Preventing and Ending Homelessness in Chester County

2018-2020 Operational Plan

Chester County Department of Community Development

4/3/2018

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Introduction

About Decade to Doorways

Decade to Doorways (D2D) is Chester County's Ten Year Plan to Prevent and End Homelessness. It's an umbrella over approximately 35 organizations diligently working every day to see our community healthy, housed, and stable. These organizations all share in the mission to prevent and end homelessness but they can be split up into four different categories: emergency or transitional shelter, supportive services, permanent housing, and prevention services.

As a collective impact model, D2D brings efficiency, effectiveness, and innovation to the current system. By uniting homeless service providers to prioritize goals for achieving lasting systemic changes, coordinating targeted public awareness events, making data driven decisions to serve the most vulnerable, and holding purposeful working sessions, D2D inspires hope in the short term for long term solutions.

Ultimately, D2D is a collaboration of consumers, government entities, service providers, educators, healthcare practitioners, faith communities, funders, businesses, and people from the general public aiming to make homelessness rare, brief, and non-recurring by 2022.

Mission
The mission of Decade to Doorways is to maximize current resources and develop new ones, making them as efficient and useful as possible with the end goal of preventing and ending homelessness in Chester County within 10 years.

Vision
To ensure a community wide network of services to prevent and end homelessness in Chester County by shifting from a system that manages homelessness, to a system that diverts, prevents and rapidly re-houses.

Rare, Brief and Non-recurring
An end to homelessness in Chester County will occur when it is considered rare, brief, and non-recurring. At this point, the Chester County homeless provider system will be able to appropriately handle the needs of the community.

- **Rare:** Homelessness will not occur often. The diversion and prevention services will act as a net to avoid homelessness if at all possible.
- **Brief:** If homelessness does occur, it will be for 30 days or less. At this point, the supply of affordable housing in the County will exceed the demand. Additionally, there will be no barriers to entering shelter.

- **Non-recurring:** Once an individual or family exits the system, they will not experience homelessness again. Efforts will be taken to ensure they maintain their housing through the appropriate supports.

Purpose and Overview of the Plan

The purpose of this plan is to guide the Decade to Doorways collaborative through the next two years in order to take action towards making homelessness rare, brief, and non-recurring by 2022. This plan includes four improvement goals needed with between three to seven recommendations per goal.

This plan is designed in order to assist the Governance Board and ad-hoc committees to progress towards their goals. As in the past, this plan will evolve as the D2D Partnership continues to learn. In order to do so, a version of this document will live on Google Documents, to allow for additions and amendments.

This Operational Plan is made within the context to the Ten Year Strategic Plan. The guiding principles of this plan are as follows:

1. **Retool the crisis response system**: Shift focus from a system of managing and sheltering to a system focused on ending homelessness through prevention, diversion, and rapid re-housing.

2. **Utilize existing, evidence based practices:** Use national and community best practices.

3. **Make data-driven decisions**: Utilize strategies that produce measurable results and make effective and efficient use of scarce resources.

4. **Focus on a client-centered approach**: Use of approaches that encourage individual empowerment, service leveraging, and community coordination.

5. **Shift funding priorities to align with the Plan:** Commitment to educate and advocate for local funders to shift resources to fund strategies identified in the Plan.

6. **Community collaboration:** Leverage community ownership of the causes and the solutions, challenge all parties to examine programs, policies, and principles, and redirect those that may sustain homelessness to those that prevent and end homelessness.

7. **Continuum of Care alignment:** Ensure alignment of Chester County Continuum of Care strategies with benchmarks in the Plan.

Development Process

National Alliance to End Homelessness

D2D contracted with the National Alliance to End Homelessness (NAEH) to provide guidance and recommendations to support the work of the D2D Partnership in order to align the DD Operational Plan to promote an effective, coordinated homeless response system informed by best practices. The scope of services completed by the NAEH include:

• Collect and analyze homeless system performance measures and data

• Conduct meetings, interviews, and survey key stakeholders relating to elements of an effective systemic response (i.e. Housing First, Coordinated Entry to include Diversion and Outreach, Crisis Housing/Crisis Services, Quick Return to Permanent Housing, and Access to Stabilization Supports)

• Review CoC Written Standards and governing documents

• Review D2D Plan, proposed Operational Plan to provide governance recommendations

• Share best practices and research of comparable communities

• Develop and present recommendation report

In creating the Recommendations Report, the NAEH used research, best practices from other communities, historical knowledge of Chester County's homeless services, and an analysis of Chester County's current homeless response system to provide guidance and recommendations for housing and support services for people experiencing homelessness in the County. The recommendations focused on reducing homelessness quickly, efficiently, and at a reasonable cost, as well as improving the lives of people experiencing or imminently at risk of experiencing homelessness.

