

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

The Pima County Board of Supervisors met in joint session with the City of Tucson Mayor and Council at the Pima Association of Governments (PAG) Office, 1 E. Broadway Boulevard, Suite 401. at 12:30 p.m. on Tuesday, November 18, 2025. Upon roll call, those present and absent were as follows:

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

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

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

1. **PLEDGE OF ALLEGIANCE**

All present joined in the Pledge of Allegiance.

2. **LAND ACKNOWLEDGEMENT**

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

3. **COLLABORATION BETWEEN THE CITY OF TUCSON AND PIMA COUNTY ON
ITEMS RELATED TO UNSHELTERED HOMELESSNESS AND THE
FENTANYL/OPIOID PUBLIC HEALTH CRISIS**

4. **DISCUSSION FOR FUTURE MEETINGS**

5. **ADJOURNMENT**

As there was no further business to come before the Board, the meeting was adjourned at 2:31 p.m.

CHAIR

ATTEST:

CLERK

Verbatim

RS: Chair Scott
MH: Supervisor Heinz
JA: Supervisor Allen
SC: Supervisor Christy
AC: Supervisor Cano
RR: Mayor Regina Romero, City of Tucson
PC: Paul Cunningham, Council Member, Ward 2, City of Tucson
KD: Kevin Dahl, Council Member, Ward 3, City of Tucson
NL: Nikki Lee, Council Member, Ward 4, City of Tucson
RP: Rocque Perez, Council Member, Ward 5, City of Tucson
KU: Karin Uhlich, Council Member, Ward 6, City of Tucson
MM: Melissa Manriquez, Clerk of the Board
LC: Laura Conover, Pima County Attorney
YL: Yolanda Lozano, Chief Deputy City Clerk
SH: Steve Holmes, Deputy County Administrator
LM: Liz Morales, Assistant City Manager
TT: Timothy M. Thomure, City Manager

RR: I think we have all of our Board colleagues and Council colleagues at the table. I think I am missing one of my colleagues, Council Member Cunningham. Thank you all for joining us today. Chair Scott?

RS: Mayor Romero.

RR: Start us off.

RS: Delighted to be here for this joint meeting, otherwise known as the intervention for Steve Christy. Sorry, we surprised you.

SC: All I can say is I have never seen so many Democrats in one place.

RR: Alrighty, we will start today officially the joint meeting of the Mayor and Council and the Board of Supervisors. Today is Tuesday, November 18, and we are going to start with roll call.

RS: Ms. Manriquez, if you could call roll for the Board?

MM: Supervisor Allen?

JA: Here.

MM: Supervisor Cano?

AC: Here.

MM: Supervisor Christy?

SC: Here.

MM: Supervisor Heinz?

MH: Present.

MM: Chair Scott?

RS: Here.

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

RS: I also wanted to welcome our County Attorney, Ms. Conover, and her Chief Deputy, Mr. Brown.

LC: Thank you, Chair.

RS: Thank you.

RR: Thank you so much. Ms. Clerk, please do roll call.

YL: Council Member Cunningham?

PC: Here.

YL: Council Member Dahl?

KD: Here.

YL: Council Member Lee?

NL: Here.

YL: Council Member Perez?

RP: Here.

YL: Council Member Uhlich?

KU: Here.

YL: Vice Mayor Santa Cruz?

RR: Absent, excused.

YL: Mayor Romero?

RR: Here.

YL: We have a quorum, Mayor.

RR: Alrighty, thank you so much. We are going to move to Item No. 2.

RS: If you could all rise and join me for the Pledge of Allegiance. *I pledge allegiance to the flag of the United States of America and to the Republic for which it stands. One nation under GOD, indivisible, with liberty and justice for all.* And I really am grateful that Mayor Romero, when she does the Land Acknowledgment, is going to do the Land Acknowledgment that we read before all of our Board meetings, which was authored by our former colleague and our newest member of the United States House of Representatives.

RR: Thank you, it is an honor. *On behalf of Pima County residents, we honor the tribal nations who have served as caretakers of this land from time immemorial and respectfully acknowledge the ancestral homelands of the Tohono O'odham Nation and the Multi-millennial presence of the Pascua Yaqui Tribe within Pima County. Consistent with Pima County's commitment to diversity and inclusion, we strive toward building equal partner relationships with Arizona's tribal nations.*

RS: Thank you, Mayor Romero.

MH: Chair Scott?

RS: Supervisor Heinz?

MH: Thank you for the acknowledgement. I just wanted to let everyone know that we are joined by the Mayor of South Tucson, Roxanna Valenzuela.

RS: Thank you, Supervisor.

RR: Welcome, Mayor Valenzuela. Where is she? Thank you so much for joining us as well. I really appreciate that, Supervisor Heinz.

RS: I think as we move into Item No. 4, which is the main reason that we were here, Mayor Romero and I agreed that we would kick this off with each of us making a statement and I believe you were going to go first.

RR: Thank you, Chair Scott, I really appreciate it. You know, I think that I am just happy to see all of us here. The last time we had a joint meeting, we had to do it virtually because of COVID-19. And I think that it is perfect that we are here, because like COVID-19, when there is an emergency, we are better when we work together as partner jurisdictions. And for some time now, we both have been working very hard to make sure that we are attending to the issues that is happening in our community. City of Tucson is part of Pima County, and so we have shared

residents. One of the most important issues that we can work together on in partnership is the double crisis of unsheltered homelessness and the lack of affordable housing, as well as a public health crisis of opioid and fentanyl use in our community. These are issues that I have said for many years we cannot resolve on our own, right? The City of Tucson cannot resolve on its own. Pima County cannot resolve on its own. Even holding hands and doing work together, we cannot resolve on our own. We need to make sure that both the Board of Supervisors and the City of Tucson and the Mayor and Council get on the same page so that we can resolve an issue that really is a societal issue that has had lack of investment from all layers of government for many, many decades. We are better and have better results when we hold hands, when we work together for the benefit of our mutual constituents. I am happy to be here today. I want to make sure that we talk about the work that has been done so far, what the County does, what the City does, and then what are the gaps in services both on the justice system and on the behavioral, mental health, substance use issues, the health issues so that we can find immediate solutions to what we are all seeing on our streets play out. Those most vulnerable are those that are going through the issue, right? Those most vulnerable are the individuals that have serious mental illnesses, substance use disorders, mental behavioral health issues that are unhoused, that are going through this themselves. So, I am really happy that we are here. I am looking forward to the conversation and looking forward to a good dialogue.

RS: Mayor Romero, thank you very much, and I really appreciate all of the conversations that we have had last week and this week to help prepare for what I know is going to be a positive and productive meeting. There is always great wisdom to be found in the words of this African proverb, *"If you want to go fast, go alone. If you want to go far, go together."* The issues that brought us here today will often prompt the expression of strong feelings. Homelessness and addiction evoke thoughts of deprivation and suffering that are daunting, frightening, and unsettling. Coming into this meeting, there were words said and sentiments expressed that attest to the magnitude of the challenges we face. Where we can all agree is that we owe it to the people we represent to confront these obstacles in partnership. This meeting has several purposes. First, we will hear from representatives of our professional staff about what the City and the County are already doing to address these concerns, very often in collaboration. Next, each one of our colleagues will have the opportunity to ask questions of staff or to propose their own ideas. Through dialogue and discussion, we will identify what we need to do differently or better. Those determinations will set the agendas for subsequent joint meetings and much more significantly, for the ongoing work our teams will take on together. I want to thank each one of my colleagues for your commitment to public service. One goal I have set for myself today is to seek first, to understand, rather than to be understood. That is a pledge I owe to you as partners in this work. It is also a promise that will help me to be of service to those without shelter and basic needs, to those tormented by addiction, and to everyone else in our community who expects us to lead with selflessness and care. It is always tempting and therefore easy to stay ensconced in the personal or political realm, but these times demand more from us. Today is merely the first time we will come together, but what we do and say here will send a strong message to our constituents about our intentions

and our potential. We need to leave any previous disagreements or divisions behind us and keep a sharp focus on moving forward together. Thank you.

RR: And we are all going to do this in two hours. Thank you so much, Chair Scott, really appreciate it. We do have a presentation by both our Deputy Administrator and Assistant City Manager. You know, Liz and Steve, I do not know if you all talked about who wanted to start first, but we will start with Liz? Steve? So, Mr. Chair, we will have Deputy County Administrator Steve Holmes start the conversation.

RS: Thank you, Mayor Romero. Mr. Holmes?

