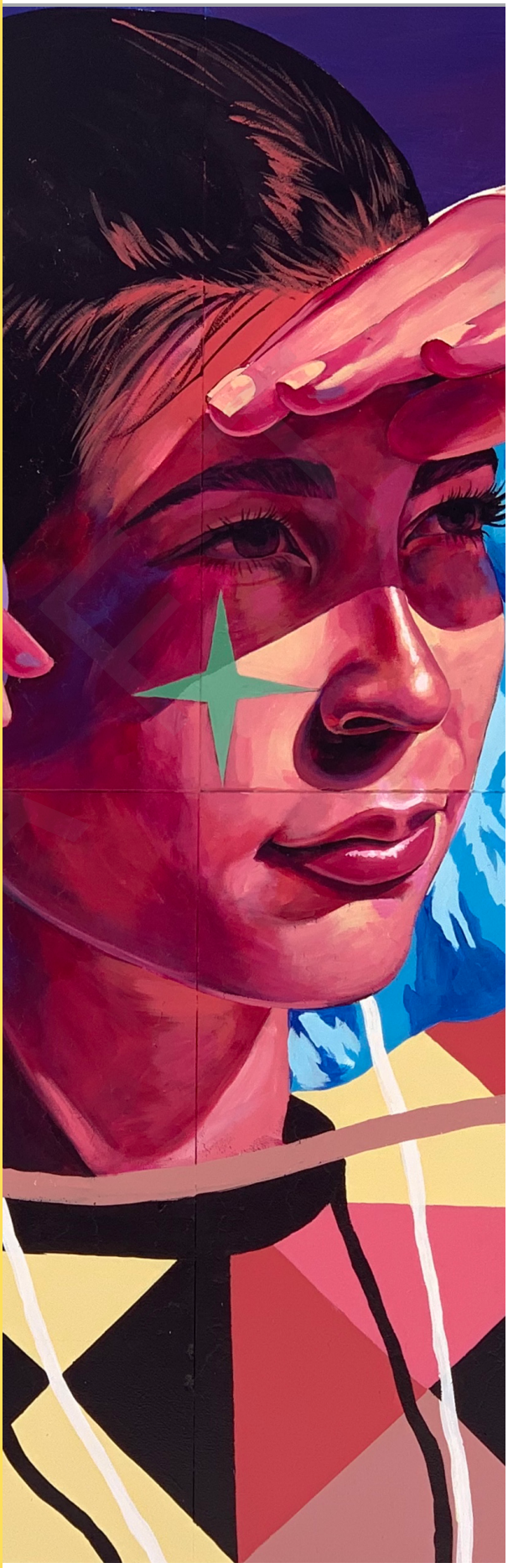
CITY OF TUCSON

Tucson SAFE CITY Initiative

Action Plan



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Letter From Mayor Romero

Dear Tucsonan,

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

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

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

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



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

Our Safe City Initiative includes:

Smart Enforcement

The Council and I directed the City Manager to create a Safe City Task Force, which we convened in November 2025. The task force is composed of community representatives and experts who can guide us on prioritizing our investments under the Safe City Initiative, including ordinances and policies that can leverage law enforcement action into drug

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

Treatment & Partnership

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

Prevention & Opportunity

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

Access to Justice

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

Partnerships with Other Jurisdictions

We must work with the Regional Opioid Settlement Advisory Committee to utilize opioid settlement funds to address the public health crisis related to opioid use. The City of Tucson's priority was to establish the Sobering Alternative Facility for Recovery (SAFR) center, in addition to other important interventions. A pilot SAFR Center has now been funded and will be monitored closely for its effectiveness.

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

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



MAYOR REGINA ROMERO

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Executive Summary

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

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

This plan is guided by six priorities:

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

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

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

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

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

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

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

The Action Plan builds on these outcomes with clear strategies, measurable key performance indicators, a 90-day launch checklist, data transparency goals, a future needs assessment, and community engagement milestones. It also guides the alignment of City and County investments while better integrating services provided by community partners and state and regional providers.

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

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The Framework

Every existing service and program aligns under one of six coordinated priorities, working together toward a safer, healthier, more resilient Tucson.



Fig 1. Tucson Safe City Priorities Diagram

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

— Mayor Regina Romero



The Problem

Tucson faces a complex set of interconnected community safety challenges that affect quality of life, public spaces, and demand on emergency and service systems. Homelessness, untreated behavioral health needs, substance misuse, violence, and other conditions in public spaces continue to highlight gaps in prevention, housing, treatment, coordination, and timely response.

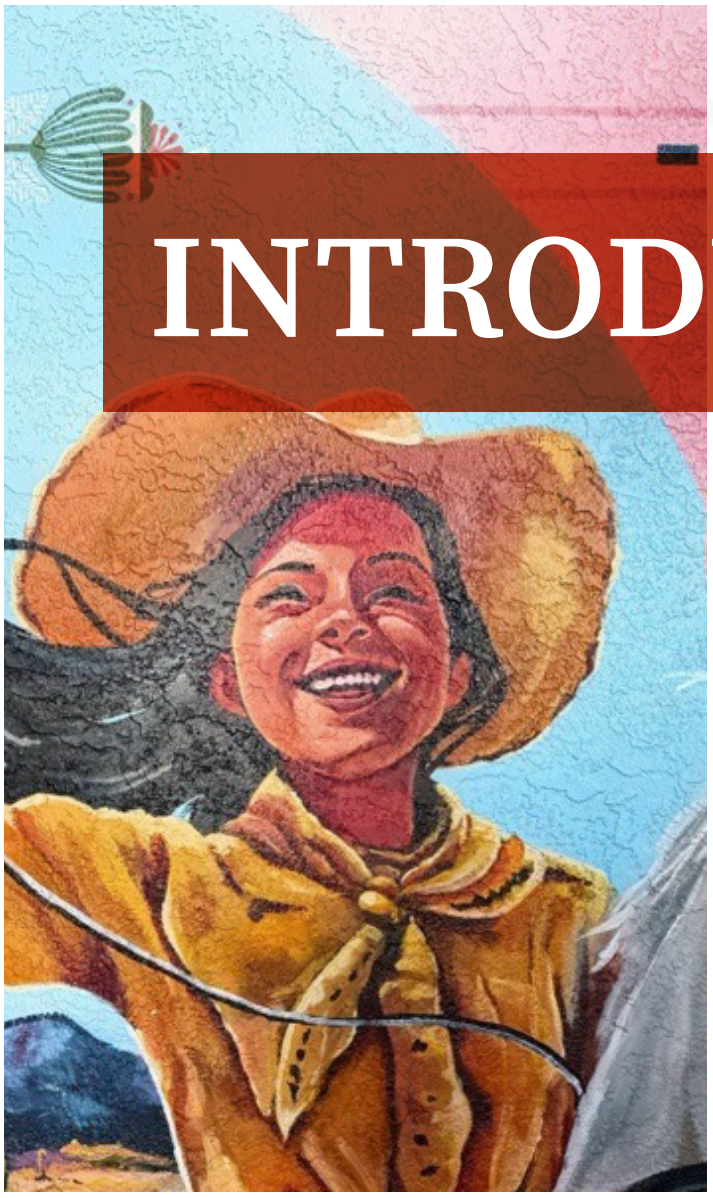


The Solution

Through a data-informed Safe City approach, the City will better coordinate housing, behavioral health, violence prevention, public safety, and community response efforts to reduce crisis-system strain, improve conditions in public spaces, strengthen prevention and intervention, and improve neighborhood safety.

