



MEMORANDUM

Date: May 12, 2023

To: The Honorable Chair and Members
Pima County Board of Supervisors

From: Jan Leshner *Jan Leshner*
County Administrator

Re: **Update on County Initiatives to Address Homelessness and Public Safety**

The April 27, 2023 memo to the Board of Supervisors provided an update on a modular service building being placed at the Pima County Detention Center Complex as an effort to reduce justice system involvement. At the May 2, 2023 Board of Supervisors meeting, a question was posed regarding similar intervention efforts/models across the country being explored that would inform iterations of the modular service building. Additionally, a question was raised seeking clarification on a proposed strategy for consolidated warrant resolution. The purpose of this memo is to provide follow up to these questions along with a status update on the jail modular project now known as the Pima County Transition Center.

National Models and Strategies

The County, in collaboration with our partners at the City of Tucson, have researched multiple programs, facilities, and strategies nationwide to inform our efforts locally – both for the Transition Center, and for potential application in other initiatives that may complement the modular project.

The following represents a selection of programs that have a nexus to one or more of our local strategies:

Name: Justice Link	Location: Tulsa, OK
Justice Link is a non-profit organization that help individuals navigate the justice system, as well as receive needed services and resources. Per their website, Justice Link "connects those navigating the criminal legal system... to a full spectrum of community-based services – all under one roof." Eligible individuals include those released from the Tulsa County Jail within the last 90 days, released to pretrial services, are at-risk for a bench warrant due to failure to appear. The service center provides Court and Resource Navigators, as well as connectivity to other services including getting and identification card, benefits enrollment, cell phones, housing, transportation, and treatment services.	
Name: Tap in Center	Location: St. Louis, MO
The Tap In Center, is a program based in St. Louis County that was launched with support from the Safety and Justice Challenge, provides individuals with assistance to resolve warrants, obtain status updates on their pending criminal cases, and connects them with a public defender. The Center can provide cell phones and connect individuals to other wrap-around resources such assistance with food and shelter.	

AGENDA MATERIAL

Name: Support Team Assisted Response (STAR) Team	Location: Denver, CO
<p>Phone calls to 911 involving mental health, substance use, and homelessness in Denver are routed to a STAR unit, which consists of behavioral health professionals and a paramedic, which are dispatched throughout the community. The unit provides de-escalation, direct clinical care, and connection to community services. The mobile team is able to provide transportation to an individual to a treatment provider, but only operates from Monday to Friday, 6 am to 10 pm. City of Tucson staff plan to travel to Denver to learn more about this program and related services.</p>	
Name: Freedom House	Location: New York, NY
<p>Freedom House, a service of the Fortune Society, is an emergency and transitional housing facility for adult men with justice system involvement. Men (aged 18 and older) who are currently or likely to be detained in jail and have behavioral health or substance use concerns are eligible for services in the 38-bed facility. Residents receive a variety of services, including case management, mental health, and substance use treatment.</p>	
Name: Mental Health Jail Diversion Center	Location: Tarrant County, TX
<p>The Mental Health Diversion Program is a pretrial, post-booking diversion program. This ARPA-funded facility was launched in 2022, designed to reduce the number of individuals with low-level, non-violent crimes, from the jail population. Admission is voluntary, and participants are connected with treatment services and housing assistance during the average three-day stay. The facility is owned by the county and operated by a contracted treatment provider.</p>	
Name: CAHOOTS Program	Location: Eugene, OR
<p>The Crisis Assistance Helping Out on the Streets (CAHOOTS) program, operated by a local treatment agency utilizing City of Eugene vehicles, is a mobile response team consisting of an Emergency Medical Technician (EMT) and a crisis intervention worker. The team targets social service calls that would have otherwise gone to 911, and provides immediate crisis stabilization, followed by transportation to a treatment facility. They also provide transportation for non-emergency medical care. The program operates 24 hours a day, seven days a week.</p>	
Name: Harris County Jail Re-Entry Program	Location: Houston, TX
<p>A division of the Adult Justice System Services Department, the jail Re-Entry program provides short-term residence for individuals leaving Harris County jail with no place to live. This voluntary program provides brief shelter while longer-term housing is identified; a typical stay is three to five days. There is also a Community Assistance and Resource Program (CARP), which identifies individuals with behavioral health needs who have been released from custody and links them with community resources. Assistance with transportation, parking, and childcare is also provided to improve court appearance. The program was launched in collaboration with the Harris County Office of Justice and Safety. This was created to coordinate efforts of criminal justice stakeholders to advance innovative approaches to justice, and acts as a resource for all County criminal and justice-involved agencies in Harris County.</p>	

