



TPCH Strategic Plan to end Homelessness

July 1, 2016 - June 30, 2021

Goal:

Prevent & end homelessness

Milestones:

- Prevent & end homelessness among Veterans by the end of 2017
 - Finish ending chronic homelessness by the end of 2017
 - Prevent & end homelessness for families, youth & children by the end of 2020
 - Set a path to ending all types of homelessness
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Values:

We are client-centered, tailoring our programs to populations' needs & respecting individual

We collaborate throughout Tucson & Pima County

We use data & analysis to drive decisions & actions.

We plan & solve problems systemically.

We evaluate & improve the effectiveness of our actions.

We raise the profile of TPCH in order to focus attention on homelessness, its causes & related issues.

Priorities:

Expand cross-sector collaboration throughout Tucson & Pima County

- Objective 1: Identify additional stakeholders.
- Objective 2: Engage identified additional stakeholders.
- Objective 3: Educate, involve & retain all stakeholders.

Increase access to housing based on our populations' needs.

- Objective 1: Reduce barriers to housing.
- Objective 2: Engage & maintain property managers.
- Objective 3: Identify all housing opportunities.
- Objective 4: Identify & educate stakeholders about the special needs of our subpopulations.

Increase Economic Security

- Objective 1: Increase access to education & meaningful & sustainable employment for people experiencing homelessness or most at risk of homelessness.
- Objective 2: Improve access to mainstream programs & services to reduce populations' financial vulnerability to homelessness.

Improve Health & Stability

- Objective 1: Integrate primary & behavioral health care for homeless individuals & families & those at risk of homelessness.
- Objective 2: Develop processes to address the specific health care & housing needs of all populations.

Maintain a fully integrated & comprehensive system for all TPCH efforts, including crisis response.

- Objective 1: Fully implement a coordinated entry system that uses the prioritization standards to quickly & effectively house all populations.
- Objective 2: Develop system-wide diversion processes for persons experiencing homelessness & those at risk of homelessness.

Collaborators Key Board = B; Coordinated Entry = CE; Continuum of Services = CoS; Emergency Solutions = CoS-E; Homeless Youth = CoS-Y; Governance & Planning = G&P; HMIS = HMIS; Performance Evaluation & Monitoring = PEM

Priority 1:		Expand cross-sector collaboration throughout Tucson and Pima County.
Objective 1.1:		Identify additional stakeholders.
Action B1.1.1	The Board ensures that the TPCH Governance Charter continues to specify Board composition and members are recruited, nominated and elected to represent all stakeholders' interests, including those of people experiencing or at risk of homelessness, and that the Continuum is well-rounded.	
Additional Collaborators	G&P; All	
Outcome/Benchmarks	All Board positions are filled and stakeholder interests represented.	
As measured by	Ongoing recruiting and election of Board members.	
Due	July 2017 and annually	
Progress to Date	Invited nominations of representatives from Cenpatico (regional behavioral health authority or RBHA), and Towns of Marana, Oro Valley and Sahuarita. Recruitment ongoing.	
Action CE1.1.1	Identify and engage service partners to participate in Coordinated Entry (CE), including service providers, courts, hospitals, school districts, early childhood education, RBHA engagement and referral, etc.	
Additional Collaborators	All	
Outcome/Benchmarks	HMIS data sharing is implemented to facilitate CE. Additional partners participate in CE. Access points are identified and distributed. Number of VI-SPDATs and housing placements increase with broader CE implementation. CE is fully implemented throughout Tucson/Pima County by Jan. 2018.	
As measured by	Data sharing implementation; Meeting minutes; Homelessness services and prevention resources information dissemination.	
Due	Data sharing by July 2016; Access Point distribution and VI-SPDAT June 2017; January 2018 for full CE implementation	
Progress to Date	Data sharing achieved July 2016. Access points distributed and posted to web March 23, 2017. 60-day veterans housing surge and case conferencing Feb. – April 2017. Outreach Workgroup for county-wide coverage began Sept. 2016. Case conferencing extended to CH, April 2017. Monthly reports show steady increases in VI-SPDAT assessments as of April 2017. Seven members added since July 2016-June 2017. TPCH engaged with Homeless Veterans Reintegration Program August 2017.	
Action CoS-E1.1.1	Identify additional stake holders through coordination of Summer Sun Respite and Winter Shelter and participation in City of Tucson Ward 5 Homeless/Houseless Work Group.	
Outcome/Benchmarks	Community-wide communication/knowledge increases about TPCH, homeless resources and needs leading to increased resource use and development	
As measured by	Meeting minutes	
Due	May 2017 and annually	
Progress to Date	ES Subcommittee represented at monthly Ward 5 meetings; Committee members regularly accompany Downtown Partnership Security Ambassadors to assess, reach out to and offer shelter/housing to persons experiencing homelessness.	
Action G&P1.1.1	Identify stakeholders and advise board	
Additional Collaborators	B, CE and HMIS	
Outcome/Benchmarks	Board fills all empty seats; Community-wide communication/knowledge increases about TPCH, homeless resources and needs leading to increased resource use and development	
As measured by	Meeting minutes; All Board seats are filled; Homelessness services and prevention resources information is more widely disseminated	
Due	May 2017 and annually	
Progress to Date	Invitations sent to nominate Board members issued to Pima County towns not already represented. Follow up calls made. Seeking meetings with town managers. Cenpatico (Regional Behavioral Health Authority) invited to nominate member to "other business" Board seat.	