SECTION 1

INTRODUCTION



SAFE CITY MISSION

The Safe City Initiative prioritizes the safety of Tucsonans through a coordinated, data-informed approach to community safety challenges. It brings together prevention, intervention, enforcement, accountability, outreach, treatment access, housing stability, violence prevention, and efforts to maintain safe, clean, and accessible public spaces.

Why Safe City is Needed

Tucson is navigating a complex mix of social and public safety challenges that affect both community well-being and quality of life. Persistent homelessness, untreated behavioral health needs, and substance misuse continue to increase demand on emergency and service systems, highlighting ongoing barriers to timely care and coordinated response, even as the City makes steady progress in housing, prevention, and intervention.

At the same time, many residents continue to experience the effects of open-air drug activity, safety concerns in public spaces, and different forms of violence, including community, domestic, youth, and group violence. Violent crime has declined by 12.6% compared to the five-year average, but challenges remain. Addressing these public safety concerns requires stronger coordination among City, County, and community systems, along with continued investment in prevention, behavioral health, recovery services, and housing stability.

The Safe City Action Plan responds to these realities by connecting Tucson's efforts in housing, health, and public safety to ensure the right response, from the right professionals, at the right time. The plan links prevention, intervention, enforcement, and community engagement through a unified framework that emphasizes data-informed decision-making, accountability, and transparency, including clear roles, measurable outcomes, and public reporting on progress. Safe City priorities directly support the Prosperity Initiative policies and strategies adopted by the City of Tucson on January 9, 2024.

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

With the understanding that a truly safe city prevents crises before they occur, Tucson is investing in coordinated, data-informed approaches that address substance use, mental illness, and poverty while improving the systems that serve residents every day. This Action Plan outlines the challenges identified by the Mayor and Council and describes the City's coordinated plan of action under the Safe City framework.

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Guide to the Action Plan

The Safe City Action Plan provides a framework for coordinating Tucson's response to a defined set of community safety challenges. It builds on work already underway, identifies where gaps remain, and focuses action where it can have the greatest impact.

The document is designed to do three things:

- Align efforts and clarify roles,
- Guide implementation, and
- Establish how progress will be tracked and reported.

It is intended for residents, policymakers, City staff, and community partners who need a clear understanding of the issues Safe City is addressing, the actions the City plans to take, and how progress will be tracked over time.

What This Document Covers

1. Plan Focus Areas (Introduction)

Safe City focuses on a defined set of interconnected issues affecting community safety and quality of life, including homelessness, behavioral health, substance use, violence, and conditions in public spaces. This plan does not attempt to solve every public safety issue in Tucson. Instead, it focuses on the issues where coordinated City action and regional partnership are most needed.

2. Work Underway (History & Current State)

Tucson and its partners already operate shelters, outreach teams, crisis response programs, diversion efforts, violence prevention initiatives, specialty courts, cleanup efforts, and public safety strategies. Safe City does not start from scratch. It organizes and strengthens work already in progress.

3. Remaining Gaps (Gaps & Needs)

Regional assessments and City experience point to several cross-cutting barriers that limit progress, including system fragmentation, limited service capacity, barriers to accessing care, and legal and public safety challenges. These gaps help explain why progress can be difficult even when many programs already exist.

4. Priority Actions (Action Plan Priorities 1-6)

The plan groups actions under six priorities so departments and partners can work toward shared outcomes. Each priority includes targeted actions that respond to the gaps identified in this plan.

5. Performance Tracking (Next Steps)

A focused set of key performance indicators (KPIs) will be used to track whether these actions are improving outcomes. Public reporting, dashboard updates, partner check-ins, and ongoing Task Force feedback will help the City refine implementation over time.

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SECTION 2



HISTORY & CURRENT STATE

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

Established & Ongoing Efforts

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

Community Safety, Health & Wellness

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

- **Civilian 9-1-1 Social Service Response** provides care coordination for non-emergency calls involving behavioral health, substance use, homelessness, and other complex social needs.
- **Tucson 3-1-1** provides a non-emergency point of access for residents to request City services, report non-urgent issues, and be connected to appropriate resources, helping divert non-life-threatening calls from 9-1-1.
- **Service Partners** connect residents to a broad network of community organizations and regional partners, provides community education, and is a leading outreach provider in partnership with regional homeless and VIVA efforts.

Housing & Community Development

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

- **Tucson Pima Collaboration to End Homelessness (TPCH)** coordinates regional homeless policy, data management, and HUD funding.
- **Shelter and Housing Placement** services provide emergency, transitional, and permanent supportive housing.
- **Outreach & Navigation Services** deliver outreach, case management, and stability support.
- **Serving Together and Rebuilding (STAR)** provides a safe outdoor site for women and non-binary adults experiencing homelessness, connecting residents to coordinated services and permanent housing pathways.
- **Voucher and Rental Assistance** services help low-income residents secure stable housing.
- **Neighborhood Reinvestment** efforts support community revitalization, home repair, and safety improvements in low-income neighborhoods.
- **Non-profit Grant Funding** supports partners offering food insecurity assistance, homelessness services, low-income family services, and gap funding to low-income developers.

