

BRINGING PIMA HOME

2022 Progress Report on the 2020 TPCH Strategic Plan

JULY 2022



Tucson Pima Collaboration
To End Homelessness

TUCSON PIMA
COLLABORATION TO END
HOMELESSNESS

Report Information

Tucson Pima Collaboration to End Homelessness

Tucson Pima Collaboration to End Homelessness (TPCH) is a coalition of community and faith-based organizations, government entities, businesses, and individuals committed to preventing and ending homelessness in Tucson and throughout Pima County. TPCH is recognized as the Tucson/Pima County Continuum of Care by the U.S. Department of Housing and Urban Development. In this role, TPCH oversees the implementation and administration of Federal homeless and housing assistance programs in the region.

TPCH is governed by the elected Continuum of Care Board and supported by professional staffing from the City of Tucson Housing & Community Development Department (CoC Lead Agency) and Pima County Community & Workforce Development Department (HMIS Lead Agency).

Visit <http://www.tpch.net> to learn more.

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Chaelee Chavez, Member
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Diego Coronado, Member
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Lisa Floran, Member
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Yvette Gonzales, Member
Pima County

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This report is available online at: www.tpch.net

Member Organizations



- Amity Foundation
- Arizona Children's Association
- Arizona Complete Health
- Arizona Department of Corrections, Rehabilitation, and Reentry
- AZ Department of Economic Security
- Arizona Department of Education
- Arizona Housing Coalition
- Arizona Serve
- Arizona Youth Partnership
- Avanti Recovery
- Banner University
- Blake Foundation
- Celestica Inc.
- Choices Interlinking, Inc.
- City of Tucson
- Community Bridges Inc.
- Community Food Bank
- Community Health Associates
- Community Investment Corporation
- Community Partnership of Southern Arizona
- Compass Affordable Housing
- CODAC
- Cope Community Services
- Connections Health Solutions - Crisis Response Center
- Direct Advocacy & Resource Center
- El Rio Health Center
- Eastern Healing Arts
- Emerge Center Against Domestic Abuse
- Esperanza En Escalante
- Family Housing Resources
- Gospel Rescue Mission
- Grad Solutions
- Habitat for Humanity
- HOM, Inc.
- The Homing Project
- HOPE Inc.
- Hope of Glory Ministries
- Inside Out Network
- Interfaith Community Services
- Jewish Community Foundation
- La Frontera Center
- The Lot on 22nd
- Marana Health Center
- New Spirit Lutheran Church
- Novel Bookkeeping, LLC
- Old Pueblo Community Services (OPCS)
- Our Family Services (OFS)
- Oxford House
- Pima Council on Aging
- Pima County
- Pima Prevention Partnership
- Pio Decimo
- Primavera Foundation
- Recovery in Motion
- Salvation Army
- SonderCare BHS
- Sonoran Prevention Works
- Southern Arizona Aids Foundation (SAAF)
- Southern Arizona Dream Center
- Southern Arizona VA Health Care System (SAVAHCS)
- Sprout Foundation
- Stand Up for Kids Tucson
- T.A.S.T.E. Foundation
- TMM Family Services Inc.
- Town of Marana
- Trinity Resource Center
- Tucson Federal Credit Union
- Tucson Mask Share
- Tucson Preparatory School
- Turn Your Life Around
- TUSD - Homeless Education & Resources
- Unitarian Universalist Church of Tucson
- United Healthcare
- United Way of Tucson and Southern Arizona
- University of Arizona SIROW
- The Well Women's Sober Living Facility
- Youth On Their Own

Join TPCH:
www.tpch.net

Introduction

The Tucson Pima Collaboration to End Homelessness (TPCH) is committed to reducing and ultimately eliminating homelessness in our region. Ending homelessness in Pima County – which covers more than 9,000 square miles including urban, suburban, rural, and Tribal area – means ensuring that those who are experiencing a crisis of homelessness obtain safe and stable housing as quickly as possible and do not return to the homeless system. In 2020, CoC leadership and staff created the TPCH Strategic Plan, which articulated a strategic path to guide efforts as a CoC to achieve these goals. Shortly afterward, the world changed with the onset of COVID-19. COVID-19 drastically altered how TPCH and its partners interacted with each other and with the people the CoC serves. This document, the 2022 Progress Report on the 2020 TPCH Strategic Plan, gives the CoC, its TPCH board and the community a look at our progress 18 months through the plan’s timeline.

The TPCH Strategic Plan advanced many goals from prior planning efforts to expand the permanent housing inventory, identify and lower barriers to system entry and housing, refine Coordinated Entry processes, increase systemwide data capacity, and incorporate a racial equity lens into system evaluation and improvement strategies. The Plan endeavors to ensure that all programs and interventions employed to address homelessness function together with a common set of objectives and performance measures targeted at achieving measurable change in Pima County communities – and that the system’s resources are being used to maximize impact the yield the greatest possible results. This document, the 2022 Progress Report on the 2020 TPCH Strategic Plan revisits these goals and summarizes progress toward their fulfillment.

Critical to creating a system is fostering and maintaining a data-informed, results-oriented approach. TPCH has invested in capacity building around systemwide data collection and evaluation by formalizing key performance metrics, measuring and monitoring program and system performance on an ongoing basis, and developing plans for ongoing data quality improvements. This investment in data and evaluation is key to measuring progress toward the community goals of this Plan.

We recognize that our coalition cannot end homelessness alone. The TPCH Strategic Plan centers the need for on-going and deeply embedded multi-sector partnerships to produce transformational change in our communities’ response to homelessness. It is founded on evidence-based practices and strategies in the field, focused on efforts that will yield the greatest possible results, and designed to provide the Continuum of Care and community leadership a framework for ending the crisis of homelessness in Pima County. As such, TPCH regularly monitors progress toward its goals and objectives, as it has done with the 2022 Progress Report on the TPCH Strategic Plan.

We invite you to review these efforts and look forward to what we can achieve together.



Staff from several continuum agencies pause their networking with other continuums to pose for a photo in Spring 2022.

2020 Strategic Plan Overview

The 2020 Strategic Plan is organized into five main sections which include 1) Plan Pillars, 2) Planning Process and Current Conditions, 3) Plan Goals and Benchmarks, 4) Cross-Cutting System Improvement Strategies, and 5) Advancement Strategies and Action Plan

The 2020 Strategic Plan focuses on the main elements that comprise a systematic response to homelessness: strategies to reduce the entry of people into homelessness, interventions that provide short-term crisis response, housing solutions that provide exit pathways out of homelessness, and infrastructure for system planning, evaluation, and oversight. This Plan was developed to align with and enhance the Tucson/Pima County HUD Joint Consolidated Plan and is intended to complement local, state, and federal plans to prevent to end and homelessness.

Plan Pillars

The five pillars represent the principles on which the Plan is based. They are the foundation of the Plan and provide a testing point to ensure that activities are aligned with the vision and values of the Continuum of Care.



Multi-Sector Collaboration

Strengthening partnerships with aligned systems to prevent and reduce homelessness, improve housing outcomes, and improve quality of life.



Housing Justice and Racial Equity

Identifying and addressing disparities in housing access and outcomes among BIPOC, LGBTQ+ people, and non-citizens. Centering leadership from within these communities. Advancing housing as a fundamental human right and furthering the low-barrier/low-demand and Housing First approaches throughout Pima County.



Data-Driven Decisions and Solutions

Improving data collection and reporting, and using available data to prioritize use of resources, evaluate project and system performance, and tailor approaches. Scaling strategies that are evidence-based and/or otherwise proven to work in our community, leveraging data for innovation.



Shared Leadership

Expanding the voice and role of people with lived experience of housing insecurity, especially communities of color and LGBTQ+ persons, in leadership of the Continuum of Care and the region's strategies to address homelessness. Diversifying decision-making bodies of the Continuum of Care to include system collaborators.



Uniting A Voice for Progress

Advocacy to support shared goals at the local, state, and national level; engagement of broader community in supporting efforts to prevent and end homelessness. Collaboration and coordination with other Continuums of Care to advance shared goals.

Community Conditions

Between 2019 and 2020, TPCH’s performance metrics demonstrate a reduction in every category of homelessness except chronic homelessness, which rose a modest 8%. Despite this progress, the effects of the COVID-19 pandemic and its ongoing economic effects, the issue of homelessness has worsened throughout Pima County, especially within the more densely populated Tucson area. The committed efforts of community providers to address homelessness are frustrated by a severe lack of affordable housing, the lingering effects of the pandemic, challenging economic conditions, systemic racial inequities, and other factors. The 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. While the lasting impacts of the COVID-19 pandemic remain unknown, the community continues to adjust to changed economic and social conditions, exacerbated by COVID-19 fatigue resulting from the pandemic.

TPCH released its 2020 Community Data Report and Update on Homeless in Pima County in October 2020. The plan identified several key findings which have informed the strategic plan. Those measures, updated here, provide an overview of the current conditions of homelessness in the region.

Goal	2020 Baseline (# at 2020 plan)	Current	Change	Indicator
Reduce the number of people experiencing homelessness	1324	2227	The number of people experiencing homelessness in Tucson/Pima County rose 61% between 2020 and 2022	Worsened
Reduce the number of people experiencing unsheltered homelessness	579	1649	The number of people experiencing unsheltered homelessness in Tucson/Pima County rose 65% between 2020 and 2022	Worsened
Increase the bed utilization rate in Tucson/Pima County	32%	76%	The number of beds utilized rose 44% between 2020 and 2022	Improved
Returns to homelessness from all program types within 24 months	25%	23%	The number of people returning from all program types to homelessness within 24 months decreased slightly from 2020-2022	Improved
Returns to homelessness from permanent housing within 24 months	19%	24%	The number of people returning to homelessness from permanent housing within 24 months rose 5%	Worsened

Defining Homelessness

CHRONIC HOMELESSNESS

HUD defines persons experiencing chronic homelessness as those who (a) are homeless, (b) are living in a place not meant for human habitation, in a safe haven, or in an emergency shelter, (c) have been homeless and living in a place not meant for human habitation, a safe haven, or an emergency shelter continuously for at least 1 year or on at least four separate occasions in the last 3 years where the combined length of time homeless across those occasions is at least 12 months, and (d) have a disability.

