

# TUCSON'S COMMUNITY SAFETY RESPONSE AND SERVICE PORTFOLIO:

## Achieving a cohesive, integrated, and community-supported response model

Jessica Gillooly,<sup>1</sup> Tamara Leech,<sup>2</sup> Brenda Bond-Fortier<sup>1</sup>

<sup>1</sup> Suffolk University

<sup>2</sup> Andrew Carnegie Fellow



# CONTENTtable

## **04 | INTRODUCTION**

## **06 | STUDY METHODOLOGY**

## **09 | OBSERVATIONS FROM COMMUNITY CONVERSATION**

### **09 | Community Participants' Relationship with Police**

### **14 | Community Participants' Relationship to 911**

### **16 | Community Conversation Participants' Views on Who Provides Public Safety**

## **19 | TUCSON'S RESPONSE & SERVICE PORTFOLIO**

### **19 | Crisis Mobile Teams and Embedded 911**

### **19 | Clinicians Community Service Officers**

### **20 | Collaborative Community Care**

### **21 | Tucson Police Specialty Units**

### **24 | Community Safety, Health, & Wellness Program**

### **25 | Call-for-Service Response: Prioritizing True Emergencies**

## **27 | SHARED DESIRE FOR CHANGE IN WHO RESPONDS**

### **27 | Municipal Actors Generally Desire Alternatives**

### **27 | Skepticism of Non-Enforcement and Civilian Approaches**

### **29 | Community Conversation Participants Want Police Alternatives**

## **30 | Community Conversation on the Role of the Police**

## **31 | GAPS, CHALLENGES, AND RECOMMENDATIONS**

### **31 | Support Real-Time 911 Alternatives**

### **32 | Formalize the Provider Network, Improve Coordination of Care**

### **34 | Implement a Focused Internal and External Communications and Engagement Strategy**

## **36 | CONCLUSION**

## **37 | ENDNOTES**

## **39 | APPENDICES**

The authors greatly appreciate the analytical work completed by  
Natalie Manley and Katie Kinsey in service of this report.



# INTRODUCTION

There is a growing national consensus, encompassing community leaders, elected officials, and public safety professionals alike, that we ask the police to do too much – dispatching them to address a range of social challenges for which they are often unsuited or untrained. As a result, underlying problems fester without resolution, police and societal resources are wasted, and mistrust between community and law enforcement intensifies. In far too many instances, the presence of an officer results in unnecessary entanglement with the criminal justice system or the avoidable use of force, including deadly force. These adverse effects are borne by our entire society but fall disproportionately on Black and brown communities.

With growing awareness, however, also comes opportunity – the opportunity to reimagine public safety systems, so that they better serve the needs of our diverse communities.

The city of Tucson's local perspective is consistent with the national experience described above. With a higher-than-average poverty rate, the strain on Tucson's public safety systems is especially acute.<sup>1</sup> Many Tucsonans, including law enforcement leaders, agree that patrol officers are ill-equipped to respond to crises concerning poverty, housing, mental health, and substance misuse. In addition, Tucson has faced difficult police recruitment and staffing constraints. These factors together have led to multiple changes in public safety programming and services.

In this report, we present shared learnings from conversations with Tucson residents – especially from some communities most

affected by policing – municipal actors across several agencies, and non-profit service providers. We probe perceptions, ideas, and attitudes about emergency response practices and alternatives, with the added benefit of fostering mutual understanding among groups that do not always communicate openly or constructively. Through this case study, we generate an in-depth analysis of the strengths and weaknesses of Tucson's transformational efforts and offer recommendations for additional progress, while also surfacing issues and challenges with broader national relevance.

## **Tucson has a number of public safety innovations**

Tucson has several innovative public safety initiatives such as: TC-3, which aims to reduce frequent 911 usage; crisis mobile teams, which provide in-person crisis care services to individuals with mental health or substance use issues; embedded 911 clinicians who can offer phone-based support to individuals experiencing crisis; the Community Safety, Health & Wellness Program, which coordinates service delivery across municipal departments and in conjunction with community partners; the Housing First program, which encourages non-police intervention and support services for unhoused individuals to transition to stable housing; and the more recent addition of the Community Health & Acute Response Team (CHART) – a real-time alternative response to the police that started being dispatched directly through its 911 center in June 2023.

In addition, Tucson has undertaken efforts to triage 911 calls in order to prioritize true

emergencies for a police response, and improve the efficiency of resource allocation. (See Appendix 1 for an analysis of these calls.)

These various efforts have merit and promise, but we have identified significant gaps in program vision, capacity, coordination, and community awareness that impede the full achievement of Tucson's public safety goals and that continue to generate friction between the police and the people they serve. In particular, patrol officers too often remain the default responders to emergency calls related to issues of mental and behavioral health, homelessness, drug use, trespassing, and interpersonal conflict.

**To address these gaps, we recommend that Tucson:**

- Scale its non-police first response program to prevent unnecessary police interactions and to relieve pressure on overstretched police personnel;
- Expand opportunities to triage and address community needs outside of the 911 system;
- Resolve fragmentation within the landscape of services and care providers, by creating a formalized responder and provider network, to ensure that residents receive the type and duration of support they need;
- Launch and maintain an effective public information and engagement campaign to offer residents a holistic vision for policing and first response, and to ensure that residents understand the different services available to them and know the best means of accessing these services. Simultaneously, the City should focus on internal discussions to achieve buy-in with the city's public safety agenda.

Tucson has begun to make some important progress to close the gaps we describe. In June 2023 (after our data collection concluded), they launched a real-time alternative response to police called the Community Health & Acute Response Team (CHART). CHART can respond to calls about low-risk wellbeing checks. This program is in its infancy and requires additional investment to reach the point of being a robust alternative to police intervention. Furthermore, the November 2023 rollout of 311 will be a new, important way for residents to access services outside of 911 and will provide emergency call-takers an option to divert non-emergency calls to an appropriate line. And the Community Safety, Health, and Wellness Program is in the process of expanding its Care Coordinator program to respond directly to community needs. These efforts will be critical as Tucson charts a path toward a more responsive first response system.

We begin with a brief overview of our methodology. We then share observations from the community conversation and individual interviews, focusing specifically on relationships to the police, experiences with the 911 system, views on police accountability and force, and who should provide public safety. Next, we describe in more detail Tucson's portfolio of public safety response and service programs as they have evolved over the past several years. We also share some observations and excerpts from the community conversation about some of these programs. We then bring the community and municipal conversations together to discuss how both community and municipal participants want to see non-police 911 response options (though police respondents hold complex views on this topic). We conclude by discussing gaps, challenges, and recommendations.

# STUDY METHODOLOGY

As part of a national, multi-city study, our research teams conducted interviews and fieldwork to learn how cities manage public safety expectations and determine which service needs are or are not best suited for police response. Our analysis and findings are based on direct observation and in-depth conversations with subsets of community members engaged during spring 2022, service providers, and municipal actors. Below we summarize our sampling and the key research questions posed to each group. A full description of the methodology can be found in Appendix 2.

## Municipal Actors & Service Providers <sup>2</sup>

### Research Questions

- **What types of programs and services comprise Tucson's first response system?**
- **How has Tucson's first response system evolved over time?**
  - What has motivated this evolution?
  - What has changed (e.g., policy, practice, mindset)?
  - What do municipal actors believe police should be spending (and/or not spending) their time doing?
- **What are the limits and gaps in Tucson's first response system?**
- **What are the implementation challenges and barriers (or lack thereof) the city of Tucson faces when making changes to their first response systems?**

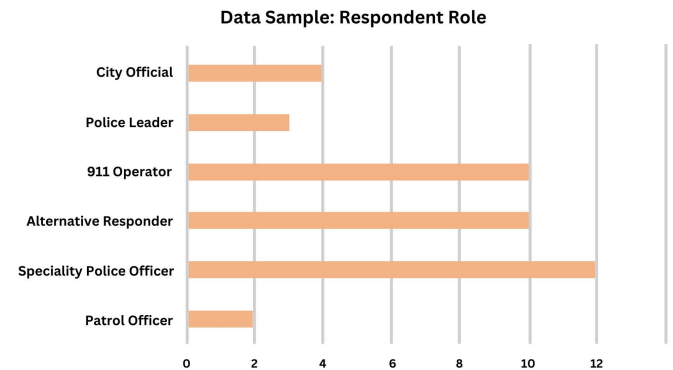


Figure 1: Respondent Roles in Municipal Actor Data Sample  
*Note: We spoke with 41 individuals*

We purposively sampled municipal actors across six key roles to learn from Tucson's experiences and perspectives on implementing alternative response. These roles included: (1) city officials (e.g., policymakers in the City Manager's Office, Public Safety Communications Department, and the Mayor's Office), (2) police leaders (e.g., the chief of police, policymakers inside the police department, sergeants), (3) patrol officers, (4) specialty police units (e.g., Mental Health Support Team, Substance Use Resource Team, Homeless Outreach Team, park safety officers), (5) 911 operators (e.g., 911 police call-takers and dispatchers), and (6) alternative responders (e.g., clinicians and nurses with TC-3, community service officers, mental health clinicians with Community Bridges). Note that we spoke extensively with alternative responders in the TC-3 program, but had limited access to interview members of Community Bridges crisis mobile teams due to their company policies.

To answer our research questions, we conducted virtual and in-person semi-

Involvement in Public Safety Reform Efforts					
Geographic Area		Formal Representative	Informal Leader	Previously Disconnected	TOTAL
	High Arrest Rates	8	5	12	25
	Other Areas	2	3	6	11
	TOTAL	10	8	18	36

Figure 2: Targeted Sampling Matrix and Number of Participants

structured interviews with the various respondents listed above. In addition to conducting semi-structured interviews, we also engaged in participant observation to see first-hand how front-line workers interact with members of the public and each other at the street level. Our ride-alongs occurred during a one-week site visit to Tucson. Additional information about our municipal study methodology can be found in Appendix 2.

## Community Members

### Research Questions

- **How do community members in Tucson define public safety?**
  - How do community members characterize the roles and responsibilities of organizations and professionals for establishing public safety?
  - What do community members perceive as the most effective sources of public safety services?
- **What stage of readiness for change best characterizes Tucson community members?**
- **What are community members' perceptions of recent changes within Tucson's public safety system?**
- **Where, how, and from whom do community members in Tucson want to obtain first response services and support?**

Thirty-six Tucson residents participated in the community conversation. The participants were demographically diverse. Seventeen participants identified as Latinx, four as Black, two as Native American, and one as Asian. Eight people participated in the group that was conducted in Spanish. Seven participants had never attended college or trade school, while ten participants had a master's level degree.

Community participants' household income ranged from below \$20,000 to above \$200,000 per year with a median income between \$35,000 and \$50,000. Half of our participants were between 30 and 52 years old, and ages ranged from 18 to 61. Residents who attended the conversation had lived in Tucson for anywhere from less than one to more than 20 years and hailed from 23 different Tucson neighborhoods.

The participants represented some of the populations most impacted by Tucson's first response practices. Nearly three-fourths of people at the community conversation had recently called 911. Furthermore, the representation of Black and Native American community participants more closely resembled the racial composition of Tucson Police Department arrestees than the racial composition of Tucson residents overall. However, the opposite is true for Latinx and white populations: we had an overrepresentation of Latinx participants according to

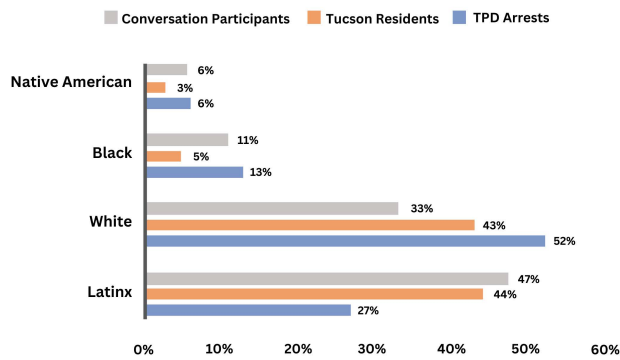


Figure 3: Comparative Racial Composition of Community Conversation Participants<sup>3</sup>

arrest rates, but not according to the composition of Tucson’s population.

### Individual Interviews with Community

An additional seven community members participated in one-on-one interviews via Zoom. These participants were drawn from those who expressed an interest in the broader community conversation but were unable to attend. Research questions for individual interviews loosely followed those of the community conversation but offered more flexibility and time for participants to describe their individual experiences with law enforcement and first response (see Appendix

3 for a copy of the interview guide).

As with the community conversation, the participants for community interviews were also drawn from communities highly impacted by law enforcement and first response. Among them, participants included members from Latinx, queer/LGBT+, and migrant communities. Several respondents worked in conjunction with first responders or adjacent to law enforcement, including working in crisis housing administration, immigration law, and social work. Because of the small number of participants and the use of direct quotes, we mask these respondents and provide limited detail on their attributes to protect their identities. Direct quotes were lightly edited to improve readability (i.e., removing “um” and “like”) but not in such a way as to change the substantive point made by the respondent.

The team sought to gather stakeholder views across an array of public safety domains, including perceptions of response options, beliefs about public safety, and engagement with public safety providers. These impressions are vital to establishing community safety goals, identifying key challenges, and evaluating the efficacy of past, present, and prospective actions.



# OBSERVATIONS FROM COMMUNITY CONVERSATION

Below, we discuss several findings from our community research regarding participants' perceptions of the police relationship to 911, views on police accountability and force, and perspectives on who provides public safety. Where we have municipal findings on the same topic, we discuss both the community and municipal perspective.

## Community Participants' Relationship with Police

### Experience of Marginalized Communities

During focus group discussions, attendees distinguished Tucson police's general performance from police interactions with marginalized communities. One participant clarified this when she said, **"The thing is that I'm not saying that 100% of the police are bad because I've seen good guys. But our [Latinas'] experience is really bad."**

Another participant made a similar distinction: **"A veces nos tratan como lucimos. Y se al que vecino es blanco, entonces que pasa? Que pasa, que no nos van a proteger a nosotros. [Sometimes, they treat us as they see us. And if there is a white neighbor, then what happens? Then, they're not going to protect us.]"**

The same point was made by yet another participant: **"I don't have that relationship that other people have with the police. When they're around, I don't feel safe."**

Indeed, a consistent theme in the community dialogue was the perception that certain categories of people were prioritized for protection, often at the expense of others.

**I think as a white woman, my safety (both historically and contemporary), it's often prioritized. And it comes at the cost of other people...who are viewed as a threat to my safety. So, I think a lot about my own position of privilege within these public safety systems.**

— Community Conversation Participant

**But I think based on demographics and community identifiers, there's clearly a differential in who's actually being prioritized when it comes to that question of safety. Oftentimes, certain people's safety comes at the expense of other people's.**

— Community Conversation Participant

**When I [thought] of public safety...I was thinking about the question of, 'who are we talking about keeping safe?'**

**Often public safety is viewed as 'our safety comes at the cost of someone else's livelihood' or at least their comfort.**

— Community Conversation Participant

As shown in Table 1, community conversation participants' general perceptions of Tucson police are neutral on average. They neither

So, we are not protected. There's no public safety. If we have to talk about the public, it [should be] 100% of the community, and we don't count as part of that.

— Community Conversation Participant

agree nor disagree with statements about police officers being friendly, helpful, reliable, etc. In contrast, on average, the participants disagreed with all three statements designed to gauge perceptions of police bias. In other words, attendees generally have neutral feelings about Tucson police but believe the police themselves are biased and discriminatory. The widespread perception that Tucson police officers fail to treat all people fairly could impede future efforts to provide more holistic services housed within TPD.<sup>4</sup>

## Perceptions of TPD Relative to Other Public Safety Agencies

Participants had a much more positive perception of firefighters than police officers. As one person stated, “People feel so much better about the fire department than they do about the police department.” The difference in perception seems to be based primarily on the belief that Tucson Fire Department considers helping others to be their priority, while TPD

	ENGLISH RESPONSES	SPANISH RESPONSES
The police provide safety	Neutral	Neutral
The police are helpful	Neutral	Strongly Agree
The police are trustworthy	Neutral	Somewhat Agree
The police are reliable	Neutral	Somewhat Agree
Police officers care about my community	Neutral	Neutral
Police officers are friendly	Neutral	Neutral
Police officers protect me	Neutral	Somewhat Agree
I like the police	Neutral	Neutral
The police are good people	Neutral	Neutral
The police do not discriminate	Strongly Disagree	Neutral
Police officers are unbiased	Strongly Disagree	Neutral
Police officers treat all people fairly	Somewhat Disagree	Neutral

<sup>4</sup>Based on the mean and median (all coincided) of a 5-point Likert scale ranging from strongly disagree to strongly agree. Also, some respondents declined to answer some prompts. For English responses, n ranges from 25 to 27. For Spanish responses, n ranges from 5 to 8.

Table 1: Community Conversation Participants' Perceptions of Tucson Police

considers order and self-protection to be their priority.

- **Moderator:** Do people feel differently about the police department than they feel about the fire department?
- **Participant 1:** They're not armed. They're not coming with lethal force...
- **Participant 2:** That and they're there to help you.
- **Participant 3:** I think the police tend to come with this sort of sense of authority enforced. Whereas, with the fire department, it definitely feels more like they're trying to assist with something.
- A participant (**Participant 4**) shared a story about neighbors pulling people from a burning car because TPD said it was too dangerous to get close.
- **Participant 5:** With police nowadays, they have certain rules. For example, running into a fire [motions], “oh that's not their responsibility.”
- **Participant 6:** Right. Right.
- **Participant 7:** You wait for fire to come.
- **Participant 4:** Yup.
- **Participant 8:** And so, [police] lives become a priority. That is what their actions are telling us.

Community members held extremely negative views of the Border Patrol and advocated for excluding the agency from collaborative governance efforts, including public safety reforms. Three types of concerns were noted:

First, some believe collaboration with the Border Patrol could contribute to unethical police behavior. Several participants stated that it is “**the most corrupt agency**” operating in Tucson. One explained how this could affect police officers, saying “**Border Patrol, police, the sheriffs, they all run with**

**different ethics. The Border Patrol is federal so maybe there's potential to influence TPD."**

Several attendees cited "Operation Stonegarden," a federal border security grant program that TPD participated in for over a decade, as an example of TPD "getting money from border control," and as a "collaboration with border control" that "corrupted" city and county public safety efforts.<sup>5</sup>

Second, many participants believe collaboration between TPD and the Border Patrol might limit community members' use of 911 during legitimate emergencies. Attendees suggested establishing **"an option in, like, a designated office where it doesn't collaborate with ICE. Like if there is an emergency; where calling TPD isn't going to result in the family member getting, you know, found out and deported."**

Third, a few participants worried that focusing on immigration issues could distract police officers from more critical duties. Participants worried that if police are **"focused on what immigration should do"** or spending time **"checking papers"** and **"asking if [callers] are citizens,"** they won't have time to respond to **"real threats"** like **"someone going 80 and weaving through traffic"** or **"when you feel you're gonna be attacked."**

**Border Patrol and their collaboration with police is an extremely important issue for our community. They are the agency with maximum immunity possible, nothing happens to them... for example, Border Patrol have been involved in many cases (we were there) many cases where they have sexually raped. Those cases stay in limbo, they never investigate, they never do anything. In reality, the Border Patrol are not sanctioned. It's toxic, it's the agency with the maximum immunity possible.**

**— Community Conversation Participant**

## Individual Community Interviews: Perceptions of TPD

Individual interview respondents largely mirrored the perceptions generated by the community conversation. Several respondents highlighted perceptions of differential treatment by law enforcement based on race, ethnicity, class, or citizenship status.

**I think it's clear like the difference between how police treat middle class, white citizens as opposed to Black people and Indigenous people and brown people.**

**— Individual Interview Participant**

**None of these systems are going to be in place to protect me against a white homeowner.**

**— Individual Interview Participant**

**Some of my friends, you know, Black and brown folks. We felt like we got a lot more questions. Third degree versus some of my other friends who were white and didn't really get any questioning. 'What were they there for?' Why they were there, and you know being profiled and asked, 'Who are you? Why are you here? What city were you born in?'... You know random things like status almost. I just had the overall sense that, you know, please. We're not. You're not friendly to my kind."**

**— Individual Interview Participant**

As in the community conversation, immigration and citizenship status emerged as critical for understanding lack of trust in law enforcement in the interviews. Latinx respondents, some of whom were undocumented or have undocumented family members, highlighted

relationships between the Border Patrol and TPD as driving their lack of trust in both.

Second, and with overlap to the first point, respondents with very low trust levels in police described intensely negative experiences with police either as teenagers (thereby driving their perceptions of police well into adulthood) or as a result of seeking help while in an abusive relationship (where police did not help or they avoided calling them out of fear police would make the situation worse).

Latinx respondents in particular described very low levels of trust in police and routinely said that how one is treated by the police “**depends on who you are.**” Several respondents either worked in immigration law, came to the country as undocumented children, or had parents or other family members who were migrants. Respondents with these histories made little distinction between TPD and other law enforcement agencies and two specifically mentioned the legacy of SB 1070 (otherwise known as the “**Show Me Your Papers**” policy, later largely invalidated by the Supreme Court).<sup>6</sup> Respondents described being taught to avoid law enforcement entirely, partially because of SB 1070 and their citizenship status but not entirely. These early lessons about risk associated with police coupled with negative experiences during childhood and adolescence drive their

**I was undocumented for some time with my mother and my brother. So since I was little kind of like the number one rule when you don't have papers in Arizona because of SB 1070 is to never speak to the police under any circumstances. So I grew up with a really heavy fear of police. And that was just kind of something that you understood as a child, without even really understanding what it meant.**

— Individual Interview Participant

**When I was younger my mom was pulled over. This is around the time where an Arizona bill called the SB 1070 was put into place where it gave, like the police, the right to be able to like racially profile people and ask for papers. At the time my mom was pulled over — and there was no reason for her to get pulled over — I think that was a result of that bill being enacted at the time. My mom was really scared. I think she was a citizen already, but she didn't know English very well, and I had to translate for her, and I think I just got nervous for both of us because I was like 12, probably, and I was trying to translate for her, and the police guy wasn't being very nice to us, he was just like very stoic, and didn't give us a reason as to why he pulled her over. I think he just took her license and was just like, okay, like you can go, and I don't know it was just like a bad experience. I didn't like how that felt.**

— Individual Interview Participant

view of law enforcement today.

As above, other respondents described negative views of the police that stemmed from unpleasant initial experiences with police as teenagers. One respondent described an incident where a naked man exposed himself in public to a group of teenagers. The respondent described this incident as one of their first interactions with police and the exposure experience as deeply upsetting; after locating a police officer, the respondent said he replied that the incident occurred out of his jurisdiction and directed her to a nearby pay phone. Police from the right jurisdiction arrived too late to assist. This experience and others like them drove this respondent's overall view of police and their commitment to mutual aid and community organization outside the purview of police.



Finally, the sole respondent with mostly positive views of the police worked somewhat closely with law enforcement and had the most knowledge about first response and alternative response options in Tucson. This respondent is involved in the treatment of people experiencing mental health crises and is the only respondent who knew detailed information about the alternative response options.

The general pattern across respondents in terms of lack of knowledge about public safety innovations is all the more noticeable given that all respondents had a demonstrated interest in police response and many of them work in related areas (e.g., mental health, housing administration, social work, etc.). Moreover, the individual interviews make clear that early experiences with law enforcement play an outsized role in trust (or lack thereof) in police.

### Community Skepticism About Police Accountability

Although community conversation participants primarily desired front-end reforms (e.g., those that focus on sending appropriate responders to appropriate calls), they also advocated for more accountability when responders (primarily police officers and Border Patrol agents) “**act inappropriately**” or cause harm.

Every focus group discussed the Sentinel Event Review Board (SERB) during the community conversation. The SERB was established during former Chief Chris Magnus’ tenure, and is one of the first in the country to review what they termed “**sentinel events**” as instances of “**system failures**.” SERB reviewed its first cases in 2020 (the Alvarado and Ingram-Lopez cases) and the resulting report and six-month month review summarizing agencies’ responses to its recommendations are available [here](#).

Although participants think SERB “**has a lot of potential**,” many doubt that it will “**make the police change their behavior**.” Several people

worried that the board “**is not independent**,” noting that most members are police-aligned and “**it is convened by the TPD**.” Others worried about how much the community board members are valued, including whether their “**voice is actually heard**” and “**how they are compensated**.”

A large majority of attendees were skeptical of SERB because it is “**limited to making recommendations**” and “**can’t hold anyone accountable for their actions**.” Participants pointed to SERB as another example of lack of transparency and true political will from the City. One participant asked, “**What happened to the 53 recommendations [made by SERB]? You know, just seems like it hasn’t been the political will to really just act**.” Another asked, “**Why haven’t we seen this? What happens to the report? Does it get tucked away in the drawer?**” Still another agreed, stating, “**It seems like a bureaucratic type of thing you know? A way to say that they’re doing something without actually doing anything**.” In general, community participants did not view SERB as an effective program because it lacks a mechanism to hold officials accountable.

“**But the thing is that when you talk about recommendations, I could recommend you to a doctor. But I don’t know if you’re gonna go. You know what I mean? How far is it gonna go with these recommendations? I am talking about accountability. What’s gonna happen to the cops that were there when these two guys were killed? How are we gonna punish them?**”

— Community Conversation Participant

### Individual Community Interviews: Accountability and Reform

Individual interview respondents were much

less likely to discuss specific programs or initiatives launched by TPD or in greater Tucson, but all respondents expressed concern over the inability to influence how TPD goes about its work.

For some respondents, the feeling that they lacked a voice or control over the nature of policing in their community encouraged disconnecting from law enforcement entirely. For these respondents, avoiding 911 or police contact of any kind was a consistent theme throughout their interviews. These respondents advocated working towards alternative response strategies outside the purview of government agencies. Indeed, several respondents work or volunteer for organizations that offer services to vulnerable community members and most of these (either explicitly or implicitly) described their work as geared towards reducing police response to social problems like homelessness, mental health crises, or domestic abuse.

Other respondents advocated more clearly reformist agendas, suggesting everything from including more clinically trained dispatchers to changing recruitment strategies to hiring more “empathetic” officers. Most notably, however, most respondents described specific instances of police killing residents (some respondents raised several cases and others also mentioned jail deaths) and overall expressed concern that the accountability mechanisms to prevent such deaths were insufficient.

## Community Participants’ Relationship to 911

### Hesitancy to Call 911

These uncertainties and suspicions about police bias and engagement result, unsurprisingly, in hesitancy to utilize 911. As evidenced in Figure 4, a slight majority of the community conversation participants might hesitate to call 911 when experiencing an emergency.<sup>7</sup> Most of the reasons

people gave for hesitation focus specifically on the potential negative consequences of a police response to 911 calls.

In evaluating the focus groups two themes emerged.

First, many people worried about unwarranted arrests of either themselves or others. For example, one participant focused on risks to others when she shared that she has **“a number of people in my life that have been incarcerated. I don’t wanna call the cops if someone has a history that is gonna come up in the system.”** Another participant worried about his own risk of arrest. He explained: **“I’ve been in a situation where a fight broke out in my house, and I didn’t call the cops because I didn’t wanna be accidentally arrested, you know, while they’re arresting the other people.”** Another gave this explanation: **“I wanted to give an example of when I would absolutely never call the police. I was downtown. There was a big, youngish Black man who seemed very distressed. He had a big knife and he was stabbing himself. I would NEVER, NEVER call the police on him because I would be more concerned about how they would handle him. . . I think that that’s the limitation of the police: they have a certain kind of response in certain situations and if there’s a weapon, I don’t trust that their**

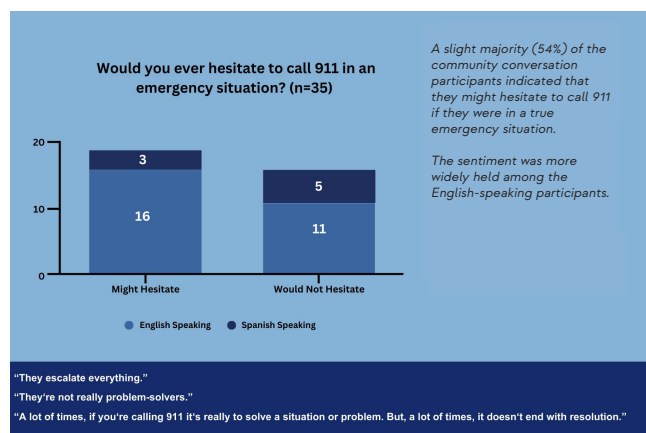


Figure 4: Likelihood that participants would hesitate to call 911 during an emergency

response would be helpful. So, that's why I would like to see more like, mental health teams, ya know? Another number you can call for a mental health team instead of getting police."

Second, a significant number of participants worried about the risk of physical harm in the context of a police response. However, in contrast to potential unwarranted arrests, potential bodily harm was seen primarily as a risk to others, especially people of color. In general, this group of participants thought that, regardless of the reason for the call, people are **"afraid guns will come blazing."** More specifically, even when people **"feel they are unsafe, they're [also] fearing for the safety of the individual they called 911 on,"** so **"they have to balance the risk."** One participant explained that police have shot people and killed them: **"So, when you call 911 nowadays, that's what you're thinking about: are they gonna kill this individual. We have seen it so many times. People with mental health who are having seizures and the mother calls ... and then they come and they kill them. Just like that."**

### Individual Community Interviews: 911 Hesitancy

Individual interview respondents also described deciding to call 911 as a complex decision-making process meant to balance the potential risk to the respondent and the person they were

**Like, if you're having an issue with your neighbor. Don't call the police, that could be their life.**

**— Individual Interview Participants**

**If you call the police on like somebody who is mentally ill and like in crisis like it could lead to their death as well. And I knew this when I was working the job. And the kids I was working with had like severe mental health issues. And I didn't want it to get to a point where I was also risking their lives.**

**— Individual Interview Participant**

**I think if they were just a little bit more empathetic and human, and if they had the intention of you know, solving problems instead of just processing this person arresting them and continuing about their day. I don't know.**

**— Individual Interview Participant**

calling 911 about. Respondents generally described calling police as risky or potentially dangerous and were reluctant to be the cause of an arrest even if the incident ended safely. Descriptions of police killings over seemingly minor incidents were often raised in interviews and respondents were keenly aware of the potential downstream consequences of calling 911.

### Use of 911 for Domestic Violence and Sexual Assault

Some community participants saw a need for police specialization in areas that are not currently part of TPD's specialty response network, notably sexual assault and domestic violence. For example, one participant thought that the police department needed to be **"educated about sexual assault"** based on her experience as a victim and survivor. When she reported an assault to the police, she said, **"The police officer was**

like ‘but he was your boyfriend.’ So, that, for some reason triggered something in me. I’m like, okay, they will never really be on my side, even no matter how many proofs that I would give them.”

Another participant shared an experience in which she and her two roommates called 911 on a neighbor whom they often overheard fighting with his partner and, **“in this case, the kids were in the back seat of the car and it was getting violent.”** This participant explained that, **“We didn’t want the abusive man to know that his three female neighbors called the cop on him. But, the first thing they did was come straight up to our door. They came like, ‘Excuse me, we heard you called the cops on your neighbor, how can we help you?’...This was like three white women living alone who should be protected, right? Even in that situation, they handled that so badly.”** In general, many participants agreed that **“women don’t trust the police”** but police need to respond to domestic violence and sexual assault issues and, therefore, need special training to respond to these calls.

### Individual Community Interviews: 911 and Domestic Violence

The above views were echoed by several respondents who either experienced domestic violence or witnessed it and hesitated to call police for assistance. The respondents hesitated to call police, even when they were being abused, because they were concerned that police involvement would escalate violence or that police might harm their partners.

This hesitancy extended to one respondent who knew how and when to invoke non-patrol responses. This respondent witnessed two unhoused people (a couple, male and female) arguing and became concerned about the woman’s safety. This respondent also expressed concerns about the risk of harm generated by police involvement but felt more comfortable calling police in this situation because **“I know**

**they have a homeless outreach team and that they weren’t going to come and just arrest people. I knew they would offer them services.”**

## Community Conversation Participants’ Views on Who Provides Public Safety

### An Expansive View of the Community’s Role in Public Safety

Community participants were adamant that crisis response cannot be limited to government agencies, and there was wide agreement that Tucson cannot meet its public safety goals without involving community members, neighbors, and community agencies/organizations in the response portfolio. One person in the “Investing in and Building Community Alternatives” group summarized the group’s sentiments about involving the community as part of the emergency response system: **“Not relying on government or other already established civic identities to solve everything kind of goes along with what everybody else is saying. We can look at these programs [refers to the handout about Tucson Response Portfolio]. We can look at the police, we can look at all of the first responders and say ‘well, you’re not doing this right and you’re not doing that right. But we have to be involved. Everybody has to be involved. We can’t just blame, continue to blame and hold those entities responsible for everything. Reforming is a good idea. Looking at alternatives is a good idea. But everybody needs to be involved.”**

They listed an array of parochial, private, and community organizations that could respond to calls with the potential to be addressed with mediation, referrals, transportation, counseling, or de-escalation (see Appendix 5).

In addition to advocating for non-police first



Oh my god, there's so many... like Boys and Girls club, like Higher Ground, and Flowers and Bullets. There's a lot of partners that are really active and involved in a grassroots level in keeping our community safe, keeping youth engaged, having positive things happening in neighborhoods, and we're talking about the police and the county's version of FEMA [Federal Emergency Management Agency].

— Individual Interview Participant

responders, more than half of the community participant responses also referenced the importance of informal resources external to the current first response system, such as community members and neighborhood groups. When asked: "Who and what helps to establish public safety," community participants generally replied with comments such as, **"I would say the community"** or **"I think a lot of the time, we just take care of ourselves and our families."** Other respondents referred directly to "neighborhood watch groups." Still others rattled off a litany of informal resources.

Overall, community participants thought the general public – informally and through community-based organizations – helps establish public safety in Tucson neighborhoods.

### How Can Public Safety Best be Achieved?

In line with the responses of community conversation participants, individual interview respondents defined public safety largely without reference to police or other government agencies. Respondents generally defined safety as the ability to go about their business unharmed and live in

communities that create a sense of belonging and meet residents' basic needs (food security, housing, and medical care).

Most respondents, despite working or volunteering in community-based organizations, described a general sense of disconnection from their neighbors as well as government officials and law enforcement.

