

LeCroy & Milligan Associates

**Arizona Justice Reinvestment
Fund Community Listening
Session Report**

January 2023



LeCroy & Milligan
ASSOCIATES, INC.

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Submitted to:

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Acknowledgments:

The evaluation team is thankful for the Office of Health Equity team for their efforts and support of this project. We appreciate all the organizations and community members for their invaluable participation in the listening sessions. Their willingness to share their views and experiences made this project possible. The team includes Joanne Basta, Ph.D., Leah Stauber, Ph.D., Kali Van Campen, Ph.D., Sacha Brown, Ph.D., Julia Garcia, MSW, Eniola Idowu, MSW, Darcy McNaughton, MBA, and Frankie Valenzuela.

About LeCroy & Milligan Associates:

Founded in 1991, LeCroy & Milligan Associates, Inc. is a consulting firm specializing in social services and education program evaluation and training that is comprehensive, research-driven, and useful. Our goal is to provide effective program evaluation and training that enables stakeholders to document outcomes, provide accountability, and engage in continuous program improvement. With central offices located in Tucson, Arizona, LeCroy & Milligan Associates has worked at the local, state, and national level with a broad spectrum of social services, criminal justice, education, and behavioral health programs.

Suggested Citation:

LeCroy & Milligan Associates, Inc. (2023). *Arizona Justice Reinvestment Fund Community Listening Session Report*. Tucson, AZ.

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REPORT OVERVIEW

Proposition 207 was passed by Arizona voters in November 2020 and allows legalization, taxation, and recreational use of marijuana for adults ages 21 and over. Proposition 207 established the Justice Reinvestment Fund and directs funds to be dispersed to local health departments and to the Arizona Department of Health Services (ADHS) on a biannual basis. ADHS has authority to expend funds for the “reasonable administrative cost incurred by the department [ADHS] to carry out its duties” as well as to distribute grants to qualified non-profit organizations that provide justice reinvestment programs.

LeCroy and Milligan Associates (LMA) was contracted by ADHS to conduct eighteen community listening sessions and four key informant interviews to hear from community members about their experiences and to provide their thoughts on what priorities should be for the justice reinvestment programs. The listening sessions were primarily held in-person during the months of September 2022 to November 2022 in various cities and towns throughout Arizona. Two of the eighteen listening sessions and four key informant interviews were held virtually. This report summarizes the key themes from these sessions and interviews.

Community Listening Session Methods

The *Data and Funding Landscape for the Arizona Justice Reinvestment Program* report (LeCroy and Milligan Associates, 2022) informed the identification of participants for the community listening sessions. The landscape analysis identified gaps in services and supports for both adults and juveniles disproportionately affected by arrest and incarceration, and who identify as Black, Latinx, Native American and LGBTQ+ and live in socially vulnerable communities (e.g., high poverty and low resources). The analysis also showed that the number of women who are involved or formerly involved in the justice system is increasing in Arizona. The highest volume of arrests and incarcerations are in Maricopa and Pima Counties, but there are also rural communities in Arizona that have disproportionate rates of arrest and incarceration relative to their population size and high social vulnerability.

LISTENING SESSION QUESTIONS

- Tell me about your community and what makes your community strong.
- What do you believe your community needs to increase its strength and ability to thrive?
- What is needed to make that [previous response] happen?

Based on what you shared in the listening session...

What are the top three to five priorities for justice reinvestment?"

ADHS utilized the findings from the data landscape and literature review to identify the priority communities of interest and the key contacts, entities, and community members who should be invited to participate in the listening sessions.

LMA worked to ensure the logistics for these sessions, including reaching out to organizations and their host facilitators (where applicable), scheduling and supporting sessions, and capturing results. The questions asked of the listening session participants and key informants were designed to elicit the strengths and unmet needs of the communities as it related to the social determinants of health for community reinvestment.

Participants

There were 235 participants who attended the listening sessions. Participants were asked to complete a one-page anonymous questionnaire that requested their demographics along with indication of their personal or family/friend involvement with the justice system. The aggregated results from the 180 participants who completed the questionnaires showed that participants were of diverse backgrounds in race, ethnicity, and gender; and over half had personal experiences with justice system involvement or knew someone who had this experience.

Participants identified as:

- 29% Hispanic/Latino/a/x,
- 23% White
- 21% African American or Black
- 18% Multi-racial
- 9% American Indian/Alaskan Native

A majority (51%) identified as male and (48%) as female, and one person identified as neither male nor female.

53% said “yes” to ever personally experiencing arrest or incarceration and 59% said “yes” to knowing a family or friend experiencing arrest or incarceration.

Cross-Cutting Themes for Justice Reinvestment Programming

Detailed notes from each of the sessions and interviews were documented and analyzed for themes that were shared across the sessions, called “cross-cutting themes.” Cross-cutting themes were identified that address the needs and priorities of the various communities who participated.

Below are the thematic priorities for the justice reinvestment program as identified by listening session participants. As applicable, multiple themes were included together in a section since they address similar but somewhat different areas.

THEMES: Advocating for Rights, Dismantling Racist Systems, Changing Laws, Cultural Responsiveness Training, Story-Telling/ Simulations, Civic Engagement, and Education

Participants expressed the need for their existence to be understood and affirmed, and to be respected. Educating community members was seen as crucial for reducing the stigma and discrimination experienced by people of color, the justice-involved, and the formerly justice involved. Health providers, lawmakers, government officials, schoolteachers, and others were mentioned as examples of who might benefit from additional information and training.

THEMES: Centralized Locations or Hubs for Navigation and Services, Accessible Options for Healthy Food, Free or Low-Cost Childcare, Transportation

Most participants said their communities need financial resources to help people meet basic needs for food, shelter, clothing, transportation, and healthcare. Many participants expressed concern that community members were not aware of available resources and services, or how to access them once they learn about them. Accessible or centralized locations or hubs, navigators to help identify and access resources, low-cost and safe transportation access, access to healthy food, and free to low-cost childcare were mentioned most frequently.