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Objective 1.1(cont'd):		Identify additional stakeholders.
Action HMIS1.1.1	Research and reach out to all Tucson/Pima County housing and human services providers to engage in HMIS participation regarding homeless prevention and services.	
Additional Collaborators	All	
Outcome/Benchmarks	New stakeholders are identified and engaged. Understanding and documentation of homeless prevention and services is improved.	
As measured by	HMIS Committee membership (mandatory for users) increase per biannual count	
Due	July 2017 and annually	
Progress to Date	Additional stakeholders added to HMIS (See HMIS1.2.1). County school districts and hospitals contacted. Work begun with system gaps review to identify additional stakeholders.	
Objective 1.2:		Engage identified additional stakeholders.
Action B1.2.1	Board officers and members correspond, meet with and invite to Board meetings identified stakeholders' representatives.	
Outcome/Benchmarks	Board receives information from and establishes relationships with identified stakeholders' representatives.	
As measured by	Board minutes record of stakeholder attendance/presentations	
Due	July 2017 and annually	
Progress to Date	Met with representatives of PHA, AZDES, Cenpatico, Marana, Oro Valley, and Pyramid Credit Union. Chair engaged with Pima County in Pay for Success project planning; regularly engaged with RBHA, homeless medical respite planning, and reentry coalition.	
Action CoS-E1.2.1	Engage shelter and emergency service providers through monthly meetings	
Outcome/Benchmarks	Attendance and participation increases	
As measured by	Attendance tracker	
Due	May 2017 and annually	
Progress to Date	Trinity Presbyterian Church and Downtown Tucson Partnership engaged; Regular attendance increasing.	
Action G&P1.2.1	G&P Committee provides quarterly reports to Board on who is new to TPCB and regularly holds recruitment events.	
Additional Collaborators	All	
Outcome/Benchmarks	Attendance and participation increases	
As measured by	Attendance tracker; Board minutes; Recruitment records	
Due	April 2017 and quarterly	
Progress to Date	First quarterly report delivered April 2017; second in Aug. 2017. Public recruitment event held June 2017	
Action HMIS1.2.1	Engage all Tucson/Pima County housing and human services providers in capturing, reporting and reviewing data specific to preventing and ending homelessness.	
Additional Collaborators	All	
Outcome/Benchmarks	All Tucson/Pima County housing and human services capture CE assessments and homeless housing data in HMIS/HMIS participation increases.	
As measured by	HMIS Committee membership (mandatory for users) increases per biannual count	
Due	July 2017 and annually	
Progress to Date	RBHA (Cenpatico), Marana and Amphi School Districts, Goodwill, Banner Hospital, AZ Departments of Housing and Corrections beginning to participate in HMIS.	

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Objective 1.3:	Educate, involve and retain all stakeholders.
Action B1.3.1	Board members solicit presentations from identified stakeholder representatives and give presentations to and participate in identified stakeholder meetings and projects.
Outcome/Benchmarks	Collaboration to end homelessness increases across the Continuum and community.
Due	July 2017 and annually
Progress to Date	Board presentations and participation in stakeholders' meetings as reported in minutes.
Action CoS-E1.3.1	Continue and increase collaboration with City and County ESG representatives and grant recipients.
Additional Collaborators	B
Outcome/Benchmarks	City and County ESG reps regularly participate in ESS, present info to subcommittee prior to each Request for Proposal; ESG reps report regularly about ESG progress, progress and policies/procedures.
As measured by	Minutes; CAPER; updated ESG Policies and Procedures
Due	May 2017 and annually
Progress to Date	Engagements continued 2016-17; Subcommittee members participated in City and County ESG Proposal Review Committees; ESG reps regularly report on ESG programs and spending; Subcommittee and ESG reps discussing needed policies/procedures changes for new CoC Written Standards and Coordinated Entry consistency.
Action G&P1.3.1	Provide, collaborate in and/or identify and communicate quarterly trainings (such as CoC 101) open to public as well as members (in addition to ongoing HMIS training).
Additional Collaborators	All
Outcome/Benchmarks	Increased communication and knowledge about resources among CoC members and public; increased community involvement in TPCH and ending homelessness
As measured by	Web posting of training announcements/content; Training attendance; TPCH roster; # views on website
Due	August 2016 and quarterly beginning June 2017
Progress to Date	TPCH 2016 Annual Conference presented 16 trainings, Aug. 5. Quarterly public trainings, marketed through www.eventbrite.com held June and August 2017; planned for December 2017.
Action HMIS1.3.1	Provide ongoing training on HUD data standards plus data quality and completeness, reporting, analysis and review.
Additional Collaborators	CE, G&P
Outcome/Benchmarks	Data quality continuously exceeds HUD standards. More robust data contributes to fully implemented, outstanding CE system. Data quality and completeness reports reflects a high quality HMIS.
As measured by	Increased number of HMIS users. Monthly reports show that data quality and completeness exceed HUD standards.
Due	July 2017 and annually
Progress to Date	Monthly review of data quality, review of reports, APRs, HIC/PIT. Successful submission of AHAR.

