



TUCSON POLICE DEPARTMENT

Pre-Arrest Deflection

Snapshot of Tucson

- **2nd largest city in Arizona**
- **33rd largest city in the United States**
- **550, 000 population**
- **252 square miles**
- **Tucson PD number of officers – 875 authorized**
- **Tucson PD total staff – 1180**
- **\$168 million dollar budget (92% personnel costs)**



- The Why
 - Where we Started
 - Research
 - Development
 - Collaboration
 - Building the model
 - Training
 - Implementation
 - Evaluation: Measuring Success and Data
 - Academic Partners
 - Challenges and Barriers
 - What works
 - What's next?
-

The Why

- **Fatal Accidental Overdoses**
 - Over 200 per year and rising
- **More than homicides and fatal traffic collisions combined in Pima County**
 - Nobody noticed (Nobody cared?)
- **Part 1 crime increases due to substance use driven property crime**
 - Disproportionate crime rate due to property crime
 - This affects community perspective and opinion of community and city government

What we are currently doing is having no effect whatsoever (Doing the same thing over and over and expecting a different result = crazy town)

RESEARCH & DEVELOPMENT :

- *Site visits across the United States*
- *Seattle – 2016*
- *Washington DC -2017*
- *Boston - 2017*
- *Consultations – Albany, Santa Fe, Rhode Island.*
- *Review of individual programs:*
 - *LEAD*
 - *Angel Initiative*
 - *QRT*
- *Noticeable lack of robust evaluation*



Where We Started

- Intentional First Step – Naloxone
 - 2nd Arizona City to carry (Jan. 2017)
 - Largest Arizona city to date to carry
- Over 400 patrol officers trained and carrying
- Over 50 reversals to date... (we weren't supposed to have any)
- <https://www.youtube.com/watch?v=DQ1o3Q5ZCUo&t=1155>





Collaboration Meeting - 2017

- Arizona Health Care Cost Containment System
- Regional Behavioral Health Authority
- Service Providers - CODAC, CBI, HOPE, ARC, Etc....

Building the Model

- Determining what will work best for your jurisdiction
- Political Climate – Know your elected officials and inform
- Internal culture and climate
 - What is the tolerance for change?
- Incremental implementation or all in? What's the risk?
- What's your message; internally and externally?
- Write policy! Write Policy! Write Policy! Cops want structure.

Building the Model (Cont)



What service resources do you have available?



Funding issues, Medicaid expansion, Public health.



Internal culture and climate revisited:

- This is a big deal, don't underestimate
- At the same time don't let it paralyze your implementation



You have to build a model that is easier for the cops than arrest and booking



Emphasize the autonomy of discretion. It is still their choice!

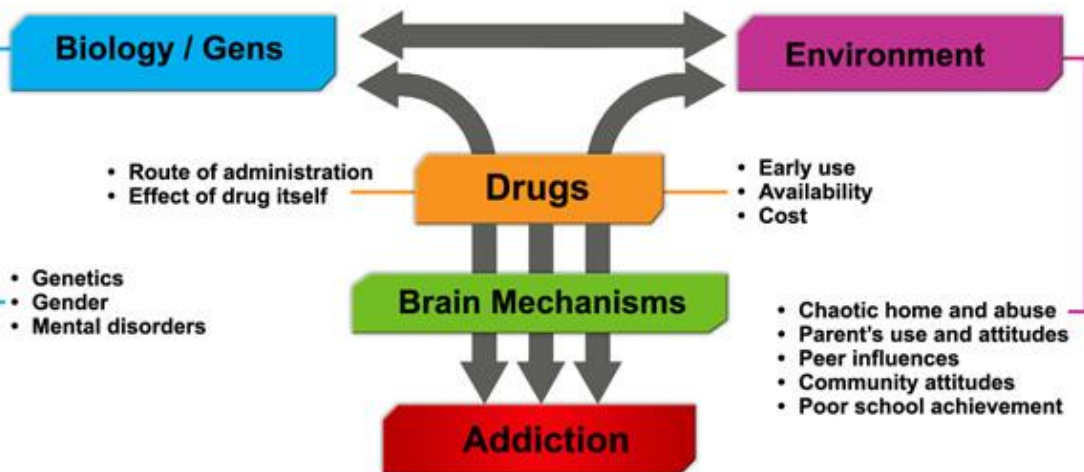
Building the Model (Cont)

- We built off of an existing robust mental health diversion model
- Mental Health Support Team (MHST) 2 Sergeants, 2 Detectives, 8 Officers, 2 mental health clinicians, 4 peer support
- Expectations among partners were discussed at length
- Initial trepidation by County Attorney was quickly overcome
- Communication was valued above all else as the model was designed and implemented
- Carefully crafted messaging was provided to media who were invited to training sessions, clinics, and provided interviews. Exploit the media for your benefit!