THEMES: Increase Homeless Shelters, Housing Options for Youth, Affordable and Accessible Housing for Specific Communities and Justice Involved

Access to safe and affordable housing was mentioned in almost every session as a crucial need. Participants said there were few housing options available to them that were affordable and stable, and fewer places that were safe and well-maintained. Homelessness was mentioned frequently as a major concern. Resources and investment are needed for more homeless shelters, housing options for youth, and affordable and accessible housing for specific communities, such as people with disabilities, transgender and BIPOC communities, and the justice- or formerly justice-involved.

THEMES: Reduce Stigma and Provide Culturally Appropriate Health Services, Address Barriers to Accessing Affordable Behavioral Health Services, Increase Services to Prevent and Address Youth Trauma

Mental health and substance use problems were top concerns for most participants because their communities struggle to cope with the effects of trauma, discrimination, incarceration, foster care, poverty, unemployment, and homelessness. To reduce feelings of stigma in seeking out mental health services, more culturally appropriate options are preferred. Affordable and better comprehensive healthcare coverage plans, peer-led and inclusive services, and youth trauma services and supports are needed.

THEMES: Longer-Term Transitional Housing and Treatment & Recovery Centers, Access to More Opportunities for Educational and Social Engagement, Address the Negative Impact of Incarceration on Children

Re-starting life outside of incarceration was another important concern for many participants. Participants discussed the need for better funding for reentry programs so that programs provide not just resources to meet basic needs but support during the entire transition process. They advocated for halfway houses that allow more time for transitioning and treatment centers that offer longer-term recovery options. Additionally, support services for families of incarcerated individuals are needed such as financial and emotional support. Opportunities for advancing education and engaging in healthy and enjoyable social activities were also seen as important.

THEMES: Technology Re-training for the Formerly Incarcerated, Business Development and Small Business Loans

Participants expressed the need for better paying employment opportunities for both adults and youth in order to sustain families. For people coming out of prison, obtaining a living wage from employment was emphasized as a major challenge, along with re-training in new technologies (computers, smart phones, etc.) Business development opportunities such as small bank consultation, increased availability of small business loans and technical assistance to support Black, Indigenous, People of Color grassroots organizations.

THEMES: Free or Affordable Afterschool Programs, Safe Places for Youth Recreation and Socialization, Increase Other Youth Development Resources, Substance Use Education and Prevention

Youth were seen as vulnerable to engaging in harmful behaviors due to trauma and other socio-environmental factors. High program fees deter youth from participating in youth development programs. There is a need for more free or affordable afterschool programs and activities to motivate and stimulate youth, as well as to act as a deterrent from engaging in harmful behaviors.

THEME: Neighborhood Infrastructure

Participants frequently expressed a need for safety on multiple levels. It was mentioned in the context of housing, transportation, and neighborhood environments. Many spoke about their desire for safe public spaces where they can meet and talk and to have safe interactions with neighbors and police. Clean streets, good sanitation services, repair of sidewalks, and general beautification of neighborhood surroundings were also highlighted.

THEMES: School Teacher Training or Mentoring on Diversity, Equity and Inclusion, Increase Parent Involvement

The barriers to education for children in communities that faced discrimination were highlighted across many of the listening sessions. Participants provided examples of children being treated differently in the classroom (e.g., instead of being accepted, children were isolated or punished). School teacher training and mentoring about diversity, equity, and inclusion were suggested to address these issues. Involving parents in their children's education and increasing parenting skills were also mentioned.

THEME: Community Capacity Building and Partnerships

Participants noted examples of beneficial partnerships they had experienced with organizations that were addressing community needs. Building partnerships with other organizations and communities was seen as a constructive way to increase organizational capacity and to problem-solve. It was described that community members were creating opportunities among themselves and strengthening their work by creating partnerships. Examples given were community members and organizations sharing information about nutrition and growing food in community gardens and how that may impact mental health. Black organizations have built stronger coalitions for employment opportunities, and others noted the potential for partnering with colleges and universities to address the shortage of caregivers for people with disabilities.

THEMES: Justice Reinvestment Community Advisory Board, Increase Organizational Capacity, Fund Operational Costs

Some participants made recommendations about the Justice Reinvestment Program's scope and funding distribution. They recommended that the Office of Health Equity create an oversight committee or a community advisory board to track the follow-up progress from the listening sessions. Participants suggested that members of this advisory board might include people disproportionately impacted by incarceration and arrest. Also, it was suggested that organizations need technical assistance for grant writing and to have their operational costs defrayed or covered to increase their success.

Themes Relevant to Specific Communities

Priorities are highlighted from specific communities that are important to recognize for justice reinvestment. These communities included people with disabilities, Black, Indigenous, People of Color who are Transgender (BIPOC Trans), and Native Americans. These communities face unique challenges specific to their disability, identity, or race that are summarized below. It is well understood that each individual's perspective is unique, and this likely captures only some of the many perspectives on these topics. It is intended to help inform future planning for supports and services that best meet the needs of the people of Arizona most impacted by drug arrests.



People with Disabilities

The following information about justice reinvestment programming needs comes from an interview with a person with a disability.



Employment, Housing, and Supportive Services

People with disabilities have higher rates of unemployment. They may lack financial resources because of how much they are able to make through employment, and employment options and adequate training may be limited. People with disabilities may also need specialized housing with expensive modifications such as wide doors and accessible bedrooms, bathrooms, and showers.

Outreach about Resources Available to People with Disabilities

People with disabilities may need additional information on the resources available to them. Vocational rehabilitation counselors may need to provide more information on all the different types of resources available.

Health Insurance and Other Government Program Requirements

The limitations that services such as Medicaid health insurance, employer funded insurance, and the AHCCCS Freedom to Work program place on “type of disability” pose significant challenges. These limitations often disincentivize people with disabilities from seeking employment at all or, for individuals who are employed, from seeking promotions and raises.

Black, Indigenous, People of Color Trans Gender Community (BIPOC Trans)

The BIPOC Trans community is part of the LGBTQ+ community and has many similar needs as well as some unique needs and experiences.