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Priority 2: Increase access to housing based on our populations' needs.	
Objective 2.1: Reduce barriers to housing.	
Action B2.1.1	Oversee development of, adopt, oversee implementation of, and review at least annually policies to ensure that the barriers to housing people experiencing or at risk of experiencing homelessness are reduced and the consistent Housing First approach is fully implemented.
Additional Collaborators	PEM; CoC housing grant recipients
Outcome/Benchmarks	Policies and practices align with Housing First leading to more people being housed
As measured by	Policy changes; Monitoring results; Reallocation of high barrier to low barrier project funds.
Due	June 2017 and annually
Progress to Date	May 2017, Board approved Written Standards and updated Coordinated Entry Policies and Procedures; set review for December 2017.
Action CE2.1.1	Collaborate broadly to ensure CE policies are implemented
Outcome/Benchmarks	CE policies are presented in training and followed to ensure housing is easily accessible; System Performance Measures (SysPM) improve
As measured by	Meeting minutes; Emails; Attendance at trainings; web postings; monitoring; SysPM
Due	May 11, 2017 and annually
Progress to Date	CE policies and procedures approved by TPCH Board May 2017, review updates ongoing; Joint City/County PHA streamlined Homeless Preference Program admission policy begun July 2017. "How to locate matched clients" checklist in development. Weekly coordinated outreach searches for matched clients begun July 2017.
Action CoS2.1.1	Update written standards to reduce housing barriers and clarify priorities.
Additional Collaborators	PEM
Outcome/Benchmarks	Written standards, including priorities, are consistent with both HUD requirements to reduce housing barriers and community needs and help to end homelessness. New, updated written standards are adopted and posted to the web.
As measured by	Meeting minutes; Written standards adopted and posted to website; Monitoring
Due	May 11, 2017 with priority refinement ongoing; standards review annually
Progress to Date	Updated Written Standards adopted in May 2017, to be reviewed Dec. 2017
Action CoS2.1.2	Collaborate broadly to ensure written standards are implemented.
Additional Collaborators	CE; G&P
Outcome/Benchmarks	Written standards and CE policies are presented in training; All CoC and ESG-funded projects use coordinated entry and follows written standards making housing easier to access. As a result, homelessness is reduced, and System Performance Measures (SysPM) improve
As measured by	Meeting minutes; CoC Emails; Written Standards training attendance; Committee emails; Web postings
Due	May 2018
Progress to Date	All housing types and the ESG recipients were represented in the written standards workgroup; Written Standards posted in May 2017; Written Standards training delivered for 50 CoC workers August 2017.
Action CoS-E2.1.1	Promote low barrier shelter policies through education to new and existing programs.
Additional Collaborators	G&P
Outcome/Benchmarks	Training on low barrier programs and community discussion on current barriers in shelter.
As measured by	Outreach Worker survey; meeting minutes; training
Due	August 2016 and bi-annually
Progress to Date	Survey completed August 2016
Action CoS-Y2.1.1	Increase access to TAY-VI-SPDAT assessment through outreach, education and funding applications.
Outcome/Benchmarks	More young adults (18-24) enter the CE system. All youth-dedicated housing is full. Applications for additional youth-dedicated housing are submitted.
As measured by	Increases in the number of youth in HMIS and on the by name list; Bed utilization rate in youth-dedicated projects; Number of applications for youth-dedicated funding
Due	July 2018 and quarterly

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Progress to Date Bonus youth-dedicated RRH application submitted Sept. 2017

Action CoS-Y2.1.1 Increase access to TAY-VI-SPDAT assessment through outreach, education and funding applications.

