

COMMUNITY PARTNERS EQUITY AFFORDABLE HOUSING  
EDUCATION & EMPLOYMENT YOUTH  
CHOICE POWER  
COORDINATED ASSESSMENT  
HARM REDUCTION



Tucson Pima Collaboration  
To End Homelessness

## 2021 Update to the TPCH Coordinated Community Plan to Prevent and End Youth Homelessness

PIMA COUNTY, ARIZONA  
FEBRUARY 2021

LEADERSHIP OPPORTUNITY SUPPORT FAMILY & FRIENDS  
EMPOWERMENT  
TUCSON PIMA COLLABORATION TO END HOMELESSNESS

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# BACKGROUND

Tucson Pima Collaboration to End Homelessness (TPCH) is a broad coalition of community and faith-based organizations, government agencies, local businesses, and volunteers committed to the mission of ending homelessness in Pima County. TPCH operates the AZ-501 Continuum of Care (CoC) spanning 9,189 square miles of urban, suburban, and rural communities in Southern Arizona's Sonoran Desert. The CoC's coverage area is larger in landmass than the combined geographies of Delaware, Rhode Island, and Connecticut with population centers separated by expansive uninhabited desert areas. The County is home to two Federally recognized and sovereign tribal nations, the Pascua Yaqui Tribe and Tohono O'odham Nation. Social life and identity in Pima County reflects the confluence of the Mexican, indigenous, and American Western frontier cultural traditions found in the region.

The U.S. Census Bureau (2019) estimates the population of Pima County at 1,047,279 with just over one in five County residents under the age of 18 (20.6%).<sup>1</sup> The county seat and population center, Tucson, is home to approximately half of the County's residents. Despite being a largely urbanized county, more than one-third of the region's residents live in unincorporated areas and Pima County government projects that the county's population will reach 1,400,000 by 2041.

## **TPCH YOUTH HOMELESSNESS DEMONSTRATION PROGRAM (YHDP) AND A WAY HOME AMERICA GRAND CHALLENGE**

The Tucson/Pima County Continuum of Care was selected by the U.S. Department of Housing and Urban Development as a Youth Homelessness Demonstration Program Round

3 community with a total funding allocation of \$4.558,069 in August 2019. The YHDP

initiative is seated within TPCH's existing committee structure. Primary responsibility for the YHDP initiative is assigned to the TPCH Youth Action Committee and Homeless Youth Subcommittee.

In 2019, TPCH was also selected as one of ten communities nationally to participate in the A Way Home America Grand Challenge, a two-year initiative supported by A Way Home America and a network of national technical assistance providers to end homelessness among Black, Indigenous Youth of Color and LGBTQ+ youth by September 2022. TPCH commits to and has developed YHDP goals, objectives, and action steps in alignment with a targeted universalism approach on which the Grand Challenge is based. This approach centers the experiences and needs of LGBTQ+ youth, youth of color, and other youth subpopulations with unique needs in all YHDP activities and projects.

The Coordinated Community Plan to Prevent and End Youth Homelessness, approved by HUD in April of 2020, represents the unwavering efforts and commitments of young people with expertise gained through lived experience of homelessness and housing instability, non-profit youth agencies, government entities, local and state education agencies, and countless community volunteers. This document represents an abbreviated and updated version of the HUD approved Coordinated Community Plan to prevent and end youth homelessness it outlines current community conditions and impact on project launch, lists updated YHDP goals, redefines enumerated action steps, and articulates adjusted timelines.

Most importantly, this document highlights the accomplishments of YHDP projects, the

continued development of youth leadership in our community, and the collaboration,

dedication, and coordination within our homeless response system.

## PLAN OVERVIEW

In November 2019, the Homeless Youth Subcommittee and Youth Action Committee conducted a joint visioning exercise to identify key characteristics and elements of a desired end state to result from the YHDP initiative and broader local efforts to permanently address homelessness. A vision workgroup consisting of Youth Action Committee and Homeless Youth Subcommittee members was formed to refine concepts identified through the visioning exercise into a succinct vision to focus community efforts and measure progress. This vision was approved by the TPCH Homeless Youth Subcommittee and the Youth Action Committee on December 5, 2019.

### TUCSON/PIMA YHDP VISION STATEMENT

We envision communities and systems throughout Tucson/Pima County in which the causes of youth homelessness are disrupted, and its solutions are permanent. This requires radical systems change built on intersectional equity and youth power. In these systems, young people drive individual housing solutions and hold equal power at all levels of community decision-making.

Between the months of December 2019 and February 2020 more than 150 community

members representing a wide variety of housing, employment, education, and young people impacted by homelessness and housing instability collaborated to develop a

comprehensive Coordinated Community Plan identifying the following key tenets, principles, and values needed to guide local efforts to prevent and end youth homelessness and achieve the YHDP's bold vision spanning all impacted special populations.

### KEY TENETS

The YHDP vision invokes multiple key tenets that are foundational to the initiative's efforts to address youth homelessness by centering the experiences and expertise of young people impacted by homelessness and housing instability.

- Causes and Responsibility for Youth Homelessness
- Permanency
- Intersectional Equity
- Youth Power

The YHDP vision can be summarized in three interconnected areas of focus:

- Disruption of the causes of youth homelessness
- Development and deployment of permanent solutions to youth homelessness
- Amplification of youth voice and elevation of youth power

## PRINCIPLES AND VALUES

The Tucson/Pima YHDP identifies the following Principles and Values as foundational to our work to prevent and end youth homelessness. They are infused throughout the YHDP and Grand Challenge initiatives.

- Housing, education, employment, health, and social outcomes
- Focus on Special Populations
- Racial Equity & LGBT+ Inclusivity
- Positive Youth Development & Trauma-Informed Care
- Family Engagement
- Immediate Access to Housing Without Preconditions
- Youth Choice
- Individualized and Youth-Driven Support
- Social and Community Integration
- Coordinated Entry Improvements



## SPECIAL POPULATIONS

TPCH remains committed to the approach and impact of a targeted universalism approach that centers the experiences and needs of LGBTQ+ youth, Black, indigenous, youth of color, and other youth subpopulations with unique needs in all YHDP activities and projects.