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Specialty and Problem-Solving Courts

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

Innovative Policing & Public Safety Initiatives

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

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

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

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

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

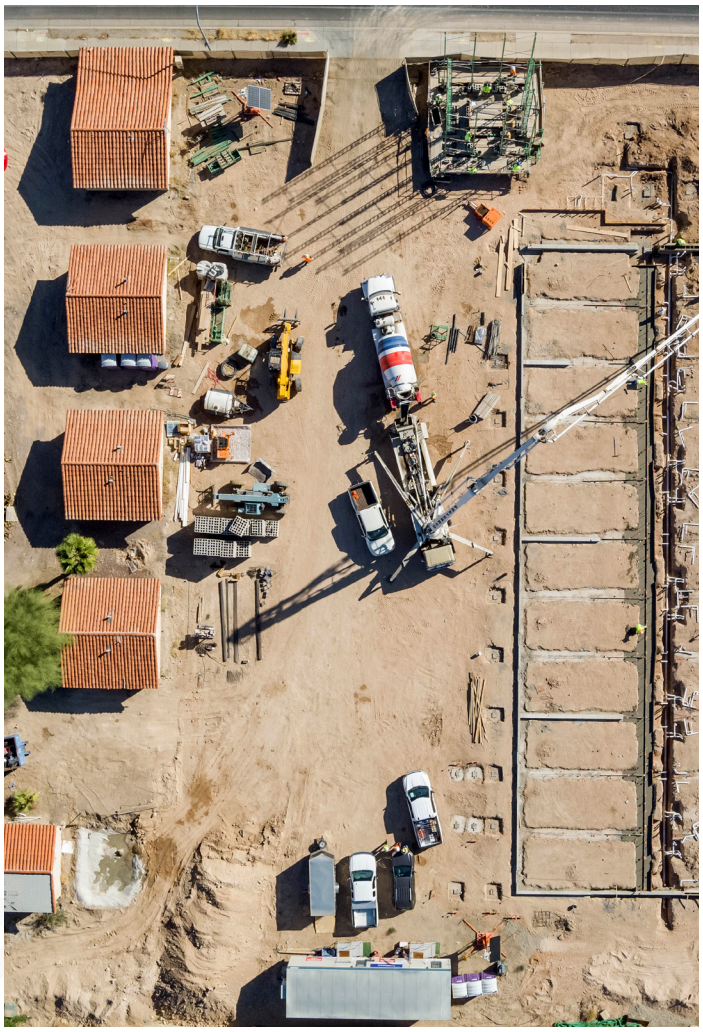


Fig 2. Affordable housing at Milagro on Oracle under construction.

- **CARES Co-Responder Model** pairs a police officer with a licensedpairs officers with licensed clinicians or behavioral health specialists to respond to crisis-related calls, de-escalate situations, connect people to care instead of arrest when safe, and provide follow-up for frequent 911 utilizers and others at risk.

- **CORE Unit (Community Outreach & Resource Engagement)** unit is made up of sworn officers who specialize in responding to calls involving mental health, substance use, homelessness, and other quality-of-life concerns. CORE officers focus on de-escalation, crisis stabilization, and connecting individuals to treatment, housing, and community services.

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- **The Office of Violence Prevention and Intervention (OVPI)** coordinates community-based prevention and intervention strategies with residents, schools, service providers, and public agencies to address the root causes of violence and support those most affected.
- **Violence Interruption and Vitalization Action (VIVA)** is an initiative focused on neighborhoods most impacted by disinvestment and gun violence, supporting resident leadership, neighborhood revitalization, and place-based violence reduction, achieving greater than 70% reduction in violence index scores since it began.
- **Alternative-to-Jail and Diversion** redirects individuals from transport and booking in jail to services for behavioral and substance treatment, citation and arrest resolution, and warrant resolution, reducing recidivism, costs, and jail population pressure.

Coordinated Health and Emergency Response

- **Tucson Collaborative Community Care (TC3)** program, operated by Tucson Fire Department in partnership with Tucson Medical Center (TMC), reduces repeat emergency calls by connecting individuals with behavioral, substance use, and medical needs to more appropriate care.
- **911 Crisis Partnership** embeds staff from the Regional Behavioral Health Authority (RBHA) inside the City's emergency communications center, allowing behavioral health professionals to take direct referrals from 911 dispatchers and divert non-emergency mental health calls to crisis lines and mobile response teams.

Community Cleanliness and Encampment Response

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

Data Sharing and Technology

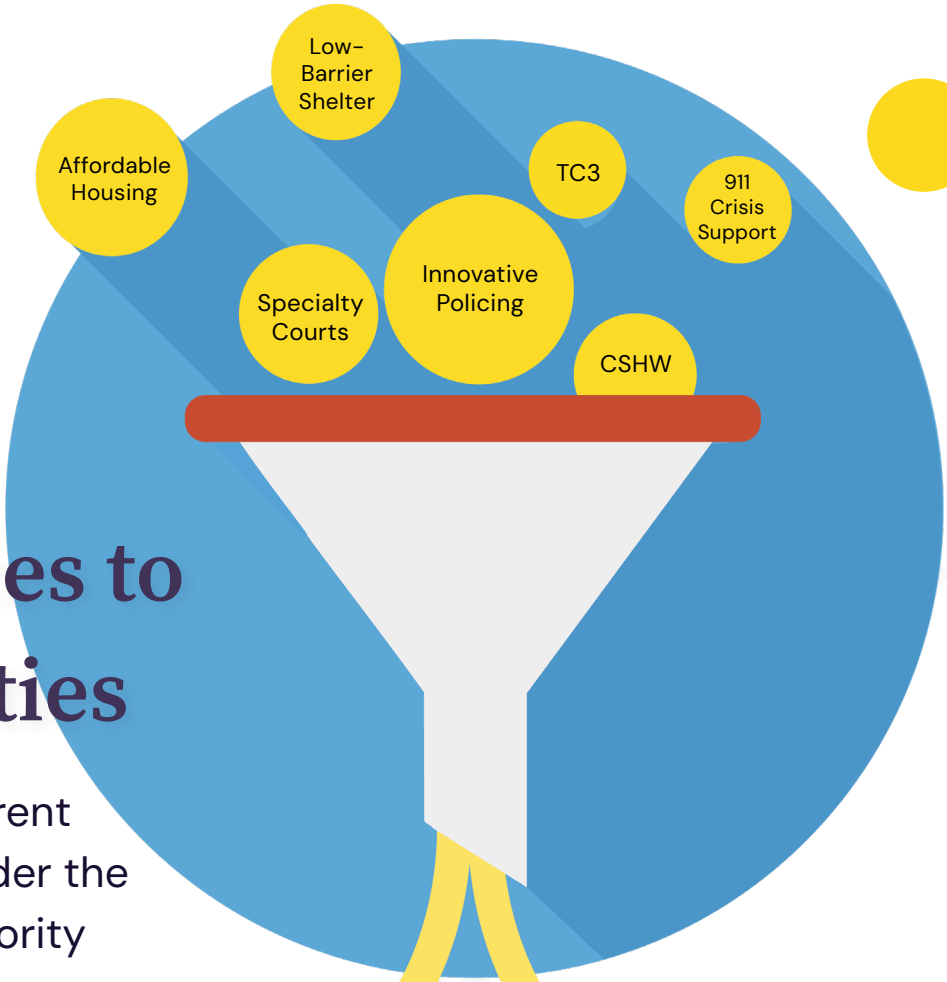
The City and County are enhancing transparency and coordination through shared data systems:

- **Tucson Community Safety, Awareness, and Response Center (CSARC)** integrates real-time camera feeds, mapping, and data to improve response and information exchange during major incidents and routine emergency response.
- **Data Sharing Initiatives** between TPD and Pima County enhance access to justice and behavioral health data for coordinated service delivery.
- **Public Dashboards and Community Surveys** promote accountability, transparency, and community feedback on citywide progress.