Objective 2.1(cont'd):		Reduce barriers to housing.
Action CoS-E2.1.2	Provide education and linkages to emergency services through collaborative information exchange, communications, and publications.	
Outcome/Benchmarks	Communication about shelter bed availability improve. Updated, redesigned <i>Need Help and Guidelines on Getting Out</i> publications are distributed throughout the community to TPCH partners and other community entities.	
As measured by	Improved visibility of shelter bed availability. Annual distribution of updated publications	
Due	October 2017 and annually	
Progress to Date	Major shelters agreed to Community Point bed availability listing, posted Nov. 2016; <i>Need Help</i> content redesigned with Coordinated Entry and Continuum of Services Committees March-June 2017; <i>Need Help</i> in layout	
Action HMIS2.1.1	Use HMIS data and tools to train stakeholders, create client centered services and a housing first approach to reduce barriers to housing.	
Additional Collaborators	G&P	
Outcome/Benchmarks	Increased knowledge/use of best practices to quickly house people. Shelters and housing projects realign policies and collaborate more closely to accelerate housing placement rate.	
As measured by	Number of trainings and persons attending. Increased number of placements on monthly housing reports.	
Due	July 2017 and annually	
Progress to Date	In the 2016-2017 grant year, HMIS Team delivered these trainings: 130 new users; 175 Call Point; 166 VI-SPDAT; and sponsored OrgCode training for 64.	
Action PEM2.1.1	Measure the degree to which each CoC-funded project implements the Housing First Model.	
Additional Collaborators	CE; G&P	
Outcome/Benchmarks	Increase the number of housing projects that use the Housing First model.	
As measured by	USICH's 4 Housing First questions in Annual Monitoring / Rating Tool	
Due	May 2017 and annually	
Progress to Date	Round 1 Project Monitoring asks for each project's understanding and use of Housing First Model. USICH's 4 Housing First Questions have been added to the Rating Tool for 2017 NOFA for scoring purposes.	
Objective 2.2:		Engage and maintain property managers.
Action B2.2.1	Oversee, approve and participate as appropriate in work with all housing providers in our geographic area, including Public Housing Authorities, to recruit and retain landlords and property managers and explore resources to improve collaboration to house people experiencing or at risk of experiencing homelessness and keep them stable in housing.	
Additional Collaborators	CE; G&P; CoC housing grant recipients	
Outcome/Benchmarks	More people enter and retain housing; Returns to homelessness decline	
As measured by	Meeting/event attendance; System Performance Measures	
Due	June 2017 and annually	
Progress to Date	Board members participate in PHA quarterly landlord event; engage with and attend Community Solutions Technical Assistance learning sessions and Built for Zero planning; attended 2017 NAEH Conference; will attend October RRH Institute.	

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Objective 2.2(cont'd):		Engage and maintain property managers.
Action CE2.2.1	Work with City of Tucson, Pima County and VA on landlord identification, communication and quarterly landlord engagement meetings.	
Outcome/Benchmarks	More landlords accept tenants with rental assistance or vouchers and work with case managers to prevent evictions; more persons experiencing homelessness are housed; housing stability increases	
As measured by	Attendance at meetings held; Decrease in number of unsheltered homeless and in housing stability on APRs, monitoring and SysPM	
Due	March 2017 and quarterly	
Progress to Date	Inventory of landlords accepting tenant-based rental assistance created and maintained; City and PHA began landlord engagement/networking events March 30, 2017.	
Action CoS-Y2.2.1		Review Housing System Gaps Analysis as it pertains to homelessness among young adults (18-24) and provide feedback to TPCH.
Outcome/Benchmarks	Better understanding of and feedback to TPCH on the state of housing for young adults in Tucson/Pima County; More homeless young adults obtain housing.	
As measured by	Feb 2018 for feedback;	
Due	Monthly housing report	
Objective 2.3:		Identify all housing opportunities.
Action B2.3.1	Oversee, approve, review and design strategies for expanding housing opportunities based on a systems gaps analysis focusing on uncovering new and unused opportunities for housing people experiencing or at risk of homelessness.	
Additional Collaborators	Collaborative Applicant	
Outcome/Benchmarks	Systems Gaps Analysis improves knowledge of housing and leads to more people housed.	
As measured by	Completion; Presentation to Board and posting of the analysis; Board minutes on strategy design; update of Board's Strategic Work Plan.	
Due	Analysis Completion, October 2017; Board members advising on Pay For Success RFP development;	
Progress to Date	Housing Systems Gaps Analysis under way. Board members advising on Pay For Success RFP development.	
Action CE2.3.1		Seek out and coordinate with additional public and private housing options available to families and individuals experiencing homelessness.
Outcome/Benchmarks	Increased communication and knowledge about and referrals to resources throughout the geographic area; increased community involvement in TPCH and ending homelessness. More people are housed.	
As measured by	Email and web posting of training announcements/content; Training attendance; TPCH roster; # views on website; # of new postings/updates on www.pimacountyhousingsearch.org Decreased homeless numbers on PIT counts, AHAR and SysPM	
Due	October 2017 and quarterly (use systems gaps analysis to train about housing)	
Progress to Date	Quarterly TPCH trainings, marketed by www.eventbrite.com , included Coordinated Entry, and engaged new homeless services and housing providers, June & Aug. 2017. In October, analysis results to be incorporated in December training.	
Action CoS-Y2.3.1		Review Housing System Gaps Analysis as it pertains to homelessness among young adults (18-24) and provide feedback to TPCH.
Outcome/Benchmarks	Better understanding of and feedback to TPCH on the state of housing for young adults in Tucson/Pima County; More homeless young adults obtain housing.	
As measured by	Feb 2018 for feedback;	
Due	Monthly housing report	

