



AGENDA MATERIAL

DATE 6/6/23 ITEM NO. RA 20

MEMORANDUM

Date: June 2, 2023

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

From: Jan Leshner 
County Administrator

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

Pima County continues to work expeditiously, in coordination with the City of Tucson and other strategic partners, to open the Pima County Transition Center. The purpose of this memorandum is to provide the Board of Supervisors (BOS) with an update on the progress of the Transition Center since the last memorandum on May 12, 2023.

Permits

All necessary permits for the modular facility have been received and Facilities Management has begun work on the exterior trenching, utilities, fencing, and the interior of the modular. While not all of the interior installations such as furnishing will be complete, the basic functions of the Transition Center remain on schedule to launch late next week.

Below is a photo of the progress underway at the Transition Center, as of June 1, 2023.



JUN 02 23 PM 04:46 PC CLK OF BN

Operations Updates

The Department of Justice Services (DJS) continues recruitment for the Justice Navigator positions who will engage with individuals who are leaving custody. Two individuals have accepted offers, with interviews being finalized the week of June 5, 2023 for the two remaining positions. Additionally, the City of Tucson has committed to contributing an additional two navigators to staff the Transition Center, bringing total staffing up to six individuals. While this will not be sufficient to provide operations coverage 24/7, we will be able to staff the busiest times and days of the week when releases are occurring. If data shows these interventions are effective in promoting court appearance and reducing rearrests, additional staffing and operational coverage will be explored.

Logistics such as the development of a database management system in collaboration with the Analytics and Data Government Department, the development of a compilation of services to transport participants directly to, and the creation of a participant resource guide are all underway. The following logic model for the Transition Center provides a one-page understanding of the vision for the program and expected outcomes.



Pima County Justice Transition Center
Logic Model

Scope of Problem:
 An analysis of Pima County's jail bookings finds that, among individuals arrested on a misdemeanor charge, over 25% of these individuals will be re-arrested within a month. Local police have provided anecdotal evidence of the same individual being arrested multiple times in a day, and businesses opine there is a significant increase in property damage, shoplifting, trespassing, and the use of illicit substances openly in public. The most common charge for a jail booking is "Failure to Appear" (FTA), resulting from individuals who miss a court appearance. The jail booking process is several hours, taking peace officers away from patrol for extended periods of time. A pre-booking release is typically only 15 minutes of a peace officer's time – however, individuals released prior to booking are likely to be re-arrested and/or miss their court dates.

Objective and Desired Outcome(s):
 Create a "Transition Center" facility, and utilize "Justice Navigators" to engage with individuals immediately upon release from custody and connect to treatment, services, and other resources. Technology (such as a phone app which can provide reminders for court and other appointments, "check ins" with community supervision, and text capabilities to communicate with services providers) may be utilized to further enhance level of engagement with justice system entities and treatment providers. The objective of this engagement will be to reduce the probability that an individual will immediately return to the location of initial arrest, have awareness of and access to services that can address the underlying issues (substance use, homelessness, etc.) that often result in justice system interactions.

INPUT/Resources	OUTPUTS		OUTCOMES	
	Target Population	Activities	Short-term	Long-term
Facility/Dedicated location (modular building located outside jail's intake/PTS modular) Staff: Justice Navigators, Supervisor Database/Case Management Directory of Referral Resources Transportation Resources Participant Incentives	Individuals with repeat misdemeanor and/or low-level felony charges, low-risk of violence or dangerous, concerns with homeless/ unsheltered, substance-use, and/or mental health issues	Justice Navigators will engage with individuals leaving custody (pretrial services modular or released at IAs); offer to connect with services and resources (housing, detox, CRC, etc), assist with transport, provide incentives for participating in services (such as cell phones). "Familiar Faces" (high utilizers) will be referred for additional services	Participants have immediate access to shelter, treatment, detox, crisis services, and other resources; do not return to the location of arrest upon release	Participants appear for court and comply with release conditions (including area restrictions); have reduced contact with law enforcement; know where/how to access services and housing