SH: Thank you, Chair Scott and Mayor Romero, our wonderful City Council members and Board of Supervisors, Administrator Leshner, our wonderful Tim Thomure if I pronounced that correctly. We are here really to begin to shape a little bit of how we begin as a County or how we are currently thinking and shaped and prioritize our work and in this space. We have created a few slides that talked a little bit more about our investments in housing, the justice system and our health work as well. I will start with the first slide, just to kind of talk about what this work has looked like and our thinking behind this work. Our investments in housing have really been framed around this idea of prevention. As we look at the current issues on the street and the things that we are working on and the prioritization and the urgency here, we have traditionally played a role of investing in prevention work. And you will see a lot of that reflected in our investments and how we have thought about the County's role in this space. Of course, these are iterations, and part of this dialogue we can involve, but that has been the area that we have taken a lot of stock in, place a lot of investment. I will start with this gap funding, which is something we started about four years ago, maybe three years ago, where the County, particularly the Board of Supervisors, wanted us to prioritize \$5 million a year in this area to begin to look at what we are calling gap funding, right? To fill the gap for developers who are looking at housing affordability and building to be able to find some investments or finding some of that last kind of bits of funding that would be essential to helping complete projects. More recently, I know through the ideas behind Supervisor Heinz, Dr. Heinz had put forth a proposal to look at increasing tax rates over time to set up a fund of over \$250 million over the next ten years. That would be an investment in this space, right? And so that is an important facet to keep in mind as we are looking at the roles we all have traditionally played, but equally important, how we have been thinking about our role in this unique area. We have also spent some time looking at rental evictions, and how do we prevent that? Considerable investments have been made with our EELS program, which are geared to providing legal support and providing actual rental assistance for people who are about to be evicted. You see about a \$10 million investment in that space, which is super important, right? We want to continue that work. The commitment that our Board of Supervisors has made to continue to fund this. We started a lot of this funding with some of the federal dollars and continue to invest in it with our County funds, our General Fund. Equally important, just to distinguish, as you see the chart here, we also have looked at what we call Community Action Programs and our Craycroft location. The idea behind our Community Action Programs is still centered around this idea of prevention. People who are not necessarily on the

streets, right? People who need more assistance. How it differs from the EELS program is these are not people necessarily that are facing eviction at that moment but are really close to it. So we have this continuum of services that we provide as a County, starting with people who just need assistance because they are hard on their luck and they are going to potentially face eviction to those that are actually facing eviction, and then to those who just got evicted and need a place to stay. As you look at the Craycroft house, which we did in partnership with the city originally, to try to figure a way, we are now managing that property to begin to provide some wraparound services in a location for folks who need a place to stay in transition. I can say that in that Craycroft location, we have had about 91% transition rate, which I think shows some success in getting people from that temporary location into more permanent housing, with the expectation in that program that they are doing the wraparound supports that they need to do to be able to make themselves whole and actually transition financially and more importantly, just as a family unit, to more permanent housing. I guess the whole theme here, even as I look at the Housing First program with Justice involved with that funding, I believe it is the last leg of funding, that was supported through OPCH and a partnership with them, for people who are exiting the criminal justice system. It is in that last leg of investment in there. Again, trying to focus more specifically not only on prevention, but in the space that we have been thinking has been our jurisdictional role in that space. That is how we have been thinking of that housing investment from the prevention space. I will pivot now to how we are thinking of the justice involved. I would be remiss to not mention that one of the commitments that we have as well is home repair and weatherization, is another place where we have people who need repairs to stay in those homes and be able to live comfortably. We see that through our Community Workforce Development group, to begin to help support those families and have a good chunk of people that know about that effort as well. Highlights here: gap funding, EELS program, prevention work, all in service to what we see and what our thinking has evolved in the housing space. Let me see if I know which way to point it. All right, there we go. Someone did that for me, I think. As we think about investment in justice, I will spend a little bit more time here because I think at the core of what we do in this space is accountability. Accountability for individuals is defined by this willingness or obligation to be responsible for your actions. As we have been working together with this, with our cohorts and with our Sheriff's Department, I think I would be remiss not to mention that the accountability in our thinking is more about accountability as a reciprocal process, meaning that for every expectation we have on individuals in this space, or any unit expectations of accountability in this space, is that we believe we have to provide an equal unit of support to build capacity to be held accountable. In other words, there is reciprocity in the way we think about accountability, which is not just you are responsible for your behavior, but what are we going to do to support you and changing some of those behaviors? It is real equal unit of support and accountability that we have managed to think about how we look at policy and how we look at support systems along the way. I will start with the pretrial booking module, because this is important for the general public. I know a lot of our City Council and Board are familiar with this, but in 2019, there was a concerted effort by the County to reduce the jail population. At that time, it was through some grant funding. The population in the jail at that time was about 75% were felony arrests, about 25% were misdemeanor

arrests. There was a lot of pushback by the community at that time to say, why are we having people who are committing misdemeanors, staying in jail for so long? Is there any other ways to look at this? So through the work and innovation with Pre-trial Services, which is a function of Superior Court, we are able to stand up what we call our Pre-trial Service Pre-Booking modular. And you will see that sitting right outside the jail, it is staffed by pre-trial staff, funded now by the County, that time from the grant. We transitioned to that, but the idea there was to give staff and pre-trial services through Superior Court the ability to cite and provide a court date to people who were committing lower-level misdemeanor offenses, non-domestic violence. There was a matrix that was created collaboratively so the person at the desk could determine, hey, can this person be released? If so, we can give them a court date and they can move on. Working with all the jurisdictional partners and law enforcement, we made that a first stop for all misdemeanor arrests. As a result of that, I can say that the current ratio and population of jail is around 95% felony to 5% misdemeanor. Not only has it kind of created a situation where people feel more comfortable about who is in there, that they are a danger to the community, but equally important, it has also saved a lot of our jurisdictions funding from booking. I believe for the City of Tucson, it is about one between 1.2 and 1.8, it has moved in terms of the pricing of that, a year in savings because we are avoiding these people being booked and staying the night in jail, which is a cost. So, it was twofold, right? It was trying to make sure that we are balancing who needs to be incarcerated with this idea of, is there a potential savings for the jurisdictions in this space, which is super important. What we discovered, though, as a result of that, is that because people were now going there at whenever they are being arrested and being released, that we had a lot of people being released in the community at all hours at a time at night, particularly in that area we had concerns, the people that live in that area who were saying, I got people three in the morning coming and just wandering or going back and doing other things. So conceptually, as we begin to work together and I came into this role, I started thinking more purposefully about this idea of warm handoffs, and you have heard that conversation a lot. And what does that really mean? This idea and concept around the fact is the criminal justice system is very I use the term porous. I want to say it is broken, porous. By the time a certain person is arrested, when they get their hearing, there is a lot of time in between those really important points for an individual to actually show up for the hearing, have their initial appearance for charges first, then a week later, maybe have their hearing, then charges are read, maybe they are postponed the hearing. I mean, there is a lot of gaps along the way that and voids that were communicated to me at the time by people who were very much in this space to say, *"Hey, we need a lot more warmer handoffs for people. People are not showing up to their court hearings."* That continues to be an issue that plagues us. Failures to appear are a big problem in our community. People are not showing up for their court date and guess what happens, right? They have a warrant for the arrest, and that just continues the cycle of issues. So, we thought about this idea, if we created a building that sat adjacent to the pre-trial pre-booking modular that could capture people on their way out to maybe hope and convince them to not wander, to get a ride home or get some services that they were going to need was the initial concept of the transition center, which is in place right now. The theory of action guiding that particular modular was that the idea if we provide recently released individuals from

jail or arrest where they trust the conduit or resources of support, then we would significantly reduce recidivism for those who are committing misdemeanor offenses. That was the initial focus and the theory of action that is driving that work, which was lived experience, people intercepting, people having discussions and hoping we can convince them to get the services they need to and show up for court, but also to change some of their behaviors in their trajectory that is causing them to commit some of these crimes. We are looking at data that told us that 25% of misdemeanor offenders were rearrested within a month. That is the data that we are looking at, notwithstanding the concerns by the community. By standing up the transition center, we have seen that number reduced to under 10%. Those are just touch points. Not everyone takes up the services, but there is follow-up. There is conversations. We now see people dropping by. We have expanded the role to become much more, some of the people that are leaving jail from felony arrests. That data is a little more wonky, right? Because some of them are released to pre-trial because they have got a different type of court date coming on. And so, we are working collaboratively with them to really see how we can look at data in that space. It continues to evolve. I do not think we are complete with what the transition center is or can be, but I think it is a continuum of involvement in this space, and I believe there can be continued dialogue. We will talk about later of how Liz and I are working to think more about that work and how we can continue that idea of warm handoffs to help people really get not only get to court but change their behavior, because right now it is still not as tight as we would like it to be. Warrant resolution, and I apologize, but I think these are important conceptual ideas that came up. This also was a concern. As you know, we have many courts, right, in many jurisdictions. So, if someone is arrested in Marana, they may not realize, *"I am in Marana and I am trying to figure out where I got to go to court."* It continues to be confusion around *"What court do I go to? How do I do this?"* We have a lot of people in the encampments who have warrants out who are maybe not aware they did not show up. I know it was Chair Scott who was pushing us, *"Let us see how we can expand a little bit about this warrant resolution."* I know with our justice service, we work closely with pre-trial to begin to create some consolidation in the way we offer meaningful information to folks who have a warrant. It is not something we do as a County. It is done through the courts, but we try to ensure we can help connect them with those services and to be able to quash a lot of these warrants that have been barriers to housing, have been barriers to other issues as well. That is an important program. There is not necessarily a cost associated with here, but I wanted to name it as just how our thinking has evolved in this space. And the roles that we have thought about that we play as we continue to move forward. Initially in this idea, and a lot of our community was wanting us to look at median signs, that was one of the first things we did, to start looking at ways to discourage panhandling in the corners. I know our colleagues have been also exploring that. I can tell it was experiment. We were like, *"Well, I do not know if it could work right. We will put them up there and see what happens."* I can say pretty affirmatively that the signs have been helpful in those areas that we put them up. I mean, every now and then I will get a text from someone that has someone panhandling in front of the sign, just to joke with me or something, but the reality, it is rare that you see that. The idea was not necessarily an ordinance to say banning panhandling. It was really an ordinance to keep people from standing in those medians for long periods