Housing

Housing is considered one of the biggest needs of the transgender community – affordable, accessible, safe housing for both adults and youth under 18. Housing, such as halfway houses or apartment complexes, for trans people is needed to ensure safety and address their specific needs. Also, grant opportunities that allow funding for the needs of trans people should also be available.

Justice System Reform and Training

According to participants, the experiences of trans people in the justice system are particularly harsh because of their gender identities. For example, participants explained that trans people are often put in isolation, which can exacerbate their mental health struggles. There is an elevated need for psychiatric care and high rates of suicide. Reform of jail policies and sensitivity training for police officers and guards are recommended.

Health Insurance, Care and Navigation

Providing more education for healthcare providers, therapists, doctors, police officers, etc. about the trans community is important to helping ensure they get the access to care that they need. Even when they find an effective provider, some insurance exclusions can impact the availability of trans-specific care needs. For example, there is no state requirement to cover gender affirming care and surgery. To deal with this challenge, medical system navigators are needed in Maricopa County who have knowledge about where and how to navigate medical systems and health insurance.

Changing Identity and Credit Documentation

Trans people have many challenges to legally changing their names and genders on identification, birth certificates, etc. Updating information with credit reporting agencies is one of the biggest challenges.

Safe Spaces and Social Support

Trans people have struggled with being accepted in society and look for ways to meet and communicate with each other. Historically, they have congregated in bars, which often leads to substance use. Many in the trans community agree that there is a need for more support and safe spaces for all – “not just spaces with alcohol.”

Native American Communities

Native American participants discussed the great need for substance use and mental health prevention and treatment services for tribal members, and how drug and alcohol use is destroying their communities. Culturally appropriate drug use prevention programs for youth, mentoring, and teacher training were emphasized. Participants expressed the need for community and tribal leaders to be more responsive to this need. They also described challenges with accessing and using the care that is available to them and experiencing negative interactions with some health care providers.

More Substance Use Prevention and Treatment that is Culturally Responsive

Participants described how in some communities using drugs is considered normal. For example, people who use drugs may be functional and so family members may downplay their drug use. Participants experienced numerous challenges to accessing the care they needed. In some communities, resources provided for the betterment of youth and elders are not available anymore or are difficult to access, and youth and families should be made aware of the services available to them. More substance use prevention programs for middle and high school youth were needed. Culturally responsive programs and intergenerational teaching of culture, mentoring, life skills and cultural immersion programs were considered important to provide to their children and young people.

Health Care Provider Professionalism and Respect

Participants were concerned about a lack of respect from their health care provider such as maintaining patient privacy and being ridiculed for seeking treatment. One participant with serious behavioral health diagnoses described a health care provider using a degrading term to refer to them when seeking care. Others described efforts to get care, but the provider was unresponsive. There was a shared perception that it was difficult to know where to go for help due to these barriers.

TOP PRIORITIES BY LISTENING SESSION AND INTERVIEWS

At the end of each listening session and interview, participants were asked to summarize three to five of their top priorities. A short description of each of the organizations who co-hosted the listening sessions is provided, followed by the top priorities listed by the participants within each session or interview.

Session 1: Arouet Foundation and YWCA of So AZ

Arouet

<https://arouetempowers.org/>

Based in Phoenix, Arizona, Arouet provides wraparound social support for women directly affected by the justice system in Arizona. The organization serves formerly incarcerated women through pre-release and post-release programming. Arouet programming is designed to empower women to embrace the next steps after release from the system. Its pre-release programs educate women about direct job training, health/wellness, career preparation, and community and family integration. Its post-release programs focus on mentorship, coaching, financial literacy, and family reunification.

YWCA Southern Arizona

<https://ywcaticucson.org/>

Since 1917, the YWCA of Southern Arizona has been fighting for social and economic justice for all communities. The membership-based, grassroots organization has become a significant venue for Tucson and Southern Arizona communities seeking community, educational, and business support to create changes in their lives. Its mission is “eliminating racism, empowering women and promoting peace, justice, freedom, and dignity for all.” YWCA programming includes driving economic development, eliminating racism, equipping leaders, promoting women's wellness, and putting art into action.

Top Priorities for Justice Reinvestment

1. Affordable and safe housing.

- More housing options for people with a serious criminal history.
- Provide ways to incentivize landlords and housing providers to provide housing to people reentering the community, such as tax breaks or insurance breaks.

2. Reentry navigation through state systems and for resources.

- Need assistance accessing healthcare, mental health, vocational /workforce development training, life skills, and treatment programs.

- 3. Education of the community** about what people face upon reentry from incarceration.
 - “If you can’t change the minds and hearts of the community/public we always will fight this battle of stigma. We need to humanize the addiction. Provide more reentry simulations.”
- 4. Early intervention programs for children**
 - Break the cycle of addiction and incarceration.
- 5. Expanded access to health insurance and treatment programs and services.**
 - Longer treatment programs are needed because currently most programs only last 28-90 days.

Session 2: BIPOC Trans Group

The trans BIPOC session was organized by longstanding community members in Arizona. These community members have spent 25 years working with, supporting, and developing safe communities for trans BIPOC folks in Arizona, all throughout the state. This group was recruited to reflect the many experiences in the trans BIPOC community from elders to middle aged to young adults.

Top Priorities for Justice Reinvestment

- 1. Housing-** Trans specific affordable and accessible housing. Safe, well-maintained locations for both adults and youth under 18.
 - “Put money into people and getting them housed. Give them an option that isn’t a tent. Get a location like a halfway house or bigger apartment living facilities for the trans community.”
 - “Housing grants with requirements that include us [trans individuals].”
- 2. Education and resources** - Educate others about the trans community for legislative reform that protects the trans community. Create a resource hub for the trans community that includes how to access basic needs, therapists, legal documents, etc., and spread awareness of available resources.
 - “We need positive laws in place for trans adults and youth.”
 - “Educate the rest of society about who we are and erase all the negative stigmas.”
 - “We need basic needs, medical doctors, hormones, therapists, mental health and getting information out that trans people exist.”
 - “What good are they [medical care and resources] going to do if we don’t know about them and can’t access them?”
 - “We need more resources for transportation and gender affirming programs other than the Southwest Center.”
- 3. Medical care and insurance** - Gender affirming medical care that is covered by insurance. Training for doctors, therapists, EMS on how to treat and care for trans people.

