TPCH

**Tucson Pima Collaboration
To End Homelessness**

ALIGNING FOR IMPACT: A COMMUNITY-DRIVEN STRATEGY TO END HOMELESSNESS

2026-2030

Tucson Pima Collaboration to End Homelessness

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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, as well as our aligned service partners and community members that provided input, review, and comments.

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TPCH Committees and Bodies 2025-2026

Homeless Management Information System (HMIS) Committee

Coordinated Entry (CE) Committee

Built for Zero (BFZ) Coalition

Lived Experience Council (LEC)

Executives Coalition

Community Outreach and Housing Navigation Coalition (CORHN)

Policy Subcommittee (a subcommittee of the Board)

Youth Action Committee (YAC)

Prevention and Stabilization Committee (PSC)- established 2/2026

System Performance and Monitoring (SPM) Committee- established 2/2026

Community Oversight Committee (COC)- established 1/2026

CoC Program Grant (CoCPG) Committee- dissolved 11/2025

System Performance and Evaluation (SPE) Committee- dissolved 11/2025

Diversity, Equity, and Inclusion (DEI) Committee- dissolved 3/2025

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Introduction

In Tucson, the desert tells stories of resilience. For centuries, this land has been home to people who know how to adapt, to rebuild, and to care for one another. From the Tohono O'odham Nation and Pascua Yaqui Tribe to generations of immigrants who made Tucson their home, our region's identity is shaped by deep cultural roots and a shared commitment to community.

That same spirit of endurance has carried us through some of our most difficult times. In the wake of the COVID-19 pandemic, our community faced a housing crisis unlike anything in recent memory. Rents surged, wages struggled to keep pace, and families who had long been stable found themselves facing the threat of homelessness for the first time. For our community, recovery has been uneven and incomplete, revealing systemic inequities that continue to strain our collective capacity to provide housing that is safe, affordable, and accessible to all.

The Tucson Pima Collaboration to End Homelessness (TPCH) stands at this crossroads, guided by the belief that homelessness is a challenge we can solve together. Spanning more than 9,000 square miles of urban neighborhoods, small towns, rural communities, and Tribal lands, our region's people and places are as varied as the desert itself. Meeting their needs requires approaches that are flexible, locally informed, and grounded in the lived experiences of those we serve.

This Strategic Plan builds on the foundation of past progress and the lessons learned through years of collaboration. It charts a path forward to strengthen our collective response, and deepen our partnerships, connecting data with humanity, policy with empathy, and strategy with shared purpose. It acknowledges both the beauty and the hardship of our community with deep cultural richness met with deep need, determined to ensure that no one in Pima County is left without a place to call home.

TPCH recognizes that true progress requires partnership. This plan is expansive, and requires collaboration across all sectors—government, nonprofit, business, and neighbors alike, to build a housing system that reflects the resilience and humanity of the people who live here. Together, we can honor the strength of Tucson's past while shaping a future where every person has a safe and stable home.

Highlighted Accomplishments

Since adoption of the previous TPCH Strategic Plan, the Tucson Pima Collaboration to End Homelessness has achieved measurable progress across system capacity, performance, and outcomes.

The homeless response system has steadily expanded its reach. Between 2020 and 2025, the number of people served annually increased by more than 8 percent, from 5,508 individuals in 2020 to 5,974 in 2025. During this period, [Point-in-Time (PIT) Count data](#) reflected a significant rise in unsheltered homelessness in 2022, coinciding with the expiration of many COVID-era emergency

funding sources. Since that peak, the system has made notable gains in reducing unsheltered homelessness and increasing access to shelter. From 2022 to 2025, the number of unsheltered individuals counted during the PIT decreased by 22 percent, while the number of people counted in shelter increased by 63 percent.

The most significant system performance improvement has been a reduction in the length of time people experience homelessness. In 2020, the average length of homelessness was 121 days. By 2025, this had declined to 89 days- an improvement of more than four and a half weeks. This reduction represents meaningful, person-centered impact, translating to less time exposed to trauma, instability, and stress.

In 2022, TPCH successfully secured a special Continuum of Care funding allocation focused on people experiencing unsheltered homelessness. In Tucson and Pima County, this funding supported the TPCH Unsheltered Initiative, which prioritizes moving people directly from encampments into permanent housing. The initiative has required deep cross-sector collaboration among service providers, the Public Housing Authority, City and County leadership, and multidisciplinary outreach teams. To date, the initiative has housed more than 200 individuals, including over 60 people from the 100 Acres encampment prior to its closure in 2025 for construction.

Beyond housing outcomes, the Unsheltered Initiative has driven lasting system improvements. These include implementation of a batch matching housing referral process to accelerate placement into available housing, adoption of housing-driven outreach strategies, and significantly stronger coordination among housing providers and aligned service partners.

Executive Summary

The Tucson Pima Collaboration to End Homelessness (TPCH) Strategic Plan, *Aligning for Impact: a community-driven strategy to end homelessness*, for 2026–2030 provides a roadmap to prevent and address homelessness across Pima County. Grounded in Tucson's rich cultural history and community resilience, the plan responds to overlapping challenges including rising housing costs, economic instability, and public health crises that have intensified homelessness and housing insecurity.

Community Context
Since 2020, Pima County has experienced a 42% increase in home values and a 36% rise in rental costs, outpacing modest wage growth. Between 2020 and 2022, unsheltered homelessness increased by 184%. Although shelter expansions and new programs have helped, in 2024, 71% of households seeking assistance could not be served. Additional challenges include limited funding, staffing shortages, and growing intersections between homelessness, mental health, and substance misuse.

Strategic Priorities
TPCH identified four priorities to guide the next five years:

1. **Improve Individual Client Experiences** – Strengthen prevention strategies, expand innovative housing models, and enhance housing stabilization services.

2. **Strengthen Workforce Capacity** – Address recruitment, retention, training, and wellness for service providers, including lived-experience staff.

3. **Optimize System Efficiency** – Implement real-time referral platforms, pilot flexible service delivery models, and centralize services to reduce client burden.

4. **Collaborate Across Sectors** – Partner with landlords, housing authorities, healthcare, and behavioral health systems to increase access, improve retention, and support comprehensive solutions.

Implementation and Accountability

The plan outlines clear goals, action steps, and responsibilities for TPCH partners. Progress will be measured using data and other validated sources. Annual reports and community updates will ensure transparency, and the plan will be reassessed two years after adoption to remain responsive to changing conditions.

Conclusion

This strategic plan reflects a shared vision of a coordinated, person-centered, and resilient homeless response system. Over the next five years, TPCH and its partners will work collaboratively to strengthen services, support staff, and improve systems, ensuring every resident in Pima County has the opportunity for safety, stability, and belonging.

Community Conditions and Background

The COVID-19 pandemic and civil unrest in 2020 profoundly impacted every aspect of life in the United States and Pima County. Even as the last Tucson Pima Collaboration to End Homelessness (TPCH) Strategic Plan (Bringing Pima Home) was being finalized in early 2020, its author noted, "*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* (Thorpe, 2021)."

Six years later, that prediction has largely come to pass. Although the community has moved beyond the acute phase of the pandemic, unemployment and worsening economy has put households at an increased risk of eviction, while a severe shortage of affordable housing further increases risk and rates of homelessness throughout Pima County. Between 2020 and 2023, home values rose by 42% and rental prices by 36%, while wages increased only modestly. As a result, a growing share of households are now severely cost-burdened, spending half or more of their income on housing (Bentele & Shuman, 2024). The combination of escalating housing costs, job losses early in the pandemic, and slow wage recovery has left many residents in financially

