



MEMORANDUM

Date: November 7, 2024

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

From: Jan Leshner *JL*
County Administrator

Re: **Overview of First-Year Achievements and Impact of the Pima County Transition Center**

The Transition Center, established in August 2023, supports individuals recently released from jail by offering housing, treatment, and essential resources through Justice Navigators—staff members with lived experience in the justice system. This program seeks to reduce repeat arrests, improve court attendance, and alleviate pressures on law enforcement and community resources.

Attached is an Annual Report for the Pima County Transition Center highlighting achievements, significant milestones, and impact on local reentry efforts and community safety.

Key Achievements:

- **Client Engagement and Outcomes:** From August 2023 to August 2024, over 1,100 individuals sought assistance, with 99% utilizing at least one service. Rearrests within 30 days of release were reduced to less than 10% among participants, compared to 27% in a control group. This has led to an estimated 158 fewer misdemeanor rebookings each month, saving approximately \$940,000 annually.
- **Increased Service Utilization:** Service demand has grown steadily, peaking in August 2024, with projections indicating the Center may serve between 1,500 and 2,700 individuals next year depending on expanded hours.
- **Expanded Services:** The Center now offers additional support, including family assistance, warrant resolution, help with housing and treatment resources, and non-custodial police drop-offs.
- **Housing and Treatment Success:** Individuals placed in housing and those who maintained contact with Navigators were 68% less likely to be rearrested within 30 days. The Center placed 160 individuals in housing and referred 421 to treatment.

Operational Impact:

- **Cost Savings and Efficiency:** The Transition Center and the Pima County Pretrial Services (PTS) pre-booking program help save officer time and conserve jail space for more serious offenders. Since launching, the pre-booking program reduced the detention rate for misdemeanor offenses from 20% to below 5%.

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- **Community Engagement:** Awareness of the Transition Center has increased through informational campaigns, including jail intake videos, website resources, and partnerships with community agencies and law enforcement.

Future Goals: To build on its successful first year, the Transition Center aims to:

- Expand weekend hours and increase emergency housing options to meet growing needs.
- Enhance data tracking to refine service delivery and understand outcomes more deeply.
- Secure additional funding to further support its expanding role in reentry and community safety.

The Transition Center has significantly reduced repeat offenses and supported successful community reentry, easing pressures on justice and community resources. Continued support and expansion will allow the Center to deepen its impact and foster safer, more stable communities.

JKL/anc

Attachment

c: Carmine DeBonis, Jr., Deputy County Administrator
Francisco García, MD, MPH, Deputy County Administrator & Chief Medical Officer
Steve Holmes, Deputy County Administrator
Kate Vesely, Director, Pima County Justice Services

Pima County Transition Center



First-year report
OCTOBER 2024



PIMA COUNTY
JUSTICE SERVICES



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Summary

In just one year, the Transition Center has significantly impacted local reentry efforts, reducing rearrests within one month of release and generating numerous success stories. Beyond changing lives, it has also helped alleviate burdens on law enforcement, local businesses, and neighborhoods. Launched in August 2023, the Transition Center connects individuals released from jail to housing, treatment, and other resources through Justice Navigators—staff members with personal experience in the criminal justice system. The program aims to reduce repeat arrests and improve court appearance rates.

Between August 2023 and August 2024, **more than 1,100 individuals sought assistance at the Transition Center, with 99% utilizing at least one service.** Usage has steadily grown, peaking in August 2024. If trends continue, the Center is expected to serve between 1,500 and 2,100 people in its second year with current hours, or 1,900 to 2,700 if expanded to seven days a week.

First-year data shows that over 90% of participants avoided rearrest within 30 days, compared to only 73% in a control group. This translates to an estimated 158 fewer misdemeanor rebookings each month, **saving local governments nearly \$1 million** annually in booking fees. Businesses also benefit from the Center's help in addressing common offenses like shoplifting and trespassing; companies near the jail have reported a reduction in loitering and vandalism.

Analysis shows that housing support and regular check-ins with court reminders are most effective in preventing rearrest. **Individuals placed in housing or shelter who stay in contact with Navigators are 68% less likely to be rearrested within 30 days.** Staff placed 160 individuals in housing and referred 421 to treatment.

Over the past six months, the Center expanded its services to include family support, [warrant resolution](#) (especially in encampments), non-custodial police drop-offs, and assistance for housing, treatment, and other providers with clients' pending cases. In addition to serving individuals exiting custody, the Transition Center now meets an increasing community need for one-stop information and referral for families and communities attempting to navigate the justice system's complexities.

Pima County Transition Center

Helping you navigate the justice system

Te ayudamos a navegar el Sistema de justicia

If you are justice involved, we can assist:

Services:

- Court reminders
- Peer support
- Transportation to court
- Cell phones

**Connections to
community partners for:**

- Treatment
- Housing
- Employment
- Medical Care
- And More



Program Overview

The Pima County Transition Center complements the Pretrial Services (PTS) “pre-booking modular” program, which screens individuals arrested for non-domestic violence misdemeanors. Operated by PTS under Pima County Superior Court supervision and funded by county funds, the program allows some individuals to be released with court-ordered conditions (at times requiring they avoid the arrest location). This process not only conserves officer time (taking 15 minutes compared to hours for full booking) but also preserves jail space for more serious offenders. Releasing individuals before booking also saves jurisdictions the booking fee.

Prior to the PTS pre-booking program, 20% of the Pima County Adult Detention Center’s (PCADC) population was held on misdemeanors. Since the program’s launch, this figure has dropped to less than 5%. Maintaining a manageable jail population through reduced detention of non-violent, low-level offenders is a priority, as it conserves resources and ensures bed availability for individuals who pose a community risk.



Though the Transition Center operated informally for several weeks, it was formally launched on September 7, 2023, as a major initiative within the Department of Justice Services (DJS). Funded by the American Rescue Plan Act (ARPA), the Center’s modular building is located just outside the jail. ARPA funds also covered the hiring of four Justice Navigators—

professionals with justice system experience trained as Recovery Support Specialists or Peer Mentors. A Program Manager with therapeutic training and justice system experience leads the team, and a separate grant funds clinical peer support through HOPE, Inc., for individuals needing immediate clinical connection through December 2024.

Services Overview

The Transition Center is a voluntary service with no court or community supervision role and focuses on proximity and immediacy for intervention. It operates on a peer-to-peer model, meeting individuals “where they are” to establish rapport and trust. Although staff work closely with agencies like PTS and Adult Probation, their independence from law enforcement facilitates access to services and resources.

Navigators engage immediately after release from custody, or as soon as someone enters from the street, and promptly goes to work identifying resources with which to connect individuals in real time. Housing, treatment, vocational, and other services that require setting appointments days, weeks, or months out – while in all likelihood is an excellent resource – are unlikely to yield results for this population (justice-involved, and typically unsheltered and substance-using) as they return to the streets and are lost (until the next arrest) before benefits of these interventions can be realized. As such, the Transition Center focuses on “gap interventions” – immediate services that can stabilize an individual while awaiting connection to and enrollment in these longer-term interventions.

Many patrons come to the Center shortly after release, often under the influence, or following extended stays in jail. While some arrive agitated, most appreciate the trauma-informed, non-judgmental support from trained non-justice professionals. Initial business hours (8 a.m. to midnight, Monday to Friday) require a minimum of two trained staff on-site, focusing on de-escalation and crisis intervention.



Navigators engage each participant (around 99% accept support) using evidence-based methods like Motivational Interviewing to guide them toward services. Some are ready for immediate treatment, housing, or detox, while others seek basic needs like food or clothing.

For those willing to go into housing, Navigators typically locate shelter through a phone tree operation – calling a list of providers to see if they have space available. Many shelters will not accept individuals after a certain time of day, if they are intoxicated, when person has a

pet with them, or if they are trying to shelter together with others (i.e. a partner). Navigators are highly skilled in out of the box problem solving. For example, an older man was willing to go into a housing and vocational program, but the facility did not accept pets. Navigators worked with staff at the [Pima Animal Care Center](#) to identify a foster family; once the gentleman completed his program he was immediately able to obtain employment and housing. His dogs were returned to him and continue to be his primary motivation in remaining out of custody.

Participants may be ready to accept all available services; others are only willing to talk with Navigators and learn more about what resources are available. Navigators follow a harm-reduction, trauma-informed model that is evidence-based and data-informed. When trust is established, these individuals will be more likely to reach out again for help when they are ready – and are more likely to engage in services when the referral comes from a trusted source, like peers with lived experience. While housing and treatment represent the greatest number of referrals, others have been connected with other county programs (like [Pima County One-Stop](#) and [Cycle Breakers](#)) and services throughout the community. Truly, the best asset to the Transition Center operations is the highly skilled and well-informed staff, who have vast knowledge of diverse community interventions and relationships to facilitate rapid engagement with those programs.

Transportation is the most critical service the Transition Center can provide; otherwise, individuals are likely to return to the area where they were arrested (which is also commonly the place where they are camping), walk out into the neighborhood surrounding the jail, or be picked up by their dealer or trafficker. In April 2024, the City of Tucson hired a Justice Navigator to provide essential transportation for individuals. The City is currently recruiting a second position with similar responsibilities. The value of the transportation component cannot be understated; while limited grant funding is available for taxi services, it is often challenging to get a response to the jail vicinity (particularly in the evening hours). City staff transporting participants preserves limited grant funding better utilized for longer transports (which have included Ajo, Nogales, and other areas in the past).

Partnerships and Collaborations

The success of the Transition Center is a result of partnerships with government, justice system agencies, and community service providers, most notably Pretrial Services (a Pima County Superior Court division). Engagement is improved through a warm-handoff of staff operating out of the prebooking modular, encouraging individuals released to take full advantage of the team and services in the Transition Center.

The following script is provided to all individuals released by PTS:

As part of your final clearing of leaving this facility, you will exit the pretrial services modular and proceed through the gated area to the Transition Center (TC). The Transition Center has been created to support individuals like yourself with connection and conversation with navigators who, not too long ago, were in your exact same position. This service is voluntary and in no way impacts your decision for release or the criminal justice process if you accept or decline. These navigators are not law enforcement or therapists but individuals with lived experience who would like to have a conversation with you and offer support and resources to prevent rearrest. They also can help you with reminders and transportation to your next court appearance to prevent a warrant being issued.

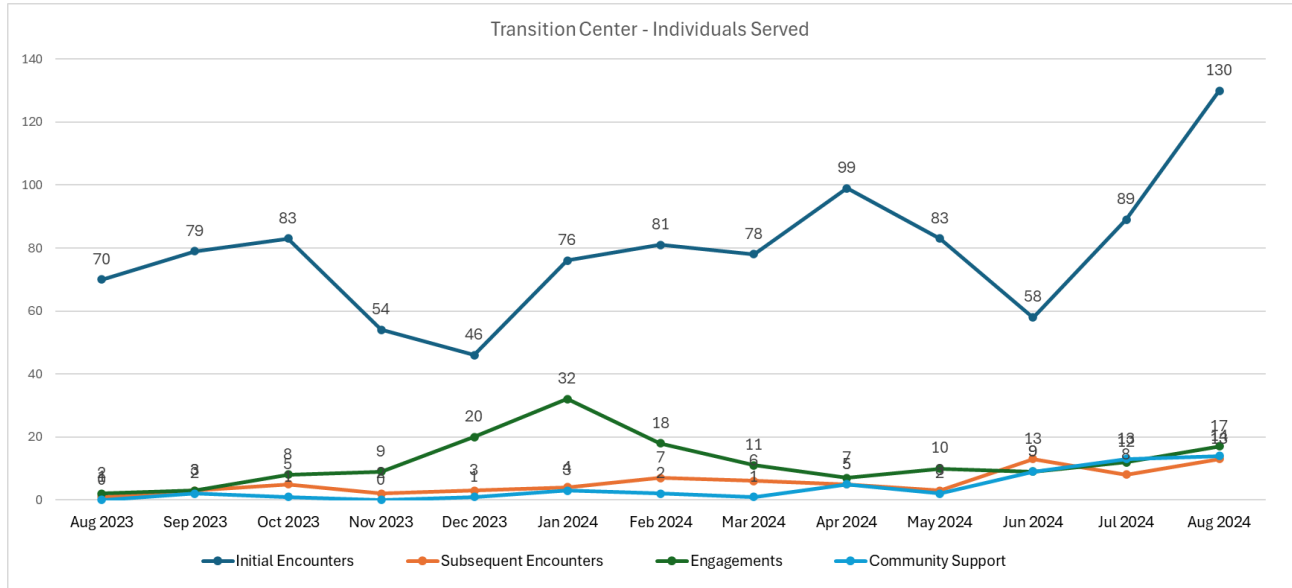
As discussed above, the City of Tucson staff has been a critical addition to transportation and connectivity to city resources (like various housing programs). Beyond practicality, the City's engagement also promotes a shared sense of investment in constituents (which are predominately city residents) – improving their outcomes and increasing community safety.