Program Collaborators/System Partners	Additional Points for Consideration, External Factors, and Potential Limitations
<ul style="list-style-type: none"> Pima County Superior Court & Pretrial Services Pima County Sheriff's Department & Jail Staff City of Tucson (Community Safety, Housing, & TPD) Treatment and Crisis Services Providers (CRC, MAT services, detox, other walk-in centers) Shelter, Transitional, and other Housing Providers 	<ul style="list-style-type: none"> Housing/Shelters: Pima County has a shortage of emergency shelter and transitional housing (that is free or low-cost). Access to shelter that will accept individuals with recent justice system involvement, who may have had recent substance use, will be a critical resource necessary for program success. Hours/Availability: Individuals are arrested and released at any time of day or night. A resource/referral providers list must include agencies who operate after-hours and accept drop offs. Data Sharing: Staff will need to have (some) access to/intercommunication with other justice systems.

Program Evaluation & Metric of Success:
 Metric of program success will be a reduction in rearrest, and increase in court appearance. Participants who utilize services provided by Transition Center will be compared to other individuals with similar charges, to evaluate the efficacy of intervention(s). The Pima County Adult Detention Complex (PCADC) jail data feed will measure length of time between bookings. Court public records identify if participants (and control group) appeared for court. Status reports will be submitted on a quarterly basis.

The Honorable Chair and Members, Pima County Board of Supervisors
Re: **Update on County Initiatives to Address Homelessness and Public Safety**
June 2, 2023
Page 3

DJS is also exploring the use of a phone application (app) that can improve communication with Transition Center participants by providing: connections to service providers, centrally located resource guides, messaging support with Justice Navigators, and connectivity to court supervision (like Pretrial Services). The [ReConnect](#) system, already in use in the [Pinal County Diversion Program](#), has offered a free pilot trial for our use in Pima County.

Service Providers

We continue to seek input, collaboration, and partnership with treatment providers, housing services, and other community resource providers in the development and launch of the Transition Center. DJS presented an overview of the modular project on May 22, 2023 that was attended by over 80 participants (See PowerPoint **Attachment 1**). DJS with assistance from our Pima County Communications Department has launched a [website](#) to keep potential partners apprised of the Transition Center's progress, collect information about potential referral opportunities, and share critical information. The website includes a recording of the May 22nd presentation, a link to the open navigator positions, a community service provider interest form, and a sign-up link for project notifications.

The DJS is working to host several additional info-sessions on the Transition Center to continue informing local service providers working in treatment, housing, and other social service arenas. It is our goal to identify as many viable referral sources as possible for Navigators to utilize.

Funding

As previously presented, the American Rescue Plan Act (ARPA) grant is being utilized to lease and fund the construction of the modular facility for the Transition Center, provide up to two years of salary for four navigators, and provide support for initial startup costs such as computers and furnishings. This leaves limited funding for incentives, transportation, and other supportive resources needed to fully implement the vision of the Transition Center. For this reason, DJS and our Grants Management & Innovation Office (GMI) are applying for a Substance Abuse and Mental Health Services Administration (SAMHSA) Grant to fill the funding gaps for these additional resources. If awarded, the project will receive up to \$1.65 million over five years, significantly reducing the need for local funds to support Transition Center operations and supplemental services. The application deadline for this grant is June 8, 2023.

Conclusion

We are optimistic that the Transition Center will be ready for utilization for a soft launch by June 9, 2023. Justice Navigators will begin formalized training beginning June 5, 2023 to

The Honorable Chair and Members, Pima County Board of Supervisors
Re: Update on County Initiatives to Address Homelessness and Public Safety
June 2, 2023
Page 4

include the development a resource referral manual, and a script for motivating individuals to take advantage of the services in the Transition Center. Once construction is finalized and the operations within the facility have formally launched, a tour of the Transition Center will be arranged for the BOS and staff.

