CITY OF TUCSON

Tucson

SAFE CITY

Initiative

Action Plan
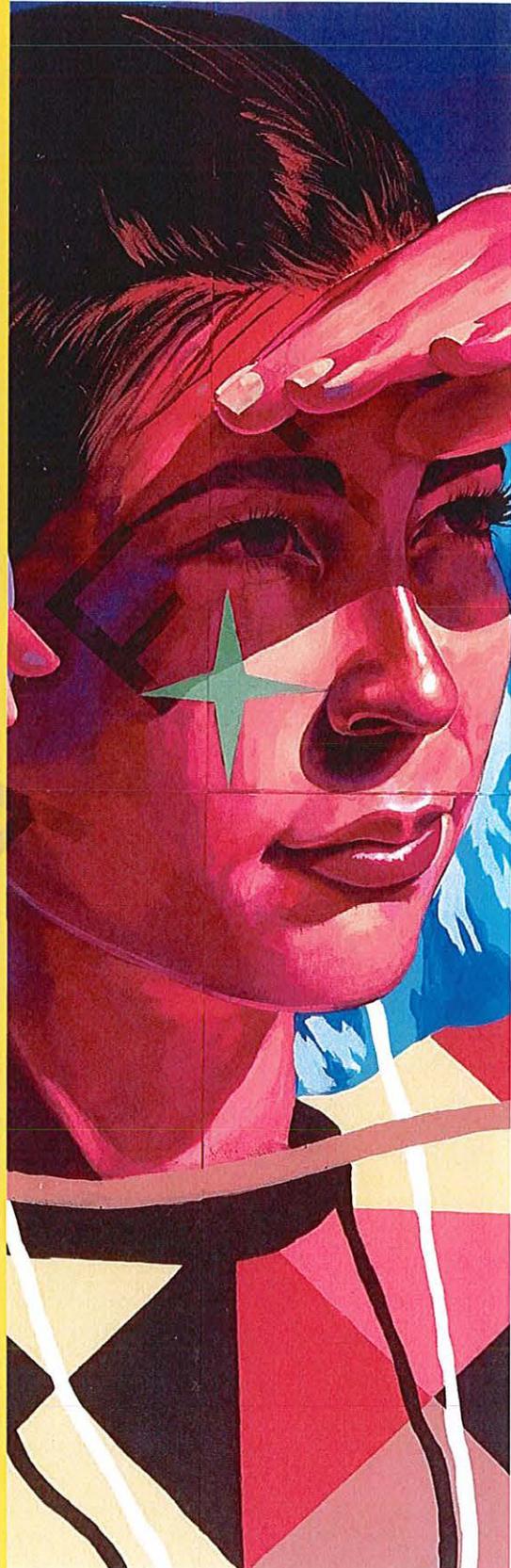
LETTER FROM MAYOR ROMERO

Dear Tucsonan,

As Mayor, I understand that residents need to see real solutions that prevent crime, break its cycle, and improve the quality of life for everyone.

Your Mayor and Council have aggressively been funding services that are proving to work for our unsheltered community. These include low barrier shelter with wrap around services, Violence Interruption and Vitalization Action (VIVA), Community Safety Health and Wellness (CSHW), Multi-Disciplinary Outreach Teams (MDOT) and a myriad of programs provided by the Tucson Police Department and Housing and Community Development. While we continue to support enforcement as one of the many tools TPD is utilizing to address community concerns, we must also continue to fund the services and resources that create a safe community.

We also understand that with all the programs and services we have activated there are still gaps in effectively addressing the needs of people with serious mental illnesses and substance use disorder. We know arrest is a necessary tool to support behavior change. But this alone will not solve the problems we are facing. We cannot arrest our way out of this public health crisis. Clearly, the status quo is not sufficient. We must demand that our State and County governments step up to help Tucsonans with this public health crisis.

That is why we are prepared to consider and, when necessary, undertake additional actions that keep our community safe while upholding our values. The City of Tucson has created services and offered tools and resources — and we will keep strengthening them. We will use every point of contact — whether through arrests, street outreach,

care coordination, or housing navigation — to connect people with treatment alternatives, options for long term support programs, and other diversion and deflection options that reduce harm and increase safety for the individuals and for our community. We will also continue to demand accountability, beyond the initial arrest, for people that are breaking the law.

Our Safe City Initiative includes:

Smart Enforcement

The Council and I directed the City Manager to create a Safe City Task Force, which we convened in November 2025. The task force is composed of community representatives and experts who can guide us on prioritizing

our investments under the Safe City Initiative, including ordinances and policies that can leverage law enforcement action into drug recovery options. Mayor and Council also requested a Transit System Safety and Security Action Plan from the Transportation and Mobility Department and Tucson Police Department which includes focused safety operations to protect our bus drivers, bus centers, and community surrounding bus stops. TPD will use collaborative Safe City Deployments along The Loop and other areas of our community that focus on social service outreach and enforcement. In other area's that are experiencing high levels of crime, enforcement-only deployments will be used to disrupt criminal behavior.

Treatment & Partnership

The Pima County Health Department is responsible for providing health-related services, such as mental health care and substance use treatment for people in jail, as well as overall public health services for County residents. These responsibilities do not fall under the responsibility of the City of Tucson per our Charter. We need to leverage our partnerships with the State and regional providers to expand access to mental and behavioral health care and substance use treatment. This includes working with the Regional Behavioral Health Authority serving Tucson/Pima County, Arizona Complete Health, the state Medicaid provider AHCCCS, and Pima County, all of whom can deliver critical services before crises escalate into crimes. To truly make progress, we must address the root causes of what we are seeing on our streets with solutions that can be implemented now.

Prevention & Opportunity

Continue to invest in programs that are proven to reduce crime and create safe communities and opportunities for all as outlined in the City/County Prosperity Initiative: affordable housing, access to transit, youth employment, park and infrastructure investments, and after school programming for kids.

Access to Justice

We have funded City Court to expand its Community Court and add additional court sessions. Community Court is a specialty court program that encourages social service providers to partner with criminal justice professionals to ensure offender accountability through behavioral health interventions. We are using a market-based approach to TPD salaries to increase recruitment and retention of our officers working in the field.

Partnerships with Other Jurisdictions

We must utilize opioid settlement funds and work alongside Pima County Supervisors to establish a Sobering Alternative Facility for Recovery (SAFR) Center. A pilot SAFR Center has now been funded and will be monitored closely for its effectiveness.

We face extraordinary challenges, but this is a shared effort. I am grateful to our community partners, neighborhood leaders, City staff, and my colleagues on the Council who are advancing innovative solutions.

My promise to you is simple: your safety and quality of life will remain at the center of my work as your Mayor. I will keep pushing for new programs that are proven to work. I will fight to bring funds and action from our Federal, State and County partners that will create a Safe City for all.

Regina Romero

MAYOR REGINA ROMERO

EXECUTIVE SUMMARY

Tucson Safe City Action Plan: Addressing Homelessness, Substance Use Disorder, and Violent Crime

The Tucson Safe City Action Plan brings together proven crime prevention solutions to improve the quality of life for all Tucson residents. Homelessness, the opioid epidemic, and violent crime are interconnected public health, economic, and safety challenges that affect both those in need and the general wellness of our community. To address these issues, the City of Tucson has developed an equity-informed, coordinated strategy that blends prevention, intervention, precision enforcement, accountability, and services coordination.

This plan is guided by six priorities:

Increasing **Access and Resources for Unsheltered Persons and Families** by expanding affordable and supportive housing opportunities, optimizing shelter use, and ensuring smooth transitions from homelessness to stability.

Improving **Coordination for People with Mental Health and Substance Use Disorders** by aligning behavioral health, treatment, justice system accountability and recovery resources with county and state services.

Strengthening **Violence Prevention and Intervention** by establishing a dedicated Office of Violence Prevention and Intervention, expanding community violence interruption programs, and expand youth engagement to prevent crime and break its cycle.

Strengthening **Regional and Community Collaboration** by putting the right work in the right hands by deepening partnerships with Pima County, the State of Arizona, service providers, and community-based organizations to address root causes of instability,

Advancing **Data, Technology, and Communication Transparency** by creating integrated data sharing systems, improving notifications among partners and providers, and establishing community safety metrics for monitoring and reporting.

Expanding **Community Outreach and Engagement** by building trust through interactive community sessions, information sharing, business and neighborhood feedback, and youth outreach.

Tucson has made measurable progress through coordinated efforts across multiple departments: over 1,480 people have been housed since 2021; shelter capacity has expanded significantly; more than 1,480 individuals have been deflected from the justice system into services; major opioid settlement investments have been made; and the City has realized a 12.6% reduction in violent crime compared to the five-year average.

The Action Plan builds on these outcomes with clear strategies, measurable key

performance indicators (KPIs), a 90-day launch checklist that includes staffing, data transparency goals, a future needs assessment, and community engagement milestones. The plan guides the reorganization and alignment of the many significant investments and efforts of the City of Tucson and Pima County and seeks to better utilize and integrate the services already provided by community partners and state and regional providers.

The goal of the Tucson Safe City Plan is to affirm the City of Tucson's commitment—in collaboration with our stakeholders, providers, and partners—to hold residents accountable for crimes, provide opportunities and resources for recovery and stability, and foster a vibrant, safe, and resilient city.
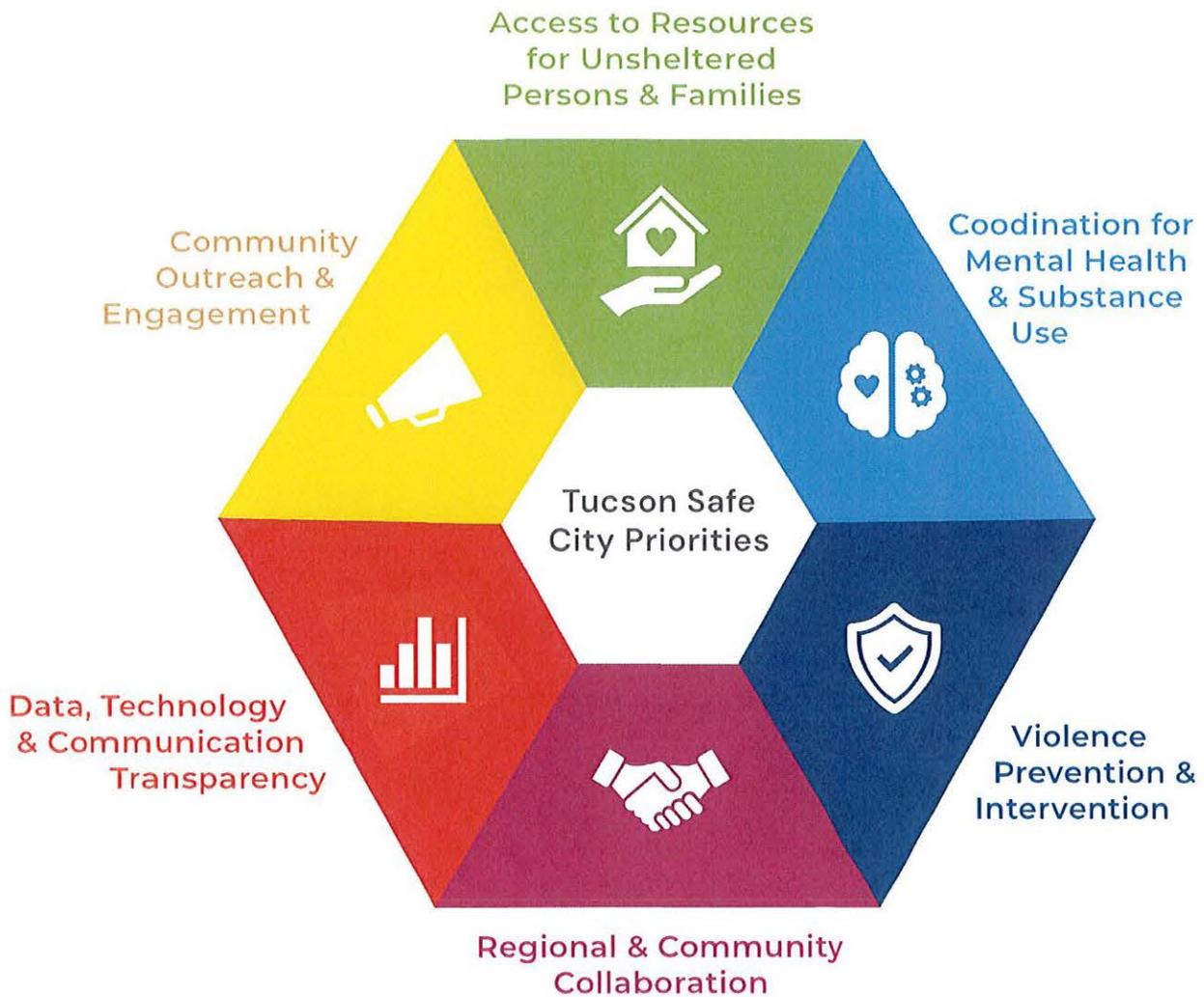

Fig 1. Tucson Safe City Priorities Diagram

Contents

Everyone deserves to be safe — in your neighborhood, at work, and in our public spaces. We hear your current concerns about safety in our community loud and clear, and we share them. That is why we are launching the Safe City Initiative.