LITERAL HOMELESSNESS (HUD HOMELESS)

An Individual or family who lacks a fixed, regular, and adequate nighttime residence, (i) Has a primary nighttime residence that is a public or private place not meant for human habitation; (ii) Is living in a publicly or privately operated shelter, safe haven, or transitional living program.

UNSHelterED (HUD DEFINITION)

With a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground.

NEWLY HOMELESS

Newly homeless is defined as a person who has been experiencing homelessness for less than one year and this was their first episode of homelessness within the preceding two years.

YOUTH (HUD DEFINITION)

Includes anyone between the ages of 13-24 (not yet 25) living on their own without a parent/guardian including youth on their own (unaccompanied) and pregnant/parenting youth.

FAMILIES (HUD DEFINITION)

Includes households in which there is at least one adult and one minor-age child for whom the adult household member is a parent or guardian.

Goal	2020 Baseline (# at 2020 plan)	Current	Change	Indicator
Over-representation of people who are Black/African American in the TPCH homeless system	14%	16%	Slight decrease in the number of people who are Black/African American and are homeless, however people who are Black/African American account for only 4% of the general population	Worsened
Over-representation of people who are Native American/Indigenous in the TPCH homeless system	9%	8%	Slight decrease in the number of people who are Native American/Indigenous and are homeless however people who are Native American/Indigenous account for only 3% of the general population	Improved
Over-representation of people who are Hispanic in the TPCH homeless system	36%	40%	People of Hispanic origin account for 38% of the general population	Worsened

The Covid-19 pandemic's effects, particularly as the final Eviction Moratorium expired, and subsequent 30%+ increases in rent are bleak for many living people who are living from paycheck to paycheck or who are paying more than 30% of their income for housing. System performance trends showed modest improvements in some areas between 2020-2022, with the overall picture worsening.



TPCH attended the 2022 National Conference on Ending Homelessness

Housing Definitions

SAFE HAVEN

A project that offers supportive housing that (1) serves hard to reach homeless persons with severe mental illness who came from the streets and have been unwilling or unable to participate in supportive services; (2) provides 24-hour residence for eligible persons for an unspecified period; (3) has an overnight capacity limited to 25 or fewer persons; and (4) provides low demand services/referrals.

SHELTER

A project that offers temporary shelter (lodging) for the homeless in general or for specific populations of people experiencing homelessness. Shelter is provided in a variety of settings including congregate "mass" shelter facilities, hotels/motels paid by government or community-based agencies, and scattered-site apartments.

TRANSITIONAL HOUSING

A project that provides temporary lodging and is designed to facilitate the movement of homeless individuals and families into permanent housing within a specified period of time, but typically no longer than 24 months. In transitional housing, there are generally higher eligibility and program requirements than in emergency shelter.

LONGER-TERM HOUSING SUBSIDY

For the purposes of this Plan, longer-term subsidy is defined as supportive housing programs which include housing subsidy and supportive services provided through permanent supportive housing programs.

RAPID REHOUSING

Rapid rehousing is a form of supportive housing which provides time-limited rental subsidy and supportive services from 1-24 months.

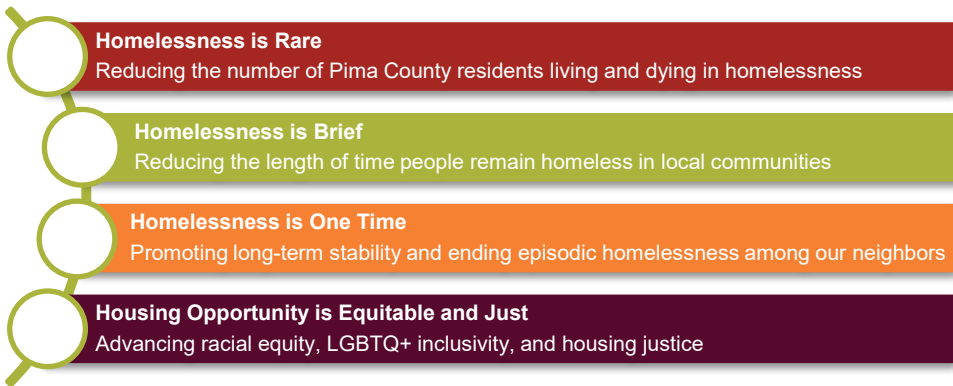
PERMANENT SUPPORTIVE HOUSING

A form of permanent/longer-term supportive housing including rental subsidy and supportive services. Permanent supportive housing is not time-limited and available for persons with one or more disabling conditions. Many permanent supportive housing projects are dedicated for persons experiencing chronic homelessness indicating high acuity service needs.

HOUSING CHOICE VOUCHER

Housing subsidy paid to a private market landlord directly by a Housing Authority on behalf of very low-income families, elderly, or disabled tenants.

The tenant pays the difference between the actual rent charged by the landlord and the amount subsidized.



Goals and Performance Benchmarks

The Community Plan is designed to provide the strategies and action plan needed to achieve four primary goals. These goals have been identified by the TPCH Continuum of Care Board and community stakeholders as being the Continuum of Care's greatest opportunity to deliver on transformative advancements in the region's efforts to prevent and end homelessness.

Specific benchmarks related to each goal have been developed in alignment with the 5 Pillars of this Plan. These benchmarks will allow TPCH and our partners to evaluate progress toward our strategic goals and ensure that our measurement of success is based on quantifiable improvements that benefit people experiencing homelessness in Pima County communities. Progress toward benchmarks will be reviewed over the lifetime of the Plan to assess progress toward goals and adjust strategies as needed.

Benchmark 1:
Reduce the total number of people experiencing homelessness in Pima County by 35%.

Key Indicator: No more than 1,079 people experiencing homelessness recorded in the HMIS, at shelters not participating in the HMIS, and/or counted on the night of the 2026 Point in Time count.

Benchmark 2:
Reduce the total number of people experiencing unsheltered homelessness in Pima County by 50%.

Key Indicator: No more than 290 people experiencing unsheltered homelessness recorded in the HMIS and/or counted on the night of the 2026 Point in Time count.

Benchmark 3:
Reduce the number of households experiencing first time homelessness by 35%.

Key Indicator: No more than 2,980 households recorded in the HMIS as experiencing their first episode of homelessness in the past two years between October 1, 2024 and September 30, 2025.

Benchmark 4:
Establish a baseline and reduce the number of persons dying in unsheltered settings.

Key Indicator: Establish baseline year count of deaths among people experiencing unsheltered homelessness in calendar year 2021, set goal, and achieve annual reductions through 2025.

Benchmark 1:
Reduce the total number of people experiencing chronic homelessness by 60%.

Key Indicator: No more than 235 people experiencing chronic homelessness unhoused in the HMIS and/or counted on the night of the 2021 Point in Time count. The 2021 Point in Time count for 2021 was estimated and the estimated number of people who were chronically homeless was estimated at 183. The 2022 Point in Time Count was completed using a combination of HMIS data and verification using a 10 day outreach to strategic areas to validate the count. That count estimates approximately 798 people who are chronically homeless.

Benchmark 2:
Reduce the average length of time that individuals and families experiencing homelessness lack permanent housing to meet federal goals.

Key Indicator: Average length of time that youth, families with children, and veterans remain homeless after making contact with homeless assistance programs is not more than 30 days.
Key Indicator: Average length of time that all other persons remain homeless after making contact with homeless assistance programs is not more than 60 days.

Benchmark 1:
Increase exits from homeless assistance programs to permanent housing destinations by 30%.

Key Indicator A: No less than 42% of persons served through street outreach programs exits to positive housing destinations.

Key Indicator B: No less than 70% of persons served through emergency shelter, transitional housing, and rapid rehousing programs exit to permanent housing destinations.

Key Indicator C: Percent of persons served in permanent supportive housing programs who exit to or retain permanent housing equal to or above the state and national average.

Benchmark 2:
Reduce returns to homelessness within two years among persons who exited homeless assistance programs to permanent housing destinations to not more than 20%.

Key Indicator: No more than 20% of persons exiting homeless assistance programs to permanent housing programs in between 2022 and 2024 return to homelessness within two years. Actual: 23%

Benchmark 1:
Reduce disparity in access to homeless assistance programs and housing services such that no subpopulation experiences significantly greater or lesser access to services.

Key Indicator: No subpopulation of persons based on race, ethnicity, sexual orientation, gender, or gender identity experience deviation of greater than 5% in referral to and enrollment in homeless assistance programs than that subpopulation's relative proportion of all people experiencing homelessness in the region.

Benchmark 2:
Reduce disparity in housing and financial outcomes among persons participating in homeless assistance programs such that no subpopulation experiences significantly greater or lesser outcomes.

Key Indicator: No subpopulation of persons based on race, ethnicity, sexual orientation, gender, or gender identity experience greater than 5% deviation in percentage of exits to permanent housing, returns to homelessness, or changes in income than the system average.



Cross-Cutting System Improvements

Contribute to a skilled homelessness assistance workforce through robust training and technical assistance offerings. (Cross-Cutting Goals)

Leverage existing community infrastructure to more effectively address the homelessness crisis.

- Reduce rates of unsheltered homelessness.
- Reduce length of homeless experiences.
- Promote long-term housing stability.
- Increase financial stability among people experiencing homelessness.
- Prevent first time homelessness.
- Advance equity in housing access and outcomes for all people.
- Replace low-performing/low-impact services and interventions with high-impact alternatives that meet community needs.