of time, which is a safety issue. So, we referenced that as a way to put those signs in place and as such have seen some success there. These are kind of these small wins that I thought were really important. I am going to jump quickly to this Title 36 Amendment. As many of you know, in the State of Arizona, if a person is a danger to themselves or others, there is an ability to hold someone involuntarily in that space for up to 24 hours. I know our colleagues at the City of Tucson have developed a protocol for that, for people who experience crisis and have used this CRC for that purpose. The CRC is our building. We are the landlords of that building. We have no jurisdictional oversight on behavioral health other than we pay for court ordered evaluations, and I will get that to that a little bit later. More specifically, the reason why I placed this on here as amendment is there was a lot of work done last year by the County in collaboration with some of our partners led by at that time, it was Supervisor Lee and the Tucson Crime-Free Group and folks that have been partners and have interest in this space to look at an amendment to Title 36 that would look more specifically at involuntary stabilization for folks who are experiencing substance use disorder. The current statute under Title 36 limits our ability to hold someone specifically for mental health, right? Although CRC is considered a no wrong door place, so people who are experiencing crisis, and it may be drug induced crisis, CRC will not turn them away. They will hold them there for 23 hours, try to stabilize, but after that you cannot proceed with a court-ordered evaluation with a person if substance use is at the core of their crisis. There are other states that have these on the books. Arizona does not, so the purpose of this statute, which was SB1257, was to try to create a real narrow way in which we could hold someone a little bit longer in the CRC for stabilization. That met a lot of resistance at the legislative level. That was not passed, and there was people on both sides who have some concerns about involuntarily holding people. We really tried to thread the needle, particularly when it came to the stabilization for people at CRC, so that we did not have an open process for picking up people who are having substance use disorder. Even in that narrow strand, we had very little success. I know our County Attorney is working on picking up some of that and looking at what that could look like with a lot more input from her and her team, seeing what we can do in that space. But currently there is no statutory authority to hold anyone for substance use disorder, so that is just an important note, as we are thinking through where we go with a lot of this. Some other programs that I think are important investments for us have been our invest program, no pun intended there, but our Detainee and Crisis Services division has really did a great job for working with people with mental health concerns and substance use who are actually sitting in the jail longer term, who are awaiting some sentence. As you know, our jail population, the vast majority of people entering the jail are released within 24 hours. That is just in the pit, that makes up a good chunk, but then you have people who are awaiting trial or have not been able to post bond. Most of their felony offenses were, at the initial appearance the judge feels like this person needs to be held because they are a danger to the community, and that is the authority that our judges have as independent judicial authority. So, what the INVEST team has done and through has been looking more long term at addressing those people, building relationships with folks so that as they exit the jail longer term, that they have a connection point to actually get into a housing and a continued treatment program. I can talk a lot about the successes they have, but that has led to better services for

release planning. A lot of systems that have been built through our Detainee and Crisis Services, the department, more specifically with INVEST and these exit planning have been great because they have resulted in people not having that gap. Warm handoffs, we keep talking about that, but people sometimes leave the jail and they have no place to go. And so, this has helped, at least with that sliver of folks who are experiencing those two concurring issues that I explained earlier. Lastly, in this space, I will just jump quickly to the idea of the STEPS Program. I know under our County Attorney that continues to be an area that we want to continue to invest in. To diversion, pre-indictment diversion program that has had great success. At one point, our state reduced the amount of funding for probation officers 3 years ago, 2 years ago, and so we are able to use County funds to help support that, because many of those programs are going to be cut where probation officers are assigned to STEPS, because they are still in their probation officer to make sure they attend some of those. Some of these investments that we made and continue to make have been to offset some of the state cuts for probation officers that were essential in these areas, that were not necessarily people that were being released from jail but were assigned to programs that were important for diversion. I just want to name that as I transition to the last section here. Someone may need to help me. Lastly, in the area of public health, there was a memo that was submitted by the Health Department. It was attached to agendas, which talked about the work that the Health Department has done since 2018 in this area, particularly as it relates to substance use disorder. The Community Mental Health and Addiction program, over time, has invested, and I am going to bundle some of these first five bullets, over about \$14 million over the past since 2018 in this space. A lot of it has been in these areas of education, mitigation engagement efforts and monitoring. Again, prevention, prevention, prevention. From housing to this work that we are doing in the opioid space continues to be an important area that we want to invest in. The education of young adults about the harms of fentanyl, of community, talking to people is a huge investment that we have made in that area. When it comes to monitoring, we also made a huge investment in monitoring opioid deaths. We now have a dashboard. You can see how many people are dying from opioid overdoses, and we have been tracking that. With some of these harm prevention efforts that were invested in, Narcan distribution, fentanyl strips, we have seen a decline in that, but we are starting to see some concerning data about that picking up. Some of the fentanyl that is now car fentanyl that is out there. It has made our way to our community, where Narcan will not get someone out of that trouble of that overdose. Those are becoming more and more prominent and becomes a concern. So, we are seeing some uptick in that space and are exploring that. One of the things the Health Department and I have had a more recent conversation about has been the idea of evaluating the impact of this work. I think from 2018 to now, we have done some great work and will continue to make some efforts in that. But we are talking about having an external evaluator come in from CDC and maybe somewhere else to review what we are doing. Because I think we all are perplexed by how kind of how do we fix this? I think one of the things I know, our Health Department, their mantra has been, *"If we can do it better, let us do it better."* And so, we are going to invest in a review of the work to date and see if we have to strategically abandon some of the efforts and do something different. That is the stage that we are at in this investment, as we continue to receive some of the overdose to action funds to

see, do we need to pivot some of those monies? Is there another area that we should be investing in to make sure that we are addressing some of the trends that we are seeing currently out in the street? You see one of the other areas, and I do not see Chief Kasmar, that one of the concerns that our community had, there were a lot of overdoses in the jail. Not too long ago, we had community outrage about it. I know the Sheriff, we worked with our Sheriff's Department to up their staffing in the jail. One investment I think gets lost is that we also invested \$3 million to have MAT services in the jail. For those who do not know what MAT is, medical assisted treatment. We know that a good chunk of individuals who are committing crimes have a co-occurrence with some drug addiction. Rather than wait and see who self says, "*I am addicted*," we have created universal MAT services for folks across the jail. It has cost us some money. It has been a considerable investment. I mean, we have not had an overdose in the jail since we put this in place. That is the real data that I think is important as we are looking at that. But it comes at a cost, right? It is not necessarily that we are investing that in people on the streets, but the people that are in our community. I think it is important that we know that we are looking at incarceration, we do not want people to die in our hands. That has been an important investment that we have made in that space and NaphCare, as controversial, we are exploring whether we bring that investment in-house. We did make an investment about 3 or 2 years ago of additional \$5 million to address some of the concerns that were brought forth by TPD in relationship to medical rejections. I am showing this with Liz, I have a folder of medical rejections that we keep now as better understanding, but at that time, there was concern that the amount of people that are being arrested for fentanyl and getting rejected and having to be taken back to the hospital, just for general public. There are cases where people are being booked in jail and are medically rejected, where they have to be taken to the ER to be looked at before they are able to finish the booking process. A lot of it is just some real serious health concerns, fentanyl was one of those. We invested in additional staffing and medical staff that has allowed us to not have so many of those being fentanyl related. I think we have been under ten a month, roughly on average since January, as a result of that, medical rejections for that in particular, so that is a huge investment. Then just to again restate, we pay about \$3.4 million annually for court ordered evaluation. I just want to make sure because there is some misunderstanding of this space, is that our statutory obligation for people who are experiencing crisis is the court ordered evaluation period for folks. So, I am experiencing crisis for mental health. I go into the CRC, those first 24 hours are not paid by us. It is taxpayers paying for that. After that, if there is a concern by the medical staff that they want to evaluate that person for longer term stay, then there is a whole petition process that is part of that, working with our County Attorney's office to hold that person for longer than 24 hours and evaluate them. During that evaluation period, the County pays for those days which people are being evaluated and being held involuntarily, and then the decision is made whether they have a longer-term treatment or not. That is just clarifying what our investment is. And then lastly, just some of the work, more specifically in our infrastructures have been the opioid settlement funds that we are working collaboratively on today. We have on our agenda later this afternoon, when we return at 7:00 p.m. will be our SAFR center to begin to explore ways to fund current detox vendors who are in our community, to really enhance some of their detox facilities to allow people to stay a

little longer, maybe keep some pets, keep some belongings. It is to expand efforts in that space to see if we can bring some motivation to people to stay longer. I will stay with that. I apologize, a little longer, but I thought the context of the thinking was important, given some of this laundry list of things. I thought it was relevant to give a little bit of explanation of how we have arrived at some of these innovations and ideas and funding mechanisms here. I will turn it over to my colleague, Liz.

