BRINGING PIMA HOME

COMMUNITY PLAN TO PREVENT AND END HOMELESSNESS IN TUCSON AND THROUGHOUT PIMA COUNTY

FEBRUARY 2021

TUCSON PIMA COLLABORATION
TO END HOMELESSNESS

TPCH

Tucson Pima Collaboration
To End Homelessness

Community Plan Information

Tucson Pima Collaboration to End Homelessness thanks members of the Tucson/Pima Continuum of Care for the time and thoughtfulness put into this community plan. Special thanks to City of Tucson staff, the Continuum of Care Board, TPCH committee members, and the TPCH Community Planning Work Group members who guided the process and provided critical coordination and input. This Plan was approved by the TPCH voting membership (general council) on February 11, 2021.

Community Planning Work Group Members: Daniela Figueroa, Jocelyn Muzzin, Melissa Benjamin, Shannon Fowler, Tom Litwicki, and Jason Thorpe.

Plan Author: Jason Thorpe, City of Tucson Housing & Community Development Department

Suggested Citation: Tucson Pima Collaboration to End Homelessness (2021, February). *Bringing Pima Home: Community Plan to Prevent and End Homelessness in Tucson and Throughout Pima County.* Tucson, AZ.

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 www.tpch.net to learn more.

2020-2021 Continuum of Care Board

Daniela Figueroa, Chairperson
Youth On Their Own

Jocelyn Muzzin, Vice-Chairperson
Southern AZ Veterans Health Care System

Melissa Benjamin, Treasurer
Our Family Services

Silvia Chavez, Member
AZ Department of Education

Erina Delic, Member
Pima County

Jodie Earll-Barnes, Member
City of Tucson

Nona Eath, Member
City of Tucson

Shannon Fowler, Member
University of Arizona

Gilberto Gutierrez, Member
La Frontera Center

Emma Hockenberg, Member
Primavera Foundation

Tom Litwicki, Member
Old Pueblo Community Services

Rachel McMenamin, Member
Southern Arizona AIDS Foundation

Ed Mercurio-Sakwa, Member
Emerge! Center Against Domestic Abuse

Luis Ortega, Member
Southern Arizona AIDS Foundation

Christy Parker, Member
AZ Department of Economic Security

Stephanie Santiago, YAC Representative
Youth Action Committee

Pia Seebach-York, Member
United Way of Tucson & Southern Arizona

Jenifer Darland, Member
Pima County

Jason Thorpe, CoC Lead Agency Staff Liaison
City of Tucson

Pamela Mosely, HMIS Lead Agency Staff Liaison
Pima County

TABLE OF CONTENTS

This Plan can be downloaded at www.tpch.net

Member Organizations

Amity Foundation
Arizona's Children Association
Arizona Complete Health
Arizona Department of Economic Security
Arizona Department of Education
Arizona Department of Housing
Arizona Youth Partnership
Banner University
Catholic Community Services
Community Bridges, Inc.
Community Health Associates
City of Tucson
Community Partnership of Southern Arizona
COPE Community Services
Emerge! Center Against Domestic Abuse
Esperanza en Escalante
Grad Solutions
HOM, Inc.
Hope of Glory Ministries
Interfaith Community Services
La Frontera Center
Marana Health Care
Our Family Services
Old Pueblo Community Services
Oxford House
Pima County
Primavera Foundation
Salvation Army
SER Jobs for Progress
Southern Arizona AIDS Foundation
Southern Arizona VA Health Care System
University of Arizona SIROW
Sprout Foundation
TMM Family Services
Tucson Preparatory School
Tucson Unified School District
Unitarian Universalist Church of Tucson
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. This Plan articulates a strategic path to guide our efforts and achieve these goals over the next four years. It does so by building on the foundation, strengths, and successes of our previous efforts and utilizing strategies informed by analyses of our existing homeless response system in Tucson and throughout Pima County.

In recent years, TPCH has advanced many of its goals from prior planning efforts which include expanding the permanent housing inventory, identifying and lowering barriers to system entry and housing, refining Coordinated Entry processes, increasing systemwide data capacity, and incorporating a racial equity lens into system evaluation and improvement strategies. This Plan aims to continue developing this work into a fully coordinated system to end homelessness, one in which all programs and interventions function together to yield the greatest possible results.

Creating and maintaining such a system required data-informed and results-oriented approaches. TPCH has invested in capacity building to support 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. Continued commitment to data and evaluation is key to meeting Plan goals.

We recognize that our coalition cannot end homelessness alone. This Plan centers the need for ongoing and deeply embedded multi-sector partnerships to produce transformational change in local 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.