The Covid-19 pandemic created crises and opportunities. The infusion of funding through the CARES Act and American Rescue Plan allowed TPCH to leverage existing community infrastructure to address the homelessness crisis more effectively in Tucson/Pima County. The combined City of Tucson/Pima County Emergency Rental Assistance Program (ERAP) was one of the highest performing in the country, assisting people who were on the precipice of eviction.

Unfortunately, almost no area in the country reduced rates of unsheltered homelessness and Tucson/Pima County was no different. TPCH did see a modest decrease in the average and median length of time persons who are homeless stay in emergency shelter, Safe Haven and transitional housing projects. But while the CoC did not reduce the overall rates of unsheltered homelessness during the pandemic and its aftermath, its Coordinated Entry system adopted several changes to refine and improve the Coordinated Entry process. Responding to the lethality of COVID-19, TPCH implemented dynamic prioritization, which literally prioritizes people most at risk of dying on the street for services

and so helped to ensure people's safety. Dynamic prioritization evaluates risk factors such as COVID-19 exposure and vulnerability and serious health conditions that put individuals at greater risk of mortality. TPCH incorporated dynamic prioritization into its Coordinated Entry Policies & Procedures as a means of more effectively recognizing those most at risk.

During this period, the TPCH board adopted a policy to regularly evaluate its Coordinated Entry system, to assess the CoC's performance on an annual basis relative to planning, access, assessment, prioritization, referral, data management and evaluation. Coordinated Entry evaluation also includes gathering feedback through user surveys and/or focus groups to understand opportunities and barriers experienced by providers, agencies, case conferencing professionals and participants using the system, allowing for continuous system improvement.



A flag hangs at Bread and Roses, a youth crisis transitional housing program funded through the Youth Homelessness Demonstration Project. The colors depicted here represent queer and trans people of color, who constitute some of the most marginalized communities navigating our homeless response system. (Source: <https://outrightinternational.org/content/flags-lgbtqi-community>)

Strengthen the role and effectiveness of the Continuum of Care in leading strategies to prevent and end homelessness

TPCH developed and launched its Online Learning Center, which addressed the void created as face-to-face meetings and trainings of all sorts were ceased to prevent the spread of the COVID-19 virus. The Online Learning Center provides a forum for nearly 300 active users to access the current trainings and courses in topics ranging from youth development to trauma informed assessment to opioids and medically assisted treatment. The Online Learning Center currently offers 50 trainings and courses, regularly adds courses and is accessible to any staff working in homelessness prevention or programming. Pima County HMIS Lead is in the process of joining with the TPCH Online Learning Center in order to provide HIMS training for homeless service assessors and community providers. Lastly, Maricopa Regional CoC and the Arizona Balance of State CoC are exploring utilizing the TPCH Online Learning Center, which would create a statewide system of service provider and assessment training.

Critical Time Intervention trainings provided allowed providers to take advantage of people's readiness timeframes during crises to allow for more effective outcomes. Community agencies that work with those affected by domestic violence regularly access trainings on the Online Learning Center, and the Department of Justice Services also uses it to train staff. Suicide Intervention, Human Trafficking 101 and Medication Assisted Treatment training are a handful of the Online Learning Center's offerings.

A Supportive Services Only - Coordinated Entry grant significantly expanded the availability of assessments, added centralized scheduling, created the opportunity for people experiencing homelessness to utilize phone-based assessment from anywhere in the county, and created avenues for rural assessments outside of the Tucson metro area. This ensures that people throughout the county have access to culturally competent and trauma-informed housing assessment and services in their communities of residence.

TPCH continues to increase participation and leadership among people with lived expertise of homelessness, financial insecurity, and systemic injustice. In 2021 TPCH was one of 10 Continuum of Care nationally chosen to participate in the HUD's Coordinated Entry Equity Demonstration, which will assist the community to develop and implement a more equitable service evaluation tool.

Additionally, TPCH is actively involving people with lived expertise of homelessness, financial insecurity, and systemic injustice in its leadership structure. The 2022 election successfully saw its highest numbers of people with lived experience run for election to the TPCH CoC board and its committees. Currently, except for one vacancy on the System Performance & Evaluation committee, TPCH has filled all 13 of its reserved openings for people with lived experience on the TPCH board and its six committees. TPCH is dedicated to involving people with lived experience in planning, implementing, evaluating, problem solving and developing best practices for the continuum.

Strengthen the role and effectiveness of the Continuum of Care in leading strategies to prevent and end homelessness.

- Establish on-going planning, evaluation, and system improvement processes
- Increase participation and leadership among people with lived expertise of homelessness, financial insecurity, and systemic injustice.
- Provide centralized education, resources, and support to benefit the work of community providers.
- Increase of use of current local data to inform Continuum of Care decision-making.
- Align community funding priorities to evidence of community needs and performance.
- Review and update policies and procedures to streamline TPCH operations and embed equity within the TPCH's guiding documents.

Strengthen multi-sector partnerships to expedite efforts to prevent and end homelessness.

Tucson Pima Collaboration to End Homelessness is working to align funding priorities to increase efficacy in providing services and quality of care for people experiencing homelessness both locally and on a statewide scale. Recently, Arizona was selected to participate in the *Learning and Action in Policy and Partnerships* program through the Robert Wood Johnson Foundation (RWJF), Data Across Sectors for Health (DASH), and the Center for Health Care Strategies (CHCS). The Arizona Data Warehouse project provides technical assistance to Arizona to establish systems and processes to share data from three separate Homeless Management Information Systems (HMIS) used throughout the state. The Arizona CoC's committed staff resources to participate on a cross-organizational team to develop and implement a statewide HMIS/AHCCCS data warehouse.

Strengthen multi-sector partnerships to expedite efforts to prevent and end homelessness.

- Formalize discharge planning and diversion partnerships to prevent first time homelessness and reduce exits from institutions to unsheltered homelessness.
- Synergize public and private investments in homelessness prevention and response to achieve shared strategic priorities.
- Expand direct access to mainstream resources and community-based services among people experiencing homelessness.
- Reduce barriers to long-term housing stability associated with justice system involvement.

The cross-organizational team includes: Arizona's Medicaid agency, the Arizona Health Care Cost Containment System (AHCCCS); the three Arizona HUD recognized Continua of Care (CoC) represented by the Arizona's Department of Housing (ADOH) for the Balance of State CoC), the Tucson/Pima Collaboration to End Homelessness (TPCH) for the Pima/Tucson CoC and the Maricopa Regional CoC; the Arizona Department of Economic Security; and other community stakeholders.

The Tucson Pima Collaboration to End Homelessness is also partnering with other organizations to reduce barriers to long-term housing stability for people who are among the most challenging to house. In conjunction with its partners, Pima County's Criminal Justice Reform Unit launched the Housing First pilot program in 2019 with a goal of providing permanent supportive housing (PSH)

with wrap-around services to 200 homeless individuals who had justice involvement. The program currently consists of two main components – rapid placement in transitional housing and then into permanent supportive housing. At each step, Housing First supplements HUD vouchers and Medicaid funding with case management and supplemental resources and integration with treatment services.

The County Housing First pilot was shown to reduce costs and lower recidivism. The total monthly cost per participant was equivalent to the cost of two days in detention and since the launch of the program, of the 160 individuals that have been placed in PSH, 138 have remained in the housing first program. As an outcome of the collaboration, the department changed its name to Department of Justice Services and added a Jail Population Review Committee. Providers who work with or house people exiting from jail work to problem-solve issues and create solutions for people even before they exit the system. As an outcome of this work, Pima County judges set up their own judges-only training on the TPCH Online Learning Center, which 14 of 16 justices attended. From this collaborative activity, Pima County and the CoC Lead continues to participate in a weekly Jail Population Review, which elevates more challenging cases for services.

Finally, TPCH is participating in a demonstration project called Frequent User Systems Engagement or FUSE led by the Corporation for Supportive Housing (CSH). FUSE looks at people who cycle through incarceration, emergency care services and homelessness. Through its signature FUSE initiative, which CSH has helped implement in several communities, CSH provides an alternative, preventive approach that addresses the root cause of service fragmentation, promote housing stability for some of the most vulnerable people in Tucson and Pima County. FUSE initiatives break the cycle of hospitalization, homelessness, and incarceration by bringing the health, housing and justice systems together to better identify and support those who frequently cycle between these systems.

Optimize the Coordinated Entry System

Through its participation in the Coordinated Entry Equity Demonstration, TPCH is replacing its current assessment tool with a tool that will more equitably assess people needed services, especially people of color. Coordinated Entry Equity Demonstration provides training, disaggregated data and data analysis as TPCH strives to improve the over-representation of people of color in its homeless system.

The Coordinated Entry Equity Initiative's process has worked with a group of community volunteers, including people with lived experience to triage a number of potential areas, before settling on replacing the VI-SPDAT as the committee's highest priority.

Through its Youth Homelessness Demonstration Project (YHDP), TPCH retooled its youth prioritization to account for risk factors more commonly experienced by Black, Indigenous people of color, LGBTQ+ and young people vulnerable to victimization. In doing so, TPCH piloted coordinated entry youth choice, giving youth have a voice in where and how they attain services, including youth aging out of child welfare, juvenile justice and homeless assistance programs for minors. It reduced disparity and improved coordinated entry responsiveness, especially for LGBTQIA+, BIPOC and non-citizen youth through recentering experiences commonly experienced by them. Additionally, YHDP incorporated diversion services and youth case conferencing.

During this period, TPCH also created a Homelessness Prevention assessment designed to prioritize people who have compound risk factors. It has also partnered with local government and service providers to expand the use of low-demand, low-barrier models within area shelter and interim housing programs and all CoC contracts with emergency shelters require them to be low barrier.