LM: Good afternoon, Mayor and Council Members, Board of Supervisors and staff. It is a pleasure to be able to share with you the work that we are doing at City of Tucson. I want to start off with, and I am sure you are all familiar with our Safe City Initiative that was just launched recently under Mayor Romero's leadership. In response to the growing concerns, we have been working on so many things for so many years, but there seems to be a real nexus of some of these tough issues. The rising unsheltered homelessness, the increase of substance use and mental health challenges, limited treatment and shelter options, and declining perceptions of public safety and the reality of some of those public safety concerns. And then the visible blight, the trash, the things that we are seeing as a result of a lot of these encampments and just people loitering around. As a City, we have done many things and over the course of the last six years, we have seen implementation of several new services and efforts, and we know that all these things have been happening in multiple spaces. This work of Safe City is really to bring it all under one umbrella, to be better coordinated, to be looking at what is working and change those things that are not. We have been operating in spaces that are not traditionally city services and yet we know that these are urgent, immediate needs that we have in the community. And where can we plug in, where can we help fill some of those gaps? I want to acknowledge our county partners and the departments who have been through all those long discussions and brainstorming and how do we work together. And there is many efforts, more than not, that we are working together. I am grateful for the work that we get to do together. You know, the goal of Safe City is really simple. It is improving public safety and enhancing the quality of life for all Tucsonans. And so the work I am going to do, I am going to take a little bit of a different approach than my counterpart here around what are some of those things? Because you should have all received a similar spreadsheet, a little larger, with a little more color, and then an additional packet that goes into more description of what those programs are. For the general public and any of you that would be interested in what does that look like and what does that mean? Knowing you have that material, I will not go into the detail but provide some of the high-level understanding and some examples of this work that we are doing. So, we know we have a Housing and Community Development department. We also have a Housing First program that the Mayor and Council brought in 2020 and has really grown since its inception to do many things. We do outreach and navigation. We have purchased properties to do low barrier shelters. Not all of them are operated by the City, but we own five of them. With our American Rescue dollars, we spent \$21 million, thank you to Mayor and Council for that investment because those have become lifelines for many of our unsheltered neighbors. We also have programs and services like our multidisciplinary outreach team, which partners together our City outreach team, OPCS, Behavioral Health Services, and El Rio with medical services. They go out to encampments and to places where there is unsheltered,

and they provide basic care and they also provide some immediate medical assessments and trying to get them connected back into the community. That has become a very powerful, organized effort. Many of you may have heard of Hundred Acre Woods. Today was our third phase of decommissioning that area, which has long been known as a large encampment area. The effort, the compassion, the work that we have done to engage with those who are living there, and so many of them, we have been able to connect them to the recently renovated Amazon Motel, about 70 individuals to that location. So today was an important event for us to finish that work and then continue to help them in their housing or whatever other locations, shelter, other options that they took. I do want to acknowledge, in that work with 100 Acre Woods is TPCCH, Tucson Pima Collaboration and Homelessness. That planning body has been very involved and brought together countless providers and agencies to work together to serve them. Again, everything we do is in collaboration. Next, around safety and accountability. The work we do around community safety, health and wellness, another effective program that was in the last few years by Mayor and Council to say, how do we get the right work in the right hands? How do we take the work off of our public safety front line staff and use it to connect people to those social supports and services? That work has grown as well and changed and evolved to be as impactful as we can get it to the people who need it the most. So as an example, we have care coordinators who receive referrals, whether it is through our 311 line through our various providers, Mayor and Council offices, as they identify people who are in need, our care coordinators are connecting them to social services that are already existing and working with, whether it is health, mental health, behavioral health, substance use. And we have expanded to take advantage of some of the funding through the state around opioid response to do education and to help people with opioid substance use disorders. The work that we have done with VIVA, which stands for Violence Intervention and Vitalization Action, came out of an effort that Tucson Police Department piloted. It was geared to reduce gun violence. Highly successful because it was not just about disrupting or dismantling those crime networks in those hotspots that were identified where there was high gun violence, it also was about supporting the residents in the neighborhood, in that area. That has been very impactful through our community enrichment coordinators and subsequently has led us to implementing an Office of Violence Prevention. That work will continue to grow, with the goal of working to keep our community safe and also holding people accountable. Our Tucson Police Department, I could give you a whole day's talk on all the work of the Tucson Police, very proud of the work they are doing. I just want to talk about the CORE Team and their Mental Health Team, the work they do to proactively engage with unsheltered persons, with some persons with mental health issues or crisis, those who are actively using and putting that warm handoff as to what can we do to help you and let us get you where you need to go. That work has been impactful. We often have our outreach workers embedded. We also have Kodak and Community Bridges embedded with our core team to go out there so that when they are meeting with them, they do not have to say, show up to this place, they have the staff on site ready to work with them. So, prevention and community pride. I want to say prevention, prevention, prevention. We need more of that, and I am grateful to the County for some of that work around eviction prevention and trying to help people who are in crisis. We also have additional work

that we do there with our crisis call takers. We have embedded crisis call takers in our 911 center. The 311 has also proven to be a lifeline, where people are not having an immediate emergency event, but obviously have issues and concerns that need help. And so having a combined 911 center, 311 and crisis call takers has made us very effective in addressing people as they are calling in. Our Tucson Community Risk Reduction, which is under our Tucson Fire Department, that work is critical in providing education and intervention. They have reached more than 25,000 residents last year. As an example, one of those programs is our TC3. It is a collaboration with Tucson Medical Center, serving the very medically vulnerable. These are things that we are doing to reach people before they get in a place where they are in crisis or are on the streets. I do want to mention our thrive zones. This has been an effort to, some will use the term community revitalization, but really what it is, is an area we will thrive in. The 05 and the 29th Street corridor are two thrive zones around investing into those neighborhoods. Neighborhoods have been historically disinvested, people who have things like food deserts and lack of access to health care, and bringing in and identifying what are those things that are needed in that community, and then delivering on that and focusing on how to develop affordable housing and other housing options for people in the neighborhood so they can have quality, safe places to live. Finally, around Community Pride, Team Up to Clean Up. If you have not done it, we invite you. It is a great way to bring volunteers together to clean up, and often they are neighborhood leaders, neighborhood associations who are wanting to do this. We go in and we clean the areas. We want everyone to feel pride in where they live. We have our homeless work program that we partner and fund with Old Pueblo Community Services. That also ensures that we are doing major cleanups around the area. As we are trying to help people, often people are transient in many of these places and leaving behind things. That work is things that we are taking up and making sure that is part of our Safe City. So now Steve and I are going to tag team this. One of the things we wanted to do was talk about some of the gaps that we know and the sources that we use.

- SH: So there is a few analyses and reviews that we are conducting currently that have been helpful in shaping more of what the next iteration of the work would look like. Pima County Health Department did a needs assessment in 2014 of September, the City of Tucson created a gaps analysis framework, that was distributed in February of 2025. Our Justice, under Kate Vesely, department had been working specifically with sequential intercept mapping. If you are wondering what that big SIMS mapping is, it is taking each point of connections with individuals as they enter the criminal justice system and figuring out the gaps associated with some of their addictions, or services that are lacking for them at that time. That map is complete, along with TPCJ's gap analysis that was conducted in 2024 through '25. I think we are seeing how we can take all that information that is robust and important to begin to craft these areas of improvement that I think are important for us to consider as we move forward. Equally important, as we are partnering, we are also trying to address some of the fragmentation and coordination gaps. There are limited cross-system data sharing. Some of that is very purposeful, others of it is we ask why not? And so, we are trying to figure out how we can connect data systems better. Have a lot of people at the table, and equally important is the issues associated with siloed

efforts. A lot of people are doing great work in each of their corresponding areas, but I am not sure there is synergy yet that has been created in that space to create not only warm handoffs but have some impact and outcomes that our community is expecting from us. And then lastly, at least in my section, here is the treatment and services gap. We know that there is underutilized delays in authorization. That is a problem. We think people's health insurance will cover it. Authorization for coverage, particularly residential treatment, is much more difficult than people think. It has gotten worse, and the funding has dried up, particularly when we look at MAT services and detox with long term recovery facilities. There are beds open, but people are not able to go to those beds because they do not have the coverage. So, when people are waiting and someone is telling them, no, we cannot fund you, so that is a problem. Then some crisis response delays, and some of that staffing, there is a lot of overwhelming issues that people are dealing with, which that delay, 1-2 hours can be problematic for us. I will turn it back over to Liz.