- Lesbian, Gay, Bisexual, Transgender, Queer + Youth
- Black, Indigenous, Youth of Color
- Unaccompanied Minors
- Pregnant and Parenting Youth
- Youth Involved in Justice and Child Welfare Systems
- Survivors of Human Trafficking and Sexual Exploitation

## YHDP FUNDED PROJECTS

TPCH announced the selection of six new housing and supportive service projects funded through the Tucson/Pima Youth Homelessness Demonstration Project in Summer 2020 and projects began launching in Fall/Winter 2020. Totalling more than \$4.1M over two years, these projects will dramatically increase the availability of housing and

supportive services for young people experiencing homelessness in Pima County with a focus on improving racial equity, LGBTQ+ inclusivity, and coordination between education, juvenile justice, workforce, health/behavioral health, and other community systems engaging with youth.

## SUPPORTIVE SERVICES

### Peer Outreach, Engagement, and Advocacy; Education and Employment Services:

18-24 years old;  
Accompanied/Unaccompanied >18 years old  
Goodwill Metro/ REC

**Navigation and Diversion:** 18-24 years old;  
Accompanied/Unaccompanied >18 years old  
Our Family Services with University of Arizona  
SIROW

## PERMANENT SUPPORTIVE AND TRANSITIONAL HOUSING

**Crisis Transitional Housing:** 18-24 years old;  
Accompanied >18 years old  
OPCS with Southern Arizona AIDS Foundation  
Units: 1 Beds: 8

**Permanent Supportive Housing:** 18-24 years old;  
Accompanied >18 years old  
Community Partnership of Southern Arizona  
Units: 18 Beds: 20

## RAPID REHOUSING

**Rapid Rehousing:** 18-24 years old;  
Accompanied >18 years old  
Our Family Services  
Units: 25 Beds: 27

**Rapid Rehousing:** 18-24 years old;  
Accompanied >18 years old  
Community Bridges, Inc.  
Units: 26 Beds: 26

# YEAR ONE ACCOMPLISHMENTS

## Grant Awards

In March 2020 local area schools were forced to close campus doors in response to the rising public health crisis caused by COVID-19. Against the backdrop of elevated unemployment rates, decreased education enrollment, and an unclear end to eviction moratoriums, TPCH recruited a comprehensive review panel of cross system partners and majority youth with lived experience of homelessness or housing instability. The Youth Homelessness Demonstration Project Request for Proposals was released in early April 2020, reviewed in early May 2020, with final project awards announced in the final week of May.

A total of six new housing and supportive service projects were funded through the Tucson/Pima Youth Homelessness Demonstration Project. Totaling more than \$4.1M over two years, these projects have

dramatically increased the availability of services in our community.

- Peer Engagement and Advocacy, Education, & Employment Services
- Navigation and Diversion
- Crisis Transitional Housing Affirming LGBTQ+ Youth
- Rapid Rehousing
- Permanent Supportive Housing

## CQI Measures Process

Tucson/Pima Collaboration to End Homelessness has adopted a shared set of performance measures for all Youth Homelessness Demonstration Projects. The goal is to standardize outcome data collection

and reporting using a collective impact approach.

To create a dismantling collective impact, the youth projects in our community must share the same vision. With the launch of YHDP projects in October 2020, TPCH launched a pilot data collection initiative to incorporate youth projects not funded through the YHDP to participate in the collective impact data collection and reporting. The YHDP Performance Evaluation Team will meet quarterly to lead a collaborative solution focused conversation. Each quarter will center project narrative reporting, with the group incorporating the data report semi-annually. Collecting comprehensive data that is discussed meaningfully and consistently will enable our Continuum of Care to better understand the experiences of youth in our local homeless response system and provide the information necessary to scale what is working best in our community, as we work towards the aim of achieving functional zero in homelessness among youth by September 2022.

### **Coordinated Entry for Youth**

TPCH has adopted a more intentionally targeted Coordinated Entry approach for youth to match them to the most appropriate housing/services based on their needs. Matching began through Youth Case Conferencing in October 2020.

The YHDP Coordinated Entry Change Team is the body accountable to the goals and actions steps outlined in the Coordinated Community Plan to prevent and end youth homelessness. They are responsible for the creation and equity of the Youth By Name List, the development of prioritization strategies and review of case conferencing processes, and the ongoing review and revision of youth coordinated entry policies and procedures.

The Youth Action Committee and Homeless Youth Coalition has reviewed and approved the YHDP Coordinated Entry Change Team's Prioritization Procedures, Youth Choice Process, and Minor Transfer Process which have informed CoC strategic planning and bolstered system accountability to equity.

### **Race Equity**

In recent years, TPCH has advanced many of its goals from prior planning efforts which include expanding the permanent housing inventory, identifying and lowering barriers to system entry and housing, refining Coordinated Entry processes, increasing systemwide data capacity, and incorporating a racial equity lens into system evaluation and improvement strategies.

Our Continuum of Care has made a commitment to identify and address disparities in housing access and outcomes among Black Indigenous People of Color, LGBTQ+ people, and non-citizens, center leadership from within these communities, and advance housing as a fundamental human right and furthering the low-barrier/low-demand and Housing First approaches throughout Pima County.<sup>ii</sup>

These communitywide efforts align and uplift the commitments of both the Youth Homelessness Demonstration Project and A Way Home American initiatives.

### **YHDP Change Teams**

The persistent and disparate impact of the COVID-19 pandemic continues to ravage our community. Pima County Health Department reported 14,990 cases in youth age 20 years and younger on January 22, 2021.<sup>iii</sup>

With no projected end in sight, the YHDP Operations Team, Youth Action Committee, and Homeless Youth Coalition made the decision to leverage and strengthen

community collaboration by pivoting three YHDP Change Teams

- Connections Change Team
- Wellness Change Team
- Transportation Change Team

Youth Action Committee members identified the goals and actions steps of the merged change teams as being critical to a young person's ability to achieve sustainable housing outcomes, they highlighted a concern that these particular change teams would deepen existing resource and information silos, and proposed merging the actions steps of these change teams into a semi-annual community conversation. These conversations will call-in youth service providers, valued community resources and programming, education providers, youth and young adults impacted by homelessness and housing instability, health and behavioral health care providers, and representation from local youth leadership. The goal of these conversations will be to address the root causes of homelessness, facilitate system and policy change, increase knowledge and capacity of service providers, and increase access to and utilization of services while centering youth with lived expertise.