JKL/je

Attachment

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

ATTACHMENT 1



Transition Center

Pilot Program

Project Overview

Pima County & City of Tucson



Introductions

Pima County

- Steve Holmes, Deputy County Administrator

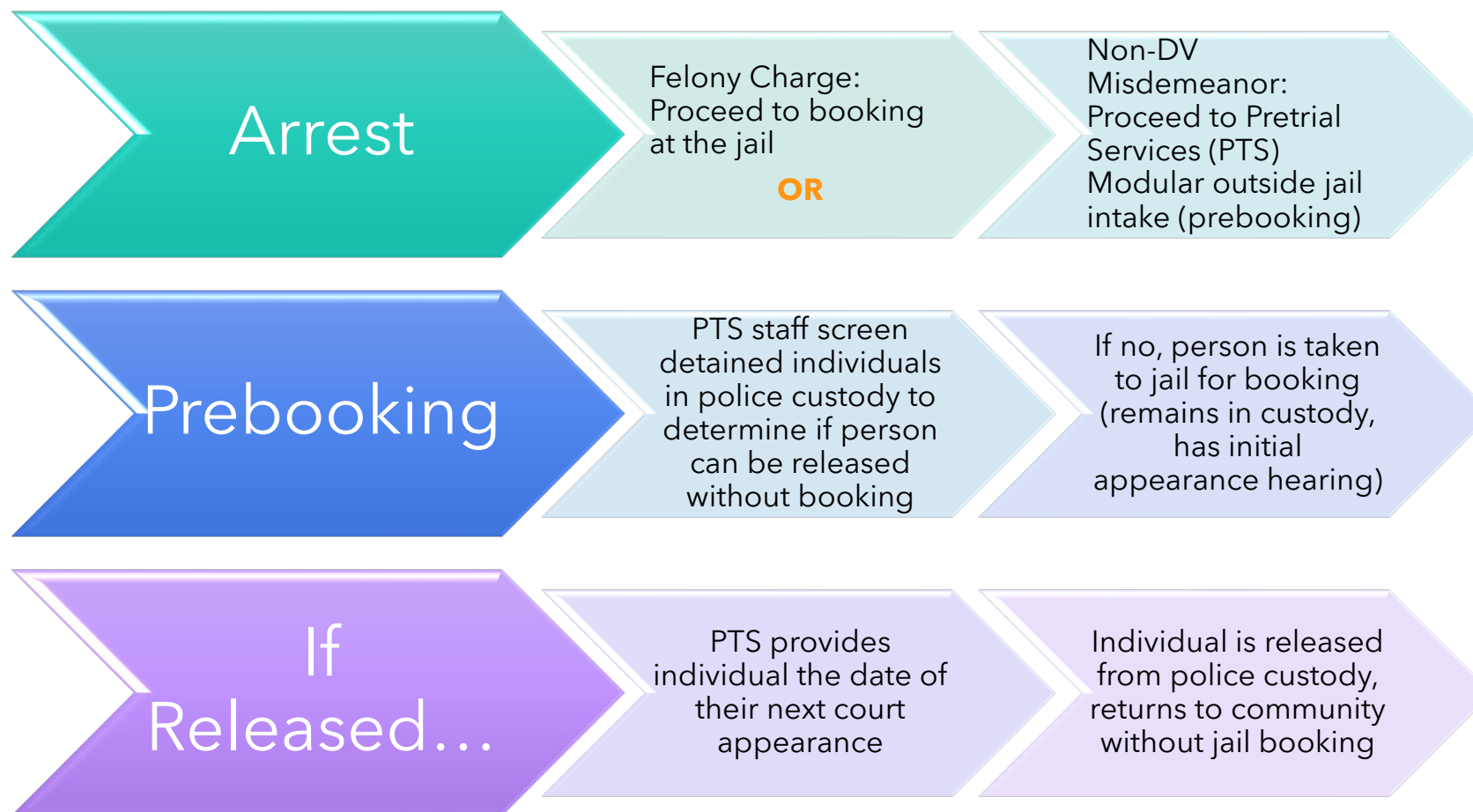
Dept. of Justice Services

- Kate Vesely, Director
- Doyle Morrison, Program Manager

City of Tucson

- Mari Vasquez

Current Arrest/Booking Process Overview



Current Process



Cons:

- Individuals may return to the location of initial arrest = violation of release conditions, additional officer time, new charges + rearrest
- May be released to the community without knowledge of services or resources available
- May be released without access to phone, transportation, or other resources



Pros:

Saves officer time (faster return to service) 15 min vs 3-4 hours

Lower jail population (non-violent, non-dangerous individuals)

Saves jail booking costs/CO time



Quick Overview of Pilot Project

- Feedback from justice system and community partners: add opportunities to connect those released from custody to services (treatment, housing, etc)
- Transition Center:
 - Not a treatment intervention
 - Conduit to resources: provides information about, and increases access to, services and opportunities that will help break the cycle of incarceration
 - Collect data to determine which interventions are the most effective
 - Measurement of success: Reducing re-arrest, increasing court appearance





Project Partners

Pima County:

- Modular lease and facility design
- DJS: Transition Center implementation and oversight; justice navigator staff

City of Tucson:

- Additional justice navigator staff
- Support with “familiar faces”

Superior Court/Pretrial Services

- Partnership/collaboration
- Process coordination

Pima County Adult Detention Complex

- Partnership/collaboration
- Process coordination

Justice System Partners: Pima County Sheriff’s Department, Tucson Police Department, Pima County Attorney’s Office, and more



Priority Population(s)

Misdemeanors:

- All jurisdictions
- Non-violent, non-dangerous
- Phase 1: those released from prebooking modular
- Phase 2: those released at Initial Appearance

Felony:

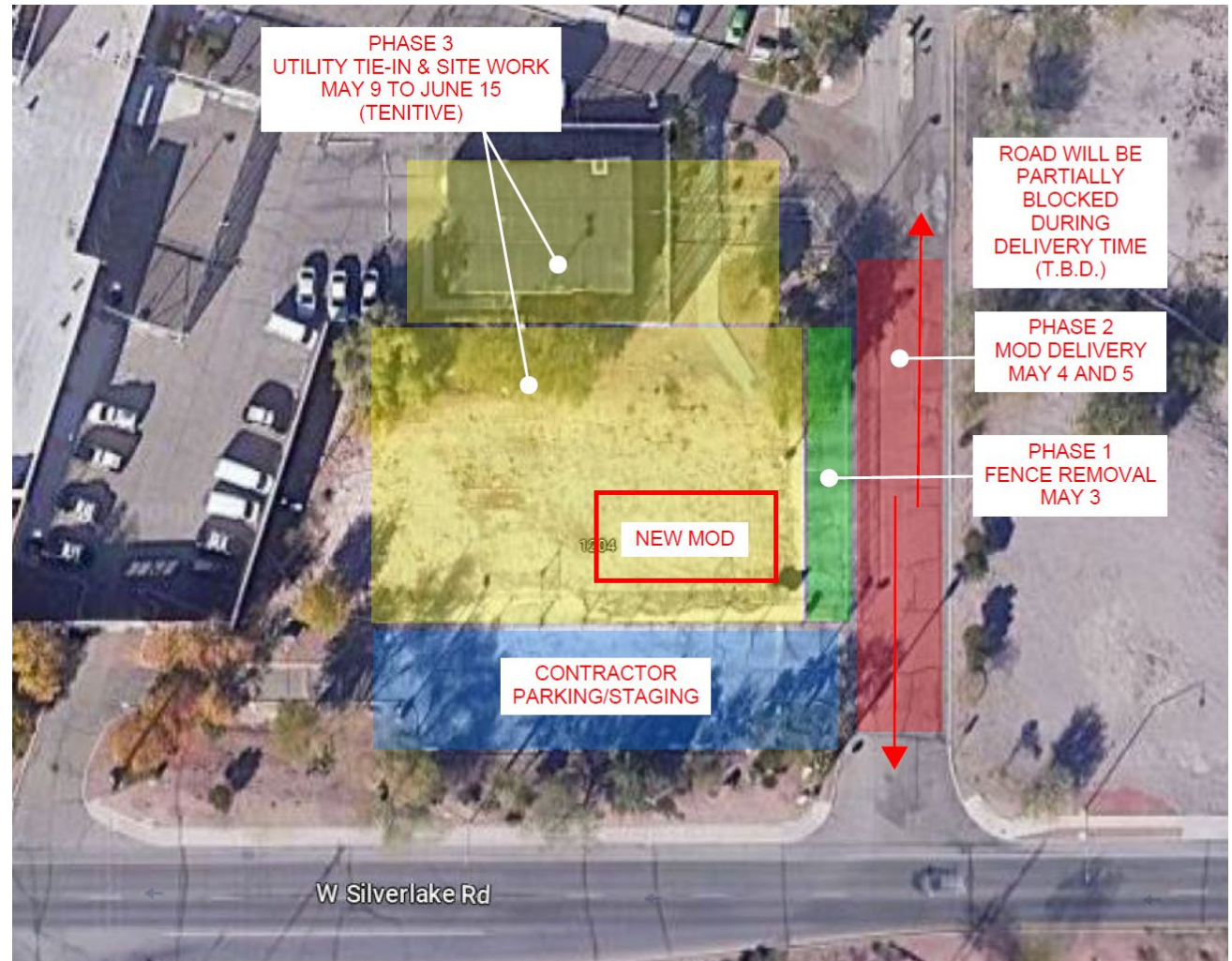
- Low-level, released from Initial Appearance (Phase 2)