Optimize the Coordinated Entry system.

- Improve equitable access to homeless assistance and prevention resources among underserved communities (rural, indigenous, LGBTQ+, etc.)
- Provide comprehensive problem-solving, diversion, and rapid resolution support.
- Efficiently connect people in need of assistance to housing and essential services.
- Effectively prioritize the most vulnerable individuals and families experiencing homelessness for available housing and services.



Scale high-impact solutions to homelessness.

During the pandemic, TPCH CoC collaborated with the City of Tucson to obtain new project-based vouchers and 202 emergency housing vouchers, however with a significant rise in rents and fewer landlords willing to accept housing vouchers, it has taken additional time to house people, despite their housing readiness.

Scale high-impact solutions to homelessness.

- Prioritize new funding opportunities to expand high-performing services that meet critical community gaps.
- Coordinate with local jurisdictions, developers, and funding bodies to facilitate the creation of at least 500 additional units of service-rich supportive housing.
- Re-align program and system evaluation approaches toward key performance metrics that prioritize long-term positive impact.
- Encourage innovation within the homelessness response system by providing and supporting opportunities to pilot and scale effective strategies.

To better direct its funding toward high-impact solutions to homelessness, TPCH adjusted its competitive CoC funding application Scorecard to align program and evaluation approaches toward key performance metrics that prioritize long-term positive impact. Through the funding competition scorecard, TPCH is prioritizing funding for projects which maintain at least 90% average nightly utilization. The goal is to reward projects based upon HUD defined performance outcomes that include positive exits to permanent housing, coordinated entry compliance, and voting membership among others. Finally, the CoC prioritized permanent supportive housing in the CoC Funding Competition.

HUD Defined Performance Outcomes include:

- Positive exits to permanent housing
- Positive Exits to permanent housing
- Increased household income
- Increased non-cash benefits
- Rapid placement in housing
- Returns to homelessness
- HMIS data quality
- Unit/Bed utilization
- Access point participation

Additionally, YHDP has encouraged innovation within the homelessness response system to pilot models such as diversion and host homes and creative manners of adjusting tenant rent contribution and landlord incentives. Finally, YHDP projects added 78 new transitional, rapid rehousing and permanent supportive housing beds and crisis transitional housing specifically for LGBTQIA+ youth. Comprehensive housing navigation and diversion programming helps with housing location and novel strategies focus on rapid resolution.



Staff and participants at the Goodwill Metro Youth Center take a break from school and career readiness work to smile.

Strategies and Action Plan

Strategy 1: Address the root causes of homelessness through system and policy change.

Objective 1A: Ensure that people involved in the criminal justice system, hospitals, and other institutions do not become homeless.

- Formalize discharge planning and diversion partnerships to expand Coordinated Entry reach into hospitals, jails, treatment centers, and other institutions to prevent exits to unsheltered homelessness.
- Coordinate with child welfare system to prevent and respond to homelessness among youth involved in the child welfare system.
- Increase availability of medical respite resources and strengthen coordination between shelters, hospitals, and nursing facilities.

Ensure that people involved in the criminal justice system, hospitals, and other institutions do not become homeless. (Associated Goals: Rare, Equitable/Just)

During this period, TPCH partnered to enhance discharge planning and diversion partnerships. HUD allows housing prioritization for people who have been incarcerated less than less than 90 days however our coordinated entry system does not actively prioritize these people. The Frequent User Systems Engagement initiative will likely offer the opportunity to revisit how these populations are prioritized within our CoC. TPCH tried to pilot a pre-release coordinated entry process, but without prioritization policies it did not divert them.

That said, previously jailed individuals who were connected to various programs, such as the Jail Population Review committee or Pima County Behavioral Health's INVEST program, or who have been referred by the Regional Behavioral Health Authority to their jail coordination contractor may have clinicians, peers, pretrial staff, or others helping to coordinate housing, transportation, and treatment. Transition planning for returning citizens (beginning at 48 hours after incarceration) includes warm handoffs into services. The Coordinated Entry committee and board will focus on updating policies to allow for prioritization, pre-release and formalizing the discharge planning process this year.

Finally, while TPCH intended to increase the availability of medical respite resource and strengthen coordination between shelters, hospitals and nursing facilities, the COVID-19 pandemic diverted focus to developing safe alternatives for emergency shelter, quarantining people at risk of COVID-19 or experiencing COVID-19, developing training protocols and assisting grantees in adjusting services to accommodate changing circumstances.

Protect community members from eviction, displacement, and housing discrimination. (Associated Goal: Rare)

The onset of Covid-19 led to the shuttering of hundreds of businesses and the partial closing of many others, and significantly increased the potential for people to lose their housing due to eviction. While the CDC's eviction moratoria, extended several times during the pandemic, prevented the tsunami of evictions government and providers feared, the threat of eviction was all too real for many. In partnership with the City of Tucson, Pima County government and housing providers disbursed millions of dollars

Objective 1B: Protect community members from eviction, displacement, and housing discrimination.

- Expand availability and coordination with legal services to prevent eviction.
- Partner with government and community stakeholders to advance eviction protections and right to counsel.
- Evaluate and address inequities in discharge from shelter and supportive housing programs disparately impacting Black, Indigenous, and People of Color; LGBTQ+ people, and non-citizens.
- Provide on-going and comprehensive system-wide training related to Fair Housing, Equal Access, and services for non-citizens.
- Expand and improve targeting of eviction prevention, homelessness prevention, and community-based rent/utility assistance programs to prevent homelessness before it occurs.
- Streamline access to problem-solving, financial assistance, and supportive services before evictions occur.

to prevent COVID-19-related evictions. As an outcome to a flood of evictions and eviction prevention funding, Pima County developed its Office of Emergency Eviction Legal Services, or EELS. All too often, people who have never experienced eviction and who are unfamiliar with the speed at which evictions occur found themselves on the street before they understood what was happening. EELS provides legal advice and representation to renters at or below 80% Area Median Income who are facing eviction. Service includes an explanation of the eviction process and connection to other county and community resources, such as rent payment assistance, help finding a job, and more. EELS and eviction prevention dollars prevented thousands more from becoming homeless in Pima County.

With two rounds of funding and two reallocations, the Emergency Rental Assistance Program, or ERAP, provided:

- First funding round: \$16,675,428.50
- Second funding round: \$20,692,848.10
- First reallocation: \$11,000,000.00
- Second reallocation: \$13,165,000.00

Total for all awards: \$61,533,276.60

In order to streamline access to problem-solving, financial assistance, and supportive services before evictions occur, TucsonPimaEP.com, the City of Tucson – Pima County eviction prevention site, offers rental and utility assistance and allows either the landlord/property manager or the tenant the opportunity to apply. The program provides four to six months of rent and/or utility assistance to those who can demonstrate their situation is caused by COVID-19.

During the housing upheaval experienced during the COVID-19 pandemic, understanding Fair Housing, Equal Access and services for non-citizens was imperative. TPCH developed and continues to offer Online Learning Center trainings on Fair Housing, Equal Access and regulations regarding services for people who are non-citizens in order to help ensure understanding and application in

these areas. Unfortunately, despite this progress, TPCH still is unable to disaggregate data in a way to assure that people of color, Black, Indigenous and people of color, LGBTQIA+ and noncitizens do not face inequities in discharges from shelter and supportive housing programs. The TPCH System Performance and Evaluation committee is currently developing a tool that will disaggregate demographic information so it can begin assuring equitable discharges and program outcomes.

Finally, TPCH created a Homelessness Prevention assessment tool for use by Coordinated Entry that is vulnerability-based and specifically designed to advance equity in prioritization. And with a need to continue to provide remote access to assessments, TPCH launched Tucson evictionhelp.org, which allows people throughout the county and those who are vulnerable for health reasons the ability to access services.

Advocate for and support the expansion of the housing safety net. (Associated Goal: Brief)

La Frontera Centers, which has a long history of serving people experiencing homelessness in Tucson, recently opened its Center of Hope, which offers 100 permanent housing units with supportive services on site. Center of Hope is located near the Gospel Rescue Mission’s Center of Opportunity, a collaborative campus where over 30 social service organizations work together to holistically address mental, physical and spiritual issues so that participants can move from homelessness to wholeness. Campus services include recovery, employment and housing programs; medical dental and mental health care; government benefits, veterans assistance and children’s services.

Objective 1C: Advocate for and support the expansion of the housing safety net.

- Partner with government agencies, developers, and service providers to create an additional 500 units of supportive housing using a blended approach of new development and rental assistance.
- Advocate for the development of additional affordable housing throughout the region.
- Strengthen coordination with aligned systems to address long-term housing and service needs of older adults, youth, crime victims, and other higher- risk populations.
- Re-align program investments and prioritize new funding to address critical gaps.

With \$18,010,466 in tax credits and \$500,000 in HOME-ARP funds, the City of Tucson has contributed a total of \$19,940,566 for affordable housing projects. Additional investments include 19 vouchers to support units for persons experiencing homelessness.

In June 2022, the City of Tucson was awarded \$2.1M in Low-income Housing Tax Credits to bring in private developers to renovate and construct a 63-unit affordable housing project on Oracle Road and Miracle Mile, part of the Miracle Mile Historic District. The Arizona Department of Housing awarded the funds to leverage the \$19.8M subdivision project known as Milagro on Oracle. The project will rehab two historic motor courts to create 15 new affordable housing units. LIHTC credits reduce risk for the private partner, encouraging affordable housing development. As part of this project, another 48 units will be opened in a newly constructed four-story building to create a total of 63 affordable

apartments. The affordable units will house older adults, with 19 units set aside for people 55 or older who are leaving homelessness.