precarious situations. The lack of affordable housing remains the single greatest driver of homelessness.
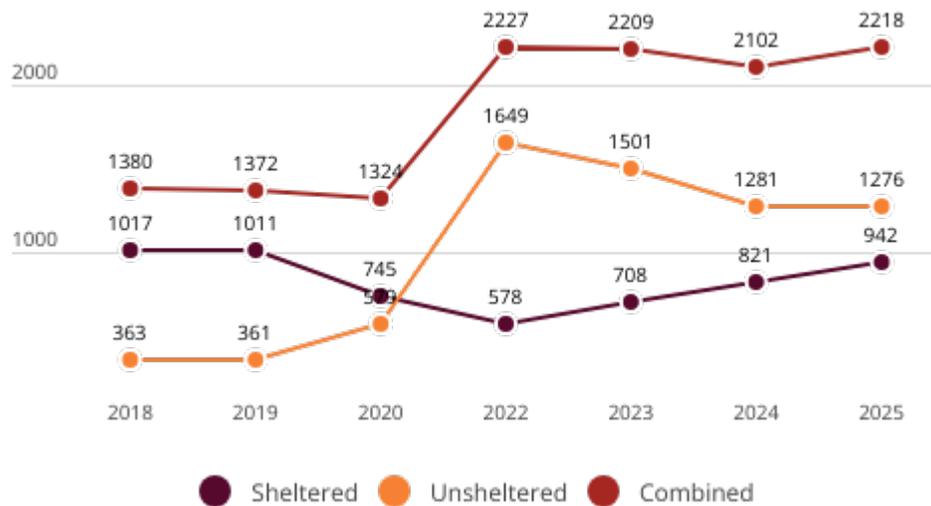
This rapid escalation in housing costs directly contributed to a sharp rise in homelessness. As illustrated in Figure 1, the annual Point in Time (PIT) Count—an annual, federally required census of people experiencing sheltered and unsheltered homelessness—shows a dramatic surge between 2020 and 2022, when unsheltered homelessness increased by 184% and overall homelessness rose 68% (Tucson Pima Collaboration to End Homelessness , 2025). Although PIT data represents only a snapshot from one night and is known to undercount the total number of people in need, when viewed alongside other longitudinal data, it underscores a clear trend: homelessness has intensified and become more visible across Pima County.

As pandemic restrictions eased, shelters expanded capacity, and new facilities opened, leading to a gradual decrease in unsheltered homelessness locally. Nationally, PIT data estimates show continued worsening of homelessness (Figure 2) (de Sousa & Henry, 2024). While Pima County PIT data does not reflect ongoing increases in homelessness seen elsewhere around the country, homelessness in Pima County has plateaued at an untenable level. Despite community investments and program expansions, Pima County has not experienced the sustained relief or housing recovery needed to help residents move off the streets and into stable, supportive housing.
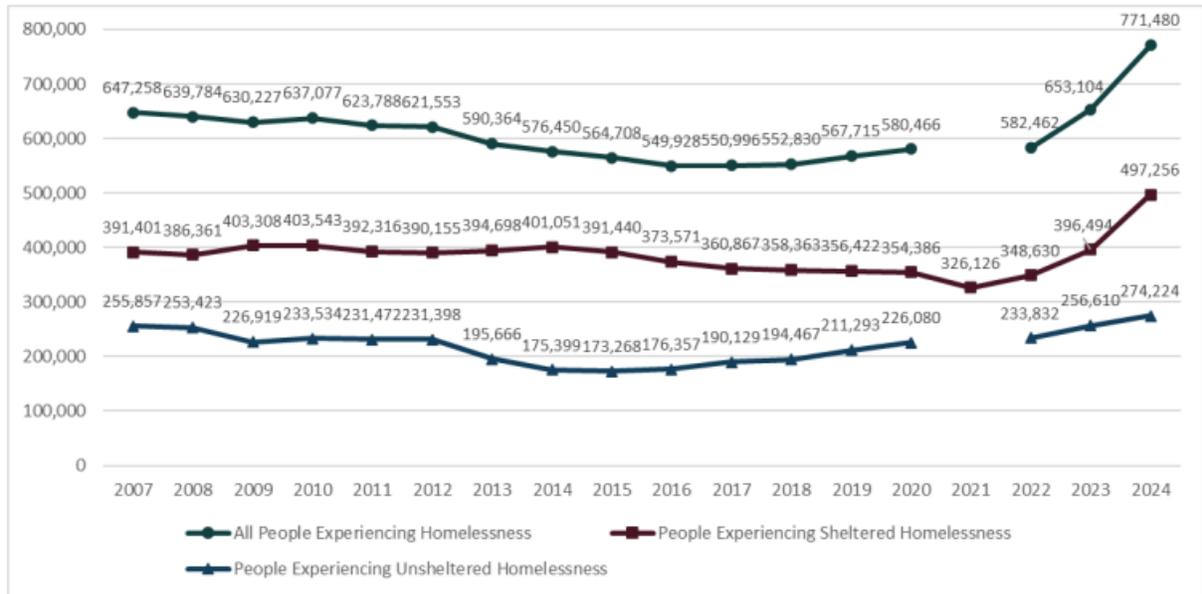
Note: The exhibit does not display the total count of people experiencing homelessness in 2021 or the count of all people experiencing unsheltered homelessness because of pandemic-related disruptions to counts. Estimates of the number of people experiencing sheltered homelessness at a point in time in 2021 should also be viewed with caution, as the number could be artificially (falsely) reduced compared with non-pandemic times, reflecting reduced capacity in some communities and safety concerns regarding staying in shelters.

Fig.2 PIT Estimates of People Experiencing Homelessness by Sheltered Status, 2007-2024 (de Sousa & Henry, 2024)

Compounding these challenges, the pandemic gave way to a concurrent public health crisis: opioid use and overdose. In 2021, Pima County reported 351 overdose deaths, a nearly 67% increase from 2019 (Pima County Medical Examiner's Office, 2025). While many individuals with substance use disorders are not experiencing homelessness, the 2025 PIT Count reveals a growing intersection between these populations. Between 2024 and 2025, there was a 34% (Tucson Pima Collaboration to End Homelessness , 2025) increase in individuals reporting a substance use disorder during the PIT Count, along with higher rates of adults with serious mental illness, survivors of domestic violence, and people living with HIV/AIDS. Collectively, these data suggest that the longer individuals remain unhoused, the greater the toll on their physical and mental health.

While TPCH providers have successfully competed for additional housing funds in recent years, the local homeless response system is not resourced to meet this scale of need. For those seeking help, completing the TPCH Housing Questionnaire is the first step toward being prioritized and matched with a housing service provider. In 2024, 7,411 unique individuals or heads of household completed a questionnaire seeking housing assistance. Of these, only 29% (2,124 households) were served that year (DWEL-AZ, 2024). While the system overall served 5,471 individuals in 2024, that number includes both new and existing clients. Ultimately, 71% of those who sought help in Pima County could not be served.

Now, in 2026, we face a new set of challenges. Federal funding across critical safety net programs, including housing and homelessness initiatives, Medicaid, Medicare, and Supplemental Nutrition Assistance Program (SNAP) benefits, is under threat, creating deep uncertainty for both housing service providers and the people they serve. Staffing reductions and administrative delays at the
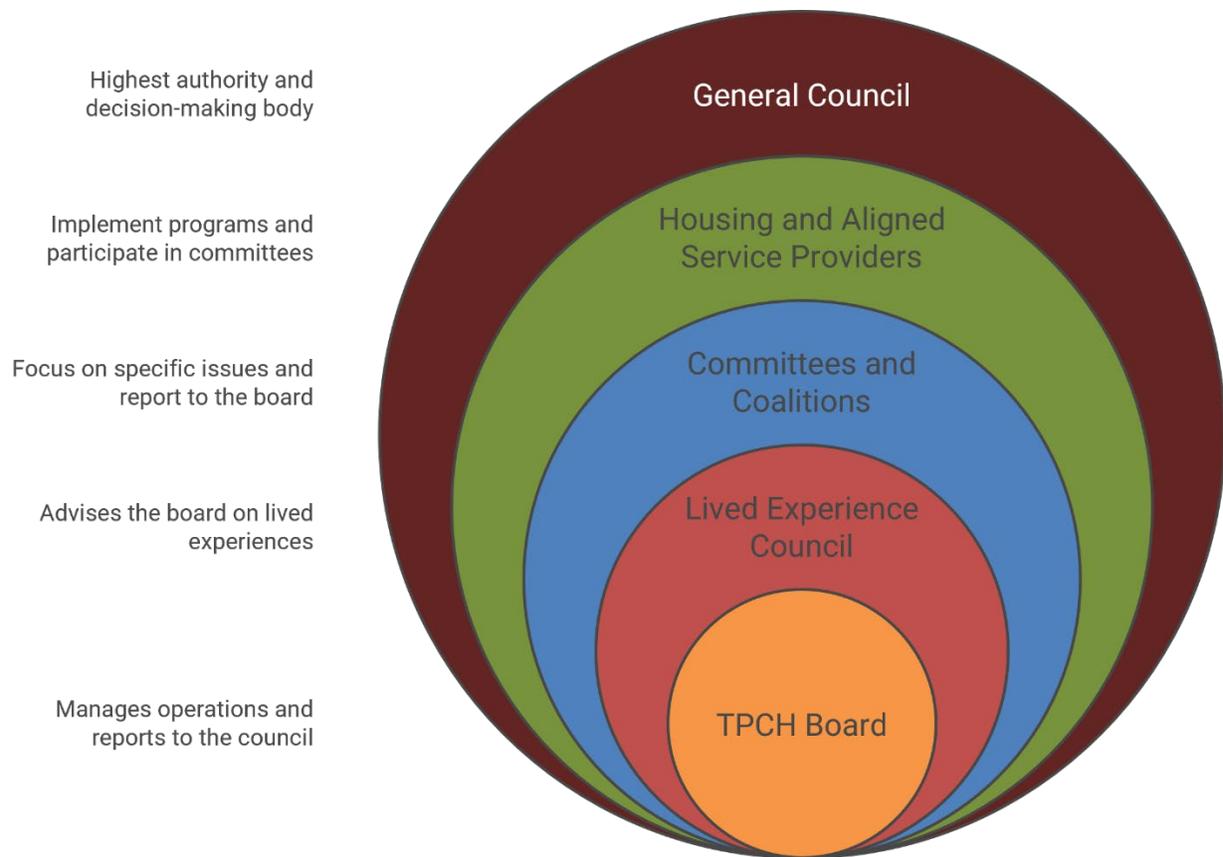
U.S. Department of Housing and Urban Development (HUD) have further strained already limited resources, complicating program oversight and slowing the flow of funds to local communities. Across Pima County, agencies and service providers are navigating an environment marked by instability, fear of funding loss, and burnout among frontline staff. This volatility has rippled through the community, creating widespread anxiety and making it increasingly difficult to sustain the work required to end homelessness.