— Mayor Regina Romero
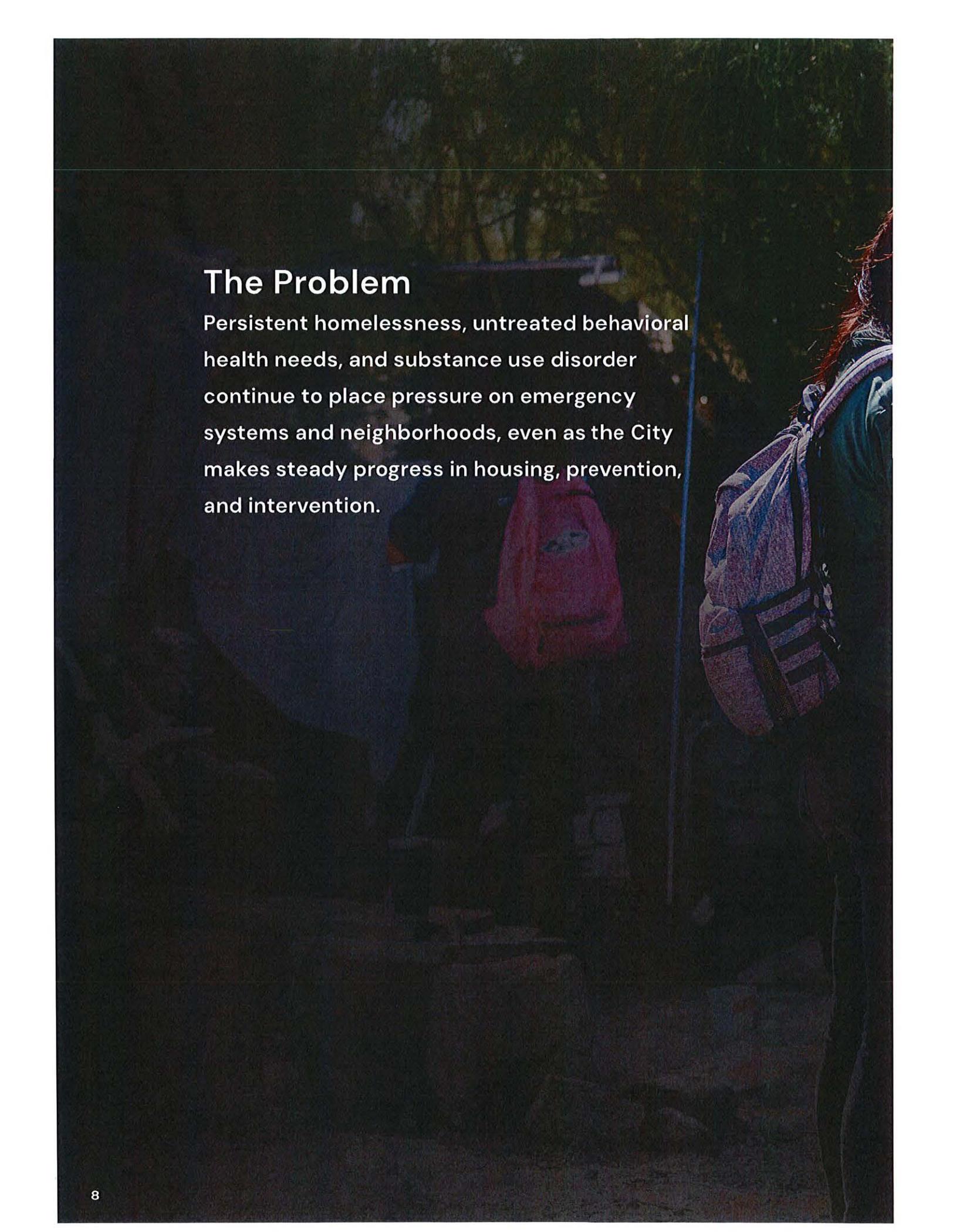
The Problem

Persistent homelessness, untreated behavioral health needs, and substance use disorder continue to place pressure on emergency systems and neighborhoods, even as the City makes steady progress in housing, prevention, and intervention.
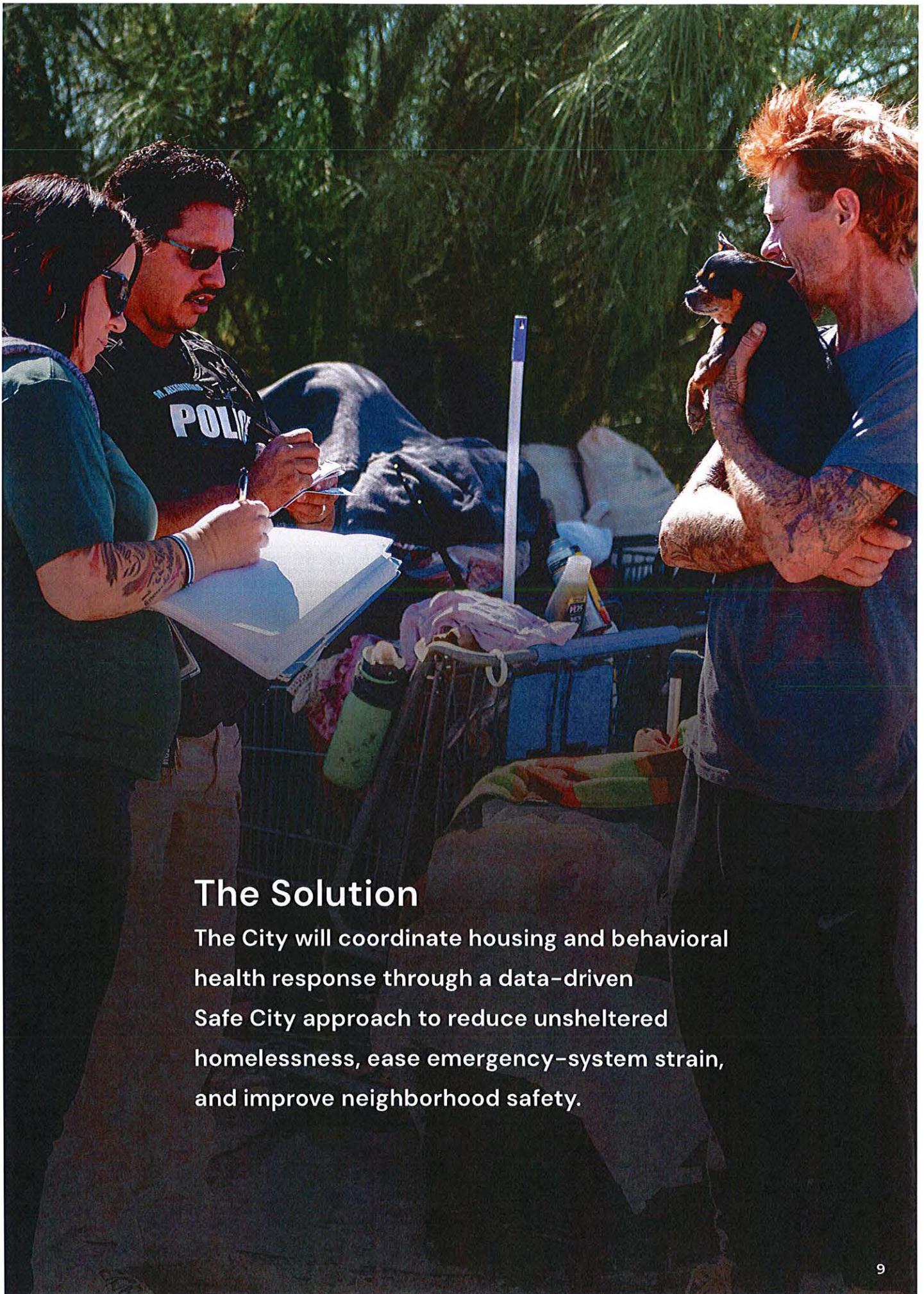
The Solution

The City will coordinate housing and behavioral health response through a data-driven Safe City approach to reduce unsheltered homelessness, ease emergency-system strain, and improve neighborhood safety.
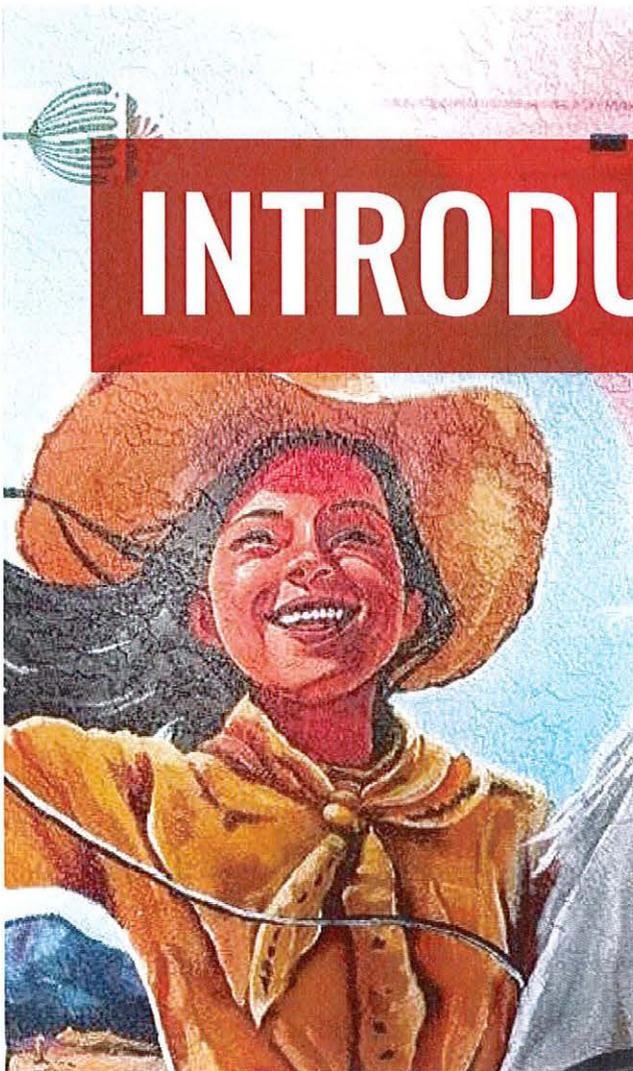
INTRODUCTION

SAFE CITY MISSION

The Safe City Initiative prioritizes the safety of Tucsonans by taking a holistic approach to addressing homelessness and substance use, combining thoughtful public safety engagement and accountability with coordinated resources, outreach, treatment access, housing stability, and maintaining clean and accessible public spaces.

