



# *TUCSON POLICE DEPARTMENT*

*Pre-Arrest Deflection*

# Snapshot of Tucson

- **2<sup>nd</sup> largest city in Arizona**
- **33<sup>rd</sup> 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?
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# *The Why*

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- **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
  - 2<sup>nd</sup> 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*

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- 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)*

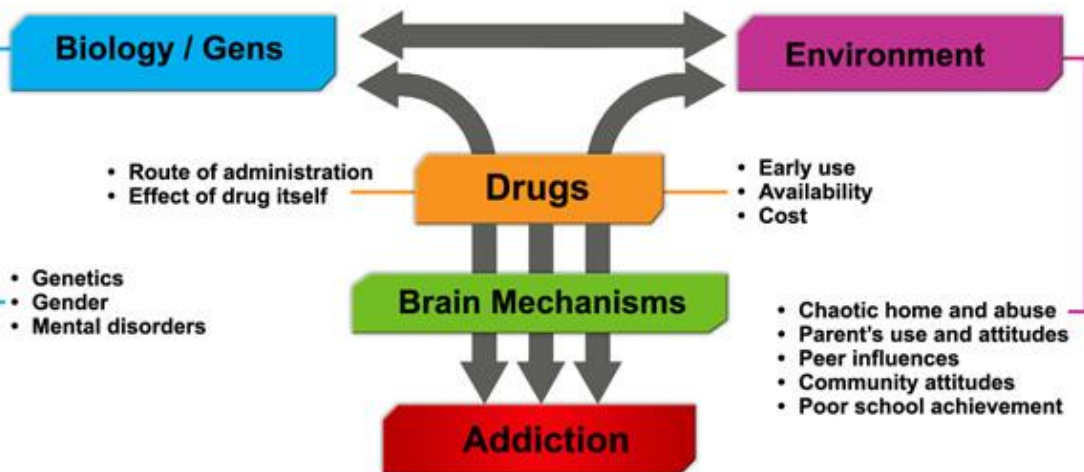
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- We built off of an existing robust mental health diversion model
- Mental Health Support Team (MHST) 2 Sergeants, 2 Detectives, 8 Officers, 2 mental health clinicians, 4 peer support
- Expectations among partners were discussed at length
- Initial 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*

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# *The Tucson Model*

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- 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*

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- 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*

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- 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*

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- **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*

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- **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  
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