Another critical partner is [HOPE, Inc.](#) who has provided a peer mentor (also with the ability to transport) in the Transition Center during the day (paid for by grant funding). The Justice Navigators do not, by design, provide any clinical services. However, some participants are in need of (or willing to immediately go to) behavioral health services. HOPE staff can complete intakes or conduct assessments on site, or promptly transport a willing person to their day program or other treatment services.

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First Year Operations

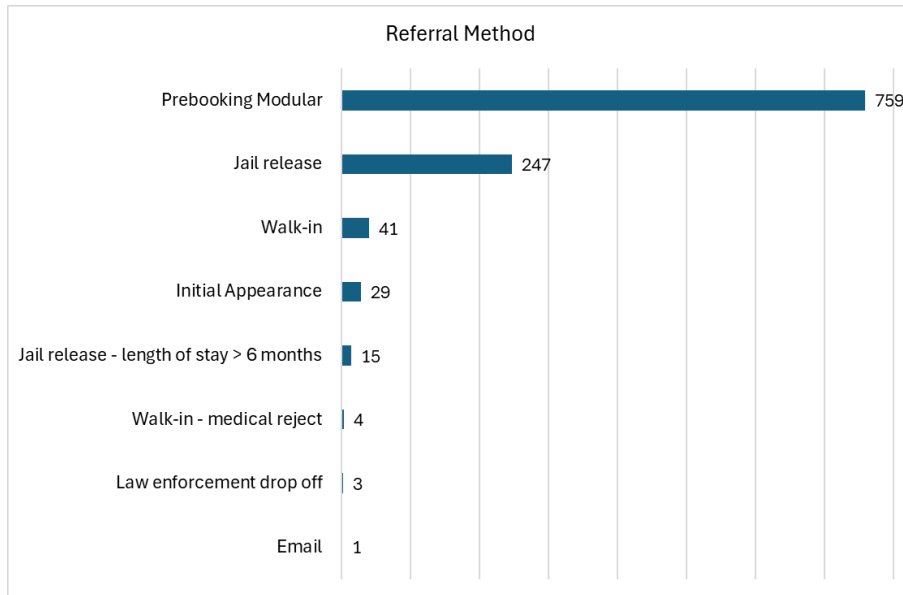
In its first year, the Transition Center had over 1,100 engagements with more than 1,000 individuals. The facility has no limits on the number of people served.



Strategies to raise awareness of the Center included:

- A video played in the jail intake area before Initial Appearance hearings, instructing individuals on accessing the Center (in both [English](#) and [Spanish](#))
- Various informational materials (included in [Appendix 3](#)),
- [A dedicated website](#),
- Trainings and webinars for community agencies, law enforcement, and justice partners, and
- Active engagement with associations and community groups to build trust and visibility.

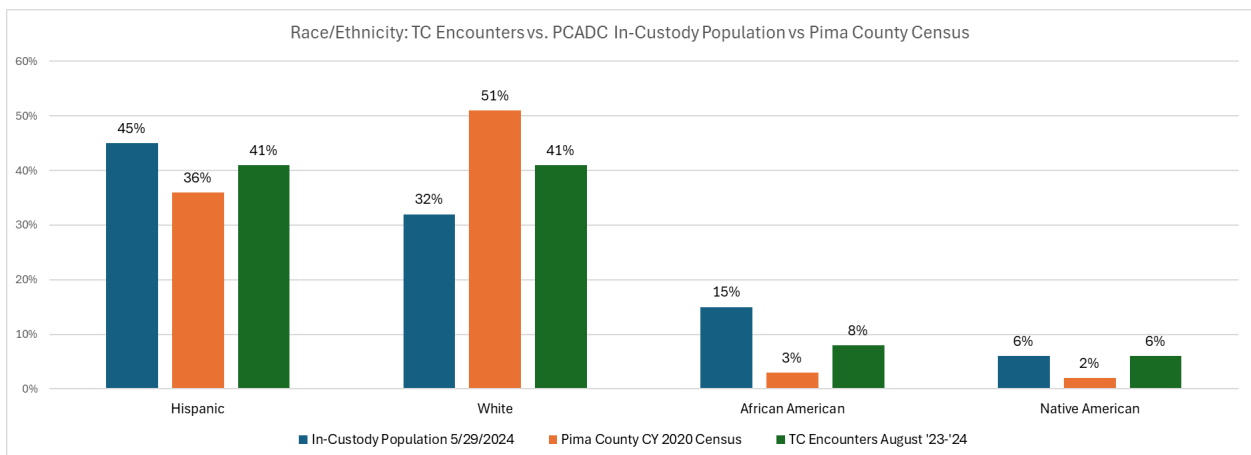
Initially, most referrals came from PTS as individuals were released from the pre-booking modular. With increased capacity and word-of-mouth, traffic also grew from those released from the jail and drop-offs by family, law enforcement, or partner agencies. The chart below highlights the various referral sources over the year.



Data Insights

The Transition Center addresses two main community challenges: frequent misdemeanor arrests related to substance use and homelessness and failures to appear in court, both of which strain police and jail resources. Objectives of the facility are to increase community safety, reduce impacts of crime for business and neighborhoods, and breaking the cycle of incarceration for community members. Metrics of success include reducing rearrest and increasing court appearance.

Participants varied widely in age (from 18 to 80, with an average of 39). The most common charges included shoplifting, disorderly conduct, possession of drug paraphernalia, and failure to appear.



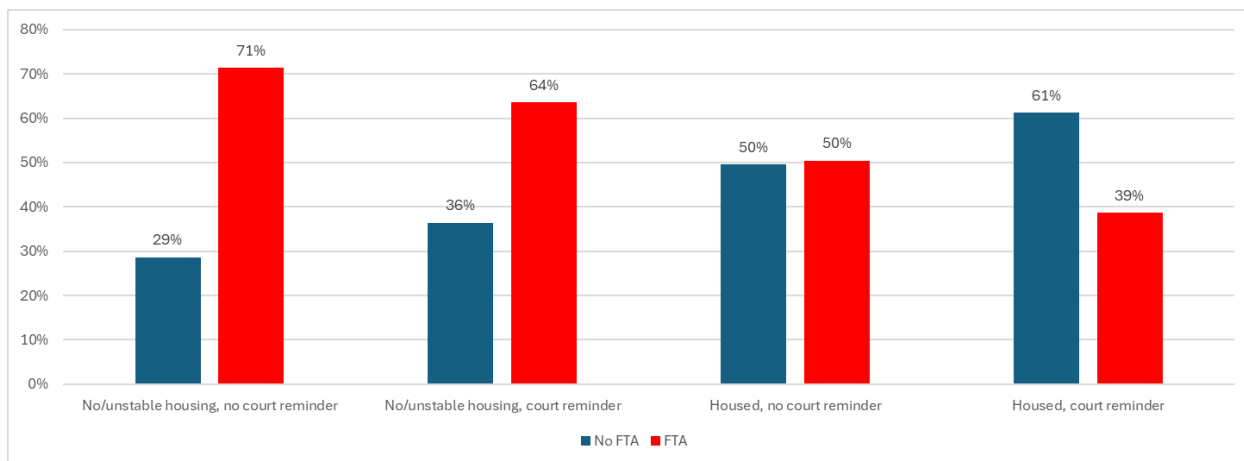
In addition to providing services through the Transition Center, the program also seeks better insight into common attributes, patterns of conduct, and effect levers for behavioral change among its participants. This data can then be applied to improving internal operations (and instilling a commitment to continuous quality improvement) as well as informing other complementary services within government agencies and community providers.

The following series of questions explores evaluative questions and what insights can be gleaned from the data currently collected through the Transition Center or available from other sources (like court websites that display case information to the public).

1. Does housing status affect Failures to Appear (FTA)?

Yes, two-thirds of the population who received an FTA were homeless.

Housing status is critical to court appearance rates. Among those who received an FTA, two-thirds were homeless. Court appearance rates increased to 36% when participants accepted court reminders from Navigators, compared to 29% who declined reminders.



Housing and contact with Justice Navigators reduce the likelihood of rearrest by 68% within 30 days. However, Navigators report that finding housing is challenging, with barriers including full shelters, limited after-hours responses, and certain entry requirements, such as bridge medication from the jail.

- **Insight:** Incentivizing ongoing contact with Navigators (e.g., via the CALL program offering a free phone) and expanding emergency shelter options after 5 p.m. can reduce rebooking rates.

2. Can the negative impacts of being unsheltered at the time of release be mitigated?

Yes. When a person is referred to housing services (i.e. emergency shelter) from the Transition Center, the negative impacts on rebooking (within 30 days of release) and court appearance are lessened. Of the 57 individuals placed in emergency shelters by the Transition Center, only one was rearrested within 30 days of release (98% were not rebooked).

- Insight: Housing is a critical component in improving court appearance – indeed, it is the most reliable predictor of success. When paired with other supports, like court reminders and routine check-ins from Justice Navigators, failures to appear warrants will decrease. Further, even if an individual self-reports they are homeless

Referrals TOTAL	2023 Total	2024 Total	Total to Date
Housing Services	23	59	82
Drug & Alcohol Treatment - Inpatient	23	42	65
HOPE, Inc	32	32	64
Mental Health Care - Inpatient	6	27	33
Mental Health Care - Outpatient	23	5	28
Other	5	19	24
Drug & Alcohol Treatment - Outpatient	12	5	17
Cycle Breakers (Life Skills)	5	10	15
Medical/Dental/Local Health Care	5	10	15
Crisis Mobile Team	2	5	7
Domestic Violence Classes	4	2	6
Domestic Violence Victim Services	2	0	2

Some patrons, while consenting to brief intervention and support in the Transition Center, will ultimately decline to participate in treatment (approximately 10 percent of participants). The most common barriers reported to Navigators are: have pets/no place to take pets, wish to speak with their family/support network first before entering treatment, want to do treatment with significant other, want to “get affairs in order” first, insurance issues/has no insurance, need to retrieve belongs, and an abusive partner is preventing entry to treatment.

3. Does being enrolled in treatment services prior to arrest impact rebooking rates?

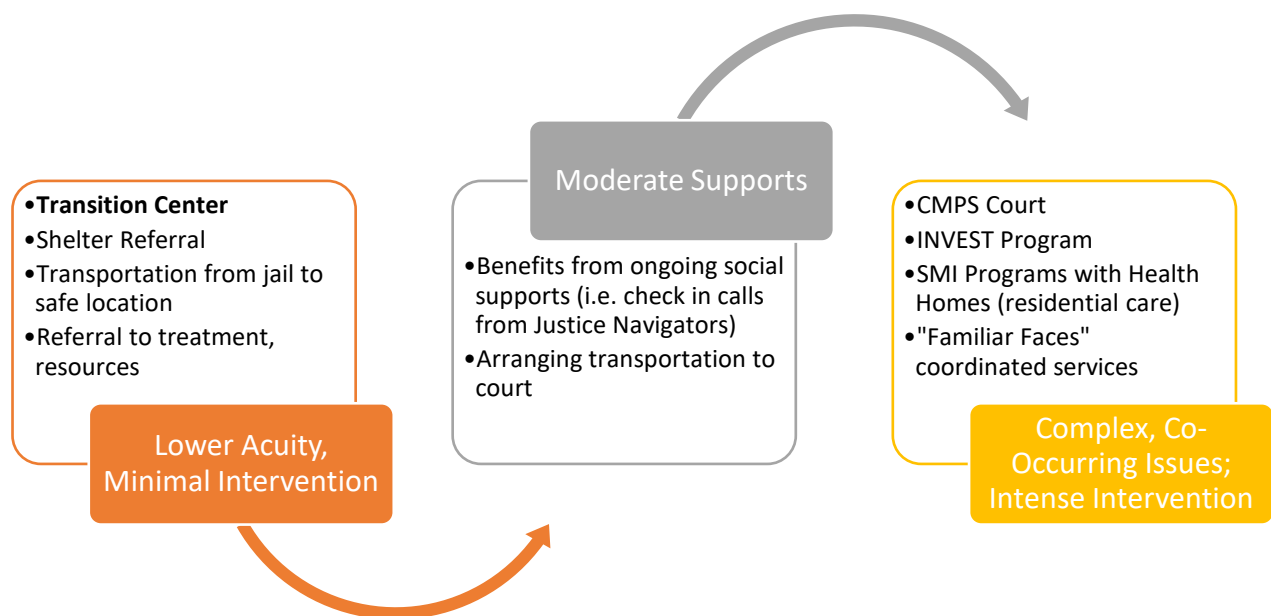
No. Over 50 percent of participants self-reported to Justice Navigators they were enrolled in behavioral health treatment (which includes mental health and/or substance use disorders) before their arrest.