Together, these trends paint a picture of a community that has weathered overlapping crises and continues to face persistent and growing housing challenges. While progress has been made in shelter expansion, and multi-disciplinary resource coordination, the need for comprehensive, systems-level strategies has never been greater. The lessons of the past five years now inform a new vision—one that builds on local strengths, centers human dignity, focuses new efforts on homelessness prevention, and turns challenges into opportunities for innovation. The only way through this is together, as we work toward a future where every person in Pima County is stably housed.

TPCH Governance and Function

The Continuum of Care (CoC) program is a federally mandated structure for communities that receive funding from the U.S. Department of Housing and Urban Development (HUD) to provide supportive housing and other homelessness response services. This model is intentionally designed to give communities local authority over how best to organize their homeless response systems, set funding priorities, and ensure equitable access to services. Through the CoC framework, local partners make decisions typically handled by funders—such as evaluating program performance, determining funding allocations, and monitoring outcomes.

The Tucson Pima Collaboration to End Homelessness (TPCH) serves as the designated CoC for the Pima County region—one of three CoCs in Arizona. TPCH is a coalition of community members, housing and service providers, government representatives, and other partners committed to ending homelessness.

Highest authority and decision-making body

Implement programs and participate in committees

Focus on specific issues and report to the board

Advises the board on lived experiences

Manages operations and reports to the council

Fig.3 TPCH Governance structure

TPCH operates as a self-governed coalition, guided by its Governance Charter, which establishes the roles and responsibilities of the General Council, TPCH Board, and standing committees. Each of these bodies holds defined authority within the system's decision-making structure. The Lived Experience Council also plays a vital role, ensuring that the voices of individuals who have experienced homelessness inform all TPCH policies, plans, and programs. Committee and Board members are elected or appointed through an annual election process, while the General Council includes the broader TPCH membership.

TPCH as a coalition does not provide direct client services; rather, it leads and coordinates the systems-level homeless response for Pima County. This work is organized around five pillars of responsibility (Figure 4), which include creating system infrastructure and a shared framework.

TPCH member agencies operate within this shared framework, delivering direct services such as street outreach, housing navigation, case management, behavioral health support, and supportive housing. These agencies also contribute essential data through the Homeless Management Information System (HMIS), participate in TPCH committees, and help shape policies and plans. TPCH, in turn, monitors project performance to ensure accountability, appropriate resource allocation, and continuous improvement.

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Resource Allocation	**Needs Assessment**	**Planning**	**Evaluation**	**Infrastructure**
Planning, ranking, and rating of CoC and YHDP grant applications.	Assessing community needs through data and gaps analysis	Developing strategic plans, policies, and processes to address homelessness.	Assessing the effectiveness of current strategies through monitoring, and evaluation against performance metrics.	Building and maintaining the necessary support systems and processes.

Fig.4 TPCH Five Pillars of Responsibility

Both the City of Tucson and Pima County serve as TPCH member agencies and hold expanded responsibility as the system's lead agencies. Every CoC designates two lead entities: one responsible for CoC operations and administration, and one responsible for managing the HMIS database. In Pima County:

- The City of Tucson serves as the CoC Lead Agency, providing staff to oversee system planning, operate the Coordinated Entry process for assessing and prioritizing households, and manage the CoC's financial and administrative functions.

- Pima County serves as the HMIS Lead Agency, maintaining the shared data system, ensuring data quality, producing reports, fulfilling data requests, and enforcing TPCH's HMIS policies.

As lead agencies, both jurisdictions hold three appointed seats on the TPCH Board and are also recipients of federal CoC funds to operate supportive housing programs in the community.

Continuum of Care funding is dedicated to assisting people experiencing homelessness and supporting their transition into stable housing. This funding is distinct from other federal housing resources such as Housing Choice Vouchers, public housing, or other low-income housing assistance. To qualify for services funded by the CoC, participants must meet one of TPCH's eligibility criteria that is based on HUD's definitions of homelessness, which include:

1. Literal homelessness residing in a place not meant for human habitation or staying in a shelter or institution.
2. Youth in imminent risk of homelessness- will lose residence within 14 days and lacks resources to obtain permanent housing (youth ages 18-24 only)
3. Individuals or families fleeing or attempting to flee domestic violence- lacking the resources or support networks needed to secure permanent housing.

CoC funding primarily funds supportive housing, which combines rental assistance with case management and supportive services. Additional funds are used for "supportive services only" programs and for staffing and administration at the two lead agencies. For fiscal year 2025, TPCH agencies received a combined $14,550,224 in CoC funding distributed among the following ten organizations:

City of Tucson[1]	Old Pueblo Community Services
Pima County[2]	Our Family Services
Community Bridges, Inc.	Southern Arizona AIDS Foundation
Goodwill Industries	Primavera Foundation
La Frontera	Emerge! Center Against Domestic Violence

These CoC funds represent only part of the community's total investment in supportive housing. TPCH agencies also leverage resources from the Arizona Department of Housing (ADOH), Arizona Department of Economic Security (DES), City of Tucson's general fund through P-CHIP grants, federal Emergency Solutions Grants (ESG), HOME-ARP, Pima County Outside Agency, Community Development Block Grants (CDBG), US Substance Abuse Administration and Mental Health Services Administration (SAMHSA), philanthropic partners, private donors, and others.

Through this collective funding and collaboration, TPCH agencies served 5,969 people in 2025, including 621 veterans, 701 people fleeing domestic violence, 1,081 additional survivors of domestic violence, 1,351 chronically homeless individuals, and 2,524 households experiencing first-time homelessness.

Together, this governance structure and coordinated system form the backbone of the homeless response in Pima County—uniting diverse partners under a shared mission to prevent and end homelessness through collaboration.

Strategic Planning Community Engagement

Developing this strategic plan was a collaborative process rooted in broad community engagement and shared solutions. Since February 2025, the Tucson Pima Collaboration to End Homelessness (TPCH) has led a comprehensive engagement effort designed to ensure that the plan reflects the experiences, expertise, and priorities of those most closely involved in and impacted by the homeless response system.

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[1] City of Tucson sub-awards some funding to other non-profits to operate supportive housing

[2] Pima County sub-awards some funding to other non-profits to operate supportive housing

Prior to the launch of community engagement, TPCH conducted a literature review of other local and national plans to build a strong foundation for the planning process. This review included the City of Tucson and Pima County plans, the Prosperity Initiative, TPCH's previous strategic plan, and HUD's Strategic Plan. From this analysis, TPCH developed a community plan matrix (Appendix B) to identify areas of alignment and shared priorities across these frameworks, as well as gaps where homelessness response was underrepresented or absent. This matrix helped the TPCH Board and committees understand where to align efforts with broader community goals and where TPCH could step in to fill unmet needs, ensuring the new plan would complement existing initiatives rather than duplicate them.