Why Safe City is Needed

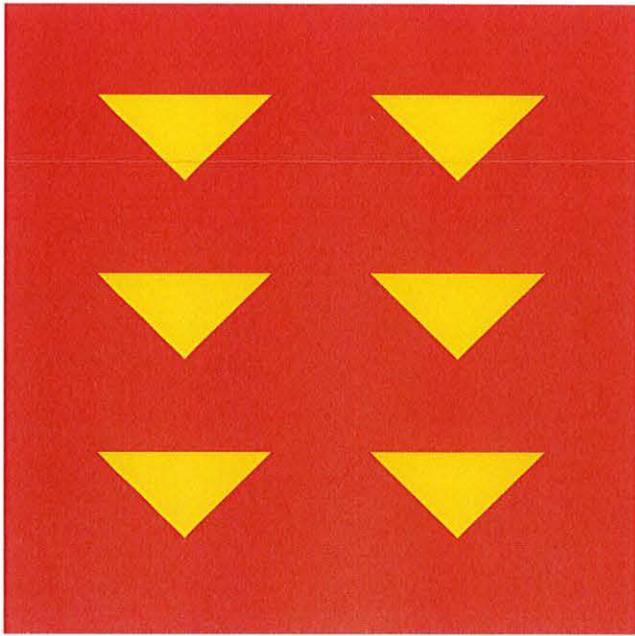Tucson is navigating a complex mix of social and public safety challenges that affect both community well-being and quality of life. Persistent homelessness, untreated behavioral health needs, and substance misuse continue to place pressure on emergency systems and neighborhoods, even as the City makes steady progress in housing, prevention, and intervention.

Violent crime has declined by 12.6% compared to the five-year average, yet many residents still experience the effects of community violence, open-air drug activity, and visible disorder. These issues are deeply interconnected and often compounded by limited affordable housing, gaps in behavioral health and recovery services, and fragmented coordination among City, County, and community systems.

The Safe City Action Plan responds to these realities by connecting Tucson's efforts in housing, health, and public safety to ensure the right response, from the right professionals, at the right time. The plan links prevention, intervention, enforcement, and community engagement through a unified framework that emphasizes data-informed decision-making, accountability, and transparency.

The Safe City framework brings together the people and systems responsible for keeping Tucson safe: frontline homelessness response staff, law enforcement, public health partners, courts, and community-based organizations. By working together, these partners can address challenges at their source before crises escalate. This integrated model reduces repeat crises, strengthens community trust, and frees officers to focus on other high-priority calls. It reflects Tucson's commitment to public safety that blends accountability with empathy and prioritizes prevention and long-term stability.

With the understanding that a truly safe city prevents crises before they occur, Tucson is investing in coordinated, data-informed approaches that address substance use, mental illness, and poverty while improving the systems that serve residents every day. This Action Plan outlines the challenges identified by the Mayor and Council and describes the coordinated actions under the Safe City framework that the City has undertaken to respond.
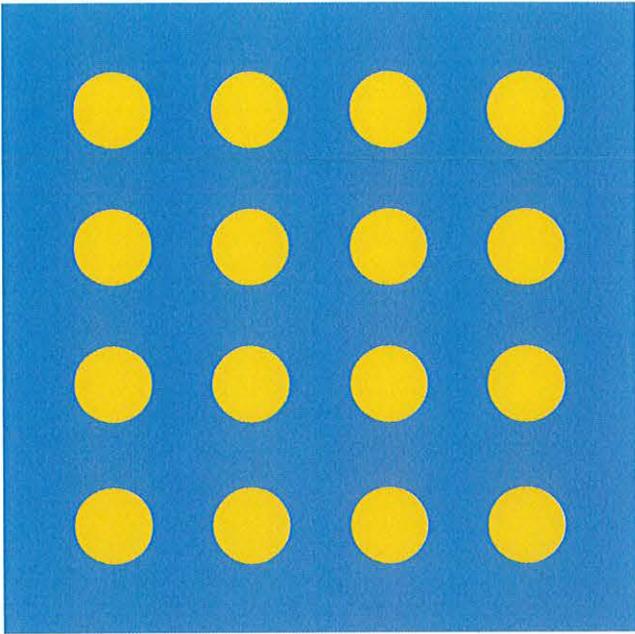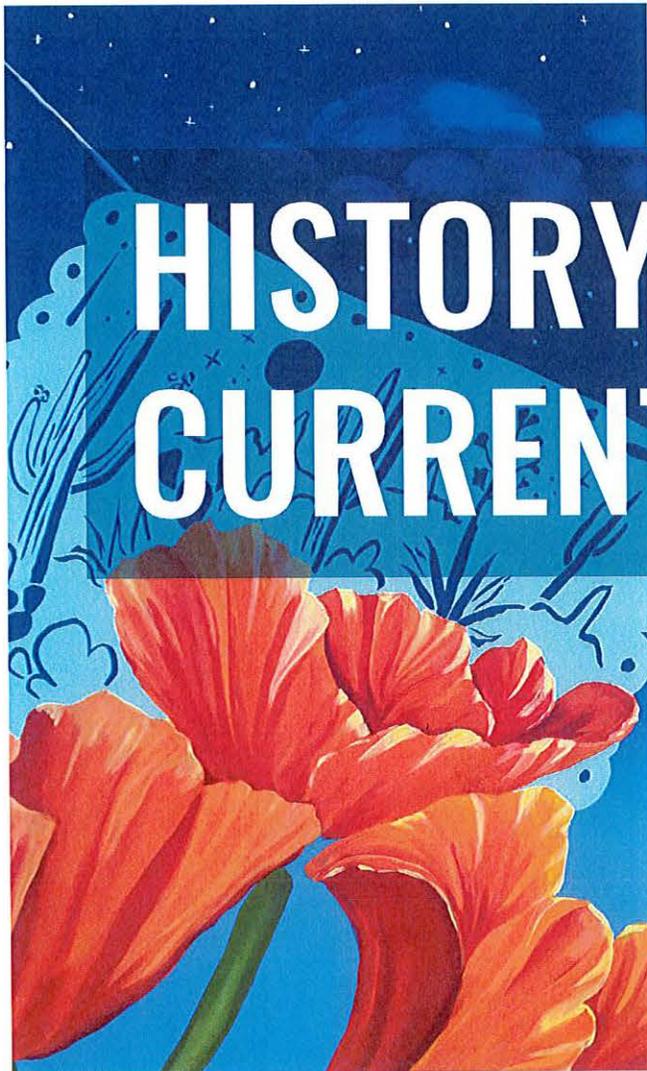
HISTORY & CURRENT STATE

The City of Tucson has undertaken extensive efforts to address the interconnected issues of violent crime, housing and homelessness, the opioid crisis, behavioral health, and community cleanliness. These evolving challenges require a dynamic and equity-informed coordinated response to sustain progress and meet changing community needs.

Established & Ongoing Efforts

The City and County have developed a wide range of services that reflect early progress on the priorities now formalized through the Safe City framework. Safe City will build on these foundations by improving alignment, efficiency, and information-sharing across systems.

Community Safety, Health & Wellness

CSHW addresses homelessness and housing instability, substance use dependence (SUD), mental illness, the needs of vulnerable elders, and gun violence using a holistic social work approach.

- ☐ **Civilian 9-1-1 Social Service Response** provides care coordination for non-emergency calls involving behavioral health, substance use, homelessness, and other complex social needs.

- ☐ **Service Partners** connect residents to a broad network of community organizations and regional partners that provide housing, health, and other supportive services.

- ☐ **Tucson 3-1-1** provides a non-emergency point of access for residents to request City services, report non-urgent issues, and be connected to appropriate resources, helping divert non-life-threatening calls from 9-1-1.

Housing & Community Development

The City's Housing and Community Development Department leads multiple efforts to address homelessness and housing instability:

- ☐ **Tucson Pima Collaboration to End Homelessness (TPCH)** coordinates regional homeless policy, data management, and HUD funding distribution.

- ☐ **Shelter and Housing Placement** services provide emergency, transitional, and permanent supportive housing.

- ☐ **Outreach & Navigation Services** deliver outreach, case management, and stability support.

- ☐ **Serving Together and Rebuilding (STAR)** provides a safe outdoor site for women and non-binary adults experiencing homelessness, connecting residents to coordinated services and permanent housing pathways.

- ☐ **Voucher and Rental Assistance** services help low-income residents secure stable housing.

- ☐ **Neighborhood Reinvestment** efforts support community revitalization, home repair, and safety improvements in low-income neighborhoods.

- ☐ **Non-profit Grant Funding** supports partners offering food insecurity assistance, homelessness services, low-income family services, and gap funding to low-income developers.

Specialty and Problem-Solving Courts

City Courts and Pima County Justice Services have developed specialty courts to improve outcomes, reduce costs, and connect people with treatment instead of incarceration. These include the Drug Court, Mental Health Court, Family Court, Community Court, and Mobile Court services.

Innovative Policing & Public Safety Initiatives

TPD continues to adapt operations to meet emerging challenges related to drug use, violence, and neighborhood safety:

- ☐ **Counter Narcotics Alliance (CNA)** integrates federal, state, and local law enforcement agencies under TPD's leadership to combat fentanyl and other illicit drugs.

- ☐ **Safe City Enforcement** addresses drug and disorder activity along Tucson's shared-use paths and public spaces.

- ☐ **Crime Reduction Management (CRM)** and **Problem-Oriented Precision Policing (POPP)** deploy data-informed enforcement and community problem solving in high-need areas.

- ☐ **Mental Health Support Team (MHST)** is a specialized unit that responds to calls involving mental health crises, substance use, and behavioral health needs. The team pairs trained police officers with behavioral health professionals to provide crisis intervention,
- ☐ de-escalation, assessment, and connections to treatment or social services rather than defaulting to arrest or emergency detention.
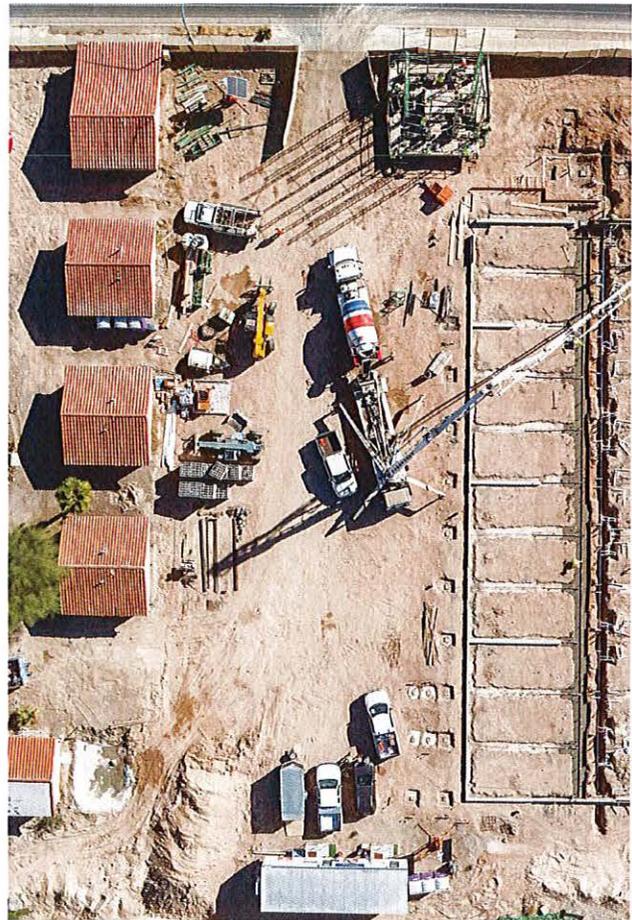
Fig 2. Afforadable housing at Milagro on Oracle under construction.

- ☐ **CARES Co-Responder Model** pairs a police officer with a licensed clinician or behavioral health specialist to respond to crisis-related 911 calls and field referrals—suicidal ideation, welfare checks, substance-related issues, or non-violent behavioral disturbances. The focus is de-escalation, on-scene assessment, and diversion to care (crisis centers, outpatient services, housing supports, or case management) rather than arrest or emergency detention when safe, with follow-up outreach to frequent 911 utilizers and others at risk.