There's just a lack of social services, or I don't even know if I want to say social services. But just you know, you see very visually that people are just being left out, you know, outside and houseless and that doesn't have to be the case. And yet it is... we've abandoned people.

— Individual Interview Participants

Despite this, they defined safety in terms of connection to others and broadly lamented a lack of services that they felt were incorrectly matched to social problems.

This was especially the case with mental health calls: **"They need to be investing in community resources because the police that I've encountered have not been trained, especially when it comes to mental health... Having a family member and having a friend who both experienced those things, and when police were called having them to come and say, 'Are there, you know, obviously are there weapons in the house?' you know, thinking about safety. But definitely not thinking about the person and what they might be experiencing...that could potentially do harm**

**to someone, and ultimately end their lives when it's a mental health crisis."**

This respondent suggested that some of the mismatch between community needs and police response could be handled by changes in dispatch and 911. This respondent was an outlier among respondents for two reasons: first, they work in crisis intervention and routinely engage with law enforcement. Second, they are not a member of a community highly impacted by violence, crime, and police surveillance and their perspective was that of someone who often encounters law enforcement through their work. They discussed the inherently difficult challenges that non-clinicians face in deciding whether or not to send police versus a mental health professional.

**Can you tell on the fly [when] calls first come in, and you coded as mental illness versus a non-mental health call?... We have the response tools here [in crisis response]. The questions are just correctly identifying those from the beginning. There are clinicians that are employed by the crisis line.**

**— Individual Interview Participants**

This same respondent noted that a call to a clinician takes more time but could save lives. They also expressed concern about calling police and, through their work, had developed workarounds to produce the desired law enforcement response to whatever problem

they encountered.

As an example of how the problem could be solved, this respondent described a much-publicized police killing; listening to the initial call later on, the respondent reported: **"To my ear immediately before I knew anything else about the call, I'm like that's meth or cocaine, and that's all. I mean you just know if you're a clinician, and that is what it turned out to be. You know just the whole situation where he died, but it was coded as one of their just kind of, I think they call it unknown trouble, or something like that. So I think you do need clinicians who have that ear, who just, you know, can pick up on what's a mental health call."**

A final theme that emerged in the individual interviews concerned potential disconnects between the rhetoric related to reducing homelessness in Tucson and the police response to unhoused people and encampments. Each respondent raised housing problems and homeless encampments in some way during their interview and was uniformly against criminalizing the problem. While almost none of the interview respondents exhibited detailed knowledge on the range of supportive response strategies operated by TPD, most respondents were aware that TPD had a Homeless Outreach Team (HOT) and implicitly referenced Housing First and goals related to decriminalizing homelessness. Several respondents reported a disconnect to this rhetoric and program, contrasting it with "raids" of encampments they witnessed. This disconnect contributed to the hesitancy to call 911 described earlier; respondents were reluctant to report encampments because they assumed the response would involve arrest rather than supportive services.

# TUCSON'S RESPONSE & SERVICE PORTFOLIO

In recent years, the City has implemented a variety of new public safety programs, but our study reveals that significant gaps remain in response models, capacity and coordination among service providers, and residents' perceptions and general understanding of service options.

In the following section, we lay out the dominant components of Tucson's response portfolio and share insights gleaned from our observations and stakeholder conversations.

## Crisis Mobile Teams and Embedded 911 Clinicians

Community Bridges, Inc. (CBI) is a nonprofit that contracts with Arizona Complete Health, the state's regional behavioral health authority, to provide crisis care services to individuals having mental health crises and substance use issues in Tucson.<sup>8</sup> CBI's care services take two primary forms: (1) a 24-hour crisis hotline (phone number 520-622-6000), separate and apart from Tucson's 911 center, staffed by call-takers with training in verbal de-escalation tactics; and (2) crisis mobile teams that are dispatched through the CBI crisis hotline or via 911 transfers to the hotline. The crisis mobile teams typically respond within one hour. Police officers also can request a crisis mobile team at the scene of an incident by contacting CBI directly.

Crisis mobile teams can provide crisis intervention, psychiatric assessments, information, and make referrals to community-based mental health services. Consisting of trained and credentialed behavioral health technicians, the teams can offer peer support and navigation,

and coordinate care for individuals. Mobile teams are able to transport individuals in crisis to a number of care facilities. Tucson's 24/7 Crisis Response Center (CRC) is a frequent drop-off place for individuals who are experiencing psychosis, intoxicated, or a danger to themselves or others.

As recently as 2019, Tucson's 911 center has moved to embed in-house crisis counselors from CBI into the city's emergency call center. The embedded CBI call-takers are positioned to talk with 911 callers for real-time assessment to inform the most appropriate response (which may or may not include the police) and they have access to more information about the caller's prior involvement with law enforcement through the Computer Aided Dispatch system. Co-locating embedded clinicians inside of the communications center seems to be a valuable resource for callers, communications staff, and officers, and has the potential to facilitate real-time behavioral health intervention and connection to appropriate services, though this is an area ripe for future program evaluation.

## Community Service Officers

For well over a decade, TPD has relied on Community Service Officers (CSOs), who are unarmed, non-sworn professional staff, to respond to select low-level calls. Tucson's CSOs work 7 days a week, between 6 am and midnight. These officers drive official police vehicles and wear uniforms that look much like sworn officer uniforms. The work of CSOs includes assisting patrol during minor and non-injury traffic accidents, parking enforcement, and responding to non-urgent

calls pertaining to minor offenses (e.g., delayed burglaries, vandalism).

In an attempt to expand capacity and free up sworn officers to respond to more serious crimes, TPD is looking to increase the number of CSOs from 100 to 300. One CSO officer explained that the goal of the program is to **“alleviate certain calls off of patrol officers,”** adding, **“there’s not enough patrol officers. So if they [CSOs] can take non-emergency calls off their [patrol’s] plate, that frees them up to do emergency things.”**

## Collaborative Community Care

The Tucson Collaborative Community Care (TC-3) program, similar to **“community paramedicine”** initiatives that have been launched in some cities, is housed within the Tucson Fire Department. At the time of our study, the program aimed to reduce and prevent 911 calls by resolving frequent callers’ underlying problems. The program started in 2016 after the fire chief learned that eleven Tucsonans had generated over 1,000 calls to 911 in one year. The chief directed the department to **“go figure out what’s wrong and help them.”** The program initially sent two fire personnel out to the homes of frequent 911 callers. In 2018, The Tucson Medical Center became a partner to the Tucson Fire Department and provided additional personnel and resources to TC-3. The Tucson Police Department is not a formal partner of TC-3.

The program’s philosophy is rooted in a shared understanding that high utilizers of 911 need specialized help. As one 911 leader explained, **“When a person is repeatedly hitting the 911 system, something’s wrong in their life.”** They went on to share that part of the problem with 911 is that it treats everybody the same despite some people needing special treatment. To this respondent, a better system would allow 911 to say, **“I know this person and their needs are unique, and I’m not going to put them in the same box as everybody and send a cop.”**

A TC-3 responder expounded on the problem that arises from treating frequent callers like everybody else: **“They’re often calling 911 for medical emergencies, and it’s not a medical emergency, and they were just being taken to the ER and that wasn’t solving their problem. And it was burning out crews who were seeing the same people over and over again and not solving any problems.”** In response to these problems, TC-3 program navigators with EMS, nursing, and behavioral health expertise try to connect individuals to the resources they need so that they stop calling 911.

TC-3 is not a first response model in that navigators do not respond in real-time to 911 calls. The program runs Monday through Thursday during business hours. TC-3 investigates EMS referrals and follows up after the fact. For example, if an EMS professional responds to a 911 call at an address and notices that the individual’s medications have run out, there’s no food in the cabinets, or the resident is hoarding (which is a frequent issue in Tucson), then they can alert TC-3 to conduct a follow up visit later. Since concluding our data collection, the City informed us that TC-3 had received so many referrals from EMS crews that frequent callers are now being triaged by the Community Safety, Health & Wellness Program and TC-3 is shifting their focus to prevention work.

TC-3 members shared with us that the program has reduced the number of high utilizers. A member of the program explained, **“Rarely do we have anyone who calls more than 20 times anymore.”** TC-3 accomplishes this either by connecting individuals to care or solving problems themselves. For example, one gentleman was calling 911 everyday with back pain and being transported to the hospital every time he called. When the doctors asked about his home life and the condition of his bed, he always said it was fine. But when TC-3 investigated, they found that he was sleeping on cinder blocks with egg foam over it. TC-3



brought the man a mattress using a grant from Walmart. An individual connected to this incident explained, **“What happens with these folks is we shuffle 'em here, there, everywhere. And really what he needed was this really simple item called a mattress...We didn't hear from him again. So we thought, ‘Well, we did a great job or he died.’ One of the two, right? So we started, you know, checking in on following up and finding out he indeed was doing great. He was no longer taking pain medicine.”** In this situation, TC-3 was able to provide the necessary care to solve the caller’s underlying problem and reduce 911 usage.

According to the community conversation enrollment questionnaire, nine participants (25%) were aware of the TC-3 program.<sup>9</sup> After learning about the program from our infographic and their fellow participants, most community conversation participants reacted positively to the TC-3 approach. Attendees believe **“it’s a small program, small but mighty”** that **“could increase public safety”** by **“using resources in the correct ways”** and **“making officers available to do things that are right for them.”** For example, one participant who works with the elderly community says (of TC-3), **“It’s really effective so far, in my experience working with them, which has been over several years.”**

Participants formed their positive reactions toward TC-3 based on several factors. Several people **“loved that they want to visit people, actually in person.”** Others highlighted that **“police aren’t part of the effort.”** The most common sentiment was that TC-3 improves other efforts by integrating existing community services. Attendees appreciate the fact that **“the partner agencies [are] obviously a much more comprehensive list than the other efforts,”** **“representing different sectors and services,”** and include **“identity specific groups.”** Another participant emphasized the breadth of services, **“Esta hasta para los animalitos; mire aquí esta humane society. Esta el shelter para mujeres, el salvation army, esta el food bank. [They even have for the animals; look, they have the Humane Society. They have shelters for women, the**

**Salvation Army, the food bank].”**

A handful of people appreciated the extensive list of agencies and inclusion of community resources, but complained that **“it’s not even fully all-encompassing.”** They suggested including some of the trusted organizations listed in Appendix 5.

**I totally agree with what [Participant] said, about if this is being put in place when someone’s already calling 911, it’s already too late. Shouldn’t we have a direct phone number to this program?**

**– Community Conversation Participant**

The most common critique of TC-3 focused on gatekeeping. Participants were frustrated that **“not anyone can have help from the TC-3; they have to be referred to the TC-3.”** They were specifically concerned that **“in order to reach TC-3, somebody would have to call 911 first.”** Overall, participants wanted the City to focus on increasing **“education”** and **“awareness”** about TC-3 in the community and providing a way for community members to **“access”** or **“contact”** the program **“directly.”**

## **Tucson Police Specialty Units (MHST, SURT, HOT)**

The Tucson Police Department has three specialty units that focus specifically on issues of (1) mental health, (2) substance use, and (3) homelessness. The units are composed of sworn officers with specialized skills, training, and expertise. Sometimes a peer specialist (an individual with lived experience, such as a recovered substance user) accompanies the officers to build stronger connections with community members. Although they are separate entities, the teams often work in conjunction with one another because of the co-occurring nature of behavioral

and mental health challenges, homelessness, and substance use.

### The Mental Health Support Team

The Tucson Police Department created the Mental Health Support Team (MHST) in 2014. This specialty police unit was developed in response to a series of high-profile incidents that involved individuals living with mental illness, including the shooting of Arizona Congresswoman Gabrielle Gifford and another shooting on the University of Arizona's campus. At the time of our data collection, the MHST team was composed of five sworn officers, two detectives, and one supervisor who work Monday through Friday, 7 am to 5 pm. The officers drive unmarked cars rather than patrol cars. They used to wear polo shirts and khakis, but command staff now requires them to wear tactical vests on top of their polo shirts. One member of MHST expressed dismay with the change because the tactical vests make MHST officers look like members of SWAT, which defeats the purpose of avoiding the appearance of a police response.

The MHST team rarely responds to 911 calls in real time. Instead, they mostly engage with the community through the court system, by serving mental health court orders. Arizona Title 36 governs the court-ordered evaluation and treatment of individuals with mental health disabilities.<sup>10</sup> The law allows any person (e.g., friend, family member, teacher, social worker, police officer) to petition for another person to receive a psychiatric evaluation if “[t]he patient is in need of a period of treatment because the patient, as a result of mental disorder, is a danger to self or to others or has a persistent or acute disability or a grave disability.”<sup>11</sup>

The MHST unit is tasked with locating the individuals who have been petitioned for psychiatric evaluation and transporting them to

a care facility. Additionally, MHST transports individuals who already are on court-ordered treatment and have missed one or more medical appointments. The MHST team struggles to keep up with the number of mental health court orders in the system. One officer shared that **“currently we have probably around 90 to 100 orders that on average don’t get served”** because some expire before the MHST unit can serve them.

The MHST team prides itself on its style of interaction with individuals in crisis. Compared to patrol officers, MHST officers have more time to figure out the dynamics of a given situation. One MHST officer explained how much his mindset and style of interaction has changed since leaving patrol: **“It’s night and day of how I operate now. I come across people with guns and knives all the time and it’s different. Before it was just gun out and command. And if commands aren’t followed, the next step is to secure the situation.”** Now, he approaches situations by trying to empower people. For example, on a court ordered transport he might say something to the effect of: **“Hey, you have some choices here. We can’t avoid going to the hospital, but you can choose how you wanna go... I don’t have to use handcuffs. As long as you don’t have weapons on you. As long as you know, everybody’s gonna behave, we can listen to music, we can get you there quickly. We can open the windows. We can, you can take your cigarettes. You can chat on the phone.”**

During our ride-along with MHST, we observed an incident that raised questions about the inherent suitability of MHST’s approach for mental health calls. Three MHST officers knocked on the door of an elderly woman because she had missed her mental health court-ordered treatment appointment to receive an antipsychotic injection.

Upon answering the door, the woman immediately asked if there was a bomb in the neighborhood.

Her surprise appeared to be directed at seeing the officers in tactical vests. The officers said no and quickly explained that the woman was **“not in any trouble.”** She then told them that she had missed her doctor’s appointment because the ride scheduling company scheduled her for the wrong day. One of the MHST officers stepped aside to call the woman’s case manager and ask whether they should transport her for re-evaluation, given that technically she had violated her court-ordered treatment plan. The case manager left the decision of whether to transport the woman for evaluation up to the officers. MHST decided not to transport the woman for evaluation and trusted that she would show up to her rescheduled appointment later that afternoon.

Even though nothing wrong happened during this interaction – the officers were extremely polite to the woman, they did not transport her for evaluation, and she gave us all cookies in the end – the response did not appear well matched to the situation. First, the woman initially appeared frightened by the officers in uniform and vests, and the officers had to do extra work to reassure her everything was okay. Second, having officers outside her door drew attention during the encounter, a neighbor came outside to ask if **“everything is okay.”** Third, the officers felt uncomfortable having to make the decision about whether to transport the woman for re-evaluation rather than her case manager – after hanging up the phone, the officer explained to us that because he did not know this client very well, he would have preferred the case manager to make the decision. Some of the MHST team thought case managers should do more door-to-door work, but recognized the challenges that can come from having individuals with little authority try to transport individuals who may not go willingly.

This incident also highlights the legal context

and complexity in which Tucson’s responders operate, which is an important factor in any city’s response strategy. Something seemingly minor, like a ride service confusing their dates and leading to a missed appointment, can result in a confusing police encounter for individuals on court-ordered mental health treatment. Recent changes to Arizona state law may help address some of these issues. Prior to May 2022, Title 36 required that peace officers complete all transports of individuals for emergency admission at psychiatric evaluation agencies. However, a new law – S.B. 1210 – amends parts of Title 36 to allow other “authorized transporters,” such as medics or other government contractors, to do transports.

### The Substance Use Resource Team

In 2018, the Tucson Police Department created the Substance Use Resource Team (SURT). Initially, the MHST team had handled substance use issues but the dramatic rise in opioid usage led to the creation of a separate unit.

The aim of SURT is to help individuals overcome substance use issues and deflect them away from the criminal legal system. Similar to MHST, members of SURT are sworn officers who work Monday-Friday and do not respond in real-time to 911 calls. Officers engage with individuals in need through a number of prevention, intervention, and response entry points. Some individuals receive SURT intervention if an arrest qualifies for deflection to a treatment program. The officers spend a considerable amount of time conducting outreach and follow-up and engaging with substance users, individuals who have overdosed, and their families, to encourage treatment. The officers also do creative outreach to educate the public about drug use, administer Narcan when needed, and collect overdose data for the Tucson Police Department.

Some of the SURT officers work in conjunction with peer support specialists supplied by the CODAC Health, Recovery, and Wellness Center to encourage individuals to seek treatment and/or shelter. Peer specialists are individuals with lived experience who have been successful in the recovery process and talk to others going through similar situations (e.g., addiction, homelessness). They may or may not have formal training or education in these areas, though they are required to attend a police training on safety. The specialists do not ride in police vehicles; they drive their own vehicles and meet up with police at certain locations. SURT officers generally find peer specialists to be helpful in convincing individuals to seek out resources and services because the peer specialists can connect with people on a more personal level.

### Homeless Outreach Team

Following the creation of MHST and SURT, the Tucson Police Department added a third specialty unit to address issues of homelessness – the Homeless Outreach Team (HOT). The HOT unit responds to homeless encampments and other areas affected by homelessness to connect individuals in need of housing with various resources. The impetus for the creation of the unit was an overabundance of 911 calls related to quality of life and homelessness issues. Prior to the creation of HOT, patrol officers were spending excessive amounts of time responding to calls involving people experiencing homelessness. Similar to the other specialty units, the HOT unit works Monday through Friday during regular business hours and drives unmarked vehicles.

The HOT unit is trained on the eligibility criteria of housing accommodations throughout the city and can make referrals and transport individuals to facilities, such as CODAC, La Frontera, Primavera, and Gospel Rescue Mission. The HOT team also works to assist in camp removals and helps facilitate clean-ups. Tucson's efforts

to help the unhoused are not limited only to HOT, but also encompass a Housing First approach. We offered community conversation participants the opportunity to discuss these specialty police units directly, but they declined. When we asked participants to choose one of four topical groups for the afternoon focus group, none of the attendees chose the HOT, MHST, SURT group.

It is difficult to know with certainty why participants were uninterested in discussing the various specialized police units, but our interviews generally suggest either insufficient awareness of these programs or a broad preference for non-police response. Indeed, when discussing appropriate responders for mental health, substance use, or homeless issues, participants referred exclusively to practitioners and community organizations, not police officers.

### Community Safety, Health, & Wellness Program

In 2022, the city of Tucson created the Community Safety, Health, & Wellness Program to achieve a more holistic response to deeply rooted social problems by coordinating government services and agencies, including the Tucson Police Department, Tucson Fire Department, 911 Communications, Code Enforcement, courts, community organizations, and community members.

Greater coordination has obvious value. One 911 leader we spoke with drew an analogy to medicine when describing the risks of an uncoordinated, fragmented approach to service delivery: If you have to go to different doctors who don't communicate with one another for an injured elbow you might end up with conflicting medicines and care instructions. She believed holistic, coordinated responses would be far more beneficial because **“no matter [which] entity is visiting with this individual today, I can call over here**



**and this person will give me all the rest of the background."**

The program also is focused on reviewing call-for-service and other data collaboratively to determine who, other than the police, can best respond to certain types of service demands. As one individual connected to the program explained, **"[t]here's also some low-hanging fruit that we already know now, which is great...Over 4% of the calls that [the] Tucson Police Department is responding to are welfare checks. Well, you know what? We don't need a commissioned officer to respond to a welfare check."** (Though as at least one public safety official explained, ensuring that the appropriate responder is dispatched is a complex issue, with challenges ranging from a lack of standardization around call coding to statutory regimes that require sending police to certain call types.)

Police and emergency communications leadership are collaborating with the fire department and others to better ascertain which calls require a police response and which do not. A 911 call-taker explained fire's approach to triage and its potential for police: **"If they pull stats and out of a hundred call types we've only transported two or three times they stop sending the medic to save the medic for what we really need to go to. And that's kind of what the police are doing too. They're trying to weed out stuff that can be reported [in] other ways to save those few officers we have for when you know somebody's getting shot at."** A 911 leader shared a similar point of view: **"How many times did we [police] go to this low-level domestic call and they actually had to arrest them? Well then maybe we don't need a gun there, right?... If they're not making an arrest or citing someone [then] stop sending the officer in the first place."**

Community conversation participants seem

to agree with the goals of the Community Safety, Health, & Wellness Program. They believe that public safety depends upon a holistic approach that can be achieved only through collaborative governance and related partnership with nongovernmental stakeholders.<sup>11</sup>

This view was well articulated by one participant, who offered that she had **"seen interdepartmental collaborations be super useful, where you had people from drug treatment and churches, and police, and [the] sheriff, and all sorts of people in a room."**

## **Call-for-Service Response: Prioritizing True Emergencies**

The Tucson Police Department has experienced staffing attrition, with a roughly 35 percent reduction in the size of its sworn force. Patrol officers, 911 operators, and police leaders all expressed frustration about staffing shortages and resulting lengthy response times. A patrol officer shared the example of a burglary at a sushi restaurant that received no response for more than nine hours. The officer thought that **"those are the kinds of calls that actually need a response and police aren't available."**

As a result of these staffing challenges and the need to manage caller demands, the department proposed call-for-service response changes to ensure that officers are available to respond to the most serious emergencies, and – as a necessary corollary – deprioritizing less emergent call subjects, such as loud music, contraband at hospitals or schools, deaths at medical facilities, non-criminal unhoused subjects on public property, medical check welfares, uncooperative adult victims at hospitals, and non-criminal transports. This policy change was set forth in a memo to Mayor Romero and other city officials by the city manager in 2021. (See Appendix 6.) The

memo served not only as a directive for TPD officers and dispatch staff, but also as a tool for informing the community and establishing expectations for what to expect from TPD.

As an example of this directive in action, one 911 call-taker shared with us that they no longer send officers to respond to noise complaints unless there is a potential for violence: **“We don’t have enough officers to respond to calls where people need assistance right now... Like loud parties, you know noise complaints, and we’re not responding to anymore unless there’s a loud party and a fight associated with it.”** The memo also has resulted in some of these calls being diverted from police to fire.

To understand the impact of the City’s decision to deprioritize certain call types, we analyzed call-for-service data before and after this policy change. We found that following the implementation of the policy memo, the police responded to fewer incidents, had faster response times, and spent less time on the scene for lower-level calls. These declines were proportionately larger than declines for

other call types. This finding is evidence that the service response modifications outlined in the memo were followed by dispatch and altered the nature of policework, arguably in more efficient ways. (The full data analysis can be found in Appendix 6.)

Community conversation participants largely agreed with TPD’s desire to institute response changes, or as one community member phrased it: **“Revamping how they send people and if they send people at all.”** In particular, attendees reacted positively to limiting the types of calls to which armed police respond, with several participants equating it to **“triage.”** For example, participants agreed that people should call 911 for car accidents but did not believe an armed police officer needed to respond. Community conversation participants listed several other situations when a call to 911 should not result in dispatching armed police, including **“a vagrant that’s loitering in the street,” “a shoplifter, if they don’t have a weapon,” “kids playing in the park,” “noise complaints,”** and **“reports of ‘suspicious people’ [making air quotes] where it’s just, like, obviously coded racism.”**

# SHARED DESIRE FOR CHANGE IN WHO RESPONDS

There is widespread support among municipal actors and community participants alike for alternative response programs and strategies, but some municipal actors expressed skepticism about non-enforcement approaches and non-police response.

## Municipal Actors Generally Desire Alternatives

Municipal actors make clear that Tucson has been moving towards building a diverse response and service portfolio with various types of programs and responders. According to one police leader, before 2014, the model in the Tucson Police Department was **“you ask for a cop, you get a cop.”** Today, top police officials are interested in achieving **“system evolution that provides the best resource [for] the crisis at hand.”**

Multiple challenges have pushed Tucson to approach public safety in new ways. Those challenges include staffing shortages in TPD, and the fact that a police response cannot always resolve the problems about which people called 911. But another motivating force was concerns over social justice. Some of this work occurred in response to the 2020 police murder of George Floyd and the ensuing civil unrest, although many of Tucson’s efforts were already underway before then. Still, the events of 2020 gave greater urgency to innovative efforts. One city leader explained that the increasing number of headlines about Black men dying in the hands of police has **“caused all of us to really take a deeper dive. We have to. We just have to... Police are going to a bunch of calls they shouldn’t have ever been**

**going to because the rest of the system that should be supporting our community members has failed.”** Beyond national events, several respondents also raised the Tucson Police Department’s in-custody deaths of Mr. Damien Alvarado and Mr. Carlos Adrian Ingram-Lopez as motivation for them to take a closer look at behavioral health calls.<sup>12</sup> According to one city official, the fact that these incidents were happening locally meant that **“we couldn’t just say this is happening somewhere else. It became very personal. It’s happening here in Tucson.”**

Tucson municipal respondents believe that in addition to police, fire, and medical response, there is still a need for a **“fourth response tier,”** one that involves providing social services in real-time to members of the public. These include connections to food, housing, utility assistance, urgent medical care, and transportation.

At the time of our research, Tucson did not have a fourth response tier. Program workers with TC-3 expressed an interest in the City building out a more robust real-time alternative response model: “I don’t know if it would be us or another department or division, but we do think that we would like to evolve to have that ‘cause it is needed.” Since completing our data collection, Tucson has piloted a real-time non-police response program.

## Skepticism of Non-Enforcement and Civilian Approaches

Frustration with progressive reforms bubbled up during our interviews and ride-alongs in

reaction to what many officers saw as a **“revolving door problem”** in which the same individuals kept ending up back on the streets, engaging in the same drug activity that they were prior to being connected to treatment. This raised questions among some officers as to the effectiveness of non-law enforcement approaches.

One such policy involved Tucson’s arrest deflection program. The program exists in partnership with CODAC Health Recovery & Wellness and other local agencies and social service organizations. It encourages officers to bring individuals found in possession of drugs to a treatment facility instead of jail. Officers explained that the problem with the program is that there is no way to hold individuals accountable once the officers leave them at the treatment facility – they can turn around and walk out of the facility at any time without ever receiving treatment. Two officers suggested that adding more accountability would improve the program. This could take the form of allowing officers to **“drop the charges or not file charges if we see that you go through intake and then spend at least 30 days in a treatment center.”**

Other officers, especially those in the specialty units, saw drug use as a significant problem in Tucson and similarly believed the answer rested in more law enforcement, not less. One officer talked about the rise in fentanyl use and explained that there are not enough police to deal with this issue. Another officer was concerned that the city prosecutor is not being hard enough on drug charges: **“You can really have possession of drugs on you, even serious drugs, and that's not going to get you to jail. You need to be selling or possess[ing] a really large quantity before the police would be able to actually send you to jail.”** In addition to more police and more prosecution of drug charges, other officers believed that criminalizing pan-handling would go a long way

in stopping drug use and homelessness. One thought that the department should have **“a no tolerance policy for panhandling and have enough officers to actually enforce it consistently.”** There was a shared belief that panhandling enabled transients to earn enough money to continue their drug use habits.

Not all officers agreed with a law enforcement first approach to social issues. Others took a more holistic view that involved using other types of programs and services. One officer explained that when he talks to his colleagues about defunding the police, he asks them, **“What if you never had to go out to these calls, or these calls, or these calls? How would you feel? That's essentially defunding the police. Just not taking funds away from the police, but taking responsibilities away from the police.”** Some of his co-workers, he reported, think that if you don’t hold people accountable for their actions, such as drug use or panhandling, then they will continue to engage in them. But from his perspective, **“most of these crimes are just survival crimes”** and people who think that you can arrest your way into solving them are **“just wrong.”** An officer with the HOT team shared that some older officers struggle to see the value in newer solutions to social problems and accuse his team of being **“soft”** because they don’t arrest people and instead try to connect them to services, but he believes this is the best way to solve these underlying problems.

We also heard concerns over civilian responder safety. Although all cities consider responder safety when developing alternative response programs, in Tucson this is a particularly raw topic. Several municipal respondents, mostly within TPD, shared with us an incident that occurred in Yuma, AZ in which two clinicians with the CBI crisis mobile team were kidnapped during a mental health call. This single, rare incident sticks out in the minds of many as a reason to be wary of co-response (e.g., an officer and a clinician in a vehicle or alternative response models.)



One specialty officer expressed his concern that sending someone other than a police officer, who is not trained in situational awareness or defensive tactics, will create safety issues – a risk exacerbated by the prevalence and legality of firearms in Tucson.

Additionally, we heard concerns from inside 911 about the burden that could result from a wider array of programs and services. A 911 operator explained the problem: **“We are the middleman for a lot of stuff that we shouldn’t be and at times the phones ring off the hook, and if we’re short staff there’s nobody to answer those calls, and you don’t know what the next calls are.”** To this respondent, it would be preferable to have a separate phone line altogether (e.g., 311) for non-emergencies that do not require a police response so that calls related to resource needs are not coming into the 911 center and clogging the system. Notably, the City is now in the process of launching a new 311 system.

## Community Conversation Participants Want Police Alternatives

Community conversation participants report that they, their friends and families, and the broader Tucson community share city officials’ desire to change Tucson’s first response system and rated this as a high priority in the enrollment questionnaire.

This desire for alternative responders was illustrated during one of our ride-alongs with TPD patrol when a woman called 911 because her roommate was experiencing suicidal thoughts. When we arrived at the address, the caller met the police at the front door and the very first words out of her mouth were, **“Why are you here? Why are the police here?”** instead of alternative responders. After leaving the address, the officers agreed that they

didn’t think it was really a **“police call.”** This incident highlights how police become implicated in calls that may not be appropriate for them and create confusion among callers who ask for alternative responders.

Community conversation participants desired a number to call directly instead of 911 or advocated for 911 dispatchers to “triage” calls to community resources. One retired teacher shared her experience of trying to identify real-time alternatives for students in crisis following an incident in which, after calling 911, a police officer responded to a behavioral crisis at the school and **“was talking about them as criminals and bad kids.”** She said, **“I was really trying to look into resources because it was an alternative high school, so we had a lot of students who... had behavioral issues or mental health concerns. So, I was really trying to figure out what those resources were. I remember looking at the website [laughs] of the TPD mental health unit and thinking ‘is this an alternative to calling 911 if something happens?’ So, I was trying to compile a list of resources and even on that website ... it just was talking about them as criminals and bad kids and you need [puts hands on hips] ‘us cops to come like force the rules in your school.’ That was, like, the alternative [laughs] to like the cops? ... I remember hoping that they could be a resource that I could use and immediately being like [snickers] ‘no.’”**

Community conversation participants’ motivations for change largely overlap with those of city officials. Community members were concerned about 911 call loads – specifically **“frequent fliers”** who call 911 because of public messaging or limited access to other resources.

Participants also referred often to the deaths of Mr. Alvarado and Mr. Igram-Lopez, sometimes using the terms “murder” and

“**homicide.**” Throughout the day’s meeting, they also referred to secondary harms that could result from traditional first response models.

## Community Conversation on the Role of the Police

Community participants envisioned a clear and specialized role for the police in a holistic response framework: police should respond to calls involving an “immediate physical danger,” “present danger,” “a threat of assault,” or a “life and death situation.” However, they indicated that a police presence is unnecessary during a fire or “medical emergency,” which is more appropriately addressed by firefighters and EMS.

Similarly, community participants believed a police presence is unnecessary and potentially harmful during most mental health crises, substance use situations, or adolescent behavioral issues. One participant explained, “**It seems hit or miss who responds to drug overdose. Like is**

**it gonna be the fire department, is it gonna be an ambulance, or is it gonna be the police? It should just be the ambulance.**” Another shared that his “**sister has been pushed to the ground by police and sheriffs, you know, because they don’t have the competencies to deal with it [her mental health issues].**” A former teacher complained that “**other teachers on staff would call the SRO [school resource officer] and have my kid handcuffed and sitting in the back of a cop car. When I was in those situations and it was happening in my classroom, I was able to mediate it more so that I was relying on the team rather than getting the SRO involved.**”

In all of these situations, attendees advocated for the involvement of trained practitioners in place of police officers. One participant stated plainly, “**I think the police always show up, but I think it might be better if more social workers show up.**” Overall, participants believe police officers have a role to play in the first response system, but their footprint should shrink, and other responders’ footprint should grow.

# GAPS, CHALLENGES, AND RECOMMENDATIONS

Despite Tucson's various response and service programs, the city continues to struggle with high 911 call volume, as well as issues related to poverty, housing, substance use, and mental health. Below we describe the gaps in and challenges to Tucson's response model that emerged from our data and offer recommendations for enabling Tucson to meet its public safety objectives.

## Support Real-Time 911 Alternatives

### The Need for Alternatives

As discussed earlier, community conversation participants expressed frustration with being **"forced to call 911"** and the lack of **"true alternatives"** or **"real alternatives"** to **"deal with crises."** And municipal actors are broadly supportive of this, too, but do have some concerns and skepticism.

Call-for-service data from Tucson's communication center shows that, as a result of there being a limited number of real-time responders, a significant share of calls to which TPD responds involve issues that may not necessitate an armed, police response. For example, Figure 5 shows that in 2021 nearly 15 percent of all 911 calls to which TPD responded involved issues of trespassing, suspicious persons, welfare checks, mental health, disturbances, disputes, and fights. Furthermore, patrol officers we spoke to estimated that seven out of every ten individuals they come across during a typical shift have some sort of underlying mental health issue. Although a slice of these calls may involve weapons or aggression and thus warrant an armed response, many of these calls could be handled better by other types of real-time first

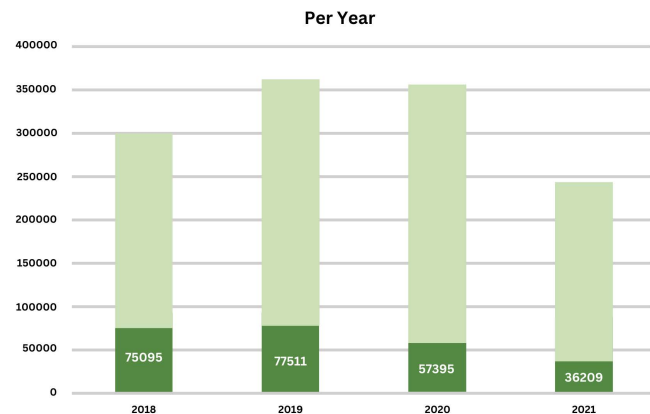


Figure 5: Number of Community-Initiated Incidents by Type and Year

*Note: The dark green portion of each bar represents community-initiated incidents related to issues of trespassing, suspicious persons, welfare checks, mental health, disturbances, disputes, and fights. The light plus dark green portions of each bar represent the total number of community-initiated incidents by year.*

responders.