In conducting the assessment, the Alliance reviewed the following:

● Decade to Doorways: The Community Plan to Prevent and End Homelessness in Chester County; Decade to Doorways Operational Plan: 2016 and 2017 Strategic Goals and Detailed Plans, November 5, 2015

● Continuum of Care (CoC) Governance documents

● CoC Coordinated Entry and diversion documents and process

● CoC HUD Funding application process

● How people access emergency shelter, rapid re-housing (RRH), and permanent supportive housing (PSH), other homeless services, and street outreach strategies

● Emergency shelters', RRH, and PSH eligibility requirements, policies and procedures when made available

● Demographic data, utilization rates, and performance outcomes of emergency shelters', rapid rehousing, and permanent supportive housing for single adults and families

In gathering this data, the NAEH concluded that there were eight key issues in the Chester County Homeless Response System. These eight issues morphed into four improvement goals with three –seven recommendations each.

D2D took this information and created action plans to begin the process of improving the Homeless Provider System of Chester County.

Voice and Vision

In addition to the evaluation completed by the NAEH, D2D contracted with an organization called Voice and Vision in order to gain feedback from those with lived experience. Through this process, nearly 60 individuals who were currently or formerly homeless gave insight into ways in which the Chester County Homeless Provider System could be improved. Those recommendations have been compiled and added to the action plans, alongside the goal to pursue a sustainable way in which to include the voice of those with lived experience.

D2D Current State

Chester County Market Analysis

Chester County is the wealthiest county in Pennsylvania with a median household-income of $92,407, according to the 2016 American Community Survey (ACS), but like any area, it still has poverty and homelessness.

The County has a population of 516,312 citizens, many of whom have struggles related to poverty and high housing costs. An estimated 35,349 persons live below the poverty level in Chester County (U.S. Census, 2016 Small Area Income and Poverty Estimates (SAIPE). This is a significant increase for Chester County, as the 4.5% poverty rate in 2000 was much lower than the 7.0% reported in 2016 (SAIPE, 2000; SAIPE, 2016).

There are 197,721 total housing units available throughout the county (2016 ACS). The median value of an owner-occupied housing unit in Chester County is $347,700, which is almost double the amount of Pennsylvania's median value of $166,000 (2016 ACS).

The maximum allowable home value for Chester County's first-time homebuyer program, as approved by the U.S. Department of Housing and Urban Development, (HUD), is $308,750. This figure, which is equal to the 95% of median home sale prices in 2017, reflects Chester County's high housing values. To find affordable homeownership opportunities, buyers must narrow their choices to include fewer areas, which may offer less opportunity access, or explore different housing options that are more affordable.

The County currently has a rental vacancy of 5.3% and a median rent of $1,209 per month (2016 ACS). The rental vacancy rate for Pennsylvania is 5.9% with a median rent of $840. This comparison illustrates how Chester County has fewer available and affordable rental units than elsewhere in the state. There are 46,387 occupied rental units; of these households, 26,208 (56.5%) pay rents between $1,000 and $2,000 a month. The 2018 Fair market rents for Chester County further illustrate the challenge of obtaining an affordable rental unit. These rents, set by HUD, are:

- $1,047 for a one bedroom unit
- $1,266 for a two bedroom unit
- $1,587 for a three bedroom unit
- $1,787 for a three bedroom unit

Currently in Chester County there are a select number of places that individuals can live under these guidelines. These high housing costs and low vacancy rates make it extremely difficult for low-income residents to obtain stable housing even with full time employment. In Chester County, 25.7% of homeowners with mortgages and 17.4% of homeowners without mortgages experience housing cost burden, defined as contributing 30% or more of their income to housing costs (2016 ACS). Nearly half of renters in Chester County (47.3%) experience housing cost burden (2016 ACS). According to the National Low Income Housing Coalition, there are fewer than 30 affordable and available rental units for every 100 households below 30% of the median family income threshold.

The living wage is the hourly rate that an individual must earn at 40 hours per week to meet basic living expenses. In Chester County, the living wage for an adult with one child is $23.64 (Poverty in America, Living Wage Calculator, 2016), while the minimum hourly wage in Pennsylvania is only $7.25.

Self-sufficiency measures how much income a family of a certain composition in a given place needs to adequately meet their basic needs without assistance. An independent analysis conducted by the Central Pennsylvania Workforce Development Corporation found that a Chester County family of four with two adults, one school aged child and a child in preschool needs to make $77,234 a year (using 2016 Consumer Price Index measures) to be self-sufficient. A single parent with a preschool aged child needs to make $55,721 a year to meet the same self-sufficiency threshold. For Chester County residents with incomes below this level, particularly those working in retail or service jobs, obtaining safe, decent and affordable housing in an area of opportunity can be a significant challenge.

Chester County Emergency Housing Provider System

Chester County funds five shelters that provide a safe place for homeless individuals that have fallen on hard times and lack access to housing. Two additional organizations in Chester County provide emergency shelter through hotel vouchers.