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From Services to Priorities

Aligning Current Services Under the Safe City Priority Framework



1. Resource Access for the Unsheltered
2. Mental Health & Substance-Use Coordination
3. Violence Prevention & Intervention
4. Regional & Community Collaboration
5. Data, Technology, & Communication
6. Community Outreach & Engagement

SAFE CITY ACTION PLAN PRIORITIES

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

Current Status of Funding & Regional Collaborative Efforts

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

Housing & Homelessness Investments

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

Justice & Public Safety Investments

The City has also invested heavily in justice and public-safety initiatives designed to respond to behavioral-health crises and reduce community harm. Programs such as the Tucson Police Department (TPD) Mental Health Support Team (MHST), co-responder models, crisis stabilization partnerships, and justice-system diversion initiatives are funded through a blend of City General Fund and state and federal public-safety resources. Together, these investments strengthen coordinated response systems and help ensure that individuals in crisis receive appropriate care rather than cycling through emergency or criminal-justice systems.

City-County Coordination

City and County leaders continue to meet regularly to identify gaps and align strategies within the public-safety and criminal-justice systems. This joint effort, led by the Mayor and the Chair of the Pima County Board of Supervisors, convenes key leaders from justice-related systems, public-safety agencies, the City and County Prosecutors' Offices, City and Superior Courts, Public Defender offices, and Justice Services. These ongoing discussions focus on improving coordination and outcomes for individuals who are experiencing homelessness or living with substance-use and mental-health challenges.

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

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Regional Opioid Settlemenet Investments

The City has also aggressively pursued joint funding opportunities to expand resources, enforcement, and accountability in response to substance use, behavioral-health needs, and housing instability. A central example is the Regional Opioid Settlement Advisory Committee (ROSAC), established in July 2024 to guide regional investments under the One Arizona Opioid Settlement Agreement. The Tucson-region pool is projected to receive approximately $126 million over 18 years, with Pima County serving as fiscal administrator and staff support provided by the Pima County Health Department.

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

SAFR Center Pilot

The SAFR Center is a 24/7, low-barrier stabilization and sobering facility designed to provide a deflection option for first responders and reduce unnecessary jail bookings and emergency-department visits. Operating under a “no wrong door” philosophy, the center accepts walk-ins and referrals regardless of insurance or citizenship status and prioritizes immediate engagement over eligibility barriers. Services include trauma-informed care, peer support, screening, withdrawal management, initiation



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

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of medication-assisted treatment, and direct connection to longer-term recovery services in a therapeutic, non-carceral setting. SAFR is funded through opioid-settlement dollars allocated by ROSAC and reflects a coordinated, cross-jurisdictional investment in evidence-based responses to the opioid crisis.

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

Emerging Regional Alignment: One PIma

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



housing on Nov. 18. Source: AZPM.

One Pima Priority areas include:

- **Public safety and public-space restoration:** Cleanup and safety improvements along the Loop, Santa Cruz River, and other county-managed areas, paired with outreach and services for individuals experiencing homelessness or substance-use crises.
- **Treatment, recovery, and diversion:** Expansion of treatment access, deflection and diversion programs, and coordinated services that connect justice-involved individuals to care rather than jail.
- **Housing stability and homelessness response**: Investments in supportive housing, reentry services, and programs that stabilize individuals and families affected by substance use and economic hardship.
- **Community health and prevention**: Public-health initiatives, prevention strategies, and recovery supports designed to reduce overdoses and improve long-term community well-being.