Compared to cities like Denver, Chicago, and San Francisco that are dispatching medics and clinicians directly through their 911 centers to respond in real-time to a range of community calls for service, Tucson has been slower to develop a real-time 911 alternative response program that it can dispatch directly. At the time of our study, Tucson had crisis mobile teams, but they were dispatched out of a separate and distinct center from 911, and not operated by the City; the public either needed to know to call the crisis line directly or 911 needed to make a call transfer. This arrangement hindered coordination and is not a substitute for an alternative response team that can be specially trained and positioned to respond to community needs. Following the conclusion of our study, the City informed us that they have launched the Community Health & Acute Response Team (CHART)— a real-time alternative response to the police that is

dispatched directly through their 911 center—that they expect to respond to certain calls-for-service without police assistance in late 2023.

### Opportunities to Triage and Reduce 911 Calls

Tucson's efforts to improve the call triage process have already had a positive effect on resource allocation, but there is still unmet potential for improvement, and the process of evaluating efficient and appropriate responses to different types of calls-for-service should continue.

Despite recent changes, community participants still cited instances of people calling 911 for social services: **“like asking for resources, nothing immediate.”** They shared stories of people calling 911 **“because they’re cold in the night in the winter and that’s an emergency to them,” “a 90-pound tortoise got out,” “kids calling for help with homework,”** and elderly individuals who **“would always call for resources like ‘I need help with this, I need help with that.’”**

Municipal actors identified some examples of 911 calls that currently overburden the 911 system and might be handled differently. Some businesses and apartment buildings are overly reliant on police to address issues of drug use, loitering, and shoplifting. For example, one Circle K was known for calling TPD repeatedly about nearby loitering. Eventually, the police said they would refuse further responses unless the business hired a private security guard. This type of negotiation between police and repeat institutional callers points to a potential avenue for reducing call load.<sup>13</sup>

### Formalize the Provider Network, Improve Coordination of Care

With respect to the role that community-based organizations and nonprofits play, municipal actors note such organizations typically are not

- **Recommendation 1:** *Tucson should continue to invest and scale their new Community Health & Acute Response Team (CHART), a real-time alternative response option that can be deployed at the point of the 911 call.*
- **Recommendation 2:** *Simultaneously, the City should undertake a comprehensive analysis of how 911 is currently utilized, assessing both the nature and frequency of calls, in order to make determinations about potential assignment of non-police responders and decisions about 911 call triage. This includes identifying service needs that should be met outside of the 911 system.*

structured, staffed, or resourced to deliver 24/7 response services. Therefore, they cannot serve as reliable response alternatives without a concerted effort by the City to address these capacity constraints.

One patrol officer lamented that the problem with community partners is the wait time: **“I don’t want to wait seven hours for community partners to come out.”** Long wait times means that officers are discouraged from calling for community partner assistance at the scene, and dispatch frequently defaults to just sending the police.

Transportation was one example of a very important service operated by a private provider that was not meeting community needs. 911 can sometimes connect a caller with the Sun Van (a low-cost paratransit service that provides transportation to individuals whose



disability prevents them from using fixed-route transit services) to schedule a ride two weeks out, but the problem is that people need real-time transportation: **“Really what we need is kind of an on-demand [service]. They said they needed a ride. Give them one, right? So those are all the missing resources in the communities that cause everything to fall back to police and fire.”**<sup>14</sup> Lack of adequate transportation services came up repeatedly during our interviews. Having a real-time transportation service that is not conditional on someone currently being in crisis or needing police could help to reduce later system involvement.

Tucson’s patchwork of city and non-city programs struggles to share information with one another. A 911 leader explained: **“The biggest problem again is not all of ‘em are connected to each other.”** A member of TC-3 also expressed concerns over systems-level problems regarding the siloing of data: **“There are several databases that are not talking to each other.”** In other words, this means that existing information on a person’s case history or experiences with TC-3 are not readily available to 911 dispatchers and call-takers. Even though TC-3 ideally is catching frequent callers, one 911 leader lamented that all too often, **“Nobody knows that we [police or fire] went to this guy 20 times this month. Nobody’s asking. Nobody’s putting the data streams together. Everybody’s just doing their silo.”** She went on to explain that, **“We don’t, you know, pow wow and say ‘Here’s Bill. Who all touches Bill and how do we help him?’ That’s costly and it’s difficult. It can be done through portals, shared information portals.”**

Greater information sharing across programs was seen as one way to reduce harmful police encounters. An alternative responder described an incident in which a boy stabbed a deputy with the Pima County Sheriff’s Office with a pair of scissors, and the deputy shot and killed him. The responder explained that the child had been in and out of the Crisis Recovery Center (CRC) but without consistent longer-

term treatment and wondered if the outcome would have been different if there had been greater communication and information sharing about the child between the Crisis Center, TC-3, and Community Bridges. The CRC doesn’t communicate information back to TC-3 once a client is brought to the center. A member of TC-3 explained that, in an ideal world, the CRC would **“make sure everyone who leaves there is leaving with an appointment for behavioral health with their home center”** so that it can be ensured the patient receives regular treatment, and went on to say that the primary goal of these various programs should be **“un-siloing, so that there’s more communication and connection across all of these different providers.”**

- **Recommendation 3:** *In developing an alternative government response, the City should focus on answering this question: what resources do our community members need, and how can we best fund, coordinate, and collaborate with trusted, local providers to create this network of care?*

*The City should ensure there is a reliable, adequately scaled comprehensive network of care. This can include bringing together and strengthening the patchwork of community-based providers through increased coordination amongst various stakeholders and investing in partner capacity as needed.*

*Finally, the City should harmonize information and data flow among service providers, institute communication protocols, and establish consistent, commonly accepted standards for accessing care and assigning initial dispatch and follow-up.*

# Implement a Focused Internal and External Communications and Engagement Strategy

## Community Awareness

Community knowledge of current reform efforts is considered a core dimension of successful organizational or systems change.<sup>15</sup> However, most community conversation respondents were unaware of the City's alternative response portfolio (e.g., TC-3, SURT, HOT, MHST) or incident review processes (e.g., SERB). Only 32% of community conversation participants reported being **"aware of any current efforts to transform the way Tucson agencies respond to 911 calls."** Figure 6 shows that this percentage remained essentially unchanged (36%) when we provided attendees with the specific name and acronym for some of Tucson's signature programs. Participants were more likely to recognize programs focusing on mental health and substance use issues, but those participants were, by and large, social service practitioners.

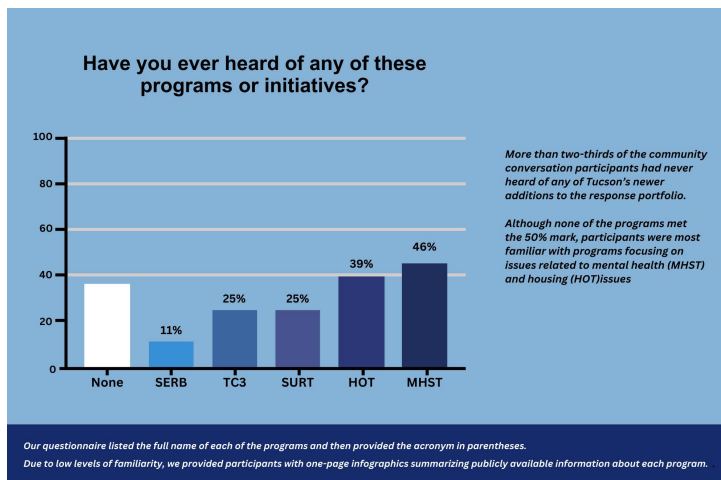


Figure 6: Community Conversation Attendees' Familiarity with Tucson's Response Programs

Municipal officials are aware of some of these gaps in knowledge. One city official recounted that, at a recent community safety roundtable, she told attendees that they could call Tucson's crisis hotline instead of 911, but few seemed

aware of the option. "Well, that's great," she remarked to us in frustration, "Why the hell didn't they know that beforehand, right? Why have we failed to appropriately express that." For call-takers inside 911, lack of community knowledge regarding different types of responders is not at all surprising: **"The general public just does not know who does what."**

Meanwhile, community conversation participants feel that city agencies lack transparency or desire to communicate directly with the general public. They called for more public education about Tucson's transformation efforts, distinct from their previously mentioned request for direct access to this portfolio of programs. Many were frustrated that they had never heard about the programs in the response portfolio (e.g., **"I've lived here 35 years, and I've never heard about any of it"** and **"since 2016 and, imagine, we're just hearing about it now."**)

Participants believed that increased communication and the resultant awareness of reform efforts could improve community perceptions of city services and officials.

Community participants also lamented the

Pues, por ejemplo, si yo fuera autoridad, estas organizaciones y todo lo que hay, lo pondría en los medios de comunicación como haría personas para que escucharan y ellos corrieran sus voz de sus servicios. [Well, for example, if I were an authority figure, these organizations and everything there is, I would put it in the media so that people would listen and spread the word about their services.]

- Community Conversation Participant

“I think it’s really important that there were community members here . . . because if there hadn’t been, you all would think that everybody knew everything because you all [pointing to practitioners] knew stuff.”

- Community Conversation Participant

lack of awareness of 211 as an alternative and agreed that 211 is often an appropriate solution to calls for social services that are presently directed to 911.<sup>16</sup> One participant summarized the group sentiments best: “As I’m listening, it sounds like we have a marketing issue and a triaging issue. So, you know, there’s a lot of situations when help might be needed but 911 isn’t it, and I’m thinking, do we need more 211?”

211 really needs to be shared with everybody and their mother because you call, you get a live person, and they provide resources.

— Community Conversation Participant

### Internal Engagement and Buy-In

Our conversations with TPD officers uncovered diverse views regarding some of the jurisdiction’s transformation efforts. Some officers believe the City needs a tough on crime approach to address issues of drug use and homelessness. Others, however, do not

think that the City can arrest their way out of these problems. The polarized views inside TPD toward some progressive reforms are potential challenges to overcome but can be opportunities for greater communications and understanding.

- **Recommendation 4:** Launch and sustain a comprehensive public information campaign to expand awareness of Tucson’s diverse service portfolio, with a special focus on the optimal means of accessing programs, including 211 and the upcoming 311 service. Ensure that this messaging is integrated consistently across all relevant communication channels and public-facing program and service descriptions. Augment government messaging through partnership with relevant community-based agencies.

Successful implementation of these strategies will require the centralized direction of City Hall to motivate and coordinate multiple departments.

At the same time, the City and TPD leadership should invest in department-wide discussion about the intent and efficacy of reform efforts, in order to address concerns and facilitate greater buy-in.

# CONCLUSION

The city of Tucson and its police department are investing significant human and financial resources in new and evolving approaches to serve needs in the community. Based on our in-depth examination of these approaches, we have offered a series of recommendations aimed at strengthening and building upon current efforts, exploring new initiatives, and creating a coherent system of services, capacities, and relationships that can better provide public safety across the entire community. These recommendations center on scaling real-time 911 alternative response options that include non-police professionals, formalizing a structure for communication, coordination, and capacity across an array of response and service actors, and enhancing external and internal awareness and confidence through more robust engagement, transparency, and information-sharing.

Many of the issues raised in this report also hint at the need for substantive conversations between government and community to achieve greater understanding over when to invoke formal and informal resources for help and what that help should look like. Future alternative response and reform efforts should include intentional engagement of community members, who our research showed were not evenly aware of or were skeptical about the innovations Tucson has made already – and yet had many areas of common ground with municipal respondents. We hope this report will contribute to productive dialogue about how best to achieve a safe, healthy, and just Tucson.



## Endnotes

- 1** In 2022, Tucson had a poverty rate of 14.9%. Tucson's rate was higher than Arizona's average poverty rate (13.1%) and the U.S. national average (12.5%). Data came from the U.S. Census Bureau via MAP ([mapazdashboard.arizona.edu](https://mapazdashboard.arizona.edu)). See [here](#).
- 2** These actors include a variety of emergency responders (e.g., police, fire, paramedic), representatives from communications and dispatch, behavioral healthcare providers, medical personnel, and clinicians.
- 3** Data were obtained from Census Quick Facts 2021 and Uniform Crime Report data for 2020.
- 4** We want to note that the Spanish-speaking respondents' perceptions of police were, overall, more positive than the perceptions of English-speaking respondents. This finding should be taken with a grain of salt because several Spanish speaking attendees declined to respond to the questions about bias, trustworthiness, and discrimination, resulting in only five responses to those prompts. Existing literature indicates that these findings may not be anomalies, and the city of Tucson may want to consider disaggregating community feedback along these lines in the future. See, Armenta, A., & Rosales, R. (2019). Beyond the Fear of Deportation: Understanding Unauthorized Immigrants' Ambivalence Toward the Police. *American Behavioral Scientist*, 63(9), 1350–1369.
- 5** Confair, B. (2020). Stonegarden funding to be rejected by Tucson Police Department. KVOA News. [https://www.kvoa.com/news/local/stonegarden-funding-to-be-rejected-by-tucson-police-department/article\\_2ee75ecc-87f5-5871-a25b-b7dc1cacbd10.html](https://www.kvoa.com/news/local/stonegarden-funding-to-be-rejected-by-tucson-police-department/article_2ee75ecc-87f5-5871-a25b-b7dc1cacbd10.html).
- 6** See, e.g., Alisa Reznick, "Show me your papers": A decade after SB 1070, AZPM News (July 30, 2020), <https://news.azpm.org/p/news-splash/2020/7/30/177558-show-me-your-papers-a-decade-after-sb-1070> discussing the impact of this state law on immigrant communities in Arizona).
- 7** The Spanish-speaking participants were less likely to hesitate to call 911. Although they acknowledge that some people might hesitate to contact emergency services "por miedo, muchas veces [out of fear, a lot of times]," five out of our eight participants indicated that they would never hesitate to call police in an emergency. Although it is a small group, this finding should be considered in collaboration with information about these participants' perceptions of police.
- 8** A multilevel government funding stream supports the crisis hotline and crisis mobile teams. Federal and state funding are directed to the regional behavioral health authorities, which then contract with providers. Community Bridges, Inc. is the primary provider to the city of Tucson.
- 9** Other people may be aware of general efforts but cannot name the program. Throughout the day, two people realized that perhaps they had unknowingly interacted with the TC-3 program. For example, Denise said she "thought this sounded familiar." She explained that a "committee" contacted her about "the elderly lady [she] used to deal with." They asked Denise, "How can we get her...what kind of services can I bring to the table that help the elderly like you do?" Jose said, "I think a friend of mine who's had to go to the hospital or nursing care was referred through the fire department, and they helped us hire a company to clean up his home. He was a hoarder."
- 10** Arizona Title 36 Chapter 5 governs court-ordered evaluations and treatment. A person may be petitioned for an involuntary commitment when they are a danger to self or others as a result of a mental disorder, or they have a persistent or acute disability or a grave disability. See Ariz. Rev. Stat. § 36-501(8), (9).
- 11** See Ariz. Rev. Stat. § 36-524(B). The application "shall be made by a person with knowledge of the facts requiring emergency admission," which "may be a relative or friend of the person, a peace officer, the admitting officer or another responsible person." Note that not all states have the same petitioning process.
- 12** Tucson Sentinel Event Review Board. (2020). Report of the Tucson Sentinel Event Review Board (SERB) on the Deaths in Custody of Mr. Damien Alvarado and Mr. Carlos Adrian Ingram-Lopez.

**13** See, e.g., Thacher, D. (2022). Shrinking the police footprint. *Criminal Justice Ethics*, 41(1), 62-85. <https://www.tandfonline.com/doi/abs/10.1080/0731129X.2022.2062546>.

**14** Sun Tran. (2023). Sun Van - Sun Tran. <https://www.suntran.com/routes-services/sunvan/>

**15** Castañeda, S. F., Holscher, J., Mumman, M. K., Salgado, H., Keir, K. B., Foster-Fishman, P. G., & Talavera, G. A. (2012). Dimensions of community and organizational readiness for change. *Progress in community health partnerships: research, education, and action*, 6(2), 219.; Parker, R. N., Alcaraz, R., & Payne, P. R. (2011). Community readiness for change and youth violence prevention: a tale of two cities. *American journal of community psychology*, 48(1-2), 97-105.

**16** 2-1-1 Arizona Information and Referral Service is a three-digit phone number that operates 24 hours per day, seven days per week and every day of the year. 2-1-1 Arizona operators will help individuals and families find resources that are available to them locally, throughout the state, and provide connections to critical services. Most US states have similar 2-1-1 systems.

## **APPENDIX 1**



## **Assessment of Tucson Calls for Service**



## Contents

Methodology .....	3
Calls for Service analysis .....	4
AHD category and subcategory .....	4
Call distribution and time spent .....	4
NYU RPS categories.....	6
Call distribution and time spent .....	6
Analysis of memorandum categories .....	8
Summary of findings .....	8
Category overview .....	9
Analysis date range .....	10
Incidents.....	11
Response time .....	12
Time spent .....	14
Summary of memorandum categories.....	17
Deaths at medical facilities .....	18
Loud music .....	19
Medical check welfare .....	20
Non-criminal transports.....	20
Code enforcement .....	22
Civil matters .....	23
Mental health check welfare .....	24
Suicidal subjects.....	25
Panhandling/public urination or drinking.....	26
Financial crimes .....	28
Recommendations .....	30
Secondary call codes.....	30
Call types.....	30
Time spent on scene per officer .....	30
Crosswalk .....	31

## Methodology

This assessment was compiled using Calls for Service (CFS)<sup>1</sup> data from the Tucson Police Department (TPD) covering January 1, 2018 through August 27, 2021. This dataset includes 2,605,429 responses to 1,774,682 unique incidents.

Within this report, Tucson Calls for Service are classified three different ways for three different purposes:

1. **AHD categories and subcategories** created by AH Datalytics (AHD) to comply with a standardized method that has been used for other jurisdictions across the country. The 8 categories include:
  - a. Miscellaneous Policing - Activities performed by the police that are typically not responding to crimes such as performing maintenance, administrative duties, patrolling, or transporting a prisoner. Administrative incidents are a catchall category that reflects time spent by an officer not serving the public.
  - b. Traffic - These incidents typically involve responding to traffic accidents, enforcing traffic laws (other than DUI), and directing traffic.
  - c. Service - Incidents that involve responding to community issues that are typically non-criminal such as answering a burglar alarm, taking a report on a missing person, or chasing an escaped or loose animal.
  - d. NIBRS Property - Defined by the FBI as auto theft, burglary, and theft. This does not include theft by fraud, forgery, or embezzlement.
  - e. NIBRS Society - Defined by the FBI as crimes that “represent society’s prohibition against engaging in certain types of activity; they are typically victimless crimes in which property is not the object.”
  - f. Non-NIBRS Offense - Incidents that are criminal in nature but do not fit in FBI’s Uniform Crime Report (UCR) Part I categories (criminal homicide, rape, robbery, aggravated assault, theft, auto theft, and burglary). These range from city ordinance violations to kidnapping.
  - g. Medical - Typically mental health, suicide, or death incidents.
  - h. NIBRS Person - Defined by the FBI as criminal homicide, rape, robbery, and assault.
2. **RPS Categories** created by New York University School of Law’s Policing Project to make the data more relatable to a general audience.
3. **Memorandum categories** created through a collaboration with NYU and AHD to be able to identify trends based on a memorandum released by the City of Tucson about changing police response practices. (The City’s memo is attached to the full report as Appendix 6).

Calls for Service do not perfectly capture time spent by law enforcement officers but instead provide a snapshot of how officers interact with members of the public. Incidents relating to TPD special assignments and secondary employment were not included in the overall assessment to provide a better understanding of on duty officer-civilian interactions.

---

<sup>1</sup> A Call for Service (CFS) is an incident that emergency services are assigned to resolve, handle, or assist with. CFS can be initiated by community members or officers.

For a detailed table about how each category relates to the original CFS data produced by Tucson, see the crosswalk at the end of this document (starting on page 31).

## Calls for Service analysis

### AHD category and subcategory

#### Call distribution and time spent

Over a third (37.8%) of all Calls for Service from January 2018 through August 2021 were categorized by AH Datalytics as miscellaneous policing. Most incidents in this category fit into four subcategories: 911 issue (10.1% of all incidents), other (9.7%), hot spot policing (6.0%), and suspicious person/object (3.4%).

Less than 2% of all Calls for Service during this period were for an incident deemed a NIBRS<sup>2</sup> person crime. Assault and sex offenses made up over 99% of all person crime calls over that span.

*Table 1 – Number of incidents by AHD category, January 1, 2018 – August 27, 2021.*

AHD Category	Incidents	Percent of total
<b>Miscellaneous Policing</b>	670,451	37.8%
<b>Non-NIBRS Offense</b>	372,245	21.0%
<b>Traffic</b>	290,661	16.4%
<b>Service</b>	173,211	9.8%
<b>Medical</b>	119,085	6.7%
<b>NIBRS Property</b>	78,942	4.4%
<b>NIBRS Society</b>	38,143	2.1%
<b>NIBRS Person</b>	31,489	1.8%

*Table 2 – Number of incidents, average response time, total time spent on scene, and percent of all time spent on scene by AHD subcategory, January 1, 2018 – August 27, 2021.*

AHD Category	Incidents	Average Response Time (in Minutes)	Total Time Spent on Scene (in Days)	Percent of Time Spent
<b>Medical</b>	<b>119,085</b>	<b>56</b>	<b>7,937</b>	<b>11.3%</b>
Death	1,253	205	115	.2%
Medical	5,608	20	449	.6%
Mental Health	10,561	16	651	.9%
Overdose	78	20	8	.0%
Substance Use	1,322	0	112	.2%
Suicide	13,659	26	1,515	2.2%
Welfare Check	86,604	65	5,089	7.3%
<b>Miscellaneous Policing</b>	<b>670,451</b>	<b>56</b>	<b>18,882</b>	<b>26.9%</b>
911 Issue	180,017	19	680	1.0%
Academy	770	4	58	.1%
Administrative	151			
Arrest	41	48	2	.0%
Assist Agency	32,521	42	1,800	2.6%

<sup>2</sup> National Incident-Based Reporting System (NIBRS) is the national standard for law enforcement crime data reporting in the United States.

Assist Public	7,057	176	296	.4%
Check Request	6,263	5	231	.3%
Court Order	11,286	257	633	.9%
Field Interview	20,731	0	1,045	1.5%
Homelessness	2,087	490	127	.2%
Hot Spot Policing	107,024	1	2,745	3.9%
Investigative	36,731	156	2,133	3.0%
Other	172,118	4	3,668	5.2%
Patrol	14,149	0	643	.9%
Suspicious Person/Object	59,863	64	3,232	4.6%
Transport	5,177	79	537	.8%
Unknown Trouble	10,956	17	834	1.2%
Warrant	3,509	31	221	.3%
<b>NIBRS Person</b>	<b>31,489</b>	<b>154</b>	<b>2,244</b>	<b>3.2%</b>
Assault	21,553	153	1,486	2.1%
Homicide	16	12	1	.0%
Kidnapping	88	20	10	.0%
Prostitution Offenses	13	4	0	.0%
Sex Offenses	9,819	157	747	1.1%
<b>NIBRS Property</b>	<b>78,942</b>	<b>164</b>	<b>5,047</b>	<b>7.2%</b>
Arson	29	73	2	.0%
Auto Theft	456	171	31	.0%
Burglary	17,499	179	1,564	2.2%
Embezzlement	359	142	21	.0%
Forgery	186	204	7	.0%
Fraud	9,074	235	468	.7%
Motor Vehicle Theft	8,395	153	574	.8%
Robbery	4,190	31	563	.8%
Stolen Property Offense	32	0	3	.0%
Theft	38,722	164	1,814	2.6%
<b>NIBRS Society</b>	<b>38,143</b>	<b>100</b>	<b>2,058</b>	<b>2.9%</b>
Drunkenness	182	92	7	.0%
DUI	2,425	40	71	.1%
Family Offense	3,076	129	335	.5%
Gambling	2	0	0	.0%
Liquor Law Violation	53	52	2	.0%
Narcotics Offense	8,353	148	437	.6%
Property Damage	4,958	158	296	.4%
Prostitution Offenses	53	7	3	.0%
Weapons Offense	19,041	58	908	1.3%
<b>Non-NIBRS Offense</b>	<b>372,245</b>	<b>93</b>	<b>16,952</b>	<b>24.2%</b>
Abuse	222	564	13	.0%
Animal Issue	784	61	35	.1%
Argument	848	83	50	.1%
Civil Issue	23,190	145	850	1.2%
Disorderly Conduct	34,059	118	1,366	2.0%
Disturbance	59	11	4	.0%
Domestic Violence	82,519	83	7,929	11.3%
Fight	46,897	61	3,504	5.0%
Juvenile Issue	171	2	10	.0%
Other	1,375	31	81	.1%
Stalking	2,234	12	206	.3%
Threat	55	19	8	.0%
Threat/Harassment	146,904	189	1,267	1.8%
Trespassing	32,928	59	1,633	2.3%
<b>Service</b>	<b>173,211</b>	<b>91</b>	<b>6,199</b>	<b>8.9%</b>
Alarm	51,805	67	1,165	1.7%
Animal Issue	2,627	52	145	.2%
Civil Issue	663	3	41	.1%

<b>Community Policing</b>	61,113	27	2,346	3.4%
<b>Complaint</b>	9	191	174	.0%
<b>Disturbance</b>	5,930	26	462	.3%
<b>Emergency</b>	11,483	140	2	.7%
<b>Homelessness</b>	44	250	847	.0%
<b>Lost/Found Person</b>	17,854	175	650	1.2%
<b>Lost/Found Property</b>	13,152	38	367	.9%
<b>Other</b>	8,530	1	4	.5%
<b>Traffic</b>	<b>290,661</b>	<b>28</b>	<b>10,733</b>	<b>15.3%</b>
<b>Accident</b>	50,244	69	3,557	5.1%
<b>Direction</b>	5,393	0	148	.2%
<b>DUI</b>	1,646	57	118	.2%
<b>Enforcement</b>	188,496	1	4,773	6.8%
<b>Incident</b>	34,744	98	1,837	2.6%
<b>Other</b>	8,678	0	251	.4%
<b>Parking Enforcement</b>	1,460	90	50	.1%

*Note: Incidents represent every unique CFS. Average Response Time (in Minutes) represents the average response time for all calls that had a documented response time greater than 0 minutes and less than 1,440 minutes. Total Time Spent on Scene (in Days) represents the total amount of time officers spent on scene for calls where officers documented spending more than 0 minutes and less than 720 minutes on scene.*

Officer time spent on scene widely varies based on the call type. Kidnapping incidents, for example, take an average of four hours from when officers arrive on the scene to when the call is closed. By contrast, service requests regarding disturbances, average just under 50 minutes to resolve.

Person crime Calls for Service typically take over 2 hours to clear, significantly longer than any other crime type. Despite this, person crime incidents account for 3.2% of the total time spent by officers. This finding falls roughly in line with other cities studied as part of this project.

*Table 3 – Average time spent by AHD category, January 1, 2018 – August 27, 2021.*

<b>AHD Category</b>	<b>Percent of Time Spent</b>	<b>Average Time Spent (minutes)</b>
<b>Miscellaneous Policing</b>	27%	85
<b>Non-NIBRS Offense</b>	24%	113
<b>Traffic</b>	15%	59
<b>Medical</b>	11%	112
<b>Service</b>	9%	67
<b>NIBRS Property</b>	7%	112
<b>NIBRS Person</b>	3%	127
<b>NIBRS Society</b>	3%	106
<b>Total</b>	100%	135

*Note: Calls with a duration of fewer than 0 minutes or greater than 720 minutes are excluded from this table.*

## NYU RPS categories

### Call distribution and time spent

Scholars from New York University School of Law's Policing Project consulted with community members and experts to recategorize Tucson's 802 unique Calls for Service call types into 38 categories expressed in everyday language and applicable to almost any police department.



Among these RPS categories, traffic enforcement and 911 hang up are the most common CFS, comprising 11% and 10% of all calls, respectively. While domestic violence and disputes only comprise 5% of all CFS, officers spent 11% of all time on scene responding to these calls. Officers also spent a large proportion of their time responding to traffic-related incidents and conducting welfare checks.

*Table 4 – Number of incidents by NYU's RPS categories, January 1, 2018 – August 27, 2021.*

<b>Category</b>	<b>Incidents</b>	<b>Average Response Time (in Minutes)</b>	<b>Total Time Spent on Scene (in Days)</b>
<b>Traffic Enforcement</b>	202,835	3	5,261
<b>911 Hang Up</b>	174,749	18	881
<b>Unknown</b>	165,892	2	3,603
<b>Proactive Policing</b>	156,795	1	4,714
<b>Harassment</b>	145,106	173	1,197
<b>Traffic-Related Incidents</b>	91,176	73	5,537
<b>Welfare Check</b>	88,248	64	5,359
<b>Domestic Violence, Disputes</b>	83,208	83	7,974
<b>Suspicious Person, Object, Activity</b>	59,857	64	3,232
<b>Burglar Alarms</b>	51,805	67	1,165
<b>Assist</b>	51,346	58	2,577
<b>Disputes, Fights</b>	50,631	73	3,698
<b>Miscellaneous Policing</b>	43,343	25	2,413
<b>Theft, Larceny</b>	39,605	189	1,828
<b>Investigation, Surveillance, Intelligence</b>	36,639	248	1,463
<b>Unwanted Person</b>	35,157	56	1,838
<b>Disturbances</b>	34,040	118	1,364
<b>Violent Crime</b>	29,805	157	2,134
<b>Mental Health</b>	28,106	23	2,166
<b>City Code Violation</b>	26,713	122	975
<b>Burglary, Robbery</b>	21,100	152	2,092
<b>Field Interview</b>	20,731	0	1,045
<b>Weapons</b>	19,040	58	906
<b>Lost, Found, Abandoned Property</b>	14,308	171	693
<b>Missing Persons</b>	14,134	234	713
<b>Court Order</b>	13,813	187	814
<b>Property Crime, Vandalism</b>	12,449	169	809
<b>Admin</b>	9,766	4	60
<b>Substance Use</b>	9,702	137	538
<b>Crime Scene</b>	7,815	135	973
<b>Noise Complaints</b>	6,321	189	175
<b>Animal Control</b>	4,872	53	186
<b>Juvenile</b>	3,880	300	167
<b>Medical Assistance</b>	3,870	116	275

<b>Abuse, Neglect</b>	2,714	136	318
<b>Unhoused Persons</b>	2,397	351	136
<b>Sex Work</b>	53	7	3

*Note: Incidents in this table represent every unique CFS. Average Response Time (in Minutes) represents the average response time for calls that had a documented response time greater than 0 minutes and less than 1,440 minutes. Total Time Spent on Scene (in Days) represents the total amount of time officers spent on scene for calls where officers documented spending more than 0 minutes and less than 720 minutes on scene.*

## Analysis of memorandum categories

The following analysis investigates the impact of a memorandum issued in early 2021. The memorandum identified 15 types of service calls that will receive an alternative or modified response to ensure officers are available to respond to more serious calls. To see the full memorandum, refer to Appendix 6.

Of the 15 types of service calls that will receive an alternative or modified response, 9 aligned with data from TPD's computer-aided dispatch (CAD) and are reviewed in this report. Those 9 categories are:

- Civil matters
- Code enforcement
- Deaths at medical facilities
- Financial crimes
- Habitual runaways
- Loud music
- Medical check welfare
- Non-criminal transports
- Panhandling/public urinations or drinking

Three situations could be matched to CFS data but have too few incidents during the pre-memo and post-memo analysis period to make any meaningful insights. Any changes observed from the pre-memo period to the post-memo period for these categories are likely a result of changing data practices rather than modified responses:

- Mental health check welfare
- Suicidal subjects
- Trespassers inside abandoned property

Three situations in the memorandum could not be identified in CFS and thus any changes because of the memo cannot be measured or included in this report:

- Contraband at hospitals and schools
- Non-criminal houseless subjects on public property
- Uncooperative adult victims at the hospital

## Summary of findings

Overall, this analysis found that memo-related CFS had fewer incidents, faster response times, and less time spent on scene during the post-memo period compared to the pre-memo period. These declines are proportionately larger than non-memo related declines. This finding is

evidence that the service response modifications outlined in the memorandum are being adapted by officers on scene.

All but one call type had fewer incidents during the post-memo period compared to the pre-memo period. Code enforcement was the only memo-related call type with more incidents during the post-memo period. However, code enforcement experienced a massive decline in incidents in 2020, prior to the study period.

Response times were disproportionately faster for memo-related calls compared to all other Calls for Service. Response times during the post-memo period were 19% faster for memo-related calls, and only 2% faster for all other CFS. This is mostly because responses to medical check welfare calls, the largest memo-related category, were much faster post-memo.

Officers spent less time on scene for seven of the nine memo-related categories during the post-memo period. For the remaining two categories, officers spent the same amount of time during the pre- and post-memo period. Those two categories are civil matters and code enforcement.

### Category overview

Call types mentioned in the memorandum represented 8% of CFS incidents and 11% of time spent by officers on scene. Medical check welfare is the largest category of calls impacted by the memorandum, representing 6% of all incidents, and nearly 7% of all time spent by officers on scene. Code enforcement represents 2% of all incidents and 1% of all time spent.