While it is helpful to have an individual already connected to services when developing a reentry plan, the takeaway from this data is that treatment alone is not sufficient to change

behaviors. If a person is struggling with substance use and/or mental health disorders, and behaviors connected to these issues have resulted in justice involvement the best outcomes are yielded from pairing with other supports.

- **Insight:** For best results, a spectrum of interventions with escalating treatment intensity based on individualized needs should be established. Many individuals need only the immediate and short-term assistance provided in person at the Transition Center, paired with ongoing social supports (i.e. periodic check-ins, court reminders, making plans to attend court and assisting with transportation). This is a cost-effective strategy to cast the broadest net possible, assisting a larger volume of people.

For some, this will be sufficient support – however, for others with complex issues such as co-occurring disorders, Serious Mental Illness (SMI), and “familiar faces” (those with frequent low-level arrests, i.e. more than 5 in a year) more intensive interventions, and accountability, may be required. Examples of these interventions may include programs like [INVEST](#) (Department of Detainee and Crisis Systems), the [Consolidated Misdemeanor Problem Solving \(CMPS\)](#) court program (Pima County Attorneys Office), enrollment into a “[Familiar Faces](#)” program, SMI treatment and housing programs through local health homes, and other more intensive interventions. While the cost is higher for these programs, it provides a level of care more commensurate with higher need.

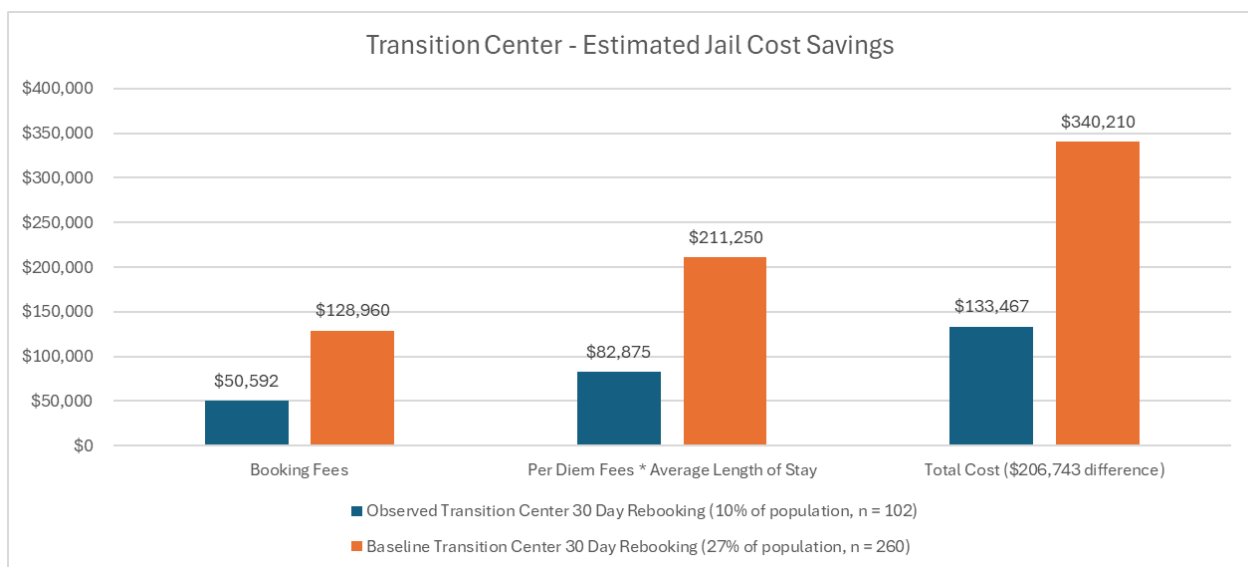


Projected Cost Savings

Booking and housing fee reductions represent the primary source of cost savings, though the overall impact extends across justice resources. Reduced rearrests and FTAs save law enforcement resources, improve court processing, and ease jail capacity.

As the jail charges limited jurisdictions (like the City of Tucson, Town of Marana, and Town of Oro Valley) for misdemeanor bookings, each individual whom PTS releases without going inside the jail saves each community a minimum of the booking fee (as well as however many additional days in custody they would have otherwise saved).

The Transition Center yields additional savings over and above the prebooking modular; its impact is estimated at 158 fewer rearrests per month, which provides a significant reduction in costs for limited jurisdiction courts (with fees set at \$495.94 per booking and \$125.04 per day for FY2025). This estimate was created from the baseline assessment for a control group, that demonstrated 28 percent individuals arrested on non-domestic violence misdemeanors were rebooked into the jail within 30 days of release. Individuals who go through the Transition Center averaged 10 percent or less rebookings per month – a difference of 158 people. This saves cities and towns in Pima County nearly \$80,000 per month (nearly \$1 million per year) in avoided booking fees alone, without factoring in the savings of additional jail bed days. This is over and above the savings generated by the prebooking modular (conservatively estimated at \$1.7 million per year in avoided booking fees, assuming approximately 300 individuals are successfully diverted from booking per month).



Success Stories



For individuals coming through the Transition Center after being released from the Pima County Detention Center, success takes many forms. For some, it may simply mean connecting to resources, having a meal before returning to the community, finding a peer to connect with, receiving court reminder notifications, or experiencing kindness. For others, the Center has brought life-changing transformations.

M.G.'s Journey to Stability and Independence

One participant, M.G., came to the Transition Center after almost a year in custody. Formerly homeless, he was referred to transitional housing and enrolled in the Pima County Superintendent's Office CycleBreakers Program. Through the program, he received vocational training, counseling for substance use, and job assistance. As of this report, M.G. has secured employment, is nearing completion of his GED, and has earned a raise. He has had no new criminal charges, a testament to his steady progress.

M.W.'s Return to Community and Service Engagement

M.W., a U.S. Army veteran, struggled with alcoholism and homelessness before his arrest for DUI. After his release, he connected with Transition Center staff, who helped him navigate the Veterans Administration (VA) system. He is now fully engaged in housing and treatment services through the VA, with no new charges. M.W. credits the Transition Center for helping him access essential VA resources that may have otherwise been out of reach. His story illustrates the Center's critical role in enhancing public safety by connecting individuals to specialized care and support.

L.H.'s Path to Recovery and Justice Compliance

L.H. found immediate support at the Transition Center upon release, despite facing legal challenges and ongoing substance use treatment. Justice Navigators quickly connected her to CODAC for Medication-Assisted Treatment (MAT), counseling, case management, and a recovery coach. Additionally, the Center provided timely transportation, which she credits for helping her stay on track with her recovery and avoid further justice involvement. L.H.'s experience highlights how coordinated resources and support can promote justice compliance and empower individuals to make sustainable life changes.

Recently, a Transition Center participant shared a personal letter about her experience, included in [Appendix 4](#). These stories are only a glimpse into the Transition Center's profound impact on community safety and individual success, capturing just a few instances where Navigators went above and beyond to provide critical support.

Conclusion & Future Expansion

In its first year, the Pima County Transition Center has proven to be a critical force for change in the reentry process, helping hundreds of individuals avoid re-arrest and positively impacting the surrounding community. The center's commitment to providing accessible resources, housing, and peer-led support has eased burdens on local law enforcement and judicial systems and fostered hope and stability for those navigating reentry. As the Transition Center looks to expand its services and address growing needs, securing additional funding and staffing will be vital for its continued success.

Funding

ARPA funding pays for four Justice Navigators, as well as the modular building's monthly lease. The current ARPA funding is set to conclude in June 2025; however, non-encumbering operational expenses must be moved off by December 2024. Therefore, alternative resources will need to be identified to sustain current operations, and expanding staffing to support weekend services remain top priorities for Transition Center strategies. DJS, in collaboration with the Grants Management & Innovation (GMI) department, actively seeks and applies for funding opportunities to minimize the fiscal impact on local resources.

Currently, a grant from the Arizona Department of Housing (ADOH) covers costs for the CALL and CARS programs, which provide free cell phones and taxi services, respectively. This grant, covering up to \$75,000 per year based on vendor expenses, is scheduled to expire in December 2024. Other resources, such as snacks, basic clothing (e.g., socks), resource guides, and other essential items, are primarily funded by the Safety and Justice Challenge (SJC) grant, which will conclude in December 2025.

Other operational expenses such as custodial, utilities, repairs, office supplies, printing, etc. are funded through the DJS general fund budget. While pursuing additional grant funding remains a priority for DJS to ensure program sustainability, developing a diverse funding portfolio is recommended. This could include state appropriations, contributions from local jurisdictions that benefit fiscally from the Transition Center and PTS prebooking modular,

and general funds. Further cost-benefit analysis helps identify other systems that could benefit from these strategies and contribute funding based on their savings.

Housing Needs

The Transition Center’s interventions prioritize proximity and immediacy. Many individuals recently released from police or jail custody are at a vulnerable point—highly at risk of quickly returning to being unhoused and/or substance use, but also more open to receiving support **and** services. Once they leave, it becomes challenging, if not impossible, to secure their participation in follow-up appointments scheduled days or weeks later.

Participants often decline services when scheduled so far out, or they agree initially but fail to follow through. However, with immediate resources available, individuals are not only more likely to connect with long-term services but are also more likely to attend crucial court appearances. As such, emergency shelter continues to be the highest need and most challenging resource – particularly in the evenings. Other resources, like transportation, will be critical to maintain. Gap funding may be required to continue this service while seeking new grant funding after current opportunities conclude.

Finally, continued outreach and engagement with other community resources are paramount to increasing the effectiveness of the Transition Center interventions. As expanded data collection is intended to gain insights into which service referrals are most effective, having a diverse portfolio of partner agencies will play a key role in understanding which interventions are the most effective for generating behavioral change.

Next Steps

Looking ahead, the center aims to improve data tracking to deepen its understanding of outcomes, enhance weekend hours, and collaborate further with community partners. By expanding emergency housing options and tailoring interventions to specific offenses, the center can strengthen its approach to public safety while offering tailored support to individuals. Ultimately, with sustained



commitment and support, the Transition Center will continue to help transform lives, reduce repeat offenses, and build a safer, more compassionate community.

Appendix 1: Additional DATA Charts

The first chart below provides information about the number of male vs female (based on self-reported information) patrons in the Transition Center, followed by a chart comparing Transition Center participant proportionality compared to the overall jail population. From this we discern that women are more likely to utilize the Transition Center resources.