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

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

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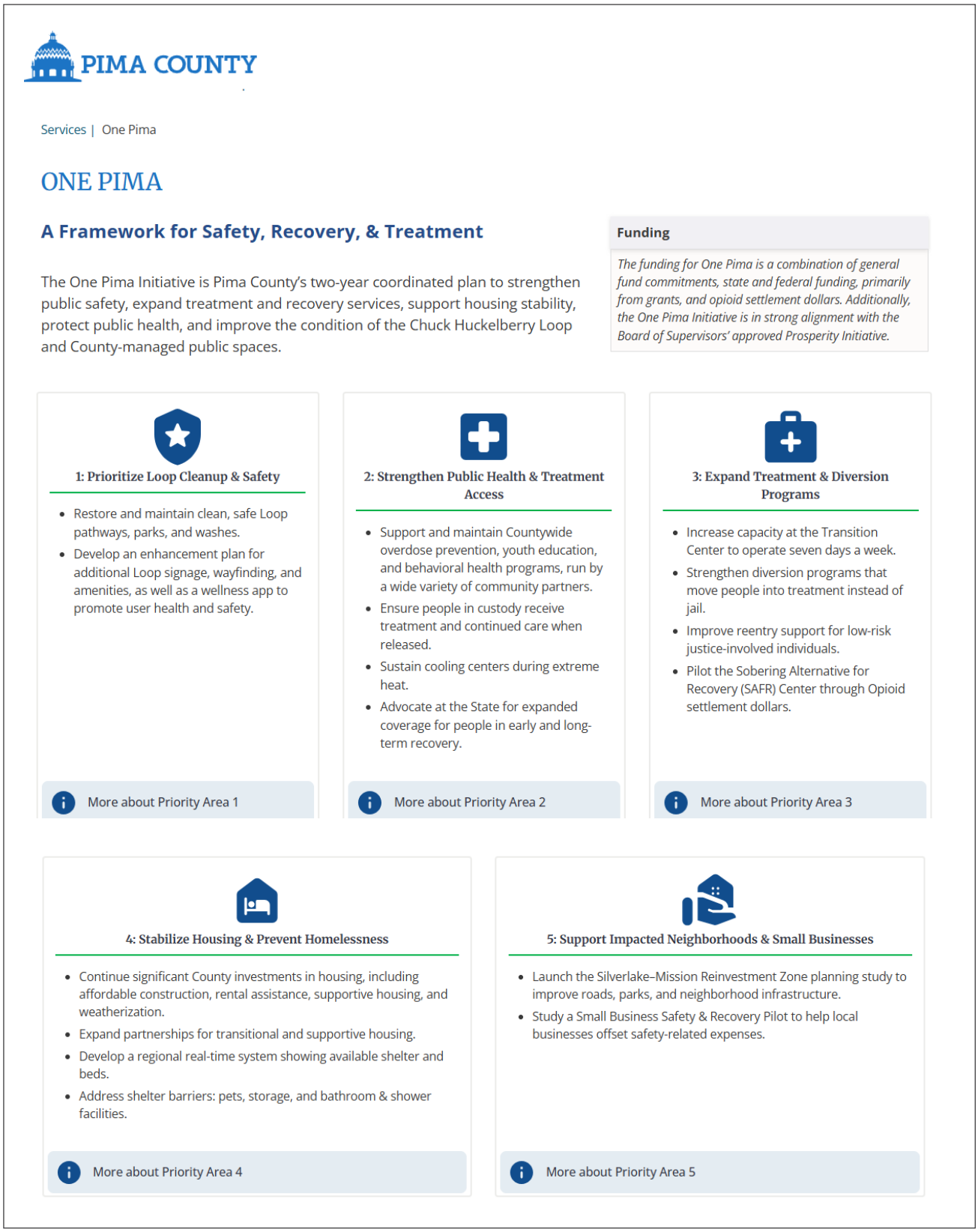
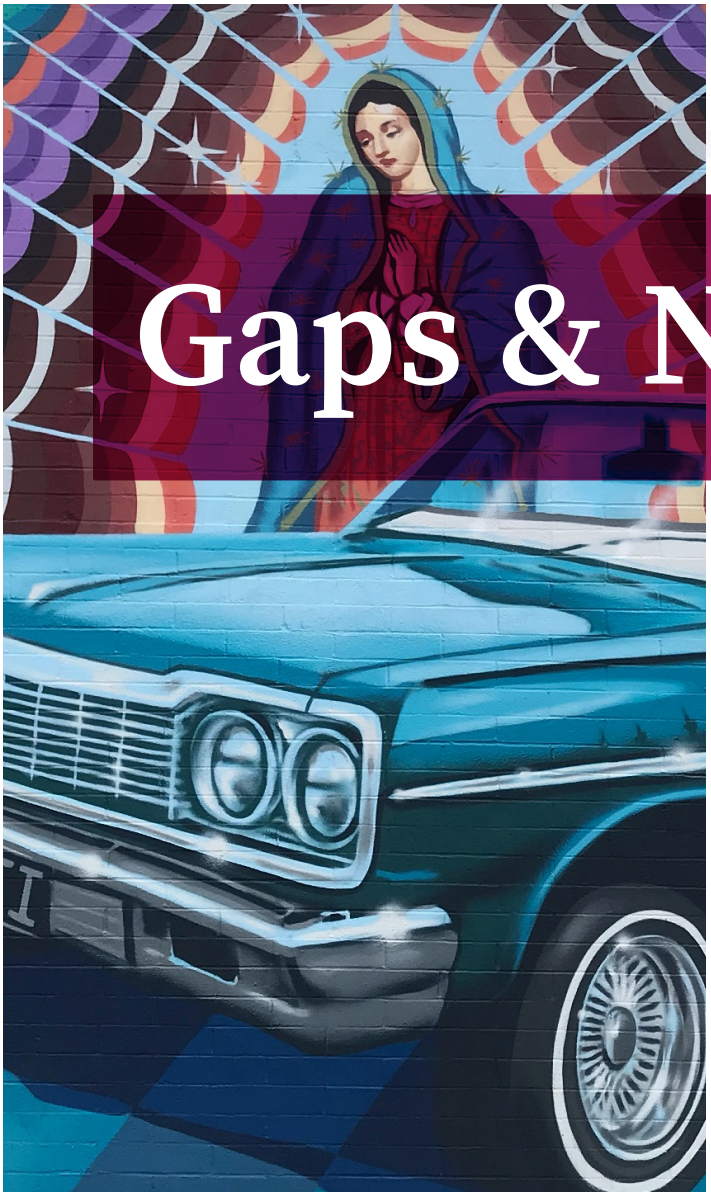


Fig 6. Pima County One Pima *Website showing five priorities.*

SECTION 3



Gaps & Needs

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

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

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

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

Four Cross Cutting Gaps

Lack of System Coordination

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

Barriers to Accessing Care

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

Limited Service Capacity

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

Legal and Safety Alignment

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

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

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

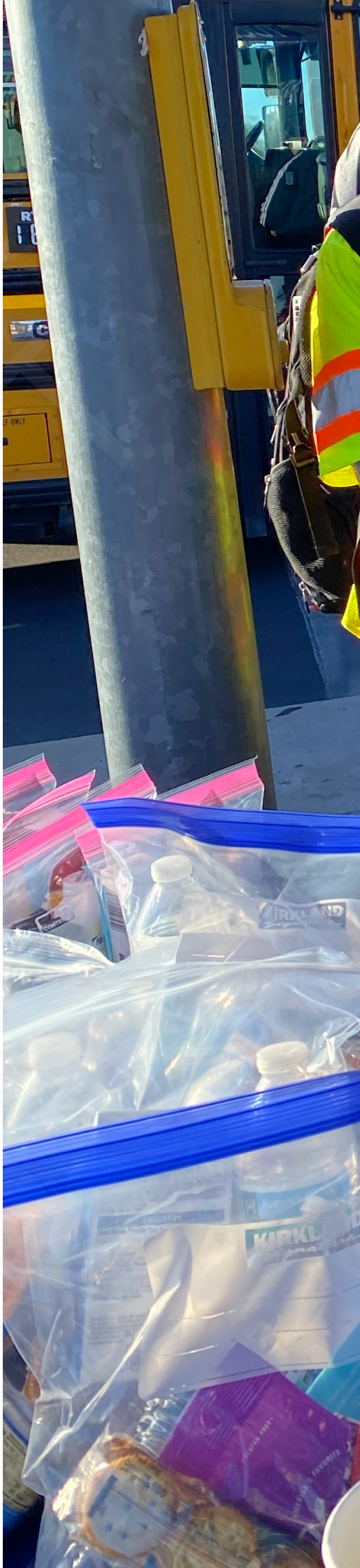


Fig 6. Man accepting food, a blanket, and hygiene kit from HCD at a Safe City Initiative Clean Up on S. 12th Avenue.