It is our intention to expand the services provided in the Pima County Transition Center over time with the goal of making use of the Mission Annex Complex for additional interventions critical in reducing justice system recidivism.

Consolidated Warrant Resolution Strategy

In order to successfully reduce the rate of rearrests and improve court appearance, multiple tactics must be explored in addition to the Transition Center. Among these strategies will include implementing recommendations from the Superior Court's Pretrial Justice Workgroup, collaborating with Pretrial Services and the Courts to identify common reasons for non-appearance at court, and creating innovative solutions to address our findings.

More specifically, one strategy the County is exploring in collaboration with our justice system partners, is the development of a Consolidated Warrant Resolution program similar to the program "[Tap in Center](#)" in St. Louis (outlined above). This proposed program's goal is to bridge the silos of various justice jurisdictions, and educate and empower residents to address their criminal proceedings without the fear of arrest hanging over them.

When an individual fails to attend a court appearance, a "Failure to Appear" (FTA) charge is typically added to a defendant's open cases and a bench warrant issued to compel the individual to appear. Defendants are typically able to resolve warrants themselves by voluntarily appearing in court, requesting a new court date, or other legal proceedings determined by the court of jurisdiction. However, if an individual has an encounter with law enforcement prior to getting a warrant resolved, it may result in the person being arrested and booked into jail.

Warrants can occur in any jurisdiction, and how they are resolved depends on whether they are a misdemeanor or felony, the seriousness of the offense, an individual's prior history, and the preferences or motions of the judge(s) in that jurisdiction. A defendant may have multiple warrants in different jurisdictions and limited awareness of resources available to resolve warrants prior to arrest.

Through a Consolidated Warrant Resolution Center, an individual can get updated case information, be informed if they have any active warrants and in which jurisdiction(s), then receive information and encouragement on how to address the warrant and comply with court requirements. Depending on the jurisdiction, participants can be connected with legal resources specific to that court.

Although this strategy is conceptual at this point, efforts are underway to identify a mechanism that will reliably show all active warrants in Arizona. The City of Tucson 911 Communications Center has been supporting this endeavor, and is collaborating with County staff to identify strategies to launch this initiative.

Update on the Pima County Transition Center

The modular building was delivered to the area just outside the Pima County Adult Detention Complex on May 4, 2023. A construction permit has been obtained to begin trenching and fence modification. This work is already underway. An installation permit from the State of Arizona must be obtained before interior work can begin and an application for this permit was submitted on May 10, 2023 with a request for expedited consideration.

Below is a photo of the modular facility shortly after delivery.



The following aerial photo provided by Facilities depicts the location of the Transition Center, just outside the jail booking/intake (Silverlake Rd is to the south).



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While we work to make the new Transition Center facility operational, we continue to finalize the functional processes needed in preparation for the launch. As such, new staff positions are currently in recruitment, policies/protocols for coordinating services are being finalized, and collaborations with treatment and other service providers are being formalized (See Attachment 1).

The Department of Justice Services (DJS), which will staff and provide oversight for the Transition Center, is working to quickly recruit highly qualified and effective staff able to engage with our target population. Four "Justice Navigator" positions are in active recruitment. A copy of the job description is included as Attachment 2. Interviews and offers for these positions are expected during the week of May 15, 2023.