- ☐ **CORE Unit (Community Outreach & Resource Engagement)** unit is made up of sworn officers who

specialize in responding to calls involving mental health, substance use, homelessness, and other quality-of-life concerns. CORE officers focus on de-escalation, crisis stabilization, and connecting individuals to treatment, housing, and community services.

- [ ] **Violence Interruption and Vitalization Action (VIVA)** is an initiative focused on neighborhoods most impacted by disinvestment and gun violence, supporting resident leadership, neighborhood revitalization, and place-based violence reduction, achieving greater than 70% reduction in violence index scores since it began.

- [ ] **Alternative-to-Jail and Diversion** redirects individuals from transport and booking in jail to services for behavioral and substance treatment, citation and arrest resolution, and warrant resolution, reducing recidivism, costs, and jail population pressure.

Coordinated Health and Emergency Response

The Tucson Collaborative Community Care (TC3) program, operated by Tucson Fire Department in partnership with Tucson Medical Center (TMC), reduces repeat emergency calls by connecting individuals with behavioral, substance use, and medical needs to more appropriate care.

911 Crisis Partnership

The 911 Crisis Partnership embeds staff from the Regional Behavioral Health Authority (RBHA) inside the City's emergency communications center, allowing behavioral health professionals to take direct referrals from 911 dispatchers and divert non-emergency mental health calls to crisis lines and mobile response teams.

Community Cleanliness and Encampment Response

The **Encampment Protocol**, jointly managed by the City of Tucson and Pima County, standardizes reporting, outreach, and cleanup procedures for encampments. These teams connect unhoused residents with services and housing alternatives. **The Environmental Services Clean-Up Program** supports this work through large-scale remediation efforts responding to community reports, partner agency requests, and encampment closures. The community contributes greatly to this effort through various programs that include the **Homeless Work Program, Team Up to Clean Up**, and **Tucson Clean and Beautiful**.

Data Sharing and Technology

The City and County are enhancing transparency and coordination through shared data systems:

- [ ] **Tucson Community Safety and Response Center (CSARC)** integrates real-time camera feeds, mapping, and data to improve response and information exchange during major incidents and routine emergency response.

- [ ] **Data Sharing Initiatives** between TPD and Pima County enhance access to justice and behavioral health data for coordinated service delivery.

- [ ] **Public Dashboards and Community Surveys** promote accountability, transparency, and community feedback on citywide progress.

From Services to Priorities

Aligning Current Services Under the Safe City Priority Framework

Low-Barrier Shelter

Affordable Housing

TC3

911 Crisis Support

Sample of Existing Services

Specialty Courts

Innovative Policing

CSHW

1. Resource Access for the Unsheltered

2. Mental Health & Substance-Use Coordination

3. Violence Prevention & Intervention

4. Regional & Community Collaboration

5. Data, Technology, & Communication

6. Community Outreach & Engagement

SAFE CITY ACTION PLAN PRIORITIES

Fig 4. Safe City actions are divided into six overarching priorities, each comprised of existing services and programs.

Current Status of Funding & Regional Collaborative Efforts

The City of Tucson has made significant, targeted investments across multiple program areas to address homelessness, community safety, behavioral health, and quality-of-life impacts. These investments are supported by a combination of City General Fund resources, state allocations, and extensive federal funding streams that sustain housing, shelter, outreach, and public-health services. Collectively, these funding sources enable the City to expand capacity, stabilize essential programs, and advance long-term solutions for vulnerable populations.

A substantial share of funding supports housing and homelessness programs, including outreach and navigation services, shelter operations, rental assistance, public housing, and affordable housing initiatives. Federal programs, such as the Housing Choice Voucher (HCV) program, Emergency Solutions Grant (ESG), HOME Investment Partnerships Program, and Choice Neighborhoods play a central role in these efforts. City General Fund investments complement these resources by supporting operational staffing, emergency response, and supportive housing operations to ensure continuity and reliability of services.

The City has also invested heavily in justice and public-safety initiatives designed to respond to behavioral-health crises and reduce community harm. Programs such as the Tucson Police Department (TPD) Mental Health Support Team (MHST), co-responder models, crisis stabilization partnerships, and justice-system diversion initiatives are funded through a blend of City General Fund and state and federal public-safety resources. Together, these investments strengthen coordinated response systems and help ensure that individuals in crisis receive appropriate care rather than cycling through emergency or criminal-justice systems. City and County leaders continue to meet regularly to identify gaps and align strategies within the public-safety and criminal-justice systems. This joint effort, led by the Mayor and the Chair of the Pima County Board of Supervisors, convenes key leaders from justice-related systems, public-safety agencies, the City and County Prosecutors' Offices, City and Superior Courts, Public Defender offices, and Justice Services. These ongoing discussions focus on improving coordination and outcomes for individuals who are experiencing homelessness or living with substance-use and mental-health challenges.

A key example of this collaboration is the partnership with Pima County Justice Services (DJS), which works closely with City law enforcement to improve system navigation, training, and policy alignment. The Transition Center, which opened in 2023, provides comprehensive wraparound services as an alternative to jail for individuals facing behavioral-health, housing, or substance-use challenges. Since opening, the center has served more than 3,000 individuals. The City supports this effort by funding two Justice Navigators who provide transportation and support services for individuals served through the Transition Center.

The City has also aggressively pursued joint funding opportunities to expand resources, enforcement, and accountability in response to substance use, behavioral-health needs, and housing instability. A central example is the **Regional Opioid Settlement Advisory Committee** (ROSAC), established in July 2024 to guide regional investments under the One Arizona Opioid Settlement Agreement. The Tucson-region pool is projected to receive

approximately $126 million over 18 years, with Pima County serving as fiscal administrator and staff support provided by the Pima County Health Department.

Using a structured, criteria-based process grounded in public-health impact, equity, jurisdictional alignment, and long-term sustainability, ROSAC has prioritized investments in youth prevention, peer navigation, transitional wraparound services, law-enforcement co-response, and medication access. Recent allocations include significant funding for transitional support services, peer navigation, youth prevention programs, and a $1.86 million contract with Community Bridges, Inc. to operate the **Sobering Alternative for Recovery (SAFR) Center**.

The SAFR Center is a 24/7, low-barrier stabilization and sobering facility designed to provide a deflection option for first responders and reduce unnecessary jail bookings and emergency-department visits. Operating under a "no wrong door" philosophy, the center accepts walk-ins and referrals regardless of insurance or citizenship status and prioritizes immediate engagement over eligibility barriers. Services include trauma-informed care, peer support, screening, withdrawal management, initiation of medication-assisted treatment, and direct connection to longer-term recovery services in a therapeutic, non-carceral setting. SAFR is funded through opioid-settlement dollars allocated by ROSAC, a regional partnership and reflects a coordinated, cross-jurisdictional investment in evidence-based

Fig 5. Tucson Mayor Regina Romero and Pima County Board of Supervisors Chair Rex Scott meet for a joint discussion on safety and

responses to the opioid crisis.

Currently operating as a pilot program, the SAFR Center has capacity for 15 beds and typically serves 10–15 individuals at a time through referrals from the Tucson Police Department, City partners, and transitions from Community Bridges' 23-hour program. Additional referral pathways are expected to expand. The center has recently added pet accommodations to reduce barriers for individuals experiencing homelessness and continues to refine operations through monthly reporting, rapid evaluation, and ongoing quality-improvement planning. The pilot is being evaluated in partnership with the University of Arizona to assess outcomes and inform potential future expansion. Funding is provided through opioid-settlement dollars under the One Arizona Agreement, with an initial contract term through June 2026 and potential renewal based on performance and community impact.

New opportunities for collaboration continue to emerge. One such initiative is Pima County's **One Pima** framework, a two-year, countywide strategy for safety, recovery, and treatment that coordinates public-health, public-safety, housing, and community-stability efforts across jurisdictions and service systems. The initiative aligns general-fund, grant, and opioid-settlement resources to improve public safety, expand treatment and recovery access, support housing stability, and enhance conditions in public spaces, while emphasizing coordinated regional action and shared accountability.

housing on Nov. 18. Source: AZPM.

One Pima Priority areas include:

- [ ] Public safety and public-space restoration: Cleanup and safety improvements along the Loop, Santa Cruz River, and other county-managed areas, paired with outreach and services for individuals experiencing homelessness or substance-use crises.

- [ ] Treatment, recovery, and diversion: Expansion of treatment access, deflection and diversion programs, and coordinated services that connect justice-involved individuals to care rather than jail.

- [ ] Housing stability and homelessness response: Investments in supportive housing, reentry services, and programs that stabilize individuals and families affected by substance use and economic hardship.

- [ ] Community health and prevention: Public-health initiatives, prevention strategies, and recovery supports designed to reduce overdoses and improve long-term community

Overall, One Pima functions as a coordinated regional action framework that pairs accountability with services, bringing together county departments, municipalities, and community partners to reduce harm, improve quality of life, and strengthen the continuum of care across Pima County. The City of Tucson stands ready to ensure that One Pima and the Safe City Initiative are aligned, mutually reinforcing, and focused on shared outcomes for residents.

The Safe City Action Plan builds on this foundation of investment and collaboration by aligning existing services, identifying and closing service gaps, and establishing clear priorities for the next phases of work. These priorities translate Tucson's commitment to safety, health, and accountability into coordinated action, linking prevention, intervention, enforcement, and community engagement across departments and regional partners.

PIMA COUNTY

ONE PIMA

A Framework for Safety, Recovery, & Treatment

The One Pima Initiative is Pima County's two-year coordinated plan to strengthen public safety, expand treatment and recovery services, support housing stability, protect public health, and improve the condition of the Chuck Huckelberry Loop and County-managed public spaces.

Funding

The funding for One Pima is a combination of general fund commitments, state and federal funding, primarily from grants, and opioid settlement dollars. Additionally, the One Pima Initiative is in strong alignment with the Board of Supervisors' approved Prosperity Initiative.

1: Prioritize Loop Cleanup & Safety

- Restore and maintain clean, safe Loop pathways, parks, and washes.
- Develop an enhancement plan for additional Loop signage, wayfinding, and amenities, as well as a wellness app to promote user health and safety.

ⓘ More about Priority Area 1

2: Strengthen Public Health & Treatment Access

- Support and maintain Countywide overdose prevention, youth education, and behavioral health programs, run by a wide variety of community partners.
- Ensure people in custody receive treatment and continued care when released.
- Sustain cooling centers during extreme heat.
- Advocate at the State for expanded coverage for people in early and long-term recovery.

ⓘ More about Priority Area 2

3: Expand Treatment & Diversion Programs

- Increase capacity at the Transition Center to operate seven days a week.
- Strengthen diversion programs that move people into treatment instead of jail.
- Improve reentry support for low-risk justice-involved individuals.
- Pilot the Sobering Alternative for Recovery (SAFR) Center through Opioid settlement dollars.

ⓘ More about Priority Area 3

4: Stabilize Housing & Prevent Homelessness

- Continue significant County investments in housing, including affordable construction, rental assistance, supportive housing, and weatherization.
- Expand partnerships for transitional and supportive housing.
- Develop a regional real-time system showing available shelter and beds.
- Address shelter barriers: pets, storage, and bathroom & shower facilities.

ⓘ More about Priority Area 4

5: Support Impacted Neighborhoods & Small Businesses

- Launch the Silverlake–Mission Reinvestment Zone planning study to improve roads, parks, and neighborhood infrastructure.
- Study a Small Business Safety & Recovery Pilot to help local businesses offset safety-related expenses.