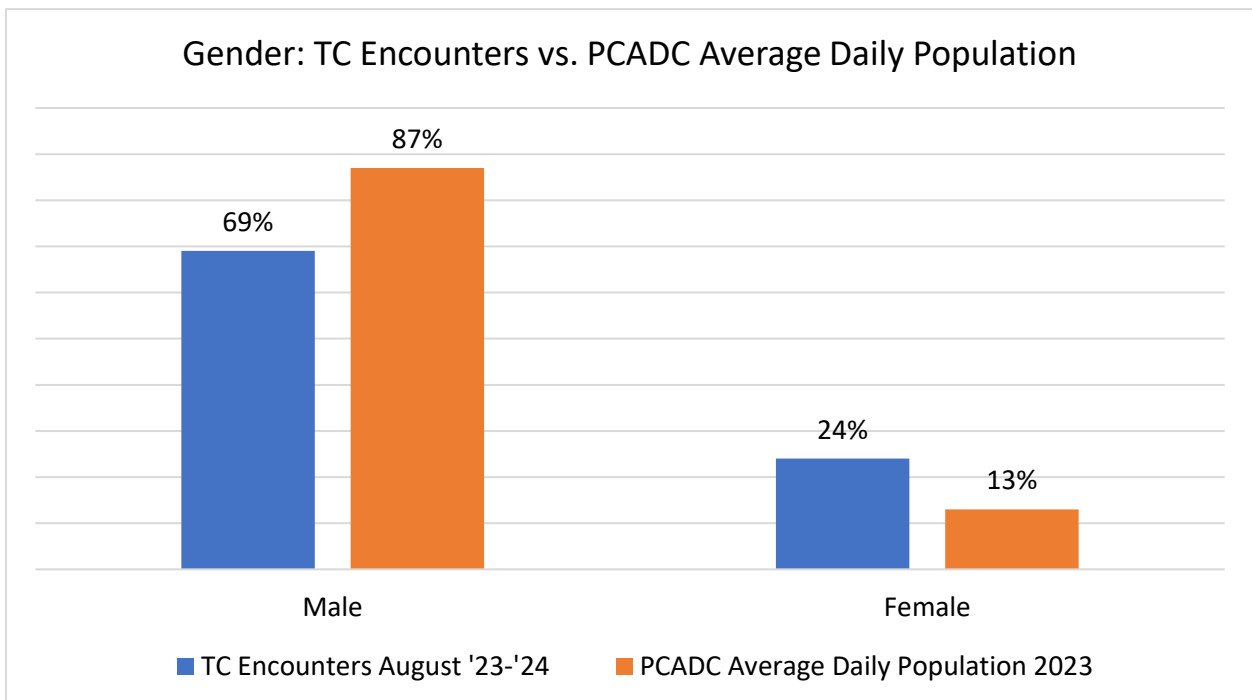
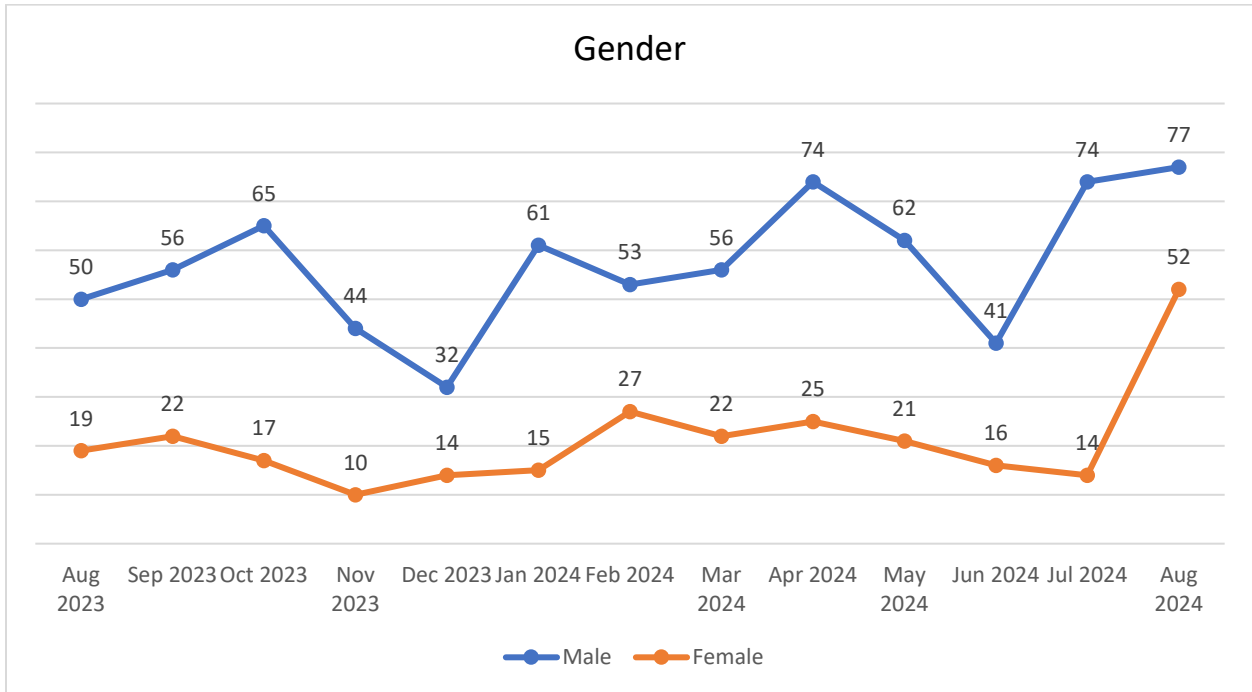
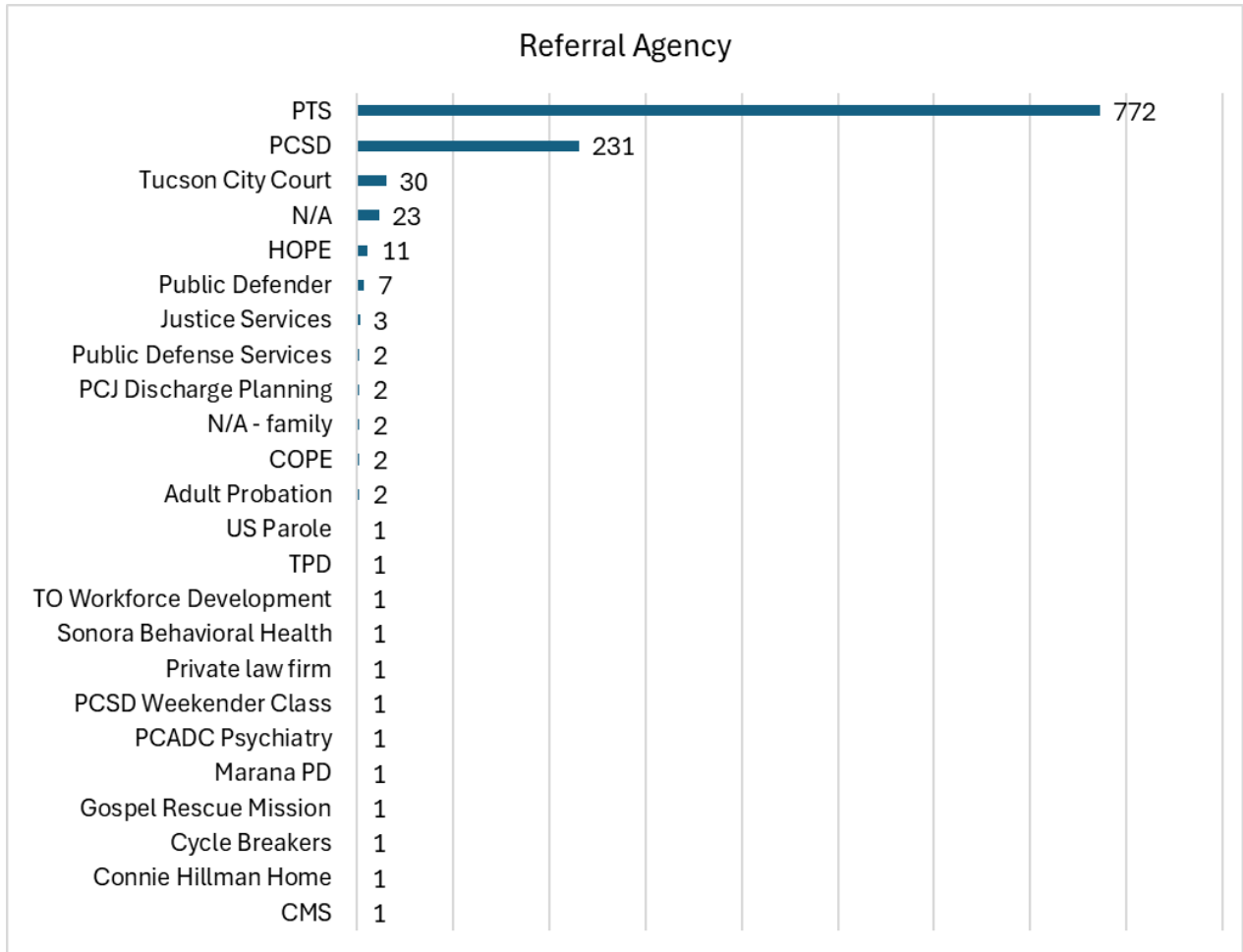


Table below details which service(s) a Transition Center participant has received, from August 2023 through August 2024. Note – aside from the Justice Navigator engagement, no other direct service is provided. All other line items list resources to which a participant was referred.

Resources TOTAL	2023 Total	2024 Total	Total to Date
Transition Center/Justice Navigator Contact Info	260	797	1057
Drug & Alcohol Treatment - Inpatient	46	124	170
Housing Services	25	135	160
Drug & Alcohol Treatment - Outpatient	45	105	150
Mental Health Care - Outpatient	30	71	101
Employment Services	20	60	80
Drug Education	10	60	70
Medication Assisted Treatment (MAT)	14	56	70
Cooling Center Locations	18	45	63
Identification Services	9	42	51
Other	8	41	49
Medical/Dental/Local Health Care Clinic	10	38	48
Low Income Free Phone Program	12	35	47
Mental Health Care - Inpatient	6	39	45
Healthcare Benefits	6	26	32
Domestic Violence Services	11	18	29
Food Resources	1	24	25
Shower Center Locations	8	15	23
Veteran Resources	2	18	20
Bill/Rental Assistance	6	12	18
Legal Aid	1	16	17
Aging & Disability Services	4	11	15
Sun Tran Bus Info	2	12	14
Unemployment Services	5	9	14
Education Services	4	9	13
Law Enforcement Contact Info	0	12	12
DUI Resources	3	7	10
DMV Info	0	9	9
DCS Services	3	5	8
Tribal Info	0	5	5
Probation Info	1	3	4
Crisis Line Info	2	0	2

Table below details which agencies referred an individual to the Transition Center, as well as the number of people referred who did receive services. Persons who were released prior to booking are included in Pretrial Services (PTS) referrals. Detainees who were referred to the Transition Center by jail staff are included in the Pima County Sheriff’s Department (PCSD) referrals.



Appendix 2: Transition Center – Standard Operating Procedures

DRAFT Pending Approval – Version 073024

Purpose:

The purpose of this Standard Operating Procedure (SOP) is to illustrate the policies and procedures to be followed by Pima County Staff (“Department of Justice Services” “Pima County Health Department”), Partnering Agencies, and Other Government Entities while engaging individuals at the Pretrial Services (PTS) Annex, Transition Center (TC) or Pima County Adult Detention Center (PCADC). Staff will perform individual engagement to reduce the Jail population with the intention of avoiding recidivism by collaborating with individuals at preliminary Justice System engagement points, Pretrial, Pre and Post Initial Appearance, and after release from jail, with peer support connection and referral to supportive services.

Scope:

The Pima County Department of Justice Services has established a Transition Center outside the Pima County Adult Detention Center (PCADC) containment fencing, alongside the Pretrial Services (PTS) Annex/Modular. With the intent to support individuals who have been detained and transported to PCADC and released to transition back into the community, these individuals will fall into three different categories of engagement throughout each phase of implementation. The transition from one phase to another is not automatic but initiated when collaboration and consensus is agreed upon by all collaborating community partners and logistical measures implemented.

Program:

The Transition Center was designed to provide a comfortable and informal setting where individuals released from custody at various levels would receive supportive engagement in a safe and calming atmosphere. Navigational support provided by the staff is trauma-informed and is destigmatizing.

Navigational support is provided by a Justice Navigator (JN). The role of the Justice Navigator is to provide referrals and support services to individuals released from law enforcement/jail custody. Responsibilities involve individual engagement and referrals to community-based services (i.e., housing, mental and substance treatment, and other supportive services).

The levels of engagement will be:

No navigational support: The individual declines interaction with staff, is unable to carry on a coherent conversation to support the development of a Transition Plan, or cannot have any meaningful interaction with a Justice Navigator for any reason.

Minimal Navigation Support: The individual engages with a Justice Navigator, but the individual declines all solutions of services and resources provided. (Individual openly engages with navigator and declines all offered services and resources due to already having services, not being ready for services, having a solid support system, or any other reason.) and/ or requests/accepts 1-2 Resources/ Referrals, or forms of Navigator Solutions to barriers. (Individual accepts Navigator support via requests, resources, or referrals of no more than two, in any combination)

Full Navigation support: Individual engages with a Justice Navigator, and cooperates with Navigators accepting at least 3, in any combination of, Resources, Referrals, or Navigator Assistance to support success.

Support will include but not be limited to:

- Follow-up engagement (to promote hope, connection, increase appearance at next court date/ comply with court requirements) i.e. text reminders & Phone calls.
- Minor Crisis support
- Safety Planning
- Connections and support from Peer Navigators
- Warm hand off to referrals initiated by Justice Navigator
- Referrals to community resources (emergency housing, healthcare, food, and mental health services).
- Light refreshments
- Cellphone programs
- Charging stations
- Transportation

Documentation and records: (Reconnect Guide attachment under development)

DJS has completed the procurement process with Reconnect Inc. for case management and coordination of care documentation and use. Reconnect specializes in Technology solutions for courts and treatment programs utilizing a Reconnect manger platform that is capable of influencing client's success via Communication (messaging, video chat, & forms), Support (Calendar & reminders, Benchmarks and action plans, & client-scheduled events and

forms) and Accountability (location monitoring, curfew & spot location checks, & test randomization). These applications will be downloadable into excel spreadsheets for data tracking and analysis. *(Note accountability geo-tagging functions not being considered at this time)*

Navigators will utilize Reconnect to record engagement information electronically. Although initial information gathering will be entered on an Initial Contact Sheet and continued with additional Transition plan forms. All forms will be entered into Reconnect into the individual's file. Hard copies of forms will be stored and secured in the Program Managers office for 120 days post initial documentation date and then shredded.

Justice Navigator (JN) Engagement standards:

JN will engage individuals and interview utilizing motivational interview techniques, which include implementing peer navigation skills to identify barriers to the individuals' personal success with navigating the community and living skills prior to returning to the scheduled court date.

