TUCSON PIMA COLLABORATION TO END HOMELESSNESS

GOVERNANCE CHARTER, OPERATING POLICIES AND STRATEGIC PLAN

TABLE OF CONTENTS

ARTICLE I — NAME AND PURPOSE

Section 1 — Name: The name of the organization shall be **Tucson Pima Collaboration to End Homelessness (TPCH).** It shall be a common-interest collaboration.

*Section 2 — Purpose***:** Tucson Pima Collaboration to End Homelessness is a coalition of community and faith-based organizations, government entities, businesses and individuals committed to the mission of:
   a) ending homelessness;
   b) addressing the issues that contribute to homelessness; and,
   c) acting as the local Continuum of Care, as defined by the Federal Homeless Emergency Assistance and Rapid Transition to Housing Continuum of Care Program (24 CFR 578), including operating a coordinated entry system where active participation in the Coordinated Entry system is required for all TPCH members who are HUD funded.

The Continuum of Care (CoC) is defined as and composed of the Board of Directors, the General Council, all committees and their subcommittees and workgroups, the Collaborative Applicant, and the HMIS Lead.

ARTICLE II — MEMBERSHIP

*Section 1 — Eligibility for membership***:** Membership shall be composed of two groups: General Members and Voting Members.

Section 2 — General membership: Any person who attends meetings of the TPCH General Council or one of its Standing Committees is a considered a general member. General Members may participate in discussions, projects and other activities.

*Section 3 — Establishing voting membership***:** To become a Voting Member an individual or organization shall:
   a. Complete and submit annually, or when an affiliation or agency/organizational status or leadership personnel changes, a membership registration form to the Board Treasurer and Collaborative Applicant staff that affirms the prospective member's commitment to do the following:
   - Support implementation of the Continuum of Care's (CoC) Homeless Management Information System (HMIS) and maintain an acceptable HMIS data quality rating as established by the CoC for all relevant resources connected to the system.
   - Adopt and implement Housing First principles and evidence-based practices.
   - Support the CoC's Coordinated Entry System; use Coordinated Entry to receive 100% of referrals for housing resources funded through the CoC; and maximize the receipt of referrals from Coordinated Entry for non-CoC funded housing resources.
   - Contribute staff capacity in planning and implementing the CoC's annual Point-In-Time (PIT) counts; and, if a CoC grant recipient, contribute one team leader and at least one surveyor to the annual unsheltered PIT (Street Count) for each grant that the recipient administers.
   - Commit to attend the quarterly TPCH General Council all-stakeholder meetings.
   b. And attend three (3) meetings of any combination of the following: General Council meetings, Standing Committee meetings or Subcommittee meetings within a three-month period.

Section 4 — Maintaining voting membership. Voting Members will maintain voting privileges if they:
   a. Attend a minimum of one standing committee or recognized subcommittee meeting each quarter. These committees and subcommittees are: Coordinated Entry Committee and its Outreach Coordination Subcommittee; Continuum of Services Committee and its Emergency Solutions Subcommittee; Governance and Planning Committee, HMIS Committee; Performance Evaluation and Monitoring Committee; and Youth Action Committee and its Homeless Youth Subcommittee.
   b. Attend at least two General Council meetings each year.
   c. Voting members may send someone as a proxy provided the proxy signs in as their representative (proxies cannot sign in as attending for more than one person/agency in general council or committee meetings).
   d. Any voting member in danger of losing General Council voting privileges due to lack of attendance will be alerted as follows. If the member misses a General Council meeting, the Collaborative Applicant will remind the member before the end of the meeting month. If the member has not attended at least one committee or subcommittee meeting in the first two months of any quarter, the Collaborative Applicant will remind the member during the first week of the last month of that quarter.

Section 5 — Rights of voting members at General Council:
   a. Each individual or organizational voting member shall have only one (1) vote in TPCH business and elections.
   b. Each voting member is eligible to appoint a representative to cast the member's vote in TPCH business and elections.
   c. Each voting member may make and second a motion and vote on issues brought before TPCH for decisions.
   d. The Voting Membership exclusively votes on the Governance Charter, to elect persons to the elected seats of the Board of Directors and to approve the Collaborative Applicant/Fiscal Agent and the HMIS Lead. The Voting Membership may vote on other issues as needed.

Section 6— Resignation and termination: Any member may resign by sending a resignation letter via email to the Board Treasurer. A member can have their membership terminated by a two-thirds (2/3) vote of the membership as prescribed in the TPCH Code of Conduct.

ARTICLE III — CONFLICT OF INTEREST

Section 1 — Purpose: The purpose of the Conflict of Interest policy and procedures is to ensure that TPCH decisions do not result in organizational, personal financial, professional, or political gain on the part of participants at the expense of the TPCH and its stakeholders.

Section 2 — Policy: Each member and/or member organization shall disclose their relationship to any agenda item of TPCH meetings, Board meetings, or committee meetings requiring a vote during discussion of the agenda item. No member of the TPCH may participate in a vote that could result in financial benefit to them personally or the agency they represent.

Section 3 — Definition:

   a. Conflict of Interest means an actual conflict, or the appearance of a conflict, between the private, professional, political, or financial interests of a participant or the organization that

the participant represents while participating in TPCH activities and decision-making. According to 24 CFR 578.95,

    i.   *Procurement.* For the procurement of property (goods, supplies, or equipment) and services, the recipient and its subrecipients must comply with the standards of conduct and conflict-of-interest requirements under 2 CFR 200.317 and 200.318. (b).

    ii.   *Continuum of Care board members.* No Continuum of Care board member may participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to the organization that the member represents.

    iii.   *Organizational conflict.* An organizational conflict of interest arises when, because of activities or relationships with other persons or organizations, the recipient or subrecipient is unable or potentially unable to render impartial assistance in the provision of any type or amount of assistance under this part, or when a covered person's, as in paragraph (d)(1) of this section, objectivity in performing work with respect to any activity assisted under this part is or might be otherwise impaired. Such an organizational conflict would arise when a board member of an applicant participates in decision of the applicant concerning the award of a grant, or provision of other financial benefits, to the organization that such member represents. It would also arise when an employee of a recipient or subrecipient participates in making rent reasonableness determinations under § 578.49(b)(2) and § 578.51(g) and housing quality inspections of property under § 578.75(b) that the recipient, subrecipient, or related entity owns.