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BUMBLE BEE
SNACK
TUNA SALAD & CRACKERS
ORIGINAL
Krispy Kreme
KIRKLAND
Signature
KIRKLAND
Signature

SECTION 4



ACTION PLAN

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

PRIORITY 1

Increasing Housing & Resource Access for the Unsheltered

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

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

Tucson Safe City builds on this momentum by preventing avoidable homelessness where possible, improving movement through shelter, transitional, supportive, and permanent housing, expanding housing options, streamlining access to services, and strengthening collaboration among local providers. The City will coordinate resources, support partners, and track progress through housing placements, retention, and movement through the housing continuum. The goal is to make homelessness rare, brief, and one-time so every Tucsonan has the opportunity for safety and stability.

P1 Actions

- **Optimize shelter use and housing pathways.** Work with City and community shelter providers to shorten stays, move people through shelters more efficiently, and add supportive, transitional, safe outdoor, or other alternative housing options.
- **Improve resource coordination and navigation.** Work with community providers to maintain accessible, up-to-date information on shelter availability, housing resources, and supportive services that help residents, providers, and case managers connect people to resources more quickly.
- **Expand housing & prevention opportunities.** Continue implementing the Housing Affordability Strategy for Tucson (HAST) to increase access to affordable and supportive housing, especially for those most at risk while supporting eviction prevention, tenant education, and job-readiness connections.
- **Strengthen homelessness provider coordination and prevention efforts.** Work with regional partners to integrate resources, clarify roles, and expand strategies that help households stay housed, including eviction prevention and connecting people to as-sistance earlier

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PRIORITY 2

Improving Coordination for People with Mental Health & Substance Use Disorders

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

Through ongoing partnerships with the Regional Behavioral Health Authority and providers and Arizona Health Care Cost Containment System (AHCCCS, state Medicaid system), the City is improving communication, data sharing, and service coordination. Examples of this effort include embedded diversion, co-responder services, including the CARES and CORE teams, allow clinicians and peer specialists to respond alongside officers in the field, while deflection services and Crisis Response Intervention Training (CRIT) equip officers to connect people with treatment instead of arrest. These partnerships will also help identify frequent system utilizers, address barriers to treatment engagement, and better understand what happens after crisis response, hospitalization, arrest, or court involvement.

Building on this foundation, Tucson will continue expanding treatment access, recovery support, workforce training, and prevention services across the region.

P2 Actions

- **Strengthen behavioral health system coordination.** Work with the Regional Behavioral Health Authority, state systems, the Community Health Improvement Plan, Tucson's behavioral health network, City Courts, probation services, and field responders to improve referral pathways, data sharing, and access to mental health, substance use, residential treatment, and services.
- **Expand treatment & recovery options.** Connect people to treatment and recovery services funded by federal, state, local, and regional grants while addressing barriers to access including insurance and treatment refusal.
- **Enhance co-responder and deflection services.** Continue expanding partnerships with behavioral health providers to support appropriate responses (e.g., co-response, alternative response, diversion, deflection, and outreach) that connect people to treatment and care instead of jail.
- **Strengthen Specialty Court Programs.** Partner with City Court and Pima County Superior Court to strengthen specialty dockets, align referral pathways and eligibility where appropriate, and improve connections to housing, behavioral health, and social services.
- **Expand Video Alternative to Jail (VATJ) Program.** Partner with Tucson Police Department officers in the field to conduct video initial appearances in lieu of booking when appropriate, strengthening diversion pathways and supporting more efficient use of public safety resources.

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PRIORITY 3

Promoting Community Safety

Community safety depends on coordinated efforts that reduce violence, improve transportation safety, and strengthen public confidence. Through collaboration, data-informed strategies, and targeted investments, the City is addressing key safety challenges to create a safer Tucson for all.

3.1 Violence Prevention and Intervention

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

OVPI will also address domestic violence, juvenile group violence, and other high-risk disputes by supporting legally appropriate efforts to reduce firearm access for prohibited possessors and connect survivors and at-risk individuals to safety planning and services.

3.2 Multimodal Traffic Safety

Safe transportation is essential to community safety and quality of life. The City works with Tucson Police Department, regional partners, and the community to improve roadway and transit safety through data-informed planning, engineering, education, and enforcement. Guided by the Safe Systems approach and the Transit Safety and Security Action Plan, these efforts focus on reducing serious crashes, improving transit safety, and creating a safer transportation system for all users.

P3 Actions

- **Establish a focused deterrence program.** Work with law enforcement, community leaders, and service providers to focus on individuals most responsible for violence and pair close monitoring with supports such as employment, life coaching, case management, or relocation.
- **Coordinate with Pima County Justice System and County Attorney's Office.** Share arrest information, court dispositions to prioritize resources and accountability for persons involved in violent gun crimes.
- **Strengthen Violence Prevention and Intervention Efforts.** Align City programs like VIVA, OVPI, TPD's Community Violence Intervention team with community agencies and community-based organizations (CBOs) that can provide youth outreach, engage "high-risk" individuals driving violence, and support domestic violence prevention.
- **Enhance transit safety and security.** Improve transit safety and security via added police/security, Transit Ambassadors, better operator protection, camera integration with CSARC, and CPTED enhancements at bus stops and transit centers.
- **Improve Multimodal Traffic Safety.** Coordinate targeted enforcement, traffic engineering, street design, and public education initiatives to improve roadway design, and address dangerous driving and other high-risk behaviors that endanger people walking, biking, driving and taking public transit.

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PRIORITY 4

Strengthening Regional & Community Collaboration

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

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

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

P4 Actions

- **Align with the Tucson Pima Collaboration to End Homelessness (TPCH).** Coordinate regional housing placement, outreach, and prevention through the Continuum of Care system.
- **Engage philanthropy, volunteer, and faith-based organizations.** Expand partnerships with groups such as Gospel Rescue Mission and other community-based organizations to coordinate resources and expand impact.
- **Strengthen City-County collaboration to improve system outcomes.** Deepen City–County coordination to align initiatives, services, and investments, including One Pima, the Transition Center, ROSAC, and diversion, treatment, housing, and reentry efforts. This partnership will address service gaps, braid local, state, and federal funding, reduce recidivism, overdoses, and system strain, while supporting a seamless regional continuum of care.
- **Work with state and federal partners on community needs & gaps.** Pursue state and federal support to address regional gaps in housing, behavioral health, substance use treatment, diversion, and community safety. Align partners around defined needs, outcomes, external resources, and shared expectations for collaboration, performance, investment, and measurable improvements in safety and quality of life.
- **Track Partnership Outcomes.** Define partner roles, shared goals, and performance measures for major collaborations, using regular data reviews to monitor results, reduce duplication, and adjust resources.