TPCH began by engaging its governing bodies including the TPCH Board, Executive Coalition, Lived Experience Council (LEC), and all standing committees, to review data, identify emerging needs, and discuss system-level opportunities for improvement. These discussions grounded the planning process in the expertise of those interacting with the homeless response system every day.

Building on that foundation, in June 2025 TPCH convened a Homelessness Aligned Services Workshop with a broad cross-section of community stakeholders. Participants included elected officials' staff, local government partners, justice system representatives, public safety agencies, older adult service providers, mutual aid organizations, behavioral health and healthcare providers, youth and family service agencies, and public health partners. These diverse perspectives illuminated how homelessness intersects with multiple systems, emphasizing the importance of cross-sector collaboration and coordinated investment.

To broaden participation, TPCH conducted a public survey open to all residents of Pima County in July 2025. The survey invited respondents to rank potential goals for the homeless response system. TPCH also distributed the same survey to TPCH Board, committee, and LEC members, allowing a comparison between community perspectives and system leadership goals. The results revealed a high degree of alignment between the two groups, with the majority of top-ranking goals overlapping. This alignment demonstrates that both community members and system leaders are seeing the same challenges and needs in Pima County, which helped clarify our most important goals.

All engagement feedback was synthesized and analyzed alongside local data. Through this iterative, community-focused process, TPCH identified the priorities, goals, and action steps that form the foundation of this plan.

This strategic plan is therefore both a roadmap to guide the homeless response system for the next five years, and also a reflection of the collective vision of Pima County communities. We cannot do this work alone, but will work across sectors to ensure that homelessness is rare, brief, and non-recurring for all who call this region home.

Strategic Priorities

Through the engagement process, themes emerged that reflect both the immediate and long-term needs of Pima County's homeless response system. When discussing potential priorities with the TPCH Board, members agreed that the priorities should focus on the types of relationships TPCH strives to build and strengthen within the community. Input from TPCH members and community partners consistently emphasized the need for a more person-centered, coordinated, and sustainable approach to ending homelessness.

Building on this input, the TPCH board identified four strategic priorities that will guide collective action over the next five years. These priorities are designed to strengthen service quality, improve outcomes for individuals and families, and enhance collaboration across systems that influence housing system improvement and stability. These priorities provide a framework to guide coordinated action across agencies and sectors, ensuring the homeless response system operates more effectively and equitably. The four strategic priorities are:

Priority 1. Improve individual client experiences within the homelessness response system

Priority 2. Improve workforce capacity of service providers within the homelessness response system

Priority 3. Optimize and increase efficiency of the homelessness response system

Priority 4. Collaborate with external partners on multi-sector solutions to impact housing and homelessness

Implementation Framework

The implementation framework connects vision to action. It details the goals, key activities, and partnerships required to advance each strategic priority and achieve measurable progress in addressing homelessness. Each strategic priority includes goals that guide the community's direction over the next five years, supported by specific action steps designed for implementation during the first two years of the plan. Recognizing the instability of the current political and funding environment, TPCH will reassess progress and conditions at the two-year mark to identify new or adjusted actions that continue driving progress toward the long-term goals.

This framework also identifies the lead and community stakeholders whose partnership will be crucial to successful implementation of community priorities and the desired outcomes that will measure success across the homeless response system. For brevity, some acronyms and abbreviations are used, see Appendix A for a full list of definitions.

	Action Lead	Action Support	External Partners
Priority 1: Improve individual client experiences within the homelessness response system			
Goal 1.1: Support development of prevention strategies that intervene before homelessness occurs, reducing demand on the homeless response system.			
Desired Outcomes:			
Centralized prevention resources and information that are agile enough to serve people quickly			
Reduced entries into homelessness			
People seeking services are appropriately triaged for available resources			
Key Actions:			
Create CoC Prevention committee to build on work of Coordinated Entry	Board	LEC	
Create a centralized triage/screening system	Prevention and Stabilization Committee (PSC)	Lived Experience Council (LEC), Community Oversight Committee (CO), Executive Coalition	Jurisdictions, TPCH Member Agencies
Create a hotline with dedicated staff and connections to appropriate social services	CoC and HMIS Leads	PSC	Jurisdictions
Improve communication, planning, funding, and staffing	PSC		Jurisdictions
Gain buy-in with other agencies distributing prevention funding	Executive Coalition (Execs)	Board	
Advocate for less restrictive prevention eligibility criteria when possible	Execs	LEC	Jurisdictions
Build relationships with faith-based partners, refugee agencies, APS, Community Action Agency, PCOA, VA, CSHW, VFW, Foundations, Vitalyst, philanthropy, GICH	Board	Execs, LEC	Named agencies
Utilize General Council meetings to convene partners	Board	General Council	
Conduct public outreach to ensure there is equitable access to prevention resources	CoC Lead	LEC, CO, PSC	Jurisdictions, General Council
Engage with state-wide collective impact group	System Performance and Measurement (SPM)	LEC	
Advocate to and partner with elected officials	Board	CoC Lead, LEC	Jurisdictions
Collect and analyze data about the number of people applied, are prioritized, were denied, and served by funding	SPM	PSC, CO, LEC	

Strengthen referral pathways with eviction prevention services	PSC	LEC	Pima County
Engage with landlords to mitigate evictions and provide incentives	PSC		Public Housing Authority (PHA)
Improved stabilization support and increasing income	PSC	LEC	Faith-based Partners, property owners
Find resources available to deal with health and safety issues, such as hoarding.	PSC	Board, Execs, LEC	
Goal 1.2: Increase access to innovative housing models, such as tiny homes, supportive encampments, and shared housing, especially for those experiencing unsheltered homelessness.			
Desired Outcome:			
Shared housing, encampment, and tiny home housing options are incorporated into the housing response system, with clear referral pathways and accessibility by clients.			
Key Actions:			
Add questions in housing questionnaire to gauge interest in non-traditional housing options	Coordinated Entry	LEC	
Create shared housing pilot program with youth or seniors before expanding	PSC	LEC, Board	TPCH Member Agencies
Identify agreeable partner to develop pilot projects	SPM	Board, LEC	Jurisdictions
Create outcomes for new housing models	SPM		SIROW, Primavera Foundation, City of Tucson
Evaluation of Tucson Unsheltered Initiative and STAR Village programs	SPM	LEC	
System Coordination to create referral pathways	Coordinated Entry	PSC, SPM	
Educate partners about housing options for clients and how to access them	Coordinated Entry	HMIS Lead	
Invite STAR Village residents to share their experiences at committee meetings, LEC social events	CO	LEC, General Council	Primavera, OPCS
Support STAR Village with communications, advocacy, data, and evaluation	SPM	CoC Lead, Board, LEC	City of Tucson, Primavera, OPCS
Work with PHA to evaluate shared housing options and barriers with vouchers.	Board	CoC Lead	PHA
Host a forum with Public Housing Authority and landlords for shared housing	PSC	Coordinated Entry, SPM, Board, LEC	PHA
Engage with groups already providing innovative housing options in the community	Board	SPM	TPCH Member Agencies
Allocate Board meeting time for status updates and action items on housing options	Board		
Goal 1.3: Reduce returns to homelessness and increase positive outcomes by expanding housing stabilization services and tracking long-term outcomes.			
Desired Outcomes:			
Increase positive destinations with real-time access to exit destination data			
Decrease returns to homelessness year-over-year			
Long-term data is being tracked to identify concerns with system exits			
New HMIS software fully implemented, and desired reports have been created			

Key Actions:			
Improve data collection in HMIS to better identify exit locations	HMIS (Committee)	SPM	
Implement statewide SOPs to have shared practices and quality assurance.	SPM	LEC	AZ CoCs, Governor's office collective impact lead partners, philanthropy
Hold a General Council session on SOP guidelines	SPM		AHCCCS, TPCH Member Agencies
Recruit and support new agencies on joining and using HMIS system	HMIS	SPM, HMIS Lead	
Community-building and social stabilization events with newly housed clients	LEC	PSC	TPCH Member Agencies
Increase funding for stabilization services	Executive Coalition	Board	
Request regular reporting from DWEL-AZ or HMIS vendor, and review for trends	SPM	CO	DWEL-AZ
HMIS Vendor is contracted and is working with HMIS lead and HMIS Committee to build out system	HMIS Lead	HMIS, CoC Lead	HMIS Vendor
Track exits from shelter more accurately	SPM	HMIS, HMIS Lead	Shelter providers