Section 4 — Procedures:

a. At the introduction of each meeting, participants will disclose their name and agency affiliations.
b. Prior to contributing to a discussion, whether verbal or electronic, each participant will disclose their potential conflicts of interest regarding the discussion topic before commenting.
c. If one participant thinks another has a conflict of interest, that participant will state the reason for believing so. The other person will have the opportunity to respond. Both statements will be included in the minutes & the meeting will continue.
d. Any participant who has a conflict of interest based upon the definition here must abstain from voting.

ARTICLE IV – CODE OF CONDUCT

TPCH believes that an organization's representatives have a responsibility to demonstrate the highest standards of ethical and accountable behavior, to set the tone and to foster the same conduct in others. Each participant accepts an obligation to act in the best interest of the organization as a whole. For this reason, our conduct and ethical behavior must be beyond reproach and free of impropriety.

The Code of Conduct is posted on the TPCH website for public review www.tpch.net. It is also distributed to all new members, staff and contractors.

The Board of Directors will address any violation of this Code on a case-by-case basis. By a majority vote, the Board may take disciplinary action – up to and including removal from the Board, membership or staff/contractor position – to remedy a violation.

All members and staff/contractors will adhere to the principles and policies and procedures of the Continuum of Care, including but not limited to:

a. Review, understand and comply with all TPCH governance documents, policies and procedures.
b. Promptly disclose any current or potential conflict as outlined in the TPCH Conflict of Interest Policy and Procedures.
c. Report behavior that crosses ethical boundaries to the TPCH Board Chair in written or electronic form.
d. Speak up when you disagree or have a question; participate fully in discussions; once an issue has been discussed and decided, support and defend the final decision.
e. Think broadly of the entire community. Treat all members and constituents in a fair and consistent manner when participating in TPCH discussion and decision-making. Refrain from promoting personal interests or biases.
f. Keep confidential any privileged or sensitive information gained by TPCH participation.
g. Look for ways to collaborate with other local organizations and government agencies.
h. Treat your colleagues respectfully. Ask questions from curiosity and for clarification. Disagreements should focus on issues, not personalities or individuals. Look for ways to draw on the expertise of all members.
i. Come to meetings prepared to be as knowledgeable as possible about the issues.
j. Encourage innovation and improvement while respecting history and prior accomplishments.
k. Be a good ambassador for the TPCH. Look for the opportunities to educate community members/potential stakeholders about the TPCH.

ARTICLE V — MEETINGS OF MEMBERS

Section 1 — Annual meeting: An annual meeting of the members shall take place in the month of May, the specific date, time and location of which will be designated by the Chair. At the annual meeting the members shall elect members of the Board of Directors, receive reports on the activities of TPCH and review and affirm the direction of the TPCH for the coming year.

Section 2 — Regular meetings: Regular meetings of the members shall be known as General Council Meetings and shall be held at least four (4) times per year including the Annual Meeting. The date, time and location of regular meetings will be designated by the Chair.

Section 3 — Special meetings: Special meetings may be called by the Chair, a simple majority of the Board of Directors, or a petition signed by five (5) percent of voting members.

Section 4 — Notice of meetings: Notice of each meeting shall be emailed to each voting member not less than one week prior to the meeting.

Section 5 — Quorum: A quorum for an announced meeting shall consist of fifty-one percent (51%) of the entire voting membership.

Section 6 — Voting: The TPCH voting members will strive to reach consensus on issues that come before the membership. A sixty-six percent (66%) majority of present voting members is required to pass a motion. Roll call voting will be used in all regular and scheduled General Council meetings.

Section 7 – Electronic Voting (E-voting): Should a vote be required between meetings of the Board, the General Council or Committees, any of these bodies may activate an electronic voting process with a two-business-days turnaround time (by 5:00 p.m. local time of the second full business day) in which the motion may or may not be passed with 66% of the returned eligible votes. For the Board and General Council, a quorum must participate in the e-vote for the motion or issue to be decided. Committees conduct e-voting on the same principle and require 66% of e-vote participants for a motion to be decided, but do not require a quorum of all persons on the current committee roster.

ARTICLE VI — BOARD OF DIRECTORS

Section 1 — Board role and size: TPCH members will elect a board of directors to approve and oversee policy and direct ion of the TPCH. Responsibility for implementation of policies and procedures remains with the staff and committees of TPCH. The Board shall have up to twenty-eight (28), but not fewer than fifteen (15) members and includes as a voting member the Youth Action Committee chair or representative. The Board also includes all other committee chairs. as non-voting members. Board members do not need to have voting privileges at General Council to vote on board actions. Voting on board actions will be limited to one vote per entity (organization or governmental body). The Board reviews and approves the annual continuum of care consolidated application. The Board considers recommendations regarding policies and procedures and ongoing operations of the continuum from the committees and General Council.

Section 2 — Board composition: The Board will be made up of persons representing the following stakeholders:

Designated-Appointed Seats
   a) TPCH-designated HMIS Lead agency - one (1) seat
   b) TPCH-designated Collaborative Applicant or United Funding Agency - one (1) seat
   c) Pima County ESG Representative - one (1) seat
   d) City of Tucson ESG Representative - one (1) seat
   e) Arizona ESG Representative – one (1)
   f) Veterans Administration - one (1) seat
   g) Youth Action Committee representative - one (1) seat

Nominated-Elected Seats
   a) Homeless or former homeless individual — up to three (3) seats
   b) TPCH CoC Grant Recipient — up to three (3) seats
   c) Faith-based organization — up to two (2) seats
   d) College, university, or community college — one (1) seat;
   e) Philanthropic organization — one (1) seat;
   f) First Responders (law enforcement, fire, etc.) — up to two (2) seats;
   g) Utility company - one (1) seat;
   h)   Business — up to two (2) seats;
   i) Health Care organization — one (1) seat.
   j) Local/State Government – up to three (3) seats;
   k) McKinney-Vento Liaison or School Rep -- one (1) seat;
   l) At large members — one (1) seat

Section 3 — Terms: Elected Board members will serve a three-year term. Elected Board members are eligible to serve up to two consecutive terms. One-third of the elected Board members will be elected each year. After completing two (2) consecutive elected terms, an individual/organizational member must wait one (1) year before serving another elected term on the Board.