Once barriers have been identified, JN will offer solutions to these barriers, utilizing Transition Center Resources and confirm individuals' acceptance for referral to services. If an individual refuses referrals, they will be encouraged to accept resource contacts, location, and admission requirements verbally, in writing or via publication to take and have at their disposal for a later date.

If an individual refuses resources, the individual will be asked if the JN has authorization to contact them at a later date/time, to check in and see if they need assistance and/or to remind them of their upcoming court date.

All interviews and discussions will be documented in the Reconnect database and on the Transition Center Engagement Log.

****Note: All efforts will be attempted to identify a way to support and follow up with the individual between release and court date to support success, reduce recidivism and Failures to Appear (FTA)****

Transition Support Process & Plan

Coordination:

1. Law Enforcement Agency (LEA) enters Pre-Trial Services (PTS) intake module with the individual in custody.
2. PTS Officer will screen individuals for release eligibility.
 - a. Not eligible for release, booked into jail based on charge and interview information.
 - i. Officer will take individual into jail booking area and book individual into the Adult Detention Center.
 - b. Eligible for release, release on own recognizance (ROR) with follow up court date.
 - i. At conclusion of interview, PTS staff will inform individual of the final step of clearing the Transition Center. Utilizing the “Clearing the Transition Center After Pretrial Services” script. PTS will read the script to the individual to ensure they understand the final step and hand the sheet to them to bring to the TC for signature along with their conditions of release.
 - ii. At the TC, Justice Navigators will let individuals into TC request the script for signature and the conditions of release sheet to gather basic demographic info. Explaining the JSN role and how they are here to help with referrals to services, support or resources if needed.

Justice Navigators Engagement: The JN level of engagement and support is based on Navigators interview and individuals choice/ desire and need.

At the conclusion of PTS screening a PTS agent will go over the TC clearing script. Sharing the final steps of clearing Transition Center Supportive Services before leaving PCADC premises by speaking with TC JN by sharing a copy of individuals charge sheet & TC Clearing Script with TC contact info. PTS staff will ensure the individual understands that clearing the Transition Center is the final step in exiting the property, and that participation in TC services is completely voluntary. Prior to individual exiting PTS modular, PTS staff will notify Justices Services via Transition Center Phone (520) 724-2463 of individual completing PTS screening and confirmation of individuals briefing on final steps of navigating through the transition center for voluntary supportive/engagement and that individual is leaving PTS in route to TC.

TC Staff will meet the individual in the connecting walkway between PTS and TC prior to reaching the exit gate and welcome them into the Transition Center (TC). Upon entering TC, navigator will introduce themselves to individual and ask to see their charge sheet, follow up court date and TC clearing Script. Based on individuals desire for support, Navigator will explain different levels of engagement and ask individual which they would prefer and follow levels of engagement protocols.

1. **No Navigational support:** The individual declines interaction with staff or is unable to carry on a coherent conversation to support the development of a Transition Plan or is unable to have any meaningful interaction with Navigators for any reason.

a. Navigator will thank the individual for coming, offer snacks or water, give business card, and advise them of the TC days and hours of operation and to reach out if they need assistance later time.

Note. Information from the Charge Sheet will be used to complete the initial contact sheet. All information is entered on a Demographic Sheet, Reconnect and TC Engagement Spreadsheet.

2. **Minimal Navigational support:** Individual engages with Navigators and/ or requests/accepts Navigators support and solutions to barriers via requests, resources, or referrals of no more than two, in any combination. Individual engages with Navigators but individual declines all solutions of services and resources provided. (Individual openly engages with navigator and declines all offered services and resources, due to already having services, not ready for services, has a solid support system, or any other reason.) and/ or requests/accepts 1-2 Resources/ Referrals, or forms of Navigator Solutions to barriers. (Individual accepts Navigator support via requests, resources, or referrals of no more than two, in any combination)

a. Navigator will complete the initial demographic sheet and necessary portions of the referral section for coordinating resources/ agencies. Release of Information (ROI's) for resources will be completed as needed. At the completion of the navigation session, the individual will leave with contact information for the Navigator, TC, and verbal permission for a navigator to follow up with the individual at a later date.

3. **Full Navigational support:** The Individual engages with Navigators, and cooperates with Navigators accepting at least 3, in any combination of, Resources, Referrals, or Navigator Assistance to support success.

a. JN will complete the demographic sheet, Reconnect, and all needed referral or grant documentation. Identifying barriers voiced and agreed

upon by individuals and JN. JN will reach out to selected agencies/ referrals to solicit services on behalf of the individual while ensuring necessary agency ROI's are signed and coordination of warm handoff into services whenever possible. The navigation plan will also include follow-up and supportive measures via phone or other forms of outreach and contact.

Supportive Categories/ Tools:

If an individual desires/requests any level of engagement/ support, JN will interview the individual and annotate on the Transition Center Demo Sheet (TCDS). Notes will be transcribed into Reconnect to include any Releases of information (ROI) for desired navigator assistance, agency collaboration, referrals, and supportive coordination for a client (Support tools and expectations for participation in the Transition Center Support Program will be offered at the initial meeting).

These resources/referrals/supportive tools may include, but are not limited to:

RESOURCES (as seen on Demo Sheet) solutions discussed and offered to individual to support success.

RESOURCES PROVIDED* – (N/A)

TC/NAVIGATOR CONTACT INFO	COOLING CENTERS	HOUSING SERVICES	BILL/RENTAL ASSISTANCE	DCS SERVICES
UNEMPLOYMENT BENEFITS/DES	HEALTHCARE BENEFITS	EDUCATION SERVICES	IDENTIFICATION	AGING & DISABILITY SERVICES
MEDICAL/DENTAL/LOCAL HEALTH CARE CLINIC	DRUG & ALCOHOL TREATMENT-OUTPATIENT	DRUG & ALCOHOL TREATMENT-INPATIENT	MEDICATION ASSISTED TREATMENT (MAT)	DOMESTIC VIOLENCE
EMPLOYMENT ASSISTANCE	MENTAL HEALTH CARE-OUTPATIENT	MENTAL HEALTH CARE-INPATIENT	VETERAN RESOURCES	OTHER (explain):

REFERRALS (as seen on Demo Sheet) appointments, referral to services, or coordination of care for individual success.

REFERRALS PROVIDED* – (N/A)

MEDICAL/DENTAL /LOCAL HEALTH CARE CLINIC	DRUG & ALCOHOL TREATMENT-OUTPATIENT	DRUG & ALCOHOL TREATMENT-INPATIENT	MENTAL HEALTH CARE-OUTPATIENT	MENTAL HEALTH CARE-INPATIENT	HOUSING (W/O COORDINATED ENTRY)
HOPE	EDUCATION SERVICES	OTHER (explain):	AGENCY(S) REFERRED TO:		

NAVIGATOR ASSISTANCE PROVIDED (as seen on Demo Sheet) Support, training, encouragement, research on behalf of individual to promote success.

NAVIGATOR ASSISTANCE PROVIDED* – (N/A)

PEER NAV SERVICES	HOUSING COORDINATED ENTRY	COURT APPT CALL/TEXT REMINDER	CALL PHONE	NARCAN DISTRIBUTED	TRANSPORTATION VIA CARS / HOPE / COT
HYGIENE KIT	COURT OR CASE INFORMATION /SUPPORT	HMIS CHECK	CLOTHING SOCKS/SHOES	DRUG EDUCATION	OTHER TRANSPORTATION COORDINATION
FIRST AID	CALL TO CRISIS MOBILE TEAM	CALL TO EMS SERVICES	FOLLOW-UP CALLS WEEKLY / BIWEEKLY	OTHER (explain):	

The focus of the interview is to support an individual as they transition out of custody, integrate safely and successfully to the community, navigate daily tasks and responsibilities, and return to the next court appearance with no added charges, escalation of barriers and/or crisis.

Transition Support (TS)

ALL TS will focus on immediate needs and coordinating referrals to services or resources within the TC community partner’s network. Always concluding with warm handoffs to referrals whenever possible.

TC staff will take interview information and develop a Transition Support Plan (TSP) for member documentation.

- Verbal agreement for interview.
- Follow-up contact for court date reminder (when agreed)
- Immediate crisis or clinical support if needed.
- Resources given/ implemented.
- Prioritized barriers to success or needs.
- Coordinating support needed and referrals made.
- Follow-up engagement/ outreach scheduled.
- Download and set up in Reconnect phone app.
- TSP will be completed within 72 hours of initial interaction (based upon priority level).

Documentation:

Details: After receiving a call from the PTS modular that an individual is concluding the PTS interview and about to leave the PTS modular, enroute to the Transition Center (TC); a Justice Navigator will visually confirm the individual leaving the PTS Modular via the electronic gate exiting PTS, by observing through a TC window or via the TC security camera monitors. JN will exit the TC and **engage** the individual prior to reaching the exit gate connecting PTS & the TC.

The navigator will welcome the individual to the TC, introduce him or herself, and ask to see the PTS paperwork and script. During this time the Navigator will explain the purpose of the TC is to support the individual transitioning from custody back into society with any support and referrals to resources needed to make this transition as successful as possible. During this conversation, the Navigator will collect demographic data to complete the TC demographic form.

If the individual **declines** any further **Peer Navigation Services (PNS)** they will be given the TC phone number in case, they change their mind and then escorted to the exit of the TC.

If the individual accepts **Peer Navigation Services (PNS)** the Navigator will continue to **interview** the individual to **identify all barriers** in need of support and offer solutions of **Referrals** to agencies and **resources** for support to include enrollment in **transportation** or **cell phone** programs if the individual qualifies.

During the entire process, the TC Navigator will document on a TC Demographic (demo) sheet, **demographic information, engagement notes** and **referrals/ solutions** to identified barriers. TC Navigator will ensure there are no blank spaces on the TC demo sheet. If the individual refuses to answer, declines Peer Support or the question doesn't apply. That line/question on demo sheet will not be left blank but filled with **N/A** or **declined**.

At the conclusion of the Peer Supportive Session. Navigator will transpose notes from the **Demographical (Demo) Sheet** to **Reconnect, TC engagement Log**, and other corresponding forms/ spreadsheets in conjunction with referrals/ resources given (i.e., **CALLS phone distribution list, calls survey, CARS tracking Sheet**, etc.)

NOTE: The navigator will utilize reminders in Outlook, TC engagement log, and other sources to ensure follow-up calls and court date reminders are completed per the Transition Plan.

If the individual participates in full engagement services and receives a CALLS phone or has own cell phone. Navigator will upload and set up the Reconnect app on the individual's phone.

Follow-up and Reminders:

TC Team will coordinate regular support and contact with individuals; individual support or community agency supporting individuals, a minimum of once weekly (up and until 30 days after the next scheduled court date). To promote connection, support, accountability, proactive planning, problem-solving and negate failures to appear.

Demographic Sheet Outcome Definitions: Based on navigator notes and what was completed during engagement. Each navigator will be expected to document the outcomes of each Peer Navigation Service encounter using abbreviations. Below are the abbreviations.

- **RES:** Resources, if an individual was given handouts, numbers, or verbal information on a resource or agency. including resources that may not be on our demo form and did not decline them.
- **REF:** Referral, if an outside agency is called or contacted by/ on behalf/ or with the individual for support, shelter, appointment, intake, etc.
- **PNS:** Peer Navigation Support; If Navigator engages with individual and asks questions to gather information or to build a connection.
- **TC#:** Transition Center Number, If TC number is given out for follow-up.
- **NAV#:** Navigator Number; if Navigator gives out number for follow up.
- **CARS:** CARS AA taxi grant; If individual utilizes CARS grant program
- **CALLS:** Calls telephone grant program if individual is enrolled in Calls cell phone program.
- **CR:** Court Reminder Call; if individual asks for a court reminder call.
- **TRNSP:** Transportation; Coordinated transportation for individual not including Hope, COT transport or CARS program.
- **HOPE REF:** (Hope Referral) Any activities conducted with or by HOPE Navigator please indicate HOPE and action.
- **COC:** (Coordination of Care) Coordinating care, appointments, or intakes for individuals.

Transition Center Engagement Checklist

To ensure quality control and help navigate documentation and accountability of supportive services for all Transition Center Clients. The TC Engagement Checklist has been created and will be filled out accordingly for each client documentation process and attached as a cover sheet for each individual packet. Below is an example of the form.