	Action Lead	Action Support	External Partners
Priority 2: Improve Workforce Capacity of Service Providers within the Homelessness Response System			
Goal 2.1: Develop a regional workforce strategy that addresses recruitment, onboarding, compensation, retention, and burnout/staff wellness.			
Desired Outcomes:			
Improved staff retention			
Case managers have smaller case loads			
Regional training is established that supports staff in addressing client needs			
Key Actions:			
Eviction prevention training for case managers	CoC Lead		Pima County, TPCH Member Agencies
Utilize local expertise at agencies (SMEs) to provide annual trainings with follow-up	CoC Lead	Execs	TPCH Member Agencies
Advocate with policy makers to fund supportive services	Board	Execs	Jurisdictions
Update NOFO scoring to prioritize agencies increasing pay, diversity, equity, and smaller case loads	Board		
Partner with APS and PCOA for training on older adults	CoC Lead		PCOA, APS
Community-building within agencies building relationships between leaders and direct service staff	Execs	LEC	

Investigate establishing a financial assistance fund for agency housing staff	Execs		Non-Profit partners, philanthropy
Provide self-care sessions at General Council	SPM	PSC	Care practitioners
Develop partnerships to provide improved trauma care for staff with lived experience of homelessness	CoC Lead	Execs	Behavioral Health providers
Collaborate across agencies to hold job fairs	CoC Lead	General Council	TPCH Member Agencies
Support agencies working with local colleges and workforce development programs to develop certifications and trained workforce pipelines.	CO	LEC, CoC Lead, Board	Local colleges, TPCH Member Agencies
Goal 2.2: Support staff with tools and supervision that prepare them to address complex client needs.			
Desired Outcomes:			
Supportive trainings, curriculum and tools identified, created, and implemented			
Improved staff retention and resilience			
Key Actions:			
Create database of available resources in the community and share with staff, public safety partners, outreach, and other partners	PSC	Community Outreach/Housing Navigator Coalition (CORHN)	Jurisdictions, Aligned service providers
Review the TPCH participant feedback to see if there are opportunities for staffing improvement	CO	LEC	
Continue Stabilization and Housed Case Conferencing to help case managers problem solve	PSC	SPM	Aligned service providers, residential treatment providers, Workforce partners
Host staff networking events or General Council sessions to build relationships across the region	SPM	General Council	TPCH Member Agencies, aligned service providers
Continue technical assistance sessions at General Council	SPM		Aligned service providers
More thoughtful inclusion of direct service staff in General Council and communications.	Board		
Build multi-disciplinary outreach teams, partnering PLE with people of other skill sets	Execs		TPCH Member Agencies, aligned service providers
Provide access to tools that can quickly connect outreach staff to resources in the field.	Execs		University of Arizona, jurisdictions
Develop strategic partnerships with community partners and UA grad students and faculty to support	Board		TPCH Member Agencies, University of Arizona
Goal 2.3: Secure sustainable funding for supportive roles, including peer-led services such as lived experience navigators or community health workers.			
Desired Outcomes:			
Lived experience staff are compensated equitably and adequately			
Sustainable funding is identified for support roles.			
Less support staff turnovers and vacancy			
Improved client engagement and acceptance of services due to Lived Experience navigators and CHWs			

Key Actions:			
Understand what agencies already have funding to support these roles	Execs		TPCH Member Agencies
Identify and apply for funding sources that could more sustainably support these roles	Execs	Board	Philanthropy
Continue working towards 501c3 to improve fundraising opportunities for TPCH and member agencies	Board	Execs	
Create compensation guidelines for PLE staff positions	Board	Execs, SPM, CO, LEC	
Explore current models of outreach and roles including multi-disciplinary teams	SPM		City of Tucson MDOT
Explore current utilization of, and relationships with community health workers and their role on outreach teams	SPM		Pima County Health Department

	Action Lead	Action Support	External Partners
Priority 3: Optimize and Increase System Efficiency			
Goal 3.1: Launch a real-time referral and shelter bed availability platform to streamline access and reduce client wait times.			
Desired Outcome:			
All shelter bed data is available/viewable in near real time			
Key Actions:			
Convene shelter partners to explore improving data accuracy, how to make more real-time tools, and co-create solutions	Execs		
Identify a platform or tool to use	Execs	SPM	City of Tucson IT
Create shared definitions and understanding for bed "holds" and availability	HMIS	SPM	
Find a tool for automated reminders for staff to input data.	Execs		City of Tucson IT
Improve shelter availability data-sharing across agencies	HMIS		
Monitoring quarterly shelter reports	SPM	HMIS Lead, LEC	
Create buy-in from shelter providers to participate	Execs	CoC Lead, LEC	
Develop community-based incentives to increase shelter participation	Execs	LEC	Jurisdictions, University of Arizona
Maintain updated shelter eligibility requirements including: allowability of pets, families, medical support, gender or sexuality, any restrictions for each shelter	SPM	CO	
Seek assistance from academic partners	SPM		University of Arizona
Coordinate with lead to make TPCH website more user-friendly and up to date	CO	CoC Lead	University of Arizona

Identify staffing, or funding for leading shelter coordination effort	Execs	CoC Lead	Jurisdictions

Goal 3.2: Pilot flexible aligned service delivery models, such as mobile units or supportive encampments with on-site supports.

Desired Outcomes:			
Support the full implementation and evaluation of new STAR Village project			
Identify funding to amplify and expand promising strategies, pilots, and best practices			

Key Actions:			
Process and outcome evaluations are completed for various pilot projects	SPM	LEC	University of Arizona
Continuing to pilot new programs and trying new strategies	Board		TPCH Member Agencies, Jurisdictions
Create data and information loop for STAR village to track and stay informed	CoC Lead, Board	LEC	Primavera, OPCS
Evaluate impact of Coordinated Entry navigators supporting pre-housing resource navigation for those on batch list	SPM	HMIS Lead, HMIS, LEC	AzHAC
Improve data sharing and transparency with a wider audience	HMIS Lead	SPM, CoC Lead, LEC	University of Arizona
Early engagement in new pilot projects- advise and convene (relationship building)	Board	LEC	
Research additional non-traditional housing projects, such as microshelters, and determine level of engagement and support	Board	LEC	

Goal 3.3: Centralization of services to bridge service gaps (e.g. emergency rental assistance, shelter referrals, landlord engagement) and streamline eligibility and documentation requirements across programs to reduce redundancies and client burden

Desired Outcome:			
Services are centralized and easier to access and navigate.			

Key Actions:			
Identify key staff and resources to centralize prevention, shelter referrals and tracking	Board	CoC Lead, HMIS Lead, PSC, SPM	Jurisdictions
Invite key partners to participate in planning and development	Execs	CoC Lead, HMIS Lead, CE, LEC	Jurisdictions
Identify processes and documents that can be streamlined and adopted system-wide	Coordinated Entry	SPM	TPCH Member Agencies
Identify sustainable funding for additional staffing	Execs	CoC Lead, Board	Jurisdictions, philanthropy

	Action Lead	Action Support	External Partners
Priority 4: Collaborate with External Partners on Multi-Sector Solutions			
Goal 4.1: Create landlord and property manager engagement initiatives, reducing barriers to housing access and improving retention.			