Community, Youth and Women's Alliance (CYWA) was founded in the late 1800's in Coatesville. CYWA provides temporary shelter and refuge to homeless single women and women with children seeking help because of poverty, abandonment, abuse, mental health and addiction challenges. Here women can receive intensive case management services to move them into self-sufficiency and independence. The CYWA has 25 beds.

W.C. Atkinson founded in 1983 and located in Coatesville, offers a continuum of housing that runs from an emergency shelter through to permanent housing for single men. The agency is unique in that its shelter staff is comprised predominantly of former shelter residents and more than 200 men are sheltered annually. W.C. Atkinson has 22 beds.

Safe Harbor of Greater West Chester was organized in response to a need identified by the Chester County Task force in 1992. Safe Harbor's mission is to provide housing, food and access to support services in a structured environment for homeless single men and homeless single women. Safe Harbor has 20 beds for single women and 20 beds for single men.

Friends Association started as an orphanage in 1822 Philadelphia, and then in 1974 it became a shelter in West Chester. The agency helps homeless or near homeless families stabilizes their lives and find or maintain permanent housing. The shelter program combines a private, safe setting and necessities with effective, individualized case management services. Friends Association has 21 beds.

Good Samaritan Shelter, like many similar grassroots initiatives, began as a response to homeless men coming to a community church in Phoenixville and asking for help. Opening its doors in 1999, Good Samaritan Shelter provides emergency shelter and transitional housing. Case managers work closely with residents to help them regain stability in their lives and address the issues surrounding their

homelessness. Good Samaritan has recently merged with Bridge of Hope Lancaster and Chester County and has no become Good Samaritan Services. The men's shelter has 7 beds.

Kennett Area Community Services (KACS) began over 60 years ago and provides food and emergency housing assistance. The KACS Emergency Assistance Program offers case management, referral services and financial assistance for rent, utilities and other needs. This program also works to resolve homelessness through homeless prevention and rapid rehousing services. KACS provided motel room fees for 236 nights in 2016.

Open Hearth Inc. began in 1991 with the original intent to target the housing needs of people with developmental disabilities. In 2007, a group of Phoenixville residents met to examine the issue of people that were engaged or seeking mental health treatment in Phoenixville who were experiencing homelessness and were ineligible or inappropriate for typical homeless service programs due to their diagnosis or behavior. Gateway Housing Group was then formed for the purpose of providing housing, programs and financial assistance to people receiving or seeking mental health, serious medical, or addiction treatment. Open Hearth served 299 people in 2016.

Point-in-Time Count

The annual Point-in-Time Count is mandated by the U.S. Department of Housing and Urban Development (HUD) to obtain an estimate of the total number of individuals and families experiencing homelessness at a given Point-in-Time in the United States. The Chester County Department of Community Development has participated in the Point-in-Time count for more than a decade.

The 2018 Point-in-Time Count found 542 men, women, and children housed in emergency or transitional shelters in Chester County on the morning of January 25, 2018. Of the 542 that were housed; 218 were Veterans. This is primarily due to Chester County housing a vast Veterans Medical Center in Coatesville. The street count found 13 individuals who were unsheltered; sleeping in cars, tents or places not meant for human habitation. The total of all those experiencing homelessness in 2018 was 555.

The Point-in-Time Count has been progressively reduced each year. In 2016, there were 682, in 2017 there were 570 and in 2018 there were 555.

Issues

The National Alliance to End Homelessness has recognized eight key issues of the Chester County Homeless Response System. For more context in regards to the issues, see the Recommendations Report. They are as follows:

- **Issue 1:** The Decade to Doorways Partnership needs a more clearly defined governance structure that bears the authority and accountability to ensure data-driven and transparent decision-making, resources allocation, and policy making.
- **Issue 2:** The Decade to Doorways Partnership is currently unable to measure its performance in ending homelessness at the system level. Although the County reports its System Performance Measures to HUD annually, it has not set benchmarks or performance goals to address (1) decrease in persons experiencing homelessness, (2) length of time people experience homelessness, (3) increase exits from homelessness to permanent housing, or (4) decrease in the number of people who return to homelessness within one to two years.
- **Issue 3:** The Decade to Doorways Partnership lacks capacity to drive system change efforts and continuous tracking and improvement of system performance.
- **Issue 4:** Services and funding within the Decade to Doorways Partnership are contained in silos that do not strategically address large community issues.
- **Issue 5:** Decade to Doorways Partnership lacks a system-level engagement strategy to engage landlords in order to create a pipeline of affordable housing.
- **Issue 6:** The Decade to Doorways Partnership housing resources for people experiencing homelessness, particularly very vulnerable people, does not match the current need and people are getting "stuck" in the system because they are unable to access shelter or exit to housing.
- **Issue 7:** The front door to the Decade to Doorways Partnership is not designed to create immediate and low-barrier access to service and housing opportunities.
- **Issue 8**: Decade to Doorways Partnership should enhance its CCCIMS infrastructure to use data to guide and track homeless system outcomes, how quickly people move through the system based on available interventions (i.e. "flow"), data quality, inventory, and demographics in order to support system and program level strategic decision making

The assessment completed by Voice and Vision outlined further the need for the inclusion of the voice of those with lived experience in the plans of Decade to Doorways. This is a goal in and of itself and will be prioritized as such.