- “We need AHCCCS and Medicare to cover it [gender affirming care] since people are kicked off their parents’ health insurance or can’t afford it in general.”

Session 3: Black Mothers Forum

<https://blackmothersforums.com/>

Based in Phoenix, Black Mothers Forum has the goals of creating safe and supportive environments for Black children and families, and on dismantling systems that adversely affected Black communities. It focuses on four pillars to foster community involvement and legislative actions: (1) providing micro-schools for grades K-8th students to close educational gaps; (2) promoting overall wellness and health activities; (2) empowering economic development and financial wealth; and (3) engaging communities through advocacy training with school districts. Black Mothers Forum aims to develop collective voices to improve mental well-being, stop police brutality, and break the cycle of the school-to-prison pipeline affecting Black communities.

Top Priorities for Justice Reinvestment

- 1. Reintegration programs** that encompass behavioral health, substance abuse, medical care, job acquisition, personal education (civilian/transition skills), housing, and mentoring support.
 - “Reintegration starts before leaving prison to make sure when they get out, they’re not failing.”
 - “Provide education about on-demand jobs and teach them how to do those jobs.”
 - “You get them what they need. Housing that requires them to go to therapy, the gym, take vitamins, eat healthy, learn to get a job and work on a computer. Just think, if you were in jail, what would your health be like in there?”
- 2. Localization of resources** to increase access.
 - Community centers, healthy grocery stores/restaurants, banking, small business support, affordable housing, and youth activities.
- 3. Education** for educators, parents, adults, and the community. This includes sensitivity training and accountability for teachers and administrators toward minority children; education on available health, wellness, and adult education; and job readiness resources.
 - “In K-12 parents need skill training. [As caregivers], they need resources/support. That includes respite care.”
 - “Parent training is also needed since teachers are tasked with so much. They need support, some type of resource for teachers.”
 - “Need more teamwork amongst parents, teachers, and administration for community resources. They need to be working holistically to take care of the child and family.”

- “Need everything on the same campus. CFLA is an example. Need more community schools as ‘one stop shops.’
- “Sensitivity training with accountability for administration and teachers.”

Session 4: Community Food Bank of Southern Arizona & Primavera

The Community Food Bank

<https://www.communityfoodbank.org/>

The Community Food Bank is an advocacy organization founded in 1975 to serve communities in five counties of Southern Arizona and restore health, hope, dignity, and opportunity to communities who are living in poverty. Its mission is to “change lives in the communities we serve by feeding the hungry today, and building a healthy, hunger-free tomorrow.” The organization also supports local growers and food systems in the areas of emergency food assistance and free meals; farmer’s market; and community gardens, nutrition education, and culinary training.

The Primavera Foundation

<https://www.primavera.org/>

Primavera was started in 1983 by members of the Tucson community concerned about vulnerable members in the community. It provides pathways out of poverty through affordable housing, workforce development, and neighborhood revitalization. In addition, Primavera works to achieve the following strategic goals: connect communities to emergency services; provide diverse financial empowerment and asset-building services for communities to achieve long-term financial success; and collaborate with various partners to engage neighborhoods, donors, and volunteers, to foster equitable, healthier communities.

Top Priorities for Justice Reinvestment

- 1. Mental health resources** - there is a stigma of going to a behavioral health provider. There needs to more culturally appropriate mental health services.
- 2. Youth programs** in general and safe spaces for recreation - (for e.g., our library is now filled with homeless people, so kids get scared to go there). Youth scholarships, afterschool programs; and free transportation should be provided.
- 3. Beautifying the community**, when people see beautiful surroundings, it affects their mental health. It creates healing and beauty.
- 4. Healthy and affordable food access** for our elderly.
- 5. Community trust building** and mutual aid and creating a strong community.

Session 5-9: Greater Phoenix Urban League (GPUL)

<https://gphxul.org/>

Established in 1945, the Greater Phoenix Urban League is one of the National Urban League's 90 affiliates. GPUL supports minorities and those in need of economic and social equality in the City of Phoenix and surrounding areas to meet their basic needs through civic engagement and direct programming. The organization offers a diverse array of resources including but not limited to: Head Start comprehensive Early Childhood Education with wraparound services; summer youth work programming; workforce skills development, job placement, and professional development; father engagement and family strengthening; and food distribution to those in need.

Session 5: GPUL #1

Top Priorities for Justice Reinvestment

1. Workforce development programs

- Participants are willing to focus this goal on providing job training for individuals who have been disenfranchised through the system with the help of grassroots and/or small organizations.

2. Economic ecosystems organizations

- Community members clarified that they want to create their own ecosystem, where they can control their data narrative and mobilize community planning before they receive the funds.

3. Wraparound Reentry Services

- Pre-release support
- Affordable housing
- Affordable childcare
- Healthcare
- Affordable transportation
- Black legal representation

Session 6: GPUL #2

Top Priorities for Justice Reinvestment

1. Re-Entry and Workforce Development

- Wraparound services
- Reduction of barriers
- Sustained Interventions and programming.

2. **Affordable Housing**

- Better housing development for the working poor

3. **Family Resources**

- Child removal protections
- Trauma-support resources
- Mental health services

Session 7: GPUL #3

Top Priorities for Justice Reinvestment

1. **The Lived Black Experience (LBE) initiative** or strategies like it.

- “Strategic plans that uplift and empower the Black community. This grant can fund the LBE plan or provide multi-year funding.”
- Strategic plans that can be duplicated to other groups and needs of other Black, Brown, and Indigenous communities. “If I change this to this, it’ll work with this community.”

2. **Capacity building** for organizations that represent Black and Brown communities.