Desired Outcomes:			
Landlords are updating their available properties in a database for case managers to access			
Landlords and case managers are collaborating to keep people housed and prevent evictions			
Key Actions:			
Provide Landlords with incentives to house challenging clients.	PSC	LEC, CoC Lead	Philanthropy
Maintain frequent communication and engagement with landlords	PSC		PHA
Coordinate with the Public Housing Authority to provide additional resources for landlords when they're on-site for PHA briefings.	PSC	CoC Lead	PHA
Create a system for landlords to have an after-hours contact	PSC	Board, CoC Lead	TPCH Member Agencies, Jurisdictions
Share best practices for working with landlords	SPM	PSC	Landlords, PHA, TPCH Member Agencies
Identify key staffing for Landlord engagement	CoC Lead	PSC	Jurisdictions, TPCH Member Agencies
Quarterly status updates to TPCH landlord engagement	PSC	SPM, LEC	
Engage landlords in shared housing and other creative leasing options	Coordinated Entry	PSC	PHA, TPCH Member Agencies
Strengthen landlord referrals to eviction prevention and eviction alternatives	PSC	Board	Pima County EELS, City of Tucson CSHW
Review or utilize existing landlord engagement frameworks	PSC	Board	PHA
Leverage current Garcia Family Foundation landlord engagement funding	CoC Lead		TPCH Member Agencies
Goal 4.2: Improve collaboration with Public Housing Authority to streamline eligibility, referrals, housing access.			
Desired Outcomes:			
Consistent, accessible referral pathways and processes from TPCH Member Agencies to PHA			
Strategic referrals to vouchers/Public Housing that best support clients, the health of the PHA, and TPCH.			
Improved landlord responsiveness through mutual PHA/CoC engagement			
Key Actions:			
Plan regular meetings with PHA, landlords, and case managers to review progress and identify what is needed for next steps.	Coordinated Entry	CoC Lead, PSC	PHA, landlords
Advocate for improvements to voucher process.	Board	CO, LEC	PHA, TPCH Member Agencies
Find points of alignment between PHA and TPCH for improving collaborative operations	Board	CoC Lead	PHA
Promote better utilization of FUP vouchers	Coordinated Entry	YAC	PHA
Access to data for evaluation	SPM	HMIS	PHA
Co-create shared housing opportunities for voucher holders	Coordinated Entry	SPM, PSC, CoC Lead, LEC	PHA, TPCH Member Agencies
Goal 4.3: Advocate as a coalition for policy change, funding flexibility, and progressive strategies and policies.			
Desired Outcomes:			

Improved flexibility in funding and implementation of best practices			
Sufficient funding to meet the need of our homeless response system.			
Recruitment and engagement of board members who are not federally funded			
Key Actions:			
Support agencies and jurisdictions in acquiring additional funding for housing in our communities.	Board		
Advocate for funding allocations for increasing bed availability within the homeless response system at all levels.	Board		Jurisdictions
Provide policy subcommittee with data necessary for advocacy	SPM	Board	AzHAC
Identify annual policy agenda	Board	LEC	
Goal 4.4: Partner with healthcare and behavioral health systems to support mobile care, crisis response, and medical respite tied to housing.			
Desired Outcomes:			
Utilize DWEL-AZ to increase data sharing between provider agencies			
Reduced mortality by people experiencing homelessness			
Increased client engagement with all services and programs through improvement with healthcare and behavioral health need being met			
Adequate access to rehabilitation programs, including in-patient			
Key Actions:			
Establish partnerships and education to inpatient (physical, or otherwise) rehabs	PSC	Board	TPCH Member Agencies, BH providers
Coordinate with 311 about their process for responding to people experiencing homelessness who are in crisis	CoC Lead	SPM, CO, LEC	City of Tucson 311
Better partnership and coordination with health and behavioral health providers	PSC	Board, CoC Lead, LEC	TPCH Member Agencies, BH providers, Pima County Health Department, El Rio

Measurement & Accountability

Achieving the goals outlined in this plan requires a commitment to transparency and evaluation. Measurement will focus on tracking progress toward the desired outcomes identified for each goal, leveraging data sources already available within our homelessness response system.

TPCH will identify outcome metrics to monitor progress at both the system and project levels. These include measures such as decreases in new entries into homelessness, improvements in client exit destinations, and reductions in client wait times for shelter or housing placements. Data will be drawn from the Homeless Management Information System (HMIS), the DWEL-AZ data platform, partner reports, and other validated sources to ensure accuracy and comparability across agencies.

Progress will be reviewed by Action Leads throughout the year, and summarized in an annual report to the TPCH General Council, and the public. These reports will include TPCH system data to

provide context and will recommend adjustments to goals or actions. Annual community updates will ensure ongoing transparency and keep partners and residents informed about system performance.

TPCH recognizes that local conditions, political and funding environments, and community needs may change over time. To remain responsive, outcome metrics and evaluation methods will be revisited every two years alongside the key actions updates.

By using shared data, shared goals, and shared responsibility, TPCH and its partners can strengthen collaboration, celebrate success, and continuously improve how we address homelessness in our community.

How to Get Involved

Take part in implementing these strategies! There are multiple ways you can join TPCH in this effort.

1. General Council Meetings: General Council meetings are held quarterly and can be a great introduction to TPCH and begin getting involved. All General Council meetings are held in-person at the Community Foundation of Southern Arizona on East Broadway from 12:30-2:30pm. The meeting dates for 2026 are February 12,
May 14, August 13, and November 12. All TPCH meetings are open to the public. See the events calendar at www.tpch.net/calendar.
2. Point in Time Count: This annual event requires 400+ volunteers to survey people experiencing unsheltered homelessness. The event is held the last Wednesday of January every year, and volunteer registration usually opens in December.
3. Volunteer with TPCH Member Agencies: TPCH's member agencies often have opportunities to volunteer or donate. Visit their websites to learn more.
4. The best way to get reminders about all of these opportunities and keep up to date with TPCH is to subscribe to the newsletter. You can sign up through the link on the TPCH homepage at tpch.net.
5. Donate to TPCH or member agencies. This flexible funding source allows agencies to meet the unique needs to people experiencing homelessness in ways federal or other funding doesn't allow.

Conclusion

In Tucson, our strength has always come from how we face challenges—together. The same resilience that defines our desert home can guide our community's response to homelessness. Across neighborhoods, agencies, and systems, countless people are working every day to ensure that everyone in Pima County has a safe and stable place to live. This strategic plan is the next step in that shared journey.

Over the next five years, TPCH and its partners will put this plan into action, strengthening how we serve individuals and families, supporting the people who provide those services, and improving the systems that connect them. The action steps outlined for the first two years reflect both our sense of urgency and our understanding that we must be innovative and adaptable in a time of economic and political uncertainty. While process can be measured in number of individuals housing, true success will be the restored stability and dignity of the people we serve.

This plan is rooted in local solutions, built from the expertise of those who know Pima County best. It is powered by collaboration across government, nonprofit, business, and community partners, and guided by the lived experience of those who have faced homelessness themselves. Together, we will continue to listen, learn, and adjust as conditions change, ensuring that this work remains grounded in the realities of our community.

As we look ahead, we do so with determination and hope. The challenges are real, but so is our capacity for innovation and care. By working together, we can build a homelessness response system that not only meets immediate needs but can adapt again to address future crises, creating a community where every person in Pima County has the opportunity for safety, stability, and belonging.

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Appendix A: Definitions and Acronyms

APS- Adult Protective Services

AzHAC-Arizona Housing Analytics Collaborative. This is a multi-disciplinary team from Arizona Universities that are utilizing data analytics and community-based evaluation to provide insights into housing and homelessness service delivery in Arizona.

BFZ- Built for Zero Coalition that works to address veteran homelessness

BH- Behavioral Health, referring to a variety of behavioral health providers or resources, including counselors, substance use treatment, and substance use rehabilitation.

CE- Coordinated Entry Committee in charge of creating governing policy and processes for the Coordinated Entry system, which assesses and matches people experiencing homelessness to housing providers.

Chronic Homelessness- A homeless individual with a disability as defined in section 401(9) of the McKinney-Vento Assistance Act (42 U.S.C. 11360(9)), who:

> o Lives in a place not meant for human habitation, a safe haven, or in an emergency shelter, and
>
> o Has been homeless and living as described for at least 12 months* or on at least 4 separate occasions in the last 3 years, as long as the combined occasions equal at least 12 months and each break in homelessness separating the occasions included at least 7 consecutive nights of not living as described.

- An individual who has been residing in an institutional care facility for less, including jail, substance abuse or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all of the criteria of this definition before entering that facility**; or

- A family with an adult head of household (or, if there is no adult in the family, a minor head of household) who meets all of the criteria of this definition, including a family whose composition has fluctuated while the head of household has been homeless.

*A "break" in homeless is considered to be 7 or more nights.

**An individual residing in an institutional care facility does not constitute a break in homelessness.

CHWs- Community Health Workers

CO- Community Oversight Committee ensuring that the community is represented and reflected in the work TPCH does.

CORHN- Community Outreach and Housing Navigation Coalition collaborating across agencies to utilize outreach to provide services to the unsheltered population.

DWEL- AZ- (or DWEL) Data Warehouse Enterprise for Linkage Arizona. Statewide data integration program to improve coordination between various systems in Arizona and generate data-informed insights.

Execs- Executives Coalition of leadership from CoC funded organizations

HMIS- Depending on context, this can refer to the Homeless Management Information System, a database containing information about the homeless population. Or, the Homeless Management Information System Committee, which create the governing policy for the community's use of the system and data contained therein.