*Table 5 – All memorandum categories, January 1, 2018 – August 27, 2021.*

<b>Memo Categories</b>	<b>Incidents</b>	<b>% of Time Spent</b>	<b>Average Time Spent (Minutes)</b>
<b>Contraband at Hospitals and Schools</b>	-	-	-
<b>Deaths at Medical Facilities*</b>	197	0.0%	100
<b>Non-Criminal Houseless Subjects on Public Property</b>	-	-	-
<b>Loud Music*</b>	4,945	0.2%	49
<b>Medical Check Welfare</b>	73,880	7.3%	99
<b>Uncooperative Adult Victims at Hospital</b>	-	-	-
<b>Non-Criminal Transports</b>	3,401	0.5%	152
<b>Code Enforcement</b>	26,494	1.5%	58
<b>Trespassers Inside Abandoned Property</b>	121	0.0%	83
<b>Civil Matters</b>	677	0.0%	93
<b>Habitual Runaways</b>	2,801	0.2%	83
<b>Mental Health Check Welfare*</b>	8	0.0%	68
<b>Suicidal Subjects*</b>	34	0.0%	138
<b>Panhandling/Public Urination or Drinking*</b>	350	0.0%	50
<b>Financial Crimes</b>	8,068	0.7%	86
<b>Non-Memo Incidents</b>	1,032,032	89.4%	87
<b>Total</b>	1,153,008	100.0%	88

*Note: This table excludes 6,830 incidents where officer time spent on scene was fewer than 0 minutes or greater than 720 minutes.*

*\*Due to changing data documentation practices, these memo categories do not have incidents recorded for the entire date range. To learn more about the varying degrees of completeness, refer to the Summary of memorandum categories section of this report.*

### Analysis date range

Responses to call types from the memo were scheduled to begin changing in late April 2021 and late June 2021. To analyze how the number of incidents, response times, and time spent on scene changed for the call categories outlined in the memo, a comparable “pre-memo” and “post-memo” date range was established. The pre-memo period is defined as January 31, 2021 to April 1, 2021 and the post-memo period is defined as June 30<sup>th</sup>, 2021 to August 27<sup>th</sup>, 2021.

Among all CFS where officers spent more than 0 minutes on scene but less than 720 minutes (12 hours), there was a 23% decline from before the memo period to after, 53,308 to 41,247 incidents respectively. Meanwhile, memo-related incidents dropped 32%, from 3,577 to 2,423 incidents respectively. Memo-related incidents declined at a faster rate than all other CFS. Memo-related incidents represented 7% of all CFS during the pre-memo period, but only 6% during the after period.

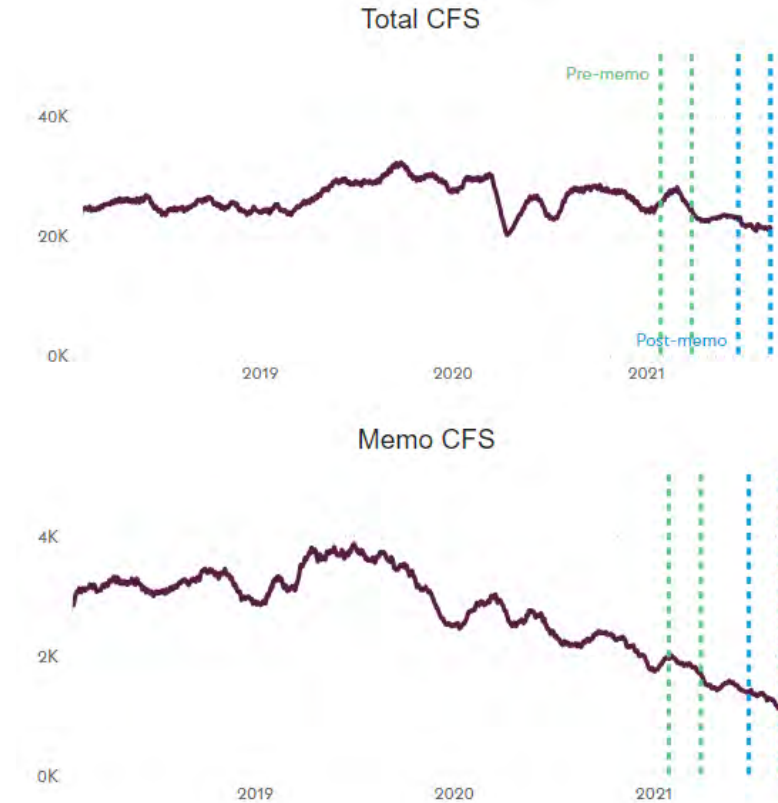
*Table 6 –Pre-memo and post-memo comparison.*

<b>Memo Category</b>	<b>Date Range</b>	<b>Incidents</b>	<b>% of Time Spent</b>	<b>Average Time Spent (Minutes)</b>
<b>All CFS</b>	Total	1,148,784	100%	88
<b>All CFS</b>	Pre-Memo	53,308	4.3%	83
<b>All CFS</b>	Post-Memo	41,247	3.9%	95
<b>Non-Memo</b>	Total	1,028,030	89.4%	88
<b>Non-Memo</b>	Pre-Memo	48,731	4.0%	83
<b>Non-Memo</b>	Post-Memo	38,824	3.6%	94
<b>Memo</b>	Total	120,754	10.6%	88
<b>Memo</b>	Pre-Memo	3,577	0.3%	91
<b>Memo</b>	Post-Memo	2,423	0.2%	99

*Note: CFS with time spent less than 0 minutes or greater than 720 minutes were excluded from this table.*

Memo-related incidents had started to decline at a disproportionate rate before policy changes were enacted in the first half of 2021. CFS for memo-related incidents decreased from 13% of all calls in 2018 to 9% in 2020. These pre-memo declines are likely a result of COVID-19.

*Figure 1: Calls for Service Incidents*



Note: CFS with time spent less than 0 minutes or greater than 720 minutes were excluded from this graph. The date range between the two green lines represents the pre-memo period, and the date range between the two blue lines represent the post-memo period.

## Incidents

Calls for Service for memo-related call types dropped considerably for 8 of the 9 categories. The largest decline was for medical check welfare calls. There were 3,077 unique medical check welfare CFS during the pre-memo period, and only 2,434 after, 643 less calls. Non-criminal transports saw the largest rate of decline, with 97% less calls during the post-memo period compared to before. Calls for loud music decreased from 404 during the pre-memo period, to 180 after, a 55% decline.

Table 7: Number of incidents by memo category, comparing pre-memo and post-memo period.

Memo Category	Before	After	Difference	Percent Change
Civil Matters	183	57	-126	-69%
Code Enforcement	159	197	38	24%
Deaths at Medical Facilities	20	2	-18	-90%
Financial Crimes	559	342	-215	-39%
Habitual Runaways	274	54	-220	-80%
Loud Music	404	180	-224	-55%
Medical Check Welfare	3,077	2,434	-643	-21%
Non-Criminal Transports	151	5	-146	-97%

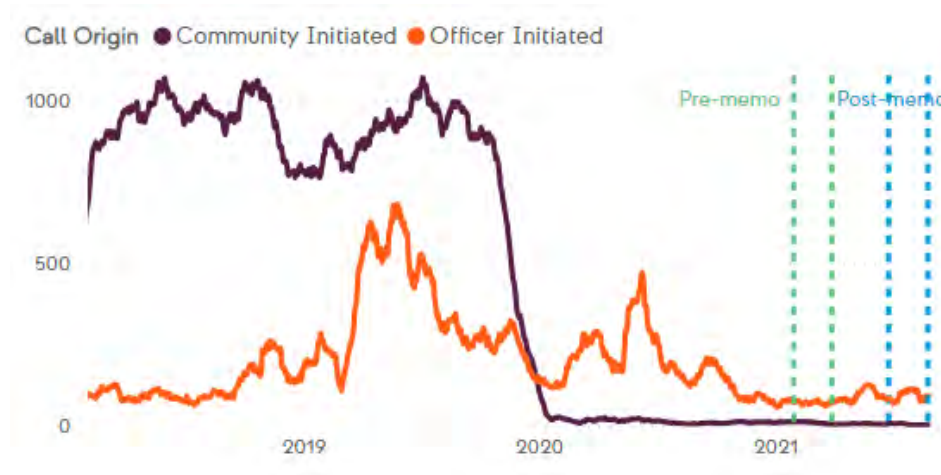


<b>Panhandling/Public Urination or Drinking</b>	36	2	-34	-94%
<b>Non-Memo Incidents</b>	81,149	76,503	-4,646	-6%
<b>Total</b>	86,014	80,157	-5,857	-7%

*Note: Mental health check welfare, suicidal subjects, and trespassers inside abandoned property are not included in this table because changing documentation practices interfere with the analysis but are still included in the total.*

Code enforcement is the only memo-related call type that had more incidents during the post-memo period compared to the pre-memo period. This is because code enforcement already experienced a sharp decline in call volume. There was, on average, 38 code enforcement incidents per day in 2019 but only 3 per day in 2021.

*Figure 2: Code enforcement calls for service rolling over 30 days, January 2018 - August 2021.*



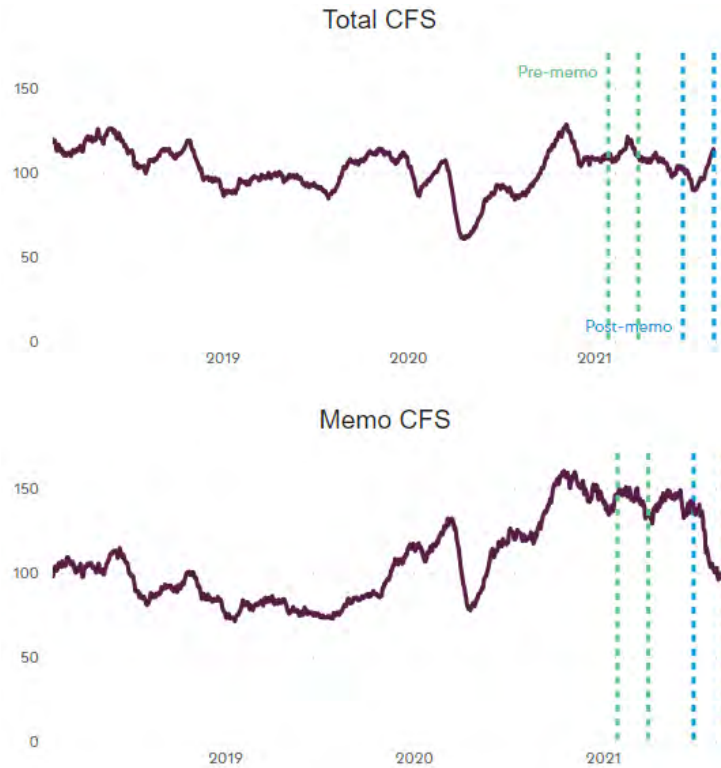
*Note: The date range between the two green lines represents the pre-memo period, and the date range between the two blue lines represents the post-memo period.*

## Response time

There were 629,580 community-initiated Calls for Service from January 1, 2018 through August 27, 2021 with a response time greater than 0 minutes and less than 1,440 minutes (24 hours). Of those calls, 26,413 were during the pre-memo period and 23,434 were during the post-memo period. This section of the report focuses on these calls.

The average response time to all Calls for Service was 7.5% faster during the post-memo period compared to before, declining from 111 minutes during the pre-memo period to 103 minutes after. Memo-related incidents had a 26% faster average response time while responses to non-memo incidents were only 4% faster.

*Figure 3: Average response time (minutes) rolling over 30 days, January 2018 - August 2021.*



*Note: Calls with response times fewer than 0 minutes or greater than 1,440 minutes are excluded from this figure. The date range between the two green lines represents the pre-memo period, and the date range between the two blue lines represents the post-memo period.*

Financial crimes, habitual runaways, loud music, and medical check welfare are the only four memo call types with sufficient data to interpret changing response times at this level of granularity. Response times for financial crimes and medical check welfare calls became faster over time while response times for habitual runaways and loud music calls became slower over time. Medical check welfare has by far the largest number of incidents responded to, and officers responded to these calls 21% faster during the post-memo period compared to before.

*Table 8: Average response time for each memo category, comparing the pre-memo and post-memo period.*

Memo Category	Incidents Before	Incidents After	Average Response time before (Minutes)	Average Response time after (Minutes)
Civil Matters	0	1	-	5
Code Enforcement	7	2	131	6
Deaths at Medical Facilities	18	2	241	272
Financial Crimes	135	57	474	401
Habitual Runaways	158	36	371	430
Loud Music	323	149	191	213
Medical Check Welfare	2,337	1,767	98	77
Non-Criminal Transports	74	0	149	-

<b>Panhandling/Public Urination or Drinking</b>	20	1	93	58
<b>Non-Memo Incidents</b>	23,340	21,418	108	103
<b>Total</b>	26,413	23,434	111	103

*Note: This table only includes community-initiated Calls for Service. Calls with response times fewer than 0 minutes or greater than 1,440 minutes are excluded from this table. Mental health check welfare, suicidal subjects, and trespassers inside abandoned property are not included in this table because changing documentation practices but are still included in the total.*

## Time spent

There were 1,153,008 Calls for Service with a response from January 1, 2018 through August 27, 2021. Officers spent just over 70,000 days of time responding to those CFS, with an average of 1.6 units responding to each incident. Officers spent 11% of their time responding to memo-related incidents.

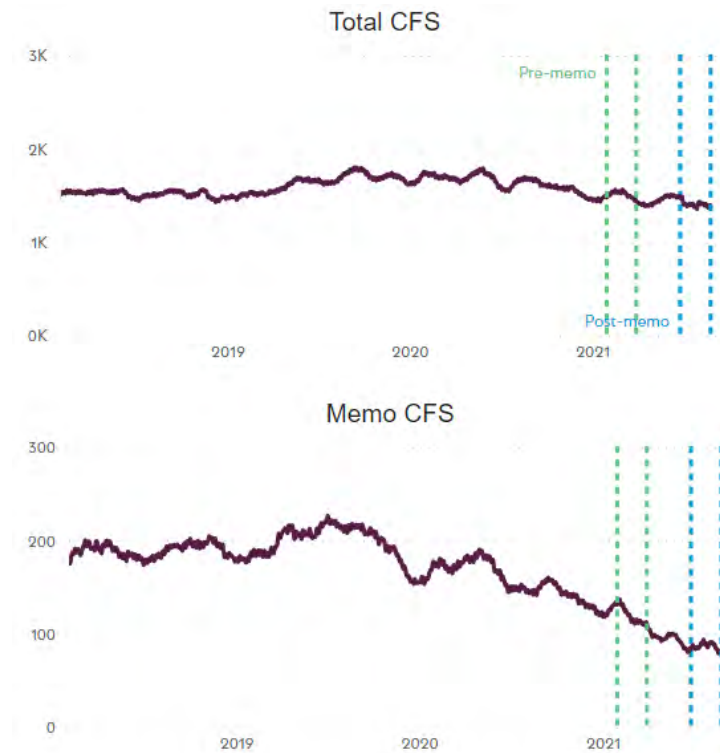
*Table 9 – Time spent for each memo category, January 1, 2018 – August 27, 2021.*

<b>Memo Category</b>	<b>Incidents</b>	<b>Time Spent (Days)</b>	<b>% of Time Spent</b>	<b>Average # Responding Units</b>
<b>Civil Matters</b>	677	44	0.1%	1.1
<b>Code Enforcement</b>	26,494	1,068	1.5%	1.4
<b>Deaths at Medical Facilities*</b>	197	14	0.0%	1.3
<b>Financial Crimes</b>	8,068	480	0.7%	1.1
<b>Habitual Runaways</b>	2,801	162	0.2%	1.3
<b>Loud Music*</b>	4,945	169	0.2%	1.4
<b>Medical Check Welfare</b>	73,880	5,090	7.3%	1.8
<b>Mental Health Check Welfare*</b>	8	.4	0.0%	1.3
<b>Non-Criminal Transports</b>	3,401	358	0.5%	1.1
<b>Panhandling/Public Urination or Drinking*</b>	350	12	0.0%	1.3
<b>Suicidal Subjects*</b>	34	3	0.0%	2.0
<b>Trespassers Inside Abandoned Property*</b>	121	7	0.0%	1.6
<b>Non-Memo Incidents</b>	1,032,032	62,660	89.4%	1.6
<b>Total</b>	1,153,008	70,067	100.0%	1.6

*Note: CFS with time spent less than 0 minutes or greater than 720 minutes were excluded from this table. \*Due to changing data documentation practices, these memo categories do not have incidents recorded for the entire date range. To learn more about the varying degrees of completeness, refer to the Summary of memorandum categories section of this report.*

Officers spent less time on scene during the post-memo period compared to the pre-memo period. Officers spent 26% less time responding to memo-related calls and 9% less time responding to non-memo related calls. The steep decline of time spent on scene cannot be solely attributed to changes made in the memorandum, because the trend began as early as 2020. Still, the data clearly shows officers are continuing to spend even less time on scene for call types outlined in the memorandum.

*Figure 4: Time Spent on Scene (Days) Rolling Over 30 Days, January 2018 - August 2021.*



Note: CFS with time spent less than 0 minutes or greater than 720 minutes were excluded from this table. The date range between the two green lines represents the pre-memo period, and the date range between the two blue lines represents the post-memo period.

Officers spent less time on scene responding to all but two of the memo-related call types during the post-memo period compared to the pre-memo period. Officers spent about the same amount of time responding to calls for civil matters and code enforcement.

Table 10: Time spent for each memo category, comparing the pre-memo and post-memo period.

Memo Category	Incidents Before	Incidents After	Time Spent Before (Days)	Time Spent After (Days)
Civil Matters	14	12	1	1
Code Enforcement	153	197	7	7
Deaths at Medical Facilities	17	2	2	<1
Financial Crimes	297	195	16	12
Habitual Runaways	172	37	10	2
Loud Music	336	148	12	7
Medical Check Welfare	2,428	1,827	164	137
Non-Criminal Transports	142	4	15	<1
Panhandling/Public Urination or Drinking	27	2	1	<1
Non-Memo Incidents	48,934	38,998	2,806	2,546
<b>Total</b>	<b>52,521</b>	<b>41,426</b>	<b>3,033</b>	<b>2,713</b>

*Note: Calls where officers spent fewer than 0 minutes or greater than 720 minutes are excluded from this table. Mental health check welfare, suicidal subjects, and trespassers inside abandoned property are not included in this table because changing documentation practices but are still included in the total.*



## Summary of memorandum categories

The call category descriptions below are directly cited from the memorandum. They include a brief description of the change in response being implemented, a more in-depth description of the new response approach, and a timeline for when the change will be implemented. AH Dataalytics included data notes to help readers understand how the definition included in the memorandum may differ from the data being used in this report.

The graphics display descriptive data about the call type over time. The intended use of these graphics is to see if any changes have occurred over time for these call categories, and to see if the change occurred before or after the intended response change was supposed to occur, according to the memorandum. Some call types seem to be a relatively new data categorization, and as a result, the beginning of the graphic looks incomplete or unusual. Those call types are: Deaths at medical facilities, loud music, mental health check welfare, suicidal subjects, and panhandling/public drinking or urination.

## Deaths at medical facilities

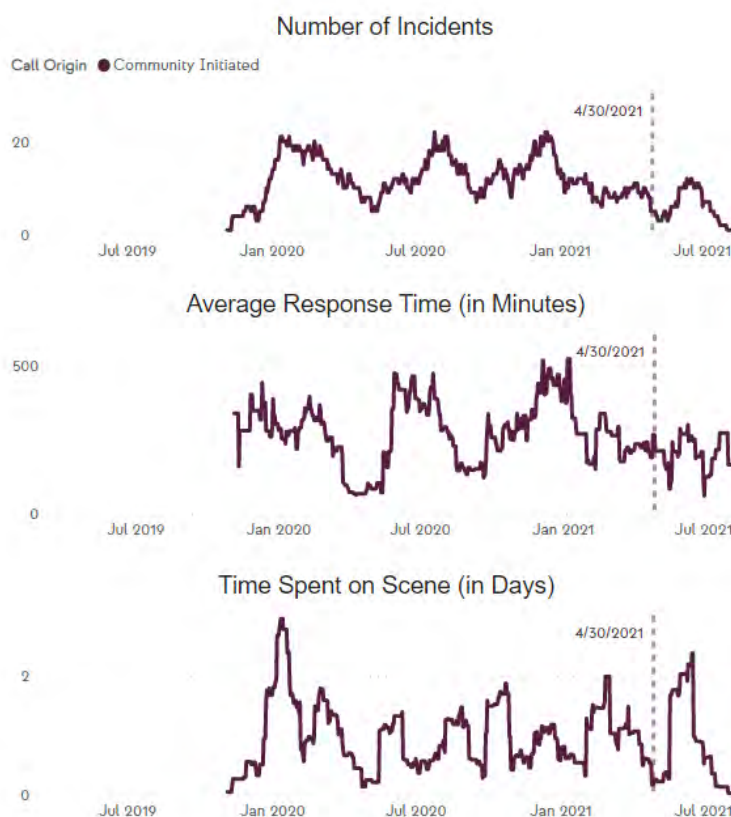
Description: Officers will no longer respond to deaths involving natural causes at medical facilities.

New Response Approach: Officers do not play a role in these calls currently other than responding to provide a case report number. Going forward, medical facilities will complete an online report the same way the Office of the Medical Examiner (OME) currently handles these situations when they respond. Officers will continue to respond when foul play or suspicious circumstances surrounding a death is suspected. Closed cases will be reopened if foul play is discovered. These calls will be evaluated on an ongoing basis to ensure this is an effective alternative to police response.

Timeline: These calls will be reduced starting at the end of April 2021, with ongoing evaluation.

Data notes: CAD data assigned to this category include all CFS for “dead upon arrival (DOA) at hospital”. There are other CFS involving death that were excluded because they did not specify a location.

Figure 5: Deaths at medical facilities – rolling over 30 days.



Note: CFS with response times fewer than 0 minutes or greater than 1,440 minutes are excluded from the response times figure. CFS with time spent fewer than 0 minutes or greater than 720 minutes were excluded from the call duration figure.

## Loud music

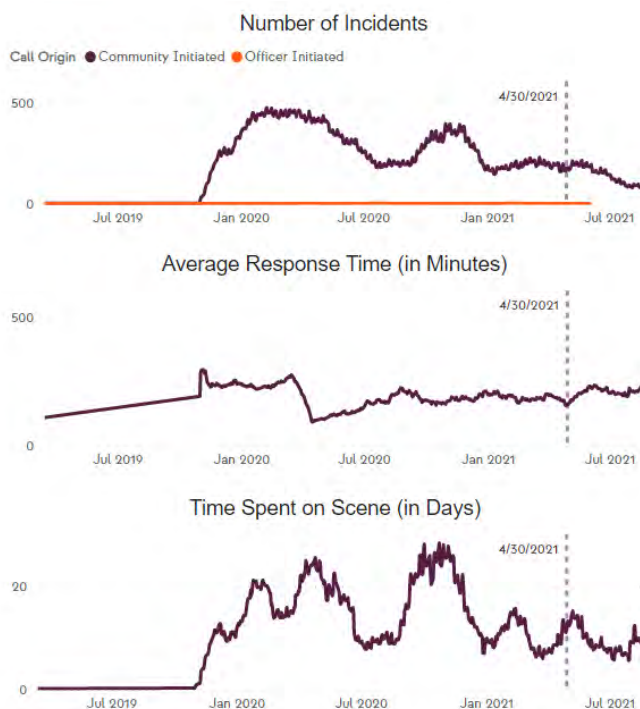
Description: Most loud music/noise calls come in later at night, particularly on weekends, when the department has the greatest number of high priority (emergency) calls for assistance. The current reality is that these calls are typically held so long that a response is no longer practical or helpful. For example, a loud stereo call that comes in at 11 p.m. is a call officers might not get to until as late as 4 or 5 a.m. the next day.

New Response Approach: It's better to align expectations with our service capability and encourage neighbors to have civil dialog with each other around these issues. Whenever possible, officers will continue to respond to calls involving large, disorderly parties or gatherings if those present are engaged in violent/dangerous conduct, such as fighting, etc. When staffing levels improve, the department hopes to resume responding to a broader group of noise complaints.

Timeline: The department will stop responding to these calls at the end of April but will consider responding again as staffing resources permit.

Data notes: This category includes all CFS for “loud music”, “loud noise”, and “loud party”. Tucson started documenting “loud music”, “loud noise”, and “loud party” using these categories in late 2019. While this documentation practice is new, it does not interfere with the pre-memo and post-memo analysis.

Figure 6: Loud music – rolling over 30 days.



Note: CFS with response times fewer than 0 minutes or greater than 1,440 minutes are excluded from the response times figure. CFS with time spent fewer than 0 minutes or greater than 720 minutes were excluded from the call duration figure.

## Medical check welfare

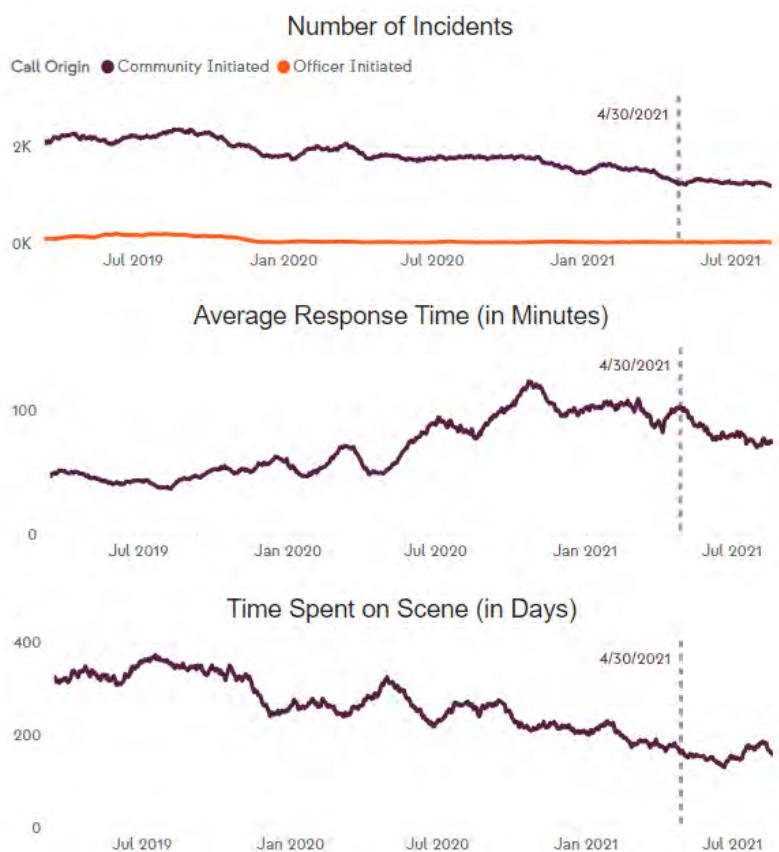
Description: Hospitals, doctor offices, dialysis centers, and other medical facilities generate "check welfare" calls for service based on a patient's non-response to phone calls or if they miss an appointment.

New Response Approach: These are non-criminal service calls that unnecessarily tie up police resources. They generally involve non-violent/non-dangerous individuals, so those requesting these checks will be directed to use other public or private resources.

Timeline: The department will stop responding to these calls at the end of April.

Data notes: Along with CFS that are clearly labeled as medical check welfare, this category also includes calls such as "man down", "special check", "walk away from facility" and "parents/family/guardian requesting".

Figure 7: Medical check welfare – rolling over 30 days.



Note: CFS with response times fewer than 0 minutes or greater than 1,440 minutes are excluded from the response times figure. CFS with time spent fewer than 0 minutes or greater than 720 minutes were excluded from the call duration figure.

## Non-criminal transports

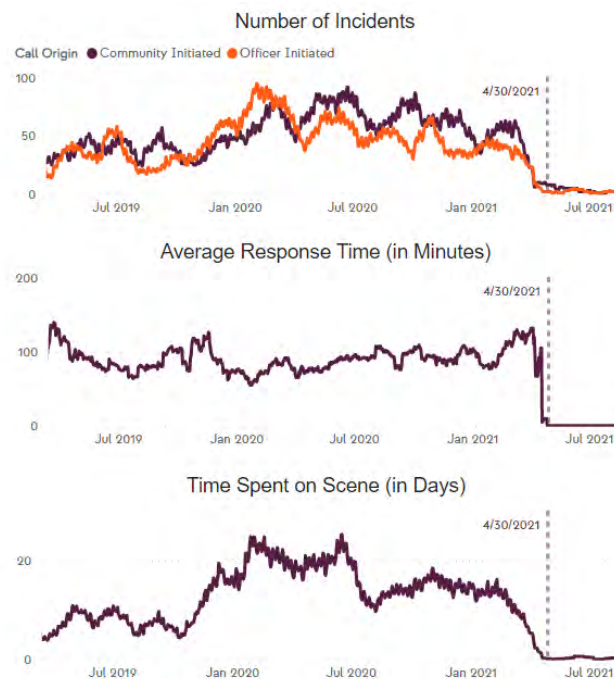
Description: Officers are currently utilized to transport people to different resources throughout the city in a broad range of circumstances, but especially to treatment facilities. Going forward, individuals will be responsible for finding their own transportation.

New Response Approach: Using police officers for transportation services is a misuse of city resources intended to provide law enforcement services. Officers will still have the discretion to do transports associated with calls for service that they are handling as they deem necessary. Cost efficient transportation services such as public transit and private vendors (like Uber, Lyft, etc.) that do not involve TPD resources will be explored for these types of requests.

Timeline: The department will stop responding to these calls at the end of April.

Data notes: This category includes “transport to detox”, “transport unit event” and “transport/all”.

Figure 8: Non-criminal transport – rolling over 30 days



Note: CFS with response times fewer than 0 minutes or greater than 1,440 minutes are excluded from the response times figure. CFS with time spent fewer than 0 minutes or greater than 720 minutes were excluded from the call duration figure.



## Code enforcement

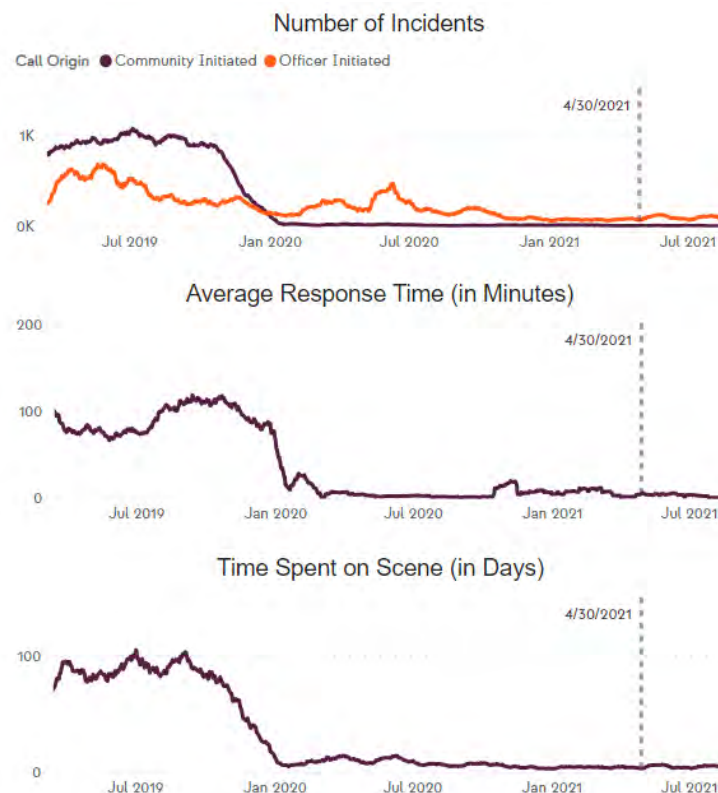
Description: Over a year ago, TPD agreed to assist the Environmental and General Services Department (EGSD) by utilizing several Community Service Officers (CSOs) to help handle various code enforcement calls, such as junked or inoperable vehicles and weeds complaints. Even when the department's overall staffing level of police officers and CSOs was better than it is now, the agency had difficulty meeting the service expectations associated with these calls, including timely response and follow-through. This resulted in frustration by all involved in code enforcement issues.

New Response Approach: CSOs are currently responding to more calls than before, including various property crimes, traffic situations, and other complaints that police officers used to handle. Police-related calls and other neighborhood complaints take priority over code enforcement responsibilities. As a result, code enforcement calls for service and the associated follow-up work must be returned to EGSD code enforcement personnel. There will be a recommendation in the FY21/22 budget to include two additional Code Enforcement officers within the EGSD budget.

Timeline: The department will stop responding to these calls at the end of June.

Data notes: This category includes all CFS labeled as “City Code Violation” by the city of Tucson.

Figure 9: Code enforcement – rolling over 30 days.



Note: CFS with response times fewer than 0 minutes or greater than 1,440 minutes are excluded from the response times figure. CFS with time spent fewer than 0 minutes or greater than 720 minutes were excluded from the call duration figure.

## Civil matters

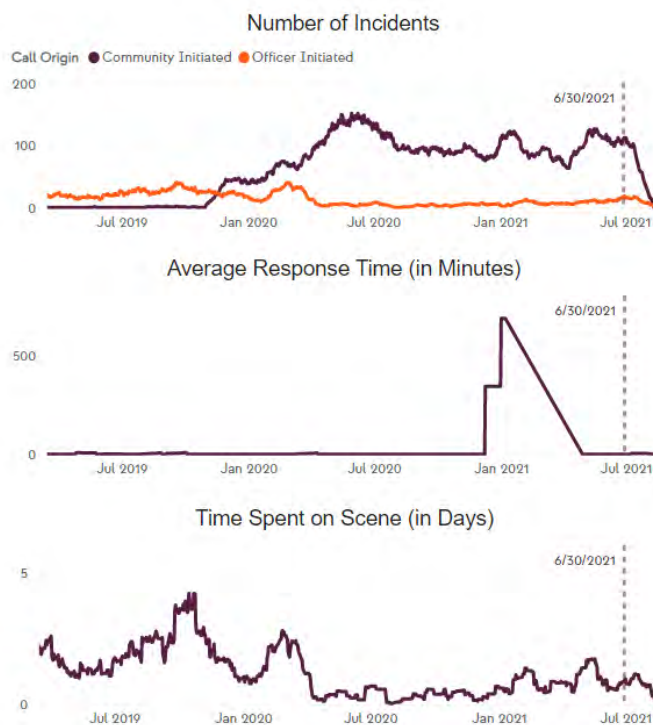
Description: Most often, civil matters involve calls from the public regarding one of the following categories: payment for services or contractual disputes; landlord-tenant disputes; and child custody matters. They are called civil matters because they have no nexus to the enforcement of criminal law.