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Objective 2.3(cont'd):		Identify all housing opportunities.
Action HMIS2.3.1	By identifying additional housing opportunities and centralizing data on all housing opportunities, ensure knowledge of and ability to refer to all existing housing resources.	
Additional Collaborators	B	
Outcome/Benchmarks	Increased housing opportunities/Increased housing placements.	
As measured by	The number of new housing projects using HMIS in 2016-17. Number of placements on monthly housing reports.	
Due	July 27, and annually	
Progress to Date	New ADOH RRH projects added to HMIS and participating in Coordinated Entry.	
Objective 2.4:		Identify and educate stakeholders about the special needs of our subpopulations.
Action B2.4.1	Board participates in identifying and educating stakeholders including providing community presentations and Continuum of Care training.	
Additional Collaborators	Collaborative Applicant	
Outcome/Benchmarks	Community and community leaders' knowledge of homelessness and surrounding issues increases leading to increased participation and support in efforts to end homelessness and an eventual end to homelessness.	
As measured by	Number of news releases and Board member presentations regarding subpopulations; improved system performance measures	
Due	July 2017 and annually	
Progress to Date	Three news releases in 2016-2017. Community HIC-PIT presentation and member recruitment event June 2017; Presented on homelessness at AZDES Pima County Resources Fair.	
Action HMIS2.4.1	Present current and historic data regarding the Tucson/Pima County homeless population and subpopulations to internal and external stakeholders, with at least two public events annually.	
Additional Collaborators	G&P, B	
Outcome/Benchmarks	Knowledge increases about homeless population in Tucson/Pima County.	
As measured by	New releases on presentations. Number of presentations and presentation attendance. Annual presentation of HIC/PIT results. At least two presentations at quarterly trainings.	
Due	July 2017 and annually	
Progress to Date	Homeless population current and historic overview presented May 2016; scheduled June 2017.	
Priority 3:		Increase economic security.
Objective 3.1:		Improve access to education and meaningful and sustainable employment for people experiencing homelessness or most at risk of homelessness.
Action B3.1.1	Oversee development, adoption, and implementation of policies and procedures that increase education, employment training and employment among people experiencing and at risk of homelessness.	
Additional Collaborators	CoS; CoC grant recipients	
Outcome/Benchmarks	More people become employed and/or increase their earned income.	
As measured by	System Performance Measures	
Due	July 2017 and ongoing	
Progress to Date	May 2017, approved updated Written Standards and Coordinated Entry Policies and Procedures including mandates for assistance with education/employment. Annual monitoring set Oct. 2017.	
Action CoS3.1.1	Increase knowledge of and access to job training and development resources	
Additional Collaborators	HMIS; G&P	
Outcome/Benchmarks	More people use job trainings and development; TPCH mandates job assistance in CoC projects, updates employment resources inventory; communications and trainings are delivered on resources	
As measured by	Inventory update posted to website; link to SSI/SSDI benefits calculator for beneficiaries wishing to work posted to website; emails, resource flyers and training developed; training provided	
Due	May 2017 for training communication and links; September 2017 and annually for employment resources inventory.	
Progress to Date	SSI/SSDI Benefits calculator links posted April 2017. Employment mandated in written standards adopted May 2017. Trainings delivered June 23, Aug. 25, 2017. Employment resource inventory updates completed Sept. 2017.	