ⓘ More about Priority Area 5

Fig 6. Pima County One Pima Website showing five priorities.
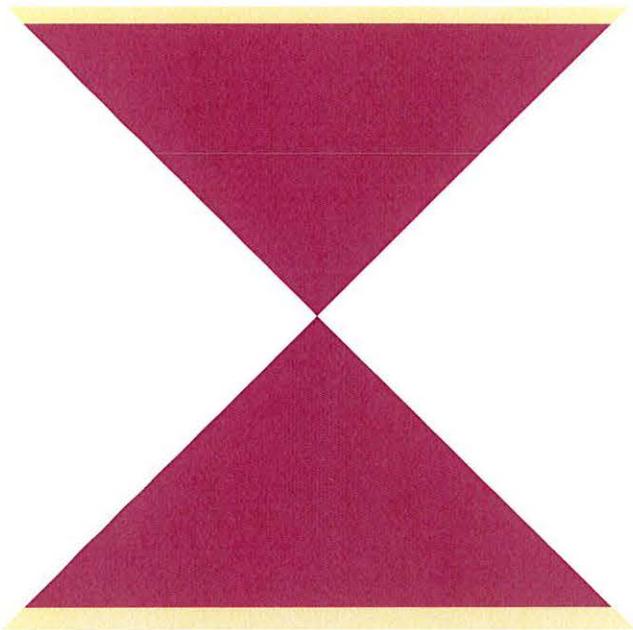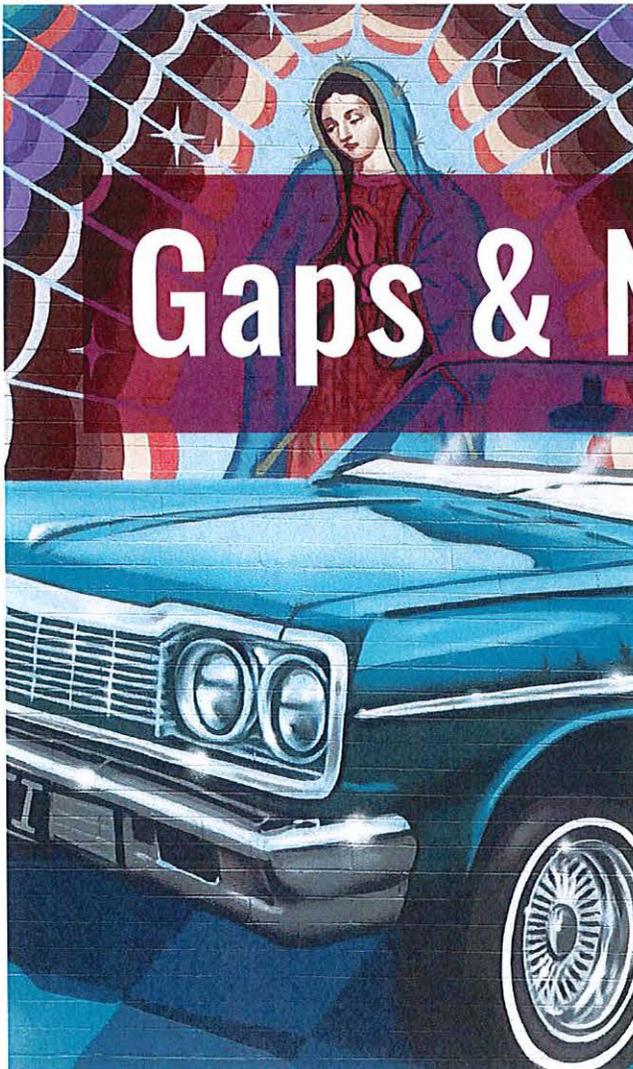
Gaps & Needs

This consolidated gaps analysis draws from multiple key documents examining homelessness, behavioral health, substance use, and public safety systems in Pima County, including the:

- TPCH 2024 Gaps Analysis
- Pima County SUD/OUD Sequential Intercept Report
- County Health Department Needs Assessment
- City of Tucson's Gaps Analysis of Systems and Services (February 2025).

Together, the findings from these sources provide a comprehensive, multi-sector picture of the challenges facing homeless residents, individuals with behavioral health and substance use needs, and justice-involved populations. The City's Safe City Initiative and Services report further illustrates how these systemic gaps manifest locally and the extent to which the City has stepped in to fill regional service voids.

Across all documents, four pervasive, cross-cutting gaps emerge.

✂ Four Cross Cutting Gaps

Lack of System Coordination

System fragmentation continues to limit effective coordination among public safety agencies, behavioral health providers, housing entities, and outreach teams. Inconsistent communication, limited data sharing, and siloed operational models reduce efficiency and hinder the ability to move individuals from crisis to stability.

Barriers to Accessing Care

There are considerable barriers to accessing care. Residents encounter obstacles related to transportation, insurance enrollment, documentation, cultural and linguistic competency, and the urgency of behavioral health and substance use treatment needs. These challenges prevent individuals from engaging or staying connected to services, particularly during critical windows for recovery.

Limited Service Capacity

There is a pronounced shortage of treatment capacity, crisis response services, low barriershelter beds, and long-term housing options. Delays in accessing detox, inpatient treatment, and medication-assisted treatment—combined with insufficient low-barrier shelter availability—prevent timely stabilization and slow overall system flow.

Legal and Safety Alignment

The legal and public safety systems face their own operational limitations, including high rates of failure to appear, staffing shortages in courts, limited diversion opportunities, and lengthy jail booking or medical clearance processes. These system frictions delay or prevent transitions into treatment and further entrench individuals in cycles of crisis, homelessness, and justice involvement.

Taken together, these gaps make clear that the challenges facing the City of Tucson and the broader region are not confined to any single system or jurisdiction. They reflect interdependent shortfalls across housing, behavioral health, substance use treatment, crisis response, and public safety infrastructure that require a coordinated, multi-level response. This Action Plan recognizes that lasting progress will depend on sustained cross-agency collaboration, expansion of treatment and housing capacity, streamlined access to care, and strengthened diversion and prevention pathways.

At the same time, addressing these gaps will require increased and sustained investment. The City will continue to align local resources while actively pursuing additional funding and partnership opportunities with Pima County, the State of Arizona, and federal agencies to close critical service gaps and build long-term system capacity. By grounding strategies in regional assessments and the City's on-the-ground experience, the Plan seeks to align partners around shared priorities, leverage new and existing funding streams, and accelerate a more cohesive, compassionate, and effective continuum of care for Tucson and Pima County residents.
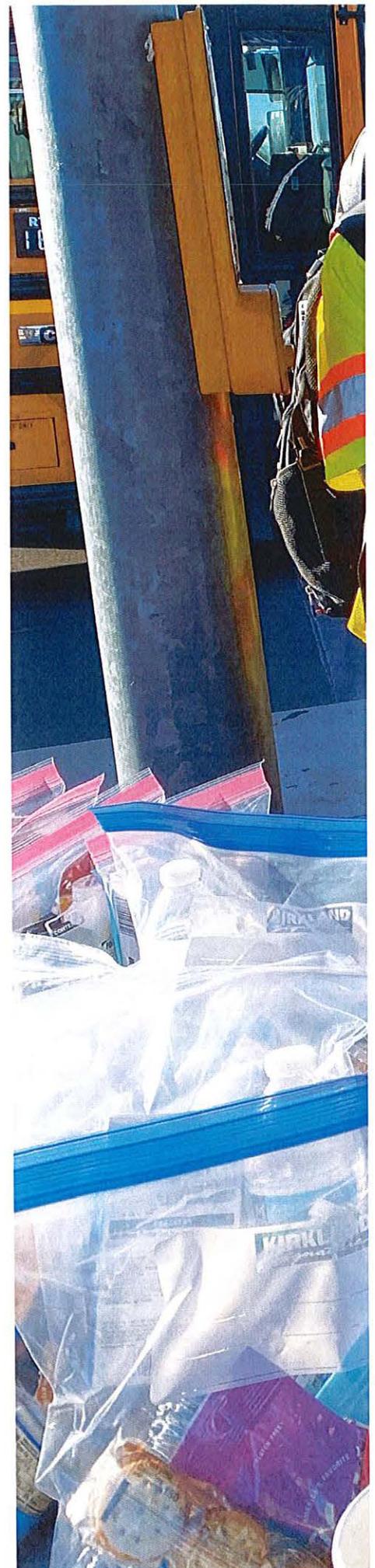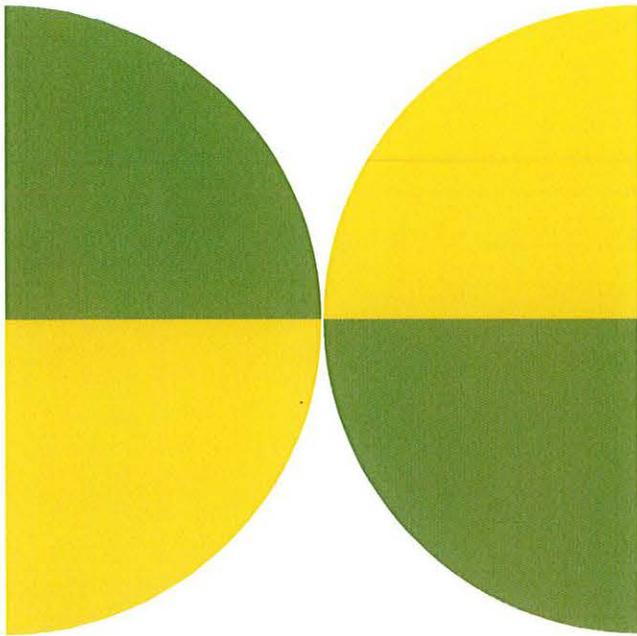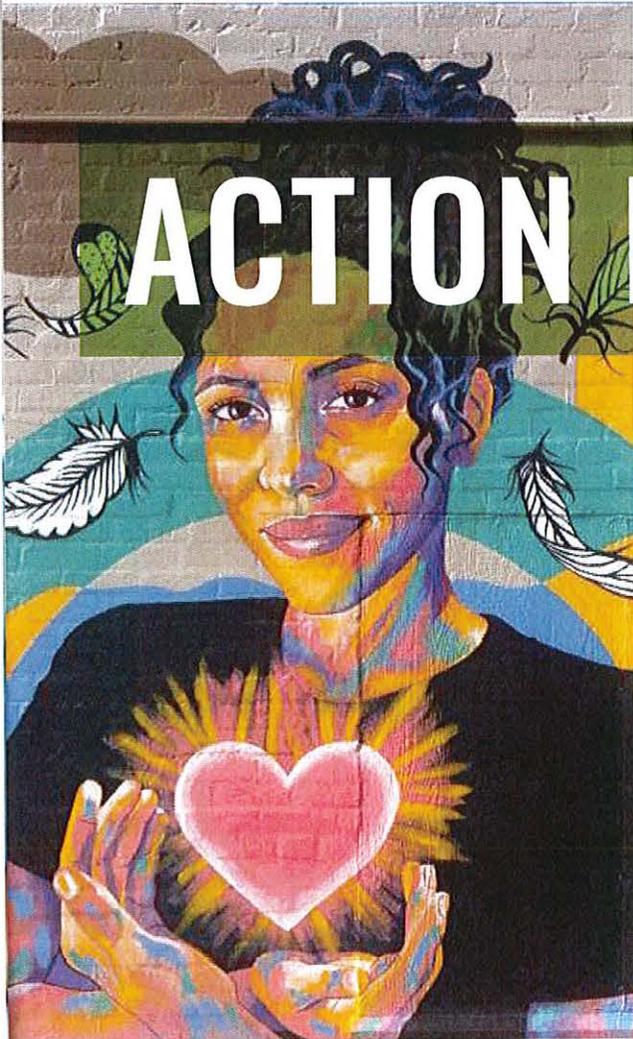
ACTION PLAN

The Safe City Action Plan is built around six priorities that work together to make Tucson safer, healthier, and more resilient. Each priority represents a coordinated set of actions led by the City of Tucson, the Tucson Police Department (TPD), and community partners. Together, they address the interconnected challenges of homelessness, behavioral health, violence, and community safety through prevention, intervention, collaboration, transparency, and engagement. These priorities reflect Tucson's commitment to evidence-based strategies, accountability, and a shared responsibility for public safety and well-being.

PRIORITY 1

Increasing Resource Access for Unsheltered Persons & Families

Homelessness remains one of Tucson's most urgent challenges. Between July 2024 and June 2025, street outreach teams connected with 1,386 people living without shelter. Many, however, continue to face barriers to housing because of limited affordable options, high rental costs, and behavioral health needs. The lack of a single, up-to-date source for shelter and resource information also makes it harder for case managers to help people find stable housing quickly.