New Response Approach: In most cases, no police action is taken, required, or even authorized by law. Police personnel simply serve as mediators in the conflict and frequently refer the parties to court or their attorneys. Court orders, custodial interference, or embezzled vehicles are routinely entered into the system for police response by PSCD call-takers. From 2016 to present, there have been at least 14,000 calls for service of this type. To reduce or eliminate unnecessary calls, the multi-disciplinary Calls for Service Working Group is strengthening the criteria for responding to these calls. Additionally, in cases where a party simply wants to document non-compliance with a court order, PSCD call-takers will direct callers to the non-emergency line or TPD's online reporting web page.

Timeline: The department will stop responding to these calls at the end of June.

Data note: This category includes four call types that include “civil matter” in the final call description, and one call type labeled “warrants/civil rule 64.1”.

Figure 10: Civil matter – rolling over 30 days.



Note: CFS with response times fewer than 0 minutes or greater than 1,440 minutes are excluded from the response times figure. CFS with time spent fewer than 0 minutes or greater than 720 minutes were excluded from the call duration figure.

## Mental health check welfare

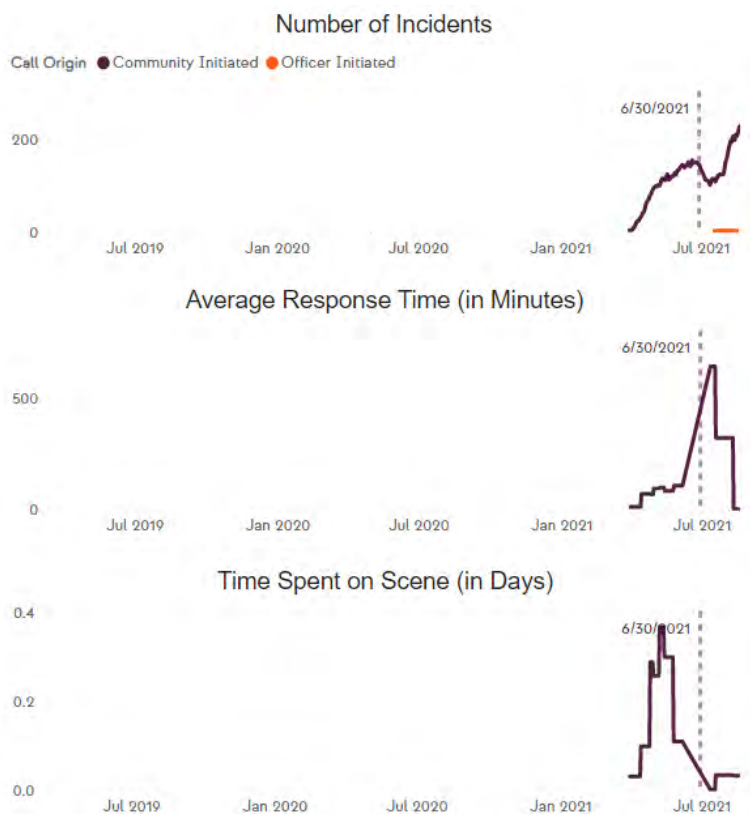
Description: Similar to medical check welfare calls, behavioral health service providers often call 911 to generate service calls for police to contact patients who have disengaged from services, missed appointments, etc. Community members also frequently generate calls for individuals who appear to be talking to themselves, acting irrationally, or who may be in crisis but not displaying overt danger to self or others.

New Response Approach: These service calls are best handled by Crisis Mobile Team (CMT) personnel as opposed to law enforcement personnel. Neither the public nor the city benefits from criminalizing mental health issues. If these calls involve violent behavior or weapons, the police will still respond.

Timeline: The department will stop responding to these calls at the end of June.

Data notes: This category only includes one call type – “Check welfare mental health”. This call type is a new documentation practice and does not allow for the pre-memo and post-memo comparison.

Figure 11: Mental health check welfare – rolling over 30 days.



Note: CFS with response times fewer than 0 minutes or greater than 1,440 minutes are excluded from the response times figure. CFS with time spent fewer than 0 minutes or greater than 720 minutes were excluded from the call duration figure.

## Suicidal subjects

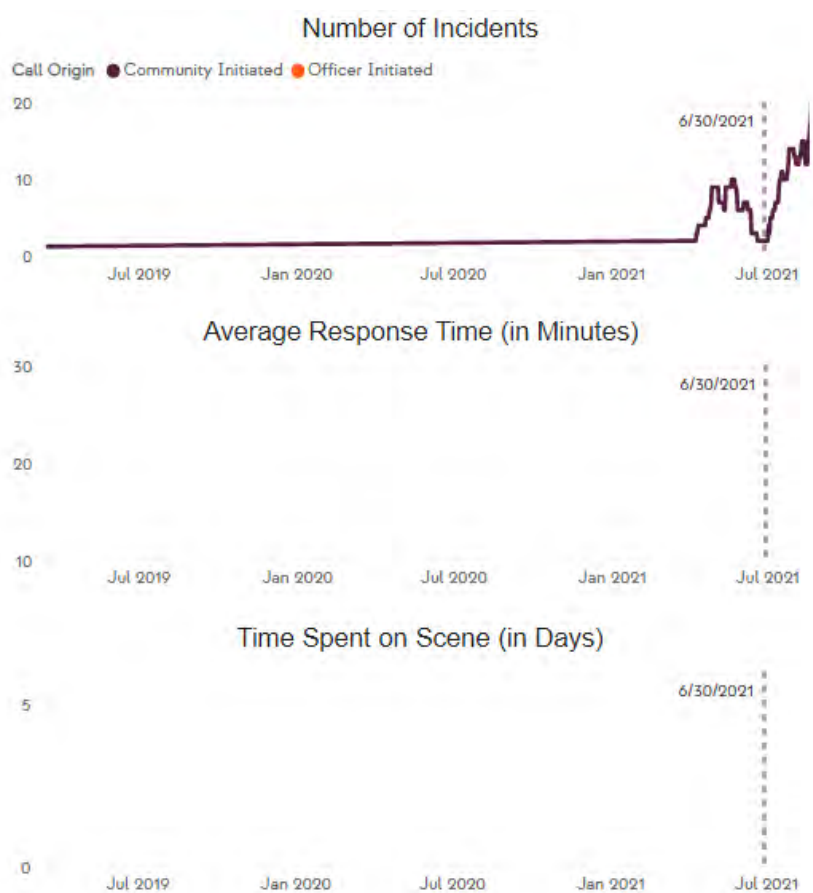
Description: Calls for service where the person involved tells the call taker that they are going to commit suicide or that they are thinking about it (ideations) but don't, as yet, have a plan, are common and usually generate a police officer call for service.

New Response Approach: Such calls typically involve individuals who are suffering a crisis episode that would be better served by a Crisis Mobile Team rather than a police response. Police supervisors and officers already divert many of these calls to Crisis Mobile Teams, yet there continues to be room for improvement, and greater capacity is needed by the CMTs. Crisis Team responders are trained to recognize and exit from dangerous situations (such as situations involving weapons) and police then respond accordingly.

Timeline: The department will stop responding to these calls at the end of June but will conduct further evaluation to determine further plans for response.

Date notes: This category includes two call types – “Suicidal person” and “suicidal subject – transfer to CP”. It is likely this call type is a new documentation practice and does not allow for the pre-memo and post-memo comparison.

Figure 12: Suicidal subjects – rolling over 30 days.



Note: CFS with response times fewer than 0 minutes or greater than 1,440 minutes are excluded from the response times figure. CFS with time spent fewer than 0 minutes or greater than 720 minutes were excluded from the call duration figure.

### Panhandling/public urination or drinking

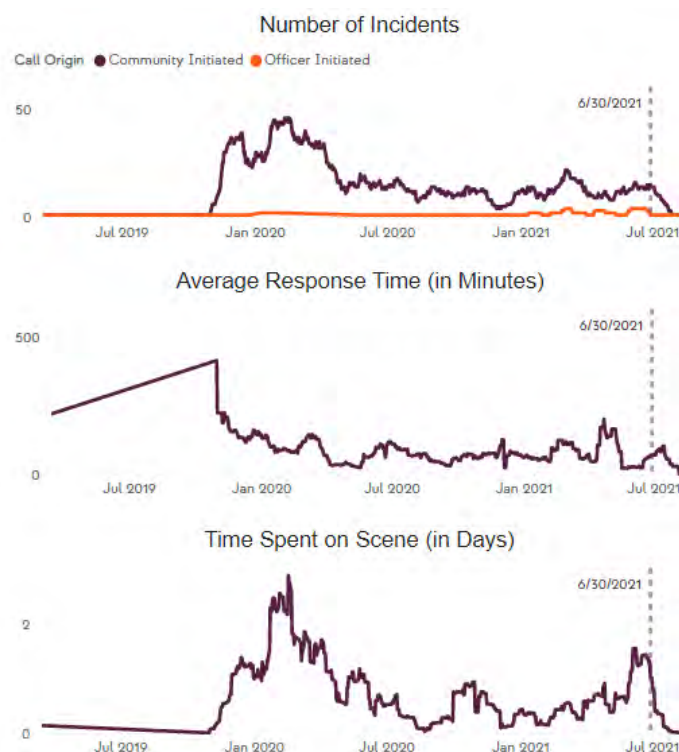
Description: Panhandling, urinating in public, and drinking in public are entered as calls for service by PSCD. Due to COVID, these types of calls are currently classified as "advise (officers) only, unless extenuating circumstances." If there is no information that anyone's safety is in danger and the offense is occurring on public property, a call for service will not be entered. Trespassing calls are entered if the problem is on private property, but because these calls are assigned a low priority status, the involved parties are usually gone before an officer arrives.

New Response Approach: If officers locate a suspect and have probable cause to make an arrest, the offense is low level, so it results in the person being cited and released. COVID restrictions prohibit booking individuals for these offenses, which are frequently committed by houseless individuals and/or persons with mental health problems. Arrest is typically not the best solution in these cases. Instead of sending the police, social service providers will be made aware of ongoing issues at various locations and will be encouraged to conduct outreach to remediate the problems (e.g., ongoing drinking and urinating in parks, etc.). If there are safety concerns, calls for service can still be entered (fight brewing, threats, trespassing, etc.).

Timeline: The department will stop responding to these calls at the end of June but will consider responding again as staffing resources permit.

Data notes: This category includes three call types – "panhandling", "drinking in public", and "urinating in public". Tucson started documenting "panhandling", "drinking in public", and "urinating in public" using these categories in late 2019. While this documentation practice is new, it does not interfere with the pre-memo and post-memo analysis.

Figure 13: Panhandling/public urination or drinking – rolling over 30 days.





*Note: CFS with response times fewer than 0 minutes or greater than 1,440 minutes are excluded from the response times figure. CFS with time spent fewer than 0 minutes or greater than 720 minutes were excluded from the call duration figure.*

## Financial crimes

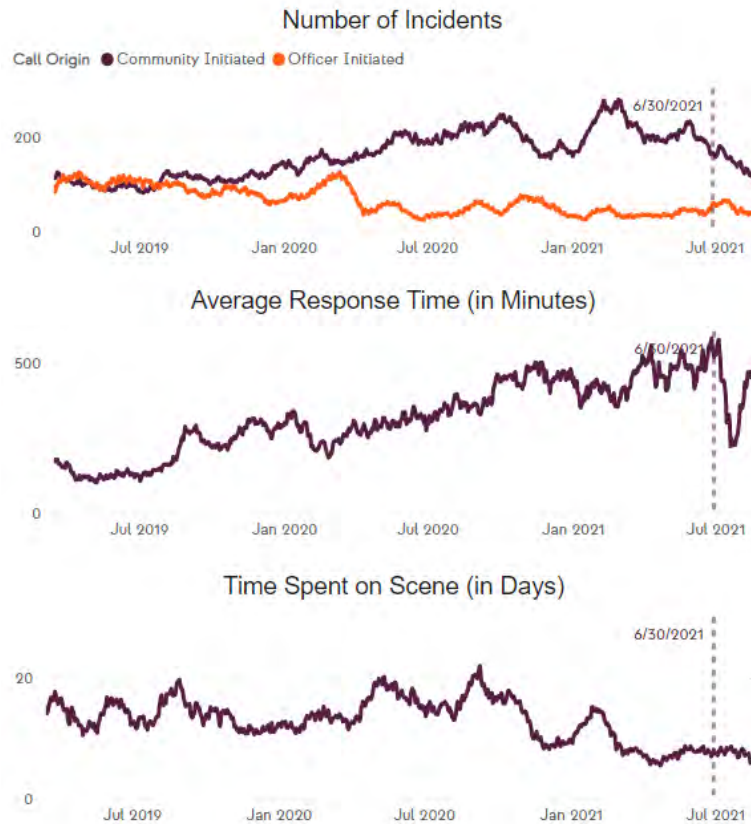
Description: There are numerous calls for service involving financial crimes ranging from in-progress incidents, such as a subject trying to pass a counterfeit bill, to complex, long-term investigations involving the defrauding of elderly victims or cases of identity theft. These are often cases that require subpoenas of bank records, significant investigative resources, and considerable time. Due to the complexity of these investigations, patrol officers end up only collecting initial information for further review by investigators. TPD has received just over 15,000 calls for service of this type from 2016 to present. Such calls are typically dispatched as "fraud" or "counterfeiting" complaints. Fraud calls result in arrest by a patrol officer in less than 1% of the responses.

New Response Approach: Given the complex nature of most fraud incidents and the reality that immediate response is not likely to result in immediate resolution (except for in-progress counterfeit calls), an alternative intake method is being explored. These types of calls will be routed toward a non-emergency line for direct screening and intake during our extended business hours or to the online reporting link: <https://www.tucsonaz.gov/apps/crime-reporting/for-follow-up-contact>. This will provide an opportunity for Financial Crimes detectives to be engaged earlier in the process. There may be investigative and improved public satisfaction by taking this approach.

Timeline: The department will stop dispatching officers to these calls at the end of June but will conduct further evaluation to determine further plans for response.

Data notes: The category includes 18 call types labeled as "Financial Crime" as the final call detailing grouping.

*Figure 14: Financial crimes – rolling over 30 days.*



*Note: CFS with response times fewer than 0 minutes or greater than 1,440 minutes are excluded from the response times figure. CFS with time spent fewer than 0 minutes or greater than 720 minutes were excluded from the call duration figure.*

## Recommendations

### Secondary call codes

The primary purpose of computer-aided dispatch (CAD) systems is to ensure proper resource allocation to each Call for Service. Dispatchers do not collect data about specific context or resources used after the officer arrives on scene. This is because CAD is not meant to be a police activity database. As result, there are limitations to the data.

The data AH Datalytics received did not contain secondary call codes, which can be used to denote whether a call is related to a secondary issue such as mental/behavioral health concerns, weapons, or domestic violence. Using secondary call codes would allow TPD to fully capture mental/behavioral health calls for service which are often not represented in primary call types.

### Call types

The city of Tucson uses an usually large number of unique call type descriptions, which prevents analysts from being able to categorize and summarize the data succinctly. Tucson has roughly 800 unique final call types and descriptions. For comparison, other cities examined as part of this project use 214 and 164, respectively.

Even with this unusually high number of call types, the Tucson CAD system does not capture detailed enough information about some call types which the city has an interest in monitoring. The memorandum mentioned in this report outlines how police response protocol changed for 15 different situations. However, the data as it stands now is not detailed enough to monitor and evaluate three of those situations: contraband at hospitals and schools, non-criminal houseless subjects on public property, or uncooperative adult victims at hospitals. Two additional situations can only be partially monitored and evaluated. There is no way to differentiate a runaway from a habitual runaway in the data or to separate out trespassers inside abandoned property from other trespassers.

Tucson's myriad call types may also contribute to a lack of reliability between how calls are initially classified by call takers, and how they are ultimately coded by responders. A reported internal evaluation of call type dispositions revealed a 50 percent discrepancy in how calls were originally coded and how they were ultimately resolved. Minimizing the sheer number of call types may improve practitioners' ability to reliably code incoming calls.

### Time spent on scene per officer

To accurately calculate how much time officers spend on scene, the data must contain the arrival and departure time of each officer. The data provided to AH Datalytics has a row for each unit that responded to the scene, but has a precalculated "Time on event" variable that provides the total time spent on scene for all officers. Ideally, the data should provide arrival and departure times for each officer, to calculate the time spent on scene for each officer rather than an aggregate for all. With this information, analysts could begin to see if officers are being over dispatched and if their time could be better spent somewhere else. For example, if one officer is on scene for the entire call, and another comes for only a brief time mid-call, that may be an indication that the additional officer dispatched was not needed.

# Crosswalk

Call Type (Tucson CAD)	Call Type Detail Grouping (Tucson CAD)	Category (AHD)	Subcategory (AHD)	RPS Category (NYU)	Memorandum Category
CIVIL MATTER/COURT ORDER ENFORCE	Court Order	Service	Civil Issue	Court Order	Civil Matters
WARRANTS/CIVIL RULE 64.1	Court Order	Miscellaneous Policing	Warrant	Court Order	Civil Matters
CIVIL MATTER ONLY	Public Assist	Non-NIBRS Offense	Civil Issue	Miscellaneous	Civil Matters
CIVIL MATTER/OTHER	Community Assistance	Service	Civil Issue	Miscellaneous	Civil Matters
CIVIL MATTER/PRESERVE THE PEACE	Community Assistance	Service	Civil Issue	Miscellaneous	Civil Matters
E-SCOOTER COMPLAINTS	City Code Violation	Service	Complaint	City code violation	Code enforcement
NEIGHBORHOOD PRESERVATION/OTHER	City Code Violation	Service	Community Policing	City code violation	Code enforcement
NEIGHBORHOOD PRESERVATION/WEED	City Code Violation	Service	Community Policing	City code violation	Code enforcement
NULL	City Code Violation	Non-NIBRS Offense	Civil Issue	City code violation	Code enforcement
RED TAG ISSUED	City Code Violation	Non-NIBRS Offense	Civil Issue	City code violation	Code enforcement
CITY CODE CALLBACK	City Code Violation	Miscellaneous Policing	Other	Investigation,	Code enforcement
JUNKED MOTOR VEHICLE	City Code Violation	Service	Other	Lost, found,	Code enforcement
NOISE COMPLAINTS-EXEMPTION PERMITS	City Code Violation	Service	Disturbance	Noise Complaints	Code enforcement
OFF ROAD VEHICLES	City Code Violation	Traffic	Enforcement	Traffic enforcement	Code enforcement
NEIGHBORHOOD PRESERVATION/JUNK MOTOR	City Code Violation	Service	Community Policing	Traffic-related	Code enforcement
PUBLIC HAZARD/JUNKED MOTOR VEHICLE	City Code Violation	Non-NIBRS Offense	Civil Issue	Traffic-related	Code enforcement
DOA AT HOSPITAL	Death Investigation	Medical	Death	Medical assistance	Deaths at medical facilities
FRAUD CALLBACK	Financial Crime	NIBRS Property	Fraud	Investigation,	Financial crimes
FRAUD/CALL BACK	Financial Crime	NIBRS Property	Fraud	Investigation,	Financial crimes
FRAUD/PROPERTY CALLBACK	Financial Crime	NIBRS Property	Fraud	Investigation,	Financial crimes
GAMBLING/LOTTERY VIOLATIONS	Financial Crime	NIBRS Society	Gambling	Miscellaneous	Financial crimes
PHONE SCAMS-NO RESPONSE	Financial Crime	Miscellaneous Policing	911 Issue	Miscellaneous	Financial crimes
COUNTERFEIT	Financial Crime	NIBRS Property	Forgery	Theft, larceny	Financial crimes
EMBEZZLEMENT	Financial Crime	NIBRS Property	Embezzlement	Theft, larceny	Financial crimes
FAILURE TO PAY	Financial Crime	Non-NIBRS Offense	Other	Theft, larceny	Financial crimes
FORGERY & COUNTERFEITING/COUNTERFEITING	Financial Crime	NIBRS Property	Fraud	Theft, larceny	Financial crimes
FORGERY & COUNTERFEITING/FORGERY	Financial Crime	NIBRS Property	Fraud	Theft, larceny	Financial crimes
FRAUD	Financial Crime	NIBRS Property	Fraud	Theft, larceny	Financial crimes
FRAUD/BOGUS CHECKS	Financial Crime	NIBRS Property	Fraud	Theft, larceny	Financial crimes
FRAUD/CONFIDENCE GAME	Financial Crime	NIBRS Property	Fraud	Theft, larceny	Financial crimes
FRAUD/DEFRAUDING	Financial Crime	NIBRS Property	Fraud	Theft, larceny	Financial crimes
FRAUD/IDENTITY THEFT	Financial Crime	NIBRS Property	Fraud	Theft, larceny	Financial crimes
FRAUD/OTHER	Financial Crime	NIBRS Property	Fraud	Theft, larceny	Financial crimes
FRAUD-SUSPECT ON SCENE	Financial Crime	NIBRS Property	Fraud	Theft, larceny	Financial crimes
RUNAWAY JUVENILE/CALL-BACK	Runaway Juvenile	Service	Lost/Found Person	Investigation,	Habitual runaways
ARREST FOR OTHER JURISDICTION/OTHER	Runaway Juvenile	Miscellaneous Policing	Arrest	Juvenile	Habitual runaways
RUNAWAY JUVENILE	Runaway Juvenile	Service	Lost/Found Person	Juvenile	Habitual runaways
RUNAWAY JUVENILE 12 YOA AND UNDER	Runaway Juvenile	Service	Lost/Found Person	Juvenile	Habitual runaways
RUNAWAY JUVENILE OVER 12 YOA	Runaway Juvenile	Service	Lost/Found Person	Juvenile	Habitual runaways
RUNAWAY JUVENILE/ESCAPEE FROM INSTITUTION	Runaway Juvenile	Non-NIBRS Offense	Juvenile Issue	Juvenile	Habitual runaways
RUNAWAY JUVENILE/FROM INSTITUTION OR	Runaway Juvenile	Non-NIBRS Offense	Juvenile Issue	Juvenile	Habitual runaways
RUNAWAY JUVENILE/FROM PARENT OR GUARDIAN	Runaway Juvenile	Non-NIBRS Offense	Juvenile Issue	Juvenile	Habitual runaways
RUNAWAY JUVENILE/LOCATION	Runaway Juvenile	Service	Lost/Found Person	Juvenile	Habitual runaways
RUNAWAY JUVENILE/RETURNED	Runaway Juvenile	Service	Lost/Found Person	Juvenile	Habitual runaways
LOUD MUSIC	Public Order	Service	Disturbance	Noise Complaints	Loud music
LOUD NOISE	Public Order	Service	Disturbance	Noise Complaints	Loud music
LOUD PARTY	Public Order	Service	Disturbance	Noise Complaints	Loud music
CHECK WELFARE CALLBACK	Welfare Check	Medical	Welfare Check	Investigation,	Medical check welfare
CHECK WELFARE/ABUSE CALLBACK		Medical	Welfare Check	Investigation,	Medical check welfare
JUVENILE VIOLATIONS/HEALTH, WELFARE, MORALS	Health, Welfare, and	Non-NIBRS Offense	Juvenile Issue	Juvenile	Medical check welfare
CHECK WELFARE	Welfare Check	Medical	Welfare Check	Welfare Check	Medical check welfare
CHECK WELFARE CRISIS LINE	Medical Assist	Medical	Welfare Check	Welfare Check	Medical check welfare



HEALTH WELFARE AND MORALS	Health, Welfare, and	Medical	Welfare Check	Welfare Check	Medical check welfare
MAN DOWN	Welfare Check	Medical	Welfare Check	Welfare Check	Medical check welfare
PARENTS/FAMILY/GUARDIAN REQUESTING	Welfare Check	Medical	Welfare Check	Welfare Check	Medical check
PUBLIC ASSIST/CHECK WELFARE	Welfare Check	Medical	Welfare Check	Welfare Check	Medical check welfare
WALKAWAY FROM FACILITY	Welfare Check	Medical	Welfare Check	Welfare Check	Medical check welfare
CHECK WELFARE MENTAL HEALTH		0 Medical	Welfare Check	Welfare Check	Mental health check welfare
TRANSPORT UNIT EVENT	Transport Activity	Miscellaneous Policing	Transport	Miscellaneous	Non-criminal transports
TRANSPORT TO DETOX	Medical Assist	Miscellaneous Policing	Transport	Substance use	Non-criminal transports
	Check Request	Miscellaneous Policing	911 Issue	911 Hang up	Not in memo
911 CELL PHONE HANG UP FROM PSAP	Check Request	Miscellaneous Policing	911 Issue	911 Hang up	Not in memo
911 HANG UP FROM PSAP	Check Request	Miscellaneous Policing	911 Issue	911 Hang up	Not in memo
911 HANG UP FROM PSAP WITH INFO	Check Request	Miscellaneous Policing	911 Issue	911 Hang up	Not in memo
911 HANG UP-NASA	Check Request	Miscellaneous Policing	911 Issue	911 Hang up	Not in memo
911 LAND LINE HANG UP FROM PSAP	Check Request	Miscellaneous Policing	911 Issue	911 Hang up	Not in memo
911 ONLY CELL PHONE	Check Request	Miscellaneous Policing	911 Issue	911 Hang up	Not in memo
911 OPEN LINE	Check Request	Miscellaneous Policing	911 Issue	911 Hang up	Not in memo
911 PAYPHONE HANG UP	Check Request	Miscellaneous Policing	911 Issue	911 Hang up	Not in memo
ABANDONED 911 CALL	Check Request	Miscellaneous Policing	911 Issue	911 Hang up	Not in memo
ABANDONED LINE	Check Request	Service	Other	911 Hang up	Not in memo
MISDIAL/POCKET DIAL	Check Request	Miscellaneous Policing	911 Issue	911 Hang up	Not in memo
OPEN LINE	Check Request	Service	Other	911 Hang up	Not in memo
PAYPHONE HANG UP	Check Request	Miscellaneous Policing	911 Issue	911 Hang up	Not in memo
TEXT CALL NO RESPONSE	Check Request	Miscellaneous Policing	911 Issue	911 Hang up	Not in memo
ABUSE/NEGLECT	Assault	NIBRS Society	Family Offense	Abuse, neglect	Not in memo
CHILD ABUSE	Assault	Non-NIBRS Offense	Abuse	Abuse, neglect	Not in memo
CHILD LOCKED IN CAR IN DISTRESS	Health, Welfare, and	Service	Other	Abuse, neglect	Not in memo
CHILD NEGLECT	Health, Welfare, and	NIBRS Society	Family Offense	Abuse, neglect	Not in memo
ACAD1	Academy	Miscellaneous Policing	Academy	Admin	Not in memo
ACAD2	Academy	Miscellaneous Policing	Academy	Admin	Not in memo
ACAD4	Academy	Miscellaneous Policing	Academy	Admin	Not in memo
JURISDICTION QUESTION/REROUTE	Administrative Matter	Miscellaneous Policing	911 Issue	Admin	Not in memo
POLICE TEST EVENT TYPE	Test	TEST	TEST	Admin	Not in memo
TEST EVENT TYPE	Test	TEST	TEST	Admin	Not in memo
ABUSE TO ANIMALS	Animal	Service	Animal Issue	Animal control	Not in memo
ANIMAL BITES/DOG	Animal	Service	Animal Issue	Animal control	Not in memo
ANIMAL BITES/OTHER	Animal	Service	Animal Issue	Animal control	Not in memo
ANIMAL BITES/OTHER DOMESTIC ANIMAL	Animal	Service	Animal Issue	Animal control	Not in memo
ANIMAL CALL-PACC RESPONSE ONLY	Agency Assist	Service	Other	Animal control	Not in memo
ANIMAL HAZARD	Hazard	Service	Other	Animal control	Not in memo
CRUELTY TO ANIMALS	Animal	Non-NIBRS Offense	Animal Issue	Animal control	Not in memo
FOUND ANIMAL	Animal	Service	Lost/Found Property	Animal control	Not in memo
LOOSE DOG- NOT VICIOUS	Animal	Service	Animal Issue	Animal control	Not in memo
LOST/ANIMAL	Animal	Service	Lost/Found Property	Animal control	Not in memo
NULL	Animal	Service	Animal Issue	Animal control	Not in memo
OTHER OFFENSES/ANIMAL ABUSE OR NEGLECT	Animal	Service	Animal Issue	Animal control	Not in memo
VICIOUS DOG	Animal	Service	Animal Issue	Animal control	Not in memo
AGENCY ASSIST	Agency Assist	Miscellaneous Policing	Assist Agency	Assist	Not in memo
ASSIST OTHER AGENCY/COUNTY CRIMINAL JUSTICE	Agency Assist	Miscellaneous Policing	Assist Agency	Assist	Not in memo
ASSIST OTHER AGENCY/FEDERAL CRIMINAL JUSTICE	Agency Assist	Miscellaneous Policing	Assist Agency	Assist	Not in memo
ASSIST OTHER AGENCY/MUNICIPAL CRIMINAL	Agency Assist	Miscellaneous Policing	Assist Agency	Assist	Not in memo
ASSIST OTHER AGENCY/OTHER	Agency Assist	Miscellaneous Policing	Assist Agency	Assist	Not in memo
ASSIST OTHER AGENCY/STATE CRIMINAL JUSTICE	Agency Assist	Miscellaneous Policing	Assist Agency	Assist	Not in memo
BACK UP UNIT FOR TFD	Fire Department Assist	Miscellaneous Policing	Assist Agency	Assist	Not in memo
CRISIS ASSIST	Agency Assist	Miscellaneous Policing	Assist Agency	Assist	Not in memo
DCS ASSIST	Agency Assist	Miscellaneous Policing	Assist Agency	Assist	Not in memo
DELIVER EMERGENCY MESSAGE	Agency Assist	Miscellaneous Policing	Other	Assist	Not in memo
DELIVER MESSAGE	Agency Assist	Miscellaneous Policing	Other	Assist	Not in memo
DISASTER/EXPLOSION	Public Assist	Service	Emergency	Assist	Not in memo
EXPLOSION	Hazard	Service	Emergency	Assist	Not in memo

FIRE/BUSINESS STRUCTURE (FIRE ORIGIN	Fire Investigation	Service	Emergency	Assist	Not in memo
FIRE/OTHER (UNKNOWN ORIGIN)	Fire Investigation	Service	Emergency	Assist	Not in memo
FIRE/OTHER STRUCTURE (FIRE NOT ARSON)	Fire Investigation	Service	Emergency	Assist	Not in memo
FIRE/RESIDENTIAL STRUCTURE (FIRE NOT ARSON)	Fire Investigation	Service	Emergency	Assist	Not in memo
FIRE/VEHICLE (FIRE NOT ARSON)	Fire Investigation	Service	Emergency	Assist	Not in memo
GAS LEAK	Hazard	Service	Emergency	Assist	Not in memo
GENERAL ASSISTANCE	Public Assist	Miscellaneous Policing	Assist Public	Assist	Not in memo
MISCELLANEOUS/PUBLIC	Public Assist	Miscellaneous Policing	Assist Public	Assist	Not in memo
NULL	Agency Assist	Miscellaneous Policing	Assist Agency	Assist	Not in memo
NULL	Hazard	Service	Emergency	Assist	Not in memo
OFFICER NEEDS IMMEDIATE ASSISTANCE	Assault	Miscellaneous Policing	Assist Agency	Assist	Not in memo
OTHER AGENCY ATL	Agency Assist	Miscellaneous Policing	Assist Agency	Assist	Not in memo
OTHER AGENCY ESCAPEE	Agency Assist	Miscellaneous Policing	Assist Agency	Assist	Not in memo
PROBATION ASSIST	Agency Assist	Miscellaneous Policing	Assist Agency	Assist	Not in memo
PUBLIC ASSIST	Public Order	Miscellaneous Policing	Assist Agency	Assist	Not in memo
PUBLIC ASSIST/DELIVER EMERGENCY MESSAGE	Agency Assist	Miscellaneous Policing	Assist Public	Assist	Not in memo
PUBLIC ASSIST/OTHER	Public Assist	Miscellaneous Policing	Assist Public	Assist	Not in memo
PUBLIC HAZARD	Hazard	Miscellaneous Policing	Other	Assist	Not in memo
PUBLIC HAZARD/DOWN POWER LINE	Hazard	Service	Emergency	Assist	Not in memo
PUBLIC HAZARD/OTHER	Hazard	Miscellaneous Policing	Assist Public	Assist	Not in memo
REQUEST FOR POLICE	Public Assist	Miscellaneous Policing	Assist Agency	Assist	Not in memo
REQUEST POLICE ASSIST	Public Assist	Miscellaneous Policing	Assist Agency	Assist	Not in memo
RESOURCE REQUEST	Agency Assist	Miscellaneous Policing	Assist Agency	Assist	Not in memo
TFD CODE 84	Fire Department Assist	Miscellaneous Policing	Assist Agency	Assist	Not in memo
TFD CODE 99	Fire Department Assist	Miscellaneous Policing	Assist Agency	Assist	Not in memo
TRAIN DERAILMENT/CRASH	Fire Department Assist	Traffic	Incident	Assist	Not in memo
AREA ALARM	Alarm	Service	Alarm	Burglar alarms	Not in memo
ATM ALARM	Alarm	Service	Alarm	Burglar alarms	Not in memo
BANK ROBBERY ALARM	Alarm	Service	Alarm	Burglar alarms	Not in memo
CITY HALL ALARM	Alarm	Service	Alarm	Burglar alarms	Not in memo
DURESS ALARM	Alarm	Service	Alarm	Burglar alarms	Not in memo
DURESS/PANIC ALARM	Alarm	Service	Alarm	Burglar alarms	Not in memo
FALSE ALARM/BUSINESS-HOLD UP	Alarm	Service	Alarm	Burglar alarms	Not in memo
FALSE ALARM/OTHER	Alarm	Service	Alarm	Burglar alarms	Not in memo
HOLD UP/ROBBERY ALARM	Robbery	Service	Alarm	Burglar alarms	Not in memo
IMPROPER CODE/SIGNAL	Alarm	Service	Alarm	Burglar alarms	Not in memo
NON VERIFIED ALARM	Alarm	Service	Alarm	Burglar alarms	Not in memo
NULL	Alarm	Service	Alarm	Burglar alarms	Not in memo
PANIC ALARM	Alarm	Service	Alarm	Burglar alarms	Not in memo
SILENT ALARM	Alarm	Service	Alarm	Burglar alarms	Not in memo
TPD FACILITY ALARM	Alarm	Service	Alarm	Burglar alarms	Not in memo
VERIFIED ALARM	Alarm	Service	Alarm	Burglar alarms	Not in memo
VERIFIED ALARM W/RP RESPONSE <30	Alarm	Service	Alarm	Burglar alarms	Not in memo
VIDEO/AUDIO ALARM	Alarm	Service	Alarm	Burglar alarms	Not in memo
ARMED ROBBERY	Robbery	NIBRS Property	Robbery	Burglary, robbery	Not in memo
ARMED ROBBERY/RESIDENCE	Robbery	NIBRS Property	Robbery	Burglary, robbery	Not in memo
BANK ROBBERY	Robbery	NIBRS Property	Robbery	Burglary, robbery	Not in memo
BURGLARY	Burglary	NIBRS Property	Burglary	Burglary, robbery	Not in memo
BURGLARY	FIRE DEPARTMENT	NIBRS Property	Burglary	Burglary, robbery	Not in memo
BURGLARY ATTEMPT	Burglary	NIBRS Property	Burglary	Burglary, robbery	Not in memo
BURGLARY IN PROGRESS		0 NIBRS Property	Burglary	Burglary, robbery	Not in memo
BURGLARY IN PROGRESS	Burglary	NIBRS Property	Burglary	Burglary, robbery	Not in memo
BURGLARY- INTERIOR HAS BEEN CHECKED	Burglary	NIBRS Property	Burglary	Burglary, robbery	Not in memo
BURGLARY- INTERIOR NOT CHECKED	Burglary	NIBRS Property	Burglary	Burglary, robbery	Not in memo
BURGLARY INTERRUPTED	Burglary	NIBRS Property	Burglary	Burglary, robbery	Not in memo
BURGLARY VACANT STRUCTURE	Burglary	NIBRS Property	Burglary	Burglary, robbery	Not in memo
BURGLARY/CALL BACK	Burglary	NIBRS Property	Burglary	Burglary, robbery	Not in memo
BURGLARY-INTERIOR NOT CHECKED	Burglary	NIBRS Property	Burglary	Burglary, robbery	Not in memo
CAR JACKING/GTA BY FORCE	Robbery	NIBRS Property	Robbery	Burglary, robbery	Not in memo