The YHDP Education Change Team convenes regularly, has active youth involvement and leadership, and has established meaningful communication articulating their overall goals with primary education and higher education.

The YHDP Coordinated Entry Change Team began meeting regularly in Summer 2020. They are accountable to all work related to the appropriate prioritization and matching of youth to housing/services identified in the Coordinated Community Plan to End and Prevent Youth Homelessness.

### **Youth Leadership**

With an aim of supporting the Tucson/Pima County YHDP vision for intersectional equity and youth power, the Request for Proposal Workgroup required that each YHDP funded project create a youth leadership body and provide TPCH Youth Action Committee representation.

TPCH is receiving multi-year intensive technical assistance to address high rates of homelessness among LGBTQ+ and BIPOC youth as one of 10 communities selected nationally through the A Way Home America Grand Challenge. Two YAC members are co-leading the work of this initiative in collaboration with University of Arizona Southwest Institute for Research on Women.

Since Summer 2020, motivated by the TPCH Governance Chart revisions and an explicit dedication to increased representation of individuals with lived experience, there has been a notable increase in youth participation in Continuum of Care bodies. YAC members are currently positioned on multiple YHDP Change Teams, hold Vice Chair leadership on the TPCH Diversity, Equity, and Inclusion Committee and Homeless Youth Coalition, and are working to form a regional Youth Action Affinity Group comprised of young people from other Round 3 YHDP communities.

### **Community Adjustments**

The issue of homelessness continues to worsen throughout Pima County, especially within the more densely populated Tucson area. The committed efforts of community providers to address homelessness are sullied by a lack of affordable housing, worsening economic conditions, systemic racial inequities, and other factors. The ill effects of these conditions are visible in the region's increasing rate of homelessness despite new infusions of Federal, state, and local resources to combat the problem. To mitigate the impact of COVID-19 local area schools, early education through higher education, were



forced to close their doors in March 2020, ultimately resulting in the cancelation of several community youth programs and public services during Summer 2020. Local area youth service providers reported up to a 50% reduction in service enrollment.<sup>iv</sup>

In June 2020, Arizona Department of Education published a roadmap for reopening schools. It provided guidance on staffing, CDC protocols, and health guidelines. Integrated with the observance of local and state health official guidelines, our community also received technical assistance and support through the YHDP and A Way Home America Grand Challenge initiatives resulting in significant changes to increase TPCH Youth Action Committee safety and support, mitigate the risk

of increased exposure and impact of COVID-19, while attempting to maintain consistent engagement with members during an chaotic and ever changing climate.

Our community quickly pivoted to virtual meetings, developed a strategy for providing food resources during those meetings, and utilized expanded funding eligibility to provide internet services to Youth Action Committee members, ultimately increasing access and community, in a time of scarcity and isolation.

## PLAN UPDATES

The original 2020 Coordinated Community Plan to Prevent and End Homelessness was developed and approved in Summer 2020. Within months, the COVID-19 pandemic had entirely changed the community and social service landscape. This update to the 2020 plan accounts for the burdening impact of the pandemic – and the new and promising practices that have been born out of it – as experienced by young people in Pima County, non-profit and government service agencies, and the community of Youth Homelessness Demonstration Project stakeholders in the region. Changes to the original plan presented here aim to reduce duplication of effort, strengthen meaningful collaboration and service integration, and

maximize outcomes necessary to end and prevent youth homelessness.

These updates were developed by the YHDP Operations Team and members of the Youth Action Committee. Updates were

subsequently approved by the Homeless Youth Coalition and the full Youth Action Committee in March 2021.

This annual update includes the following changes to activities and timelines from the original Coordinated Community Plan and are reflected in the table that follows.

The delay of A Way Home America Grand Challenge launch resulted in the delay of the following related action steps:

**EQUITY: ACTION STEP 7.1** To improve local understanding of inequities as they exist within the local youth homelessness response system, their institutional causes, local processes, and practices that contribute to inequity, and damaging impacts to youth and the community. **(1)** Build leadership team readiness for equity action through multiple sessions for YHDP and A Way Home America Grand Challenge core stakeholders to engage in relationship-building and exploratory activities, **(2)**

Develop a schedule for more expansive racial equity exploration with full YHDP and A Way Home America Grand Challenge teams, **(3)** Conduct professional education for local youth service providers, YHDP grantees, and CoC and YHDP leadership related to racial equity, LGBTQ+ inclusivity, and best practices.

A collaborative community approach is being implemented for identified goals in the Coordinated Community Plan, resulting in the termination of the following YHDP Change Teams

- Transportation Change Team
- Connections Change Team
- Wellness Change Team

The following action steps have been identified as being best supported by a collaborative community approach and will be merged and pivoted into semi-annual conversations and the creation and distribution of a Best Practice Guide for Youth Service Providers

**YOUTH VOICE AND ACTION: ACTION STEP 1.3** Develop and implement tools and technical assistance to promote youth leadership opportunities within youth service providing agencies and community-level planning groups. **(1)** Obtain technical assistance to select or develop a youth leadership and/or youth/adult partnership training curriculum, outreach plan, and community support model.

**YOUTH OPPORTUNITY: ACTION STEP**

**3.5** To increase the availability of short-term, immediate income generating opportunities for youth experiencing homelessness. **(1)** Promote youth participation in existing short-term, immediate employment programs managed by local government and non-profit agencies and/or develop similar programs specifically targeting youth experiencing homelessness. **(2)** Increase paid internships and on the job training partnerships through the local workforce development system and/or through Continuum of Care members leading to permanent employment.

The following partnerships have been established to address the gaps in available resources identified by young people in the community and uplift goals related to increased service utilization, transportation, wellness, and connections

- Bicycle Inter-Community Art & Salvage (BICAS)
- Sam Levitz Furniture and Ashley Homestore
- El Rio Reproductive Health Access Project (El Rio RHAP)

Development and implementation of a Learning Management System offering on-demand training and supplemental resources necessary to support individual and family engagement within the homeless response system.