LM: Additional gaps, we have heard from the community and through these various sources, the transportation challenges. How do we get people from point A to point B. Seems like such a small minor issue, but it is really finding where we are dropping people or losing people in getting them to the help that they need. And what you just said, Steve, around the authorization, the difficulty in obtaining access timely. We had a meeting where there was a Complete Health and AHCCCS representatives who say, explain to me, please, why when people say they leave jail, they cannot go straight into residential bed, because that would be ideal, because the minute they leave jail, if they have any time, if they have to wait a week or two weeks or three weeks, we are going to lose them. So AHCCCS, explain to us, *"It is like a pre-authorization,"* and I am like, I understand that. I have dealt with that. It is frustrating and it is a gap that we have right now. Cultural and linguistic barriers. Lacking bilingual staff. I think we know that that is always a challenge in making sure we are providing services to people so that they can access it and understand what the eligibility requirements are. Around homelessness and housing gaps, this is no surprise, we do not have the number of beds and supportive housing, that is the need that we have. We have many encampments that have grown over the years, and we have seen significant issues of safety and environmental concerns. Discharge planning was one of the things we have heard from frontline staff as people, whether they are leaving jail, hospitals, other types of programs, that when if you do not have a good plan in place for their exit, you are going to lose them. They are going to go back to what they were doing that got them into that difficulty. So how do we do discharge planning in a way that those connections are there and we can get people through without disruption? Around public safety and justice system, Steve mentioned high failure to appear rates. We know our court staffing. They are maxed out, our City courts. As we do this work, we know that there is huge numbers. Community court was one of the things I wanted to mention earlier. One of the things we want new, we were doing two Fridays a month. We have increased that to every Friday, but that required some moving and changing and I am very grateful to our presiding magistrate Judge Koch and the work that he has done with Judge Lou. Those things are impactful when we can ensure we are doing this kind of specialty courts to address these issues, that provides on-site services. We could do that every day, and we would still have need

around that. Diversion and deflection, Steve knows this better than I, but we are not getting people accepting them at the same levels in the past. Long booking times does create some issues for us as we are trying to get people arrested and booked and then getting our officers back on the street. Those things are impacting our systems. I am sorry for the heading here, the heading did not change, but this heading is around what our potential collaborations and actually collaborations already underway, but where can these two elected bodies really focus your efforts? And this is staff recommendation. First, thank you to Chair Scott and Mayor Romero for convening the Metro Justice work. We have these work groups that are working on four issues right now. This is, again, City, County staff, and we are bringing in others that need to be at the table around these big major gaps that we just discussed, so we are hoping to bring some recommendations in December around how we address some of these issues. Data sharing across systems. I think there is incredible potential and opportunity here that we have not really scratched the surface yet. If we can do more of this, we will be able to give those of you, as you make decisions, good information to how to invest. Third, how do we strengthen partnerships both at the state level with our regional behavioral health and our nonprofits? I did not put in here our faith-based partners. There is lots of opportunities to address these gaps when we strengthen these partnerships. Finally, Steve made mention, there is a potential pilot that we are pulling together this idea around those who are just as involved with substance use. How do we get them, whether it is from the transition center, from the SAFR center, how do we get them into shelter? Because one of the things we have learned from the transition center is many of them, when they come out of jail, they do not have a place to go, that is find them a shelter, which we have a project, a property that we have identified that will need funding because the funding will run out. And how do we get them treatment on site, and how do we get them into residential beds or other transitional housing so that we can ensure that they have a continuum of housing and services that will lead them to being able to be sober and contribute back to the community. So, I propose these four areas of collaboration, and I appreciate your time and attention.

RR: Thank you so much, Steve and Liz. I for one, would highly encourage my colleagues on the Board of Supervisors. I know that the Mayor and Council is familiar with the list of all of the services that the City of Tucson provides. It really is a long list of programs and services that we have created, because we have seen firsthand, in the last six years, the gaps in services, especially in unsheltered homelessness and the public health crisis regarding opioid and fentanyl that is happening in our streets. We have created programs that did not exist before, and so I would love for you all to take a look at that. And then the funds dedicated by the City of Tucson, in the millions. I saw the list of the services provided by Pima County and the money invested in it. The list that Assistant City Manager Morales provided of the funds invested in these programs are in the millions. I think I would like to call attention to your recommendations. That last page, the last slide, *“developing a pilot to address gaps for justice involved.”* Providing shelter and treatment is a really worthy effort to put time and attention to on behalf of both Pima County and the City of Tucson, because, for me, I would like to call attention to the needs that we have in our streets. After all the millions of dollars invested by both Pima County and the

city of Tucson, some of these funds are federal funds that we have received in the previous administration, we still see a need on our streets. We still see people on the streets that we could visually see that need help, that are either unsheltered, have serious mental illnesses, or are addicted to fentanyl and/or other really harsh street drugs that I think if we focus our attention and our time in trying to find a solution and a tangible result to find help for those individuals that are actually victims themselves. They are victims of their substance use disorders. They are victims many times of being unsafe themselves on the street. That is an important piece that we are not going to solve today, I am sure, but we should focus our time and attention to figuring out solutions for. So, thank you so much. I think we are going to start the opportunity for our colleagues on the Mayor and Council and the Board of Supervisors to make your comments. Because of the lack of time, we have assigned five minutes to each. We are going to alternate between Council colleagues and Board of Supervisors colleagues. I would like to also mention, if you do have questions and want to ask them here, we can have our City Manager and our County Administrator respond to those questions that you might have that we might not have time to respond to. And they can do it in a joint memo responding to all of us. I would usually start with the Vice Mayor, but she is representing us at the National League of Cities, so what I am going to do is, I usually start 1 to 6. Sometimes I alternate 6 to 1, so what I will do in the absence of my Vice Mayor, we are going to start with Ward 6, and I will invite my colleague, Council Member Uhlich, to start.

KU: Thank you, Mayor Romero, Chairman Scott and County Administrator Jan and City Manager Tim, and Steve and Liz. I feel deep gratitude to the leadership team that we have, and the fact that we are all at the same table. An important step, and I know that some discomfort brought us here and some difficult dialogue. Good on us and good on you for going there because these are tough issues, and if we are not willing to go there when we know families have to go there at their dinner tables. They are worried about their children on the streets of Tucson, or they have already lost loved ones to this crisis. We need to go there, and so I feel grateful that even though it took that to get us here, we are here. We are here, and we need to be here. So gratitude and hope, I think, are two things that come to the forefront for me. Hope in that after reviewing all of the recommendations and all the investments, I do believe they are well informed. We have had communications with our County Attorney, with our police department. There is not a player in this effort who has bad intentions or is, quite frankly, necessarily even ill informed. My belief is that there are gaps, so I agree with you, Mayor, and the staff for the recommendations. I think looking at those gaps and figuring out how to prioritize our efforts collectively. I want to note that from my perspective representing Ward 6, I do represent an urban area. I recognize that South Tucson, Old Pascua and New Pascua, many Tohono O'odham tribal members live in the urban core, that this is not even just a city County thing, right? The urban core of our valley is suffering in a particular way. I know that the collaboration even more broadly will continue. I was going to time myself, so please just tell me to stop. Just very briefly, it is so challenging because it is our justice system and our law enforcement system that is being called to action to address a health crisis. These are health issues. If I had cancer or kidney disease, nobody would be hauling me off to jail, but if I have mental illness or I am

addicted, guess what? Right now, there are huge gaps in our behavioral health system, and there are maybe some opportunities. I know that at the federal level, I believe there may be litigation regarding mental health parity. The health insurance system has never, you know, addiction is treated like an acute knee injury. And after you get wrapped up and leave the ER, you are supposed to be better. It is not. These are chronic conditions that are not treated with parity. If there is litigation with CMS or Medicaid, I hope we could look into that and perhaps join forces to push on the need for parity within our health system. The second thing is, even if we offer, and we will try to fill these gaps, we have had some real issues in Arizona where we know under the American Indian Health Plan, there were bad actors offering housing, food, employment, treatment. *"Come on, get in the van."* Folks ended up, mostly American Indian folks, ended up trapped with no ID and no treatment. Exploited, right? When we look at folks who are suffering on the streets and saying, *"Why do they not get into treatment, why do they not take us up on our offers?"* There are often good reasons, so as we approach options, I hope we will keep that in mind. Finally, in terms of great models and options, there are. Oxford House keeps coming to my mind. It is a peer-based model. They rent houses and peer to peer folks help each other stay in recovery in affordable housing. So, there are opportunities. There are partners, there are paths forward. Again, I guess to end on a note of hope, I can imagine between the City and County and our colleague jurisdictions, we have got the right people and the right leadership to find this path. Thank you.

RS: Thank you, Council Member. Supervisor Allen is the Vice Chair of our Board, so I had her going next. And then to my colleagues, if you wondered why I did the rest of you in the order that I did, I did it based on service on the Board. So, Supervisor Christy would be our next supervisor, followed by Supervisor Heinz and then Supervisor Cano. Supervisor Allen?

JA: Set my timer, first of all.

RS: Ms. Manriquez has the timer.