Client Name:	JN Initials:	Date
Engagement Check List	Date Completed	Not Applicable
Initial Encounter or Subsequent Encounter		
Demo Sheet		
Reconnect		
Engagement Log		
Copy of Release Conditions		
Added to Calendar		
Misc.		
CARS Ride		
Confirmation/ Number		
CARS Tracking Sheet (1 per ride)		
CARS Tracking Sheet Post-Ride Outcome		
CALLS Phone		
Name & Phone # Written on Agreement		
Activate Now		
Activation Success Sheet		
Pre-Survey		
Phone Tracking Sheet		
New Engagement/ Care Coordination or New Community Support (Circle the Appropriate One)		
Engagement Sheet		
Reconnect		
Individual		
Family		
Community Support Engagement Log		
Copies of Documents if Applicable		

Transition Center Demo Form v4 9.6.2023 Protocol

Before beginning to collect an individual's demographic data, notify the individual of the following:

- I am a peer navigator and would like to take a moment to ask you some questions and gather some information to see how we can help you navigate being released from custody. Please understand this is all voluntary and at any time you can stop this conversation or not answer any questions that make you uncomfortable.

- The information collected will not be shared without your permission and kept confidential and secure, only being used to help coordinate services for you.
- The information will NOT be shared with anyone outside of Justice Services, including law enforcement. Reiterate that you are not law enforcement in any way.

Please try to fill in the form completely – if no answer was provided to a question, circle/underline/checkmark the “N/A” option that is either near the field name or in the list of possible answers. All fields marked with an asterisk (*) need to be collected to the best of your ability. Please ensure that any circles/underlines/checkmarks are clearly defined.

TC Demo forms do not need to be completed for individuals who do not or decline to speak with Navigators, even if they were released through the Prebooking Modular.

Instructions for specific fields

- Declined: circle yes if Navigators contacted the individual and attempted to engage to identify barriers, but the individual declined any services, even as minimal as Navigator contact information
- Name: Full name to include individual's middle name and ask if they ever used a hyphenated last name
- Referral source: PBM = Prebooking Modular, IA = Released at Initial Appearance, Jail Release = referred from jail coordination staff, Walk-in = walk in from the street
- Unstable Housing or Homeless: if yes, circle which is applicable UNSTABLE HOUSING or HOMELESS to describe their situation.
- Resources Provided: Fill out this section if you provided written or verbal information about resources for the individual.
- Referrals Provided: Fill out this section if you referred an individual to a specific agency, set up an intake, or coordinated a walk-in.
- Clothing/Socks/Shoes in Navigator Assistance Provided section: Please indicate which specific item you gave the individual.
- Court or Case Information/Support in Navigator Assistance Provided section: Mark if you look up other court case information or call to support an individual's entry into a specialty court, etc.

Engagement Type (For Supervisor Review Only):

No navigational support: No navigational support: The individual declines interaction with staff or is unable to carry on a coherent conversation to support the development of a Transition Plan or is unable to have any meaningful interaction with Navigators for any reason.

Minimal navigation support: Individual engages with Navigators but individual declines all solutions of services and resources provided. . (Individual openly engages with navigator and declines all offered services and resources, due to already having services, not ready for services, has a solid support system, or any other reason.) and/ or requests/accepts 1-2 Resources/ Referrals, or forms of Navigator Solutions to barriers. (Individual accepts Navigator support via requests, resources, or referrals of no more than two, in any combination)

Full Navigation support: Individual engages with Navigators, and cooperates with Navigators accepting at least 3, in any combination of, Resources, Referrals, or Navigator Assistance to support success.

RECONNECT ACTIVATION/ DEACTIVATION ELIGIBILITY STANDARDS

Individuals utilizing the transition center supports will need to be added to Transition Center electronic records/ case management via “ReConnect.” This document will outline the reasons for and standards for activation and deactivation in Reconnect.

Activation: (individuals must meet all three criteria)

Individuals seeking support from the TC during their initial encounter who:

1. Have follow up court dates/ legal requirements.
2. Who accept follow up calls/ court reminders and/ or JN check ins.
3. Who has or is issued a cell phone for contact.

Will be entered into Reconnect as “Active” allowing supportive messaging and push notifications.

Individuals seeking support from the TC during a Subsequent encounter who:

1. Have follow up court dates/ legal requirements.
2. Who accepts follow up calls/ court reminders and or JN check ins.
3. Who has or is issued a cell phone for contact.

Activation limits:

Individuals who are active in Reconnect will remain active for no longer than 30 days past the last scheduled court date or completion of Pretrial Services Supervision.

NOTE: if the individual has subsequent encounters resulting in several court/ legal requirements. Then the individual may remain in Active status up to and no longer than 30 days post last court date or Pretrial Services involvement.

Deactivation:

Individuals who have reached their timeline of 30 days post Court/ legal requirements will be deactivated and left in Reconnect for data, outreach or subsequent encounters.

Individuals who request to be deactivated or removed from the Follow up/ Court reminder list will have it explained to them by TC staff or delegate.

- A. If issued a phone, follow up/ Court reminders is a requirement of receiving a phone.
- B. If they choose to still be removed from push notifications/ follow up/ court reminders. Do not expect any further support concerning phone IT/ data or plan guidelines. The phone is solely their responsibility.
- C. The TC is still hear for additional support if needed, on and up to 30 days after last scheduled court date.

Staff Responsibilities:

TC staff are responsible for follow up/ check in calls weekly for all individuals encountered who agree to follow up/ check ins/ court reminder calls. During these weekly engagements staff will identify the date of last court date and calculate 30-day cut off for all outreach engagement efforts. Upon reaching the deadline and executing final outreach engagement. Staff will annotate in appropriate areas “final outreach/ engagement and deactivation in Reconnect”. Followed by deactivation in Reconnect.

NOTE: all other individuals who transition through the TC, but do not meet all three criteria for Activation will be kept on an inactive status in Reconnect.

Transition Center Opening and Closing

The following is the designated opening and closing procedures for the Pima County Transition Center (TC). All Pima County personnel opening or closing the TC will follow these procedures.

Opening:

When opening the TC for the shift or after closing for a designated reason listed under closing. The staff will:

Entering the TC: Enter the TC from the west door with the ramp. Entering personal assigned alarm code will enter their assigned code on the alarm keypad to disengage the alarm.

Note. Entering the TC from any other door when the security alarm is armed will cause the alarm to immediately sound. Only the west door has a delay to allow for the alarm code to be rendered before the alarm sounds.

Pre Trial-Services (PTS) shoot gate: after entering the TC and disarming the alarm system, staff will proceed out the east TC door to PTS shoot and position the gate facing north and south un-obstructing access to east door TC steps, promoting flow of individuals exiting PTS via shoot to enter TC.

Closing:

Normal closing procedures for the end of the day.

Pre Trial-Services (PTS) shoot gate: before arming the alarm system for closer of the TC. Staff will proceed out the east TC door to PTS shoot and position the gate facing east and west obstructing access to east door TC steps, promoting the flow of individuals exiting PTS via shoot, to the parking lot and street.

Exiting the TC for the day: Staff will ensure all exterior doors and windows are closed and secured, and all nonessential electronics are turned off (essential electronics consist of, a security system, cameras, outside lights, and phones). Close all the blinds. Turn off all inside lights, except lights needed to see while arming the alarm.

Arm alarm using individually assigned passcode, turn off lights, and exit building.

Temporary Closure: if the TC needs to close temporarily for training, transportation, or any other reason for less than two hours. Notify the PTS Modular @ 520-351-4748 and follow normal closing procedures except arming the TC alarm system.

Early Closure: If for any reason the TC needs to close early for the day. Follow normal closing procedures and notify PTS Modular via 520-351-4748.

If the alarm is tripped

Accidental Alarm: Reset the alarm and with the assigned code and contact the Program Supervisor via work and if no answer personal cell to inform alarm was accidentally tripped by staff. The program Manager or Department Director will be notified by the security monitoring company/ Facilities management.

Actual Alarm: The program Manager or Department Director will be notified by security monitoring company/ Facilities management. County policy/ protocol will be followed, and incoming staff may be notified of situation or adaptations to work shift due to severity of damage of facility.

Pima County Transition Center Entry Codes, and Alarm Codes Policy

TO BE COMPLETED AND SIGNED BY TRANSITION CENTER STAFF & EMPLOYEES

Staff/ Employee Name: _____

Employee ID: _____

Transition Center (TC) Cypher Codes and Alarm Codes are provided to employees and/or agency staff as a courtesy of working with in the Transition Center and must be surrendered upon an staff/ employee’s termination or instruction from TC Program Manager or Justice Services Leadership.

The protection and security of the TC and all information & property contained within, is of vital importance to the TC, TC staff and its clients. Violations of the security procedures or protocols implemented by the TC may subject you to local, state, or federal government detainment and/or prosecution.

It is both a condition of your employment/ housing with or at the Transition Center and your responsibility to understand and adhere to all TC protocols and procedures:

Cypher or Alarm Codes

- Never give your Cypher or Entry Code to anyone including other Transition Center personnel
- Protect Your Cypher or Alarm Code from discovery by any person.
- **If for any reason your Cypher or Alarm Code is compromised or discovered by anyone, it is your responsibility to notify the TC program manager or Justice Services Leadership immediately, so that the code(s) can be reset and a new code(s) issued.**

Any Transition Center staff/ employee and/or Agency who intentionally provides a cypher entry or alarm code to an individual not staffing or employed by the Transition Center will face disciplinary actions, up to dismissal from staffing or employment and possible criminal prosecution.

I have read the above “Entry Codes, Alarm Codes Policy” and agree to adhere to its requirements

**Employee’s
Signature** _____

Date: _____

Supervisor's
Signature _____

Date: _____

PC TRANSITION CENTER JUSTICE NAVIGATORS ON BOARDING AND TRAINING

New hire training will be conducted and completed within the first 90 days of employment to include all County on boarding, IT and HR requirements. Each area of training will be completed by the Transition Center Program Manager, Pima county department heads or their assigned delegate.

TRANSITION CENTER DOCUMENTATION TRAINING. (Prior to new staff being able to support and document clients on their own the following will be conducted and evaluated in the first 21 days of hire.)

Transition Center expectations and SOP review. Date: _____. Staff: _____

Demographical sheets training and utilization. Date: _____. Staff: _____

Demographic Spreadsheet Training and Utilization. Date: _____. Staff: _____

CARS Qualification and documentation training. Date: _____. Staff: _____

CALLS Qualification and documentation training. Date: _____. Staff: _____

Reconnect authorization & training. Date: _____. Staff: _____

TEAMS authorization & training. Date: _____. Staff: _____

HEA + training and authorization. Date _____. Staff _____

NAVIGATOR CERTIFICATIONS AND TRAININGS (All certification training or verification of training will occur prior to completion of probationary period of 90 days.)

DATE COMPLETED. _____

AZ PEER AND FAMILY CAREER CENTER:

HOPE & HEALING IN THE OPIOID USE CRISIS FOR PEER AND FAMILY SUPPORT PROFESSIONALS

Opioid use is at an epidemic level, and who better to answer the call of hope and support than peer and family support professionals. Opioid use has a deep and unique place in history, where it has been both romanticized and demonized. Today, we know that meaningful lives are devastated and even lost daily. This course provides an in-depth knowledge of how to support people who are living with opioid use dependency or disorder.

AT THE END OF THIS 8-HOUR COURSE, YOU WILL BE ABLE TO:

- Understand the why's and how's of the opioid epidemic.
- Differentiate the ways the brain responds to opioid use compared to other substances.
- Use high-end cultural competencies to build rapport with people who have opioid dependence.
- Utilize the principles of trauma-informed care to support people who feel trapped by their opioid use.
- Explain the principles of harm-reduction and appreciate the role that medication can play in a comprehensive approach to treatment
- Identify signs of a potential opioid overdose and how to administer naloxone.

DATE COMPLETED. _____

MOTIVATIONAL INTERVIEWING Together we will learn how MI can be used at each stage of change, from pre-contemplation and contemplation, to preparation, action and maintenance. You will learn how to apply the method of MI with your own clients, by harnessing their own internal motivations to change. Motivational Interviewing is an evidence-based practice which is essential for peer and family support specialists.

- Learn an effective alternative to trying to convince clients to change
- Help your clients find their own motivations for positive change
- Understand how MI complements other evidence-based treatment methods
- Learn how to use MI at every stage of change
- Understand addiction treatment as an ongoing “primary care” process, not a discrete event

DATE COMPLETED. _____

BREAKING DOWN THE BARRIERS – FORENSICS PEER SUPPORT

People who have experienced justice involvement and incarceration face unique hardships and challenges in society. Research shows that the level of support an individual receives directly influences how a person navigates their path to community integration. In this immersive course, family support professionals will gain invaluable knowledge and develop critical intervention skills to support individuals re-entering the community after incarceration.

AT THE END OF THIS 8-HOUR COURSE, YOU WILL BE ABLE TO:

- Reduce recidivism by facilitating successful reentry of the individuals served.
- Outline the inner workings of the criminal justice system.
- Evaluate the effectiveness of interventions at various points of contact.
- Analyze the unique challenges and opportunities of reentry.
- Explain the relationship between trauma-informed care and justice involvement.
- Formulate how to support individuals as they navigate reentry.