# GOALS, OBJECTIVES AND ACTION STEPS

## GOAL 1: YOUTH VOICE AND ACTION – TO ENGAGE YOUTH IN LEADING AND IMPLEMENTING STRATEGIES TO ADDRESS YOUTH HOMELESSNESS.

Objective	Action Step	Responsible	Timeline	Status
1.1 Elevate youth voice within the Continuum of Care and other community decision-making bodies	Conduct outreach and education to local system leaders and government bodies regarding the importance of youth leadership in local response to youth homelessness.	YHDP Operations Team, YAC, YHDP Youth Leadership Change Team	December 2021	Timeline adjusted
	Advocate for formal housing commission at the local or state level to address youth homelessness with majority representation by young adults under the age of 25 with lived experiences of housing instability.	CoC Board, YAC, YHDP Youth Leadership Change Team, YOTO,	December 2021	Timeline adjusted
	Identify and implement strategies to improve equity and inclusivity in recruitment and engagement of young leaders.	Grand Challenge Cactus Bloom Team, YAC	Community Reassessment February 2021	Timeline adjusted
	Conduct outreach, education, and cultivation of young leaders to support effective participation in community-level decision-making.	Grand Challenge Cactus Bloom Team, YOTO, YAC	On-Going	
1.2 Develop a sustainable resource plan to support the Youth Action Committee	Develop and secure annual budget to fully sustain the Youth Action Committee and provide flexible funding for the committee's outreach, planning, and advocacy activities.	Collaborative Applicant, YAC, YOTO, CoC Board	June 2021	
	Apply for and secure government and philanthropic funding commitments to fulfill annual funding need.	Collaborative Applicant, CoC Board	June 2022	
	Develop Youth Action Committee leadership to self-manage annual budget with administrative assistance.	Collaborative Applicant, YAC	June 2021	

Objective	Action Step	Responsible	Timeline	Status
1.3 Develop and implement tools and technical assistance to promote youth leadership opportunities within youth service providing agencies and community-level planning groups.	Obtain technical assistance to select or develop a youth leadership and/or youth/adult partnership training curriculum, outreach plan, and community support model.	YHDP Operations Team, YAC	March 2021	Timeline adjusted
	Mobilize youth/ally partner teams to deliver training and technical assistance support to agencies and other groups in adopting and expanding youth leadership opportunities and youth/ally partnership practices.	YHDP Operations Team, Our Family Services, YAC	December 2021	Timeline adjusted
1.4 Mobilize youth with lived experience of housing instability as agents of change in civic and social arenas.	Provide on-going legislative and public advocacy training for Youth Action Committee members and other youth with lived experiences of housing instability.	YOTO, Arizona Housing Coalition, YAC, YHDP Youth Leadership Change Team	On-Going (in place by April 2021)	Timeline adjusted
	Initiate relationships with local, state, and Federal representatives to establish forums for YAC legislative advocacy and organize legislative visits and testimony on relevant issues	YOTO, Arizona Housing Coalition, YAC, YHDP Youth Leadership Change Team	May 2021	Timeline adjusted
	Host and pursue outside opportunities for youth panel presentations and youth-led training in social sector (i.e. health, justice, behavioral health, education, etc.)	CoC Board, YAC, Collaborative Applicant, YHDP Youth Leadership Change Team	June 2021	

	Cultivate partnerships with other youth leadership groups to share capacity, facilitate peer information exchange, and cultivate opportunities for collective action.	CoC Board, YOTO, YAC, Our Family Services, YHDP Youth Leadership Change Team	June 2021	
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**GOAL 2: HOUSING – TO IMPROVE HOUSING PERMANENCY AND DECREASE REPEAT HOMELESSNESS AMONG YOUTH.**

Objective	Action Step	Responsible	Timeline	Status
2.1 Expand array of housing options available to youth experiencing homelessness	Increase dedicated low-barrier shelter/crisis housing options for youth ages 18-24.	Local government, housing service agencies	December 2021	
	Educate housing providers on various housing options permitted by HUD and/or other Federal agencies but not currently deployed locally (roommate options, room rental, campus housing, etc.)	Collaborative Applicant, YHDP Operations Team	February 2021	Timeline adjusted
	Implement local CoC standards to protect youth choice in housing options and provide a listing of allowable housing options to all youth entering CoC, YHDP, and ESG-funded housing services.	YAC, CoC Committee(s), CoC Board	February 2021	Timeline adjusted
	Advocate for adoption of CoC standards related to youth choice and housing options among all housing providers serving youth regardless (including projects not dedicated for youth) whenever permitted by providers' funding requirements	YAC, CoC Committee(s), CoC Board	February 2021	Timeline adjusted
	Develop and implement roommate matching activities for youth interested in shared housing options.	YAC, YHDP Grantees, CSH/ YHDP Technical Assistance	February 2021	Timeline adjusted; Responsible party adjusted

	Improve flow and pathways for direct linkage from Coordinated Entry and crisis services to non-time limited mainstream housing services (Housing Choice Vouchers, Public Housing, Family Unification Program vouchers, Medicaid housing, etc.)	CoC Committee(s), CoC Board, Mainstream Housing Providers	June 2021	
	Establish host home and kinship-based housing options for youth.	Youth Housing and Service Providers	June 2022	
<b>Objective</b>	<b>Action Step</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>
2.2 Decrease returns to homelessness among youth engaged in the homeless response system.	Conduct in-depth analysis of local data provided through VI-SPDAT assessment, youth housing provider data, and self-reports by youth to identify correlations between returns to homelessness and other household characteristics.	HMIS Lead, CoC Committees, YAC, Collaborative Applicant, UA-SIROW	TBD 2021	Timeline adjusted; Responsible party adjusted
	Convene housing providers, youth, and system partners to co-develop strategies to mitigate identified correlations and risk factors.	HMIS Lead, CoC Committees, YAC, Collaborative Applicant	February 2022	
	Require that six months of full aftercare services be made available to all youth served through YHDP projects and recommend that these services be provided in all youth housing projects.	YHDP RFP Workgroup, CoC Committee(s), Board	July 2020	Complete
	Develop a formal process and resource to connect youth served by non-youth specific housing programs to access youth-specific resources (i.e. youth advocacy, peer support, transportation, education connections, recreational/social activities, aftercare, etc.)	YHDP Grantee	March 2021	Timeline adjusted
	Develop targeted move-on strategies and resource the provision of light-touch supportive services for youth in need of long-term housing subsidy but without intensive supportive service needs to transition from transitional and permanent housing programs to	YHDP Grantee	February 2021	Timeline adjusted