Training

- Science and neurobiology of addiction
- Adverse Childhood Experiences
- Harm Reduction
- Debunk myths / Address stigma
- Testimonials and storytelling (Personal cop stories are gold!)
- **YOU MUST BUILD IN A TOLERANCE FOR RELAPSE and MULTIPLE DEFLECTIONS!**
- Medication Assisted Treatment models
- Technical aspects of the process and evaluation

Factors Leading to Addiction



- Have your policy and protocol in place
- Monitor for adjustment and adaptations immediately
- Constant communication with your service and community partners
- Command staff must be tolerant of missteps and mistakes



Implementation

The Tucson Model

- Self Referral (Angel program) – 4 substations and headquarters
- Social Referral – Any officer in the field
- Deflection:
 - Felonies and misdemeanors
 - If a victim is involved permission necessary to deflect
 - No crimes of violence, DV, sex offenses, children, or vulnerable adults
 - Significant latitude given to officer judgement

The Tucson Model

- Warm handoff, officers can transport or call for outreach team to respond
- 24/7 Clinic of Excellence (CODAC) – MAT, 360 services
- CBI – Detox, sobering, and MAT.
- Crisis Response Center (CRC) – 24/7 Crisis center
- All have no wrong door policy and work together to find the right treatment for the right condition at the right time
- **10 minute turnaround for officers**

Evaluation and Measurement

- Process Evaluation
- Impact Evaluation
- Cost-benefit Analysis
- There exists very little peer-reviewed and validated research in this field.
- It is important for your program as well as policing in general.
- At the very least measure and monitor demographics for racial and ethnic disparities
- Collaborate with academic researchers, they actually want to work with you and it will legitimize your program with officers and community alike

Academic Partners

- **University of Arizona – SIROW**
 - Committed as research partner with no funding
 - Worked collaboratively with Pima County and UofA to apply for and receive SAMSA grant funds for evaluation work
 - Additional funding in que for CBA
- Evaluation of your project will further policing and deflection / diversion programs nationally
- Evidence-based policy and strategy is the future of progressive policing, get used to it

Grant Funded Partners

- SAMSA Grant added Pima County Criminal Justice Reform Unit as partners and Grant administrators
- Provided two peer-support specialists who are embedded with the MHST team at the police department.
- Two additional peer support specialists just added.



Challenges & Barriers

- **Culture & Climate**
 - Internal resistance based on traditional views on drug use and police roles
 - Department already seen significant rapid change (fatigue)
 - Leadership's responsibility is to make change manageable
- **Data collection – always a challenge for law enforcement**
- **Dis-engagement, apathy, and cynicism**
- **Funding**

WHAT WORKS :

- 1.) Be Patient
- 2.) Change represents loss, allow time to digest, contemplate
- 3.) Emphasize the power of individual officer discretion
- 4.) I would suggest that you do not make deflection mandatory
- 5.) Incentivize deflection (we use training, commendations, etc...)
- 6.) De-emphasize arrest as a measure of productivity
- 7.) Ask for on-going process improvement suggestions
- 8.) Executive Leadership Team must show united support for program
- 9.) Members of Executive Leadership should be present for as many trainings as possible to lend importance and credibility to program
- 10.) Isolate & influence informal leaders (sergeants, FTO's, tenured officers)
- 11.) Highlight success stories, no matter how small



What's Next?

- **Motivational Interviewing**
- **Integrating trauma-informed practices into day to day policing**
- **Integrating Harm Reduction practices into everyday policing**
- **Address compassion fatigue**
- **Fix disparities in deflection process**
- **Expand team for active outreach and ER response**
- **Institutionalize trauma-informed, harm reduction policing**

What's Next?

- **Pre-Arrest Deflection is just the start**
- **Intentional and meaningful criminal justice reform requires courage, leadership regardless of rank or profession, and the willingness to believe that change can occur...**
- **Arrest cannot be the only problem resolution tool for police, and the police cannot affect meaningful reform on their own.**
- **We must build alternative pathways to arrest for our officers to utilize based on evidence and research**

Come Visit Us! (but not in the summer)



- Tucson was named as a BJA COAP Learning Site for peer to peer mentoring.
- Assistant Chief Kevin Hall
Kevin.hall@tucsonaz.gov
- Sgt. Ericka Stropka
Ericka.stropka@tucsonaz.gov