DATE Completed: _____

ETHICS AND BOUNDARIES Ethics and boundaries are essential protection for ourselves and the individuals we serve. Together we will navigate some professional ethics and boundaries to clarify what can feel gray.

- Develop an understanding of essential ethics and boundaries
- Explore how to engage in ethical behaviors and practices
- Understand how to set appropriate boundaries with members while maintaining a positive relationship
- Reducing countertransference
- Recognizing need for effective warm hand offs.

NOTE: This record of training will be maintained by the new onboarding staff and reviewed weekly with their supervisor until completed. Upon completion a signed copy will be afforded new hire staff and original with all supporting certificates will be maintained electronically by supervisor.

Staff & Date of Completion: _____

Supervisor & Date of Completion: _____

Pima County Transition Center Court Support Services

For individuals processed through the Transition Center (TC) who have been cited and must present for follow up court proceedings, additional information can be found by accessing the Arizona Supreme Court Public Access Case Lookup at: [Public Access Case Lookup \(az.gov\) http://apps.supremecourt.az.gov/publicaccess/](http://apps.supremecourt.az.gov/publicaccess/)

For lower-level courts, below you will find direct contact information for each location.

If necessary, Justice Navigators (JN) may have to contact these smaller Courts once individuals transition through the TC to identify if a Court date has been scheduled. Data entry can be even slower for these smaller courts. Otherwise, there may be situations where individuals receive their date through regular postal service which often arrives just days before their expected appearance.

Oro Valley Court:

They mail out a copy of the citation/complaint, with court date, usually within 24 hours of their arrest, if the individual is released. They will contact the Jail if they are in custody for their court hearing. Some court dates change but they do not believe that happens often. They only have the court calendar and do not have access for us to look up case information by name. Go to Orovalleyaz.gov, go to Government, go to Department, go to Town Court, go to Court Calendar/Schedule.

520-229-4780

Marana Court:

They mail out a copy of the citation/complaint, with court date, usually within 24-48 hours of their arrest, if the individual is released. They will contact the Jail if they are in custody for their court hearing. They stated that no one should be released from PTS without a court date. They only have the capability of looking at the weekly court calendar. Go to [MUNICIPAL COURT — Town of Marana \(maranaaz.gov\)](http://MUNICIPAL COURT — Town of Marana (maranaaz.gov)), go to Departments, Municipal Court, Calendar, click on date and you will only be able to see the calendar.

520-382-2700

Ajo Court:

They mail out a copy of the citation/complaint, with court date, usually within 24 hours of their arrest, if the individual is released. They will contact the Jail if they are in custody for their court hearing. Some court dates change but they do not believe that happens often. They have no access to reviewing court case information and only have the calendar. If the defendant lives in Ajo, they will send out a Constable to serve them with a summons to appear. They will send out a text to remind individuals of their court date if they have a number listed.

520-387-7684

Sahuarita Court:

They mail out a copy of the citation/complaint, with court date, usually within 24 hours of their arrest, if the individual is released. They will contact the Jail if they are in custody for their court hearing. Some court dates change but they do not believe that happens often. They have no access to reviewing court case information and only have the calendar. They do also text, or email the court date, if they are provided with this contact information. No court reminders available.

520-344-7150

South Tucson Court:

They do not mail out any type of documents for follow up, as most of their individuals have General Delivery addresses and mail is returned. Individuals are held responsible and expected to attend all hearings based on their release documentation or to contact the court directly. Most often, they are not provided with a phone number or an email address. What do they do if the individual misses their court date? They will issue up to 2 OSC prior to issuing a warrant. If you follow their case search tab, it will take you to the Public Access website, which does not provide much case information.

520-392-2424

Green Valley Court:

They mail out a copy of the citation/complaint, with court date, usually within 24-48 hours of their arrest if the individual is released. They will contact the Jail if they are in custody for their court hearing. Some court dates change but they do not believe that happens often. They receive a substantial amount of undeliverable mail and stated that they go off of the mailing address provided upon their arrest. If you follow their case search tab, it will take you to the Public Access website, which does not provide much case information.

520-222-0200

TRANSITION CENTER AFTER PRETRIAL SERVICES:

Once an individual has been detained, brought through the Pretrial Services (PTS) Modeler and identified as a candidate to be released on their own recognizance (ROR) with a court date. PTS staff are to read the below paragraph to the individual explaining their next steps, clearing the TC and hand the sheet to the individual to sign, indicating they understand what was explained to them and their final step of clearing the TC prior to exiting the property.

CLEARING THE TRANSITION CENTER AFTER PRETRIAL SERVICES

As part of your final clearing of leaving this facility, you will exit the pretrial services modular and proceed through the gated area to the Transition Center (TC). The Transition Center has been created to support individuals like yourself with connection and conversation with navigators who not too long ago were in your exact same position. This service is voluntary and in no way impacts your decision for release or the criminal justice process if you accept or decline. These navigators are not law enforcement or therapists, but individuals with lived experience that would like to have a conversation with you and offer support and resources to prevent rearrest They also can help you with reminders and transportation to your next court appearance to prevent a warrant being issued. Please take your conditions of release order and this sheet and proceed to the Transition Center. Once you speak to a Navigator and give them a copy of your conditions of release order you are free to leave.

Date: _____ Navigator: _____ TC phone # 520-724-2463

Appendix 3: Promotional Materials

Tent Cards

Mon.-Fri. (Lunes-Viernes) | 8 a.m. - Midnight (Medianoche)
 520-724-2463 | JSTransitionCenter@pima.gov
 1204 W. Silverlake Road
 Pima County Transition Center
 Centro de Transición del Condado Pima
 JUSTICE SERVICES

**Pima County
 Transition Center**
*Helping you navigate the justice system
 Te ayudamos a navegar el Sistema de justicia*

If you are justice involved, we can assist:

- | | |
|---|--|
| Services: | Connections to community partners for: |
| <ul style="list-style-type: none"> • Court reminders • Peer support • Transportation to court • Cell phones | <ul style="list-style-type: none"> • Treatment • Housing • Employment • Medical Care • And More |



Si estás involucrado con la ley y necesitas ayuda, ofrecemos:

- | | |
|---|---|
| Servicios: | Conexiones a: |
| <ul style="list-style-type: none"> • Avisos de la corte • Apoyo • Transportación a la corte • Teléfonos celulares | <ul style="list-style-type: none"> • Tratamiento • Vivienda • Empleo • Atención médica • Y más |

Envelope available at the “Release Door”

Property of • Propiedad de

Directions to The Pima County Transition Center
 located outside the Pima County Adult Detention Center
*Direcciones al Centro de Transición del Condado Pima
 ubicado afuera del Centro de Detención de Adultos del
 Condado Pima*



Pima County Transition Center

Leave better than you came!

Stop by the Pima County Transition Center and let our Justice Services Navigators help you on the next steps of your journey. Our navigators are trained to help you overcome obstacles to your successful transition back to the community.

Justice Services Navigators are not associated with corrections, law enforcement or the legal systems. They are peers who have made this journey themselves and are here to help others along the way.

Let them help connect you with the support and community resources you need after your release, if you have not been set up with a discharge plan.

Resources they can help you connect to:

- | | | |
|-------------------|----------------------|------------------|
| • Housing | • Medical care | • Transportation |
| • Food | • Peer support | • Cell phone |
| • Court reminders | • Employment support | <i>and more!</i> |

¡Logra tu mejor versión!

Visita el Centro de Transición del Condado Pima y deja que nuestro personal de Servicios de Justicia te ayude a lograr tus objetivos. Nuestro personal está capacitado para ayudarte a superar los obstáculos que se atraviesan en tu transición de vuelta a la comunidad.

Nuestro personal de Servicios de Justicia no está relacionado con Departamento de Correcciones, Departamento de Policía, o el sistema legal. Son compañeros que han pasado por lo mismo que tú y están aquí para ayudar a los demás.

Deja que te conecten con la ayuda y apoyos comunitarios que necesitas luego de recuperar tu libertad, si es que no se ha creado un plan para ti.

Te pueden ayudar a recibir recursos como:

- | | | |
|-----------------------------|-------------------------------|--------------------|
| • Vivienda | • Atención médica | • Transportación |
| • Alimentos | • Apoyo de compañeros | • Teléfono celular |
| • Recordatorios de la corte | • Apoyo para conseguir empleo | <i>y mucho más</i> |



Pima County Transition Center
 1204 W. Silverlake Road
 520-724-2463
pima.gov/3085/Transition-Center



Transition Center Brochure



Navigators lead the way

The Justice Services navigators at the Transition Center are trained to help individuals successfully transition out of custody. Justice Services navigators are not associated with corrections, law enforcement or the legal systems; they are peers who at one time made this journey themselves and are committed to helping others along the way. Navigators provide encouragement, support and follow-up to ensure individuals meet court requirements or expectations by connecting them to resources such as housing, food, treatment, medical care, transportation, mental health services, and employment and job training.

Nosotros te enseñamos el camino

Los empleados del Centro de Transición están capacitados para ayudar a personas a tener una transición exitosa de la cárcel a la libertad. Nuestros empleados no están asociados con los guardias, fuerzas de orden, o el sistema legal; son personas como tú que alguna vez pasaron por lo mismo que tú y están comprometidas a ayudar a quienes puedan. Te brindamos apoyo y seguimiento para asegurarnos de que cumplan con sus obligaciones de presentarse en corte al conectarlos con recursos como vivienda, comida, tratamiento, atención médica, transporte, servicios de salud mental, empleo, y capacitación laboral.



Pima County Transition Center
1204 W. Silverlake Road
520-724-2465
JSTransitioncenter@pima.gov
Monday-Friday, 8 a.m.-midnight
De lunes a viernes de 8 a.m a medianoche

SCAN ME / ESCANÉAME



<https://www.pima.gov/3085/Transition-Center>



Board of Supervisors
Adelita S. Grijalva, *Chair*, District 5
Rex Scott, *Vice Chair*, District 1
Dr. Matt Heinz, District 2
Dr. Sylvia M. Lee, District 3
Steve Christy, District 4

Pima County Administrator
Jan Lester

3483-686-00724-RTP-HE

PIMA COUNTY TRANSITION CENTER

Helping you navigate the justice system



Te ayudamos a navegar el sistema de justicia



Who we are

The Pima County Transition Center, launched in the summer of 2023, is a collaboration between Pima County and the City of Tucson, connecting individuals with justice involvement with social service agencies, providing justice navigation and additional resources. To reduce justice system involvement and increase judicial compliance.

The Transition Center increases compliance with release conditions to decrease rearrest and recidivism. It also assists community members with justice navigation, education and connections to judicial systems and community resources.

The Transition Center, located next door to the Pima County Adult Detention Center for convenience and accessibility, specializes in individuals with repeat misdemeanor charges, substance use disorders and co-occurring mental health issues, especially Pima County's underserved BIPOC community.

“The second I came in here, they just welcomed me and showed me a lot of support. There's no bad energy here. You don't feel pressured, and nobody wants to lead you down the wrong road... This place will help give you the correct guidance to be independent and successful in life.”

— Transition Center client, October 2023

“Al venir aquí, me dieron la bienvenida, y me dieron mucho apoyo. No hay malas vibras aquí. No sientes presión, y nadie te quiere llevar por el camino equivocado... Este lugar te ayudará a ser independiente y tener éxito en la vida.”

Cliente del Centro de Transición, octubre, 2023

¿Quiénes somos?

El Centro de Transición del Condado Pima, fundado en el verano del 2023, es una colaboración entre el Condado Pima y la Ciudad de Tucson, conecta a personas involucradas con la ley con agencias de servicios sociales, brindando ayuda para navegar el sistema de justicia y recursos adicionales para reducir el número de personas en problemas legales y aumentar el cumplimiento judicial.

El Centro de Transición aumenta el cumplimiento con las condiciones de libertad para reducir las probabilidades de volver a recaer y ser arrestados de nuevo. También ayuda a la comunidad a navegar el sistema judicial, ofrece educación y conexiones en el sistema judicial y a recursos comunitarios.

El Centro de Transición, ubicado a lado del Centro de Detención del Condado Pima para su conveniencia y accesibilidad, se especializa en personas con cargos menores repetidos, trastornos de uso de sustancias, y problemas mentales concurrentes, especialmente en las comunidades minoritarias y de color del Condado Pima.