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Objective 3.1(cont'd):	Improve access to education and meaningful and sustainable employment for people experiencing homelessness or most at risk of homelessness.
Action CoS-Y3.1.1	Increase knowledge of homeless young adults (18-24) needs and foster community by maintaining quarterly youth dinners with service spotlights and job/resource fairs
Outcome/Benchmarks	Event participation increases; Job/resource fair data reflects that attendees had prior engagement; More young adults are employed.
As measured by	Event attendance and collected data; Increase employment income on APRs, SysPM
Due	July 2018
Progress to Date	Data collected at 2016-2017 events.
Action G&P3.1.1	Provide, collaborate in and/or identify and communicate training opportunities for agency staff in assisting project participants to train for and obtain employment.
Additional Collaborators	B
Outcome/Benchmarks	Increased communication and knowledge about resources among CoC members about employment training and resources; More project participants obtain employment; System Performance Measure of increased employment income improves.
As measured by	Training attendance; Web posting of training announcements/content; Increased employment income reported on APRs and System Performance Measures (SysPM).
Due	May 2017 and quarterly
Progress to Date	Quarterly public trainings, marketed through www.eventbrite.com held June 23 and August 25, 2017 including employment assistance. Next training; set for December 2017. New HVRP employment assistance broadcast by email and posted to www.tpch.net .
Action G&P3.1.2	Coordinate barrier reduction for job access/assistance across community including private sector
Additional Collaborators	CE; CoS; PEM; CoS-Y
Outcome/Benchmarks	Increased communication and information sharing about resources with non-CoC funded entities leading to easier housing access / Tracking tool is created and non-CoC contacts recorded/TPCH participation and membership increase.
As measured by	Meeting minutes; # of contacts on tool; TPCH roster; # views on website
Due	May 2018 and annually
Progress to Date	TPCH officers met with PHA, Pyramid FCU officers, RBHA and DES homeless program.
Action HMIS3.1.1	Improve data collection and reporting on employment and earned income by providing trainings, data quality reviews and understanding reports.
Additional Collaborators	G&P; CoS
Outcome/Benchmarks	Improved data quality and timeliness lead to more accurate reports of employment and earned income reporting. Increased income data being reported in HMIS.
As measured by	Employment and earned income results on monitoring, APRs, SysPM and CAPER
Due	July 2017 and annually
Progress to Date	APRs submitted with monitoring and rating tools, comparison/review pending; 2016 SysPM submitted.
Action PEM3.1.1	Measure the degree to which each CoC-funded housing project's participants increase their income.
Additional Collaborators	HMIS
Outcome/Benchmarks	Increase the number of program participants who have increased income.
As measured by	HUD APR, HMIS APR, Project Monitoring / Rating Tool, System Performance Measures (SysPM)
Due	May 2017 and Annually
Progress to Date	Round 1 Project Monitoring asks for percentage of program participants who have gained or increased employment or other income. 2017 NOFA Rating Tool measures increase in program participants' income.

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Objective 3.2:		Improve access to mainstream programs and services to reduce populations' financial vulnerability to homelessness.
Action B3.2.1		Oversee development, adoption, and oversee implementation and documentation of policies and procedures that ensure that all populations being served are connected with resources (e.g. mainstream benefits and non-CoC services) that reduce our community's rate of homelessness and returns to homelessness.
Additional Collaborators		HMIS; CoC grant recipients
Outcome/Benchmarks		The number of persons experiencing homelessness in Tucson and Pima County decreases; Fewer people who have experienced homelessness return to homelessness after accepting a housing offer.
As measured by		HIC-PIT and System Performance Measures.
Due		July 2017 and annually
Progress to Date		May 2017, adopted Written Standards and CE Policies and Procedures mandating project assistance obtaining mainstream benefits and other services; June 2017 PIT review showed fifth year of decline in overall homelessness.
Action CE3.2.1		Develop CE policies to ensure consistent access to mainstream resources system-wide.
Outcome/Benchmarks		CE policies and procedures adopted and implemented.
As measured by		Adoption and posting of recommended charter amendments and policies.
Due		May 2017 and annually
Progress to Date		CE Policies and Procedures approved May 2017, scheduled for review Dec. 2017.
Action CoS3.2.1		Ensure that written standards mandate service provider assistance in accessing mainstream program and services
Additional Collaborators		B; CE; HMIS; PEM
Outcome/Benchmarks		Providers work more closely with participants to access mainstream benefits and services; Number of participants receiving mainstream benefits and services increases.
As measured by		Increases in persons receiving mainstream benefits on APRs, SysPM and in monitoring.
Due		May 2017 and annually
Progress to Date		May 2017, presentation to Board and adoption of Written Standards mandating benefits/services assistance. Trainings presented June 23, 2017 and Aug. 25, 2017.
Action CoS-Y3.2.1		Ensure that data collection on young adult attainment of mainstream benefits is accurate and regularly reviewed.
Outcome/Benchmarks		Providers work more closely with participants to access mainstream benefits and services; Number of youth-dedicated project participants receiving mainstream benefits and services increases.
As measured by		Increases in persons receiving mainstream benefits on APRs, SysPM and in monitoring.
Due		May 2018 and annually
Action HMIS3.2.1		Improve data collection and reporting on client applications for, obtaining of mainstream benefits and services of all types by providing trainings, data quality reviews and understanding reports.
Additional Collaborators		G&P; CoS
Outcome/Benchmarks		Improved data quality and timeliness lead to more accurate reports of clients' access of mainstream benefit and unearned income.
As measured by		Benefits and unearned income results on monitoring, APRs, SysPM and CAPER
Due		July 2017 and annually
Progress to Date		Annual SysPM submitted August 2017
Action PEM3.2.1		Measure the percentage of participants in CoC-funded projects who access mainstream resources/benefits.
Additional Collaborators		HMIS
Outcome/Benchmarks		Increase the number of program participants who receive non-cash benefits.
As measured by		HUD APR, HMIS APR, Project Monitoring / Rating Tool and SysPM
Due		May 2017 and Annually
Progress to Date		Round 1 Project Monitoring asks for percentage of program participants who have non-cash benefits. 2017 Rating Tool measures the percentage of program participants who have non-cash benefits.