JA: Okay, got you. So, thank you all for being here and for pulling this together. Clearly all of the work that has been done and the deep commitment to the dignity, the safety, the wellness of our community. It is so clear from looking at the presentations of the work that we are doing, the investments that we are making, that we are committed to tackling this crisis in a multitude of ways. I just have to say that there is a couple underlying things. One is the urgency of the moment. That we already, if you just threw a bubble over us, there is an urgency of the moment that we can see and that we can feel every single day in our community, and that urgency is exacerbated right now. We just had a long discussion in our Board meeting around the impact on SNAP benefits, and the food crisis that is happening. As well as in our community of it being more difficult for people to get access to food. The domino effect that that creates on increased eviction rates when people are making choices between food and rent and then the housing crisis and then what we know looming on the horizon is a healthcare crisis. All of that adds another layer of urgency for clear thought and an increase in our commitment to important

action, difficult actions. The other thing I will mention too, and this is a piece of gratitude for knowing that how we think about and look at our mothers, fathers, brothers, our sisters who are experiencing homelessness, experiencing mental health crises, experiencing substance use disorder out on the streets. I think we all know someone, have someone, a neighbor, a family member who is there, and I appreciate that our efforts treat people as though they are our own family members, that that is the level of respect and dignity that they are afforded as they go through and experience interactions with us in the programs that we have set up. In terms of thinking about the things that we could be doing more and better together, to put them in three buckets. One is around harm reduction work, one around trying to weave back together a safety net, and then a third that is about going upstream. How do we get more than just our nose above water but can get our communities standing on solid, stable ground. In terms of thinking about harm reduction, which I feel is incredibly important focus for us, and one in which we could be doing a lot more work. Harm reduction in my mind, there is the adage about you meet people where they are at. And then to get people to take the smallest step, because it is a big step to say from where you are to commit to going into an institution for treatment. So the smallest step that can get people into a place of safety are things that the City is doing with the Star Village. Thinking about safe encampments where people can camp with some safety. Thinking about safe parking, about safe use and overdose prevention sites. All of those can appeal to folks that want a modicum of stability and safety and getting that small step where they can get that. Those are folks that we want to talk to and then introduce people to the other programs and opportunities that exist. It is a small step, and that is where I feel like we could be investing significantly more there. Related to that, and this has been talked about, is the absolute importance of medically assisted treatment and ensuring that folks are going through, especially from the jail, and ensuring that folks have had that treatment program are getting on a path and ensuring that that can continue upon the release from jail and greater investments in medically assisted treatment opportunities and clinics around in the community. Around the safety net, one of the things, and I was so happy to see that all of the details and there is a lot of overlap and things that we have been hearing, but of just the data linking up.

RS: Supervisor, I apologize for interrupting, that was five.

RR: But I think you can finish your thought, though.

RS: Absolutely.

JA: Data coordination, right? How many beds there are for shelters, detox, recovery. And our affordable housing construction and putting those numbers aligned together. The final upstream, our commitment to prosperity and working together on the Prosperity Initiative is our longer term stability for our community. Thank you.

RR: I think that was beautiful. Thank you for bringing it in. Our next Council colleague will be Council Member Perez.

RP: Okay. Did not realize I was going next, but hi everybody. You know, I think today is a long overdue convening of both of our respective bodies. I had asked Mayor and Council to approve a standing item that had allowed for us to have ongoing conversations at what was happening at the County level, and this was the end goal. I know that it is not the end point, so I am thankful for all that work to bring us together today. I think that this is a very surreal experience for me in that, less than a couple years ago, I lost my little brother to fentanyl. I think for me, that is one of the most vivid experiences of my life. Not a day has gone by that I did not have to wonder what would have happened had I had Narcan, because we did. And it is because of the work of the County Attorney. It is the work of our County Health Department, the work of our Tucson Police Department that strategically came together to ensure that we had a prevalence of that resource in our community. And that is just one example. I think that one thing that both bodies sold themselves short on today was the ways in which we also invest millions in people power and in dollars to support everything from the educational continuum to food security by way of outside agency process on the County side, by way of PCHIP on the City side, and then all the other numerous ways that we do so throughout the year. I think that we are having this conversation not acknowledging that there was a bipartisan effort at the federal level under the Biden administration that Trump undercut, that would have empowered us to address this crisis. And so, we are here taking this on at the cost of our respective jurisdictions, the cost of our respective voters, without the national tools to do so. I think to the point that we are seeing by way of the Safe City Initiative that Mayor Romero has been leading, and then today, just having looked into the proposed One Pima Initiative are really exciting ways that we are intentionally bridging a lot of the work. I know that we have some hang ups on how to use some opioid dollars, and frankly, I am still a little upset that the state used the opioid funds the way that it did into our prison system. All that being said, I think that there is some exciting things on the horizon for our community. I ask those beyond this table, our media partners, our nonprofits, to join in and start listening at this conversation as well, because I think that we have spent a lot of time as to who does what and why, and less so as to how we can communicate what services are available within our community, because there are. I think that aside from the elephant of the table, there is no reason that all of us, as folks with a single commonality, cannot work together in unison to point to the ways that we are investing in our community. That might be contrary to what some opponents might have to say, but the work is there, and I think that the brunt of it comes down to our communication, both amongst each other as well as our community. I hope to see that as my time on council comes to an end, and I support you all in another way.

RS: Thank you, Council Member, very much, and thank you for stepping up to fill out the term of Council Member Fimbres. I know our entire community is grateful to you. Supervisor Christy?

SC: Elephant in the room? The nicest thing I have been called all day. Do not take me to Las Vegas, I am going from 4-1 odds to 11-1 odds. In any event, I am going to try to keep my comments brief, and they are not going to be as eloquent as my predecessors. First of all, I am disappointed that more of our regional partners were not included in this. I think there could have been accommodations made. A lot of

the same problems that the jurisdictions in the County deal with are the same ones that Pima County and City of Tucson are dealing with. They have ideas. They have needs. They should be included at the table. Deputy Administrator Holmes even mentioned an issue with Marana courts that could have been included, and we could have used that information as well. I am going to say that I think the basic issue, and I am going to speak from what I hear from my constituents and what I hear from predominant members of the community, is that the number one problem with the homeless situation is enforcement. There is no enforcement of breaking the law. Until there is a robust effort to uphold the law and to make those who are breaking the law are held accountable, we are going to have a very difficult time trying to convince our community that we are doing anything about it. The best thing I have seen lately was the very high intensity efforts by the Tucson Police Department to go into the wash areas and into the encampments and arrest people who are breaking the law. Nobody is getting arrested because they are mentally ill. Nobody is getting arrested because they have a drug addiction problem. They are getting arrested because they are breaking the law, and we need accountability of those who are breaking the law with consequences that have teeth. Until we do that, you can go to any parking lot of a Walmart or a Costco and sequester 12 to 50 people. If you ask them, is the homeless situation in Pima County getting better? I guarantee you the answer would be a resounding no. In fact, the comments would be that it is getting worse. We have all these wonderful ideas and wonderful programs that we listen to, presentations of numbers of items. The community does not know about that, nor, in most cases, do they even care. All they know is they want the homeless situation off their streets, out of the neighborhoods, away from their businesses, and out of their alleys. To them, it is not happening, and until we have a robust effort to get the criminality dealt with, we cannot go into the other areas of drug addiction and mental health. So, I would urge our efforts to support our law enforcement, have joint efforts that should include all of PAG and Pima County and the other law enforcement entities to have a united effort to clean up areas like the Loop and all of the issues that Mayor Romero talked about as far as what we see day after day after day, that is not going away at the bus stops, at the intersections. Until that happens, the community is not going to be patient while we meander through all of these very important programs. I know a lot of people went to a great deal of effort and energy to do these policies, but remember, those who did them got paid. It is important that we make the effort to get law enforcement engaged, get the problem of criminality dealt with, and to get the issues of homelessness, of drug use, of criminality off the streets. Until that happens, we are not going to make much headway with our community or with the services we are trying to provide. Thank you.

RS: Thank you, Supervisor.

RR: Thank you so much, Supervisor. I appreciate the sentiment of really dealing with a tangible issue that is in our streets. I think that you and I both agree that we need to be able to attend to the crisis that is happening in our streets. Thank you for your comments. Council Member Lee?

- NL: Thank you, Mayor. Really appreciate everyone's comments so far. Like the Vice Chair said, listening to all the work being done, I just have no doubt in my mind that each of us care deeply about this work. We are all committed to a shared objective and a shared goal for our community. So, no question in my mind that everyone is doing the best work that they can with the resources that we have. I think that is very clear. Mayor, I am going to push the envelope real quick on one question to the City Manager in order to inform the rest of my comment. Tim, do you recall how much money we allocated for our data lake pilot? I want to say it was \$1 million this budget cycle. For the data lake. Of course, I am going to get nerdy because that is my job.
- TT: Honorable Mayor, Members of the Council, Honorable Chair, Members of the Board of Supervisors, and I will stop doing that after this time. The Mayor and Council allocated \$1 million to the Data Lake project to assist with data integration across multiple jurisdictions.
- NL: Okay. That is the piece that I want to specifically hone in on for the recommendations. As the City Manager said, and I do remember advocating for this at budget season, we did allocate \$1 million toward a data lake pilot, which would allow us all to pour different data into a space and be able to make meaningful information out of that and insights to inform our decisions. One thing that I would like to see us do and bring back is understand where we are at with that pilot that we funded, understanding the progress that is been made to date, the goals that we had for that pilot, and see if we need to adapt as a result of this conversation, include more components to that pilot so that we can go after this particular recommendation. That is one piece that I am thinking about. The other one, I will admit it may sound a little bit corny, but I think that this is something that is missing for me, is I do not know that collectively we have a shared, defined vision for what we want to see, so that underneath of that level, each of us can have goals that we are working on that are tangible, measurable goals that we can start to communicate with each other about and with the community about to make all of this work that we are doing more visible and measurable. That is one thing that I have seen in other organizations that, again, it is kind of corny, but it is very effective to make that visible. Not only does it make it visible what we are all doing, but it can also identify the gaps and where there is duplication and opportunity to be more efficient and collaborate if we are doing some of the same work. That is something that I would really be interested in exploring. Just so we can make everything that we are doing more visible, measurable, and get a little bit more traction on some of the areas that we all want to see more traction on. Those are all my comments. Thank you.
- RS: Thank you very much, Council Member Lee. Supervisor Heinz?
- MH: Great. This has been fun. I think we should do it more often. I think we are going to do it more often, right? In my capacity as a hospital physician, I deal with members of our community who are unhoused daily. Discharging people from the hospital to the street is tragic. We cannot always help that, because once your wound is healing, your infection is done, we have dealt with the broken bone or whatever.

