

Action Plan for Homeless Protocol (Attachment 1)

The City of Tucson (COT) has identified the necessary goals and objectives below as a Homeless Protocol Taskforce Action Plan. While the path is not free from obstacles, the goals and strategies provide a roadmap to guide the City and its partners toward helping our community move forward.

The Homeless Protocol Taskforce is a City team with county representation, that meets weekly striving to find solutions that meet the specific needs of those experiencing homelessness in the region. It is critical that we try to work on new ideas to address gaps and opportunities to this very complex problem. We must continue to work together on the multi-faceted issues impacting those experiencing homelessness, and ways to ensure effective and efficient service delivery for our region.

Goal 1: Increase access to critical services for the unsheltered (Timeline Year 1-5)

Objective 1: Mobilize a Regional Response to Homelessness

Strategy 1.1: Strengthen the homeless response system infrastructure

Strategy 1.2: Ensure continued support for supportive services

Strategy 1.3: Expand outreach and supportive services to unsheltered individuals

Measure	Performance Standard	Timeline/Progress
Regional response	Create a taskforce that meets regularly to oversee and implement actions to address unsheltered people in our community	Year 1 Currently happening: Taskforce was started in 08/2022 MARC 09/2022 IGA w/Pima County 12/2022
Increase emergency shelter bed capacity	Increase the number of shelter beds available by working with the organizations providing this service to 75% or pre-Covid levels	Year 1-3 Currently Happening: Housing and Community Development has met with providers that receive grant funds and have asked them to increase capacity in their shelters
Mobile shower service	Borrow and then obtain mobile shower service to be offered at different locations for unsheltered people 2-5 days per week	Year 1 Currently happening: Housing First has borrowed Salvation Army mobile showers, Tucson Fire has lent them a dually truck to pull it. Shower services are offered two times a week at Casa Maria and St. Francis Catholic Church staffed by Housing First. The Taskforce is actively looking for stakeholders to help take over manning this service. Taskforce partners work to spread the word of cooling and warming shelters as needed.
Community Forum on the Unsheltered	Forum to be held that invites public and private providers of services for the unsheltered to meet and discuss collaboration on topics that can help the unsheltered population: Food programs, medical services, mental health, substance abuse, behavioral health, housing, etc.	Year 1 Quarter 1 2023

Goal 2: Reduce the impact of unsheltered individuals on the community (Year 1-5)

Objective 2: Educate and engage the community on the regional crisis of homelessness

Strategy 2.1: Aid businesses and community members with questions and concerns on the unsheltered

Strategy 2.2: Work with internal and external stakeholders to create job opportunities for the unsheltered

Measure	Performance standard	Timeline/Progress
Educational outreach	Homeless Protocol taskforce members will get out and schedule round tables & presentations to share and assist the community via Businesses, HOAs, Community Forums, etc about the regional efforts to help unsheltered people at least twice a month	Year 1-3 Currently happening: Homeless Protocol Taskforce has also focused on engaging the business community in discussions and planning for a variety of strategies to address a multitude of community needs (e.g. partnerships between business and service agencies, mentorship, resources for reporting criminal behavior, and employment/skills training for clients). Creating a position on the Taskforce to be held by a Business Navigator representative to ensure that lens is considered in all conversations, and continuing to provide training and education on the homeless community to all business that request it.
Homeless Workforce Teams	Create and grow opportunities for unsheltered individuals to earn wages and help the community	Year 1-3 Currently happening: EGSD and Old Pueblo Community Services have joined forces to create three work crews that help to monitor and clean encampments for trash and debris removal. Larger Team trainings with Pima Community College on educational outreach efforts.
PSCD	311 will support reporting and non-emergent request as well as divert calls from 911 with a homeless nexus	Year 1-3 Currently in progress
Collaborate with existing neighborhood clean-ups	Ward clean ups along with EGSD vouchers for waiving of landfill fees for neighborhood clean ups as well as Tucson Clean and Beautiful	Year 1-5 Currently happening

Goal 3: Create a data base to track integrated response

Objective 1: Send targeted service supports to the encampment areas reported

Strategy 3.1: Use technology to input data and response to reports

Strategy 3.2: Evaluate each report of encampment

Strategy 3.3: Monitor encampments

Strategy 3.4 Communicate the status of encampment report to the reporter

Strategy 3.5 Use regional data on unsheltered population and compare results to nationwide trends