We invite you to join us in these efforts and look forward to what we can achieve together.

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. Using data to prioritize use of resources, evaluate project and system performance, and tailor approaches. Scaling strategies that are evidence-based and/or otherwise proven effective in local settings. 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.

Plan Overview

The 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 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.

Planning Process

The TPCH Continuum of Care Board, through its Strategic Planning Work Group, was responsible for overseeing development of this Plan. TPCH committees identified key system improvement goals based on initial analyses of current homelessness response efforts, federal benchmarks, and comparison to other systems across the country. The City of Tucson, in its role as Continuum of Care Lead Agency, solicited community input to shape the Plan including a community planning survey and series of four community forums through which TPCH members, people with lived experience of homelessness and housing instability, system collaborators, and other community stakeholders provided invaluable insight and recommendations.

The 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 and investment priorities. TPCH benefited from and thanks the City of Tucson and Pima County which provided documentation of community input processes from recent planning activities that further informed the creation of this Plan.

Data Review
- Annual Point in Time Count Data
- Annual System Performance Data
- Race Equity System Analysis
- 2019 Gaps Analysis
- Community Data Comparisons

Community Input
- Community Planning Survey
- Strategic Partnerships Forum
- Community Infrastructure Forum
- Housing Stability Forum
- Financial Empowerment Forum

Plan Alignment
- Tucson/Pima County Consortium HUD Consolidated Plan (2020)
- City of Tucson People, Homes, and Community Investment Plan (2021)

Community Conditions

The issue of homelessness continues to worsen throughout Pima County, especially within the more densely populated Tucson area. The committed efforts of community providers to address homelessness are sullied by a lack of affordable housing, worsening economic conditions, systemic racial inequities, and other factors. The ill effects of these conditions are visible in the region's increasing rate of homelessness despite new infusions of Federal, state, and local resources to combat the problem. While the lasting impacts of the COVID-19 pandemic remain unknown, the community is currently experiencing increased rates of unemployment and, with eviction moratoriums scheduled to expire, is preparing to face a tsunami of evictions potentially leading to first time and recurring homelessness on a previously unseen scale.

TPCH released its 2020 Community Data Report and Update on Homeless in Pima County in October 2020. The report provides an overview of the current conditions of homelessness in the region and includes several key findings which informed this Plan.

➢ Point in Time Count data indicates an increase of 20.9% in the total number of experiencing homelessness between 2019 and 2020. The number of unsheltered people experiencing homelessness reported through the same counts indicates an alarming single year increase of 60.3%.

➢ Under-utilization of existing shelter and supportive housing capacity hinders efforts to address homelessness in the region. On the night of the 2020 Point in Time Count, nearly one in five community beds were unoccupied. Under-utilization within the crisis response system is especially prevalent with 32% of crisis shelter beds unoccupied on the night of the 2020 Point in Time Count.

➢ The most recent Gaps Analysis conducted by the Corporation for Supportive Housing and TPCH indicates that an additional 2,000 supportive housing beds are needed in Pima County by 2030 to effectively address homelessness.

➢ Just over half (52%) of all persons served through temporary shelter environments and transitional or rapid rehousing programs exit to permanent housing destinations. Of those who exit to permanent housing, 27.2% return to homelessness within two years.

➢ Chronic homelessness has steadily increased in Pima County since 2017. The number of people experiencing chronic homelessness counted during the annual Point in Time Count increased by 70% between 2017 and 2020.

➢ Hispanic/Latinx families with children are disparately impacted by homelessness. Hispanic/Latinx persons comprise 38% of county residents but account for 49.1% of persons in families with children experiencing homelessness or residing in supportive housing programs.

Defining Homelessness

LITERAL HOMELESSNESS (HUD HOMELESS)
HUD defines persons experiencing literal homelessness as individuals or families who lack a fixed, regular, and adequate nighttime residence, and whose primary nighttime residence is (i) a public or private place not meant for human habitation; or (ii) a publicly or privately operated shelter, safe haven, or transitional living program.

CHRONIC HOMELESSNESS
HUD defines persons experiencing chronic homelessness as individuals or families experiencing literal homelessness who, (i) have a disabling condition, (ii) has been living in a place not meant for human habitation, a safe haven, or an emergency shelter continuously for at least one year <u>or</u> on at least four separate occasions in the last three years where the combined length of homelessness is at least 12 months.

UNSHELTERED
Unsheltered persons include individuals and families whose primary nighttime residence is a public or private place not designed for or ordinarily used as a regular sleeping accommodation including a car, park, abandoned building, bus or train station, airport, or camping ground.

NEWLY HOMELESS
Newly homeless persons include individuals and families who have experienced homelessness for less than 12 months and who have had no prior experiences of homelessness in the past two years.