- Grass root organizations, not specific to nonprofits.
- “It should roll out to Black and Brown organizations that are doing the work.”

3. **Programs, strategies, and organizations** that are working towards systemic long-term changes.

- “Funding shouldn’t go to just one area. It shouldn’t all be spent in Maricopa County; it can’t just stay there.”
- “We know what needs to happen here. Don’t let one organization plan for us.”

Session 8: GPUL #4

Top Priorities for Justice Reinvestment

1. **Business development**

- Black nonprofits are underfunded and sometimes have to use money out of pocket to support their business development. Forward funding rather than just reimbursement should be included in the grant.
- Better resources, technical assistance, coaching, and access to capital.
- Allow for multi-year funding to support operational costs and capacity building.

- Allow nonprofits to run grant programs.

2. Community Development

- Civic Engagement/education (voter education; youth involvement)
- Need for adequate infrastructure to engage the Black community in the civic education conversation and political involvement.
- Need for more Black people to sit and have the power on community advisory boards to determine the fund allocation.

3. Financial institution Development

- Need to build more Black wealth in terms of loan access and distribution of other financial incentives.
- Need to more access to better housing and opportunities for property investment and ownership.

Session 9: GPUL #5

Top Priorities for Justice Reinvestment

1. Early youth intervention/ supportive programming

- Educational resources/opportunities (policy reform and holistic/individual-based scholarships)
- Mentorship/school navigation
- Board of community reviewers in school spaces

2. Resource Navigation and material support, including re-entry resources such as:

- GED, job training, job placement, technology training
- Affordable and secured housing
- Childcare and reliable transportation
- Rights restoration and criminal record expungement
- Material support such as scholarships, and educational or vocational training programs

3. Trauma-informed training across sectors

- Incorporate training beyond the medical and behavioral care realms
- Include for parents, law enforcement, and individuals who are working in the judicial system

Session 10: Just Communities Arizona (JCA), Earnest House, and S.T.A.R.T Project

Just Communities Arizona (JCA)

<https://www.afsc.org/content/afsc-arizona-now-just-communities-arizona-jca>

JCA is an abolitionist organization that evolved from its parent organization, American Friends Services Committee, in January 2022. The organization leads a broad coalition of over 30 state and national partners to create new models for justice and safety outside of Arizona's punishment system while "affirming the inherent and undeniable dignity of every person and the immeasurable worth of every community." JCA commits to foster leadership of directly impacted people, eliminate the punishment systems, and promote programs that restore community.

The Earnest House L.L.C. (<http://www.theearnesthouse.com/>)

The Earnest House is an established transitional house in Tucson, Arizona dedicated to offering a safe place for formerly incarcerated individuals who need short- or long-term housing. Its three houses provide clients with not only shelter but a supportive community. The Earnest House requires clients to do drug tests, chores, and meet a curfew, but it does not mandate counseling or group therapy. It aims to support residents' healing journey and their focus on working toward employment, school, and future permanent housing.

The S.T.A.R.T Project

<https://azstartproject.org/#who-we-are>

The S.T.A.R.T Project advocates for transformations to harsh sentencing laws, improved prison conditions, and reentry resources for incarcerated individuals and their families. The organization promotes to focus on better correction experiences for incarcerated communities through community involvement and charitable outreach.

Top Priorities for Justice Reinvestment

1. **Employment opportunities** for individuals convicted of felonies
2. **Accessibility of housing** (low income, reentry) and protection of renter's rights
3. **Sponsorship of positive community engagement** opportunities (e.g., parks, social groups, block parties)

Session 11: Legacy Foundation of Southeast Arizona (LFSAZ)

<https://lfsaz.org/>

Legacy Foundation promotes population health and well-being in Southeast Arizona. The foundation targets and serves the needs of diverse communities in Cochise and eastern Santa Cruz counties through its focus on four priorities as the following: (1) providing philanthropy to nonprofit organizations, (2) capacity building, (3) fostering community collaboration, and (4) contributing to change and new ideas to support community leaders in fulfilling their organizational missions.

Top Priorities for Justice Reinvestment

1. Youth early intervention and support services

- More recreational activities and social clubs (YWCA) for youth, especially outside of military bases.
- Mobile resources for youth (e.g., libraries)
- Substance use prevention, healthy behaviors and mental health promotion

2. Affordable Housing

- Transitional housing for homeless population and mass incarcerated individuals
- Permanent housing for SMI populations
- Rent control for low-income communities
- Incentivize local landlords for buy-ins and rentals
- Mentoring and educating about housing and money management for homeless populations

3. One-stop mobile units for behavioral, mental health, and legal services

- A mobile unit that travels monthly to different towns in the county to a centralized building
- Provides health services, counseling, legal services (e.g., record expungements)

Session 12: Native American Connections (NAC)

<https://www.nativeconnections.org/>

Native American Connections provides culturally appropriate behavioral health, affordable housing, and community development services to Native American communities in 22 sites throughout Phoenix, Arizona. The organization's vision is to "be recognized as an innovative Native American service & development organization."

Overall, it promotes commitment to the community by integrating Native American healing with evidence-based practices, providing behavioral healthcare to support individuals in recovery, and participating in community efforts to end homelessness.

Top Priorities for Justice Reinvestment

1. Mental health education and services, and trauma treatment

- Mobile unit with mental health professionals who can travel to different communities and provide counseling
- Trauma-informed care education for first responders
- Managed care plans that are individualized and provide longer time frames to address trauma and the roots of substance use.
- A case manager said she doesn't start offering trauma therapy until a client has been sober for at least 6 months and is stable enough to handle it. "Recovery is a process. Managed care limits the care you get and can lead to relapse."

2. Youth development

- Early intervention and prevention activities for substance use, and afterschool programs that offer youth activities
- Programs that are centered on the youth's perspective and honor their voice.
- Programs that are accessible to families, consider the cost of living, and include parental and caregiver involvement so they can help youth outside of the program in their everyday environments.