These gaps leave some of Tucson's most vulnerable residents at risk of violence, illness, and continued instability, impacts that ripple across neighborhoods, businesses, and public safety. Still, progress is being made: from April to June 2025, 152 people were permanently housed, reflecting what is possible when services and resources align.

Tucson Safe City builds on this momentum by expanding housing options, streamlining access to services, and strengthening collaboration among local providers. The goal is to make homelessness rare, brief, and one-time so every Tucsonan has the opportunity for safety and stability.

P1 Actions

☐ **Optimize shelter use.** Work with City and community shelter providers to shorten stays, move people through shelters more efficiently, and add supportive or nontraditional housing options.

☐ **Provide accessible information on shelter and community resources.** Improve access to information on shelter availability and community resources, making it easier for residents and case managers to find help when it's needed most.

☐ **Expand housing opportunities.** Continue implementing the Housing Affordability Strategy for Tucson to increase access to affordable and supportive housing, especially for those most at risk.

Fig 8. City of Tucson and TPCH conduct outreach at 100-Acre WoodBike Park.

PRIORITY 2

Improving Coordination for People with Mental Health & Substance Use Disorders

Many of Tucson's most complex public safety challenges stem from untreated mental health and substance use conditions. To respond effectively, the City and the Tucson Police Department, and City Courts are working with behavioral health partners to connect people to care rather than the criminal justice system whenever possible. This coordinated approach ensures that residents in crisis receive the right response at the right time from trained professionals and peer navigators who can guide them toward recovery.

Through ongoing partnerships with Arizona Complete Health, CODAC Health, Recovery, and Wellness, and other regional providers, the City is improving communication, data sharing, and service coordination. Embedded co-responder services, including the Community Assessment, Response, and Engagement (CARES) and Community Outreach, Resource, and Engagement (CORE) teams, allow clinicians and peer specialists to respond alongside officers in the field, while deflection services and Crisis Response Intervention Training (CRIT) equip officers to connect people with treatment instead of arrest.

Building on this foundation, Tucson will continue expanding treatment access, recovery support, and prevention services across the region. Together, these efforts reduce repeat crises, strengthen community safety, and promote long-term stability for residents and their families.

P2 Actions

- [ ] **Strengthen coordination with behavioral health providers.** Work with Arizona Complete Health and Tucson's behavioral health network to improve communication and align services for individuals identified as needing mental health or substance use treatment.

- [ ] **Expand treatment and recovery options.** Connect persons served by City frontline staff to treatment and recovery services funded by federal, state and local grants, including the Pima County Regional Opioid Committee Plan settlement funds.

- [ ] **Enhance co-responder and deflection services.** Continue and expand partnerships between TPD's CORE and CARES teams and behavioral health providers to divert people from jail to treatment and connect them to ongoing care.

- [ ] **Strengthen Specialty Court Programs.** Partner with the City Court and Pima County Superior Court to strengthen specialty dockets (drug, mental health, veterans, and reentry), align referral pathways and eligibility where appropriate, and improve connections to housing, behavioral health, and social services to reduce recidivism and improve outcomes.

- [ ] **Expand Video Alternative to Jail (VATJ) Program.** Partner with officers in the field to conduct video initial appearances in lieu of booking when appropriate, strengthening diversion pathways and supporting more efficient, accountable use of public safety resources.

PRIORITY 3

Strengthening Violence Prevention & Intervention

Preventing violence requires both community-based outreach and coordinated public-safety response. The City and the Tucson Police Department (TPD) are investing in long-term violence reduction strategies that emphasize prevention, intervention, and accountability. Through partnerships with schools, service providers, and residents, these efforts aim to interrupt cycles of violence and support those most at risk.

The creation of the Office of Violence Prevention and Intervention (OVPI) marks an important next step. OVPI will coordinate prevention initiatives, manage federal grants, evaluate results, and align closely with TPD's Community Violence Intervention (CVI) team to ensure consistent data sharing, outreach, and rapid response in priority areas.

From gun-crime data transparency to enhanced transit safety, Tucson is advancing a unified approach that combines real-time information with community partnerships to reduce harm and strengthen trust.

P3 Actions

- ☐ **Enhance transit safety and security.** Implement recommendations from the November 2025 Mayor and Council session by increasing uniformed presence, improving operator protection, integrating transit cameras with the Community Safety and Response Center (CSARC), and adopting a coordinated Transit Safety Strategy with TPD and Sun Tran.

- ☐ **Establish a focused deterrence program** that, with prosecutors, community leaders, and service providers, targets the small group driving most violence and combines close monitoring and swift, certain sanctions with supports like employment, treatment, or relocation to prevent further harm.

- ☐ **Continue weekly regional shooting-review meetings.** Convene 12 partner agencies, including local and federal law enforcement, to align investigations, share intelligence, and coordinate charging strategies with the Pima County Attorney and U.S. Attorney's Offices.

- ☐ **Publish a public-facing gun-crime dashboard.** Partner with Good Enough 4 Government to make accurate gun-crime data accessible to residents and support community problem-solving.

- ☐ **Continue to Build on the Success of Violence Interruption and Vitalization Action (VIVA).** Build on early results showing more than 80% reductions in violence with new Office of Violence Prevention and TPD's Violence Intervention team for coordinated outreach and resource deployment.

- ☐ **Develop, publish, and monitor goals for the Office of Violence Prevention and Intervention (OVPI),** which will coordinate and support citywide violence-prevention efforts, Community-Based Violence Intervention (CVI) initiatives, and Hospital-Based Violence Intervention Program (HVIP) grants.

PRIORITY 4

Strengthening Regional & Community Collaboration

Tucson's public safety success depends on strong partnerships across city departments, regional governments, community organizations, and residents. The City and the Tucson Police Department (TPD) work with Pima County, the courts, service providers, schools, and nonprofits to prevent crises and connect people with the right help at the right time.

These collaborations address root causes of instability—such as homelessness, behavioral health challenges, and community violence—through shared data, coordinated outreach, and joint problem solving. By bringing partners together around shared goals, Tucson is reducing duplication, improving service delivery, and strengthening trust between the community and local government.

From expanding the Pima County Transition Center to advancing youth prevention and behavioral health partnerships, these efforts make Tucson safer, healthier, and more resilient. To continue this momentum, the City and TPD will deepen collaboration with regional partners and community organizations as a core pillar of the Safe City approach.
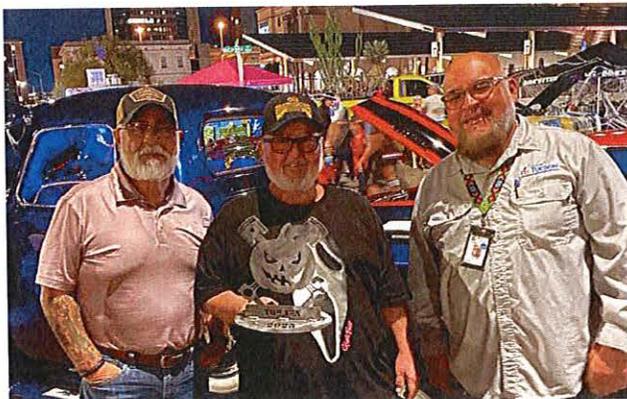
P4 Actions

- [ ] **Align with the Tucson Pima Collaboration to End Homelessness (TPCH).** Coordinate regional housing placement, outreach, and prevention through the Continuum of Care system.

- [ ] **Engage philanthropy, volunteer, and faith-based organizations.** Expand partnerships with groups such as Gospel Rescue Mission and other community-based organizations to coordinate resources and expand impact.

- [ ] **Strengthen City–County collaboration to improve community safety and system outcomes.** Align City and County initiatives and investments (e.g., One Pima, the Transition Center, opioid settlement programs) to close service gaps, braid funding, and strengthen diversion, treatment, housing, and reentry pathways that reduce recidivism, overdoses, and system strain while improving neighborhood safety and quality of life.

- [ ] **Identify investment opportunities with nongovernmental, state, and federal partners.** Pursue philanthropic, state, and federal support to close regional service gaps (e.g. housing, behavioral health, substance use treatment) by aligning partners around clear outcomes and shared accountability for collaboration, performance, and sustained investment.

PRIORITY 5

Advancing Data & Technology Accountability

Technology and data play a vital role in how Tucson protects public safety, strengthens accountability, and builds community trust. The Tucson Police Department (TPD) leads this work by using reliable, real-time data to guide decisions, improve emergency response, and increase transparency across City operations.

TPD's public dashboard provides residents with clear information about crime trends, calls for service, response times, and community engagement. Regular audits verify that this data is accurate, accessible, and consistent with the information used internally for decision-making. TPD also works closely with the City's IT Governance Committee and Advanced Technology Committee (ATC) to review new tools and technologies, ensuring they meet standards for privacy, security, and ethical use.

The Community Safety and Response Center (CSARC) brings together TPD, Tucson Fire, IT, and 911 Communications to coordinate real-time monitoring of events and emergencies. Since its launch in late 2024, CSARC has supported more than 3,000 incidents and integrated over 500 City cameras while maintaining strict privacy and data-retention standards, including a clear policy that no camera feeds or license plate data are shared with federal agencies. Monthly Crime Reduction Meetings, also led by TPD, help sustain accountability by reviewing crime trends and setting short-term priorities for high-risk locations, offenders, and victims.

To keep growing this success, the City and TPD will continue to strengthen systems that make data-informed safety efforts transparent, coordinated, and accountable.

P5 Actions

☐ **Maintain data transparency through public reporting.** Continue publishing reliable public safety data, conduct regular data quality reviews to ensure accuracy and accessibility, and publish a public-facing scorecard on the Safe City dashboard (https://policeanalysis.tucsonaz.gov/) to display review results and strengthen accountability.

☐ **Advance ethical, outcome-focused use of data and technology.** Ensure privacy safeguards and outcomes for all by working through the City's IT Governance Committee, Advanced Technology Committee (ATC), and citizen oversight committee to evaluate and endorse new and existing public-safety tools and high-impact technologies.

☐ **Improve Emergency Response of the Community Safety and Response Center (CSARC).** Use real-time data and interdepartmental coordination to improve emergency response while maintaining strict privacy safeguards.

☐ **Hold monthly Crime Reduction Meetings.** Review data on shootings, robberies, and response times to set 30-day priorities, assign responsibility, and track progress for greater accountability within the police department

PRIORITY 6

Expanding Community Outreach & Engagement

The City of Tucson has long relied on community engagement to shape its policies and programs. Through neighborhood association meetings, City Manager town halls, community surveys, and targeted outreach, residents and business owners inform City priorities and implementation.

On November 14, 2025, the City continued this commitment by establishing the Safe City Task Force as a standing advisory body. The Task Force reflects the diversity of Tucson and brings together leaders from behavioral health and affordable housing; retail and small business sectors (including retail theft); violence interruption and community-based advisory efforts; substance use treatment and public health; and frontline homeless service providers. Representation also includes downtown business leadership, regional homelessness partners, labor leadership representing SunTran bus operators, faith-based organizations, and community members.

This cross-sector composition ensures policy discussions reflect operational realities, lived experience, and data. The Task Force provides guidance to City staff, offering recommendations to strengthen policies, align cross-departmental and cross-jurisdictional efforts, and address challenges through coordinated solutions.

Moving forward, the City will expand engagement opportunities, diversify feedback channels, strengthen outcome reporting, and create accessible pathways for residents and businesses to stay informed and provide input.

P6 Actions

☐ **Engagement with Safe City Taskforce.** Convene monthly meetings to align strategy, guide implementation, and evaluate City-led safety initiatives, using the Taskforce to provide feedback, identify gaps, and advance data-informed actions that improve community safety and quality of life.

☐ **Gather community feedback.** Use tools, like the Service Provider for Incident Data & Reporting (SPIDR) system to send follow-up texts and emails to 911 callers and victims, collecting feedback on response quality of 911 and 311 calls and community satisfaction.