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PRIORITY 5

Advancing Data & Technology Accountability

The City and the Tucson Police Department (TPD) use reliable, real-time data to guide decisions, improve emergency response, deploy resources, and increase transparency. This work extends beyond traditional crime data. By combining crime trends, calls for service, 311 requests, transit safety, outreach, and resident feedback, the City can better understand where harm is occurring, target prevention and investments, and identify opportunities for alternative or co-response.

TPD's public dashboard provides residents with information on crime trends, calls for service, response times, and community engagement. The City will continue public reporting and education, so residents understand the data, available resources, and progress measures. Regular data reviews help ensure data is accurate, accessible, and consistent with internal decision-making. TPD also works closely with the City's IT Governance Committee and Advanced Technology Committee (ATC) to review new tools, including other high-impact technologies, for privacy, security, and ethical use.

The Community Safety, Awareness, and Response Center (CSARC) brings together TPD, Tucson Fire, IT, and 911 Communications to coordinate real-time monitoring of events and emergencies. Since launching in late 2024, CSARC has integrated over 500 City cameras while maintaining privacy and data-retention standards, including that no camera feeds or license plate data are shared with federal agencies. Monthly Crime Reduction Meetings help sustain accountability by reviewing crime trends, response times, quality-of-life concerns, and short-term priorities for high-risk locations, offenders, and victims.

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

P5 Actions

- **Maintain data transparency through public reporting.** Continue publishing reliable public safety data, conducting regular data quality reviews, and using data to evaluate program effectiveness, stewardship of public funds, and best practices. Publish a public-facing Safe City Dashboard of Safe City Action Plan key performance indicators at www.tucsonaz.gov/Government/Office-of-the-City-Manager/Safe-City-Initiative
- **Advance ethical, outcome-focused use of data and technology.** Ensure privacy safeguards and outcomes for all by working through the City's IT Governance Committee, Advanced Technology Committee (ATC), and oversight committee to evaluate and endorse new and existing public-safety tools and high-impact technologies.
- **Improve Response of the Community Safety and Response Center (CSARC).** Strengthen emergency response by piloting the Aerial Emergency Response (AER) program and leveraging real-time data, cross-department operations, and clear performance metrics. Enhance response, outcomes, and transparency by establishing and publishing standards that govern data access, use, and privacy protections.

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PRIORITY 6

Expanding Community Education, Outreach & Engagement

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

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

This composition ensures policy discussions reflect operational realities, lived experience, and data. The Task Force provides guidance to City staff, offering recommendations to strengthen policies, align cross-departmental and cross-jurisdictional efforts, and address challenges through coordinated solutions. Moving forward, the City will expand engagement opportunities, diversify feedback channels, strengthen outcome reporting, share progress updates, and create accessible pathways for residents and businesses to stay informed, provide input, and understand how feedback shapes City action.

P6 Actions

- **Engage with Safe City Taskforce.** Convene monthly meetings to guide implementation, evaluate initiatives, review progress, and identify gaps that require City or partner action.
- **Expand proactive outreach and community partnerships.** Maintain communication with neighborhood associations while expanding outreach to businesses, schools, youth-serving organizations, community coalitions, and working adults through listening sessions, surveys, pop-up outreach, and real-time feedback opportunities.
- **Report back on community feedback.** Use feedback to identify service gaps, coordination needs, and opportunities for improvement and communicate back how input shaped decisions.
- **Map systems and service gaps.** Conduct system mapping and cost analysis to identify system needs, gaps, and coordination opportunities.
- **Support long-term remediation and problem-solving in priority areas.** Expand coordinated cleanup, maintenance, and problem-solving efforts in VIVA sites, Thrive Zones, and areas impacted by homelessness by providing additional resources and coordination to partners such as Team Up to Clean Up and similar efforts.

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Performance Tracking

Implementation only matters if it produces measurable change. To monitor whether Safe City is delivering real improvements and to support ongoing accountability, the City will track a focused set of **key performance indicators (KPIs)** tied to the plan's priorities. These measures will be reviewed annually to track progress, identify emerging issues, and guide adjustments during implementation. Reporting on these KPIs regularly and publicly supports our commitment to community outreach and transparency in data and communication. Reporting on these KPIs regularly and publicly supports Priority 5.

Key Performance Indicators

PRIORITY 1

- **Positive Housing Exits From City-Owner Shelters**
  - **Measure**: Percentage of City-owned shelter clients who exit with a positive housing placement.
  - **Target**: 65% of clients staying at City-owned shelters will exit with a *positive* housing placement.
  - **Reporting**: Monthly, year-to-date (YTD), and trends over time.

PRIORITY 2

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

PRIORITY 3

- **Violent & Gun-Related Crime in VIVA Zones**
  - **Measure**: Number of gun-related and violent crimes in defined VIVA zones.
  - **Target**: Maintain number of violent and gun-related crimes at existing VIVA zones by 50 percent by December 31, 2026, compared to pre-VIVA levels and reduce impact by 50% at all new VIVA sites.
  - **Reporting**: Monthly, year-to-date (YTD), trends over time, and by zone.
- **Bus Stop Safety Incidents**
  - **Measure**: Rate of reported safety and security incidents reported by Tucson Police on the Sun Tran system per 100,000 boardings.
  - **Target**: Year-over-year reduction in incidents compared to 2025 baseline by December 31, 2026.
  - **Reporting**: Monthly, year-to-date (YTD), trends over time, and by stop.

PRIORITY 4

- **Transition Center Acceptance Rate**
  - **Measure**: Rate of shelter and service acceptances among justice-involved individuals who visit the Pima County Transition Center each month.
  - **Reporting**: Monthly, year-to-date (YTD), and trends over time.

PRIORITY 5

- **Public Safety Data Trust Score**
  - **Measure**: The composite Data Trust Score (0–75) across all Safe City datasets, calculated using a four-dimension scorecard and two gate checks.
  - **Target**: All selected Safe City datasets pass both gate checks and are scored at "Provisional" or higher (≥ 65) by December 31, 2026.
  - **Reporting**: By dataset and trust dimension; including gate pass/fail status and tier distribution.