Conclusion

We continue to be on track to open the Pima County Transition Center the second week in June, 2023. Over the next few weeks, the County's Department of Justice Services will host several information sessions on the Transition Center to inform local service providers specializing in treatment and housing. Our immediate goal is to identify as many viable referral sources as possible for our Justice Navigators to utilize as they make contact and connect individuals with critical services.

JKL/anc

Attachments

c: Carmine DeBonis, Jr., Deputy County Administrator
Francisco García, MD, MPH, Deputy County Administrator & Chief Medical Officer
Steve Holmes, Deputy County Administrator

ATTACHMENT 1



Pima County Transition Center Implementation Task List & Status

Task / Activities	Department(s)	Status
Facility Delivery & Construction		
Modular Order & Delivery	Facilities	Complete: Modular delivered May 4, 2023
Exterior construction (trenching, fencing, etc)	Facilities	In progress
Permit application to being construction	Facilities	Complete: May 9, 2023 [Pending Approval]
Order/obtain furniture for modular/staff	Facilities/DJS	In progress
Interior construction, furniture installation, project completion	Facilities	Pending Application Approval
Transition Center Staffing		
Create four new PCNs for Justice Navigator position	DJS, Finance	Complete: May 5, 2023
Post Justice Navigator positions for recruitment	DJS, HR	Complete: May 5, 2023
Hire Justice Navigators	DJS, HR	In recruitment
Hire Program Manager for Transition Center oversight	DJS	In progress
Order needed resources: computers, uniforms, supplies	DJS	Not started
Train new staff	DJS, Partners	Not started
Other Tasks for Transition Center Implementation		
Obtain County Vehicle for Participant Transport	DJS, Fleet Services	In progress
Develop or procure Case Management System	DJS, ADG	In progress
Develop program literature and consent form	DJS, PCAO	Not started
Identify and apply for additional funding (grants, etc)	DJS, GMI	In progress
Develop program protocols, written procedures	DJS	In progress
Procure participant engagement app (for ongoing communication)	DJS, justice partners	TBD (Possible pilot program w/ ReConnect)
Establish program logic and evaluation model(s)	DJS	In progress
Create a referral list for services appropriate for referral/transport	DJS, City of Tucson	In progress
Create participant resource manual (justice info and resource list)	DJS, City of Tucson	Not started
Host Information Sessions for Treatment and Service Providers	County & City	In progress

Acronyms:

ADG: Analytics and Data Governance Department; DJS: Department of Justice Services; GMI: Grants Management and Innovation Department; HR: Human Resources Department; PCAO: Pima County Attorney's Office (Civil Division)

DRAFT

Last Updated: May 10, 2023

ATTACHMENT 2



Pima County
7136 - Program Specialist - Unclassified (Justice Navigator)

SALARY	See Position Description	LOCATION	Tucson, AZ
JOB TYPE	Full Time	JOB NUMBER	7136 - 20230504
DEPARTMENT	Justice Services	DIVISION	JS JS-GRANTS
OPENING DATE	05/05/2023	CLOSING DATE	Continuous
FLSA	Non-Exempt		

Position Description

These grant-funded positions, with rotating day, evening, and weekend shifts, are in the Justice Services Department.

OPEN UNTIL FILLED

Salary Grade: U1

Salary Range: \$20/hr - \$23/hr DOQ

As a Justice Navigator in the Justice Services Department, you will play a critical role in the lives of individuals exiting police or jail custody. Your main responsibility will be to engage with these individuals and refer them to treatment, housing, and other community resources that can help them successfully transition back into their communities. You will conduct needs assessments and record basic information on referred individuals, and enter this information into a case management database.

In addition to referring individuals to services, you will also provide encouragement and support to those with justice system involvement. You will conduct follow-up appointments or reminder phone calls as needed including additional data collection, coordinate care with local treatment providers, and may need to transport individuals to services, as needed.

Your work as a Justice Navigator will be instrumental in helping individuals navigate the justice system. You will be a key member of a team dedicated to improving the lives of those who have been involved with the justice system, and your efforts will make a real difference in the lives of the people you serve.