3. Community development

- Low income/transitional housing and community spaces to rebuild trust
- Workforce resources (e.g., job skill trainings, bus passes, ID vouchers, intensive reentry outpatient programs)
- Public official accountability through a community advisory board for Prop 207 funds.
- "We lost trust in the system. There's years and years of mistrust."

Session 13: Neighborhood Ministries

<https://nmpbx.com/>

Founded in 1982, Neighborhood Ministries serves urban, marginalized communities, a majority of whom are Latinx, in urban Phoenix. The organization serves as a hub of community activities and a safe place for kids, youth, and adults, and works to help families break the cycle of poverty through faith-based practices.

Neighborhood Ministries helps transform communities in four areas: assisting at-risk youth and young adults in obtaining and maintaining employment; helping families with basic needs, parenting support, counseling services, and legal assistance; providing opportunities and relationships for individuals to grow in their faith journey; and offering comprehensive education assistance to over 100 at-risk youth who are making a long-term commitment to their educational aspirations.

Top Priorities for Justice Reinvestment

- 1. Mental health resources** - addressing mental health issues can provide family stability and prevention of substance use
 - "Let's talk about mental health. If there is no mental health there is no stability in the family and people also fall into drugs." **
 - "People turn to self-medication due to trauma and unchecked mental health issues."
- 2. Youth development**
 - Leadership programs - "We need youth development to be advocates of justice and access this level of change [immigration reform]."
 - Drug and substance use prevention programs for youth and their support systems - "Involve youth, their friends, their families, everyone before the problem starts, teach them before they start using drugs and drinking." *
- 3. Infrastructure development** - Capacity building for pre-grant work and grant application support
 - "Organizations need to be invested in to do this kind of work, to develop preventative and early intervention programs."
 - "This is the beginning for more conversation. We want to be ready. We want to be projecting further."
 - "Right now, big guys are getting all the attention, grassroots need more."

Session 14-15: Onward Hope

<https://www.onwardhope.org/>

Founded in 2014 and based in Phoenix, Onward Hope is a foster care, adoption, and transition agency. Contracted with the Department of Child Safety, Onward Hope provides home recruitment, study, supervision, foster parent pre-service training, and parent aid. It offers a wide range of supportive and transitional services to children and youth ages 14-29 entering and exiting the foster care system and to families willing to help children and youth at risk in foster care.

Session 14: Onward Hope- Parents

Top Priorities for Justice Reinvestment

1. Education

- More access to and higher quality education
- Innovation in curriculum to make it more relevant (e.g., substance use prevention, mental health, vocational and job training)

2. Employment opportunities

- To give families more stability, sense of belonging, and financial independence
- Financial assistance to help people to meet their basic needs and get out of poverty

3. Housing, affordable and safe

4. Childcare

- Affordable with staff who can receive professional development
- Provide children with social skills

5. Mental Health

- Better mental health systems in the community and hospitals to provide adequate services
- More access to therapists, financial support to pay for counseling
- Increased awareness and education of youth and the community regarding mental health issues

Session 15: Onward Hope- Youth

Top Priorities for Justice Reinvestment

1. Security in the community

- Improved safety so people don't live in fear in their communities of robbery
- More sanitation to make community spaces safer and cleaner, and to improve hygiene and health
- More recreational spaces for people to gather safely, socialize, and build community

2. Education

- Substance abuse and HIV education and prevention
- Mental health issues

3. Health

- Education to promote longevity and avoid bad habits
- Healthcare subsidies for low-income families
- Better health facilities
- Mental health counseling

4. Financial assistance and resources

- For basic needs
- For families impacted by arrest and incarceration

Session 16-17: Regional Center for Border Health, Inc. (RCBH)

<https://www.rcfbh.org/>

Established in 1986, the Regional Center for Border Health (RCBH) started as a partnership with the University of Arizona's Western Arizona Health Education Center. The organization is based in Somerton, Arizona and commits to increasing access to quality and affordable health care for residents along the U.S./Mexico border. In addition, RCBH works to provide cultural training and improve retention among health professionals to serve medically underserved communities in rural counties. The organization has created numerous community-based programs through services in Yuma, La Paz, and Mohave Counties, including mobile medical clinics, women's health/cancer screening, and a community-based paramedic project.

Session 16: RCBH- San Luis, AZ

Top Priorities for Justice Reinvestment

1. Youth involvement and intervention programs

2. Transportation

3. Outreach/public information about resources available in San Luis (general population specific)

- advertise all services available through Regional Center for Border Health including promoting behavioral health and behavioral health services

Session 17: RCBH- Parker, AZ

Top Priorities for Justice Reinvestment

1. **Housing**
2. **Community center** – all ages
3. **JobCorps**-type program (focusing on reentry services)
4. **Better healthcare** (primary and emergency) and behavioral healthcare

Session 18: TigerMountain Foundation (TMF)

<https://tigmountainfoundation.org/non-profit-community-garden/>

TigerMountain Foundation empowers people by building community gardens that provides job skills, support, and workforce development in multi-ethnic, intergenerational communities in South Phoenix experiencing high rates of incarceration. TigerMountain's mission is to "empower communities to better themselves from within" and emphasize community empowerment by facilitating community garden volunteer work through shared community gardens and landscaping initiatives. It has three focus areas: developing a good work ethic, entrepreneurial knowledge, and (3) improving financial literacy.

Top Priorities for Justice Reinvestment

All participants agreed about wanting to **expand the current George Benjamin Brooks Community Center** to include education, art, fashion, life skills, mental health, and medical health services. Several participants also shared wanting a second listening session.

1. **"What we want is a place with a spiritual base.** There needs to **be a plan of action using this space** to adapt and using these buildings for educational curriculum, adult education, art and fashion, life skills. Construction is also in big demand and changed my life. Construction provides for felons, and they can make six figures.
2. **Economic empowerment is huge. Use [Prop 207] funds to adapt this space and create curriculum and address trade schools, art, fashion, cooking classes, medicine, to maximize dollars.** It needs to be a collaborative space and we can market it to the prisons, South Side, and schools that we have these programs. We want to build on this existing space to provide trade training, adult education, and give people an outlet for therapy. All for economic development. The funds can impact the community from a grass roots organization."
3. "We need two (listening) sessions. We all have our own concerns. We can't move on without expressing the concerns. Funds are there but we need to scratch from the beginning. You can give us money, but if the pain is still there and the system is keeping us down, we need to bring up the problems first."