☐ **Hold neighborhood listening sessions.** Host quarterly listening sessions in the five most impacted neighborhoodsr co-led by trusted community organizations to discuss safety, prevention, and community needs starting July 2026..

☐ **Increase transparency and communication.** Increase transparency and communication. Launch a public web portal and SMS notification system to share real-time updates, event information, and dashboards.

☐ **Expand community partnerships.** Maintain regular communication between each TPD division and neighborhood associations through monthly meetings and quarterly Division Advisory Committees to discuss public safety priorities.

☐ **Increase community cleanups in priority areas.** Expand cleanup efforts in VIVA sites, Thrive Zones, and areas impacted by homelessness by providing additional resources & coordination to partners such as Team Up to Clean Up and similar efforts.

Performance Tracking

Implementation only matters if it produces measurable change. To monitor whether Safe City is delivering real improvements and to support ongoing accountability, the City will track a focused set of **key performance indicators (KPIs)** tied to the plan's priorities. These measures will be reviewed regularly to track progress, identify emerging issues, and guide adjustments during implementation. Reporting on these KPIs regularly and publicly supports our commitment to community outreach and transparency in data and communication. Reporting on these KPIs regularly and publicly supports Priority 6.

Key Performance Indicators

Priority 1

☐ **Positive Housing Exits from City-Owned Shelters**

- **Measure**: Percentage of clients staying at City-owned shelters who exit with a positive housing placement.
- **Target**: 65% of clients staying at City-owned shelters will exit with a *positive* housing placement.
- **Reporting**: Monthly; year-to-date (YTD); trends over time; aggregate.

Priority 2

☐ **Diversions to Treatment & Services**

- **Measure:** Number of individuals deflected or diverted from arrest or jail to substance-use services, behavioral health services, or other alternatives-to-jail.
- **Target**: Increase the number of individuals successfully deflected or diverted to or accepting treatment instead of going to jail by 20% by December 31, 2026, compared to the 2025 baseline.
- **Reporting**: Monthly; year-to-date (YTD); trends over time.

Priority 3

☐ **Gun Violence in VIVA Zones**

- **Measure**: Weighted impact of gun-related and violent crime within defined VIVA zones.
- **Target**: Reduce weighted impact of gun-related and violent crime in active VIVA zones by 50 percent by December 31, 2026, compared to pre-VIVA levels.
- **Reporting**: Monthly; year-to-date (YTD); trends over time; by site.

☐ **Sun Tran Safety Incident Rate**

- **Measure:** Rate of reported safety and security incidents (such as open-air drug use, assaults, vandalism, and loitering) on the Sun Tran system per 100,000 boardings.
- **Target**: Establish a 2025 baseline incident rate for the system and for hot-spot locations and achieve year-over-year reductions in both by December 31, 2026.
- **Reporting**: Monthly; annual; trends over time, reported systemwide and for hot-spot locations.

Priority 4

☐ **Transition Center Service Connection Rate**

- **Measure:** Percentage of justice-involved individuals transported to the Pima County Transition Center who obtain shelter or at least one ongoing service connection (e.g., housing navigation, behavioral health, or sobering support) within 30 days.

- **Target:** Establish a 2025 baseline and increase the percentage of Transition Center clients obtaining shelter or services by at least 20 percentage points by December 31, 2026.

- **Reporting:** Monthly; year-to-date (YTD); trends over time; aggregate.

Priority 5

☐ **Public Safety Data Quality and Timely Reporting**

- **Measure:** Completion of scheduled data-quality audits and on-time updates to TPD's public safety dashboard and the City Manager's Performance Measures Dashboard for key metrics (crime, calls for service, and response times).

- **Target:** Conduct at least two formal data-quality and methodology audits per year and maintain a 95% on-time update rate for key public safety metrics on the public dashboard by December 31, 2026.**Reporting:** Quarterly; annual; trends over time, including number and timing of audits, on-time update rates, and a brief summary of key findings and corrective actions.

Priority 6

☐ **Community Clean-Up Events in Priority Areas**

- **Measure:** Number of community clean-up events held in priority areas (e.g., VIVA sites, Thrive Zones, and areas impacted by homelessness).

- **Target:** Increase the number of community clean-up events in these priority areas by 25% by December 31, 2026, compared to the 2025 baseline.

- **Reporting:** Monthly; annual; trends over time, with results broken out by priority area.

☐ **Community & Homeless Outreach & Service Acceptance**

- **Measure:** Percentage of individuals contacted by outreach (including CORE and CSHW) who were connected to at least one service (health provider referral, transition center, shelter, detox, sobering support) within 30 days.

- **Target:** Improve the service acceptance rate of individuals contacted through regular outreach, encampment decommissioning, and targeted enforcement by 10% by December 31, 2026 compared to 2025 baseline.

- **Reporting:** Quarterly; annually; aggregate and by type of service.

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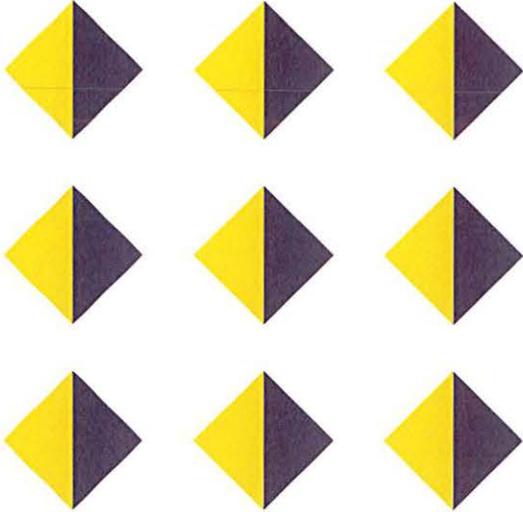
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Tucson has built a strong foundation for a safer, healthier, and more connected community. The Safe City Action Plan translates this progress into coordinated action, connecting prevention, intervention, enforcement, and engagement across every level of government and the community.

NEXT STEPS

To accelerate implementation, the City Manager's Office and Mayor and Council will work together to fast-track approvals, align policy direction, and establish clear guidelines that allow departments to move quickly from planning to delivery. This coordinated leadership will ensure that the strategies outlined in this plan are measurable, transparent, and outcome-driven.

Task Force Implementation

To sustain progress, the City has established a Safe City Task Force to guide implementation across City departments. The Task Force will serve in an advisory role to the City of Tucson by reviewing the Safe City Action Plan, identifying implementation priorities, monitoring progress, and providing recommendations for additional Safe City efforts as needs evolve.

The Task Force will provide comments and recommendations on the Safe City Action Plan to Mayor and Council by May 31, 2026.

Dashboard, Progress Tracking, & Data Integration

To demonstrate accountability and maintain public trust, the City will establish key performance indicators (KPIs) and goals that measure both activity and impact across housing, behavioral health, violence prevention, and community engagement initiatives. These indicators will be reported through a public-facing dashboard, updated monthly to share progress with residents and partners.

The Safe City Taskforce and stakeholder working groups will evaluate KPI metrics moving forward, in comparison to the recent past, and establish new KPIs moving forward

to monitor, guide, and identify future needs and resources.

System and data Integration projects are already underway and are needed to support progress tracking and connect participating partners across outreach, shelter, behavioral health and substance-use treatment, diversion, and public safety response. These integrations will strengthen both proactive and reactive support for the most vulnerable residents while complying with applicable privacy, legal, and data-protection requirements. This work will be supported through clear governance mechanisms, including data-sharing agreements, defined data-use protocols, role-based access controls, and appropriate auditing to protect sensitive information.

Continuing & Expanding Successful Efforts

The Safe City Action Plan will build on effective approaches already in use across the Tucson region, including alternatives to jail, safe and innovative housing options, affordable housing strategies, and data-informed public safety deployments. The Safe City Task Force will be asked to guide the expansion of these approaches, reduce barriers to access, and strengthen connections to behavioral health, substance-use treatment, and other community services that improve long-term stability.

The City will continue to work collaboratively with Pima County and state partners on Safe City by sharing resources, engaging community partners, and advancing policy and operational direction related to substance misuse and open-air drug activity, enforcement, justice services, and the resources aligned with the Safe City Action Plan.
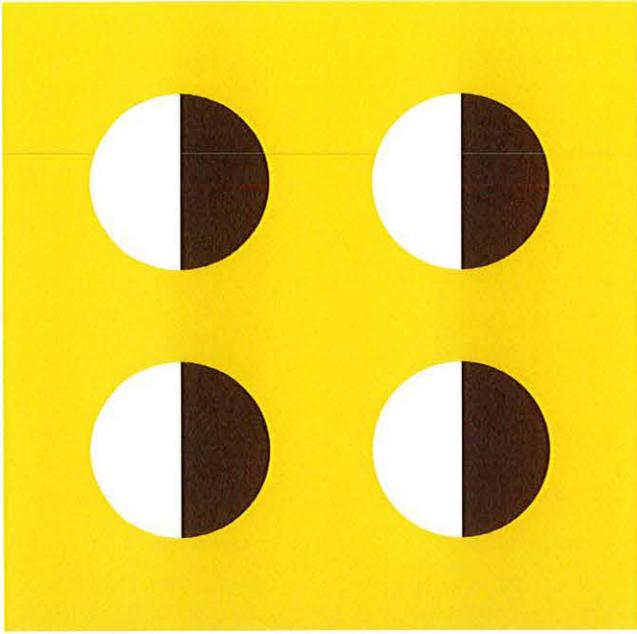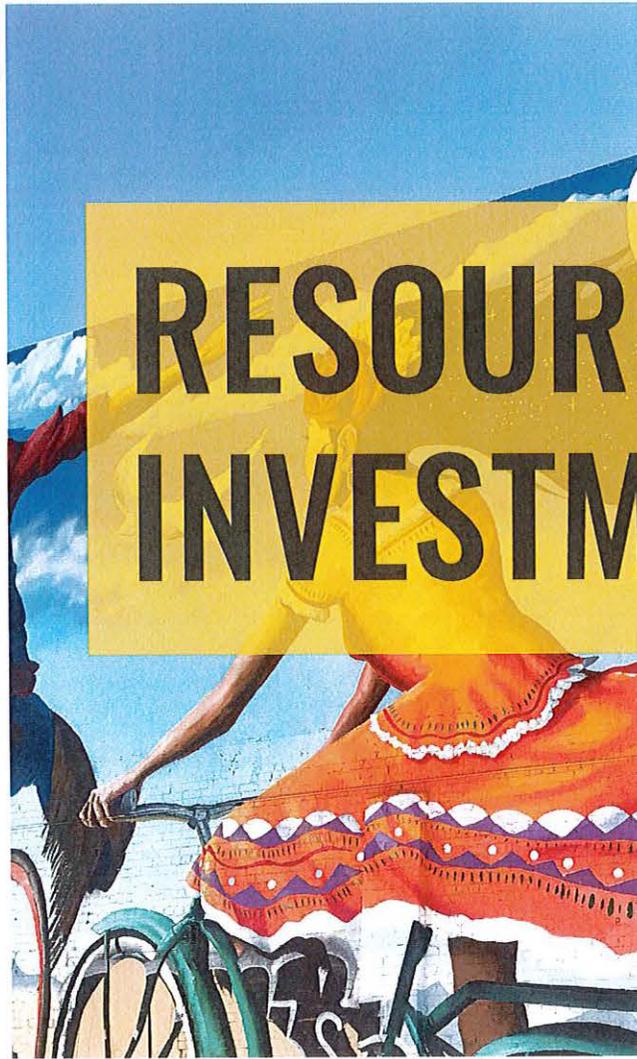
RESOURCES & INVESTMENTS

SERVICES & RESOURCES

Existing Services, Programs & Initiatives

311: Tucson 311 is the City of Tucson's centralized non-emergency service request system that helps residents and visitors connect with local government for everyday issues and information. Residents can contact 311 by dialing 3-1-1, using the Tucson 311 mobile app, or submitting a request through the city's online 311 portal to report or get help with things like potholes, streetlight outages, graffiti, park maintenance, trash pickup problems, and other non-urgent city services. It's designed to divert routine calls away from 911 and to efficiently route calls to the right city department or community service to address the caller's need.