Section 4 — Meetings and notice: The Board will meet at least monthly, at an agreed upon time and place, and an official Board meeting schedule will be posted on the TPCH website. Each Board member will be sent an agenda and any supporting materials by email at least one week in advance of the monthly meeting as a meeting reminder.

Section 5 — Board elections: New directors and current directors will be elected or re-elected by the TPCH voting membership present at the annual meeting. Directors will be elected by a sixty six percent (66%) majority of voting members present at the annual meeting.

Section 6 — Election procedures: The Governance and Planning Committee will be responsible for presenting a slate of prospective Board members in April for the annual meeting in May that represent the TPCH's diverse constituency. Any voting member may nominate a candidate to the slate of nominees by submitting the candidate's name to the Treasurer and the Governance & Planning Committee chair by March 31 each year.

Section 7 — Quorum: Over fifty percent (50%) of Board members constitutes a quorum of the Board for the transaction of business.

Section 8 — Officers and Duties: There will be three officers of the TPCH, elected from among all directors (including committee chairs) by the Board of Directors, consisting of a Chair, Vice-Chair, and Treasurer. Officers of the TPCH will be elected at the first meeting of the new Board of Directors for one-year terms. Staff will promptly announce election results by email. Officers are eligible to serve up to two consecutive terms regardless of that officer's Board term limit. After completing two (2) consecutive terms, an officer must wait one (1) year before serving another elected term as an officer of the TPCH Board of Directors. An individual waiting a year from an officer position may, if elected and otherwise eligible, chair a committee during the interim year. The duties of the officers are as follows:

The Chair will:
   a) Convene and preside at regularly scheduled Board meetings and General Council meetings, or arrange for other members of the Board to preside at each meeting in the following order: Vice-Chair, Treasurer;
   b) act as the spokesperson and point of community contact for the TPCH.

The Vice-Chair will:
   a) preside at regularly scheduled Board meetings and General Council meetings in the absence of the Chair;
   b) chair committees on special subjects as designated by the Board; and
   c) succeed the Chair upon the Chair's resignation or vacancy.

The Treasurer will work with the Collaborative Applicant to:
   a) review and report the TPCH financial records and statements, and
   b) make them available to the Board, TPCH members, and the public.

Section 9 – Electronic Voting (E-voting): Should a vote be required between meetings of the Board; the Chair may activate an electronic voting process with a two-business-days turnaround time (by 5:00 p.m. local time of the second full day) in which the motion may or may not be passed with 66%

of the returned eligible votes. A quorum of voting Board members must participate in the e-vote for the motion or issue to be decided.

Section 10 — Vacancies: The Collaborative Applicant Staff will notify the voting members of the CoC of any vacancies on the Board. When a vacancy exists, any voting member may nominate a replacement by emailing the Treasurer and the Collaborative Applicant (CA) staff no less than two weeks (14 days) in advance of the next scheduled Board meeting. The CA will send these nominations by email to Board members with the regular Board meeting announcement. The election will occur at the next scheduled Board meeting. These vacancies will be filled only to the end of the vacating Board member's term. After completing that partial term, the newly-elected Board member will be eligible to serve up to two consecutive terms of three years each.

Upon learning of changes to a Board Member's or their organization's role, a Board member must immediately give the Treasurer and CA notice of such changes. The Board will review the change and determine what disposition is in the best interest of the TPCH.

Section 11 — Resignation, termination, and absences: Resignation from the Board must be in writing or email and received by the Chair and staff. A Board member may be terminated from the Board due to more than three consecutive absences from Board meetings. A Board member may be removed for other reasons by a sixty-six percent (66%) vote of the remaining directors as prescribed in a the TPCH Code of Conduct.

Section 12 — Special meetings: Any Board member can request a special meeting. They can make the request at a Board meeting, which would then be voted upon at the Board meeting needing sixty-six percent (66%) approval by the Board. Any Board member can request a special meeting outside a board meeting by emailing the Board Chair and CA staff. An e-vote will be established by the CA staff within two (2) business days of the request. A 66% approval by the Board is needed for the request to pass.

ARTICLE VII — COMMITTEES

Section 1 — Committee formation: The Board may create committees as needed, in order to assist the Board and the TPCH in carrying out the TPCH's goals and policies. Committees may establish subcommittees or workgroups to assist in carrying out the work of the committee. Once formed, all subcommittees and workgroups remain responsible to their parent committee. All committees, subcommittees and workgroups are responsible to the board.

Section 2 — Standing Committees: There are six (6) Standing Committees of the Board: Governance and Planning Committee; Continuum of Services Committee; HMIS Committee; Performance, Evaluation and Monitoring Committee; Coordinated Entry Committee; and Youth Action Committee.

Section 3— Committee Chairs and Vice Chairs. Committee chairs and vice chairs shall be elected in April for one-year terms to begin the following July 1. Election results will be announced to the General Council Annual Meeting in May. Elected chairs and vice chairs are eligible to serve up to two consecutive terms. After completing two (2) consecutive elected terms, a committee chair must wait one (1) year before serving another elected term as chair of that committee. An individual waiting a year from one committee chair position may, if elected, chair a different committee during the interim year.

Committee Chairs or a designated proxy are expected to attend a Committee Chair meeting which will be held no less than quarterly. This meeting will coordinate efforts of each committee, increase collaboration among the committee members, and prepare for presentations to the Board.

Section 4 – Committee Voting. Committee voting will be held to promote maximum community participation. Each agency shall have only one vote. TPCH General Council voting privileges will not be a requirement for voting in committee. The exception shall be the Youth Action Committee, in which only youth members between the ages of 18-24 shall be eligible to cast votes on committee decisions.