Finally, during the pandemic the City of Tucson and Pima County received 202 Emergency Housing Vouchers (EHV) through American Rescue Plan Act (ARPA). Of these, 179 are in use, with another 28 pending the individual's ability to secure an affordable unit willing to accept a voucher. The City of Tucson is committed to increasing the number of housing vouchers by 250 project-based vouchers by 2025.

The city has additional projects in the works:

- Acquisition of Properties for shelter/affordable housing: \$7M
- Tucson House Rehabilitation - at least \$80M (construction will extend beyond 2025)
- Westmoreland - \$5.5M
- Dunbar - \$3M
- Property Acquisition - \$15M
- Hotel Acquisition for a PSH project: \$4M



Tucson House, pictured above, will be receiving \$80M worth of rehabilitation through 2025.

Strategy 2: Fortify the housing safety net to meet community need.

Objective 2A: Ensure that people accessing housing safety net services have the support they need to obtain and maintain housing.

- Increase community-based housing navigation and flexible fund diversion services and coordination
- Develop screening and reservation tool for shelter services.
- Re-envision Coordinated Entry services to incorporate crisis housing solutions, individualized problem-solving, and diversion options.
- Partner with Tribal government and indigenous organizations to improve housing access and utilization among Native American/American Indian residents experiencing homelessness
- Partner with local government and service providers to expand the use of low-demand, low-barrier models within area shelter and interim housing programs..
- Ensure that all county residents have access to culturally competent and trauma-informed housing assessment and services in their communities of residence.

Ensure that people accessing housing safety net services have the support they need to obtain and maintain housing. (Associated Goals: Brief, Equitable/Justice)

The pandemic wreaked havoc for people experiencing homelessness. They were and are some of the most vulnerable of the community and needed solutions quickly and efficiently. The City of Tucson partnered with Pima County and area nonprofit organizations to assist people at risk of severe complications associated with COVID-19 through prioritization and the use of hotels to create isolation shelter units during the pandemic response. This worked well to quarantine those with COVID-19 and those most at risk of dying from COVID-19.

Simultaneously with its response to the pandemic, TPCH modified the YHDP to incorporate the changes wrought by the pandemic and going on to implement its plan to incorporate youth voices and leadership into TPCH committees and governance and to identify and co-develop strategies to prevent and end youth homelessness. Despite the changes in how people and committees could work

during the pandemic, YHDP sought to infuse youth voices, train providers on youth needs and best practices for intervention, develop the Coordinated Community Plan and participate in the review and selection of YHDP and CoC funded projects overcoming challenges with new communication mediums.

To help determine what youth need to prevent and end youth homelessness, the Youth Advisory Committee surveyed 49 homeless and at-risk youth at the Free on Fourth event at Goodwill Metro. Youth were asked about housing preferences, services which they would like to see paired with housing, and housing service duration. They identified:

1. Youth-Specific Point in Time Count
2. Co-enrollment with other aligned systems (e.g. youth development programs, workforce development, etc)
3. Dedicated low-demand shelter services for youth
4. Host home services for targeted populations (school-enrolled youth, LGBTQ youth, youth with disabilities, etc.)
5. Interventions that support educational attainment
6. Training and technical assistance for adult-focused organizations that are now serving youth through coordinated entry

As an example of how YHDP projects leverage relationships with schools, community agencies, and employers to provide youth with a variety of options to achieve their goals, both Goodwill Metro and Youth on Their Own hired Community Engagement Coordinators and Youth Peer Outreach & Engagement Specialists to focus on strengthening community relationships that address the needs of homeless youth and creating opportunities for positive youth development. Goodwill's Education and Employment Coordinator develops avenues for academic and career development and engages the

TPCH Youth Action Committee (YAC) and other organizations to identify service gaps and connect with new providers.

Goodwill Metro improves income, education, and employment outcomes for homeless youth by working with them to develop academic and career success plans. The Education and Employment Coordinator connects them with resources like academic tutoring; credit recovery and diploma attainment programs; GED training; career development workshops; training; and job placement.

Goodwill also provides opportunities for youth to participate in activities promoting positive youth development like community service and service-learning events and providing linkage to health and social services. They target and engage specific community groups to provide equitable services to subpopulations for outreach, referrals, training and collaborative events. Goodwill's Youth Peer Outreach Specialists help youth with immediate access to diversion resources for homeless youth, identifying and addressing housing and critical service needs as part of the intake process. When needs are identified, project staff provide services on-site or provide referrals to community partners that can address these needs. Youth case conferencing, held twice a month, assists in locating referrals and placing youth in housing.

Provide a broad range of supports to prevent homelessness. (Associated Goals: Rare, One Time)

The City of Tucson expanded Housing and Community Development to include its first Housing First division, which oversees the City's Street Outreach program. In addition to the Housing First director, the outreach supervisor oversees two additional Coordinated Entry navigators, two additional youth navigators and two additional community safety navigators locate and assess people who are experiencing homelessness, particularly chronic homelessness.

Our Family Services, one of the YHDP grantees, which provides housing and shelter to more than 500 people experiencing homelessness, has money dedicated to LGBTQ+ (especially gender-diverse) youth who need alternatives to the

Objective 2C: Prioritize persons with greatest risk of lethality for housing services.

- Use data to define lethality risk factors and continuously monitor and update Coordinated Entry and system to ensure those at greatest risk are prioritized for housing.
- Use local data and evidence from other communities to develop or adopt updated Coordinated Entry assessments and discontinue use of the VI-SPDAT tools.
- Establish transfer protocols allowing households to move between projects and/or interventions based on household need as space becomes available.
- Prioritize individuals and families at greatest risk of harm while unsheltered for all available housing services.

traditional congregate care shelters, which can be hostile to LGBTQIA+ or

gender diverse youth. Our Family Services pays for hotel stays for the youth while they are working to identify housing for a program placement, or if they need a safe space while working on alternatives to housing programs. There are also funds to pay for similar hotel housing for youth who have been trafficked as well as youth in general who need hotel accommodation. TPCH and the City of Tucson provided a total of 1,298 hotel rooms for COVID-19 vulnerable people needing shelter during the pandemic.

Prioritize persons with greatest risk of lethality for housing services. (Associated Goals: Brief, Equitable/Just)

The TPCH Coordinated Entry system uses data to define lethality risk factors and prioritizes individuals and families at greatest risk of harm while unsheltered to ensure those at greatest risk are prioritized for housing. Transfer protocols incorporated into

Objective 2B: Provide a broad range of supports to prevent homelessness.

- Ensure all households facing eviction are aware of and have access to legal aid services.
- Partner with Pima County One-Stop to develop coordinated referral strategy and tailored employment service strategies for households receiving homelessness prevention assistance.
- Partner with Community Action Agency to target homelessness prevention, eviction prevention, and community rent/utility assistance services based on household need and vulnerability.
- Establish targeted homelessness prevention pool and/or strategies to prevent returns to homelessness among people previously served through the homelessness response system.

Coordinated Entry policies allow households to move between projects and/or interventions based on household need as space becomes available. During the pandemic, TPCH and Pima County Health Department developed a COVID-19 Toolkit (used by HUD as a model for other communities) to support and train providers who work with people who were most at risk of becoming ill. The Toolkit also includes a training on working with those who may vaccine hesitant. Once vaccines were available, TPCH conducted vaccine clinics to assist with getting people experiencing homelessness vaccinated. This summer and fall, the City of Tucson and Pima County Health Department launched an incentive program using CARES Act funds to ensure people experiencing unsheltered homelessness get a vaccination or booster. Grantees are providing onsite vaccination clinics at community cooling centers to make it more convenient for people to access.

Objective 2D: Fully utilize shelter and supportive housing stock.

- Prioritize community funding for projects which maintain at least 90% average nightly utilization.
- Prioritize the use of transitional housing as an interim housing solution for vulnerable populations with additional supportive service needs and/or rental barriers.
- Expand use of Community Point as a real-time tool for accessing emergency shelter bed availability.
- Reallocate under-utilized community resources to fill community gaps.

Fully utilize shelter and supportive housing stock. (Associated Goals: Brief, Equitable/Just)

TPCH provides daily updates to the availability of emergency shelter beds in the community however this could be automated through the Homeless Information Management System, a goal for TPCH. The challenging is involving providers that are not CoC funded. City Tucson requires all shelters contracting for CoC or Emergency Solutions grants to prioritize transitional housing as an interim housing solution for populations with additional supportive service needs and/or rental barriers.

Accelerate movement through homelessness response system to permanent housing. (Associated Goal: Brief)

Objective 2E: Accelerate movement through homelessness response system to permanent housing.

- Re-tool Coordinated Entry system to reduce the timeframe from housing referral to move-in.
- Establish transfer protocols allowing households to move to longer interventions based on household need as space becomes available.
- Develop and implement coordinated landlord engagement and retention strategies in partnership with local government, property managers, and service providers.
- Partner with Public Housing Authorities and other subsidized/affordable housing programs to facilitate move- on from supportive housing services.

The Tucson rental vacancy rate is about 3%, making it extremely difficult to find affordable apartments. Landlords easily have the option of choosing not to accept people using vouchers. Therefore, TPCH is leveraging coordinated landlord engagement and retention strategies to find affordable housing units. This includes landlord incentive programs created jointly between the City of Tucson and Pima County to incent landlords to rent to people using housing vouchers and emergency housing vouchers. Incentives also help defray repair costs should that be necessary.

Additionally, the Built for Zero Coalition is working with the City of Tucson and Pima County Outreach navigators to create an in-person landlord survey. The survey asks if the property rents to people with voucher, and if so, why. It also asks if they choose not to rent to people holding vouchers, why they do not and what factors led them to forego renting to people with vouchers. Lastly, the survey

asks for feedback on what landlords would need to consider taking vouchers. Built for Zero is planning to develop a database of landlords willing to work with Section 8 and Emergency Housing Vouchers.