LEC- Lived Experience Council that advises the TPCH Board and committees to ensure the lived experience perspective is included at all levels of decision making for TPCH.

PCOA- Pima Council on Aging, Pima County's Area Agency on Aging

PHA- Public Housing Authority in charge of the Housing Choice Voucher program and all Public Housing.

PLE- People with Lived Experience. In this document, the lived experience is specifically someone who has experienced homelessness.

PSC- Prevention and Stabilization Committee focused on preventing homelessness by stabilizing newly housed participants in their homes.

SPM- System Performance and Monitoring Committee that monitors housing project and lead team performance and spending.

YAC- Youth Action Committee of youth ages 18-24 who have lived experience of homelessness.

Appendix B: Community Plan Matrix

	P-CHIP 2024	Prosperity Initiative	HAST plan	Plan Tucson 2025	Pima Prospers 2025	HUD Strategic Plan	TPCH 2023 Update to the Community Plan
Active years	5-year plan adapted on 11/7/2024	Adapted 1/1/2022	Adapted 12/21/2021, updated 1/9/2024	10-year plan developed 2025	10-year plan, December 2024 First draft	Fiscal Year 2022-2026	2021-2025
Notes	Some objectives cross categories and are listed below more than once.	A Pima County and City of Tucson collaboration with representation from Marana, Oro Valley, Sahuarita, South Tucson and the Tucson Indian Center. Cross policy initiatives are listed in italics.	The P-CHIP identified the need to develop a robust Housing Strategy by utilizing the Housing Market Study and collaborating with the Commission on Equitable Housing and Development and other partners. The HAST is that strategy. HAST Pillars • Focus on residents most vulnerable to housing instability • Align actions with other key city initiatives such as climate resiliency, advancing racial and social equity, and supporting older adults	The City of Tucson 10-year General Plan. Last plan was created in 2013. The 2025 update is in draft form and will be on the November 2025 ballot.	AZ Smart Growth principles are referenced in the document. The Smart Growth is an overall approach of development and conservation strategies developed by the EPA that can help protect our health and natural environment and make our communities more attractive, economically stronger and resilient to climate change.	HUD's mission is to create strong, sustainable, inclusive communities and quality affordable homes for all. Overarching Goal: Pursue Transformative Housing and Community-Building Policy Programs Overarching Priorities: - Increase Equity - Improve Costumer Experience ^These objectives include a FY 2022-2023 agency priority goal *These objectives reflect FY 2022-2026 HUD management objectives	The plan sets strategic priorities for system improvement from 2021 to 2025, with updates every 18 months. The 2023 update to the community plan includes progress so far, additional funding secured, and plans for implementation of the supplemental funding secured through the special funding notices.

Governance				(1) Foster Inclusive, Transparent, Efficient and Equitable City Governance		5 Strengthen HUD's Internal Capacity *A: Enable the HUD Workforce *B: Improve Acquisition Management *C: Strengthen Information Technology *D: Enhance Financial and Grants Management *E: Improve Ease, Effectiveness, and Trust in HUD Services	(4C) Increase participation in the Continuum of Care among organizations, individuals, and system partners not affiliated with Federal housing programs (4F) Expand public and private sector support for preventing and ending homelessness
Policy and Advocacy	(A.2) Address the root causes of homelessness through system and policy change				(2.D.4) Improve coordination and efficiency of administrative processes that provide housing (2.J.1) Enhance local production, processing, and distribution of affordable and healthy foods (3.B.3) Support open space acquisition, protection, and responsible management by partner agencies and stakeholders (3.C.6) Work with water service providers, other jurisdictions, and stakeholders to achieve NZUW use	1A Support Underserved Communities: Advance Housing Justice ^1B Support Underserved Communities: Reduce Homelessness	(1C) Advocate for and support the expansion of the housing safety net (4B) Provide an advocacy voice and platform to inform and influence local, state, and federal policy (4E) Serve as a clearinghouse for homelessness information and partner with affected groups to lead community response to homeless issues

Community Development	(D.2) Enhance outdoor, public spaces and improve resilience to extreme heat and to drought, fire, and other emergencies (D.4) Continue existing and expand equitable place-based community reinvestment efforts	Improve quality of life and opportunity in high poverty areas by investing in both physical and social infrastructure in ways that intentionally strive to center the priorities of local residents, improve access to resources, prevent the displacement of vulnerable residents, reduce the exposure to violence and build community wealth in these high poverty areas *(1) Center family voice and participation in the development of policies, programs, and practices.*	(6) Facilitate development by reducing costs through innovation (7) Develop affordable housing on city-owner properties (9) Pursue addition and more sustainable funding streams for affordable housing in the region (10) Expand education, outreach, and research efforts (i.e. housing resource connect program, expanding housing education efforts and continue research into trends in housing market)	(2) Support the Development of an equitable community (14) Ensure comprehensive and inclusive land use planning for a well-designed, vibrant community	(2.A.1) Plan for current and projected density, and land use intensity to support residents, commerce and industry (2.A.2) Incorporate compact development, mixed use, housing diversity, efficient use of infrastructure, walkable neighborhoods, natural areas preservation, and other smart growth strategies throughout Pima Prospers (2.A.4) Maintain and improve Development Services Department administrative review, and permitting process (2.B.1) Maintain land suitable for aggregate mining operations in accordance with state statute (2.C.1) Protect the military functionality of DMAFB and AZANG 162nd Wing (2.E.2) Direct development toward existing neighborhoods and communities to optimize infrastructure investment and reduce sprawl (2.E.3) Create healthy, sustainable, and equitable	1C Support Underserved Communities: Invest in the Success of Communities	(4A) Ensure that community resources and investments are aligned with community need and best practices

					neighborhoods and communities (2.E.4) Support and enhance quality of life, especially in low-income and disadvantaged neighborhoods and communities (2.H.1) Construct new and upgrade existing Pima County governmental facilities to a high degree of sustainability, to serve as much of the county population as possible (2.H.2) Expand Pima County governmental operations, especially for disadvantaged, underserved, and rural populations (3.C.7) Ensure all citizens in Pima County have access to affordable, reliable, potable water (4.C.1) Identify and implement infrastructure construction, upgrades, and maintenance projects to support regional economic development		
Economic Growth		(9) Expand broadband services and address barriers so all Pima County residents have access, equipment, and skills for digital inclusion and to expand		(12) Strengthen the local and regional economy to provide opportunities for all Tucsonans to thrive	(2.I.4) Support renewable/green/clean energy as economic development (2.J.2) Support local food production and distribution for income		

	opportunities for economic growth for rural communities (12) Improve community financial capability for low-income families and small businesses to increase access to fair credit and to gain and protect income and wealth building assets (13) Increase small/micro business ownership and expansion opportunities, prioritizing entrepreneurs of color, women-owned businesses and businesses operating in high poverty neighborhoods and rural areas			general and economic development (4.A.1) Support the region's existing businesses and industries, especially the major employers (4.A.2) Support, promote, and sustain the region's small- and medium-sized businesses (4.B.1) Attract and retain new businesses that contribute to the adaptability, resilience, and equity of Pima County's economy (4.C.2) Maintain current properties and identify new real property to add to the county's economic development land portfolio (4.D.1) Revitalize, maintain, and increase travel and tourism opportunities		
Art and Culture			(11) Foster and Promote Tucson's arts, culture and heritage			
Preservation of Ecosystems and Historical Resources and Cultural			(9) Prese, protect and enhance natural ecosystems (10) Preserve and protect the City's unique historic and archaeological resources	(2.A.3) Support existing land uses and create healthy balance of projected land uses (2.E.1) Foster and preserve distinctive, active, healthy and sustainable neighborhoods and		

					communities with a strong sense of place (3.A.1) Conserve and protect natural resources (3.A.5) Identify, assess the threat, and monitor invasive non-native pant species in Pima County, and work to control and eradicate those species that pose the greatest threat to human and natural ecosystem health and function (3.B.1) Acquire a robust network of county-owned and managed open space lands (3.B.2) Manage county open space to maximize community health, safety, ecological conservation, recreation, historic heritage, and climate change mitigation (3.C.4) Ensure progress toward a goal of Net Zero Urban Water use (3.C.5) Effectively protect groundwater quality (3.D.2) Manage stormwater to minimize floodings, runoff and erosion, and utilize stormwater as a beneficial water resource (3.D.4) Implement Flood Control Resource Areas		