PRIORITY 6

- **Community Clean-Up Events in Priority Areas**
  - **Measure**: Number of community clean-up events held in VIVA and Thrive Zones.
  - **Target**: Increase the number of community clean-up events in priority areas by 25% by December 31, 2026, compared to the 2025 baseline.
  - **Reporting**: Monthly, year-to-date (YTD), trends over time, and by priority area.
- **Community & Homeless Outreach Service Acceptance**
  - **Measure**: Rate of service acceptance across CSHW, TC3, and CORE among people contacted, clients served, or cases in scope.
  - **Target**: Improve the service acceptance rate by 10% by December 31, 2026, compared with the 2025 baseline.
  - **Reporting**: Monthly, year-to-date (YTD), trends over time, and by program/service pathway.





SECTION 5



NEXT STEPS

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

Implementation, Tracking & Expansion

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

Task Force Implementation

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

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

Progress Tracking & Data Integration

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

The Safe City Taskforce and stakeholder working groups will evaluate KPIs moving forward and establish new KPIs as needed to monitor, guide, and identify future needs and resources.

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

Continuing & Expanding Successful Efforts

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

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

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SECTION 6



RESOURCES & INVESTMENTS

SERVICES & RESOURCES

Existing Services, Programs & Initiatives

311

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

311

https://www.tucsonaz.gov/Residents/311-Service-Request-Portal

CARES Co-Responder Program

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

1-866-495-6735 (24-hour crisis line)

https://www.tucsonaz.gov/Departments/Police/Mental-Health-Crisis-Line/Mental-Health-Support-Team-MHST

Community Advisory Council

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

Community-Based Violence Intervention (CVI)

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

(520)-623-5174

https://goodwillsouthernaz.org/community-violence-intervention/

1940 E Silverlake Suite 405

Community Court

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

https://www.tucsonaz.gov/Departments/Tucson-City-Court/Community-Court

103 E Alameda St, Room 605

Tucson, AZ 85701

Fridays 1:30-3:30 PM except for 5th

Community Outreach, Resource, and Engagement (CORE) Unit

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

https://www.tucsonaz.gov/Departments/Police

Community Safety, Health, and Wellness (CSHW) Program

This division of the City of Tucson's City Manager's Office provides crisis navigation, outreach, education, addiction prevention, and service connections for residents experiencing behavioral health, homelessness, or substance use challenges.

https://www.tucsonaz.gov/Government/Office-of-the-City-Manager/Community-Safety-Health-Wellness

Counter Narcotics Alliance (CNA)

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

https://www.tucsonaz.gov/Departments/Police/Contact-TPD

Crisis Response Intervention Training (CRIT)

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

https://courtsandcounties.sji.gov/transforming-systems/crisis-response/crisis-intervention-teams/

Department of Justice COSSUP Grant

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

https://news.azpm.org/s/102426-pima-county-approves-first-major-batch-of-opioid-settlement-grants/

Encampment Protocol

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

Environmental Services Clean-Up Service

Conducts waste removal, remediation, and large-scale cleanups of encampments and public spaces as part of community safety and sanitation efforts.

https://www.tucsonaz.gov/Departments/Environmental-Services

Hospital-Based Violence Intervention Program (HVIP)

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

Outreach and Navigation Services

Delivers outreach, case management, and rapid re-housing assistance to help individuals move from homelessness into stable, permanent housing.

https://www.tucsonaz.gov/Departments/Housing-and-Community-Development/Homelessness/Housing-First

Housing Voucher & Rental Assistance Services

Delivers outreach, case management, and rapid re-housing assistance to help individuals move from homelessness into stable, permanent housing.

https://www.tucsonaz.gov/Departments/Housing-and-Community-Development/Homelessness/Housing-First

Mental Health Support Team (MHST)

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

https://www.tucsonaz.gov/Departments/Police/Mental-Health-Crisis-Line/Mental-Health-Support-Team-MHST

Narcan Distribution & Overdose Prevention Education

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

https://www.pima.gov/238/Naloxone

Problem-Oriented Precision Policing (POPP)

Data-informed police deployments focusing on crime reduction and problem solving in micro-locations with persistent safety concerns.

https://tpd-initiatives-cotgis.hub.arcgis.com

Regional Opioid Settlement Advisory Committee

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

https://www.pima.gov/3347/Opioid-Settlement

Safe City Deployments

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

STAR Village Program

A safe outdoor living pilot for women and non-binary adults experiencing homelessness, providing stability and coordinated access to housing and supportive services.

https://primavera.org/star-village/

Sobering Alternative for Recovery (SAFR) Center

A developing withdrawal-management facility offering a safe, supervised alternative to incarceration for individuals in need of detox and recovery navigation.

https://communitybridgesinc.org/safrcenter/

SPIDR Survey System

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

https://www.tucsonaz.gov/Departments/Police/Mental-Health-Crisis-Line/Mental-Health-Support-Team-MHST

State Opioid Response (SOR IV) Grant

Funds education, navigation, and recovery case management for individuals affected by opioid use, with a focus on youth and prevention.

https://www.samhsa.gov/grants/grant-announcements/ti-22-005

Tucson Collaborative Community Care (TC3)

A Tucson Fire–TMC partnership reducing repeat 911 calls by connecting individuals to medical, behavioral health, and social services tailored to their needs.

https://www.tucsonaz.gov/Departments/Fire/Tucson-Collaborative-Community-Care-TC-3

Tucson Community Safety, Awareness, and Response Center (CSARC)

The City's real-time public safety coordination center integrating TPD, Fire, Public Safety Communications, and IT to support emergency response and major events.

https://www.pima.gov/3347/Opioid-Settlement

Tucson Pima Collaboration to End Homelessness (TPCH)

The regional Continuum of Care coordinating homeless system policy, coordinated entry, data management, and HUD-funded housing programs.

https://tpch.net/

Tucson Youth Music Partnership (TYMP)

A violence-prevention and youth outreach program offering free music education and mentorship in partnership with Sunnyside School District and TPD.

1-855-687-4229

https://tucsonyouthmusic.org/

830 E 17th St

Video-Alternative-to-Jail (VATJ) Pilot

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

https://primavera.org/star-village/

Violence Interruption & Vitalization Action (VIVA)

A data-driven gun-violence reduction initiative targeting high-incident neighborhoods, achieving 70%+ reductions in violence index scores through outreach, deterrence, and environmental improvements.

https://www.tucsonaz.gov/Government/Office-of-the-City-Manager/Violence-Interruption-and-Vitalization-Action

Village Program (Goodwill of Southern Arizona)

Tucson's community violence intervention program for youth ages 12–24 who are victims, perpetrators, or at high risk of gun violence. Provides mentorship from credible messengers, paid job training, bereavement and support groups, CBT-based programming, education pathways, housing assistance, and behavioral health care.

https://goodwillsouthernaz.org/community-violence-intervention