	public housing, voucher, and subsidized affordable housing programs administered by local Public Housing Authorities and affordable housing developments.			
	Develop system-wide approaches to support family reunification as alternative to and/or prioritized outcome of housing services for youth who wish to reunite with their families.	YHDP Operations Team, CoC Committee(s), CoC Board	June 2021	
<b>Objective</b>	<b>Action Step</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>
2.3 Increase number of permanent housing units for youth in the local homeless response system.	Convene youth permanent housing task force with local and state government agencies, non-profit agencies, aligned housing systems, business, and philanthropy to develop strategic roadmap and resource commitments necessary to meet projected five-year permanent housing capacity needs.	Local government, CoC Board, YAC	June 2021	
	Sustain current rapid rehousing for youth housing inventory and establish 122 additional units by 2024 (53+ through YHDP).	Local government, housing agencies	December 2024	
	Sustain current permanent supportive housing for youth housing inventory and establish 77 additional units by 2024 (14+ through YHDP).	Local government, housing agencies	December 2024	
2.4 Promote safe, inclusive shelter, housing, and services in local community.	Provide training and technical support for community shelter, housing, and service programs to address barriers to youth safety and promote youth-affirming environments and service delivery.	Our Family Services, YAC, YHDP Operations Team	In place by December 2021	
	Advocate for the creation of youth-dedicated spaces within community's existing shelter/crisis housing stock (i.e. wings within existing shelter facilities reserved for youth, etc.)	YHDP Operations Team, ESG recipients, CoC	In place by December 2021	

	Conduct quantitative and qualitative data analysis to identify disparities in youth housing system related to race, ethnicity, gender, immigration status, parenting status, and other key characteristics.	UA- SIROW	TBD 2021	Timeline adjusted; Responsible party adjusted
	Develop action plan to address disparities and improve equity across all aspects of housing and service participation (assessment, crisis services, transitional and permanent housing service, outcomes related to housing, education, and income, etc.)	YAC, Grand Challenge Cactus Bloom Team	April 2021	
	Collaborate with system partners to address disparities related to linkage, engagement, and/or participant outcomes related to health, justice, employment, education, etc.	YAC, Grand Challenge Cactus Bloom Team	December 2021	

**GOAL 3: YOUTH OPPORTUNITY – TO INCREASE EDUCATIONAL ENGAGEMENT AND INCOME GENERATION AMONG YOUTH EXPERIENCING HOMELESSNESS.**

Objective	Action Step	Responsible	Timeline	Status
3.1 To improve collaboration between agencies serving youth experiencing homelessness and secondary/post-secondary education agencies, GED and high school alternative programs, and career/technical education services.	Establish and improve partnerships with local community college and university to collaboratively respond to the needs of students transitioning out of foster care and unaccompanied and pregnant/parenting students experiencing homelessness and housing instability to promote continued educational engagement and attainment.	YHDP Education Change Team, PCC, UArizona, Pima County CSET, YOTO	September 2021	
	Facilitate quarterly networking and resource-sharing events for McKinney-Vento Homeless Student Liaisons, education providers, and youth housing/service providers to improve coordination, communication, and collaboration.	AZ Department of Education, LEAs, YHDP Education Change Team, YOTO	In place by January 2022	Timeline adjusted
	Develop and implement streamlined education referral processes and points of contact for students and	LEAs, YHDP Education	August 2021	



	potential students experiencing homelessness.	Change Team, YOTO		
	Provide and/or link youth residing in campus housing without alternative housing to short-term housing, meal and basic needs assistance, and supportive services during holiday and summer breaks (i.e. host homes or other temporary housing).	YHDP Education Change Team, PCC, UArizona	December 2021	
	Develop and/or promote existing online training materials related to youth homelessness and education for delivery to education, housing, and other youth-serving entities.	YHDP Education Change Team, YAC, Collaborative Applicant, YOTO	August 2021	
	Partner with local education agencies to explore and implement opportunities to improve service coordination and student success through data-sharing as appropriate and permitted.	YHDP Education Change Team, LEAs, AZ Department of Education, YOTO, HMIS Lead	May 2022	
<b>Objective</b>	<b>Action Step</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>
3.2 To promote participation in education and employment resources that further the individual goals of youth experiencing homelessness.	Collaborate, communicate, and encourage participation in periodic education and employment service fairs targeting youth experiencing homelessness with representation from local workforce development system, career/technical education, educational providers, and employers.	YHDP Education Change Team, YHDP Employment Change Team, Education Providers, Pima County CSET	On-Going (in place May 2021)	
	Engage, expand or replicate existing incentive programs for educational attainment and employability classes to serve the broadest sense of youth experiencing or at risk of experiencing homelessness including young adults in GED and high school alternative programs, post-secondary education programs, career/technical education.	Youth Housing and Service Providers	June 2022	