Alternatives-to-Jail Pilot: Practices that provide treatment-based and justice resolution alternatives to traditional jail stay for vulnerable populations such as people with behavioral health issues, substance use challenges, low income, or who are experiencing homelessness.

CARES Co-Responder Program: A clinically focused co-responder model pairing licensed behavioral-health professionals with TPD's Mental Health Support Team (MHST) to provide real-time case triage, diagnostic insight, coordination with treatment providers, and support for high-use cases. CARES enables MHST detectives to focus on priority cases, including more than 150 patrol-referred cases in 2025.

City Manager Town Halls: Public engagement sessions where residents discuss budget priorities, safety issues, and city initiatives directly with City leadership.

Community Advisory Council: A multi-sector group of residents, youth, clergy, survivors, and service partners advising the Office of Violence Prevention and monitoring progress on community violence initiatives.

Community-Based Violence Intervention (CVI): Provides intervention and support services to those at high likelihood of involvement in violence through referrals from TPD and other partners to Goodwill of Southern Arizona, and includes a Hospital-linked Violence Intervention Program for gunshot and assault victims at Banner-UMC's Trauma Center.

Community Court: A voluntary, problem-solving court that addresses low-level, non-victim offenses by connecting participants to services that support stability and reduce re-offending. Eligible offenses include drinking in public, criminal trespass, shoplifting, park-related violations, unlawful paraphernalia possession, false reporting, soliciting in a median, smoking marijuana in public, and other non-victim City Code offenses.

Community Outreach, Resource, and Engagement (CORE) Unit: Pairs TPD officers with CODAC peer navigators to respond to mental health, homelessness, and substance use calls; diverts individuals from arrest into treatment; and provides ongoing follow-up and case management. Since 2023, TPD officers have deflected more than 1,500 people to treatment services in lieu of the arrest.

Community Safety, Health, and Wellness (CSHW) Program: This division of the City of Tucson's City Manager's Office provides crisis navigation, outreach, education, addiction prevention, and service connections for residents experiencing behavioral health, homelessness, or substance use challenges.

Counter Narcotics Alliance (CNA): A multi-agency task force operating in Pima County. Led by the Tucson Police Department as the principal agency and grant recipient, CNA integrates federal, state, and local law enforcement agencies under a one mission: to combat the ongoing influx and impact of illicit narcotics, particularly fentanyl, in the Tucson region.

Crisis Response Intervention Training (CIT): In partnership with Pima County Justice Services, TPD's MHST Unit coordinates regional crisis intervention training based on CIT principles, combining de-escalation, behavioral health awareness, legal guidance, and scenario practice so officers better assess risk, connect people to services, and avoid unnecessary force or arrest.

Department of Justice COSSUP Grant: A $1.6M federal grant supporting overdose-data integration and follow-up outreach through TPD, TFD, CSHW, and Pima County Health Department partnerships.

Encampment Protocol: A coordinated City–County process for reporting, outreach, service referrals, and cleanup of encampments, ensuring humane and orderly engagement with unsheltered residents.

Environmental Services Clean-Up Service: Conducts waste removal, remediation, and large-scale cleanups of encampments and public spaces as part of community safety and sanitation efforts.

Hospital-Based Violence Intervention Program (HVIP): Arizona's first hospital-based violence intervention program, where credible messengers connect with gun violence victims ages 12–24 at the bedside to reduce retaliation and re-injury and link youth to The Village Program.

Housing First: Delivers outreach, case management, and rapid re-housing assistance to help individuals move from homelessness into stable, permanent housing.
Housing Voucher and Rental Assistance Services: Provide rental subsidies and payment assistance for low-income residents to support long-term housing stability.

Mental Health Support Team (MHST): TPD's specialized behavioral-health response unit conducting crisis interventions, welfare checks, court-ordered evaluations, and coordinated follow-up with providers. MHST works closely with CARES and CORE to ensure clinical and peer support for residents in crisis.

Narcan Distribution & Overdose Prevention Education: TPD officers are required to carry Narcan and use it on a regular basis, while TFD and CSHW partner with Pima County to distribute naloxone, conduct overdose-prevention outreach, and educate residents, especially youth, about the dangers of fentanyl.

Opioid Settlement Advisory Committee: This joint effort between Pima County and the City of Tucson allocates $24M in opioid settlement funding for youth prevention, treatment access, co-response, transitional support, mobile MOUD services, and the SAFR Center.

Problem-Oriented Precision Policing (POPP): Data-informed police deployments focusing on crime reduction and problem solving in micro-locations with persistent safety concerns.

Refugee Coalition Meetings: Quarterly community conversations coordinated by TPD to connect refugee residents with resettlement agencies, City services, and legal support.

Safe City Deployments: TPD-led safety and enforcement deployments bring together multiple City departments and community stakeholders to address drug activity, disorder, and safety risks along the Chuck Huckelberry Loop shared-use path.

Serving Together and Rebuilding (STAR): A safe outdoor living pilot for women and non-binary adults experiencing homelessness, providing stability and coordinated access to housing and supportive services.

Sobering Alternative for Recovery (SAFR) Center: A developing withdrawal-management facility offering a safe, supervised alternative to incarceration for individuals in need of detox and recovery navigation.

SPIDR Survey System: Automated surveys sent to 911 callers and victims that collect feedback on police response and help TPD track community satisfaction.

State Opioid Response (SOR IV) Grant: Funds education, navigation, and recovery case management for individuals affected by opioid use, with a focus on youth and prevention.

Tucson Collaborative Community Care (TC3): A Tucson Fire–TMC partnership reducing repeat 911 calls by connecting individuals to medical, behavioral health, and social services tailored to their needs.

Tucson Community Safety and Awareness Center (CSARC): The City's real-time public safety coordination center integrating TPD, Fire, Public Safety Communications, and IT to support emergency response and major events.

Tucson Pima Collaboration to End Homelessness (TPCH): The regional Continuum of Care coordinating homeless system policy, coordinated entry, data management, and HUD-funded housing programs.

Tucson Youth Music Partnership (TYMP): A violence-prevention and youth outreach program offering free music education and mentorship in partnership with Sunnyside School District and TPD.

Video-Alternative-to-Jail (VATJ) Pilot: A partnership between Tucson City Court and law enforcement that uses video hearings in the field to reduce the impact on individuals cited for misdemeanors. This process facilitates immediate cite and release by reducing the need for in-person court appearances and jail bookings, eliminating the barriers of transportation and scheduling. By improving process efficiency, VATJ makes officers more available for emergency response.

Violence Interruption & Vitalization Action (VIVA): A data-driven gun-violence reduction initiative targeting high-incident neighborhoods, achieving 70%+ reductions in violence index scores through outreach, deterrence, and environmental improvements.

Village Program (Goodwill of Southern Arizona): Tucson's community violence intervention program for youth ages 12–24 who are victims, perpetrators, or at high risk of gun violence. Provides mentorship from credible messengers, paid job training, bereavement and support groups, CBT-based programming, education pathways, housing assistance, and behavioral health care. The program also operates Arizona's first hospital-based violence intervention program at Banner–UMC to reduce retaliation and re-injury. Over 500 youth have been referred.

CITY OF INVESTMENTS

Safe City Cost Matrix

Homelessness		Housing		Jusᵗ
Service	$ Investment	Service	$ Investment	Service
Housing First Staff and Outreach Operations, Navigation, MDOT, Homeless Protocol, MARC, PSH, Mobile Showers, Care Coordination	$10,494,930.00	**Housing Choice Vouchers** (HCV)	$57,797,642	**Safe City Deployments** Outreach and enforcement along Loop and hot spots
Shelter Operations Wildcat, Star Village, Craycroft	$3,650,124.00	**Public Housing**	$16,448,808	**Tucson City Court** Specialty Courts serving unsheltered, mental health, veterans and video court for SC Deployments
Community Safety Health & Wellness Care Coordinators	$270,873.00	**El Portal**	$655,714	**Office of Violence Prevention and Intervention (OVPI)**
Emergency Solutions Grant Funding homeless services	$445,473	**Choice Neighborhoods**	$39,412,296	**VIVA Program** Community Enrichment Coordinators and VIVA Environmental Improvements
Housing for Persons HIV/AID (HOPWA)	$1,072,871	**Community Development Block Grant** (CDBG) — Housing	$1,021,734	**TPD Community Based Violence Intervention Program**†
Community Development Block Grants (CDBG)	$463,000	**HOME Down Payment Assistance**	$361,074	**Violence Prevention** Arizona Department of Education School Safety Officer (AZDOE/SSO)
HOME	$180,038	**HOME Repair/ Weatherization**	$0	**De-escalation Training**
TPD CORE†	$2,480,710.68	**Eviction Prevention & Move-In Assistance**	$2,156,318	**Community Safety Awarenes and Response Center (CSARC)**

† Extracted from FY26 adopted budget.
‡ Estimated at one year's spend based on the prior year.
§ One full year of data not yet available. Not extrapolated out to a full year cost.
¶ Encampment costs are only capturing TPD contribution, other City department costs not factored in total.

tice		Health		Other Support	
	$ Investment	Service	$ Investment	Other Service	$ Investment
	$363,849.50	**OPIOID SOR IV Grant (CSHW)** Addiction and recovery case management and education	$110,992	**Tucson Team Up to Clean Up**	$206,000
	1,634,500	**DOJ COSSUP Grant**[†] Hires case managers, peer responders and creates overdose data dashboard	$1.6M	**Summer Intern Program** TCB and Borderland	
	$175,000.00	**TPD Mental Health Support Team**[†]	$1.9M	**Safe Streets for Pedestrian & Cyclists**	
	$200,312.00	**MHST** Cares Co-Responder	No City of Tucson Costs	**Transit Safety**	
	$1,095,729.00			**TPD Portion Wash Encampment Cleanups w/GSD** [¶‡]	$147,392.00
		TFD Community Risk Reducution Quarterly Narcan distribution events		**TPD Portion Camp Cleanups** [¶‡] E.g., 100 Acre Wood, Los Reales	$225,450.00
	$903,150.44	**PSCD Crisis Partnership**			
	$856,195.00	**TPD Crisis Intervention Training**[‡]	$106,305.00		

CITY OF TUCSON INVESTMENTS

Safe City Costs Matrix (Continued)

Homelessness		Just
Service	**$ Investment**	**Service**
CORE Safe and Just Tucson and Deflection	$34,584.00	Crime Reduction Meetings
CORE Co-Responder Model	No COT Cost	Incident Response‡
Wrap-Around Services For justice-involved individuals not held in custody		Median and Wash Safety§
Cooling Centers	$350,774.76	POPP Deployments‡
Shelter Property Purchases Wildcat, Desert Cove, Bread and Roses, Econolodge, Craycroft, Amazon Motel	$21,364,805	Arizona Criminal Justice and Treatement Improvement Program†
Homeless Work Program	"$100,000 HCD Needs ES portion"	Drug, Gang, and Violent Crime Control Program†
Homeless Camp Clean-Up Activities Environmental Services Department		Jail Discharge Planning Coordination w/ Pima County Transition Center
Legal/Care Coordination Attorneys and care coordinators w/ behavior health providers		Legal/Care Coordination Attorneys and care coordinators w/ behavior health providers
Specialty Court Legal Services City Attorney, Prosecutor, and Public Defender costs for behavioral & mental health, community, and problem-solving courts	$390,710.24	CALL Phone Program Phones to TCC clients through Pima County Justice Services

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ice		Health	
	$ Investment	Service	$ Investment
	$236,851.01	**Narcan** Training on administration; kits directly to the public	
	$3,049,961.00	**TPD NARCAN Deployments**[‡]	$40,538.00
	$40,609.00	**Connect and Protect**[†] Law Enforcement Behavioral Health Reseponses	$550,000.00
	$681,645.00		
	$250,000.00		
	$484,000.00		