The hospital is not transitional housing. It is not a place you can stay, so this is something that is very close to what I do with my other hat. I appreciate that we are dealing with this. I do think that real-time intel is incredibly important, not just for those that are in our employ, but also in our community. One of the things that attracted me to make my life here in Southern Arizona, in Tucson and Pima County was the amazing, welcoming people here. I experience that every day. I think that is what so many of us do as well and maybe attracted you to here as well. I know people want to be helpful here, and in most situations, law enforcement is not the right answer. These folks are amazing, but if there are, say, a couple of people, maybe they are just in the alley behind my house. A few days ago, a couple of folks just plopped down and I said, *"Okay, hold on a second. I do not know who these people are. They are here right now. I am going to make some calls because I think they might need some assistance."* I mean, I can text the Chief of Police. He loves that, by the way. I can call directors of departments within Pima County. And so those folks had someone literally within an hour approaching them, not in any sort of like you are being handcuffed, but like, *"Can we help you? What is up? This is maybe not the safest place to sit because cars come around here real fast. Do you need anything, and is there anything we can provide for you?"* They were very cool about that, appreciated the touch and took some information. That is the kind of thing. I know we have reporting capacity, but we need to work together on much more real-time responsiveness. Any of us can do what I just did, but the people of our community also need to be afforded that opportunity because they do not want to just be calling the cops on their friends and neighbors. Probably not their friends, but folks that are disadvantaged in the community who are in a rough spot. They do not necessarily need law enforcement. They almost never do, but they do need to be connected with some opportunities. I think if it is a reporting website that gets to someone in 24 hours, that is not right. That is not going to work. We know that it is got to be at a discharge from a hospital or a clinic, or at a transition out of an incarcerated situation or these kinds of touch points. I believe one of our best resources is our people. I think they want to do the right thing and giving them a real-time opportunity to help engage the correct folks is something that they would really embrace and help us to control this problem a lot faster.

RS: Thank you very much, Supervisor.

RR: Thank you so much, really appreciate it. Our next Council member will be Council Member Dahl.

KD: Thank you, Mayor Romero, Chair Scott, thank you all. I feel like I have come home in this work, that half of me has been missing. I have learned so much from my supervisor colleagues who have spoken, and I imagine from the rest of them as well. We should have been doing this earlier. I hope we will do it again. It is like any good party, you know, *"Hey, let us do it again soon."* When I was elected four years ago, I was concerned about climate change. I was concerned about water resources, very important, existential issues for Tucson. I was a neighborhood leader with my wife for decades. We saw homeless, but I did not realize the extent of the problem. It is a huge problem, and it is perceived all across the spectrum from people who are upset about seeing it, to people who have lost loved ones because

people on the street did not get the resources that they could. Frankly, people living on the street are the most vulnerable of our residents. I have learned so much over the four years. I am proud of what the City has done. These are the things I know most closely. The Wildcat Inn has saved families' lives. The cooling center that we offer in Ward 3, which we just provide the space, and a faith-based group provides services in hot summer afternoons have saved lives. People who got there would have died if they had not gotten there, and that makes me very proud. I have learned that there are bad actors on the street. There are absolutely, with hatchets and knives and guns. I am very proud of the Tucson police and what they have done and how they have changed over four years. When I was elected and the COVID, the only response to people on the street was the police department. Now we have community safety, health and wellness. We have other navigators. We work with other nonprofit partners. Police come in when it is a police problem. And that has freed them up more to help businesses, to help domestic situations, traffic. When I was elected, they were not doing traffic control. We tried to get more resources for the police, and we have been somewhat successful, and I hope we can do more. But they have stretched. They came up with community service officers, which is not only cheaper labor but also a conduit for new recruits. We have a hard time recruiting people to the police. From my perspective, we are doing a lot. We all know we are not doing enough, and I think together we will be more strategic. I feel like this is kind of the peace accords, the Tucson Pima Peace Accords. It has gotten so much more than that now. Now we are two superhero leagues that are joining forces. Our capes are invisible, but we do important good work, and I am proud to be part of all of this community. Thank you.

RS: Thanks very much, Council Member Dahl. Supervisor Cano?

AC: Thank you, Chair Scott, Mayor Romero, my colleagues on the Board and on the City Council. I want to do some quick housekeeping. I want to thank our County Administrator and our City Manager, both Clerk offices and of course, our IT and Communications staff, in addition to the Pima Association of Governments for hosting us for today's conversation. Being passed around is a document that is hot off the press. It is the County's equivalent to the Safe City Initiative that was adopted in a 4-1 vote by the Board of Supervisors earlier today. I will tell you a little bit more about that. Pages 6 and 7 are the pages I would be paying attention to in the executive summary. As part of my remarks, I want to let my colleagues know that Pima County is committed to moving forward with a coordinated, evidence-based approach to safety, treatment, housing and recovery. We are here together today because the issues we face do not stop at jurisdictional lines, whether it is fentanyl, homelessness or the public safety concerns we are hearing from families and businesses along our shared corridors. These are all regional challenges, and One Pima gives us a regional framework as a County to address them. This plan brings together the critical work that we already fund into one unified strategy. First, it accelerates the Loop cleanup and directs the County Administrator to complete system wide wash and trail cleanup along the Loop before April of next year. It also begins a Loop safety plan. That is, recommendations are to come back to the Board also in the spring for a plan to address the safety concerns that we are hearing from Loop patrons. I look forward to that plan, including more recommendations on

safety signage, upgrading lighting options, and real-time reporting tools to help us all respond to emergencies faster and more effectively. Second, One Pima strengthens our treatment system by expanding the transition center from a five-day operation to a seven-day operation, piloting the SAFR center for Substance Abuse Recovery and Treatment, maintaining more than \$14 million in public health and overdose prevention programs, and investing in the following year, proven diversion models like DTAP and the STEPS program. These programs save lives, and they keep people out of jail and into treatment. Most importantly, this also sets us on a path toward a coordinated shelter capacity system. As mentioned by my colleague from District 3, one that recognizes that right now we have a system that is not working and why people avoid shelters, and finding out how we can remove some of those barriers, like pets, storage and basic amenities that need to be provided at our shelters are part of the One Pima plan. And finally, colleagues, One Pima also begins an important conversation that I had with my colleague from Ward 1 earlier in the week, and that is a neighborhood driven reinvestment strategy for the westside communities closest to our jail, the transition center and our Fleet Services building. These are neighbors in the area who have no choice of their own than to have these buildings, these operations. As their neighbors and as landlords, the County must invest in the westside in Barrio Santa Cruz, in Barrio Kroger Lane in Barrio Sin Nombre, and all of the surrounding westside neighborhoods so that we can hear what they need from us so that we can be better neighbors. This is the kind of work that succeeds only when the County and the City act in alignment. One Pima is our commitment to that alignment and that shared goal. It is fiscally responsible, grounded in the realities our community faces, and shaped by what residents are asking us to do. Clean the Loop, expand treatment, support our neighborhoods, and respond with solutions, not blame. I look forward to building on this partnership with all of you, and I am confident that together we can deliver the safety, the compassion and the accountability that our region deserves. Thank you.

RR: Thank you so much, Supervisor Cano, really appreciate you coming to the table with solutions that we need. We need to talk about solutions. It is beginning to feel like a love fest here and it feels good, but also there is very tangible, serious problems that we have. Offering solutions as you have done today, I really appreciate it, and I appreciate to hear that the Board of Supervisors voted positively for this idea. As we started, we are not finding absolute solutions today, but everything that I have been hearing from both Council and the Board of Supervisors is targeting where we need to work together. Our last Council colleague speaking today is Council Member Cunningham. And you have the almost last word, Council Member.