Interview 1: People with Disabilities

An African American person with a disability participated in a key informant interview. He has been an advocate for people in these communities for more than 20 years. The key informant interview with him represents his personal views about priorities for justice reinvestment programming.

Interview 2: Equality Arizona

<https://www.equalityarizona.org/>

Equality Arizona is an organization whose mission is to empower LGBTQ+ communities in Arizona to make changes as advocates, voters, and civic leaders. Members of the organization fought for the decriminalization of LGBTQ+ lives and campaigned to win marriage equality for the community. Equality Arizona's vision is "an Arizona where LGBTQ+ people are included in and leads the social, economic, and civic systems of our state, counties, cities, and communities." The organization commits to deliver high-value, focused programs in the following areas: civic advocacy, political advocacy, and media and events.

Interview 3: Arizona Justice Project (AJP)

<https://azjusticeproject.org/>

The Arizona Justice Project was established in 1998 to become the fifth organization in the United States to help inmates overturn wrongful convictions and to prevent denial of access to justice. AJP's mission is to "represent indigent Arizona inmates whose claims of innocence or manifest injustice have gone unheeded," and to oversee various integrated programs focused on freeing the innocent and wrongfully convicted in the Arizona Corrections Systems. The AJP Marijuana Expungement program is part of a statewide coalition funded by the State to help people expunge their marijuana-related public criminal records.

Top Priorities for Reinvestment

1. People in power to make the effort to expunge records.
2. Other agencies with greater access to records to provide that information to us.
3. Continued outreach to identify those individuals who are eligible for expungement of their records.

Interview 4: Poder in Action

<https://www.poderinaction.org/>

Founded in 2013, Poder in Action is a nonprofit organization located in the Maryvale neighborhood of Phoenix. It is a social justice movement that builds community power through civic participation, leadership development, and moving local public policy. Its mission is “to disrupt and dismantle systems of oppression and determine a liberated future as people of color in Arizona.”

The organization has two programs, Youth Poder and Barrios al Poder, to dismantle the school-to-prison pipeline that disproportionately affects youth of color and connect residents with legal defense plans to respond to law enforcement violence and family separation.

Top Priorities for Justice Reinvestment

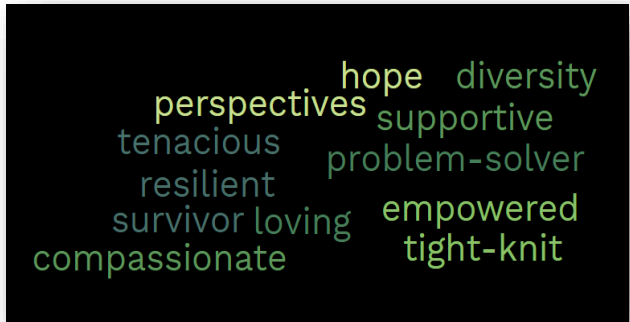
1. Cash assistance program
2. investment in community/neighborhood maintenance (cross walks, street lights, public restrooms, trash cans)
3. Mobile clinic
4. Healing centers
5. Peer-support crisis center

SUMMARY

In 2022, ADHS sponsored eighteen listening sessions that were held in various locations in Arizona to receive information about priorities for reinvestment in communities that have been disproportionately affected by arrest and incarceration. In total, 235 participants shared their perspectives and were satisfied with the listening session process. Participants stated that it was easy to share their experiences, and they would like to see these conversations continue.

Cross-cutting themes were identified from what was discussed by participants. These themes include addressing the stigma and discrimination experienced by marginalized communities, increasing resources to address basic needs, including safety, food, housing, healthcare and transportation, and providing assistance with organizational capacity building, business development and small business loans. Also, the top three to five priorities summarized at the end of each listening session are described to provide more specific information shared by the participants.

Participants characterized themselves as “survivors.” They spoke about being “resilient,” “tenacious,” and “problem-solvers.” Some participants described their community members as being “loving,” “compassionate,” and “supportive” of each other. Others emphasized their “diversity,” pointing out that even though their community was “tightknit,” people had different perspectives, lifestyles, education, and socioeconomic backgrounds. Overall, they said their strengths “empowered” them and gave them hope.



APPENDIX A. METHODOLOGY

This section provides a more detailed description of the methods and process LeCroy & Milligan Associates (LMA) used to plan the listening sessions and to collect and analyze the information.

Identification of Community Listening Participants

The *Data and Funding Landscape for the Arizona Justice Reinvestment Program* report (LeCroy and Milligan Associates, 2022) informed the identification of participants for the community listening sessions. The landscape analysis identified gaps in services and supports for both adults and juveniles disproportionately affected by arrest and incarceration, and who tend to be Black, Latinx, Native American and LGBTQ+ and live in socially vulnerable communities (e.g., high poverty and low resources). The analysis also showed that the number of women who are involved or formerly involved in the justice system is increasing in Arizona. The highest volume of arrests and incarcerations are in Maricopa and Pima Counties, but there are also rural communities in Arizona that have disproportionate rates of arrest and incarceration relative to their population size and high social vulnerability.

ADHS utilized the findings from the data landscape and literature review to identify the priority communities of interest and the key contacts, entities, and community members who should be invited to participate in the listening sessions.

Listening Session Implementation

The questions asked of the listening session participants were designed to elicit the strengths and unmet needs of communities related to the social determinants of health for community reinvestment. The questions were:

“Tell me about your community and what makes your community strong.”

“What do you believe your community needs to increase its strength and ability to thrive?”

“What is needed to make that [previous response] happen?”

Near the conclusion of the session, the participants were also asked to list their top three to five priorities for investing in their community.

A detailed question template with instructions for session facilitator(s) was provided for all eighteen listening sessions conducted.