Appendix 4: Thank you letter from Transition Center participant

To TC staff this to inform you that your program has been the light I needed to follow your staff here are beyond verry experience I feel soo comfortable -- in speaking verry trusting under cover angels its my verry first time in accepting this type of help and the way they came at me and gave me hope to overcome my struggle I swear I got this beautiful feeling like I got a set of new friends I could rely trust if you could run my name you will see someone like me needing this type of support I appreciate you guys verry much and thank you with all my heart 😊 and a verry good thank you to Tammany I had the best talk ^{with} her... Great advice thank you # [REDACTED] -

Sincerely
a big - #/I fan Natlis [REDACTED] -

Appendix 5: About the Department of Justice Services

The Department of Justice Services (DJS) represents the Pima County government’s investment in criminal justice system improvements and works to implement or support the Board of Supervisors (BOS) objectives, policies, and systemic changes. DJS’s mission is to improve outcomes associated with the justice system, and objectives include:

- Decrease utilization of local taxpayer-funded resources,
- Increase community safety,
- Reduce repeat justice system involvement and the cycle of incarceration,
- Collect data and conduct analysis system-wide,
- Provide BOS, County leadership, and justice system partners with policy, national standards, local data, and recommendations for justice policy

The function of the department is both distinct from and complementary to other justice agencies. The justice system is purposefully designed as an adversarial process, which protects the “checks and balances” nature of law. This approach is based on the idea that the best way to discover the truth and achieve justice is through a structured competition between opposing sides. However, this can make it challenging for some areas of the system to collaborate, build consensus, coordinate resources, build programs that promote recovery, and/or generate resources and tools for those working in the justice system.

Many governments across the country have created departments to enhance the efficiency and effectiveness of the criminal justice system and coordinate key justice activities across the community¹, including:

- Oversee strategic planning,
- Guide and promote policy development,
- Advocating for and allocating resources to support justice initiatives,
- Serve as a central repository for data collection and analysis,
- Monitor trends and capture historical change for posterity and future analysis,
- Facilitate cross-system problem-solving,
- Actively promote community engagement,
- Provide public education and awareness of justice-system resources, and
- Offer training and education.

¹ One example site is the [Harris County Office of Safety & Justice](#) (OSJ), which acts as a resource for all Houston-area justice-involved agencies (both among the city and county). The OSJ is a department within the county structure (and a fellow SJC site), and seeks to facilitate meaningful improvements in the Harris County justice systems that ensure equity, safety, transparency, the use of best practices, and accountability. Visit their website to view their criminal justice system dashboards, which include jail population and use of bail.

The priorities of the department are reflective of the priorities of the BOS and County leadership. Since 2016, County priorities have centered around safely and strategically reducing non-violent, low-risk individuals from the Pima County jail, eliminating racial and ethnic disparities throughout the justice system, promoting treatment and other community services in conjunction with legal proceedings, facilitating court appearances to reduce failure-to-appear warrants, serving as a conduit to housing for unsheltered individuals with justice involvement, and coordinating activities among justice system partners to reduce duplication and achieve economy of scale. However, DJS endeavors to serve as a centralized hub to provide the above services for Pima County.

The functions of DJS generally fall into three primary categories:

1. **Justice-supportive programs:** DJS, working with county leadership and justice partners to identify priorities, implements a variety of programming that will generally serve a broad community of individuals (as opposed to one court or agency). These programs may be permanent installations or time-bound based on ongoing need and resource availability. A majority of DJS's programs are grant-funded or utilize existing resources with no additional costs (like Consolidated Warrant Resolution and Jail Population Review). A listing of DJS's programs can be found below.
2. **Data collection, research, and evaluation:** Develop and implement the justice data warehouse in partnership with Pima County IT; create dashboards for both internal and external use²; analyze justice-related metrics throughout the system to inform policy decisions, staff utilization, and performance-based program contracts; and provide reports and analysis to county leadership, elected officials, and justice system partners. DJS hosted [a Sequential Intercept Mapping \(SIM\) workshop](#) in 2021.
3. **Community education and engagement:** DJS plays a crucial role in the community at large by fostering transparency, building trust, and promoting collaborative efforts between criminal justice agencies and the public. By actively involving community members and community organizations in discussions, the criminal justice system can more effectively address local concerns and provide support where it is needed. DJS is also invested in community education of the local justice system, and building awareness of resources available at each intercept so that individuals and their loved ones may proactively engage services.

² One community's example of a justice dashboard is [Dane County's Community Justice Council](#) (also a SJC site). The public can access information for both misdemeanor and felony courts of jurisdiction, as well as analysis of cash bail, corrections and jail admissions, arrest trends, and calls for service (throughout the community).

History

DJS began in 2016 as the Criminal Justice Reform Unit (CJRU), a division within County Administration, with the objective to improve outcomes and lower costs in the justice system. The creation of the unit was largely related to Pima County receiving grant funding from the MacArthur Foundation, to continue the community's participation in the MacArthur Foundation's Safety & Justice Challenge (SJC) program. As the County's strategies regarding justice have expanded beyond the SJC, it has become evident that a permanent investment in justice system improvement, as well as coordination and support, would benefit community safety and taxpayer resources.

The unit was also designed to be an "incubator" for innovation and program development. In 2019, CJRU expanded to include other projects, such as Pima County Housing First (PCHF) and the U-MATTER deflection program (in partnership with the Tucson Police Department).

From 2016, CJRU oversaw the grant funding and collaborations for the SJC project, which resulted in over a dozen new programs, policies, procedures, training, and data collection and analysis. Some highlights of the SJC program include:

- Implementation of universal screening and enhanced supervision programs within Pretrial Services (PTS),
- Launch of the prebooking booking modular initiative, in which individuals with (non-domestic violence) misdemeanor charges are screened and potentially released with court-ordered release conditions – resulting in an 80 percent reduction of non-violent offenders from the jail population³,
- Adult Probation Modifications to Petitions to Revoke and Other Processes (Adult Probation),
- Law Enforcement Deflection (Tucson Police Department),
- Supportive Treatment and Engagements Program (STEPS) Court (Superior Court, Pima County Attorney's Office, and Public Defense Services),
- Jail Population Review (JPR) Committee (Justice Services, Pretrial Services, Pima County Attorney's Office, Public Defenders Office),
- Night and weekend Warrant Resolution events (combined effort of multiple County and City justice agencies),
- Community Engagement (Justice Services, multiple community partners), and
- Initiation of a local [Habilitation Empowerment Accountability Therapy](#) (HEAT) program, a culturally proficient groups-based service designed to incorporate African-American cultural heritage into the intervention.

³ Before use of the prebooking modular was mandated via an Administrative Order from the Pima County Superior Court Chief Presiding Judge, the overall jail population comprised 20% misdemeanor-only charges. Once law enforcement was required to screen individuals with (non-domestic violence) misdemeanors at the modular before being permitted to book the person into the jail, the misdemeanor population in the jail, has averaged 5%.

CJRU was converted to a county department in July 2021, with the objective of sustaining the county’s investment in justice system improvement long after the completion of the Safety and Justice Challenge.

Current DJS Programs

- [Transition Center](#): Pima County Transition Center launched in July 2023 and is located outside the jail next to the Pretrial Services prebooking modular. Justice Navigators (currently four County personnel, and one City staffer) and a dedicated clinical liaison (grant-funded), (who all peers with lived experience in the justice system) act as a conduit to existing services within our community and engage with individuals immediately upon release from custody. Navigators specialize in “real-time” assistance, connecting participants to shelter, treatment (including crisis and detox referrals), services, and other resources. Individuals can receive assistance with transportation to court, a phone, necessities like clothing and toiletries, connection to other County programs (like [the Community and Workforce Develop One-Stop](#) or [County Superintendent Cycle-Breakers](#) programs), and many other resources.
- [Consolidated Warrant Resolution](#) program: While warrant resolution programs for specific courts have been in place for some time, there has never been a consolidated warrant resolution program – meaning “one-stop shopping” to receive information and assistance, regardless of jurisdiction. DJS and PTS have worked to develop a virtual resource to improve community education about proactively quashing warrants, as well as a process for individuals to check if they have a warrant (and where) with PTS, all before they are arrested.
- County-wide Accessibility Linkage Lines (CALL) program: This program provides access to free phones and service to individuals involved in the criminal justice system. The objective is to reduce Failure to Appear (FTA) in court, increase individual communication with their assigned Justice System Agency, and increase compliance.
- County-wide Accessibility Rideshare Service (CARS) program: Provides free taxi services to individuals on community supervision and/or involved with the justice system and experiencing houselessness, with the objective to reduce Failure to Appear (FTA) at court and issuing of warrants that lead to individuals re-arrest and increase individuals’ attendance with their assigned Justice System Agency and increase compliance.
- [Jail Population Review](#) (JPR): The Jail Population Review (JPR) Committee, now in its sixth year of operation, meets weekly to evaluate the charges, criminal records, and socio-economic status of recent detainees at the Pima County Adult Detention Complex. The JPR committee identifies individuals who pose a low public safety risk for potential pretrial release from jail. A dedicated case manager at PTS coordinates all JPR releases, facilitating a warm hand-off to housing, treatment, and other services in the community.
- [Crisis Intervention Team \(CIT\) Training](#): Southern Arizona Crisis Intervention Team (CIT) training was initiated in 2002 as a 40-hour CIT training to better equip law enforcement to de-escalate situations, address mental health crises, and connect community members to

resources rather than incarceration. The program is administered by DJS, and is a collaboration with the Tucson Police Department, the Pima County Sheriff's Department, Connections Health Solutions, and the Pima County Attorney's Office.

- [Pima County Housing First](#) (PCHF): Pima County launched the [award-winning](#) PCHF program to target unsheltered justice-involved individuals with co-occurring mental health and substance use disorders. The overall goals are to reduce the utilization of medical care, chronic homelessness, and justice involvement.
- Release Bags program: Contain essential items such as toiletries, first aid kits, and blankets, and are given to those transitioning from jail custody to housing with limited resources.
- Jail data analysis and evaluation: Analyze findings of the jail population and bookings (from data provided by PCSD). Provides routine reports to meet grant requirements, and ad hoc reports from BOS, other county departments, justice system leadership, and community partners (on approval from the Sheriff).
- [Guidelines on Getting Out](#) (GOGO): Resources guidebook in the local community for re-entering citizens, available via PDF and online. Updated annually.

Partnership or Support to Other Programs

- [Tucson Police Department \(TPD\)](#) and Pima County Sheriff's Department (PCSD) Mental Health Support Teams (MHST)
- City of Tucson and Pima County efforts to address street-living homelessness. DJS staff provide direct outreach to individuals in encampments, offering justice services like warrant resolution and assistance getting to court. DJS worked with the Public Defenders office to create a "[Know Your Rights](#)" website. A small card with QR code links to this, the warrant resolution site, and the Transition Center are passed out, along with other resources (like the GOGO guide).
- [TPD Substance-Use Deflection](#)/Community Outreach and Resource Engagement (CORE): funding a peer for support to the CORE team, via grant funding.
- Pretrial Services (PTS) Prebooking Modular
- [YWCA Teen Court program](#)
- [YWCA Racial Justice Center](#)
- [Green Vally Justice Court – DUI Court](#)

Community Engagement Strategies

- RE-Root Project: A supplemental project through the MacArthur SJC grant, the Race Equity Cohort (REC) initiative pairs SJC sites with community partner organizations. This initiative seeks to systematically address and repair racial and ethnic disparities in the justice system. DJS's community partner for this project is [YWCA of Southern Arizona](#).
- Community Collaborative, Listening Sessions, and Action Summits: From 2018 to 2020, DJS has facilitated the Community Collaborative, a regular meeting of justice professionals, community members, system-involved individuals, and others. Initially the Collaborative was launched as a formal body (with an application process and elected membership) that reviewed the SJC strategies and provided input into priorities and guided reform processes. After an intermission during the pandemic, the Collaborative relaunched in 2021 as an informal quarterly convening with the objective of allowing community members to self-organize justice-related advocacy with the support of DJS staff. This informal convening evolved in 2023 to make way for a REC grant deliverable. Utilizing the model created by [Everyday Democracy](#) (a technical assistance provider to the SJC grant), a series of listening sessions occurred as part of their "[Dialogue for Change](#)" program. Beginning in late 2023 and continuing into 2024, DJS has partnered with [Pillars and Bridges](#), a local non-profit dedicated to improving relationships between the community and justice systems, to complete the final stages of the Dialogue for Change program through a series of Action Summits (planning sessions designed to help community build consensus on justice reform priorities). It is anticipated in the future that, if the Community Collaborative does return it will be refocused on the priorities established through the Action Summits.

Programs or Services in Development

- Justice system navigation website & sequential intercept map: a centralized website for community use, that will help any community member understand where they or their loved one is in the justice system proceedings, where to receive help and resources, and assist these individuals with connecting to services (including DJS programs like the Transition Center). DJS plans to routinely update the local SIM, to guide community needs.
- Justice Data Warehouse: the data warehouse has been created in partnership with Pima County IT, and is currently populated with jail data with planned expansion to other justice system partners. The objective of this warehouse will be to conduct large-scale and cross-system aggregated analysis
- Regional justice data dashboards, spanning across multiple justice systems.