Additionally, the City of Tucson Mayor and Council have begun exploring opportunities to add source of income protections to the City’s Human Relations Code. If approved, these protections would prevent discrimination against rental subsidy and voucher holders base upon the source of their rental payments.



HMIS Lead staff Maria Molina, Cheryl Lopez, and Elizabeth Livingston accompany CoC lead staff Mayra Gamez and board vice-chairperson Jocelyn Muzzin at the Built For Zero Spring 2022 Learning Session in Chicago, Illinois.

Expand availability of permanent supportive housing and other long-term housing supports for persons experiencing or at risk of experiencing chronic homelessness.

(Associated Goals: Brief, One Time)

Providing service-rich support services is key to keeping people housed, particularly those experiencing chronic homelessness.

The TPCB CoC board regularly invites a representative from Arizona Housing Coalition to brief them on each year’s legislative agenda and in 2022 voted to authorize the formation of an Advocacy Workgroup. TPCB meets challenging ideas and concepts with efforts to educate relevant persons on who is benefitting, who is losing out and what consequences can be anticipated with various approaches.

Similar to the Arizona Data Warehouse project, the FUSE initiative will coordinate with county agencies, AHCCCS Managed Care, and behavioral health authorities to braid public health and case management services with housing subsidy for the creation of permanent supportive housing for frequent system users. The Arizona Data Warehouse project will also create partnerships at the state level with AHCCCS, Dept of Economic Security and the other CoCs in Arizona that will improve care for people experiencing homelessness.

Objective 2F: Expand availability of permanent supportive housing and other long-term housing supports for persons experiencing or at risk of experiencing chronic homelessness.

- Prioritize the creation of service-rich permanent supportive housing beds through federal, state, and local funding applications.
- Partner with Public Housing Authorities and other subsidized housing providers to braid supportive service and housing subsidy for the creation of permanent supportive housing.
- Advocate at state and local level for funding investments in the development of at least 500 additional supportive housing units.
- Coordinate with State agencies, AHCCCS Managed Care Organizations, and behavioral health authorities to braid public health and case management services with housing subsidy for the creation of permanent supportive housing.

Provide supports and services to promote long-term housing and financial stability among people experiencing homelessness. (Associated Goal: One Time)

Objective 2G: Provide supports and services to promote long-term housing and financial stability among people experiencing homelessness

- Provide service provider training and capacity building resources to support improve housing and financial outcomes.
- Partner with Pima County One-Stop to develop coordinated referral strategy and tailored employment strategies for households served by the homelessness response system.
- Partner with workforce development services and employers to promote training and employment among people experiencing homelessness.
- Establish a network of skilled SOAR disability benefits enrollment staff and increase utilization of SOAR resources.
- Coordinate with legal service professionals to develop toolkit and referral network for legal issues (set asides, disability representation, etc.)
- Establish targeted homelessness prevention pool and/or strategies to prevent returns to homelessness among persons previously served through the homelessness response system.
- Develop strategies for follow-up, aftercare, and post- participation engagement of individuals and families served through the homelessness response system to prevent returns to homelessness.
- Prioritize recovery oriented, service rich housing options which offer and deliver a full array of supportive services based on participant choice and needs.
- Develop stipend programs and other incentives for supportive service participation, responsible tenancy, and participation in aftercare/follow-up services.
- Increase availability and participation in financial management, living skills, and behavioral health/substance abuse services.

to racial equity; 3) Partnering with the University of Arizona Southwest Institute for Research on Women to develop a Call to Action resource tool for community-based agencies working to advance racial equity; 4) Hosting the Call to Action training and blog series to advance the local dialogue surrounding racial equity; 5) Developing an 8-part on demand training series to build staff understanding and competency related to LGBTQ+ equity and inclusion; and 6) Conducting LGBTQ+ inclusion training for the local Public Housing Authority.

Pima County Community and Workforce Development Department will be using the TPCCH Online Learning Center to host tailored employment training series focused on housing and financial outcomes. In a similar fashion, one of the CoC Program Grant committee members, an attorney with expertise in obtaining SSI/SSDI benefits, has expressed interest in developing a legal toolkit and referral network for legal issues (set asides, disability representation, debt triage, etc.).

Re-align housing and service landscape toward shared leadership, racial equity, and housing justice. (Associated Goal: Equitable/Just)

TPCCH has taken several actions to promote equity and inclusion, including:

1.) Contracting C4 Innovations, the creator of HUD’s Supporting Partnerships for Anti-Racist Communities Initiative, to provide training, policy review, and technical assistance to CoC stakeholders and homeless service providers; 2) Convening smaller intensive learning collaboratives for organizations working to deepen their work and practices related

Objective 2H: Re-align housing and service landscape toward shared leadership, racial equity, and housing justice

- Implement peer support training, services, and employment opportunities throughout homeless response system.
- Embrace targeted universalism and service tailoring to address racial inequity and other disparity in housing and service access and outcomes.
- Promote racial humility, anti-racist approaches, and community-centered service models through training, technical assistance, and program evaluation.
- Establish Lived Experience Council and update CoC governance model for shared power between Lived Experience Council and CoC Board
- Elevate the voice of people with lived experience of homelessness, prejudice, and discrimination at all levels of planning, decision-making, and problem-solving.
- Disaggregate program and system reporting to identify and address disparities based on race, ethnicity, gender, sexual orientation, disability, citizenship, and other factors.

TPCCH is developing a Lived Experience Council, which will entail updating its governance model to share power between that entity and the CoC board. The plan is to elevate the voices of people with lived experience of homelessness, prejudice, and discrimination at all levels of planning, decision-making and problem-solving.

The four-part C4 Innovation training series on Racism in Housing through C4 Innovations offered focus groups and training specifically for CoC service providers. And in the fall/winter of 2021-22, TPCH offered a four-session LGBTQIA+ training for staff working in Housing and Community Development.

The Southwest Institute for Research on Women provided an equity action training called A Call to Action, which detailed steps that organizations and providers can take to help their organizations drive equity. This training is included on the TPCH Online Learning Center. And finally, The TPCH System committee has developed a data collection tool that disaggregates demographic information so TPCH can begin assuring equitable discharges and program outcomes. The Systems Performance and Evaluation committee is now working on policies and procedures to implement the data collection tool.

TPCH hosted a four-part C4 Innovations training series on Racism in Housing:

- Race Equity 101 Part 1: Introduction and Context of Racism within US Housing and Homeless Systems
- Race Equity 101 Part 2: The Many Faces of Racism
- Race Equity 101 Part 3: Courageous Conversations About White Dominant Culture and Racism
- Race Equity 101 Part 4: Bringing It All Together and Advancing Equity.

Performance and Evaluation

Ensure prioritized persons are quickly connected to housing services that meet their individual needs. (Associated Goals: Brief, Equitable/Just)

Objective 2I: Ensure prioritized persons are quickly connected to housing services that meet their individual needs.

- Center participant choice and autonomy in all aspects of service participation (i.e. projects to which one is referred, housing offerings, services provided, etc.)
- Refine Coordinated Entry processes to match households to specific projects/organizations based on individual needs and choice.
- Conduct ongoing monitoring and test strategies to reduce the length of time between project referral, acceptance, and move-in.

One of many positive outcomes of YHDP is that TPCH Coordinated Entry now centers youth choice and autonomy in all aspects of service participation (e.g. projects to which one is referred, housing offerings, services provided, etc.) This is especially important for youth who have experienced bullying, abuse or trafficking so they can begin to regain their sense of autonomy and confidence. Along with this commitment is the intention to develop and implement Coordinated Entry strategies that go beyond matching to intervention types to match households to specific projects/organizations based on their individual needs. TPCH has adopted policies to establish transfer pathways when level of need changes and/or longer-term support is necessary to sustain permanent housing. Finally, efforts to develop strategies to reduce the length of time between project referral, acceptance, and move-in remain stymied with low vacancy rates and scarcity of affordable housing.



TPCH attended the 2022 Arizona Housing Coalition Conference.

Strategy 3: Improve quality of life among people experiencing homelessness throughout the region.

Provide individualized and inclusive temporary housing solutions throughout the homeless response system. (Associated Goals: Brief, Equitable/Just)

During the height of the pandemic, TPCH coordinated with local government agencies to prioritize funding for low-demand, low-barrier shelter services in safe and inclusive environment as shelters reconfigured to accommodate spacing requirements. Additionally, the local domestic violence shelter transferred congregate participants to hotels stays and is now renovating their congregate shelter to permanently offer non-congregate services. Additionally, Pima County has launched a program to serve refugees and people who have been evicted.

The City of Tucson acquired three properties – the Wildcat Inn, Desert Cove (Anklam) and Oracle. The Wildcat, which is operated by the City of Tucson and has capacity for 45 single occupants, is in full operation.

In the spring of 2022, the City’s Housing First team spent time building trust with a large encampment located near Golf Links Road in Tucson. That required many visits to the encampment to get to know people and understand where they were in their homelessness. Once they had established trust, they successfully moved most of the people living in the encampment to the Wildcat Inn, where they enjoyed shelter for the first time in a very long time. Local government facilitated cleanup of the area where the encampment had been.

Primavera Foundation, Our Family Services and Old Pueblo Community Services all provide non-congregate shelter in Tucson. Primavera Foundation's Family Pathways Emergency Shelter Program provides low-barrier shelter for vulnerable individuals and families experiencing homelessness in Tucson, through a best practice scattered site model that shelters participants in motels and rental units anywhere in the community. Using a combination of motel vouchers, rental assistance, and supportive services, participants (who may be at heightened risk in traditional congregate shelter setting) receive comprehensive wraparound services with the goal of ultimately transitioning into affordable rental housing.