YOUTH (HUD DEFINITION)
Includes young people between the ages of 13-24 (not yet 25) living on their own without a parent/guardian.

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.

➢ Black/African American and Native American/American Indian communities experience disproportionately high rates of homelessness. Black/African American people account for 4% of the region's overall population but 16% of persons experiencing homelessness. Native American/American Indian people account for 4% of county residents but 7% of the region's population experiencing homelessness or residing in supportive housing programs and 12% of people experiencing unsheltered homelessness.

➢ Analysis of Coordinated Entry system results indicates opportunities for improved prioritization to more effectively house persons experiencing chronic homelessness. On the night of the 2020 Point in Time Count, 13.6% of persons residing in longer-term supportive housing programs had experienced chronic homelessness.

➢ Targeted efforts to house vulnerable individuals and families have proven successful. Domestic abuse survivors are 2.5 times more likely to be sheltered than unsheltered and adults living with HIV/AIDS are 7.8 times more likely to be sheltered than unsheltered.

While these findings are sobering, the situation is not entirely bleak. System performance trends show modest improvements year over year and new resources are pouring into Pima County communities at an unprecedented rate as a result of the COVID-19 pandemic. In the past year, approximately $10.4M in HUD Emergency Solutions Grant funds authorized through the CARES Act were released to Pima County and the City of Tucson. An additional $4.558M in HUD funds were secured by TPCH to address youth homelessness and area service providers are leveraging ever-increasing investment from philanthropic partners, community donors, and other government agencies to address the homelessness crisis in the region.

Download the 2020 TPCH Data Report and Update on Homelessness
https://tpch.net/2020-update-on-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 short-term emergency lodging for persons experiencing homelessness. Shelter may target specific subpopulations and can be 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 individuals and families experiencing homelessness into permanent housing within a specified period of time, but typically no longer than 24 months. Transitional housing is often targeted to populations with unique service needs (i.e. youth, families, survivors of domestic abuse, veterans, etc.)

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 rapid rehousing or permanent supportive housing programs.

RAPID REHOUSING
A form of supportive housing which provides time-limited rental subsidy and supportive services for periods of time ranging from 1-24 months.

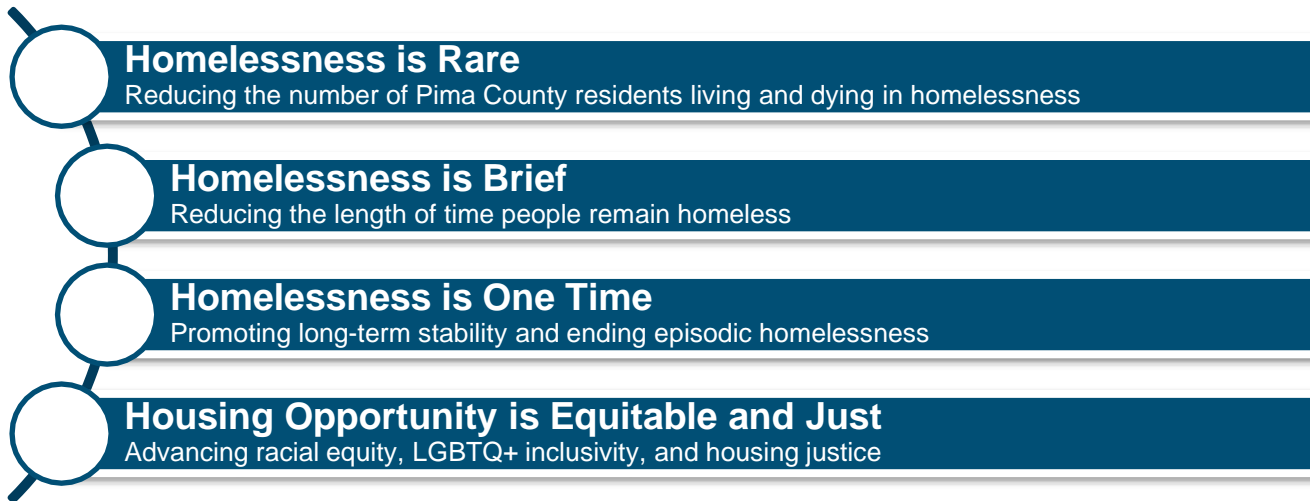**PERMANENT SUPPORTIVE HOUSING**
A form of longer-term supportive housing which includes rental subsidy and supportive services. Permanent supportive housing is not time-limited and reserved for persons with one or more disabling conditions. Many permanent supportive housing projects are dedicated for persons experiencing chronic homelessness and/or who meet other eligibility criteria 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

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.