In order to increase the success of engaging the appropriate community members, non-profit community-based organizations who serve or work with justice-involved or formerly justice-involved people were identified to assist the LMA team in planning the sessions. These organizations or “cohosts” of the listening sessions were paid a stipend to recruit participants and help arrange the logistics for the sessions, such as identifying locations, scheduling, providing refreshments, and offering support services such as language translation.

Session Facilitation

The cohosts were also asked their preferences for who would facilitate the listening sessions. For most sessions, the LMA team facilitated the discussion; in some cases, the cohost facilitated or co-facilitated with the LMA facilitator. The LMA team was responsible for notetaking, administering a short demographic questionnaire to participants, and distributing \$20 gift cards to thank participants at the end of each session.

Participant Engagement

Overall, most session participants were highly engaged and often expressed gratitude for being invited to share their perspectives. For example, participants in the BIPOC Transgender session said, “This was the first time we’ve been invited to share our feedback.” Others from the Arouet session said, “It was so easy to talk with you.”

Some participants mentioned that they would like more listening sessions to continue sharing their perspectives and ideas. Participants in the Black Mothers Forum expressed that “We’re going to continue to carry on this conversation ourselves.”

Listening Session Data Analysis

The listening session notes were prepared by LMA and submitted to the cohost organizations for review to ensure accuracy of what participants shared. Once the notes were finalized, they were sent to the ADHS team. For the analysis, LMA used a qualitative approach to identify themes within and across listening sessions. Emphasis was placed on highlighting the top priorities or “cross-cutting” themes frequently mentioned by session participants to assist ADHS develop the justice reinvestment program.

APPENDIX B. PARTICIPANTS

Organizations by County, Host Organization and Participants

County and Host Organization(s)	Location	Date	# of Participants
Cochise County			
Legacy Foundation	Sierra Vista	10/18/2022	11
Coconino County			
Greater Phoenix Urban League #3	Flagstaff	10/8/2022	6
La Paz County			
Regional Center for Border Health #2	Parker	9/21/2022	12
Maricopa County			
BIPOC Trans Group	Tempe	10/29/2022	10
Black Mothers Forum	Mesa	11/19/2022	7
Greater Phoenix Urban League #1	Phoenix	9/26/2022	14
Greater Phoenix Urban League #2	Phoenix	9/26/2022	6
Greater Phoenix Urban League #4	Phoenix	10/10/2022	8
Native American Connections	Phoenix	11/7/2022	25
Neighborhood Ministries	Phoenix	10/25/2022	17
Onward Hope (Parents)	Zoom	11/18/2022	35
Onward Hope (Youth)	Zoom	11/9/2022	13
Poder in Action	Zoom Interview	11/2/2022	3
Tiger Mountain Foundation	Phoenix	10/12/2022	17
Pima County			
Arouet Foundation & YWCA of So AZ	Tucson	11/21/2022	6
Community Food Bank & Primavera Foundation	Tucson	11/3/2022	12
Greater Phoenix Urban League #5	Tucson	10/15/2022	10
Just Communities Arizona, Earnest House, START Project	Tucson	10/13/2022	13
Yuma County			
Regional Center for Border Health #1	San Luis	9/21/2022	13
Statewide			
People with Disabilities	Zoom Interview	11/23/2022	1
EqualityArizona	Zoom Interview	9/27/2022	1

Description of Participants in Sessions

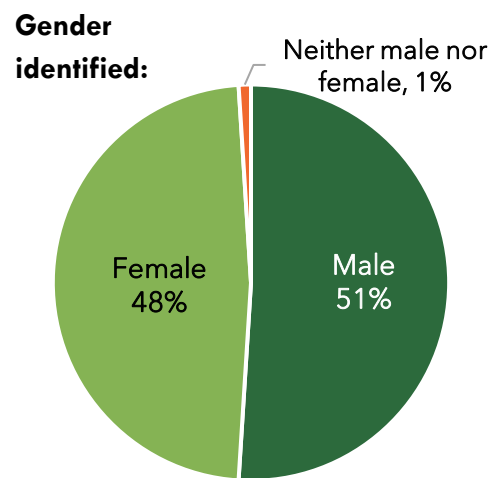
Participants were asked to complete a one-page anonymous questionnaire that included questions about demographics, personal experience with justice involvement or of a family member or friend who was justice involved, and county of residence. A total of 180 self-identification questionnaires were received from the participants who attended one of the eighteen listening sessions.

Participants identified as:

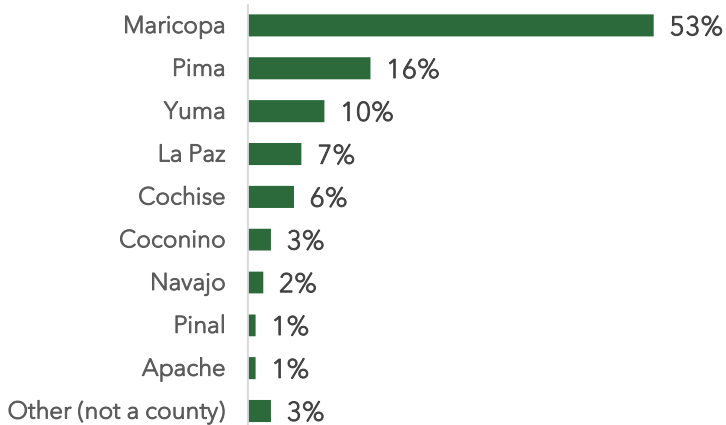
- 29% Hispanic/Latino/a/x,
- 23% White
- 21% African American or Black
- 18% Multi-racial
- 9% American Indian/Alaskan Native
- 26% said they were immigrants.



Session Participants



Justice Involvement: 53% said “yes” to ever personally experiencing arrest or incarceration and 59% said “yes” to knowing a family or friend experiencing arrest or incarceration.



County of Residence:

Most participants lived in Maricopa County, followed by Pima and Yuma Counties. A few participants lived in places or counties outside of Arizona.