Section 5 – Governance and Planning Committee: The Governance and Planning Committee is responsible for:
   a. establishing a planning forum to advise the Board on the evolution of the TPCH; addressing emerging trends, mandated legislation and community responses to poverty and homelessness; reviewing and suggesting updates and amendments of the Governance Charter and Operating Policies and Strategic Plan to the Board;
   b. recommending a slate of candidates for Board positions, representing the diversity of populations that comprise the TPCH membership to be voted upon at the Annual meeting of the TPCH membership in May and whenever vacancies occur on the Board;
   c. informing the community of the TPCH's work to end homelessness through the development of social media, such as, a TPCH website, Facebook, Twitter; facilitating membership recruitment and retention activities; and reviewing individual and organizational voting status on a quarterly basis;
   d. promoting the TPCH mission to increase community awareness and raise funds through the annual TPCH conference and other activities; and,
   e. assisting the Collaborative Applicant with the HUD Continuum of Care Application.
   f. overseeing the review and update of the TPCH Governance Charter; the charter must be reviewed at a minimum of once a year.

Section 6 — Continuum of Services Committee: The Continuum of Services Committee is responsible for:
   a. compiling, reviewing and making available to the Board information concerning the inventory of housing and supportive services to individuals and families who are homeless; completing an annual gaps analysis; identifying emerging needs of those at imminent risk of homelessness and engaging other homeless service organizations in addressing those needs;
   b. recommending to the Board the development and enhancements of a comprehensive and coordinated assessment system and standardized assessment tools to be used across the TPCH Continuum of Care;
   c. recommending to the Board proven strategies for prioritizing the use of Emergency Solutions Grants; acting as a liaison between and among city, county, state, and federal funding sources for the Emergency Solutions Grant; advising on the selection of grant recipients, performance measures, alignment with goals and evaluation procedures; and, presenting identified service gaps to the Board for discussion;
   d. expanding community-wide economic development opportunities and strengthen individual financial stability, including creating an inventory of all employment programs within the TPCH Continuum of Care and educating member organizations about these resources;
   e. advocating for and providing education to young adults exiting foster care, and individuals discharged homeless from hospitals, jails, prisons and other institutions; developing and distributing a resource list appropriate to each population served; and,

f. coordinating providers of education and homeless services for youth to plan for outreach, prevention, education, and evaluation of homeless youth programs.

Section 7 — HMIS Committee: The HMIS Committee is responsible for:
   a. providing guidance to the Board, which is responsible for HMIS implementation, including planning, software selection, implementation and administration of the database according to HUD's HMIS Data and Technical Standards. Active participation on this Committee is mandatory for all organizations that have licensed HMIS users.
   b. reviewing, updating and overseeing policies and procedures about HMIS data; coordinating and analyzing data for the monitoring of the continuum performance, including:
      1. Housing Inventory Chart (HIC)
      2. Annual Performance Reports (APR)
      3. Homeless Data Exchange (HDX)
      4. Emergency Solutions Grants (ESG)
      5. Point-In-Time Summary Counts (PIT)
      6. Continuum of Care - Application Data
      7. Annual Homeless Assessment Reports (AHAR)
   c. organizing and implementing a Point-In-Time count of unsheltered individuals and families in Pima County, according to HUD's requirements.

Section 8 — Performance, Evaluation and Monitoring Committee: The Performance, Evaluation and Monitoring Committee is responsible for:
   a. ensuring that the internal processes of the Continuum of Care , including its articles, policies procedures are being carried out as intended;
   b. monitoring recipient and sub-recipient performance, evaluating outcomes and recommending to the Board performance improvement plans for poor performers;
   c. developing and recommending to the Board continuum-wide performance targets in consultation with recipients and sub-recipients.

Section 9 – Coordinated Entry Committee: The Coordinated Entry Committee provides guidance and policy recommendations on the implementation, administration and maintenance of a Coordinated Entry System (24 CFR 578.8(a) (8). Active participation in this committee (or coordinated entry subcommittee) is required for all TPCH members who are HUD funded.
   a. engaging in ongoing planning with all stakeholders, including recipients of ESG funds, that can participate in the Coordinated Entry process;
   b. developing and implementing policies and procedures about Coordinated Entry in a continuous improvement process in which the policies and procedures may change over time as informed by best practices;
   c. compiling, reviewing and quantifying data to inform the community and improve the performance of the entire CoC;
   d. working closely with the HMIS Committee to address HMIS Data Sharing needs regarding the success of Coordinated Entry and to update HMIS Policies and Procedures accordingly.

Section 10 – Youth Action Committee: The Youth Action Committee provides guidance and policy recommendations on the implementation, administration and oversight of services impacting youth who are experiencing homelessness or at risk of homelessness.

a. Guiding ongoing planning of homeless youth services including strategic planning to prevent and end youth homelessness.
b. Providing a youth voice in decision making within the CoC.
c. Developing and overseeing implementation of strategies to serve youth experiencing homelessness more effectively throughout the CoC.
d. Assist in the development and design of applications for funding for youth homelessness projects
e. Integrating youth input throughout the CoC and coordinating youth focused activities with other committees, work groups, the HMIS Lead, and the Collaborative Applicant.
f. Oversee the activities of the Homeless Youth Subcommittee.

ARTICLE VIII — STAFF

Section 1 — Staff: The Board has authority to allocate funds for staff and contractors as resources permit in order to assist the Board and the TPCH in carrying out the CoC's goals and policies.