This classification is in the unclassified service and is exempt from the Pima County Merit System Rules.

Duties/Responsibilities

(Work assignments may vary depending on the department's needs and will be communicated to the applicant or incumbent by the supervisor.)

Participates in the day-to-day operational and support activities of a functional program or work unit;

Provides administrative and other support essential to the completion of program objectives;

Organizes, schedules and conducts various departmental meetings;

Participates in program activities with other departments, governmental agencies and the public;

Provides internal services support by participating in activities with other departments such as Human Resources, Information Technology, Budget, Finance, Purchasing, etc.;

Establishes and maintains liaison with various outside agencies, groups and concerns;

Conducts surveys to gather information for studies or research;

Participates in the development of program goals and objectives and program budgets;

Researches, analyzes, and reports on program activities;

May supervise daily staff activities;

May assist in performing public relations activities by speaking and giving demonstrations.

KNOWLEDGE & SKILLS:

Knowledge of:

- practices of program operations and administration;
- principles and practices of budgeting, accounting, and financial management;
- principles and practices of effective supervision;
- practices and procedures for providing internal services.

Skill in:

- developing program goals and objectives;
- explaining and demonstrating program activities and requirements to the public;
- communicating effectively, both orally and in writing;
- supervising, training, and evaluating support personnel.

Minimum Qualifications

DESIRED QUALIFICATIONS:

A Bachelor's degree from an accredited college or university with a major in management, public or business administration, or a field closely related to the program area, as determined by the appointing authority, and one year of experience directly related to the nature of the program.

(Relevant experience and/or certifications may substitute for education.)

Qualifying education and experience must be clearly documented in the "Education" and "Work Experience" sections of the application. Do not substitute a resume for your application or write "see resume" on your application.

Preferred Qualifications: (Be specific in describing your experience in your application. Ensure the descriptions

provided illustrate your competencies, specifically addressing the required and preferred qualifications.):

1. Experience working as a Peer Support Specialist or similar position.
2. Experience with motivational interviewing training.
3. Recovery Support Specialist Certification.
4. Familiarity with the criminal justice system either through first-hand experience or as a family member of an individual who has completed incarceration.
5. Experience with/knowledge of local treatment, housing, transportation, and other community resources.
6. Experience de-escalating and communicating effectively with individuals in crisis.
7. Experience making a meaningful impact in the lives of others.

Selection Procedure:

Pima County Human Resources Department reserves the right to admit to the selection process only those candidates that meet the minimum/desired qualifications. All applications will be assessed based on an evaluation of the listed education and experience. Candidates meeting the minimum/desired qualifications may be further evaluated/scored against any advertised Preferred Qualifications. The hiring authority will interview and select the successful candidate from a referral list provided by Human Resources. Additional assessments/testing may be required as part of the selection process.

Supplemental Information

Licenses and Certificates: **Valid driver license is required at time of application.** Valid **AZ** driver license is required at time of appointment. The successful applicant will be subject to a 39-month DOT Motor Vehicle Record review to determine applicant's suitability to operate county vehicles in accordance with Pima County administrative procedures. Failure to obtain and maintain the required licenses and certifications shall be grounds for termination. Any offer of employment resulting from this recruitment is contingent upon Fleet Services' review and approval of the candidate's driving record.

Special Notice Items: The County requires pre-employment background checks. Successful candidates will receive a post-offer, pre-employment background screening to include verification of work history, education and criminal conviction history. A prior criminal conviction will not automatically disqualify a candidate from employment with the County.

Physical/Sensory Requirements: Physical and sensory abilities will be determined by position.

EEO Information: **Pima County Government is an Equal Employment Opportunity employer.** We are committed to an inclusive and diverse workforce and will not discriminate in employment opportunities or practices on the basis of race, color, religion, national origin, age, disability, gender, sexual orientation, kinship, political interest, or any other characteristic protected by law.

Agency

Pima County

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