3.3 To improve youth access to and utilization of available mainstream benefits.	Distribute youth-friendly guide to mainstream benefit programs (SNAP, SSI/SSDI, Medicaid, Marketplace insurance, WIC, ABAWD Medicaid waivers, TANF, McKinney Vento entitlements, etc.)	Collaborative Applicant, YHDP Operations Team, YAC	March 2021	Responsible party adjusted
	Increase the number of SOAR-certified youth service professionals within the community (including school staff) to facilitate local practice for SOAR-certified staff to collaborate and engage in peer learning.	Collaborative Applicant, YHDP Operations Team	December 2021	
	Deliver online training for youth experiencing homelessness and service provider staff and educators related to available mainstream benefits, eligibility, and enrollment requirements/process.	YAC, Collaborative Applicant, YHDP Connections Change Team	March 2021	
<b>Objective</b>	<b>Action Step</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>
3.4 To improve collaboration between agencies serving youth experiencing homelessness and workforce development programs, business owners, nonprofits, and elected officials to increase youth access to and utilization of mainstream employment resources.	Collaborate to increase responsiveness of youth -specific employment readiness education and job search support for youth experiencing homelessness in partnership with local workforce development programs.	Pima County CSET, YHDP Operations Team, Collaborative Applicant	December 2021	
	Identify and implement opportunities for co-enrollment and/or improved data sharing and referral pathways from youth housing services to existing workforce development system.	Pima County CSET, HMIS Lead, YHDP Grantees, YHDP Operations Team, Collaborative Applicant	June 2021	
	Assemble youth housing/service and workforce development system stakeholder group and develop action strategies to increase	Collaborative Applicant, HMIS Lead	December 2021	

	employment opportunities for youth experiencing homelessness.			
3.5 To increase the availability of short-term, immediate income generating opportunities for youth experiencing homelessness	Increase dialogue and cultivate relationships with local employers and community agencies to encourage recruitment and hiring of youth experiencing homelessness.	Collaborative Applicant, HMIS Lead	December 2021	
	Sustain stipend funding for Youth Action Committee participation.	CoC Board	On-Going	
	Promote youth participation in existing short-term, immediate employment programs managed by local government and non-profit agencies and/or develop similar programs specifically targeting youth experiencing homelessness.	Collaborative Applicant, HMIS Lead	March 2021	
	Increase paid internships and on the job training partnerships through the local workforce development system and/or through Continuum of Care members leading to permanent employment.	Collaborative Applicant, HMIS Lead	On-Going (measured annually in December)	
	Promote employment of youth experiencing homelessness in YHDP projects and other youth housing and service programs.	YHDP RFP Workgroup, YHDP Grantees	October 2020	Complete
<b>Objective</b>	<b>Action Step</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>
3.6 To reduce transportation barriers to education and employment success.	Explore and develop partnerships that provide alternative transportation resources for youth experiencing homelessness, including and beyond public and school bus transportation.	Collaborative Applicant, HMIS Lead	June 2021	
	Expand availability of taxi and ride-share service options to meet transportation needs when public transit is limited or unavailable.	Collaborative Applicant, YHDP Grantees	October 2020	Responsible party adjusted; Complete
	Partner with community bicycle purchase/repair programs and auto mechanics to provide no cost or low-	Collaborative Applicant, HMIS Lead	June 2021	

	cost repairs and maintenance for youth experiencing homelessness.			
	Develop vehicle ownership education, savings assistance resources, and driver's license education for youth experiencing homelessness in partnership with driver education programs, individual development accounts, and/or other community programs.	Collaborative Applicant, HMIS Lead	December 2022	Timeline adjusted; Responsible party adjusted

**GOAL 4: HEALTH – TO INCREASE ACCESS TO AND USE OF MEDICAL, BEHAVIORAL, DENTAL, AND SOCIAL/EMOTIONAL WELL-BEING RESOURCES.**

Objective	Action Step	Responsible	Timeline	Status
4.1 To increase knowledge and utilization of community health and well-being resources among youth experiencing homelessness.	Partner with community health center marketing professionals to develop or disseminate existing online educational video, print/electronic marketing materials, and youth-friendly health education and service enrollment guide for dissemination to youth experiencing homelessness.	Collaborative Applicant, YHDP Operations Team	June 2021	Responsible party adjusted
Objective	Action Step	Responsible	Timeline	Status
4.2 Increase rates of health insurance coverage among youth experiencing homelessness.	Promote Medicaid (AHCCCS, KidsCare) enrollment among all eligible youth experiencing homelessness and provide enrollment support through outreach, navigation, shelter/crisis housing, drop-in center, and housing programs.	Collaborative Applicant; YHDP Grantees	June 2021	Timeline adjusted; Responsible party adjusted
	Identify subject matter experts at youth-serving agencies and within the community to assist youth who are eligible for Healthcare Marketplace and/or private insurance options sponsored by employers or education programs in making informed health insurance decisions.	Collaborative Applicant, YHDP Operations Team, Service Provider Agencies	March 2021	

4.3 To expand availability of easily accessible no-cost/low-cost health and dental services for youth experiencing homelessness.	Convene non-profit dental service programs, private dental care providers, youth experiencing homelessness, integrated health centers, and youth housing/service providers to explore and promote existing dental service options for youth experiencing homelessness.	Collaborative Applicant, YHDP Operations Team	December 2021	
	Convene non-profit medical and health programs, health care providers, youth experiencing homelessness, integrated health centers, private philanthropies, and public health service providers to explore and expand resources for healthcare needs that are not covered under Medicaid programs and/or unaffordable under Marketplace or other private insurance (i.e. reproductive choice, gender-affirming health needs, top-tier prescriptions, etc.)	Collaborative Applicant, YHDP Operations Team, Ride od Die Team	December 2021	
	Collaborate with local dental offices to provide no-cost/low-cost dental services for youth experiencing homelessness.	Collaborative Applicant, YHDP Operations Team	December 2021	
	Collaborate with existing no-cost mobile and stationary healthcare clinics and other healthcare providers to establish no-cost healthcare services targeting youth experiencing homelessness (i.e. mobile health unit, recurring office hours for basic health services at one or more youth-serving agencies, etc.)	Collaborative Applicant, YHDP Operations Team	December 2021	
<b>Objective</b>	<b>Action Step</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>
4.4 To increase awareness and utilization of behavioral health services as needed among youth.	Convene youth experiencing homelessness, local behavioral health system, and youth service providers to develop an action plan to eliminate or mitigate common barriers to sustained engagement in public behavioral health services by youth experiencing homelessness.	Collaborative Applicant, YHDP Operations Team, YAC	August 2021	Responsible party adjusted