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Priority 4: Improve health and stability.	
Objective 4.1: Integrate primary and behavioral health care for homeless individuals and families and those at risk of homelessness.	
Action B4.1.1	Oversee development of, adopt and oversee implementation of policies and procedures that encourage integration of primary care, behavioral health care and housing resources for people experiencing or at risk of homelessness.
Additional Collaborators	CE
Outcome/Benchmarks	Policies regarding health care and housing integration are adopted and updated at least annually. More people are insured and receive all needed forms of health care.
As measured by	System Performance Measures.
Due	July 2017 and annually
Progress to Date	May 2017, approved updated Written Standards and Coordinated Entry Policies and Procedures including mandates for assistance with integrating health/behavioral health care.
Action CoS4.1.1	Ensure that new updated written standards include mandate that service providers integrate health care coordination with their housing services.
Additional Collaborators	B; CE; HMIS; PEM
Outcome/Benchmarks	Project participants experience greater health and housing stability. Measures of retaining or leaving to permanent housing improve on APRs and SysPM.
As measured by	Monitoring, APRs, SysPM
Due	May 2017 and annually
Progress to Date	Mandate adopted in written standards May 2017.
Action CoS-Y4.1.1	Continue to engage primary and behavioral health care representative in quarterly youth dinners and quarterly job/resource fairs to improve access to integrated are among young adults (18-24)
Outcome/Benchmarks	More youth adults are insured and receive integrated health care
As measured by	Data from HMIS and health care partners
Due	July 2019
Progress to Date	Request for health care partner aggregate data on literally homeless youth care pending.
Action G&P4.1.1	Provide, collaborate in and/or identify and communicate training opportunities for agency staff on helping people experiencing or at-risk of homelessness to establish and integrate health care provider relationships.
Additional Collaborators	All
Outcome/Benchmarks	Participants receive integrated health care; Housing stability is maintained or increases.
As measured by	Training attendance; TPCH monitoring; Percentages of clients obtaining health care benefits on APRs and SysPM.
Due	May 2018 and annually
Progress to Date	June 2017 quarterly training included AZDES-presented health care benefits application and trauma informed workshops. Health Care integration session set for Dec. 2017.
Action PEM4.1.1	Measure the degree to which each CoC project assists participants to integrate primary and behavioral health care and/or establish a “health care home”.
Additional Collaborators	CoS; CE
Outcome/Benchmarks	Measurement tool is created. More participants receive integrated health care.
As measured by	Annual Project Monitoring and Annual Rating Tool; Improved SysPM.
Due	May 2018 and annually
Progress to Date	Collaborating with CoS Committee on checklist creation, integrating assistance measurement into future monitoring and rating.

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Objective 4.2:		Develop processes to address the specific health care and housing needs of all populations.
Action B4.2.1	Oversee development of, adopt and oversee implementation and at least annual review of policies and procedures that address the specific health care and housing needs of all populations experiencing or at risk of homelessness.	
Additional Collaborators	HMIS; CE; G&P	
Outcome/Benchmarks	Service providers understanding the needs of subpopulations and how to address them in accordance with HUD and TPCH policies.	
As measured by	Adoption and implementation of policies and procedures per Board minutes.	
Due	July 2017 and annually	
Progress to Date	May 2017 adopted updated Written Standards and Coordinated Entry Policies and Procedures including mandates for addressing population-specific housing and health care needs.	
Action CE4.2.1		Develop and promote the use of a standardized checklist to identify the unique housing preferences of each client and assist their rapid entry to appropriate housing
Additional Collaborators	CoS; PEM	
Outcome/Benchmarks	Checklist created. Training on checklist use is provided. Use of checklist is monitored. Stability in housing improves and exits to permanent housing increase.	
As measured by	Email and web posting of training announcements/content; Training attendance; Monitoring responses, APRs and SysPM.	
Due	August 2017	
Action PEM4.2.1		Measure the degree to which each CoC project works to address each participant’s specific health care and housing needs (client-centered service).
Additional Collaborators	CoS; CE	
Outcome/Benchmarks	Case management checklist is created and use measured. More participants receive integrated health care.	
As measured by	Annual Project Monitoring and Annual Rating Tool	
Due	May 2018 and annually	
Priority 5:		Maintain a fully integrated and comprehensive system for all TPCH efforts, including crisis response.
Objective 5.1:		Fully implement a coordinated entry system that uses the prioritization standards to quickly and effectively house all populations.
Action CE5.1.1		Develop comprehensive CE policies and procedures that address all aspects of the coordinated entry system.
Additional Collaborators	CoS; HMIS; PEM	
Outcome/Benchmarks	Comprehensive CE policies and procedures are adopted. A robust CE system is fully implemented.	
As measured by	HUD’s CE implementation checklist.	
Due	CE P&P adoption May 2017; Full CE implementation January 2018	
Progress to Date	Committee reviewed CE self-assessment and identified action items Feb. 2017. CE Policies approved May 2017. HMIS incoming referral implemented July 2017.	
Action CoS5.1.1		Work with Coordinated Entry Committee to ensure that Written Standards and Coordinated Entry Policies and Procedures (P&P) align.
Additional Collaborators	CE	
Outcome/Benchmarks	Well-aligned and well-understood standards and P&P produce progress in ending homelessness	
As measured by	Monitoring, Measures of housing stability plus benefits and income gained on APRs and SysPM	
Due	July 2017 and reviewed annually	
Progress to Date	Jan. 2017 PIT showed five-years of declining overall homeless numbers.	