Finally, knowing that youth, particularly LGBTQ+ youth who are homeless, face additional challenges in finding safe shelter, the YHDP focused on developing shelter and housing alternatives for youth. An outcome of this focus is a partnership between Southern Arizona AIDS Foundation and Old Pueblo Community Services. Bread and Roses provides crisis transitional housing in Pima County for homeless LGBTQ+ youth. Homeless youth who identify as LGBTQ+ frequently have difficulty finding crisis transitional housing where they feel protected and respected. Bread and Roses offers a safe, inclusive, and affirming space for LGBTQ+ youth, ages 18 to 24. The program aims to provide these youth the support needed at every step, so they can permanently leave the streets, secure stable housing, and build self-sufficient, fulfilling lives.

Objective 3A: Provide individualized and inclusive temporary housing solutions throughout the homeless response system.

- Coordinate with government agencies and philanthropy to prioritize funding for low-demand, low-barrier shelter services in safe and inclusive environments.
- Coordinate use of motel vouchers and other non-congregate temporary housing solutions for individuals and families at heightened risk in congregate shelter (i.e. vulnerable adults, survivors of domestic and/or sexual abuse, gender-diverse youth and adults, etc.)
- Evaluate and address disparity in access to and use of temporary housing services among Black, Indigenous, and People of Color; LGBTQ+ people; and non-citizens.



An affirming space for youth at the Bread and Roses Crisis Transitional Housing program.

LGBTQ+ youth comprise up to 40% of the homeless youth population in our country, despite only being 5 to 8 percent of the total youth population. They are 120% more likely to experience homelessness than non-LGBTQ+ youth and often are refused entry to emergency housing due to their sexual orientation or gender expression. They are also at a heightened risk of violence and abuse compared to their cisgender and heterosexual peers. Transgender youth are particularly at physical risk due to a lack of acceptance and are often turned away from emergency housing sites. Homeless LGBTQ+ youth in our community encounter barriers like this. Data collected by the Pima County Homeless Management Information System (HMIS) indicates that fewer than 5% of homeless youth making use of homeless services report identifying as LGBTQ+. However, research conducted with local youth service agencies show rates of LGBTQ+ youth homelessness ranging from 21% to 46.5% of the overall homeless youth population in our county. This discrepancy suggests that young people are uncomfortable or feel unsafe disclosing sexual orientation and/or true gender identity during Coordinated Entry assessment and intake processes. Many report that they would rather “go it alone on the streets” than face the potential violence of existing systems.

Bread & Roses houses up to eight youth at a time with a goal of helping 24+ participants move into permanent housing each year. In addition to housing, youth are supported from entry to exit by a case manager, counselor, housing navigator, health specialist, employment coach, and substance abuse therapist. The program also offers group activities designed to facilitate connection, provide pro-social opportunities, and build skills, community and culture. The low-barrier project is based on Housing First principles, and as such, welcomes couples and service animals.

Our Family Services also serves LGBTQ+ (especially gender diverse), as well as youth who have experienced labor and/or sex trafficking, for alternatives to traditional congregate shelters. They pay for hotel stays while working to identify housing and program placement, or for youth who need a safe space while they are working to identify alternatives to housing

programs. And TPCH continues to seek ways to further access to and the use of temporary housing services among BIPOC and LGBTQ+ people, including non-citizens.

Coordinate street outreach and basic needs options to meet the needs of unsheltered community members. (Associated Goals: Brief, Equitable/Just)

The City of Tucson’s Housing Outreach team coordinates street outreach and housing navigation services to connect unsheltered people with temporary and permanent housing solutions. Navigators, some of whom have experienced homelessness themselves, work to develop relationships with people, particularly as they encourage people who are experiencing homelessness to take steps to make changes in their survival situations. They have successfully moved full encampments into shelters with the goal of getting them into permanent housing.

Objective 3B: Coordinate street outreach and basic needs options to provide humanitarian aid and engage unsheltered community members in services

- Advocate for and partner with local government to develop safe, legal sleeping environments with access to restrooms, showers, and services for unsheltered persons.
- Coordinate street outreach and housing navigation services to connect unsheltered people with temporary and permanent housing solutions.
- Coordinate with local law enforcement agencies to reduce criminalization of homelessness and curbing, and to connect unsheltered people to community services.
- Increase the employment of persons with lived experience of homelessness in outreach, engagement, navigation, and peer support services targeting unsheltered people.

TPCH also coordinated with local law enforcement agencies to reduce criminalization of homelessness and curbing, and to connect unsheltered people to community services. TPCH convened a workgroup that included the Tucson Police Department (TPD) and the City of Tucson Homelessness Outreach team to develop a process around alternatives for officers from the TPD Homeless Outreach team as they come upon individuals that are experiencing homelessness. The TPD uses a geographic information system to map calls regarding people who are experiencing homelessness. The collaboratively developed Housing Attempt to Locate (HATL) procedure provides officers with a weekly list of people who are housing ready but are yet unlocated. As officers come across these individuals, they reference the list and with the individual’s consent, assist them in contacting the provider that is seeking them. This will result in fewer arrests, which in turn become another obstacle to housing for people who have been living on the street.

Finally, to evaluate and address disparity in access to and use of temporary housing services among Black, Indigenous, and People of Color, LGBTQ+ people, and non-citizens TPCH is working with HUD technical assistants to train HMIS Lead and the CoC Lead in using disaggregating data to understand how people of color move through the Coordinated Entry System, obtain housing and exit to permanent housing options. The TPCH Systems Evaluation and Performance, Diversity, Equity & Inclusion and Coordinated Entry committees are also looking at disaggregated data to understand how TPCH performs in these areas relative to people of color.

Coordinate supportive and complementary services to improve quality of life and reduce trauma as a result of homelessness. (Associated Goals: Brief, One Time)

During the pandemic, to provide people experiencing homelessness with a safe place to live, the City moved to allow people experiencing homelessness to move into one of the public housing authority's public housing complexes. In order to help people assimilate to Tucson House, Arizona State University (ASU) students engage residents and assist them with daily needs like signing up for food stamps, reading mail, ordering food and other basic needs that can be taken care of in one appointment. The walk-in area is generally staffed with two to three ASU School of Social Work students/volunteers and currently, they also partner with University of Arizona Health Team who do basic health assessments (weight, blood pressure, sometimes blood sugar readings).

In 2021, the City of Tucson contracted with Compass Affordable Housing, a local nonprofit, to provide case management for residents who need additional help and guidance. The project manager refers tenants to them to help with creating plans for budgeting, health care changes, insurance issues, DES nutrition and AHCCCS sign up.

Compass staff provide follow-up appointments and see residents on a regular basis, trying to keep them on track with their personal goals. Compass Affordable Housing generally has two staff available to meet resident needs.

Tucson House project staff deliver customer service and compassionate care for folks who are newly housed from homelessness, stressed and unprepared to enter housing. At the start, they meet, assess their situation, advise on possible resources and try to start getting them ready to live independently. They provide clothing, cleaning supplies, sometimes furniture and referrals to outside agencies for support. Recently, their caseload has expanded to other public housing projects to provide supportive services for several residents dealing with transitioning to assisted living, hospice, and specific high needs that could involve Adult Protective Services, ALTCS (Arizona Long Term Care Services), TPD and Tucson Fire. Finally, they bring agencies to Tucson House like PACC, DES and Community Food Bank, which allow residents to visit them in their homes, making contact more likely to happen since many residents have issues with information retention, mobility issues and vulnerability in the heat.

TPCH worked with Pima County Health Department to develop and implement the COVID-19 Toolkit for working with people who are unvaccinated, un-boosted or experiencing vaccine hesitancy. Additionally, the toolkit was picked up by HUD, revised and used nationally as a model for working with communities that were navigating COVID-19. In summer of 2022, TPCH is partnering with Pima County Health Dept to conduct vaccination clinics at area cooling centers to encourage people experiencing homelessness to get a vaccination or booster. Funds from the CARES Act will provide an incentive program to help ensure that people who are homeless to get a booster or get the vaccination using summer cooling centers as vaccination locations.

Community Partnership of Southern Arizona (CPSA) opened a youth specific clinic offering comprehensive healthcare, including access for those experiencing homelessness. Also during this time, CODAC Health, Recovery and Wellness, which offers specialized treatment for people in recovery from opioids, expanded its service to include 24-hour treatment. Finally, El Rio Health

Objective 3C: Coordinate supportive and complementary services to improve quality of life and reduce trauma resulting from homelessness

- Partner with medical and behavioral health care partners to increase collaboration during street outreach activities and availability of community-based health services.
- Increase service provider awareness, understanding, and accessibility of harm reduction/overdose prevention resources and strengthen partnerships with community treatment programs.
- Partner with aging and disability advocates and resource providers to develop coordinated strategy to address homelessness and long-term stability among older adults and persons with disabilities who are at risk of or experiencing homelessness.
- Coordinate with victim services and temporary housing providers to rapidly shelter persons experiencing or at heightened risk of violence, abuse, and/or victimization in unsheltered environments.
- Adopt targeted case conferencing strategies focused on identifying and accelerating access to temporary and permanent housing.

Centers placed healthcare kiosks in YHDP grantee organizations to proactively address youth health concerns.

Additionally, TPCH is part of the State of Arizona Data Warehouse project, which is developing a statewide shared database to improve the care coordination of people experiencing homelessness, especially as they move between areas of the state. This group includes Arizona Medicaid (AHCCCS), Arizona Department of Economic Security and the three Arizona CoCs.



Residents at Tucson House put on an art show to showcase their visual art, spoken word, singing skills, and along the way helped some attendees create some art of their own.

For older people experiencing homelessness, which is a growing demographic, the City of Tucson is preparing for reuse of a historic motor court and new construction of housing for older people. Milagro on Oracle, as it will be called, will offer 63 units, with 15 being adaptive reuse of existing historic motor court hotels, and one new building with 48 units. The new units are meant to house older adults, with 19 units set aside for people 55 or older who don't have places to live and are coming out of homelessness.