					polity conservation guidelines (3.E.1) Conserve and protect cultural resources		
Climate/Environment		*(2) Build a more climate resilient community while reducing the potential harm to low-income areas from hazardous waste and contaminants, air pollution, environmental degradation, resource extraction, and other land uses*		(3) Be a leader in carbon reduction and resiliency to extreme heat and climate impacts (7) Promote the responsible management and use of water (8) Promote a clean community and reduce harmful effects of pollutants in our environment	(2.F.1) Safely and efficiently manage and operate the county's wastewater reclamation systems (2.F.2) Acknowledge and expand RWRD role in regional smart growth and the City of Tucson's One Water 2100 Plane, increasing development density, and economic development (2.F.3) Support and promote water conservation through the continued use of reclaimed wastewater (2.I.1) Promote and increase efficient energy use and conservation (2.I.2) Encourage the development of renewable energy in a redundant, micro-scale system (2.I.3) Ensure environmental equity for energy access and production (3.A.2) Monitor and reduce ambient air pollutants throughout eastern Pima County (3.A.3) Monitor water quality and regulate onsite	4A Advance Sustainable Communities: Guide investment in Climate Resilience ^4B Advance Sustainable Communities: Strengthen Environmental Justice	

					wastewater treatment facilities (3.A.4) Identify natural hazards, assess the hazard vulnerability and risk to regional human and structural assets, and develop strategies to mitigate identifies hazards (3.C.1) Support efficient water demand management practices and strategies that protect water supplies (3.C.2) Require development, including redevelopment and substantial improvements, to implement efficient water practices and use renewable water resources (3.C.3) Manage and conserve water resource assets for the public benefit (3.D.3) Integrate watercourse, riparian habitat, recreation, and natural drainage patterns into the built environment to develop a resilient community		
Health and Wellness	(B.1) Improve equitable access to affordable, quality health care, including care for behavioral health and substance-use disorders (B.2)	(4) Provide healthcare insurance enrollment assistance to protect against medical debt. (5) Reduce unintended pregnancies by		(4) Improve health, wellness, and safety across the community		4C Advance Sustainable Communities: Integrate Heath and Housing	

	Promote healthy lifestyles, access to nutritious food, and programs that reduce health risk factors (B.3) Foster community connections to address social isolation	increasing access to contraception, improving use of long-acting reversible contraception, and through education					
Behavioral Health and Substance Use	(A.2) Address the root causes of homelessness through system and policy change (B.1) Improve equitable access to affordable, quality health care, including care for behavioral health and substance-use disorders (D.3) Reduce crime and enhance safety						(1A) Ensure that people involved in the criminal justice system, hospitals and other institutions do not become homeless
Justice Systems	(A.2) Address the root causes of homelessness through system and policy change (D.3) Reduce crime and enhance safety	*(3) Reduce and prevent crime in neighborhoods, as well as reduce and prevent youth involvement in crime and the criminal justice system*					(1A) Ensure that people involved in the criminal justice system, hospitals and other institutions do not become homeless
Shelter and Outreach	(A.1) Provide stable, safe, accessible housing or shelter with a 'Housing First' approach; housing that has no or few barriers to entry for those experiencing homelessness						(2D) Fully utilize shelter and supportive housing stock (2E) Accelerate movement through homelessness response system

							to permanent housing
							(2I) Ensure prioritized persons are quickly connected to housing services that meet their individual needs (3B) Coordinate street outreach and basic needs options to meet the needs of unsheltered community members
Housing Access	(G.1) Expand access to healthy, safe, and sustainable housing (H.1) Reduce housing segregation and its effects (H.2) Target affordable housing investments in areas of opportunity				(2.D.1) Increase overall housing supply to address shortage	2A Ensure Access to and Increase the Production of Affordable Housing: Increase the Supply of Housing	(2C) Prioritize persons with greatest risk of lethality for housing services
Affordable Housing (Rental and Homeownership)	(E.1) Preserve, enhance and expand the supply of high-quality affordable rental housing (E.2) Prioritize building affordable housing and diverse housing types to meet the various housing needs of Tucsonans (E.3) Transform city and public housing (F.1)	(1) Increase the supply of housing by prioritizing practices and investments that focus on families with children and result in diverse housing types and prices in neighborhoods, ensuring affordable housing options are available throughout Pima	(1) Transform Public Housing: • Preserve and/or renovate rental units that provide the best housing options and locations for Tucson residents with a housing subsidy • Create homeownership opportunities for select single family homes that will	(5) Expand affordable and accessible housing options	(2.D.2) Increase housing affordability and diversity, especially multi-family, workforce, and missing middle housing	^2B Ensure Access to and Increase the Production of Affordable Housing: Improve Rental Assistance ^3A Promote Homeownership: Advance Sustainable Homeownership - Expand Homeownership opportunities	

	Reduce barriers to homeownership (F.3) Expand supply of affordable housing for homeownership	County, especially in low poverty neighborhoods	include long term affordability requirements • Reallocate public housing subsidies from homes sold and place at new rental developments (2) Build capacity in Tucson around affordable housing (3) Prioritize and facilitate affordable housing in areas of opportunity (4) Expand efforts to preserve and enhance existing housing (5) Update zoning regulations to encourage affordable housing			3B Promote Homeownership: Create a More Accessible and Inclusive Housing Finance System	
Housing Stability	(A.3) Strengthen and expand the housing safety net to prevent homelessness and create service-rich housing environments (E.3) Transform city and public housing (G.2) Reduce and mitigate evictions and foreclosures, reduce threats to homeownership stability	(2) Improve housing stability among low-income renters and homeowners by preventing evictions and foreclosures, increasing homeownership, and reducing home energy and weatherization costs, especially those in high poverty areas	(8) Enhance efforts aimed at housing Tucsonans most vulnerable to housing instability		(3.D.1) Minimize flood and erosion damage to protect lives and property		(1B) Protect community members from eviction, displacement and housing discrimination (2F) Expand availability of permanent supportive housing and other long-term housing supports for persons experiencing or at risk of experiencing

							chronic homelessness (2G) Provide supports and services to promote long-term housing and financial stability among people experiencing homelessness (3C) Coordinate supportive and complementary services to improve quality of life and reduce trauma as a result of homelessness
Transportation	(D.1) Develop safe, convenient, and connected transit and mobility options	(8) Identify and prioritize safe, reliable, and affordable transportation options, and encourage mixed-use and transit-oriented developments where appropriate, to better connect disadvantaged communities with jobs and other resources, and reduce travel times, traffic injuries, transportation costs, and air pollution		(13) Expand access to high-quality transportation choices, enhance safety, and improve the condition of city streets and other infrastructure	(2.G.1) Provide a variety of transportation choices (AZ Smart Growth principles) (2.G.2) Maintain the county roadway system in a good state of repair (2.G.3) Provide a cost-effective, comprehensive and multimodal transportation system while providing mobility to all users and good, and all mode of travel including automobile, transit, bicycling, and walking (2.G.4) Identify and address health and safety issues in county transportation infrastructure		

Workforce Development and Education	(C.1) Expand economic mobility opportunities for low-income populations (C.2) Reduce barriers and ensure equitable access to quality education, work, self-sufficiency, and training opportunities	(7) Increase access to affordable high quality early childcare and education for children from low-income families (10) Prioritize workforce development for underserved populations with evidence-based case management practices that include apprenticeships, on the job training, and supportive services that prepare participants for jobs with self-sufficient wages and benefits (11) Improve job quality for low-income workers and expand the employment capacity of employers already offering quality jobs, with quality jobs defined as those that provide competitive, equitable and self-sustaining wages, family friendly benefits and practices, and consistent scheduling		(6) Expand access to quality education for all ages and abilities	(4.C.3) Create and sustain a livable and equitable environment for the regional workforce		

Homelessness Response Service System	(A.4) Support an efficient and effective services system based on evidence and data						(1A) Ensure that people involved in the criminal justice system, hospitals and other institutions do not become homeless (2A) Ensure that people accessing housing safety net services have the support they need to obtain and maintain housing (2B) Provide a broad range of supports to prevent homelessness (2H) Re-align housing and service landscape toward shared leadership, racial equity, and housing justice. (3A) Provide individualized and inclusive temporary housing solutions throughout the homeless response system. (4D) Contribute to a skilled homelessness assistance workforce through robust training and technical assistance offerings.