the City of Tucson staff, Justin Hamilton, that does our Housing First, our officers, I asked them, *"You are the front line. You are the ones that are seeing this day in and day out and I want to hear your impact. What are the gaps?"* That was my question to both Officer Benitez, that I did a ride along with and to Justin Hamilton and other nonprofit partners that were there, and what they said is that because of our Safe City deployments, and it is a holistic approach. It is offering services and at the same time, it offers accountability to those that are breaking the law and committing crime, but the goal is treatment. Justin and our nonprofit partners said people are accepting our services at 50% rate. And as Dr. Cullen said, that does not sound wonderful. But before we started our Safe City deployments, the acceptance rate for treatment was less than 10%. And so it really is working. But what they said, especially the nonprofit providers are, okay once we take them to the SAFR Center or the Wildcat, what is the long-term solution for sobering facilities that are longer term? After the 96 hours that is at SAFR, where do we connect that person? We do not have enough low barrier shelter, and we ask on the City of Tucson side that the Board of Supervisors really contemplate the investments in your affordable housing investments into low barrier shelter and transition housing. And so that, I think, is a huge gap that we both together, we have to provide solutions for. I know that the City of Tucson is applying for funds from the affordable housing funds from Pima County for the Wildcat House. That is a low barrier shelter that is housing not just individuals and couples, but children, families that are unsheltered. And so we are applying for \$1.1 million for the next five years, I think, ten years, so that affordable housing funds can continue making sure that we have low barrier shelter, connecting individuals to that option. And then we are also applying for Craycroft Towers. The City of Tucson needs gap funding to rehab the Craycroft Towers that we are applying for funds from Pima County. And then the other question that Officer Benitez asked in terms of policy, he said, are there any other jurisdictions in the region, both Pima County Sheriff's and police departments in Marana, Oro Valley and Sahuarita that are doing our similar to Safe City deployments? Having a holistic approach to offering those services to unsheltered individuals in their communities, because that would really lighten the load that TPD has to carry when it comes to unsheltered homelessness and how to provide services to the people that are, you know, on our streets, unsheltered suffering from behavioral health or mental health. So, I would pose to you, what can the Sheriff's Department do? How can we have that conversation with our Sheriff? And in terms of budgeting, how can the Sheriff's Department be funded to participate in Safe City deployments in the outskirts of the City of Tucson, or offering a second deployment because we have once a month deployment, Safe City deployments with TPD, how can the Sheriff's Department be of assistance to a method, frankly, that is working and that is really showing tangible results to our community. We hear it from businesses; we hear it from neighbors. We hear it from friends and people that, you know, I find at grocery stores saying how our Safe City Initiative and our Safe City deployments are showing tangible results. So I guess that is my piece in terms of how we work together to fill the gaps.

JA: Well, just to close us out, first of all, an enormous thanks. This is it is an impressive room to sit in to hear both the commitment, the creativity, and then also the unique perspective that each person brings in the lens. Right. I appreciate the focus on integrating utilizing the Justice Working Group and pushing to come up with more policy recommendations in this space, and thinking about the integration of youth and adult, and working through our schools and after school programs. I think just because I would like to end meetings on time, and we are already a minute over, I will just say that I look forward to the conversations after this meeting and thinking about how do we answer some of the questions and get the data and research that has been asked for. How do the Mayor and I continue to have conversations about sort of moving some of this forward, and also the conversations amongst ourselves to continue to move the conversation forward. So, with that deep appreciation for everyone being here, thank you, County Attorney, for being here, and I look forward to the next meeting in a quarter. And I definitely heard the feedback about less presentations and more conversations. So, thank you.

RR: Thank you all so much. We really appreciate it. Our meeting is adjourned. Thank you so much.