ARTICLE IX — ROLES OF COLLABORATIVE APPLICANT AND HMIS LEAD

Section 1 — Collaborative Applicant/Fiscal Agent: The TPCH Collaborative Applicant is the Continuum of Care (CoC)-designated legal entity to fulfill the following responsibilities:

a. HUD Responsibilities of the Collaborative Applicant
  i. Collects and submits the CoC Registration, Consolidated Application (which includes the CoC Application and CoC Priority Listing),
  ii. Applies for CoC planning funds on behalf of the CoC during the CoC Program Competition,
  iii. Participates in the continuous development of the Governance Charter with the CoC, and
  iv. Acts on behalf of the CoC when applying for HUD grants and is the point of contact with HUD representatives.

b. TPCH Additional Responsibilities of the Collaborative Applicant
  i. Assumes leadership role in the development of the CoC Consolidated Application, aligning with the Notice of Funding Availability.
  ii. Posts and maintains formal records of all TPCH documents, meeting agendas and minutes, and records all decisions, including membership records for maintenance of voting privileges.
  iii. Applies for additional funding as directed by the TPCH.
  iv. Fulfills fiscal responsibilities for CoC planning and related funds in accordance with HUD requirements (OMB 2 CFR 200), as well as non-federal funds, that include, but are not limited to: ensuring match requirement is fulfilled, maintain all financial records of related expenses for HUD-required and TPCH activities, provide at least quarterly financial reports to the CoC Board and General Council, conduct all TPCH Request for Proposal and purchasing processes, execute and oversee fulfillment of contracts as directed by the CoC.

v.   Employs TPCH staff to perform CoC functions and maintains internal leadership to ensure all responsibilities of the Collaborative Applicant are continuously fulfilled.

Section 2 — HMIS Lead: The HMIS Lead is a legal entity that has been designated by the Continuum of Care (TPCH) in accordance with the Federal Homeless Emergency Assistance and Rapid Transition to Housing Continuum of Care Program (24 CFR 578) to operate the Continuum's Homeless Management Information System (HMIS) on its behalf. The Voting Membership of the TPCH approves the HMIS Lead for a time period of at least two (2) years. The HMIS Lead Agency works cooperatively with the CoC to follow all U.S. Department of Housing and Urban Development (HUD) regulations, and the HMIS Protocol. The HMIS lead will consult on the annual updates made to the Governance Charter.

ARTICLE X— AMENDMENTS: This Governance Charter may be amended at any the TPCH General Council meeting of the TPCH by a two-thirds majority (66%) of the voting membership of TPCH present. Proposed amendments may be brought for discussion to any Governance & Planning meeting throughout the year or submitted to the Treasurer sixty (60) days in advance of the Annual Meeting.

ARTICLE XI – GLOSSARY OF TERMS

TERMS	DEFINITIONS
ANNUAL HOMELESS ASSESSMENT REPORT (AHAR)	Annual homeless assessment report means a HUD report to the U.S. Congress that provides nationwide estimates of homelessness.
ANNUAL MEETING	Annual meeting means the meeting of the TPCH General Membership that meets in May of each year.
ANNUAL PERFORMANCE REPORT (APR)	Annual performance report means an annual report submitted to HUD by recipients of HUD funding. Data collection for the APR is aligned with the most recent version of the HMIS Data Standards.
APPLICANT	Applicant means an eligible applicant that has been designated by the Continuum of Care to apply for assistance under this part on behalf of that Continuum.
BOARD	Board means the individuals appointed and elected as described in Article IV, Section 2 acting on behalf of the TPCH.
CENTRALIZED OR COORDINATED ASSESSMENT SYSTEM	Centralized or coordinated assessment system means a centralized or coordinated process designed to coordinate program participant assessment and provision of referrals. A centralized or coordinated assessment system covers the geographic area, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool.
CODE OF CONDUCT	Code of Conduct means a policy of conduct applicable to TPCH members that is developed by the Governance and Planning Committee and approved by the TPCH Board.
COLLABORATIVE APPLICANT	Collaborative applicant means the eligible applicant that has been designated by the Continuum of Care to apply for a grant for Continuum of Care planning funds under this part on behalf of the Continuum.
CONSOLIDATED PLAN	Consolidated plan means the HUD- approved plan developed in accordance with 24 CFR 91.
CONTINUUM OF CARE, CONTINUUM, OR CoC	Continuum of Care and Continuum means the group organized to carry out the responsibilities required under this part and that is composed of representatives of organizations, including nonprofit homeless providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons to the extent these groups are represented within the geographic area and are available to participate. In the specific case of the TPCH, the CoC includes the Board of Directors, the General Council, all committees and their responsible entities, the Collaborative Applicant, and the HMIS Lead.
ELIGIBLE APPLICANT	Eligible applicant means a private nonprofit organization, State, local government, or instrumentality of State and local government.
ELIGIBLE ENTITY	The term `eligible entity' means, with respect to a subtitle, a public

	entity, a private entity, or an entity that is a combination of public and private entities, that is eligible to directly receive grant amounts under such subtitle.
EMERGENCY SOLUTIONS GRANTS (ESG)	Emergency Solutions Grants (ESG) means the grants provided under 24 CFR part 576.
FISCAL AGENT	Fiscal agent means a legal entity that performs the roles and responsibilities as described in TPCH Operating Procedures, Section 3.
GENERAL COUNCIL	General council means any meeting of the TPCH membership convened as prescribed in Article V.
HEARTH	HEARTH means the Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009.
HIGH PERFORMING COMMUNITY (HPC)	High-performing community (HPC) means a Continuum of Care that meets the standards in subpart E of this part and has been designated as a high- performing community by HUD.
HMIS LEAD	HMIS Lead means the entity designated by the Continuum of Care in accordance with this part to operate the Continuum's HMIS on its behalf.
HOMELESS	Homeless means, in general, an individual or family who lacks a fixed, regular, and adequate nighttime residence. See § 578.3 Definitions in McKinney-Vento Homeless Assistance Act as amended (42 U.S.C. 11371 et seq.).
HOMELESS DATA EXCHANGE (HDX)	Homeless data exchange means an on-line tool designed to allow Homeless Continuum of Care to submit data to the HUD for the annual housing inventory count, the point-in-time count, and the homeless assessment report.
HOMELESS MANAGEMENT INFORMATION SYSTEM (HMIS)	Homeless Management Information System (HMIS) means the information system designated by the Continuum of Care to comply with the HMIS requirements prescribed by HUD.
HOMELESS OR FORMERLY HOMELESS INDIVIDUAL	Homeless or formerly homeless individual means an individual who is currently homeless or formerly homeless.
HOUSING INVENTORY Count or Chart (HIC)	Housing inventory Count or Chart means a count of all beds and units in each Continuum of Care homeless system categorized by provider program types.
HUD	HUD means the U.S. Department of Housing and Urban Development.
LEGAL ENTITY	Legal entity means (A) an entity described in section 501(c) (3) of the Internal Revenue Code of 1986 (26 U.S.C. 501(c) (3)) and exempt from tax under section 501(a) of such Code; (B) an instrumentality of State or local government; or (C) a consortium of instrumentalities of State or local governments that has constituted itself as an entity.
POINT-IN-TIME COUNT	Point-in-time count means a count of sheltered and unsheltered homeless persons carried out on one night in the last 10 calendar days of January or at such other time as required by HUD.
PRIVATE NONPROFIT ORGANIZATION	Private nonprofit organization means an organization: (1) No part of the net earnings of which inure to the benefit of any member, founder, contributor, or individual; (2) That has a voluntary board; (3) That has a functioning accounting system that is operated in accordance with generally accepted accounting principles, or has designated a fiscal agent that will maintain a functioning accounting system for the organization in accordance with generally accepted accounting principles; and (4) That practices nondiscrimination in the provision of assistance. A private