CARJACKING	Robbery	NIBRS Property	Robbery	Burglary, robbery	Not in memo
HIGHWAY ROBBERY/JUST OCCURRED	Robbery	NIBRS Property	Robbery	Burglary, robbery	Not in memo
NULL	Robbery	NIBRS Property	Robbery	Burglary, robbery	Not in memo
PTS RESPONSE	Robbery	NIBRS Property	Robbery	Burglary, robbery	Not in memo
RESIDENTIAL ARMED ROBBERY	Robbery	NIBRS Property	Robbery	Burglary, robbery	Not in memo
ROBBERY BY FORCE	Robbery	NIBRS Property	Robbery	Burglary, robbery	Not in memo
ROBBERY TRACKER ACTIVATED	Robbery	NIBRS Property	Robbery	Burglary, robbery	Not in memo
ARREST FOR OTHER JURISDICTION/FELONY	Court Order	Miscellaneous Policing	Warrant	Court Order	Not in memo
ARREST FOR OTHER JURISDICTION/MISD CRIMINL	Court Order	Miscellaneous Policing	Warrant	Court Order	Not in memo
ARREST FOR OTHER JURISDICTION/MISD TRAFFIC	Court Order	Miscellaneous Policing	Warrant	Court Order	Not in memo
COURT ORDER SERVICE	Court Order	Miscellaneous Policing	Court Order	Court Order	Not in memo
COURT ORDER VIOLATION	Court Order	Miscellaneous Policing	Court Order	Court Order	Not in memo
COURT ORDER VIOLATION- SUSPECT NOT PRESENT	Court Order	Miscellaneous Policing	Court Order	Court Order	Not in memo
COURT ORDER/HARASSMENT ORDER	Court Order	Miscellaneous Policing	Court Order	Court Order	Not in memo
COURT ORDER/ORDER OF PROTECTION	Court Order	Miscellaneous Policing	Court Order	Court Order	Not in memo
COURT ORDER/OTHER	Court Order	Miscellaneous Policing	Court Order	Court Order	Not in memo
COURT ORDER/PRELIMINARY INJUNCTION	Court Order	Miscellaneous Policing	Court Order	Court Order	Not in memo
NULL	Court Order	Miscellaneous Policing	Court Order	Court Order	Not in memo
PRESERVE THE PEACE	Court Order	Miscellaneous Policing	Court Order	Court Order	Not in memo
WANTED PERSON	Court Order	Miscellaneous Policing	Warrant	Court Order	Not in memo
WANTED PERSON/WARRANT SERVICE	Court Order	Miscellaneous Policing	Warrant	Court Order	Not in memo
WARRANT SERVICE	Court Order	Miscellaneous Policing	Warrant	Court Order	Not in memo
WARRANTS/FELONY	Court Order	Miscellaneous Policing	Warrant	Court Order	Not in memo
WARRANTS/MISDEMEANOR	Court Order	Miscellaneous Policing	Warrant	Court Order	Not in memo
WARRANTS/TRAFFIC	Court Order	Miscellaneous Policing	Warrant	Court Order	Not in memo
CRIME SCENE UNIT EVENT	Evidence Collection	Miscellaneous Policing	Investigative	Crime scene	Not in memo
ARGUMENT		0 Non-NIBRS Offense	Argument	Disputes, fights	Not in memo
DISORDERLY CONDUCT/FIGHTING	Assault	Non-NIBRS Offense	Disorderly Conduct	Disputes, fights	Not in memo
FIGHT BREWING	Assault	Non-NIBRS Offense	Fight	Disputes, fights	Not in memo
FIGHT IN PROGRESS	Assault	Non-NIBRS Offense	Fight	Disputes, fights	Not in memo
FIGHT WITH WEAPONS	Assault	Non-NIBRS Offense	Fight	Disputes, fights	Not in memo
FIGHT-WEAPONS INVOLVED	Assault	Non-NIBRS Offense	Fight	Disputes, fights	Not in memo
GROUP FIGHT	Assault	Non-NIBRS Offense	Fight	Disputes, fights	Not in memo
NEIGHBOR PROBLEM	Public Assist	Service	Community Policing	Disputes, fights	Not in memo
NULL	Assault	Non-NIBRS Offense	Fight	Disputes, fights	Not in memo
TROUBLE WITH CUSTOMER	Public Order	Miscellaneous Policing	Court Order	Disputes, fights	Not in memo
DISORDERLY CONDUCT	Public Order	Non-NIBRS Offense	Disorderly Conduct	Disturbances	Not in memo
DISORDERLY CONDUCT/DISCHARGING FIREARMS	Public Order	Non-NIBRS Offense	Disorderly Conduct	Disturbances	Not in memo
DISORDERLY CONDUCT/DISTURBING THE PEACE	Public Order	Non-NIBRS Offense	Disorderly Conduct	Disturbances	Not in memo
DISORDERLY CONDUCT/OTHER (TRESPASSING)	Public Order	Non-NIBRS Offense	Disorderly Conduct	Disturbances	Not in memo
DISTURBANCE/NO COMPLAINANT	Check Request	Service	Disturbance	Disturbances	Not in memo
DISTURBANCE/NO CRIMINAL VIOLATION	Check Request	Service	Disturbance	Disturbances	Not in memo
DISTURBANCE/OTHER	Check Request	Service	Disturbance	Disturbances	Not in memo
DISTURBANCE/PEACE RESTORED	Check Request	Service	Disturbance	Disturbances	Not in memo
DISTURBANCE/UNABLE TO LOCATE	Check Request	Service	Disturbance	Disturbances	Not in memo
10-31 WITH WEAPON	Domestic Violence	NIBRS Society	Weapons Offense	Domestic violence,	Not in memo
CRIMINAL DAMAGE/INTENTIONAL VANDALISM -	Domestic Violence	NIBRS Society	Property Damage	Domestic violence,	Not in memo
CUSTODIAL INTERFERENCE	Health, Welfare, and	Miscellaneous Policing	Arrest	Domestic violence,	Not in memo
CUSTODIAL INTERFERENCE/CALL BACK	Health, Welfare, and	Miscellaneous Policing	Arrest	Domestic violence,	Not in memo
DISORDERLY CONDUCT/DISTURBING THE PEACE DV	Domestic Violence	Non-NIBRS Offense	Disorderly Conduct	Domestic violence,	Not in memo
DISORDERLY CONDUCT/FAMILY FIGHT	Domestic Violence	Non-NIBRS Offense	Disorderly Conduct	Domestic violence,	Not in memo
DISORDERLY CONDUCT/OTHER (TRESPASSING) DV	Domestic Violence	Non-NIBRS Offense	Disorderly Conduct	Domestic violence,	Not in memo
DV BREWING	Domestic Violence	Non-NIBRS Offense	Domestic Violence	Domestic violence,	Not in memo
DV IN PROGRESS	Domestic Violence	Non-NIBRS Offense	Domestic Violence	Domestic violence,	Not in memo
DV MOBILE	Domestic Violence	Non-NIBRS Offense	Domestic Violence	Domestic violence,	Not in memo
DV PARTIES SEPARATED	Domestic Violence	Non-NIBRS Offense	Domestic Violence	Domestic violence,	Not in memo
DV-WEAPONS INVOLVED	Domestic Violence	Non-NIBRS Offense	Domestic Violence	Domestic violence,	Not in memo
FAMILY FIGHT/DOMESTIC VIOLENCE- OVER.	Domestic Violence	Non-NIBRS Offense	Fight	Domestic violence,	Not in memo
NULL	Domestic Violence	Non-NIBRS Offense	Domestic Violence	Domestic violence,	Not in memo

OFFENSES AGAINST FAMILY & CHILDREN/NEGLECT	Health, Welfare, and	NIBRS Society	Family Offense	Domestic violence,	Not in memo
OFFENSES AGAINST FAMILY & CHILDREN/NON-	Health, Welfare, and	NIBRS Society	Family Offense	Domestic violence,	Not in memo
OFFENSES AGAINST FAMILY & CHILDREN/OTHER	Health, Welfare, and	NIBRS Society	Family Offense	Domestic violence,	Not in memo
OFFENSES AGAINST FAMILY & CHILDREN/PHYSICAL	Assault	NIBRS Society	Family Offense	Domestic violence,	Not in memo
OFFENSES AGNST FAMILY & CHLDRN/CSTD	Domestic Violence	NIBRS Society	Family Offense	Domestic violence,	Not in memo
OFFENSES AGNST FAMILY & CHLDRN/CUSTODIAL	Health, Welfare, and	NIBRS Society	Family Offense	Domestic violence,	Not in memo
OFFENSES AGNST FAMILY & CHLDRN/DESERTION-	Health, Welfare, and	NIBRS Society	Family Offense	Domestic violence,	Not in memo
OTHER OFFENSES/OTHER FELONIES DV	Domestic Violence	Non-NIBRS Offense	Other	Domestic violence,	Not in memo
OTHER OFFENSES/OTHER MISDEMEANORS DV	Domestic Violence	Non-NIBRS Offense	Other	Domestic violence,	Not in memo
10-80 FIELD INTERVIEW/SUBJECT IN VEHICLE	Field Interview	Miscellaneous Policing	Field Interview	Field interview	Not in memo
10-81 FIELD INTERVIEW	Field Interview	Miscellaneous Policing	Field Interview	Field interview	Not in memo
DEATH THREATS	Threat	Non-NIBRS Offense	Threat/Harassment	Harassment	Not in memo
HARASSMENT	Threat	Non-NIBRS Offense	Threat/Harassment	Harassment	Not in memo
HARASSMENT/CALL BACK	Threat	Non-NIBRS Offense	Threat/Harassment	Harassment	Not in memo
NULL	Threat	Non-NIBRS Offense	Threat/Harassment	Harassment	Not in memo
ONLINE PREDATOR		Non-NIBRS Offense	Threat/Harassment	Harassment	Not in memo
OTHER OFFENSES/PHONE CALLS	Threat	Non-NIBRS Offense	Other	Harassment	Not in memo
OTHER OFFENSES/STALKING	Threat	Non-NIBRS Offense	Threat/Harassment	Harassment	Not in memo
PREDATOR	Threat	Non-NIBRS Offense	Threat/Harassment	Harassment	Not in memo
PUBLIC THREAT	Hazard	Non-NIBRS Offense	Threat/Harassment	Harassment	Not in memo
STALKER	Threat	Non-NIBRS Offense	Threat/Harassment	Harassment	Not in memo
THREATS	Threat	Non-NIBRS Offense	Threat/Harassment	Harassment	Not in memo
THREATS OF PHYSICAL HARM, SUSPECT IN AREA	Threat	Non-NIBRS Offense	Threat/Harassment	Harassment	Not in memo
THREATS- SUSPECT GONE	Threat	Non-NIBRS Offense	Threat/Harassment	Harassment	Not in memo
ACCIDENT CALLBACK	Collision	Traffic	Accident	Investigation,	Not in memo
ADDITIONAL INFORMATION	Follow-Up Investigation	Miscellaneous Policing	Investigative	Investigation,	Not in memo
ALL OTHER CALLBACK	Follow-Up Investigation	Miscellaneous Policing	Other	Investigation,	Not in memo
ASSAULT CALLBACK	Assault	NIBRS Person	Assault	Investigation,	Not in memo
ATTEMPT TO LOCATE	Agency Assist	Miscellaneous Policing	Investigative	Investigation,	Not in memo
AUTO ACCIDENT/CALL-BACK	Collision	Traffic	Accident	Investigation,	Not in memo
BIKE CALLBACK	Theft of Property	NIBRS Property	Theft	Investigation,	Not in memo
BURGLARY CALLBACK	Burglary	NIBRS Property	Burglary	Investigation,	Not in memo
CALL BACK OTHER CATEGORY	Follow-Up Investigation	Miscellaneous Policing	Investigative	Investigation,	Not in memo
COURT ORDER CALLBACK	Court Order	Miscellaneous Policing	Court Order	Investigation,	Not in memo
EVIDENCE	Evidence Collection	Miscellaneous Policing	Investigative	Investigation,	Not in memo
FIGHT CALLBACK	Assault	Non-NIBRS Offense	Fight	Investigation,	Not in memo
URINATING IN PUBLIC	Public Order	NIBRS Society	Drunkenness	Miscellaneous	Panhandling/public urination
DRINKING IN PUBLIC	Public Order	NIBRS Society	Drunkenness	Substance use	Panhandling/public urination
PANHANDLING	Public Order	Service	Other	Unhoused persons	Panhandling/public urination
SUICIDAL PERSON	Community Assistance	Medical	Suicide	Mental health	Suicidal subjects
SUICIDAL SUBJECT - TRANSFER TO CP	Medical	Suicide	Mental health	Suicidal subjects	
TRESPASSING	Public Order	Non-NIBRS Offense	Trespassing	Unwanted person	Trespassers inside
FOLLOW UP	Follow-Up Investigation	Miscellaneous Policing	Investigative	Investigation,	Not in memo
FOLLOW UP REQUEST	Follow-Up Investigation	Miscellaneous Policing	Investigative	Investigation,	Not in memo
FOLLOWUP CALLBACK	Follow-Up Investigation	Miscellaneous Policing	Investigative	Investigation,	Not in memo
GTA CALLBACK	Stolen Motor Vehicle	NIBRS Property	Motor Vehicle Theft	Investigation,	Not in memo
HIT AND RUN CALLBACK	Collision	Traffic	Accident	Investigation,	Not in memo
INFO CALLBACK	Follow-Up Investigation	Miscellaneous Policing	Investigative	Investigation,	Not in memo
INFORMATION CALLBACK	Follow-Up Investigation	Miscellaneous Policing	Investigative	Investigation,	Not in memo
INFORMATION FOR POLICE	Follow-Up Investigation	Miscellaneous Policing	Investigative	Investigation,	Not in memo
INFORMATION REQUEST	Administrative Matter	Miscellaneous Policing	Investigative	Investigation,	Not in memo
LARCENY CALLBACK	Theft of Property	NIBRS Property	Theft	Investigation,	Not in memo
LEIU (LAW ENF INVEST UNIT)	UNKNOWN	Miscellaneous Policing	Investigative	Investigation,	Not in memo
MISSING PERSON CALLBACK	Missing Person	Service	Lost/Found Person	Investigation,	Not in memo
OVERDUE VEHICLE/PERSON CALLBACK	Missing Person	Service	Lost/Found Person	Investigation,	Not in memo
PHONE CALLS- CALLBACK	Threat	Non-NIBRS Offense	Threat/Harassment	Investigation,	Not in memo
PROPERTY CALLBACK	Follow-Up Investigation	Miscellaneous Policing	Investigative	Investigation,	Not in memo
ROAD RAGE CALLBACK	Moving Violation	Traffic	Incident	Investigation,	Not in memo
SEXUAL OFFENSE CALLBACK		0 NIBRS Person	Sex Offenses	Investigation,	Not in memo

STOLEN LICENSE PLATE/CALL BACK	Theft of Property	Miscellaneous Policing	Investigative	Investigation,	Not in memo
STOLEN VEHICLE CALLBACK	Stolen Motor Vehicle	Miscellaneous Policing	Investigative	Investigation,	Not in memo
SUBJECT PURSUIT	Public Order	Miscellaneous Policing	Investigative	Investigation,	Not in memo
SUSPICIOUS ACTIVITY/CALL BACK	Suspicious Activity	Miscellaneous Policing	Suspicious Person/Object	Investigation,	Not in memo
THEFT CALLBACK	Theft of Property	Miscellaneous Policing	Investigative	Investigation,	Not in memo
THREAT CALLBACK	Threat	Non-NIBRS Offense	Threat/Harassment	Investigation,	Not in memo
THREATS- CALL BACK	Threat	Miscellaneous Policing	Investigative	Investigation,	Not in memo
UNFOUNDED/NO SUCH ADDRESS	Check Request	Miscellaneous Policing	911 Issue	Investigation,	Not in memo
VANDALISM CALLBACK	Damage to Property	Miscellaneous Policing	Investigative	Investigation,	Not in memo
VANDALISM/CALL BACK	Damage to Property	Miscellaneous Policing	Investigative	Investigation,	Not in memo
VEHICLE CALLBACK	Check Request	Miscellaneous Policing	Investigative	Investigation,	Not in memo
ABUSE/SEXOFF CALLBACK	Sex Offense	Non-NIBRS Offense	Abuse	Juvenile	Not in memo
FOUND/JUVENILE	Missing Person	Service	Lost/Found Person	Juvenile	Not in memo
JUVENILE VIOLATIONS/CURFEW	Health, Welfare, and	Non-NIBRS Offense	Juvenile Issue	Juvenile	Not in memo
JUVENILE VIOLATIONS/OTHER	Health, Welfare, and	Non-NIBRS Offense	Other	Juvenile	Not in memo
LIQUOR LAWS/MINOR IN POSSESSION	Liquor Law Investigation	Non-NIBRS Offense	Juvenile Issue	Juvenile	Not in memo
LOST/JUVENILE	Missing Person	Service	Lost/Found Person	Juvenile	Not in memo
ABANDONED VEHICLE	Hazard	Service	Other	Lost, found,	Not in memo
FOUND BIKE	Lost and Found Property	Service	Lost/Found Property	Lost, found,	Not in memo
FOUND GUN	Lost and Found Property	Service	Lost/Found Property	Lost, found,	Not in memo
FOUND PROPERTY	Lost and Found Property	Service	Lost/Found Property	Lost, found,	Not in memo
FOUND/PROPERTY	Lost and Found Property	Service	Lost/Found Property	Lost, found,	Not in memo
LOST PROPERTY	Lost and Found Property	Service	Lost/Found Property	Lost, found,	Not in memo
LOST/PROPERTY	Lost and Found Property	Service	Lost/Found Property	Lost, found,	Not in memo
NULL	Lost and Found Property	Service	Lost/Found Property	Lost, found,	Not in memo
CARDIAC ARREST - UNC AND NOT BREATHING		0 Medical	Medical	Medical assistance	Not in memo
CONF VICTIM OF SHOOT/STAB MEDS NEEDED	Assault	Medical	Medical	Medical assistance	Not in memo
CONFIRMED PATIENT ON SCENE		0 Medical	Medical	Medical assistance	Not in memo
DEATH/ACCIDENTAL	Death Investigation	Medical	Death	Medical assistance	Not in memo
DEATH/NATURAL	Death Investigation	Medical	Death	Medical assistance	Not in memo
DEATH/UNKNOWN CAUSES	Death Investigation	Medical	Death	Medical assistance	Not in memo
DOA	Death Investigation	Medical	Death	Medical assistance	Not in memo
DOA AT HOSPICE FACILITY	Death Investigation	Medical	Death	Medical assistance	Not in memo
DROWNING	Death Investigation	Medical	Medical	Medical assistance	Not in memo
FIREARM ACCIDENT/HOME	Weapon Offense	Medical	Medical	Medical assistance	Not in memo
MEDICAL REJECTION	Transport Activity	Medical	Medical	Medical assistance	Not in memo
MEDS ASSIST	Medical Assist	Medical	Medical	Medical assistance	Not in memo
SICK CARED FOR/OTHER	Medical Assist	Medical	Medical	Medical assistance	Not in memo
SICK CARED FOR/TRANSPORTED TO MEDICAL	Medical Assist	Medical	Medical	Medical assistance	Not in memo
COURT ORDER/MENTAL HEALTH ORDER	Court Order	Miscellaneous Policing	Court Order	Mental health	Not in memo
MENTAL CASES/OTHER	Community Assistance	Medical	Mental Health	Mental health	Not in memo
MENTAL CASES/TRANSPORTED TO TREATMENT	Community Assistance	Medical	Mental Health	Mental health	Not in memo
MENTAL HEALTH PETITION SERVICE	Court Order	Medical	Mental Health	Mental health	Not in memo
MENTAL HEALTH UNIT	Medical Assist	Medical	Mental Health	Mental health	Not in memo
MENTAL PATIENT	Community Assistance	Medical	Mental Health	Mental health	Not in memo
NULL	Community Assistance	Medical	Suicide	Mental health	Not in memo
SUICIDAL WITH A WEAPON	Community Assistance	Medical	Suicide	Mental health	Not in memo
SUICIDAL WITH WEAPONS	Community Assistance	Medical	Suicide	Mental health	Not in memo
SUICIDE	Death Investigation	Medical	Suicide	Mental health	Not in memo
TRANSFER TO CRISIS LINE	Medical Assist	Miscellaneous Policing	Other	Mental health	Not in memo
ACAD3	Academy	Miscellaneous Policing	Academy	Miscellaneous	Not in memo
ADVISE ONLY		0 Miscellaneous Policing	Other	Miscellaneous	Not in memo
AREA OFFICER ADVISEMENT	Check Request	Miscellaneous Policing	Patrol	Miscellaneous	Not in memo
BACKUP UNIT		0 Miscellaneous Policing	Assist Agency	Miscellaneous	Not in memo
BOMB THREAT	Threat	Non-NIBRS Offense	Threat	Miscellaneous	Not in memo
EMPLOYEE CONFIRMATION	Administrative Matter	Miscellaneous Policing	Administrative	Miscellaneous	Not in memo
FLAG DOWN	Community Assistance	Miscellaneous Policing	Patrol	Miscellaneous	Not in memo
GPS CAPABLE		Miscellaneous Policing	Other	Miscellaneous	Not in memo
ILLEGAL DUMPING	Public Order	Non-NIBRS Offense	Other	Miscellaneous	Not in memo

LASER STRIKE TO AIR UNIT		0 Miscellaneous Policing	Other	Miscellaneous	Not in memo
MAYOR'S OFFICE		Miscellaneous Policing	Other	Miscellaneous	Not in memo
MISCELLANEOUS/OFFICER	Check Request	Miscellaneous Policing	Check Request	Miscellaneous	Not in memo
MISCELLANEOUS/PRISONER TRANSPORT - COURT	Transport Activity	Miscellaneous Policing	Transport	Miscellaneous	Not in memo
MISCELLANEOUS/PRISONER TRANSPORT - JAIL	Transport Activity	Miscellaneous Policing	Transport	Miscellaneous	Not in memo
NARCOTIC DRUG LAWS/SALE	Drug Investigation	NIBRS Society	Narcotics Offense	Miscellaneous	Not in memo
NARCOTICS SALES	Drug Investigation	NIBRS Society	Narcotics Offense	Miscellaneous	Not in memo
NULL	Hate Crime	Non-NIBRS Offense	Other	Miscellaneous	Not in memo
OFF DUTY WORK	Administrative Matter	Miscellaneous Policing	Other	Miscellaneous	Not in memo
OFFICER SAFETY	Administrative Matter	Miscellaneous Policing	Assist Agency	Miscellaneous	Not in memo
OPEN LINE NOTHING HEARD	Check Request	Miscellaneous Policing	Check Request	Miscellaneous	Not in memo
OTHER OFFENSES/ESCAPE	Public Order	Non-NIBRS Offense	Other	Miscellaneous	Not in memo
OTHER OFFENSES/OTHER FELONIES	Public Order	Non-NIBRS Offense	Other	Miscellaneous	Not in memo
OTHER OFFENSES/OTHER MISDEMEANORS	Public Order	Non-NIBRS Offense	Other	Miscellaneous	Not in memo
SUSPECT IN CUSTODY/NON-COOPERATIVE	Transport Activity	Miscellaneous Policing	Transport	Miscellaneous	Not in memo
TRIAGED POLICE CALLS		Miscellaneous Policing	911 Issue	Miscellaneous	Not in memo
UNFOUNDED/NO BONAFIDE INCIDENT	Check Request	Miscellaneous Policing	911 Issue	Miscellaneous	Not in memo
UNFOUNDED/NO VICTIM OR WITNESS FOUND	Check Request	Miscellaneous Policing	911 Issue	Miscellaneous	Not in memo
UNKNOWN TROUBLE	Check Request	Miscellaneous Policing	Unknown Trouble	Miscellaneous	Not in memo
FOUND CHILD	Missing Person	Service	Lost/Found Property	Missing persons	Not in memo
FOUND PERSON VULNERABLE		0 Service	Lost/Found Person	Missing persons	Not in memo
FOUND/ADULT	Missing Person	Service	Lost/Found Person	Missing persons	Not in memo
LOST CHILD	Missing Person	Service	Lost/Found Person	Missing persons	Not in memo
LOST/ADULT	Missing Person	Service	Lost/Found Person	Missing persons	Not in memo
MISSING ADULT	Missing Person	Service	Lost/Found Person	Missing persons	Not in memo
MISSING PERSON	Missing Person	Service	Lost/Found Person	Missing persons	Not in memo
MISSING PERSON LOCATED/RETURNED	Missing Person	Service	Lost/Found Person	Missing persons	Not in memo
MISSING VULNERABLE PERSON	Missing Person	Service	Lost/Found Person	Missing persons	Not in memo
OVERDUE PERSON	Missing Person	Service	Lost/Found Person	Missing persons	Not in memo
OVERDUE PERSON, CAR, ETC.	Missing Person	Service	Lost/Found Person	Missing persons	Not in memo
WALKAWAY	Missing Person	Service	Lost/Found Person	Missing persons	Not in memo
BARKING DOG	Public Order	Service	Animal Issue	Noise Complaints	Not in memo
FIREWORKS	Public Order	Service	Other	Noise Complaints	Not in memo
COMMUNITY ENGAGEMENT/CITY COUNCIL	Administrative Matter	Service	Community Policing	Proactive Policing	Not in memo
COMMUNITY ENGAGEMENT/CITY PARK PATROL	Public Assist	Service	Community Policing	Proactive Policing	Not in memo
COMMUNITY ENGAGEMENT/COFFEE WITH A COP	Community Engagement	Service	Community Policing	Proactive Policing	Not in memo
COMMUNITY ENGAGEMENT/COMMUNITY PROJECT	Community Engagement	Service	Community Policing	Proactive Policing	Not in memo
COMMUNITY ENGAGEMENT/CRIME PREVENTION	Community Engagement	Service	Community Policing	Proactive Policing	Not in memo
COMMUNITY ENGAGEMENT/DEPARTMENT	Administrative Matter	Service	Community Policing	Proactive Policing	Not in memo
COMMUNITY ENGAGEMENT/GAIN/NNO	Community Engagement	Service	Community Policing	Proactive Policing	Not in memo
COMMUNITY ENGAGEMENT/NEIGHBORHOOD	Administrative Matter	Service	Community Policing	Proactive Policing	Not in memo
COMMUNITY ENGAGEMENT/NEIGHBORHOOD	Administrative Matter	Service	Community Policing	Proactive Policing	Not in memo
COMMUNITY ENGAGEMENT/RECRUITING EVENT	Administrative Matter	Service	Community Policing	Proactive Policing	Not in memo
COMMUNITY ENGAGEMENT/SCHOOL EVENT	Administrative Matter	Service	Community Policing	Proactive Policing	Not in memo
COMMUNITY ENGAGEMENT/SECURITY SURVEY-	Community Engagement	Service	Community Policing	Proactive Policing	Not in memo
COMMUNITY ENGAGEMENT/SECURITY SURVEY-	Community Engagement	Service	Community Policing	Proactive Policing	Not in memo
COMMUNITY ENGAGEMENT/SPECIAL CHECK	Check Request	Service	Community Policing	Proactive Policing	Not in memo
COMMUNITY ENGAGEMENT/TARGETED	Check Request	Service	Community Policing	Proactive Policing	Not in memo
COMMUNITY ENGAGEMENT/WARD OFFICE/WARD	Administrative Matter	Service	Community Policing	Proactive Policing	Not in memo
ODE HOT SPOT POLICING/MISSION #1	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODE HOT SPOT POLICING/MISSION #2	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODE HOT SPOT POLICING/MISSION #3	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODE HOT SPOT POLICING/MISSION #4	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODE HOT SPOT POLICING/MISSION #5		0 Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODE HOT SPOT POLICING/TEST MISSION	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODM HOT SPOT POLICING/MISSION #1	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODM HOT SPOT POLICING/MISSION #10	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODM HOT SPOT POLICING/MISSION #2	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODM HOT SPOT POLICING/MISSION #3	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo



ODM HOT SPOT POLICING/MISSION #4	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODM HOT SPOT POLICING/MISSION #5	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODM HOT SPOT POLICING/MISSION #6	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODM HOT SPOT POLICING/MISSION #7	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODM HOT SPOT POLICING/MISSION #8	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODM HOT SPOT POLICING/TEST MISSION	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODS HOT SPOT POLICING/MISSION #1	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODS HOT SPOT POLICING/MISSION #10	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODS HOT SPOT POLICING/MISSION #2	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODS HOT SPOT POLICING/MISSION #3	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODS HOT SPOT POLICING/MISSION #4	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODS HOT SPOT POLICING/MISSION #5	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODS HOT SPOT POLICING/MISSION #6	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODS HOT SPOT POLICING/MISSION #7	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODS HOT SPOT POLICING/MISSION #8	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODS HOT SPOT POLICING/TEST MISSION	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/MISSION #1	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/MISSION #10	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/MISSION #11	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/MISSION #12	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/MISSION #13	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/MISSION #14	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/MISSION #15	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/MISSION #16	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/MISSION #17	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/MISSION #18	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/MISSION #19	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/MISSION #2	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/MISSION #20	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/MISSION #3	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/MISSION #4	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/MISSION #5	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/MISSION #6	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/MISSION #7	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/MISSION #8	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/MISSION #9	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ODW HOT SPOT POLICING/TEST MISSION	Strategic Deployment	Miscellaneous Policing	Hot Spot Policing	Proactive Policing	Not in memo
ARSON FIRE	Fire Investigation	NIBRS Property	Arson	Property crime,	Not in memo
ATTEMPTED GRAND THEFT AUTO	Stolen Motor Vehicle	NIBRS Property	Auto Theft	Property crime,	Not in memo
CRIMINAL DAMAGE/GRAFFITI	Damage to Property	NIBRS Society	Property Damage	Property crime,	Not in memo
CRIMINAL DAMAGE/INTENTIONAL VANDALISM	Damage to Property	NIBRS Society	Property Damage	Property crime,	Not in memo
CRIMINAL DAMAGE/MALICIOUS MISCHIEF	Damage to Property	NIBRS Society	Property Damage	Property crime,	Not in memo
GRAFFITI	Damage to Property	NIBRS Society	Property Damage	Property crime,	Not in memo
GTA ATTEMPT	Stolen Motor Vehicle	NIBRS Property	Motor Vehicle Theft	Property crime,	Not in memo
GTA JUST OCCURRED	Stolen Motor Vehicle	NIBRS Property	Motor Vehicle Theft	Property crime,	Not in memo
GTA LOCATED/RETURNED	Stolen Motor Vehicle	NIBRS Property	Motor Vehicle Theft	Property crime,	Not in memo
RECOVERED GTA	Stolen Property	NIBRS Property	Motor Vehicle Theft	Property crime,	Not in memo
STOLEN MOTOR VEHICLE	Stolen Motor Vehicle	NIBRS Property	Motor Vehicle Theft	Property crime,	Not in memo
STOLEN MOTOR VEHICLE LOCATION	Stolen Motor Vehicle	NIBRS Property	Motor Vehicle Theft	Property crime,	Not in memo
VANDALISM	Damage to Property	NIBRS Society	Property Damage	Property crime,	Not in memo
COMMERCIALIZED SEX/OTHER	Sex Offense	NIBRS Society	Prostitution Offenses	Sex work	Not in memo
COMMERCIALIZED SEX/PANDERING	Sex Offense	NIBRS Society	Prostitution Offenses	Sex work	Not in memo
PROSTITUTION	Sex Offense	NIBRS Society	Prostitution Offenses	Sex work	Not in memo
INTOXICATION/OTHER	Liquor Law Investigation	NIBRS Society	Drunkenness	Substance use	Not in memo
INTOXICATION/TRANSPORTED TO LARC	Community Assistance	Miscellaneous Policing	Transport	Substance use	Not in memo
LIQUOR LAW VIOLATION	Liquor Law Investigation	NIBRS Society	Liquor Law Violation	Substance use	Not in memo
LIQUOR LAWS/DRINKING IN PUBLIC	Liquor Law Investigation	NIBRS Society	Liquor Law Violation	Substance use	Not in memo
LIQUOR LAWS/OTHER	Liquor Law Investigation	NIBRS Society	Liquor Law Violation	Substance use	Not in memo
NARCOTIC DRUG LAWS/POSSESSION	Drug Investigation	NIBRS Society	Narcotics Offense	Substance use	Not in memo