Homelessness is Rare
Reducing the number of Pima County residents living and dying in homelessness

Homelessness is Brief
Reducing the length of time people remain homeless

Homelessness is One Time
Promoting long-term stability and ending episodic homelessness

Housing Opportunity is Equitable and Just
Advancing racial equity, LGBTQ+ inclusivity, and housing justice

Performance Benchmarks

Specific benchmarks related to each goal have been developed in alignment with the 5 Pillars of this Plan. These benchmarks will be used by TPCH and our partners to measure progress toward Plan goals and provide a data-driven platform for continuous quality improvement, strategy updates, and future planning activities.

Making Homelessness Rare

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.

Making Homelessness Brief

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 2026 Point in Time count.

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.

Making Homelessness One Time

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

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

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

Key Indicator: 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.

Making Housing Opportunity Equitable and Just

Benchmark 1: Reduce disparity in access to homeless assistance programs and housing services such that no subpopulation is disparately excluded from homeless assistance resources.

Key Indicator: The difference between the percentage of referrals to homeless assistance projects made for any subpopulation of persons based on race, ethnicity, sexual orientation, gender, or gender identity is within 5% of that subpopulation's relation proportion of the overall population experiencing homelessness in the region.

Key Indicator: No subpopulation of persons based on race, ethnicity, sexual orientation, gender, or gender identity are refused access to homeless assistance projects at a rate that is greater or less than 5% of the average all persons refused access to homeless assistance projects.

Benchmark 2: Reduce disparity in housing and financial outcomes based on race, ethnicity, sexual orientation, and/or gender identity among persons participating in homeless assistance programs.

Key Indicator: No subpopulation of persons experiences 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

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.

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 TPCH's guiding documents.

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.

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.

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 additional 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.

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. (Associated Goals: Rare, Equitable/Just)

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.

Objective 1B: Protect community members from eviction, displacement, and housing discrimination. (Associated Goal: Rare)

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.

Objective 1C: Advocate for and support the expansion of the housing safety net. (Associated Goal: Brief)

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.

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. (Associated Goals: Brief, Equitable/Justice)

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.

Objective 2B: Provide a broad range of supports to prevent homelessness.
(Associated Goals: Rare, One Time)

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.

Objective 2C: Prioritize persons with greatest risk of lethality for housing services.
(Associated Goals: Brief, Equitable/Just)

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.

Objective 2D: Fully utilize shelter and supportive housing stock.
(Associated Goals: Brief, Equitable/Just)

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.

Objective 2E: Accelerate movement through homelessness response system to permanent housing.
(Associated Goal: Brief)

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.

Objective 2F: 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)

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.

Objective 2G: Provide supports and services to promote long-term housing and financial stability among people experiencing homelessness. (Associated Goal: One Time)

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.

Objective 2H: Re-align housing and service landscape toward shared leadership, racial equity, and housing justice.
(Associated Goal: Equitable/Just)

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.

Objective 2I: Ensure prioritized persons are quickly connected to housing services that meet their individual needs. (Associated Goals: Brief, Equitable/Just)

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.

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

Objective 3A: Provide individualized and inclusive temporary housing solutions throughout the homeless response system. (Associated Goals: Brief, Equitable/Just)

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.

Objective 3B: Coordinate street outreach and basic needs options to provide humanitarian aid and engage unsheltered community members in services. (Associated Goals: Brief, Equitable/Just)

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 curb-pushing, 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.

Objective 3C: Coordinate supportive and complementary services to improve quality of life and reduce trauma resulting from homelessness. (Associated Goals: Brief, One Time, Equitable/Just)

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.

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

Objective 4A: Ensure that community resources and investments are aligned with community need and best practices. (Cross-Cutting Goals)

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.

Objective 4B: Provide an advocacy voice and platform to inform and influence local, state, and federal policy. (Cross-Cutting Goals)

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.

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

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.

Objective 4D: Contribute to a skilled homelessness assistance workforce through robust training and technical assistance offerings. (Cross-Cutting Goals)

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. (Cross-Cutting Goals)

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.	

Objective 4F: Expand public and private sector support for preventing and ending homelessness. (Cross-Cutting Goals)

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.

Plan Accountability and Updates

The TPCH Continuum of Care Board maintains overall responsibility for the Community Plan to Prevent and End Homelessness including oversight of strategic initiatives, priority-setting, and on-going evaluation. The Continuum of Care Board will work in partnership with TPCH committees, Lead Agencies, and community partners to advance the goals of the Plan.

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 will be reviewed every 18 months and will be updated as needed. Updates will be posted at www.tpch.net.