	nonprofit organization does not include governmental organizations, such as public housing agencies.
RECIPIENT	Recipient means an applicant that signs a grant agreement with HUD.
STATE	State means each of the 50 States, the District of Columbia, the Commonwealth of Puerto Rico, American Samoa, Guam, the Commonwealth of the Northern Marianas, and the Virgin Islands.
STRATEGIC PLAN	Strategic plan means an action plan developed to guide the TPCH to improve system capacity and performance.
SUBRECIPIENT	Subrecipient means a private nonprofit organization, State, local government, or instrumentality of State or local government that receives a subgrant from the recipient to carry out a project.
TPCH	TPCH means the Tucson Pima Collaboration to End Homelessness, an unincorporated entity located in Pima County, Arizona. May also be referred to as members or membership.
UNITED FUNDING AGENCY (UFA)	Unified Funding Agency (UFA) means an eligible applicant selected by the Continuum of Care to apply for a grant for the entire Continuum, which has the capacity to carry out the duties in § 578.11(b), which is approved by HUD and to which HUD awards a grant.
VOTING MEMBER, INDIVIDUAL	Individual voting member means an individual who: 1) meets the requirements for voting membership as described in Article II, Section a and b; and, 2) who is not affiliated (an employee, board member, or volunteer) with a voting member organization.
VOTING MEMBER, ORGANIZATION	Organization voting member means a legal entity who meets the requirements for voting membership as described in Article II, Section a and b.

TUCSON PIMA COLLABORATION TO END HOMELESSNESS

OPERATING POLICIES

Amended February 28, 2017   Amended March 28, 2017

SECTION 1 - VALUES

For individuals and families in our community experiencing homelessness:

1. We are honest, patient, tolerant and inclusive in our practices.
2. Our discussions are open and information is available to all.
3. We recognize, honor and respect the diversity in our community from a cultural, gender, lifestyle, age, ethnic and faith perspective.
4. We have policies and practices that are consistent with and do not restrict the exercise of rights provided by the education subtitle of the McKinney-Vento Act, and other laws relating to the provision of services to individuals and families experiencing homelessness.
5. We are professional and ethical in our treatment of others.
6. As a Collaboration, we achieve the greater good that surpasses the outcomes we might accomplish working independently.

SECTION 2 - CONTINUUM OF CARE

1. The Continuum of Care, as defined by the Federal Homeless Emergency Assistance and Rapid Transition to Housing Continuum of Care Program (24 CFR 578) and US Department of Housing and Urban Development (HUD) regulations, is the group that is organized to carry out the responsibilities of Subpart B of the Interim Rule, including nonprofit organizations serving the homeless and formerly homeless; mental health, social service and victim services providers; faith-based organizations, governments, businesses and advocates; public housing agencies, school districts, law enforcement, hospitals and others, as relevant to the geographic areas.

The Continuum of Care has the following responsibilities:

(a) *Operate the Continuum of Care.* The Continuum of Care must:
> (1) Hold meetings of the General Membership, with published agendas, at least semi-annually;
> (2) Make an invitation for new members to join publicly available within the geographic at least annually;
> (3) Adopt and follow a written process to select a Board to act on behalf of the Continuum of Care. The process must be reviewed, updated, and approved by the Continuum at least once every 5 years; (4) Appoint additional committees, subcommittees, or workgroups;
> (5) In consultation with the Collaborative Applicant and the HMIS Lead, develop, follow, and update annually a governance charter, which will include all procedures and policies needed to comply with subpart B of this part and with HMIS requirements as prescribed by HUD; and a code of conduct and recusal process for the Board, its Chair(s), and any person acting on behalf of the Board;

(6) Consult with recipients and subrecipients to establish performance targets appropriate for population and program type, monitor recipient and subrecipient performance, evaluate outcomes, and take action against poor performers;

 (7) Evaluate outcomes of projects funded under the Emergency Solutions Grants program and the Continuum of Care program, and report to HUD;

(8) In consultation with recipients of Emergency Solutions Grants program funds within the geographic area, establish and operate either a centralized or coordinated assessment system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services. The Continuum must develop a specific policy to guide the operation of the centralized or coordinated assessment system on how its system will address the needs of individuals and families who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from non-victim service providers. This system must comply with any requirements established by HUD by Notice.

(9) In consultation with recipients of Emergency Solutions Grants program funds within the geographic area, establish and consistently follow written standards for providing Continuum of Care assistance. At a minimum, these written standards must include:

> (i) Policies and procedures for evaluating individuals' and families' eligibility for assistance under this part;
> (ii) Policies and procedures for determining and prioritizing which eligible individuals and families will receive transitional housing assistance;
> (iii) Policies and procedures for determining and prioritizing which eligible individuals and families will receive rapid re-housing assistance;
> (iv) Standards for determining what percentage or amount of rent each program participant must pay while receiving rapid re-housing assistance;
> (v) Policies and procedures for determining and prioritizing which eligible individuals and families will receive permanent supportive housing assistance; and,
> (vi) Where the Continuum is designated a high-performing community, as described in subpart G of this part, policies and procedures set forth in 24 CFR 576.400(e)(3)(vi), (e)(3)(vii), (e)(3)(viii), and (e)(3)(ix).