NARCOTIC DRUG LAWS/POSSESSION OF	Drug Investigation	NIBRS Society	Narcotics Offense	Substance use	Not in memo
NARCOTICS FOUND		0 NIBRS Society	Narcotics Offense	Substance use	Not in memo
NARCOTICS POSSESSION	Drug Investigation	NIBRS Society	Narcotics Offense	Substance use	Not in memo
NARCOTICS USE	Drug Investigation	NIBRS Society	Narcotics Offense	Substance use	Not in memo
NARCOTICS VIOLATION	Drug Investigation	NIBRS Society	Narcotics Offense	Substance use	Not in memo
NULL	Drug Investigation	NIBRS Society	Narcotics Offense	Substance use	Not in memo
OD/POISON. - UNC, OD (HEROIN OR OTHER) OR LE	Medical	Medical	Substance use	Not in memo	
OVERDOSE	Medical Assist	Medical	Overdose	Substance use	Not in memo
SUBSTANCE USE DEFLECTION/ACTIVE OUTREACH	Deflection	Medical	Substance Use	Substance use	Not in memo
SUBSTANCE USE DEFLECTION/DEFLECTION	Deflection	Medical	Substance Use	Substance use	Not in memo
SUBSTANCE USE DEFLECTION/NO CHARGES	Deflection	Medical	Substance Use	Substance use	Not in memo
SUBSTANCE USE DEFLECTION/SELF REFERRAL	Deflection	Medical	Substance Use	Substance use	Not in memo
SUBSTANCE USE DEFLECTION/SOCIAL REFERRAL	Deflection	Medical	Substance Use	Substance use	Not in memo
UNLAWFUL POSSESSION OF MARIJUANA	Drug Investigation	NIBRS Society	Narcotics Offense	Substance use	Not in memo
NULL	Suspicious Activity	Miscellaneous Policing	Suspicious Person/Object	Suspicious person,	Not in memo
SUSPICIOUS ACTIVITY	Suspicious Activity	Miscellaneous Policing	Suspicious Person/Object	Suspicious person,	Not in memo
SUSPICIOUS ACTIVITY CALLBACK	Suspicious Activity	Miscellaneous Policing	Suspicious Person/Object	Suspicious person,	Not in memo
SUSPICIOUS ACTIVITY/PERSON	Suspicious Activity	Miscellaneous Policing	Suspicious Person/Object	Suspicious person,	Not in memo
SUSPICIOUS ACTIVITY/STALKING	Threat	Miscellaneous Policing	Suspicious Person/Object	Suspicious person,	Not in memo
SUSPICIOUS ACTIVITY/UNABLE TO LOCATE	Suspicious Activity	Miscellaneous Policing	Suspicious Person/Object	Suspicious person,	Not in memo
SUSPICIOUS ACTIVITY/VEHICLE	Suspicious Activity	Miscellaneous Policing	Suspicious Person/Object	Suspicious person,	Not in memo
SUSPICIOUS ITEM	Suspicious Activity	Miscellaneous Policing	Suspicious Person/Object	Suspicious person,	Not in memo
SUSPICIOUS PERSON	Suspicious Activity	Miscellaneous Policing	Suspicious Person/Object	Suspicious person,	Not in memo
SUSPICIOUS VEHICLE	Suspicious Activity	Miscellaneous Policing	Suspicious Person/Object	Suspicious person,	Not in memo
EMBEZZLED VEHICLE	Stolen Motor Vehicle	NIBRS Property	Embezzlement	Theft, larceny	Not in memo
EMBEZZLEMENT/FROM EMPLOYER	Theft of Property	NIBRS Property	Embezzlement	Theft, larceny	Not in memo
EMBEZZLEMENT/OTHER	Theft of Property	NIBRS Property	Embezzlement	Theft, larceny	Not in memo
EMBEZZLEMENT/RENTAL PROPERTY	Theft of Property	NIBRS Property	Embezzlement	Theft, larceny	Not in memo
FRAUD/PRESCRIPTION FRAUD	Drug Investigation	NIBRS Property	Fraud	Theft, larceny	Not in memo
LARC RUN	Medical Assist	NIBRS Property	Theft	Theft, larceny	Not in memo
LARCENY	FIRE DEPARTMENT	NIBRS Property	Theft	Theft, larceny	Not in memo
LARCENY CALLBACK	Theft of Property	NIBRS Property	Theft	Theft, larceny	Not in memo
LARCENY- METAL THEFT	Theft of Property	NIBRS Property	Theft	Theft, larceny	Not in memo
LARCENY SUSPECT IN CUSTODY	Theft of Property	NIBRS Property	Theft	Theft, larceny	Not in memo
LARCENY-NO RESPONSE	Theft of Property	NIBRS Property	Theft	Theft, larceny	Not in memo
NULL	Theft of Property	NIBRS Property	Theft	Theft, larceny	Not in memo
PROPERTY THEFT	Theft of Property	NIBRS Property	Theft	Theft, larceny	Not in memo
PURSE SNATCH	Theft of Property	NIBRS Property	Robbery	Theft, larceny	Not in memo
SHOPLIFTER IN CUSTODY	Theft of Property	NIBRS Property	Theft	Theft, larceny	Not in memo
STOLEN PLATE	Theft of Property	NIBRS Property	Theft	Theft, larceny	Not in memo
STOLEN PROPERTY LOCATED	Stolen Property	NIBRS Property	Theft	Theft, larceny	Not in memo
STOLEN PROPERTY/BUYING	Possession of Stolen	NIBRS Property	Stolen Property Offense	Theft, larceny	Not in memo
STOLEN PROPERTY/POSSESSION	Possession of Stolen	NIBRS Property	Stolen Property Offense	Theft, larceny	Not in memo
THEFT IN PROGRESS		0 NIBRS Property	Theft	Theft, larceny	Not in memo
THEFT JUST OCCURRED	Theft of Property	NIBRS Property	Theft	Theft, larceny	Not in memo
BICYCLE TRAFFIC	Moving Violation	Traffic	Other	Traffic enforcement	Not in memo
CHILD RESTRAINT	Moving Violation	NIBRS Society	Family Offense	Traffic enforcement	Not in memo
DRUNK DRIVER	FIRE DEPARTMENT	NIBRS Society	DUI	Traffic enforcement	Not in memo
DRUNK DRIVER STOPPED	Driving Under the	NIBRS Society	DUI	Traffic enforcement	Not in memo
DUI/NON-ACCIDENT	Driving Under the	Traffic	DUI	Traffic enforcement	Not in memo
ILLEGAL PARKING	Parking Violations	Traffic	Parking Enforcement	Traffic enforcement	Not in memo
IMPAIRED DRIVER	Driving Under the	NIBRS Society	DUI	Traffic enforcement	Not in memo
MISCELLANEOUS/POINT CONTROL	Agency Assist	Traffic	Enforcement	Traffic enforcement	Not in memo
NULL	Driving Under the	Traffic	DUI	Traffic enforcement	Not in memo
RACING VEHICLE	Moving Violation	Traffic	Enforcement	Traffic enforcement	Not in memo
RECKLESS DRIVING	Moving Violation	Traffic	Enforcement	Traffic enforcement	Not in memo
RECKLESS DRIVING-NO ATL INFO	Moving Violation	Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC & MOTOR VEHIC LAWS/ABANDONED	Hazard	Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC & MOTOR VEHIC LAWS/LICENSE &	License and Registration	Traffic	Enforcement	Traffic enforcement	Not in memo

TRAFFIC & MOTOR VEHIC LAWS/MOVING	Moving Violation	Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC & MOTOR VEHIC LAWS/OTHER	Moving Violation	Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC & MOTOR VEHIC LAWS/PARKING	Parking Violations	Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC & MOTOR VEHIC LAWS/ROAD RAGE	Moving Violation	Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL - 22/ALVERNON		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-22ND CORRIDOR		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-AJO/MISSION		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-BROADWAY CORRIDOR		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-CRAYCROFT/GOLF LINKS		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-FT LOWELL/1ST		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-GOLF LINKS/SWAN		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-GRANT CORRIDOR		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-GRANT/ALVERNON		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-GRANT/TANQUE VERDE		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-IRVINGTON/CAMPBELL		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-KOLB/GOLF LINKS		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-KOLB/IRVINGTON		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-MIDVALE		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-MIRACLE MILE/FLOWING WELLS		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-NOGALES/VALENCIA		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-ORACLE/WETMORE		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-SPEEDWAY CORRIDOR	*REMOVE*	Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-SPEEDWAY/I10		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-VALENCIA CORRIDOR		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-VALENCIA/KOLB		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC DETAIL-WILMOT/GOLF LINKS		0 Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC PURSUIT	Traffic Pursuit	Traffic	Enforcement	Traffic enforcement	Not in memo
TRAFFIC STOP	Moving Violation	Traffic	Enforcement	Traffic enforcement	Not in memo
TRUCK INSPECTION	Commercial Vehicle	Traffic	Enforcement	Traffic enforcement	Not in memo
WRONG WAY TRAFFIC	Moving Violation	Traffic	Enforcement	Traffic enforcement	Not in memo
ACCIDENT W/POSS IMPAIRMENT	Collision	Traffic	Accident	Traffic-related	Not in memo
AUTO ACCIDENT- BLOCKING	Collision	Traffic	Accident	Traffic-related	Not in memo
AUTO ACCIDENT NO RESPONSE	Collision	Traffic	Accident	Traffic-related	Not in memo
AUTO ACCIDENT W/ANIMAL	Collision	Traffic	Accident	Traffic-related	Not in memo
AUTO ACCIDENT/UNKNOWN	Collision	Traffic	Accident	Traffic-related	Not in memo
DUI/PERSONAL INJURY ACCIDENT	Driving Under the	NIBRS Society	DUI	Traffic-related	Not in memo
DUI/PROPERTY DAMAGE ONLY ACCIDENT	Driving Under the	Traffic	DUI	Traffic-related	Not in memo
FIXED OBJECT-NON-INJURY	Collision	Traffic	Accident	Traffic-related	Not in memo
GOVERNMENT VEHICLE/PROPERTY	Collision	Traffic	Accident	Traffic-related	Not in memo
HIT AND RUN ACCIDENT/NO INJURY	Collision	Traffic	Accident	Traffic-related	Not in memo
HIT AND RUN NO INJURIES	Collision	Traffic	Accident	Traffic-related	Not in memo
MVA - >40 MPH VS IMMOVABLE OBJ OR MC, HEAD-	Traffic	Accident	Traffic-related incidents	Not in memo	
MVA - ACN CALL, HIGH PROBABILITY OF SEVERE		0 Traffic	Accident	Traffic-related	Not in memo
MVA - EJECTION		0 Traffic	Accident	Traffic-related	Not in memo
MVA - INJURY ACCIDENT: <40 MPH, >40MPH W/	Traffic	Accident	Traffic-related incidents	Not in memo	
MVA - NO INFO AVAIL FOR RP		0 Traffic	Accident	Traffic-related	Not in memo
MVA - Patient Trapped		0 Traffic	Accident	Traffic-related	Not in memo
MVA - PD REQ FOR EVAL, MINOR INJ		0 Traffic	Accident	Traffic-related	Not in memo
MVA - PT TRAPPED, <40 MPH		0 Traffic	Accident	Traffic-related	Not in memo
MVA - RESP DISTRESS		0 Traffic	Accident	Traffic-related	Not in memo
MVA - ROLL OVER, <40 MPH		0 Traffic	Accident	Traffic-related	Not in memo
MVA - SIGN OF SHOCK: SYNCOPE AFTER		0 Traffic	Accident	Traffic-related	Not in memo
MVA - UNC, NON-RESPONSIVE TO VERBAL OR		0 Traffic	Accident	Traffic-related	Not in memo
MVA - VEHICLE VS PED/BIKE/MC - PATIENT UNABLE		0 Traffic	Accident	Traffic-related	Not in memo
MVA - VEHICLE VS. PED/BIKE - MINOR INJ		0 Traffic	Accident	Traffic-related	Not in memo
NON-INJURY ACCIDENT	Collision	Traffic	Accident	Traffic-related	Not in memo
NON-TRAFFIC ACCIDENT/FATAL	Collision	Traffic	Accident	Traffic-related	Not in memo
NON-TRAFFIC ACCIDENT/FATAL-LEAVING THE	Collision	Traffic	Accident	Traffic-related	Not in memo
NON-TRAFFIC ACCIDENT/PERSONAL INJURY	Collision	Traffic	Accident	Traffic-related	Not in memo

NON-TRAFFIC ACCIDENT/PROPERTY DAMAGE	Collision	Traffic	Accident	Traffic-related	Not in memo
NON-TRAFFIC ACCIDENT/PRPRTY DMG-LEAVING	Collision	Traffic	Accident	Traffic-related	Not in memo
NON-TRAFFIC ACCIDENT/PRSNL INJURY-LEAVING	Collision	Traffic	Accident	Traffic-related	Not in memo
NULL	Collision	Traffic	Accident	Traffic-related	Not in memo
NULL	Hazard	Traffic	Incident	Traffic-related	Not in memo
OBJECT STRUCK, NON-INJURY		0 Traffic	Accident	Traffic-related	Not in memo
ONSTAR/SIRIUS		0 Traffic	Incident	Traffic-related	Not in memo
OTHER VEHICLE ACCIDENTS/AIRPLANE ACCIDENTS	Collision	Traffic	Accident	Traffic-related	Not in memo
OTHER VEHICLE ACCIDENTS/BICYCLE ACCIDENTS	Collision	Traffic	Accident	Traffic-related	Not in memo
OTHER VEHICLE ACCIDENTS/OTHER	Collision	Traffic	Accident	Traffic-related	Not in memo
PEDESTRIAN TRAFFIC	Moving Violation	Traffic	Direction	Traffic-related	Not in memo
PERSONAL INJURY ACCIDENTS/OTHER	Community Assistance	Traffic	Accident	Traffic-related	Not in memo
POINT CONTROL	Hazard	Traffic	Incident	Traffic-related	Not in memo
PUBLIC ASSIST/MOTORIST	Public Assist	Traffic	Incident	Traffic-related	Not in memo
PUBLIC HAZARD/TRAFFIC	Hazard	Traffic	Incident	Traffic-related	Not in memo
ROAD RAGE	Moving Violation	Traffic	Incident	Traffic-related	Not in memo
STALLED VEHICLE	Hazard	Traffic	Incident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/FATAL/HIT-AND-	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/FATAL/OTHER MOTOR VEH	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/FATAL/PEDESTRIAN	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/INJURY/BICYCLE	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/INJURY/HIT-AND-RUN/ANIMAL	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/INJURY/HIT-AND-RUN/BICYCLE	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/INJURY/HIT-AND-RUN/OTHER	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/INJURY/HIT-AND-RUN/OTHER	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/INJURY/HIT-AND-	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/INJURY/OTHER	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/INJURY/OTHER MOTOR VEH	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/INJURY/PEDESTRIAN	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/PRP DMG/ANIMAL	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/PRP DMG/BICYCLE	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/PRP DMG/FIXED OBJECT	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/PRP DMG/HIT-AND-	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/PRP DMG/HIT-AND-RUN/FIXED	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/PRP DMG/HIT-AND-	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/PRP DMG/HIT-AND-	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/PRP DMG/HIT-AND-	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/PRP DMG/HIT-AND-RUN/RR	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/PRP DMG/HIT-AND-RUN/WITH	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/PRP DMG/OTHER	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/PRP DMG/OTHER MOTOR VEH	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/PRP DMG/PEDESTRIAN	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC ACCIDENT/PRP DMG/RR TRAIN	Collision	Traffic	Accident	Traffic-related	Not in memo
TRAFFIC HAZARD	Hazard	Traffic	Incident	Traffic-related	Not in memo
TRAFFIC LIGHT MALFUNCTION	Hazard	Traffic	Incident	Traffic-related	Not in memo
TRAFFIC LIGHT MALFUNCTION- ALL GREEN	Hazard	Traffic	Incident	Traffic-related	Not in memo
UNKNOWN INJURIES	Collision	Traffic	Accident	Traffic-related	Not in memo
VEHICLE BLOCKING	Collision	Traffic	Incident	Traffic-related	Not in memo
VEHICLE BLOCKING/ABANDONED	Traffic	Incident	Traffic-related incidents	Not in memo	
VEHICLE FIRE	Fire Investigation	Traffic	Incident	Traffic-related	Not in memo
HOMELESS OUTREACH	Medical Assist	Miscellaneous Policing	Homelessness	Unhoused persons	Not in memo
OPERATION DEEP FREEZE	Community Assistance	Service	Homelessness	Unhoused persons	Not in memo
VAGRANCY/BEGGING	Public Order	Non-NIBRS Offense	Other	Unhoused persons	Not in memo
VAGRANCY/LOITERING	Public Order	Non-NIBRS Offense	Other	Unhoused persons	Not in memo
VAGRANCY/OTHER	Public Order	Non-NIBRS Offense	Other	Unhoused persons	Not in memo
GENERAL NO RESPONSE	Check Request	Miscellaneous Policing	Other	Unknown	Not in memo
OTHER	Check Request	Miscellaneous Policing	Other	Unknown	Not in memo
PROWLER	Suspicious Activity	Non-NIBRS Offense	Stalking	Unwanted person	Not in memo
UNWANTED PERSON	Public Order	Non-NIBRS Offense	Trespassing	Unwanted person	Not in memo

AGGRAVATED ASSAULT	Assault	NIBRS Person	Assault	Violent crime	Not in memo
ASSAULT VICTIM	Assault	NIBRS Person	Assault	Violent crime	Not in memo
ASSAULT/SHOOT/STAB - HANGING		0 NIBRS Person	Assault	Violent crime	Not in memo
ASSAULT-JUST OCCURRED	Assault	NIBRS Person	Assault	Violent crime	Not in memo
DRIVE BY SHOOTING	Assault	NIBRS Person	Assault	Violent crime	Not in memo
HUMAN TRAFFICKING/COMMERCIAL SEX ACTS	Sex Offense	NIBRS Person	Prostitution Offenses	Violent crime	Not in memo
HUMAN TRAFFICKING/INVOLUNTARY SERVITUDE	Assault	NIBRS Person	Prostitution Offenses	Violent crime	Not in memo
INDECENT EXPOSURE	Sex Offense	NIBRS Person	Sex Offenses	Violent crime	Not in memo
KIDNAPPING	Kidnapping	NIBRS Person	Kidnapping	Violent crime	Not in memo
MOLESTING	Sex Offense	NIBRS Person	Sex Offenses	Violent crime	Not in memo
NULL	Assault	NIBRS Person	Assault	Violent crime	Not in memo
NULL	Sex Offense	NIBRS Person	Sex Offenses	Violent crime	Not in memo
OTHER OFFENSES/KIDNAPPING	Kidnapping	NIBRS Person	Kidnapping	Violent crime	Not in memo
SEX ASSAULT/RAPE IN PROGRESS	Sex Offense	NIBRS Person	Sex Offenses	Violent crime	Not in memo
SEX ASSAULT/RAPE OVER	Sex Offense	NIBRS Person	Sex Offenses	Violent crime	Not in memo
SEX OFFENSES CALLBACK	Sex Offense	NIBRS Person	Sex Offenses	Violent crime	Not in memo
SEX OFFENSES/CHILD MOLESTING	Sex Offense	NIBRS Person	Sex Offenses	Violent crime	Not in memo
SEX OFFENSES/EXPOSURE	Sex Offense	NIBRS Person	Sex Offenses	Violent crime	Not in memo
SEX OFFENSES/LEWD & LASCIVIOUS ACTS	Sex Offense	NIBRS Person	Sex Offenses	Violent crime	Not in memo
SEX OFFENSES/MOLESTING	Sex Offense	NIBRS Person	Sex Offenses	Violent crime	Not in memo
SEX OFFENSES/OBSCENE PHONE CALLS	Sex Offense	NIBRS Person	Sex Offenses	Violent crime	Not in memo
SEX OFFENSES/OTHER (ADULTRY,INCEST,STAT	Sex Offense	NIBRS Person	Sex Offenses	Violent crime	Not in memo
SEX OFFENSES/PEEPING TOM	Sex Offense	NIBRS Person	Sex Offenses	Violent crime	Not in memo
SEXUAL ASSAULT ATTEMPT	Sex Offense	NIBRS Person	Sex Offenses	Violent crime	Not in memo
SEXUAL ASSAULT KIT	Evidence Collection	NIBRS Person	Sex Offenses	Violent crime	Not in memo
SEXUAL ASSAULT/RAPE	Sex Offense	NIBRS Person	Sex Offenses	Violent crime	Not in memo
SEXUAL ASSAULT/RAPE IN PROGRESS	NIBRS Person	Sex Offenses	Violent crime	Not in memo	
SHOOTING	Assault	NIBRS Person	Assault	Violent crime	Not in memo
SHOOTING/STABBING VICTIM AT HOSPITAL	Assault	NIBRS Person	Assault	Violent crime	Not in memo
STABBING	Assault	NIBRS Person	Assault	Violent crime	Not in memo
MAN OR FIGHT W/KNIFE	Assault	NIBRS Society	Weapons Offense	Weapons	Not in memo
MAN WITH GUN	Weapon Offense	NIBRS Society	Weapons Offense	Weapons	Not in memo
PERSON WITH A WEAPON	Weapon Offense	NIBRS Society	Weapons Offense	Weapons	Not in memo
PERSON/FIGHT W/GUN	Assault	NIBRS Society	Weapons Offense	Weapons	Not in memo
SHOT HEARD	Check Request	NIBRS Society	Weapons Offense	Weapons	Not in memo
SHOTS FIRED	Assault	NIBRS Society	Weapons Offense	Weapons	Not in memo
SHOTS HEARD	Check Request	NIBRS Society	Weapons Offense	Weapons	Not in memo
WEAPONS/CARRYING CONCEALED	Weapon Offense	NIBRS Society	Weapons Offense	Weapons	Not in memo
WEAPONS/ILLEGAL	Weapon Offense	NIBRS Society	Weapons Offense	Weapons	Not in memo
WEAPONS/OTHER	Weapon Offense	NIBRS Society	Weapons Offense	Weapons	Not in memo
OPEN DOOR	Check Request	Service	Other	Welfare Check	Not in memo
OPEN DOOR/WINDOW	Check Request	Service	Other	Welfare Check	Not in memo
OPEN WINDOW	Check Request	Service	Other	Welfare Check	Not in memo
PARENTS/FAMILY/GUARDIAN REQUESTING		0 Service	Other	Welfare Check	Not in memo
PERSON SLUMPED OVER	Welfare Check	Medical	Medical	Welfare Check	Not in memo
SUBJECT LEFT CARE AMA	Welfare Check	Service	Lost/Found Property	Welfare Check	Not in memo

## APPENDIX 2



## STUDY METHODOLOGY

As part of a national, multi-city study, our research teams conducted interviews and fieldwork to learn how cities manage public safety expectations and to determine which service needs are or are not best suited for police response. Our analysis and findings are based on direct observation and on in-depth conversations with (1) community members, and (2) service providers and municipal actors.

Below we present the key research questions posed to each group.

### Municipal Actors & Service Providers<sup>1</sup>

#### Research Questions

1. What types of programs and services comprise Tucson's first response system?
2. How has Tucson's first response system evolved over time?
  - a. What has motivated this evolution?
  - b. What has changed (e.g. policy, practice, mindset)?
  - c. What do municipal actors believe police should be spending (and/or not spending) their time doing?
3. What are the limits and gaps in Tucson's first response system?
4. What are the implementation challenges and barriers (or lack thereof) the City of Tucson faces when making changes to their first response systems?

### Community Members

---

<sup>1</sup> These actors may include a variety of emergency responders (e.g. police, fire, paramedic), representatives from communications and dispatch, behavioral healthcare providers, medical personnel and clinicians.

### Research Questions

*"Community members" refers primarily to residents of neighborhoods most affected by policing and other first response practices.*

1. How do community members in Tucson define public safety?
  - a. How do community members characterize organizations' and professionals' roles and responsibilities for establishing public safety?
  - b. What do community members perceive as the most effective sources of public safety services?
2. What stage of readiness for change best characterizes Tucson community members?
3. What are community members' perceptions of recent changes within Tucson's public safety system?
4. What first response services are unavailable, inaccessible, or unusable in Tucson?
5. Where, how, and from whom do community members in Tucson want to obtain first response services and support?

### Database and Analytical Approach

We include a multitude of perspectives, viewpoints, and opinions from different organizational actors and community members in our data sample in order to understand Tucson's first response model and efforts to transform it. The following section describes our data and analytical approach.

#### *Municipal Actors*

We purposively sampled municipal actors across six key roles to learn from Tucson's experiences and perspectives on implementing alternative response.<sup>2</sup> These roles included: (1) city officials (e.g. policymakers in the City Manager's Office, Public Safety Communications Department, and the Mayor's Office), (2) police leaders (e.g., the chief of police, policymakers inside the police department, sergeants), (3) patrol officers, (4) specialty police units (e.g., Mental Health Support Team, Substance Use Resource Team, Homeless Outreach Team, park safety officers), (5) 911 operators (e.g., 911 police call-takers and dispatchers), and (6) alternative responders (e.g.,

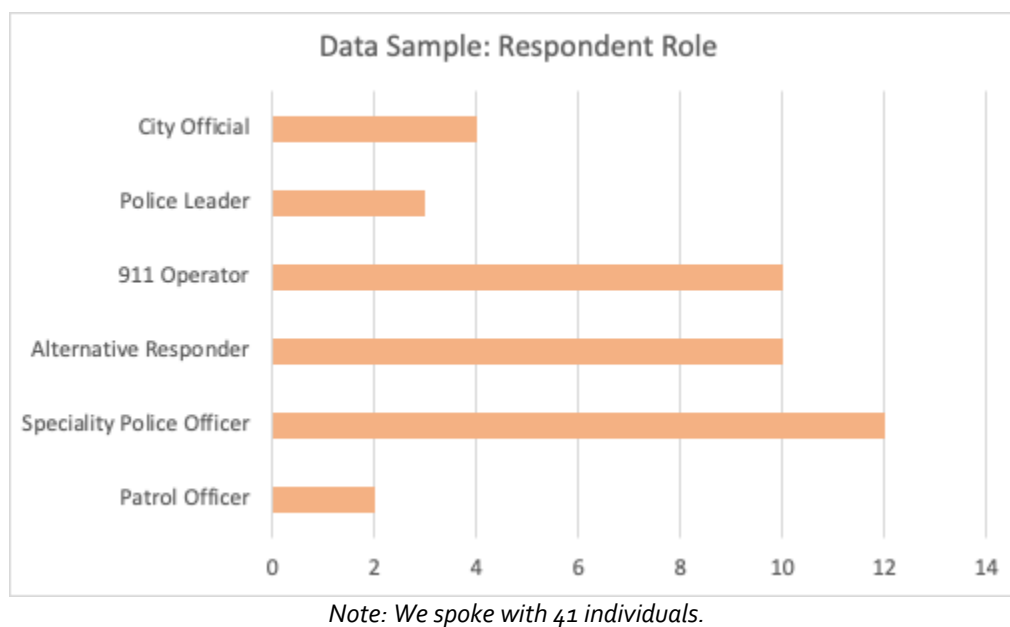
---

<sup>2</sup> Purposive sampling often is defined as the "intentional selection of informants based on their ability to elucidate a specific theme, concept, or phenomenon" (Robinson, 2014).

clinicians and nurses with TC-3, community service officers, mental health clinicians with Community Bridges). Because we were interested in learning about Tucson's non-traditional law enforcement responses to social problems, we focused our interviews and observations less on patrol officers and more on Tucson's specialty police units assigned to address issues of homelessness, drug use, and mental health. Note that we spoke extensively with alternative responders in the TC-3 program, but had limited access to interview members of Community Bridges crisis mobile teams due to their company policies.<sup>3</sup>

Figure 1 below shows the total number of interviews we conducted in Tucson (N=41), as well as a breakdown by respondent role.

Figure 1: Respondent Roles in Municipal Actor Data Sample



To answer our research questions, we conducted virtual and in-person interviews with the various respondents listed above. Qualitative interviews are a powerful tool to learn about respondents' "experiences, accounts, motivations, aspirations, and efforts to make meaning" in a particular social context.<sup>4</sup> For these reasons, interview data were critical to our study as we sought to understand how municipal actors made sense of motivation and practice changes around first response. Interviews were semi-structured, meaning we used an IRB-approved interview protocol to guide our inquiries, but also engaged in careful listening and deep probing

<sup>3</sup> The RPS Team made several attempts to make contact with staff from Community Bridges to participate in our study, but we were unsuccessful. At the time of this report, we have not received a response from CBI.

<sup>4</sup> Gerson, Kathleen and Sarah Damaske. (2021). *The Science and Art of Interviewing*. (New York: Oxford University Press)

to maximize learning from our respondents' unique experiences.<sup>5</sup> Each virtual and in-person interview lasted approximately one-hour. All interviews were recorded and transcribed by an online transcription service (Rev.com).

In addition to conducting semi-structured interviews, we also engaged in participant observation to see first-hand how front-line workers interact with members of the public and each other at the street level. Participant observation pays close attention to how individuals react and behave to make sense of situations in which rules and protocols fail to provide adequate guidance. The method's emphasis on meaning-making and interaction is particularly well-suited for studying how municipal actors in Tucson come to understand the various response programs in the city.<sup>6</sup> Our decision to observe police, 911 operators, and alternative responders during ride-alongs and sit-alongs, or center observations, contributes to a strong methodological tradition in criminology: many essential studies illuminating decision-making among law enforcement have been observational in nature.<sup>7</sup> Our ride-alongs and sit-alongs occurred during a one-week site visit to Tucson and each observation block lasted about four hours. Participant observers made jottings in field notebooks and then dictated voice memos at the end of each day to capture the various activities and interactions they witnessed. Voice memos were transcribed using a transcription service (Rev.com). Figure 2 shows the number of transcripts in our database and the share that came from interviews and field notes.

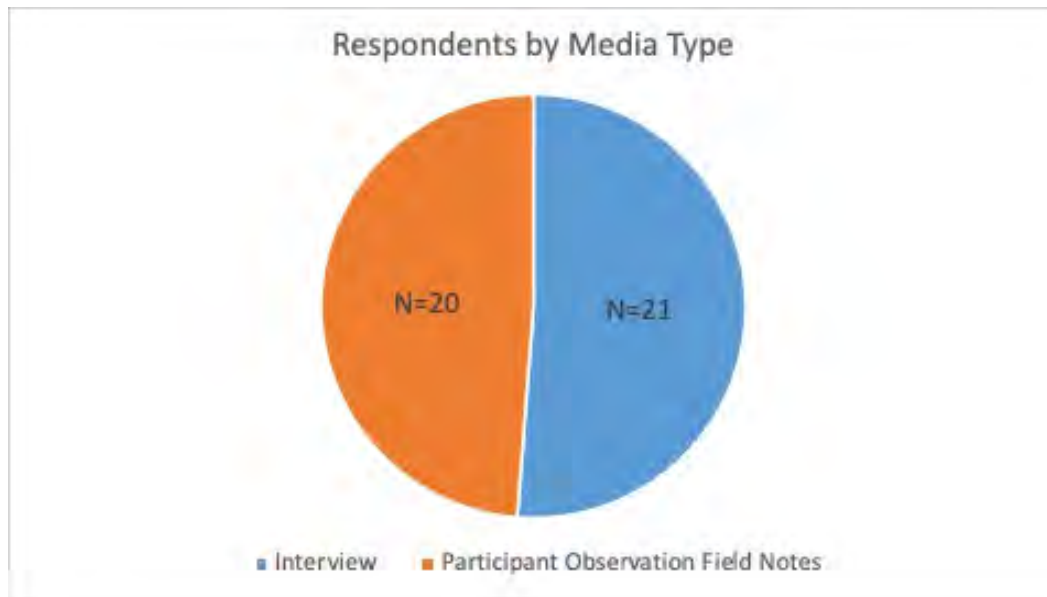
Figure 2: Data Source by Type of Collection Method

---

<sup>5</sup> Weiss, Robert. (1995). *Learning From Strangers: The Art and Method of Qualitative Interview Studies*. (New York: The Free Press). | Merton, Robert, Marjorie Fiske, and Patricia Kendall (1956). *The Focused Interview: A Manual of Problems and Procedures*. (New York: The Free Press).

<sup>6</sup> Becker, Howard, and Blanche Geer. 1957. "Participant Observation and Interviewing: A Comparison." *Human Organization* 16 (3): 28–32.

<sup>7</sup> American Bar Foundation (1956-57). *The Administration of Criminal Justice in the United States, Study Records*. Wisconsin Historical Society Archives. | Bittner, Egon. (1990). *Aspects of Police Work*. Boston. (MA: Northeastern University Press.) | Brown, M. K. (1988). *Working the Street: Police Discretion and the Dilemmas of Reform*. (New York: Russell Sage Foundation.) | LaFave, Wayne, and Frank Remington. (1965.) *Arrest: The Decision to Take a Suspect into Custody*. (Boston, MA: Little, Brown.) | Moskos, Peter. (2008). *Cop in the Hood: My Year Policing Baltimore's Eastern District*. (Princeton, NJ: Princeton University Press.) | Wilson, James Q. (1978). *Varieties of Police Behavior: The Management of Law and Order in Eight Communities*. (Cambridge, MA: Harvard University Press.) |



*Note: We interacted with 41 respondents across 21 interviews/focus groups over Zoom and 20 observational encounters during a weeklong field visit.*

After assembling our database, we employed a deductive-inductive analytical approach in which analysts both reviewed interview data for concepts articulated in our initial research questions *and* identified emerging concepts that arose during collection and analysis. Coding of interview transcripts began with a research question-driven list of codes and definitions. Additional parent and child codes were added during the review and analysis of the data. The research team met weekly to discuss and review the evolving codes. During these weekly meetings, researchers reviewed themes and codes while simultaneously referring back to the research questions and relevant literature to make sense of and affirm the analysis. An important task in the coding and analysis included comparing theme interpretation and resolving interpretation and coding discrepancies to reach inter-rater reliability.<sup>8</sup> All coding was completed using the qualitative analysis software Dedoose. Our analytical approach aligns with best practices in qualitative methodologies.<sup>9</sup>

### *Community Members*

The inclusion criteria to be eligible to participate in the community conversations included:

- Being over 18.
- Speaking conversational English or Spanish.
- Residing within the jurisdiction of the Tucson Police Department.