“Familiar Faces”

- High system utilizers

How will it work?

- As individuals leaving prebooking modular (Pretrial Services)
- Routed through the Transition Center post-custody
- Justice Navigators will attempt to engage with individuals to determine needs and willingness to go to services (treatment, housing, etc)
- Will utilize incentives to encourage participation (cell phone, resource bags, etc)
- When available, staff may transport to approved drop-off sites
- Follow up to ensure participants have plan to get to court hearings



Transition Center Function & Services

Information & Accessibility

- Ensuring released individuals understand release conditions and expectations
- Develop plan for individual to attend their next court appearance
- Provide resources and incentives to promote court appearance and access to services + community supervision

Referral & Connection

- Develop list of resources, providers, and services for individuals to be referred to
- Assist individuals to navigate enrollment and how to access services
- “Warm hand off” and drop off to services

Support & Encouragement

- Staff will have lived experience in the justice system, can provide encouragement

Transition Center – What it is, and is not:

What It is:

- **Informational** - about justice system processes, what to expect about the court process, and who to talk to if they have questions (i.e. Public Defender's Office, Pretrial Services)
- **Connective** - how to get enrolled in services, treatment, access housing, and other resources
- **Supportive** - provide encouragement and motivation, to avoid justice system interaction, to resolve court cases, and participate in services

What it is not:

- **A treatment program**: Transition Center will rely on existing treatment for participant services, and will work to refer (and possibly transport) individuals to these resources
- **Community supervision**: Justice Navigators will not supervise participants, enforce release conditions, or report on non-compliance to PTS or police (unless risk of dangerousness is present)
- **Mandatory participation**: individuals cannot be forced to participate

Transition Center Timeline

1

MAY 2023

Deliver modular building
Post Justice Navigator positions
Design program parameters

2

JUNE 2023

Finish modular construction
Justice Navigators begin work/training
Develop provider referral list

3

JULY 2023

Identify preferred providers, refine referral processes
Launch transportation services from jail to services providers

4

FALL 2023

Begin evaluation of pilot program effectiveness
Formalize procedures
Develop participant resource manual

5

Summer 2024

Assess pilot program for full implementation
Formal project evaluation
Possible expansion

What do we need from you?

- Let us know if we can refer to you!
 - Complete survey to let us know what services you provide, who can be referred, and your processes
 - [Click here for link](#)
- Interest in more formal partnerships for potential grants and other linked programs
 - Would you be willing to do a letter of support for grants?
Please email JusticeServices@pima.gov