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Objective 5.1(cont'd):		Fully implement a coordinated entry system that uses the prioritization standards to quickly and effectively house all populations.
Action CoS5.1.2	Create and promote use of a checklist to help staff document and provide for each project participant's specific health care, housing and other service needs.	
Additional Collaborators	CE; G&P; HMIS; PEM	
Outcome/Benchmarks	Services become more client-centered and targeted. People remain in or exit to permanent housing and gain income.	
As measured by	Monitoring, Measures of housing stability plus benefits and income gained on APRs and SysPM	
Due	July 2017 and reviewed annually	
Progress to Date	Draft checklist under revision, September 2017.	
Action CoS-E 5.1.1		Update Need Help and Guidelines On Getting Out with community access points.
Outcome/Benchmarks	Access points listed in publications.	
As measured by	Distribution of publications.	
Due	October 2017 and annually	
Action HMIS5.1.1		Ensure that HMIS infrastructure and staff remain up to date and capable of assisting a robust Coordinated Entry implementation.
Additional Collaborators	CE	
Outcome/Benchmarks	Coordinated entry is fully implemented throughout Tucson/Pima County / All homeless housing openings are filled through the prioritized By Name List maintained through HMIS.	
As measured by	Monthly report of percentage of housing openings filled through Coordinated Entry	
Due	January 2018	
Progress to Date	CE system extended from Veterans and Chronically Homeless through RRH and TH in June 2017; HMIS Team trained for latest update July-August 2017.	
Objective 5.2:		Develop system-wide diversion processes for persons experiencing homelessness and those at risk of homelessness.
Action B5.2.1	Oversee development, adoption, implementation of, and regular review of Written Standards (WS) prioritization and Coordinated Entry (CE) policies and procedures (P&P) to quickly and effectively house all populations experiencing homelessness.	
Outcome/Benchmarks	Consistent WS and CE P&P are adopted and implemented; Prioritization is reviewed at least every six months for consistent and effective implementation. Overall rate of homelessness decreases. SysPM measures improve.	
As measured by	Adoption of WS and CE P&P; meeting minutes reflect review; updates to WS and CE P&P are adopted. Decreases in homelessness on SysPM.	
Due	July 2017; Review Dec. 2017 and ongoing bi-annually; SysPM improvement 2018.	
Progress to Date	May 2017 adopted WS and CE P&P consistent with CPD 17-01; First prioritization review set Dec. 2017	
Action CE5.2.1		Develop a county-wide diversion/prevention policies and procedures.
Additional Collaborators	CoS	
Outcome/Benchmarks	Diversion/prevention policies and procedures (P&P) are completed, adopted, and added to CE P&P. Diversion/prevention activities are tracked in HMIS. First-time and repeat homelessness are reduced.	
As measure by	Diversion/prevention P&P addition to CE P&P. SysPM.	
Due:	Diversion/prevention P&P Nov-Dec. 2017; SysPM reductions May 2019	
Progress to Date:	Diversion and prevention providers engaged in workgroup completing P&P Feb. 2017; Timeline for completion and implementation developed Sept. 2017.	

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Objective 5.2(cont'd):	Develop system-wide diversion processes for persons experiencing homelessness and those at risk of homelessness.
Action CoS-E5.2.1	Educate shelter and emergency service providers through monthly meetings and by participating in Coordinated Entry Committee and its prevention/diversion workgroup
Additional Collaborators	CE
Outcome/Benchmarks	Better understanding or diversion process and prevention resources; Reduced first-time and repeat homelessness.
As measured by	Meeting minutes and attendance tracker; System Performance Measures (SysPM)
Due	Participation –Monthly; Reduced first-time and repeat homelessness, Oct. 2018
Progress to Date	Minutes and attendance trackers reflect education and collaboration; ESS members participating with CE Committee on prevention/diversion policies and procedures.
Action HMIS5.2.1	Ensure that diversion services are delivered systematically and tracked in HMIS.
Additional Collaborators	CE; G&P
Outcome/Benchmarks	Diversion services are routinely delivered and entered into HMIS by Coordinated Entry participants. HMIS can deliver monthly reports on the number of persons resolving housing issues without entry into the homeless services system.
As measured by	Monthly HMIS reports on diversion numbers.
Due	January 2018
Progress to Date	Diversion process design underway.