PC: And I will take it. Mir, the space station Mir. It is a Russian word for village or world. We are the Tucson Mir, the Tucson village or world. In some dialects that word actually means peace, and that is what we came here today to do. At the end of the day, both Pima County and City of Tucson, we are in the people business. We are in the people business to improve the quality of life from everyone in the whole continuum. My team goes out and engages folks on the street a couple times a month, and from that person who has really had a tough time. We had one guy, we could not understand anything he said. He has got some mental health issues. We

call him Blue, and he was half dressed. All of his clothes were tattered. We bought him some clothes. We started there and then we were able to develop some rapport. He is at CBI right now and we are trying to do the work as well, just so we have an understanding of how difficult it is. Our people on the ground, you have no idea how difficult it is. But we are in this people business where your quality of life, the way it is affected right now is not really how much income, but your discretionary income. How much do you have in your pocket left over to do cool things? That is part of it. When we talk about quality of life, we talk about whether or not your housing is affordable or you are getting jammed up. You have got way too many lower income families that are working, that are putting in their time, that are getting jammed up and they are paying too much. And that is indirectly and directly attached to this, because when you think about it, if we have got families that are unfairly getting evicted, they are taking up shelter spaces from people we could take off the street. All these things slide up and down. In common, we have multiple agencies that do this work. We have housing, we have courts, we have enforcement, health, social services, corrections. Those are the core things, the six things that encompass all this work, collectively. We have got to figure out how to marry those. We have got to figure it out. There is all these different platitudes that we have had over the years, but at the end of the day, we are team here and we are in it together. I am going to go through a few things that have been thought of and suggested and shot down, even by me, but I think they are all worth discussion. We have talked about in the City side, about merging the courts and about having misdemeanor court in Pima County, save the City some money, but also the same computer system. Everybody is on the same page. It could enhance case management. There is a lot of things in politics that probably have short circuited that, but it may be something worth talking about. We should be talking about whether or not we put our health insurance when it comes up in the next few years, we put it out to bid together. I do not like it that Aetna and Cigna come to us and say, hey, stick with us because we are the only ones who can partner. I think that if we make a commitment jointly, we are sending that message. I would love to bring a school district along to do it and expand our pool and maybe have something that leads to a single payer option, at least for children in Pima County. We would be the only ones doing it. The same thing with merging the courts. We would have the opportunity to create a diversion program with mandated rehab. We would be the only County in the country with a precondition mandated rehab program in patients. That would be kind of cool to be able to do those things. If we are Tucson, we are going to think ahead of everybody else. We are going to be number one, and I want to do that. One of the things I think we shot down a few times, and I think it is time to revisit it, is maybe Pima County Sheriff's Office and TPD go into some joint programs, along with South Tucson Police Department in working calls together. We danced around it a few times. We still have mutual aid programs in there, but maybe it is time to take a look at where logistically, if there is a deputy closer than an officer, they can help us. And we would not just expect the County to absorb the cost, we would figure out a way to cost share that. I think that is actual tangible things that we can look at. I am going to save the municipal district and incorporation and annexation talk for another time, but I am going to tell you that all of you have heard me privately say it, the State of Arizona has put a law into place that has pitted us against each other for too long. We need to address it and figure

out how we can make it work and make it work right. In the meantime, at least consider County owned properties that are adjacent to City parcels, allowing them to be annexed into the City. That would be a great first step. It would not cost the County anything, and it would fill some gaps in service for everybody. I am going to talk really quick about the public hospital. We had a County general hospital in the '80's, we farmed it out. I would like to learn more about it and how that catch all is there. I think it would be cool if we had some urgent care catch all, especially with some of our unsheltered. We need to unravel the overlap. I saw these two presentations in both jurisdictions saying, look at all the stuff we have done and we have. That is awesome, by the way. Steve and Liz just outstanding the work both of your teams have done. No one in this room can deny that there is some unusual overlap there. We need to unravel that overlap so we are not duplicating services in certain situations. I would love to take a look at the real-time shelter availability. Thank you, Supervisor Allen, for bringing up an idea that I thought of a year ago, but I think it is awesome that everybody is talking about it, that to have that app on your phone as a social worker and go, *"Oh, there is two bed spaces here."* Right now, what people do not realize is that at GRM there seems to always be beds, it is about whether they can do their intake 24/7. Same thing with the transition center where 8:00 a.m. to midnight Monday through Friday, we need to be 8:00 a.m. to midnight seven days a week. We just do. I think if we go to that piece and establish an alternative to jail program, we will probably have some better options. We will be able to lead a path to pre-conviction rehab and some other programs. I heard today that people need to have consequences. I do not think throwing everybody in jail summarily is the best answer. But at the same time, I think that some people need to be catalyzed in their actions, and there needs to be a catalyst to get them to their moment of clarity where they are going, *"Hey, I want some help."* There is no magic bullet to do that, but one thing we do need to accept is that rehab is not permanent. Rehab is not an answer, but I will take 40 days in rehab and ten months of sobriety over one year in jail any day of the week. And we have got to think about this goal. No addict is going to solve their problems. You look at Philip Seymour Hoffman, or you look at Robin Williams. It is a lifelong thing. People have 18, 19 years of sobriety and still struggle. We have to respect that and remember that we are here to support them. Finally, I am going to close and say that my discontent for the County and City relationship is over. My door is open, and I want to hang out with you guys as much as possible. I want you guys to know that if you want to tour Ward 2, or you want me to tour something else, I will clear my schedule. I will do everything I can to better understand that County work. My roots are in the County government. I started as a juvenile detention officer in 1998. In my public service, if you can believe it. There are things that Pima County Juvenile Court did in the late '90's that were recognized nationally. It was the most cutting edge juvenile court in the country, and I got to be a part of that as a member of the Juvenile Justice Commission for the state under Janet Napolitano. I think we can take those same ideas and practices and apply them to what we are doing today. With that, I yield, and thank you, everybody, for coming this afternoon.

RS: Council Member Cunningham, thank you very much. I would have expected no less from a fellow Gridley Grizzly. Thank you. I truly appreciated, Mayor, when we were talking yesterday that you said that the way we should end is talking about tangible

outcomes that we can work on moving forward. I also appreciated that after Mr. Holmes and Ms. Morales were done, that you pointed to their recommendations of four areas of focus that we might take on. The Metro System Work Group that you and I brought together, that Steve and Liz have been doing a great job of organizing into four working groups, are going to be making recommendations to us in December. And let us remember that the former City Attorney Mike Rankin summed up the pressing need within those work groups, which is to focus on how we can best work with repeat offenders. The data sharing across systems, I think that is one of the groups that is meeting. I appreciated that that was mentioned. Strengthening partnerships with state and regional behavioral health and non-profits. TPCH is going through their strategic planning process right now, and they have assured us that the interest and needs of jurisdictions are going to be more of a focus in this strategic planning process. You spoke eloquently already to what we need to do with the fourth recommendation. I appreciated Supervisor Allen recentering us on the Prosperity Initiative. That policy framework that we have in place that is supposed to be guiding so much of our decisions, not just in the budgetary realm, but if you look at those three areas that Mr. Holmes broke down his presentation into, housing, justice and health. I think if we look at the gaps analyses with the Prosperity Initiative as an overall guide, I think we definitely are going to have some direction to staff in terms of future agendas for future joint meetings. We talked about meeting quarterly, which I think is outstanding, and not only future agendas for future joint meetings, but more significantly, the work that our teams are going to be doing out in the community moving forward.

RR: Thank you, Chair. I appreciate it. I think you and I have met like five times this week.

RS: At least.

RR: Really appreciate all the comments. I know that we all, as a few of you have said, come to the table wanting to find solutions. I appreciated Vice Chair Allen's comments in terms of the urgency element. There is no day that Mayor and Council do not receive a concern or complaint about encampments or individuals in our bus stops, or in our parks or in our alleys. That just recently happened to Supervisor Heinz in front of your house. We have identified, this is wonderful, this is what you and I wanted, we want to make sure that we identify the steps moving forward. It comes with urgency, and we should look at what the investments that we are doing. And instead of layering them, I think that we need to make sure to see where the gaps are and how best to use our funds to fill those gaps.

RS: And the overlap.

RR: And the overlaps, where are the overlaps. I appreciate that Pima County works a lot in prevention and intervention, but we do need to make sure that we are also looking at the actual concerns that we have that are happening in our streets. And how can both Pima County and the City of Tucson attend to those concerns that are happening on our streets, because we can do a lot of prevention. With the opioid settlement funds, you and I have had conversations about this, we have an incredible opportunity. For the next 18 years, we will have access to \$126 million to

answer the call of what is happening on our streets and find transformative, innovative solutions that we know work. We have got a really good opportunity to move forward. The work that we have been doing since you became Chair, in terms of putting together the Metro Justice Working Group, we are having incredible meetings and communication with our with our County Attorney. I know that there has been several meetings recently from our City Attorney and our County attorney. I know also that our County Attorney, who is here if you would like to add a couple of words, but we all want to find solutions to the issues that we have in our streets. We just need to make sure that we are acting with urgency, that we are organizing ourselves, and that we are putting our work to where the issues are. I want to, again, thank everyone for the incredible work that is happening. I do not know if our Chief of Police, Chief Kasmar is here, but the work that he does and the Tucson Police Department do to attend to our problems of safety and unsheltered homelessness on our streets and locking arms and working hand in hand with our Housing First teams and with Pima County in terms of the transition center is unbelievably amazing. So, lots of gratitude to what everyone is doing, lots of work to do. This is not going to be the last meeting. We are working on finding quarterly meetings that we can come back and continue working on issues of not just unsheltered homelessness and the fentanyl crisis, but also other issues that were alluded to by some of you. If there is any additional thoughts?

RS: Not from me.

RR: I think we are all good. I think we have our marching orders.

SC: I thought all of you would have cloven hooves and horns. That is not the case. By the way, thank you for being so friendly and gracious. I appreciate it.

RR: Thank you so much. Have a wonderful rest of your meeting, and we are heading out to our own.

RS: Thank you all so much.