Measure	Performance standard	Timeline/Progress
Encampment reporting	Encampment reporting tool implemented for one stop assignment of report evaluation, outreach, enforcement and cleanup	Year 1-5 Reporting tool started 10/27/2022
Encampment evaluation	Encampments will have an initial evaluation no longer than 2 weeks after they have been reported. At least one evaluation will be done to determine why a camp will remain or must be removed. An additional evaluation will be done upon suggested removal.	Year 1-3 Current evaluations are about 3 ½ weeks after first reported Evaluation tool is being used by Housing First outreach team, Care Coordinators, and Tucson Police for re-evaluations
Unsheltered data entry	At least 60% of outreach encounters will be added to the Health Management Information System	Year 1-3 Currently around 40% of outreach encounters are being input into Health Management Information System
Clean ups	ESGD moved to workforce app for assigning of clean ups for encampment	Year 1-5 Completed January 2023
Not an encampment	Find new ways to address reports of unsheltered activity that are not encampments? We have quite a lot of these on the dashboard.	Year 1-5 Look to create a Street Outreach Team
Monitoring	Tier 2 camps will be monitored by a dashboard map that can be accessed by outreach agencies, EGSD, and TPD to make sure they are not moving into Tier 3	Year 1-5 Map creation is in progress with help of IT
Communication	Communication is sent to the constituent for acknowledgment of the submission of a report, when a report becomes a case or joins a duplicate report, and when the case is closed or put into monitoring. They will also get an email if what they reported is not an encampment.	Year 1-5 Current emails sent to constituent and Wards. Suggestions for email updates are always welcome. Working with IT to develop an updated Ward encampment map which will help with status requests. Ward offices can be given one account for access to the dashboard so a liaison can check

		reports and cases as their constituents' request.
Reports	Case reports can be pulled and shared as needed for analysis	Year 1-5 Report dashboard has been created by IT
Point in Time Count	Encourage Homeless Protocol Team to take part in the Point in Time Count	Year 1-5 Happening 1/25/2023
PSCD	Evaluating 311 CRM software for opportunity to use for data entry	Year 1-5 Currently in implementation phase

GOAL 4: Continue to seek housing for unsheltered Tucsonans (Year 1-5)

Objective: Coordinate short- and long-term housing solutions with the County and neighboring cities

Strategy 4.1: Assess and access available public and private land for housing

Strategy 4.2: Protect and expand affordable housing through local policy

Measure	Performance standard	Timeline/Progress
Tucson Pima Collaboration to End Homelessness (TPCH) partnership	Work with TPCH as it is the U.S. Department of Housing and Urban Development (HUD) Continuum of Care (CoC) for the geographic area of the City of Tucson and Pima County, Arizona.	Year 1-5 Currently in progress
Shipping container Bunkhouse Village	Explore rehabbing shipping containers into multi-bedroom, bath structures for temporary housing opportunity. Possible joint collaboration between City and county	Year 1-5 Discussion in progress

Areas for Improvement:

- Data sharing among outreach and enforcement- example keeping everyone in the loop when someone's name comes up for housing, or noting who was in the encampment when it received 72hr notice
- Education and outreach to the community to reiterate the procedures of the new protocol for encampments
- More outreach workers to initially evaluate encampments in a timelier manner
- Help get the word out about Tucson Police Department's active recruiting to add people to the CORE team
- Train more people who can enter reports and workforce assignments in the dashboard

Evidence of success:

- Data can be pulled since reports are going to one location – see areas of high need for coordinated outreach
- Streamline approach has helped TPD Community Outreach Resource and Engagement team respond to higher acuity calls
- Emails of appreciation to dashboard
- Communication and collaboration between the Homeless Protocol Taskforce departments has increased due to the Matrix Management set up of the Taskforce

As more projects are presented to the Homeless Protocol Taskforce, data and established best practices will drive the response. On a quarterly basis, the Homeless Protocol Taskforce will review the Action Plan to evaluate the progress towards stated goals and share with Mayor and Council.

Taskforce Members

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Steve Holmes (Pima County)	Dr. Francisco Garcia (Pima County)	Francisca Villegas
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Department Participants in Weekly Taskforce for Homeless Protocol



Notes: We started with internal departments to narrow down the new protocol procedures. Within the coming months the taskforce hopes to expand and include Ward Office representation, private and non-profit organizations that focus on areas that help the unsheltered community as well as neighborhood associations.

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