	Partner with public behavioral health system to develop or adopt existing online education and youth-friendly behavioral health resource and enrollment guides.	YAC, Youth Leadership Change Team, Collaborative Applicant	December 2021	Responsible party adjusted
	Establish primary point of contact with behavioral health system and integrated health plans to assist with issues related to enrollment and on-going participation of youth experiencing homelessness in behavioral health services.	Collaborative Applicant, YHDP Operations Team, YAC	December 2020	Responsible party adjusted
4.5 To increase behavioral health service options for youth experiencing homelessness not already enrolled public behavioral health services and to respond to acute behavioral health issues as needed regardless of enrollment in public services.	Establish one or more behavioral health professional staff positions within the youth homelessness response system to provide immediate support with acute behavioral health needs and to bridge behavioral health services for youth who not actively enrolled in public behavioral health services.	Service and behavioral health providers.	June 2022	

**GOAL 5: HOMELESSNESS PREVENTION – TO BETTER IDENTIFY AND IMMEDIATELY ASSIST YOUTH AT RISK OF EXPERIENCING HOMELESSNESS.**

Objective	Action Step	Responsible	Timeline	Status
5.1 To establish a flexible resource pool designated for diversion and prevention of	Map available prevention/early intervention resources and gaps to determine areas of greatest need for flexible funding pool.	YHDP Operations Team, Collaborative Applicant, HMIS Lead, YAC	March 2021	

youth homelessness or housing instability.	Convene local philanthropy and state/local government, and United Way to assess opportunities to leverage non-Federal support for flexible prevention/assistance services.	Collaborative Applicant	July 2021	
	Establish diversion/navigation support staffing and services specifically targeting youth in the local Coordinated Entry system.	YHDP Grantee	October 2020	Complete
5.2 Leverage public prevention resources to improve accessibility and reduce barriers for youth.	Improve coordination and/or direct referral from outreach and diversion programs, as well as the Coordinated Entry system, to Community Action Agency prevention/diversion resources.	Collaborative Applicant, Pima County CSET	December 2021	
	Explore opportunities to establish youth dedicated Emergency Solutions Grant and/or State/local funded homelessness prevention and diversion services.	Local/state government, service provider agencies	On-Going (in place by March 2021)	
5.3 Improve identification of youth at-risk of homelessness and rapid connection to homeless response system among youth served through child welfare, juvenile and adult justice, hospitals, education, and workforce development systems.	Develop or adopt existing triage tool(s) for use within youth-serving systems.	YHDP Coordinated Entry Team, CoC Committee(s), CoC Board	TBD 2021	Timeline adjusted
	Elevate existing informal discharge partnerships to establish system-wide discharge planning approaches and coordination to reduce exits from youth-serving systems to homelessness.	YHDP Leadership Change Team, YAC, Collaborative Applicant	December 2021	Responsible party adjusted
<b>Objective</b>	<b>Action Step</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>
5.4 Advertise prevention and diversion	Once sufficient resources are available, develop and implement a public education campaign regarding prevention and diversion resources to	YAC, Collaborative Applicant	December 2022 (sooner if sufficient)	

resources to youth.	economically vulnerable and disconnected youth communities.		resources are deployed)	
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**GOAL 6: – TO LEVERAGE DATA AND COORDINATED ENTRY AS TOOLS FOR ENDING YOUTH HOMELESSNESS.**

Objective	Action Step	Responsible	Timeline	Status
6.1 To identify all youth experiencing homelessness.	Establish an active by name list of all youth experiencing homelessness in Pima County as defined by any Federal agency.	Youth CE System Change Team, CoC Committees, HMIS Lead, Collaborative Applicant, Grand Challenge Ride or Die Team	June 2021	
	Develop coordination strategies to ensure that all youth experiencing homelessness under any Federal definition are added to the by name list upon identification.	Youth CE System Change Team, CoC Committees, HMIS Lead, Collaborative Applicant, Grand Challenge Ride or Die Team	June 2021	
Objective	Action Step	Responsible	Timeline	Status
6.2 To improve Coordinated Entry system’s ability to swiftly connect youth experiencing homelessness and/or living in dangerous environments to housing.	Establish a coordinated entry model for youth under the age of 18 <u>or</u> develop direct transfer pathways for minor-age youth aging into adulthood and still in need of housing assistance.	Youth CE Change Team, CoC Committee(s), HMIS Lead, Collaborative Applicant	December 2020	
	Establish youth-specific navigation services and protocols.	YHDP Grantee, HMIS Lead, Collaborative Applicant	October 2020	Complete



	Expand availability of Coordinated Entry assessment within schools and other youth settings.	HMIS Lead, YHDP Education Change Team, Youth CE Change Team	On-Going (in place immediately)	
	Develop and implement monitoring and improvement plans to ensure consistent use of appropriate VI-SPDAT tools for youth.	HMIS Lead, Collaborative Applicant, CE Committee	August 2020	
	Update case conferencing procedures to connect youth experiencing homelessness more quickly and effectively to any available housing options.	Youth CE Change Team, CoC Committee(s), CoC Board	September 2020	
	Develop prioritization methodology for referral to YHDP projects and explore opportunities to expand use of methodology within CoC and other funded youth projects.	Youth CE Change Team, CoC Committee(s), CoC Board, HMIS Lead, Collaborative Applicant	September 2020	
	Establish and incorporate into YHDP continuous quality improvement plan an expedited attempt to locate process for youth receiving referrals to housing.	YHDP CE Change Team, CoC Committees, HMIS Lead, Collaborative Applicant	September 2020	
Objective	Action Step	Responsible	Timeline	Status
6.3 Expand HMIS coverage to include additional non-mandated programs for youth.	Identify, recruit and onboard non-mandated housing and service partners for participation in the HMIS.	HMIS Lead	On-Going (in place immediately)	
6.4 Improve consistency service planning and measurement in youth housing	Require use of the full SPDAT as case management tool for all YHDP projects and explore expanded use in other CoC and youth projects.	YAC, YHDP Operations Team	June 2020	Complete

and service projects.	Expand data collection to include Runaway and Homeless Youth data collection requirements and YHDP collective impact metrics for all YHDP projects and explore expanded use in other CoC and youth projects.	YAC, YHDP Operations Team, HMIS Lead	June 2020	Complete
6.5 Improve accuracy of annual Point in Time counts of all youth experiencing homelessness.	Replicate single-site drop-in PIT event approach for youth across multiple sites in Pima County.	YAC, CoC PIT Workgroup, Homeless Youth Subcommittee,	January 2021	CoC Unsheltered PIT Waived
	Mobilize young leaders to plan and conduct peer outreach for PIT event(s).	YAC, Homeless Youth Subcommittee, CoC PIT Workgroup	November 2020	CoC Unsheltered PIT Waived
	Expand PIT data collection to enumerate youth experiencing homelessness more effectively under any Federal definition, including youth in educational and other system partner settings, and use data to inform on-going system refinements.	YAC, YHDP Operations Team, Grand Challenge Cactus Bloom Team	January 2021	CoC Unsheltered PIT Waived