As rents rise and landlords sell to investors, older people are particularly vulnerable. TPCH has begun outreach to organizations that work with the elderly (PCOA), communities of color and LGBTQ+. They will be invited to an open house geared toward sharing the mission and work of the TPCH with entities not currently involved with the General Council or day to day workings of the TPCH.

Finally, case conferencing is a community meeting where all homeless service providers discuss the provision of housing to those experiencing homelessness. Case conferencing meetings discuss identified barriers to securing housing for matched households and supports housing providers by improving collaboration and sharing resources within the community with the intention of decreasing the rate of homelessness and minimizing barriers to securing housing.

Strategy 4: Strengthen the role and effectiveness of the Continuum of Care in addressing homelessness.

Objective 4A: Ensure that community resources and investments are aligned with community need and best practices.

- Conduct ongoing assessment of community conditions and needs, existing housing and service stock, and opportunities to re-align investments and approaches for improved outcomes.
- Coordinate with local/state agencies and local philanthropy to prioritize resource investments in areas of community need prioritizing projects with demonstrated performance success and/or innovative promise.
- Increase the role of community members from disproportionately impacted communities and people with lived experience of homelessness and housing instability in community funding priorities and decisions
- Provide training and professional development opportunities related to evidence-based and promising practices for Continuum of Care member agency staff.
- Provide transparent and timely reporting of homelessness and homelessness response system data to the community.

Ensure that community resources and investments are aligned with community need and best practices. (Cross-Cutting Goals)

As part of the YHDP application process, TPCH conducted a comprehensive needs assessment for youth housing services and programming which informed the proposal process and framed the work of the YHDP as it unfolded. TPCH is currently contracted with the Southwest Institute for Research on Women (SIROW) to conduct its gaps analysis of community conditions and needs, existing housing and service stock, and opportunities to re-align investments and approaches for improved outcomes. This gaps analysis will inform project prioritization for the upcoming CoC funding competition and help to drive service development.

Funding associated with the pandemic, especially CARES Act funds were carefully coordinated among City of Tucson, Pima County, and AZ Dept of Economic Security to prioritize resource investments in areas of community need.

The City of Tucson is holding an unsheltered homelessness planning forum in August of 2022 that will offer sessions related to government funding and philanthropy to help increase the role of community members from disproportionately impacted communities, such as tribal nations and people with lived experience of homelessness and housing instability, in community funding priorities and decisions.

TPCH provided training and professional development opportunities related to evidence-based and promising practices for Continuum of Care member agency staff monthly during the pandemic. This included Critical Time Intervention, Medication Assisted Treatment, Addressing the Intersection of HIV and Partner-related Violence, Trauma-informed Care among them. Recently, general council members participated in defining the characteristics of what a professional housing services workforce looks like and defined the steps toward developing such a workforce. This information is the basis for developing the next cycle of TPCH trainings.

Objective 4B: Provide an advocacy voice and platform to inform and influence local, state, and federal policy.

- Establish legislative advocacy program within the Continuum of Care.
- Partner with state and national advocacy organizations to further community strategies to prevent and end homelessness.
- Facilitate coordinated opportunities for member advocacy and engagement with elected officials.
- Coordinate opportunities for direct advocacy planned and conducted by persons with lived experience of homelessness and housing instability.

Provide an advocacy voice and platform to inform and influence local, state, and federal policy. (Cross-Cutting Goals)

The TPCH Online Learning Center offers several Advocacy Sessions, including Legislative Process, Request to Speak and Using Your Voice. The TPCH board recently voted to form an advocacy workgroup to be led by the board vicechair with an intention to partner with state and national advocacy organizations to further community strategies to prevent and end homelessness. In addition to community education, it will help facilitate coordinated opportunities for member advocacy and engagement with elected officials and coordinate opportunities for direct advocacy planned and conducted by persons with lived experience of homelessness and housing instability.

Increase participation in the Continuum of Care among organizations, individuals, and system partners not affiliated with Federal housing programs. (Cross-Cutting Goals)

With the advent of COVID-19, TPCH sought to develop communication alternatives that are easily adoptable by users, disseminate a lot of information and are user driven. The TPCH Basecamp offers a virtual community collaboration space for real time information sharing across a wide variety of subjects and is user driven. Users provide information and updates that are communicated to the group. The TPCH Basecamp has a robust 200-member user group.

Objective 4C: Increase participation in the Continuum of Care among organizations, individuals, and system partners not affiliated with Federal housing programs.

- Provide forums for community collaboration, coordination, and resource-sharing.
- Assess opportunities to add value to member agencies and deliver robust member benefits aimed at advancing work to prevent and end homelessness.
- Conduct targeted member outreach and increase participation within the Continuum of Care.
- Reduce barriers to membership and re-tool meetings to increase value to members.

TPCH regularly conducts targeted member outreach to increase participation within the Continuum of Care. In preparation for the Supplemental and regular funding competitions, TPCH is conducting and introductory “who we are, what is the HUD Notice of Funding Opportunity and who can apply” webinar specifically marketed to non-CoC members. TPCH regularly conducts trainings and webinars that are accessible by anyone in the community. Finally, to recognize the contribution of people with lived experience, TPCH pays cash stipends equal to \$15 per hour to those individuals who bring such pertinent experience to the work of ending homelessness.

A provider pantry for clients.



Contribute to a skilled homelessness assistance workforce through robust training and technical assistance offerings. (Cross-Cutting Goals)

The TPCH Online Learning Center provides a comprehensive menu of on-demand training and professional development resources for agency staff and is continuously updated with new trainings, webinars and best practices. In the spring of 2022, TPCH, Pima County and the City of Tucson hosted a job fair for providers who are struggling to staff programs. Over 60 agencies and 100 attendees participated.

TPCH also regularly hosts outside training opportunities led by local, regional, and national experts in issues related to homelessness and housing. Recently, one of these was a three-session series on Critical Time Intervention followed by a train the trainers session that is available on the Online Learning Center. Additionally, TPCH regularly provides competency-based training programs resulting in local certification of proficiency in best practices for homeless assistance service roles. In 2022, TPCH arranged for a Housing Quality Standards training for providers that allows them to be certified without the hefty fee associated with licensure. Finally, TPCH regularly provides individual, and group technical assistance related to federal and local program requirements, funding resources, performance management, and other relevant topics. Recently, TPCH conducted a webinar for using the most recent COVID-19-related HUD waivers to assist agencies in understanding the requirements for submitting a waiver.

Objective 4D: Contribute to a skilled homelessness assistance workforce through robust training and technical assistance offerings

- Provide comprehensive menu of on-demand training and professional development resources for member agency staff.
- Host outside training opportunities led by local, regional, and national experts in issues related to homelessness and housing.
- Provide competency-based training programs resulting in local certification of proficiency in best practices for homeless assistance service roles.
- Provide individual and group technical assistance related to federal and local program requirements, funding resources, performance management, and other relevant topics.

Objective 4E: Serve as a clearinghouse for homelessness information and partner with affected groups to lead community response to homeless issues.

- Distribute resources and information related to homelessness data, research, innovation, and other developments at the local, state, and national level.
- Produce relevant, transparent, and timely local data and reports for use in decision-making, system evaluation, and planning.
- Partner with community organizations and government agencies to respond to emerging crises and/or conditions related to housing and homelessness as they emerge.
- Partner with organizations led by and/or focused on communities disproportionately impacted by homelessness to improve housing and service access and outcomes.
- Convene and collaborate with other Continuums of Care to engage in coordinated advocacy and share resources and best practices.

Serve as a clearinghouse for homelessness information and partner with affected groups to lead community response to homeless issues. (Cross-Cutting Goals)

TPCH distributes resources and information related to homelessness data, research, innovation, and other developments at the local, state, and national level in its bi-weekly newsletter. The newsletter goes to the TPCH mail list of about 1,000 recipients. It also utilizes social media to draw attention to similar information through daily posts.

TPCH CoC's goals include producing relevant, transparent, and timely local data and reports for use in decision-making, system evaluation, and planning. This was particularly relevant during COVID-19 when the community sought reliable, accurate information. At one point, the TPCH, which was working closely with the Pima County Health Department, was holding daily briefings to share the latest information with providers. This response allowed the TPCH to partner with community

organizations and government agencies to respond to emerging crises and/or conditions related to housing and homelessness as they emerged.

It regularly convenes and collaborates with other Continuums of Care to engage in coordinated advocacy and share resources and best practices.

Expand public and private sector support for preventing and ending homelessness. (Cross-Cutting Goals)

TPCH is dedicated to increasing community understanding, empathy, and participation in efforts to prevent and end homelessness and believes the best way to do so is through targeted outreach, community education, and marketing. Certainly, some of the work of TPCH has been shared at a national level (COVID-19 Vaccine Toolkit, for example), and TPCH distributes such data locally however it is not according to a formulated plan at this time.

Objective 4F: Expand public and private sector support for preventing and ending homelessness.

- Increase community understanding, empathy, and participation in efforts to prevent and end homelessness through targeted outreach, community education, and marketing.
- Partner with government agencies and the philanthropic sector to establish shared goals and strategies related to preventing and ending homelessness.
- Coordinate with state and national partners to advocate for increased federal funding to support homelessness and housing services.
- Partner with community funders to increase investment in homelessness and housing efforts.
- Partner with business owners and chambers of commerce to increase engagement of the business community in local efforts to prevent and end homelessness.

Review Cycle and Updates

This plan establishes strategic priorities and charts a path toward system improvement between 2021 and 2025. The goals, strategies, and action plan established in this Plan shall be reviewed and updated every 18 months. Updates will be posted at www.tpch.net.



**Photo taken prior to the onset of the COVID-19 pandemic.*