(b) *Designating and operating an HMIS.* The Continuum of Care must:

> (1) Designate a single Homeless Management Information System (HMIS) for the geographic area; (2) Designate an eligible applicant to manage the Continuum's HMIS, which will be known as the HMIS Lead;
> (3) Review, revise, and approve a privacy plan, security plan, and data quality plan for the HMIS.
> (4) Ensure consistent participation of recipients and subrecipients in the HMIS; and
> (5) Ensure the HMIS is administered in compliance with requirements prescribed by HUD.

(c) *Continuum of Care planning.* The Continuum must develop a plan that includes:

> (1) Coordinating the implementation of a housing and service system within its geographic area that meets the needs of the homeless individuals (including unaccompanied youth) and families. At a minimum, such system encompasses the following:
>> (i) Outreach, engagement, and assessment;
>> (ii) Shelter, housing, and supportive services;
>> (iii) Prevention strategies.
> (2) Planning for and conducting, at least biennially, a point-in-time count of homeless persons within the geographic area that meets the following requirements:
>> (i) Homeless persons who are living in a place not designed or ordinarily used as regular sleeping accommodation humans must be counted as unsheltered homeless persons.

> (ii) Persons living in emergency shelters and transitional housing projects must be counted as sheltered homeless persons.
> (iii) Other requirements established by HUD by Notice.

(3) Conducting an annual gaps analysis of the homeless needs and services available within the geographic area;

(4) Providing information required to complete the Consolidated Plan(s) within the Continuum's geographic area;

(5) Consulting with State and local government Emergency Solutions Grants program recipients within the Continuum's geographic area on the plan for allocating Emergency Solutions Grants program funds and reporting on and evaluating the performance of Emergency Solutions Grants program.

2. Except as required by HUD in its annual grants competition, TPCH (as the Continuum of Care for Tucson/Pima County) does not endorse or support any member group or agency over another member group or agency within the continuum that is competing for the same funding. A TPCH officer may provide a letter confirming a grant applicant's membership and participation at any time.

On member request and a vote of the Board of Directors, TPCH will provide a letter of support confirming voting or general (attendance within the past quarter) membership and participation as well as how the proposed project aligns with TPCH's mission, goals and priorities.

Each letter will include: the recipient's membership status; the committees in which the member participates; whether the member participates in HMIS, Coordinated Entry, and the unsheltered point in time (PIT) or Street Count; and how the project conforms to community needs and priorities.

If multiple members request letters but the potential funder restricts the acceptable number of letters from the CoC, the Board will recommend which applicants should receive the allowable number of letters based on community need and the applicants' most recent rating tool score and monitoring performance.

SECTION 3 - BUSINESS AND OPERATIONS MANAGEMENT

1. Fiscal Agent:
Funding to perform the responsibilities and activities of TPCH is received from a number of sources. Contracts awarded for such responsibilities and activities are held by the Fiscal Agent. The Collaborative Applicant acts as the Fiscal Agent for TPCH. TPCH uses one Fiscal Agent through a Memorandum of Understanding (MOU) to carry out the contract management, reporting and financial responsibilities required by funding entities. The Fiscal Agent is entitled to receive an administrative fee, not to exceed 10 percent (10%), from non-restricted revenue sources.

Roles and responsibilities of the Fiscal Agent are:

1. Provide general bookkeeping duties, as outlined in the Fiscal Agent MOU.

2. Provide financial management of the TPCH sponsored community programs.

3. Prepare and submit grant funding proposals on behalf of TPCH as directed by the Board.

4. Provide prior written consent for all grant applications and/or contract agreements as directed by the Board.

5. Develop an annual budget and present a financial report for the General Council on a quarterly basis as directed by the Board.

6. Maintain sufficient staff to perform the duties stated in the MOU.

7. Serve as the Collaborative Applicant.

2. Funds Management:
The administration of all Contracts is the duty of the Fiscal Agent. All invoices developed as a result of contractual obligations are presented to the Board Chair for approval. All Contracts are paid on a monthly basis unless agreed upon in writing to do otherwise. No contractor will be considered an employee of the Fiscal Agent or TPCH, and as such, cannot obligate either organization to other fiscal warrants or needs.

TPCH uses one Fiscal Agent to carry out the operations and financial responsibilities required by any and all funding entities. The funds consist of any monies provided through Contracts or MOUs, raised by or donated to TPCH.

The Board, in conjunction with the Fiscal Agent, develops an annual budget. The budget is presented to the Board at the August Board meeting. The Fiscal agent provides a financial report on a quarterly basis to the Board one month after the close of the quarter. The Board Chair presents the report at the next General Council meeting.

3. Fiscal Responsibility:
All decisions regarding the use of TPCH designated dollars must be decided upon by the Board; however, expenditures of funds up to $200 can be decided upon at the discretion of the Board Chair.

The following procedures are required when requesting a TPCH check.

1. Complete a TPCH check request form. The form can be found on the TPCH website. All items must be completed, except for the section at the bottom reserved for the Fiscal Agent.

2. A W-9 forms must be provided (for tax reporting purposes) for any check recipient that has not previously received a check from TPCH. A blank W-9 form can be found on the TPCH website.

3. Attach original copies of receipts, invoices and/or other supporting documentation showing the exact amount requested and the item/service being purchased.

4. Obtain the approval and signature of the Board Chair or Vice-Chair.

5. Provide the Fiscal Agent point of contact with the completed documentation.

SECTION 4 - STAFFING AND CONTRACTORS

Any staff, direct services contractors, or professional services contractors are directly accountable to the Board and perform duties and services as described in a written contract, memorandum or other legal contract between the contractor and TPCH's Fiscal Agent.

The Administrative Support Contractor is directly accountable to the Board and performs duties as assigned by the Board Chair.