**GOAL 7: EQUITY – TO ENSURE THAT YOUTH EXPERIENCE EQUITABLE ACCESS AND OPPORTUNITIES FOR SUCCESS WITHIN THE LOCAL YOUTH HOMELESSNESS RESPONSE SYSTEM**

Objective	Action Step	Responsible	Timeline	Status
7.1 To improve local understanding of inequities as they exist within the local youth homelessness response system, their institutional causes, local	Build leadership team readiness for equity action through multiple sessions for YHDP and A Way Home America Grand Challenge core stakeholder to engage in relationship-building and exploratory activities.	YHDP Operations Team; A Way Home America Cactus Bloom Team; CoC Diversity, Equity, and Inclusion Committee	TBD 2021	A Way Home America Grand Challenge significantly delayed

processes, and practices that contribute to inequity, and damaging impacts to youth and the community.	Develop a schedule for more expansive racial equity exploration with full YHDP and A Way Home America Grand Challenge teams.	A Way Home America Cactus Bloom Team; CoC Diversity, Equity, and Inclusion Committee	TBD 2021	A Way Home America Grand Challenge significantly delayed
	Complete equity data analysis and produce recommendations to improve equity as it relates to access to permanent housing and employment, education, housing, health, and social well-being outcomes.	HMIS Lead; UA SIROW; CoC Diversity, Equity, and Inclusion Committee	March 2021	Responsible party adjusted
	Conduct professional education for local youth service providers, YHDP grantees, and CoC and YHDP leadership related to racial equity, LGBTQ+ inclusivity, and best practices.	A Way Home America Cactus Bloom Team; CoC Diversity, Equity, and Inclusion Committee	Spring 2021	A Way Home America Grand Challenge significantly delayed
<b>Objective</b>	<b>Action Step</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>
7.2 To re- envision and expand diversity within YHDP and CoC leadership and participation structures.	Review composition of A Way Home America Grand Challenge Cactus Bloom Team and re-arrange as needed to improve diversity and representation within both the youth and ally participants.	A Way Home America Cactus Bloom Team	February 2021	A Way Home America Grand Challenge significantly delayed
	Review composition of all YHDP stakeholder groups and develop intentional recruitment and engagement strategies to increase diversity and representation at all levels of decision-making.	A Way Home America Cactus Bloom Team, YHDP Operations Team	July 2021	A Way Home America Grand Challenge significantly delayed

	Routinely review YHDP stakeholder participation and solicit input to address structural barriers to diversity, equity, and inclusion within associated practices, processes, and activities.	A Way Home America Cactus Bloom Team	On-Going	A Way Home America Grand Challenge significantly delayed
7.3 To develop a concrete action strategy to address inequity and create transformative change within the local youth homelessness response system.	Incorporate equity considerations into the CoC's annual Coordinated Entry evaluation.	A Way Home America Cactus Bloom Team: CoC Diversity, Equity, and Inclusion Committee, Coordinated Entry Committee, HMIS Lead, Collaborative Applicant	July 2021	A Way Home America Grand Challenge significantly delayed
	Develop and initiate implementation of Equity Workplan to address identified barriers to equitable access, engagement, service, and outcomes among all youth and achieve functional zero in homelessness among LGBTQ+ youth and youth of color.	A Way Home America Cactus Bloom Team, CoC Board	July 2021	A Way Home America Grand Challenge significantly delayed
<b>Objective</b>	<b>Action Step</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>
7.4 To embed and sustain equity as a priority within all aspects of the local youth homelessness response system.	Identify and secure or allocate the time, funding, and other resources needed to achieve Equity Workplan.	A Way Home America Cactus Bloom Team, CoC Board, Collaborative Applicant	July 2021	A Way Home America Grand Challenge significantly delayed
	Incorporate equity into local progress measurements and YHDP continuous quality improvement strategies.	A Way Home America Cactus Bloom Team, Collaborative Applicant	September 2020	Complete

	Achieve functional zero in homelessness of LGBTQ+ youth and youth of color.	A Way Home America Cactus Bloom Team, CoC Committees, CoC Board	June 2022	
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<sup>i</sup> United States Census Bureau (2019, July). *QuickFacts Pima County, Arizona*. <https://www.census.gov/quickfacts/fact/table/pimacountyarizona/LND110210>

<sup>ii</sup> Tucson Pima Collaboration to End Homelessness (2021, February). *Bringing Pima Home: Community Plan to Prevent and End Homelessness in Tucson and Throughout Pima County*. Tucson, AZ.

<sup>iii</sup> Pima County Health Department (2021, January). *January 22th, 2021 - Pima County COVID-19 Case Demographics Combined*. [https://webcms.pima.gov/UserFiles/Servers/Server\\_6/File/Health/COVID-19/Report%20Files/Demo%20Reports/1.22.21%20Demo%20Report.pdf](https://webcms.pima.gov/UserFiles/Servers/Server_6/File/Health/COVID-19/Report%20Files/Demo%20Reports/1.22.21%20Demo%20Report.pdf)

<sup>iv</sup> Figueroa, Daniela (2021, February). YOTO Services. *Homeless Youth Coalition Meeting*. Meeting hosted by Tucson Pima Collaboration to End Homelessness, Tucson, AZ.

<sup>v</sup> Tucson Pima Collaboration to End Homelessness (2020, March). *Coordinated Community Plan to Prevent and End Youth Homelessness*. Tucson, AZ.