---

<sup>8</sup> Armstrong, David, Ann Gosling, John Weinman. (1997). "The Place of Inter-Rater Reliability in Qualitative Research: An Empirical Study." 31 *Sociology*: 597-606.

<sup>9</sup> Patton, M. (2015) *Qualitative Research and Evaluation Methods*. 4th Edition. (Thousand Oaks: Sage Publications).

We implemented a targeted sampling strategy within those parameters.<sup>10</sup> Specifically, we focused on filling every cell within a matrix containing two dimensions: geographic and individual characteristics. As detailed in Figure 3, at the geographic level, we targeted neighborhoods in the top quartile for Tucson arrest rates for 2021. At the individual level, we targeted people with differing levels of previous participation in public safety transformation efforts. This approach ensured that (a) we did not restrict community feedback to representatives who most commonly have a seat at the design table and (b) we heard from residents with extensive lived experience interacting with Tucson's public safety system.

Figure 3: Targeted Sampling Matrix and Number of Participants

		<b><i>Involvement in Public Safety Reform Efforts</i></b>			
<b><i>Geographic Area</i></b>		Formal Representative	Informal Leader	Previously Disconnected	TOTAL
	High Arrest Rates	8	5	12	25
	Other Areas	2	3	6	11
	TOTAL	10	8	18	36

Thirty-six (36) Tucson residents participated in the community conversation. The participants are demographically diverse. Seventeen participants identified as Latinx, four are Black, 2 are American Indian, and one is Asian. Eight people participated in the group that was conducted in Spanish. Seven participants had never attended college or trade school, while ten participants had a Master's level degree.

Community participants' household income ranges from below \$20,000 to above \$200,000 per year with a median income between \$35,000 and \$50,000. Half of our participants are between 30 and 52 years old, and ages range from 18 to 61. Residents who attended the conversation had lived in Tucson for anywhere from less than one to more than 20 years and hailed from 23 different Tucson neighborhoods (represented in Figure 4).

<sup>10</sup> Watters, J. K., & Biernacki, P. (1989). Targeted sampling: Options for the study of hidden populations. *Social problems*, 36(4), 416-430. Allen, S. T., Footer, K. H., Galai, N., Park, J. N., Silberzahn, B., & Sherman, S. G. (2019). Implementing targeted sampling: lessons learned from recruiting female sex workers in Baltimore, MD. *Journal of Urban Health*, 96(3), 442-451.



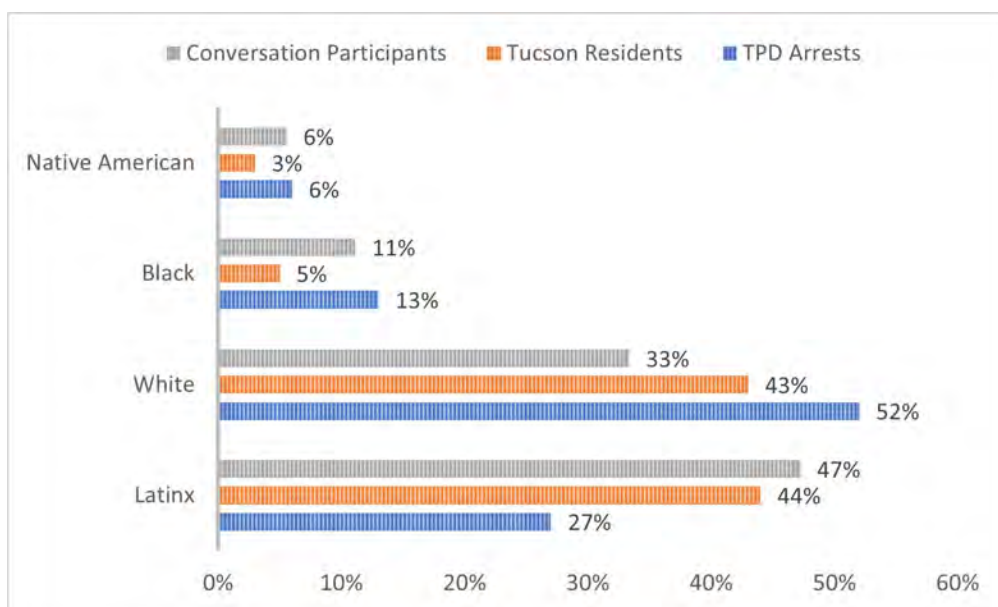
Figure 4: Neighborhoods Represented at the Community Conversation



*Note: This illustration is weighted so that communities with greater representation are in larger fonts.*

The participants represented some of the populations most impacted by Tucson’s first response practices. Nearly three-fourths of people at the community conversation had recently called 911. Furthermore, as is represented in Figure 5, the representation of Black and American Indian/Native American community participants more closely resembles the racial composition of TPD arrestees than the racial composition of Tucson residents overall. However, the opposite is true for Latinx and White populations: we had an overrepresentation of Latinx participants according to arrest rates, but not according to the composition of Tucson’s population.

Figure 5: Comparative Racial Composition of Community Conversation Participants<sup>11</sup>



<sup>11</sup> Data were obtained from Census Quick Facts 2021 and Uniform Crime Report data for 2020.

---

Our research team consisted of the principal investigator, a seven-person community advisory board from Tucson, six facilitators who were Tucson residents, and six co-facilitators from Montclair State University and NYU (two of whom served as research assistants). We designed a three-prong data collection plan to answer our community research questions. First, after arriving and completing the informed consent process, participants completed a CAPI enrollment questionnaire consisting of questions on demographics, use of service, perceptions of police<sup>12</sup>, and community readiness for change.<sup>13</sup> Our community advisory board also added questions about border patrol to the questionnaire during the course of the study. The final question asked respondents: "When you signed up to join this conversation, is there a specific topic you hoped we'd discuss?"

Next, participants engaged in two rounds of focus group discussions. The first round (in the morning) focused on a predetermined set of topics, although the community advisory board helped inform the specific examples, probes, and question-wording we used. The question route moved from general to particular, employing probes to maximize the detail and clarity of participant data. The morning question route focused on the following topics (in order):

- Definitions of public safety
- Perceptions of agencies, organizations, and local citizens' roles and responsibilities
- Public safety resource utilization, including access to and usability of services
- Desired public safety services and resources (and from whom)
- Feedback on recent change efforts and, specifically, the TC-3 and Sentinel Event Review Board (SERB)

At the end of the morning session (during the lunch break), the research team gathered to discuss emerging themes and review the results from the enrollment questionnaire, including answers to the final question in the questionnaire. The team used this information to determine three topics for the afternoon focus groups. After lunch, participants chose to participate in a focus group on one of these topics—(1) Immigration and Border Control, (2) Humanizing People, (3) Investing in and Building Community Alternatives—or one that focused on the Tucson Police Department's Specialty Units (HOT, MHST, and SURT). For these focus groups, facilitators focused on achieving saturation of items in the semi-structured question guide by choosing the most appropriate probes in lieu of maintaining verbatim fidelity to the questions. The afternoon focus group ended with participants completing and sharing their answers to a worksheet

---

<sup>12</sup> Nadal, K. L., & Davidoff, K. C. (2015). Perceptions of police scale (POPS): Measuring attitudes towards law enforcement and beliefs about police bias. *Journal of psychology and behavioral science*, 3(2), 1-9.

<sup>13</sup> Muellmann, S., Brand, T., Jürgens, D., Gansefort, D., & Zeeb, H. (2021). How many key informants are enough? Analysing the validity of the community readiness assessment. *BMC research notes*, 14(1), 1-6.; Oetting, E. R., Plested, R. W. Edwards, P. J. Thurman, K. J. Kelly, and Beauvais, F. (2014). *Tri-Ethnic Center Community Readiness Handbook*, 2nd edition. Retrieved 12 July 2021, from [https://tec.colostate.edu/wp-content/uploads/2018/04/CR\\_Handbook\\_8-3-15.pdf](https://tec.colostate.edu/wp-content/uploads/2018/04/CR_Handbook_8-3-15.pdf)

designed to elicit feedback on what trusted people and organizations have skills, talents, and resources that could contribute to first response transformation efforts in Tucson.

All focus groups had a facilitator/co-facilitator design. The facilitators were local Tucson residents with experience and training in research ethics, evaluation, and group facilitation. The co-facilitators were students and NYU Policing Project staff trained in culturally responsive and equitable facilitation and qualitative note taking. Each focus group contained five to eight community members to ensure the proper balance between collecting rich data at individual levels and maintaining vibrant discussion at group levels. Participants were fully oriented to the focus group processes before participation and fully debriefed at the conclusion. We audio-recorded every focus group meeting, and co-facilitators produced jottings to provide context and markers for use during transcription. The team members transcribing the recording used these notes to identify and specify speakers and include notations about signs of agreement from other participants (e.g., nodding, snapping, smiling) or disagreement from other participants (e.g., head shaking, arms crossing, exiting the circle).

The quantitative data analysis of the questionnaire is purely descriptive. It consists of basic univariate statistics and bivariate comparisons. To plan for the analysis of qualitative data, we held team debriefings (including the local facilitators) and read all field notes along with the complete transcription. The team then met with the community advisory board so the board could validate and add to the emerging codebook. We performed two rounds of open coding<sup>14</sup> before finalizing the codebook. The coding trees within our completed codebook consisted of selective themes and axial categories.<sup>15</sup> Subsequently, we used these trees to perform focused coding in the Dedoose software program.<sup>16</sup> After beginning coding during this stage, we checked for intercoder reliability in Dedoose, which had a Cohen's Kappa value of .86. In this report, we use pseudonyms when reporting results from these analyses.

---

<sup>14</sup> Glaser, Barney G. 2016. "Open coding descriptions." *Grounded Theory Review* 15 (2): 108-110.

<sup>15</sup> Williams, Michael, and Tami Moser. 2019. "The art of coding and thematic exploration in qualitative research." *International Management Review* 15 (1): 45-55.

<sup>16</sup> Dedoose, V. 8. 3. 4. 2012. *Web application for managing, analyzing, and presenting qualitative and mixed method research data*. Los Angeles: SocioCultural Research Consultants.

## APPENDIX 3

## 1-on-1 Interview Guide – NYU Policing Project RPS Study

First, thank you for sitting down with me. I know I'll learn a lot from our conversation. The reason I'm interviewing you today is because I'm working with the NYU Policing Project to study the experiences and opinions of people in [CITY] on policing and emergency response. We are trying to help [CITY] improve its emergency response, we are not employed by or beholden to any government or agency.

I want to assure you again, that your information will be kept confidential.

Today we will be talking about your life experiences, experiences with policing, health, and your experiences and opinions as a resident of your neighborhood and [CITY]. I have some questions in mind, and I'm sure you will have some things you want to talk about too. So, think of this as a conversation. You're completely in charge. You can stop talking at any time. If I raise an issue or ask a question you don't want to talk about, just say so and we will move on to something else.

As long as it is okay with you, I'm going to audio-record our conversation. I don't want to take many notes during the interview because I want to really concentrate on what you have to say. If you want me to turn off the recorder for any reason or at any time, just say so. No one will hear the full interview except for the research team and the people who transcribe it, who are obligated to keep everything confidential. We take out your name and any other identifying information from the transcript. In other words, people won't know who you are, but hopefully a lot of people will hear what you have to say.

Let's take a minute to go over the consent form. Please take as long as you'd like to look over it. [*Pause while respondent reads the form*].

There are a couple of pieces I need to highlight. As I mentioned before, we keep your information confidential. *However*, there are two circumstances under which I would be ethically obligated to break that confidentiality. First, if you told me that you are going to hurt yourself or someone else, I would have to report that to someone. Second, if you told me that a specific child is currently being abused (not in the past, but in the present), I would have to report that.

We ask people to choose a pseudonym, or a fake name, that we can use for your stories. That way, your real name isn't attached to this information. Is there a particular name you'd like me to use during the interview?

Please let me know if there's anything I can do to make you feel more comfortable. Let's get started!

Is it okay if I turn on the recorder now? [*Wait for verbal consent.*]

"The tape recorder is now on. This is [Interviewer], and I'm here with, [Pseudonym], Respondent [CODE]."

## BACKGROUND & OPENING

So, to start off, I really want to learn more about you as a person.

1. This is a broad question, but first, just tell me about yourself. Tell me the story of your life and experiences with policing.

## NEIGHBORHOOD & COMMUNITY

1. Tell me about your current neighborhood and what your experience has been like.
  - What do you like best/least about living there? Tell me more about that.
  - How would you describe this neighborhood to someone who's never been here?
  - *[Probe, if necessary]* Just to be clear: Exactly what year did you move to this apartment/house? What about to this neighborhood?
2. Has anything changed about this community over the time you've been here? *[If so]* What are those changes? What do you think about them?
  - *[Probe, if necessary]* Just to be clear, how would you describe the timeline of these changes? Did they happen quickly or over a period of years?
3. Would you change anything about your neighborhood? *[If so]* What would you change?
4. Would you ever want to move away from this neighborhood? Why/why not?
5. Do you remember the last time you needed a neighbor to do something for you? Tell me about that experience. What did you need? What happened?
6. Have you ever gotten into a disagreement or argument with any of your neighbors? Tell me about it. What did you do to resolve it?

## POLICING

I want to see if you're okay with switching gears now and talking about any experiences with or perceptions of police in [CITY]. **I want to remind you that when I ask these questions, I'm not asking you to tell me about any specific incidents of criminal activity in which you may have been involved or know about.**

1. Do you see police around much? Tell me more about that.
2. Tell me about the last time you saw the police near your house or around the neighborhood.
  - What were they doing?
  - How did people react?
  - How did you react?
3. If there is a problem in the neighborhood, like a break-in or a robbery or a fight, do people call the police?
  - How quickly do the police arrive when someone calls? Are people in this neighborhood treated fairly by the police?



4. What do you think about the police in this area?
  - *Probe for police characteristics – size of department, racial composition of officers, etc.*
  - *Probe for trust/distrust.*
  - *Probe for racial bias.*
  - *Probe for gender bias.*
  - *Probe for any other form of bias.*
7. How would you feel if police officers moved into your neighborhood? Have you ever experienced having police officers reside in your neighborhood? *[If so]* How do you think it affected the neighborhood, if at all?
- 8.
9. Have you gotten to know any officers personally ever? Tell me more about that.
10. Have you ever called the police or emergency response about anything that happened in this neighborhood? *[If yes]* Tell me more about that experience. How did you feel about the experience? How did you feel about the outcome of your call?
5. Have you ever called the police in your life, for any reason? Tell me the whole story of (each time the respondent can remember).
  - *Probe for private security guards, housing police, etc.*
  - *Probe, if necessary: How would you describe how the police performed in that situation? How would you assess the response? Do you think the police officer did well or not-so-well in that situation? Please explain.*
6. Can you think of any times when you wanted to call the police but didn't? Tell me more about *[each time]*.
7. Have there been times that you've resolved issues in the neighborhood without involving the police? *[If yes]* Tell me more about that experience, from start to finish.
8. What are some things, if any, you think the police do well and not do so well?
9. Have there been any times when you've *observed* police responding to an emergency situation, even if you didn't call for emergency response yourself?
  - *[If yes]* Tell me more about every time you've experienced that. How would you describe how the police performed in that situation?
10. There are the regular police, but then there are a bunch of other police and security people, like private security guards and even probation officers. Have you had any experiences with some of these other types of workers? How do you feel about how they tend to respond in times of need? *[If yes]* Tell me about them:
  - Security guards?
  - Probation officers?

- Any people you'd say are similar to police that I didn't mention?

11. Have you noticed any change in police or other emergency response in the last year?

- *[If yes]* Tell me more about that.
- *[If no]* That's very interesting! **[CITY]** implemented some changes in the last few months that are intended to improve emergency response in the city, such as *[briefly describe local changes]*. Have you seen any impact of those changes, or are things still pretty much the same?

## **PUBLIC SAFETY, EMERGENCY RESPONSE & ACTIVISM**

I want to switch gears just a bit and get a deeper sense of how you think about safety and emergency response more generally and how **[CITY]** can move forward with a better way of handling emergencies and creating safety.

1. First, in general, how would you define "public safety"? What makes you feel safe?
  - What about "security"? How do you describe what it takes for you to feel secure?
  - *[If not mentioned]* What role do you think the government should play in promoting public safety and security?
  - *[If not mentioned]* What about police, specifically?
2. What do you think is going to happen next for **[CITY]** in terms of public safety and emergency response?
  - What do you think is the most important change that *should* happen to make **[CITY]** a better place?
  - *[If different from what is going to happen]* Those are different responses. Tell me more about how you're thinking about what should happen and what is likely to happen.
3. When people have an emergency, who do you think they should call; who else should they call?
4. Tell me a bit more about the emergency situations in which you think police are helpful or not so helpful based on your personal experiences.
  - *[Probes]*: crime situations versus non-crime situations, mental health disturbances, welfare checks, violent versus non-violent situations
5. Have you been involved at all with any activism, such as marches or community meetings, related to policing? Tell me more about *[why/why not]*.
6. When many protests were happening in summer 2020 related to policing.? How did you feel about the efforts that were underway to improve or change policing?"
7. Have you been involved in any of the changes or alternate response strategies mentioned above? (List alternate response strategies)
  - Can you tell me about your involvement in these changes?
  - What was your goal in engaging on these issues? What did you hope would happen?

- Probe on types of involvement, goals, satisfaction with how involvement led to change (or did not)
- 8. PROBE: Imagine when you call 911 and it is not the police who respond, but some other responder. What sets of skills or training would you like them to have? What would you like them to be able to do? Do you have any idea what kinds of people they should be?
- 9. Have you been active in other ways related to policing and public safety?
  - Probe on responses, community board involvement

## HEALTH

I have a few questions about how you keep yourself healthy and feeling physically and mentally strong on a day-to-day basis.

1. Have you ever experienced any serious health problems? *[If yes]* Tell me about them. How did you go about dealing with those problems? Are they still an issue for you?
2. When you experience health problems or injuries, who do you go to for help? Why do you go to *[fill in]*? *[Probe service providers, family members, friends, etc.]*
  - a. When you go through difficult times, do you have anyone you talk to for support or advice? *[If yes]* Who are those people? Have you ever talked with a professional counselor or social worker?
3. When you need medical care, how do you pay for it? Do you have health insurance? *[If yes]* How did you go about getting insurance?

## CONCLUSION & DEBRIEF

**Before we part ways, I want to quickly ask a few basic questions.**

1. What is the highest level of education you completed? *[Ask only if this didn't come out in response to the earlier question about school.]*
2. What is your occupation?
3. What is your income?
4. My final question: Has this interview raised any questions that you would like to ask me, or made you think of things that you would like to bring up?

## APPENDIX 4

# Tucson's Sentinel Event Review Board

## (SERB)

### Why was SERB Created?

SERB was created under Chief Magnus' tenure to review 'sentinel events'



**What are Sentinel Events?**  
A term usually used in health care to refer to worst-case scenarios when a patient is seriously injured or killed

The SERB replaced Tucson's Critical Incident Review Board

### Who is a part of SERB?

Tucson's SERB is comprised of community members, subject matter experts, and representatives from TPD, Public Safety, and Union Organizations.

SERB is not actively meeting nor working with the Force Review Board at this time



TPD is one of the first departments in the country to convene a board of this kind

## SERB's First Cases

Reviewed as system failures; individuals are not assigned sole responsibility



In 2020, SERB reviewed its first cases: the deaths in custody of Mr. Damien Alvarado and Mr. Carlos Adrian Ingram-Lopez



SERB identified 32 contributing factors and produced 53 recommendations



**Example of contributing factor:** "Failure of call-taker to identify the Ingram-Lopez call as a behavioral health crisis rather than a law enforcement emergency."



**Example of recommendation:** "Encourage and publicize the use of 520-622-6000, a crisis line, for the community to use to request immediate non-law enforcement government service..."

The SERB has no authority to discipline individuals who act inappropriately.

## APPENDIX 5



**Trusted People**

- [Regina Romero](#)
- [Brian Flagg \(Casa Maria\)](#)
- [Kirk Emerson \(University of Arizona\)](#)

**Trusted Community Based Organizations**

- [Boys and Girls Club](#)
- [Casa Maria](#)
- [Caterpillar](#)
- [Church of Safe Injection](#)
- [CODAC](#)
- [COPE](#)
- [Crisis Response Team](#)
- [Derechos Humanos](#) / Yo Soy Testigo (I Am A Witness)
- [Emerge](#)
- [Flowers and Bullets](#)
- [Food not Bombs](#) / [Tucson Food Share](#)
- [Gospel Rescue Mission](#)
- [Hope Incorporated](#)
- [Higher Grounds](#)
- [I Am You 360](#)
- [Justice for All Campaign](#)
- [Pima Council on Aging](#)
- [The Culture and Peace Alliance](#)
- [The Florence Project](#)
- [Victory / TRIA](#)
- [Youth on their Own](#)

**Trusted Government Agencies**

- [Pima County Department of Justice Services](#)

## APPENDIX 6



# MEMORANDUM

---

**DATE:** March 19, 2021

**TO:** Honorable Mayor Romero and  
Council Members

**FROM:** Michael J. Ortega, P.E.  
City Manager

**SUBJECT:** Follow up on TPD – Call Service Response Changes

Over the past several months, an increase in attrition (double the monthly average of officers leaving the agency) and a decrease in hiring lowered staffing in the TPD Patrol Services Bureau to a critical level. In January of 2021, the TPD Executive Leadership Team (ELT) began exploring alternative responses to several types of service calls that currently require an officer response. The team identified several service calls where an alternative or modified response would help ensure officers are available to respond to the most serious calls, such as crimes involving violence and/or weapons, crimes in progress, and crimes or other situations involving vulnerable populations, such as children or the elderly. These changes were captured in an email sent to all department personnel on March 4, 2021 and are described in more detail in the sections that follow.

It should be noted that not all call response changes will occur at once. Some of these changes require more time to implement. Others require alternative or additional resources be put in place as we anticipate alignments with services which may be part of the Community Safety Pilot Program which is being facilitated by the Mayor's Office. Some require additional data gathering and analysis to make implementation as effective as possible. That said, the department's staffing situation is already at a crisis point. While time concerns may prevent ideal levels of readiness for this transition, a multi-disciplinary Calls for Service Working Group (representing Tucson Police Dept (TPD), Tucson Fire Dept (TFD), Public Safety Communications Dept (PSCD), and City Manager's Office (CMO)) is working to make these transitions as smooth as possible.

## **NEAR-TERM MODIFICATIONS**

### **Contraband at Hospitals and Schools**

Officers will not respond to hospitals or schools to collect suspected drugs, paraphernalia, or pills (generally found in common areas where no owner can be determined). If there is an actual suspect in possession of a large amount of contraband, officers will respond to investigate. Officers will continue to respond to collect any found guns or guns in possession of prohibited possessors.

*New Response Approach:* Hospitals have secure containers to dispose of suspected hazardous material. Police will work with schools to develop safe ways to dispose of hazardous contraband or have it disposed of at a police substation. Substations where department personnel can collect and dispose of these materials quickly and without the need to create documentation are open from 8 a.m. to 10 p.m. *The department will stop responding to these calls at the end of April.*

#### **Deaths at Medical Facilities**

Officers will no longer respond to deaths involving natural causes at medical facilities.

*New Response Approach:* Officers do not play a role in these calls currently other than responding to provide a case report number. Going forward, medical facilities will complete an online report the same way the Office of the Medical Examiner (OME) currently handles these situations when they respond. Officers will continue to respond when foul play or suspicious circumstances surrounding a death is suspected. Closed cases will be reopened if foul play is discovered. These calls will be evaluated on an ongoing basis to ensure this is an effective alternative to police response. *These calls will be reduced starting at the end of April, with ongoing evaluation.*

#### **Non-Criminal Houseless Subjects on Public Property**

These calls are usually generated within PSCD under a generic call-type of “check welfare” or “unwanted person.” Community members frequently call 911 to report houseless individuals present in public spaces without articulating any criminal act being committed.

*New Response Approach:* Without a specific crime involved, there is no need for a law enforcement response and intervention. These service calls typically involve the houseless at libraries, on sidewalks, in parks, etc. If a criminal act (disorderly conduct, vandalism, etc.) is taking place, police will continue to respond. If an individual is, or appears to be, unconscious, the call will be reassigned to TFD for a medical response. *The department will stop responding to these calls at the end of April.*

#### **Loud Music**

Most loud music/noise calls come in later at night, particularly on weekends, when the department has the greatest number of high priority (emergency) calls for assistance. The current reality is that these calls are typically held so long that a response is no longer practical or helpful. For example, a loud stereo call that comes in at 11 p.m. is a call officers might not get to until as late as 4 or 5 a.m. the next day.

*New Response Approach:* It's better to align expectations with our service capability and encourage neighbors to have civil dialog with each other around these issues. Whenever possible, officers will continue to respond to calls involving large, disorderly parties or gatherings if those present are engaged in violent/dangerous conduct, such as fighting, etc. When staffing levels improve, the department hopes to resume responding to a broader group of noise complaints. *The department will stop responding to these calls at the end of April but will consider responding again as staffing resources permit.*

### **Medical Check Welfare**

Hospitals, doctor offices, dialysis centers, and other medical facilities generate “check welfare” calls for service based on a patient’s non-response to phone calls or if they miss an appointment.

*New Response Approach:* These are non-criminal service calls that unnecessarily tie up police resources. They generally involve non-violent/non-dangerous individuals, so those requesting these checks will be directed to use other public or private resources. *The department will stop responding to these calls at the end of April.*

### **Uncooperative Adult Victims at Hospitals**

Depending on a victim’s injuries or the nature of the crime, staff at hospitals or other medical facilities call 911 to report various crimes regardless of the victim’s willingness to participate in an investigation or even talk with the police. In these circumstances, patrol officers’ reports are typically limited to information gleaned from speaking with hospital staff, such as a description of the adult victim’s injuries and the circumstances associated with how the patient arrived at the hospital.

The department has conducted an analysis of calls originating as “assault victims,” “sex assault,” and “aggravated assaults.” Although TPD has responded to approximately 38,000 of these call types from 2016 to present, it is difficult to assess from the data exactly how many involved uncooperative adult victims, necessitated police involvement, or even originated at a hospital. More examination of the data will be required to assess potential service impacts. The multi-disciplinary Calls for Service Working Group will develop enhanced questioning protocols for call-takers to utilize associated with these complaints.

*New Response Approach:* The Working Group will help identify calls for service from hospitals involving uncooperative adult victims and allow for a more appropriate response, whether that involves patrol officer or personnel from other agencies. *The department will stop responding to these calls at the end of April but will conduct further evaluation to determine alternative plans/resources for response.*

### **Non-Criminal Transports**

Officers are currently utilized to transport people to different resources throughout the city in a broad range of circumstances, but especially to treatment facilities. Going forward, individuals will be responsible for finding their own transportation.

*New Response Approach:* Using police officers for transportation services is a misuse of city resources intended to provide law enforcement services. Officers will still have the discretion to do transports associated with calls for service that they are handling as they deem necessary. Cost efficient transportation services such as public transit and private vendors (like Uber, Lyft, etc.) that do not involve TPD resources will be explored for these types of requests. *The department will stop responding to these calls at the end of April.*

## **LONG-TERM MODIFICATIONS**

### **Code Enforcement**

Over a year ago, TPD agreed to assist the Environmental and General Services Department (EGSD) by utilizing several Community Service Officers (CSOs) to help handle various code

enforcement calls, such as junked or inoperable vehicles and weeds complaints. Even when the department's overall staffing level of police officers and CSOs was better than it is now, the agency had difficulty meeting the service expectations associated with these calls, including timely response and follow-through. This resulted in frustration by all involved in code enforcement issues.

*New Response Approach:* CSOs are currently responding to more calls than before, including various property crimes, traffic situations, and other complaints that police officers used to handle. Police-related calls and other neighborhood complaints take priority over code enforcement responsibilities. As a result, code enforcement calls for service and the associated follow-up work must be returned to EGSD code enforcement personnel. There will be a recommendation in the FY21/22 budget to include two additional Code Enforcement officers within the EGSD budget. *The department will stop responding to these calls at the end of June.*

#### **Trespassers Inside Abandoned Property**

PSCD frequently receives 911 calls from residential/commercial property owners who have located persons occupying or establishing makeshift "camps" on their property. When police respond, they often find houseless persons in need of services, not criminals who should be arrested. In other cases, these incidents are civil matters because it's not clear who is legally able to occupy the structure or who has legal ownership rights.

*New Response Approach:* Calls of this type are dispatched as either an "unwanted person" or "trespassing" complaints. There have been about 45,000 calls of this type from 2016 to present. TPD data suggests that an alternative response method to these calls is often the wiser approach. Trained professional staff from nonprofits or other local service providers are more effective than police officers in connecting those inside or around these properties with resources and support. Identification of these calls at the point of intake at PSCD will be critical to get the right resources to the scene. *The department will stop responding to these calls at the end of June.*

#### **Civil Matters**

Most often, civil matters involve calls from the public regarding one of the following categories: payment for services or contractual disputes; landlord-tenant disputes; and child custody matters. They are called civil matters because they have no nexus to the enforcement of criminal law.

*New Response Approach:* In most cases, no police action is taken, required, or even authorized by law. Police personnel simply serve as mediators in the conflict and frequently refer the parties to court or their attorneys.

Court orders, custodial interference, or embezzled vehicles are routinely entered into the system for police response by PSCD call-takers. From 2016 to present, there have been at least 14,000 calls for service of this type. To reduce or eliminate unnecessary calls, the multi-disciplinary Calls for Service Working Group is strengthening the criteria for responding to these calls. Additionally, in cases where a party simply wants to document non-compliance with a court



order, PSCD call-takers will direct callers to the non-emergency line or TPD's online reporting web page. *The department will stop responding to these calls at the end of June.*

### **Habitual Runaways**

*New Response Approach:* Running away is a status offense, not a crime, in most circumstances. Group home facilities and persons making repeat calls involving the same juvenile already use TPD's online reporting system. Going forward, others will be directed to do so as well unless the call involves a child under the age of 13 or first-time, uncharacteristic behavior. *The department will stop responding to these calls at the end of June but will conduct further evaluation to determine further plans for response.*

### **Mental Health Check Welfare**

Similar to medical check welfare calls, behavioral health service providers often call 911 to generate service calls for police to contact patients who have disengaged from services, missed appointments, etc. Community members also frequently generate calls for individuals who appear to be talking to themselves, acting irrationally, or who may be in crisis but not displaying overt danger to self or others.

*New Response Approach:* These service calls are best handled by Crisis Mobile Team (CMT) personnel as opposed to law enforcement personnel. Neither the public nor the city benefits from criminalizing mental health issues. If these calls involve violent behavior or weapons, the police will still respond. *The department will stop responding to these calls at the end of June.*

### **Suicidal Subjects**

Calls for service where the person involved tells the call taker that they are going to commit suicide or that they are thinking about it (ideations) but don't, as yet, have a plan, are common and usually generate a police officer call for service.

*New Response Approach:* Such calls typically involve individuals who are suffering a crisis episode that would be better served by a Crisis Mobile Team rather than a police response. Police supervisors and officers already divert many of these calls to Crisis Mobile Teams, yet there continues to be room for improvement, and greater capacity is needed by the CMTs. Crisis Team responders are trained to recognize and exit from dangerous situations (such as situations involving weapons) and police then respond accordingly. *The department will stop responding to these calls at the end of June but will conduct further evaluation to determine further plans for response.*

### **Panhandling/Public Urination or Drinking**

Panhandling, urinating in public, and drinking in public are entered as calls for service by PSCD. Due to COVID, these types of calls are currently classified as "advise (officers) only, unless extenuating circumstances." If there is no information that anyone's safety is in danger and the offense is occurring on public property, a call for service will not be entered. Trespassing calls

are entered if the problem is on private property, but because these calls are assigned a low priority status, the involved parties are usually gone before an officer arrives.

*New Response Approach:* If officers locate a suspect and have probable cause to make an arrest, the offense is low level, so it results in the person being cited and released. COVID restrictions prohibit booking individuals for these offenses, which are frequently committed by houseless individuals and/or persons with mental health problems. Arrest is typically not the best solution in these cases. Instead of sending the police, social service providers will be made aware of ongoing issues at various locations and will be encouraged to conduct outreach to remediate the problems (e.g., ongoing drinking and urinating in parks, etc.). If there are safety concerns, calls for service can still be entered (fight brewing, threats, trespassing, etc.). *The department will stop responding to these calls at the end of June but will consider responding again as staffing resources permit.*

### **Financial Crimes**

There are numerous calls for service involving financial crimes ranging from in-progress incidents, such as a subject trying to pass a counterfeit bill, to complex, long-term investigations involving the defrauding of elderly victims or cases of identity theft. These are often cases that require subpoenas of bank records, significant investigative resources, and considerable time. Due to the complexity of these investigations, patrol officers end up only collecting initial information for further review by investigators. TPD has received just over 15,000 calls for service of this type from 2016 to present. Such calls are typically dispatched as “fraud” or “counterfeiting” complaints. Fraud calls result in arrest by a patrol officer in less than 1% of the responses.

*New Response Approach:* Given the complex nature of most fraud incidents and the reality that immediate response is not likely to result in immediate resolution (except for in-progress counterfeit calls), an alternative intake method is being explored. These types of calls will be routed toward a non-emergency line for direct screening and intake during our extended business hours or to the online reporting link: <https://www.tucsonaz.gov/apps/crime-reporting/> for follow-up contact. This will provide an opportunity for Financial Crimes detectives to be engaged earlier in the process. There may be investigative and improved public satisfaction by taking this approach. *The department will stop dispatching officers to these calls at the end of June but will conduct further evaluation to determine further plans for response.*

Once implemented, these changes will be continuously monitored using data metrics to assess the impact on the safety of the community in addition to call loads and available resources. We will continue to keep you apprised of any changes to implementation dates or approaches.

Please reach out if you have any questions.