Roles and responsibilities of the Administrative Support Contractor:

1. Takes minutes at General Meetings and assigned Standing Committee Meetings.

2. Writes and distributes TPCH and Committee minutes, reports and publications.

3. E-mails meeting announcements to the membership.

4. Copies the Board Chair, Vice-Chair, and Treasurer on all correspondence, including emails.

5. Maintains membership/attendance materials.

6. Forwards General Council and Committee meeting minutes and other relevant documents for publication on the website within seven (7) days of approval.

7. Maintains TPCH archives and other duties related to organization of the General Council activities.

8. Maintains the TPCH listserv.

9. Provides a list of voting members at each General Council meeting for the Board Chair, Vice-Chair, and Treasurer

10. Provides TPCH members with quarterly roster of all voting members, which includes:

        a. Name
        b. Agency
        c. Phone number
        d. Email address
        e. Mailing address

11. Reports hours spent on job responsibilities on a monthly basis using a template provided by the Board Chair.

12. Other duties as assigned by the Board Chair.

All other TPCH contractors work directly with Committees as designated by the Board. Contractors are assigned a contact person by the Board Chair. Duties and responsibilities are outlined in individual contracts and MOUs.

SECTION 5 - CONTRACTS

The Fiscal Agent and the Board meet on an annual basis at the beginning of the fiscal year to discuss the administrative and project funding needs of TPCH. Both the Fiscal Agent and the Board set forth a selection process of possible funding requests with a tentative Budget that will state revenue and expenditures in balance. This platform is approved by the Board.

Once the Board has approved the package of funding requests with a balanced budget, the Fiscal Agent proceeds by responding to RFPs, MOUs, or other grant agreements, as requested by the Board.

TPCH uses two principal formats in setting forth Contracts for Services the Direct Service Contract and the Professional Services Contract.

1. Direct Service Contract: These Contracts are distinguished by providing direct services to TPCH participant-based services or direct service to the administrative functions of TPCH. An example of such direct service contracts would be a Coordinator or an Administrative Support Coordinator's functions in support of TPCH activities. Evaluation of services provided by contract is the responsibility of the respective Standing Committee as assigned by the Board Chair. Evaluations are conducted on an annual basis by the respective Committee Chair and reviewed by the Board.

2. Professional Services Contract: TPCH solicits qualified consultants to perform specialized professional work to meet the needs of the Council for strategic homeless services planning activities and other complex needs. These Contracts require consultants to present specific professional qualifications in order to perform specific tasks that enable TPCH to successfully secure funding from local, state, and federal sources to support TPCH in its mission. TPCH reserves the right to issue an RFP for all Professional Services Contracts on an annual basis to respond to the changing complex environment of homeless assistance grants and to respond to the ever-changing environment of national priorities to assist homeless people within the community. The Fiscal Agent, in conjunction with the Board and the Standing Committees, is responsible for the development of RFPs and contracts, which will contain a clear, concise scope of work with corresponding measurable outcomes related to impacts of the professional work proposed. All Contracts will be presented to the Board for approval. Once approved, they are signed by the proposed Contractor and the Fiscal Agent. The TPCH Board reviews and gives reports to the TPCH General Council on any Contracts and MOUs that are related to TPCH functions. Contracts and MOUs are reviewed and approved by the TPCH Board.

SECTION 6 - GENERAL COUNCIL MEETING GUIDELINES

1. Agenda items are submitted in writing by email to the Board prior to the Board meeting. The request identifies who is responsible for the presentation or leading the discussion on the item and the amount of time requested. The business of TPCH shall take precedence over any requests for presentations.
2. The Board develops the meeting agenda (including information items) and sends the agenda by email in advance of the General Council meeting to all members along with any action items.
3. The agenda shall be uniform and include:
   a. Defined length of time for the meeting and agenda items.

b. Agenda items for review, discussion and decisions.
c. A block of time for discretionary items that include:
      i. Items that are time sensitive.
      ii. Agency announcements that are brief and to the point.
      iii. Informational presentations.
d. TPCH business before discretionary items.

4. Each voting member is expected to be a full participant and take responsibility to attend meetings (both General and Committee), to be prepared, clarify and deal with issues openly and honestly. (See Section I, Values).
5. The Board Chair is the meeting facilitator.
6. Only a voting member may make or second a motion.
7. TPCH Administrative Support Contractor is responsible for circulating and collecting the attendance roster.
8. Only a member of a Committee who is a TPCH voting member may provide the report during a General Council meeting.
9. Minutes of the meeting are recorded by TPCH Administrative Support Contractor. Anything agreed upon or assigned is documented.

SECTION 7 - GRIEVANCE PROCEDURE

All grievances must be submitted in writing either
- by paper to TPCH Administrator, c/o CPSA Housing, 4575 E. Broadway Blvd, Tucson, AZ 85711, or
- by electronic mail at www.tpch.net/contact-tpch.html with the subject Grievance" within two (2) weeks of the dispute or complaint.

TPCH staff will route the grievance either to TPCH's officers for the Board of Directors or the appropriate entity (such as the housing provider or HMIS Lead Agency). If the grievance is not appropriate for the TPCH Board, staff will so inform the person lodging the grievance within one week.

Grievances that are appropriate for the Board will be reviewed at the next regularly scheduled Board meeting. If a member of the Board is cited as part of the grievance, that member will not participate in the review. The Board Chair will respond in writing to the grievance within one (1) week of the Board's completed review. The decision of the TPCH Board is final.

SECTION 8 - OPERATING POLICY REVISIONS

At the direction of the Board, the Governance and Planning Committee reviews the Operating Policies annually in May. Revisions are brought to the Board for approval in June. Board approved changes are reflected in an updated Operating Policy posted to the TPCH website.

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

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.

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.

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 TPCH and regularly holds recruitment events.**
Additional Collaborators	All
Outcome/Benchmarks	Attendance and participation increase
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.

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.

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**
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 *Need Help* and *Guidelines on Getting Out* 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; *Need Help* content redesigned with Coordinated Entry and Continuum of Services Committees March-June 2017; Need Help 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.

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

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.

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.

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.

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.

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.

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.

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	Diversions 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.