Recommendations

The aforementioned issues led to the following improvement goals and subsequent recommendations.

Additional information regarding each goal and recommendations can be found in the Recommendations Report.

Robust Governance Structure and Performance Measurement

The NAEH recognized that in order to achieve the goals of the Decade to Doorways Ten Year Plan to Prevent and End Homelessness, the Decade to Doorways Partnership will need dedicated leadership to establish and enforce a housing-focused direction for the homeless response system, to measure and evaluate performance, and to fund the system in a way that supports positive outcomes.

In order to meet this goal, five recommendations were made and are outlined with accompanying action steps in the Appendix.

Those recommendations include:

- **RECOMMENDATION 1:** Re-organize the Decade to Doorways' governance structure; recruit new members, define roles, clarify decision-making processes, and enable data-driven and outcome-focused policy-setting.
- **RECOMMENDATION 2**: Re-structure the Governance Board and Clearly Define the Roles and Functions of the Members and Committees
- **RECOMMENDATION 3**: Create newly formed committees for the D2D Partnership Governance Board
- **RECOMMENDATION 4:** Implement an updated performance measurement and improvement process that informs strategic decisions to ensure the right combination of strategies and resources to end homelessness
- **RECOMMENDATION 5:** Once performance benchmarks are established for each housing and support service intervention, the System Performance Outcome Measurement Committee should establish a performance improvement plan process, identify "low performers," and engage these providers in a performance improvement plan

Leveraging and Coordinating Resources and Funding

The goal of the homeless response system is to re-house people as quickly as possible. To make the D2D Partnership's primary response to homelessness focus accordingly, no matter what the type of intervention, the D2D Partnership should align all community support services and funds and leverage additional funds and resources to allow for funding flexibility that best addresses the community's needs.

In order to meet this goal, three recommendations were made and are outlined with accompanying action steps in the Appendix.

Those recommendations include:

- **RECOMMENDATION 1**: Create a collaborative structure that aligns funding resources and services
- **RECOMMENDATION 2**: Increase Decade to Doorways Partnership staff to make systems coordination successful
- **RECOMMENDATION 3:** Formalize and Coordinate the existing system-wide landlord engagement strategy and include a landlord risk mitigation pool and strategy to mitigate risk of unit damage, missed rent payments, and incentivize landlords to rent to "risky" tenants

Ensuring Efficiency and Realigning Existing Interventions to Create System Flow

Key characteristics of an efficient and right-sized homeless response system include alignment of all interventions of the system, design and alignment of all system activities, and the development of strategic collaboration and coordination across all providers to support the goal of housing people quickly. The D2D Partnership should take a systematic approach to eliminate unnecessary costs, and better align resources to serve the most vulnerable, highest needs individuals.

In order to meet this goal, seven recommendations were made and are outlined with accompanying action steps in the Appendix.

Those recommendations include:

- **RECOMMENDATION 1:** Adopt a system-wide Housing First approach
- **RECOMMENDATION 2:** Create a strategy to end chronic homelessness
- **RECOMMENDATION 3:** Re-design the Decade to Doorways' emergency shelters to adopt and operationalize the key elements of effective emergency shelter
- **RECOMMENDATION 4:** Develop and conduct an assessment of current permanent supportive housing projects and formalize a "Move On" strategy to ensure this rich, deep resource is targeted to those who need it most
- **RECOMMENDATION 5:** Continue the development and implementation of the Coordinated Entry System with an emphasis on making diversion strategies more robust
- **RECOMMENDATION 6:** Provide robust Coordinated Entry guidance, training, and support for provider staff
- **RECOMMENDATION 7:** Adopt the National Performance Benchmarks and Program Standards for Rapid Re-Housing and develop the system's capacity to adopt RRH as the primary housing intervention in the CoC

Making Data Work for the Community

The D2D Partnership needs to develop a system-wide strategy to use data to measure overall system performance in making homeless rare, brief, and non-recurring.

Data is only valuable if accurate and acted upon. Using data to improve design, policies, and training will not only assist in evaluating program level performance, it will also help the community better understand how the homeless response system is progressing in its goal to make homelessness rare, brief, and nonrecurring. The D2D Partnership should engage in a constant performance evaluation cycle by setting performance benchmarks and goals, collecting quality data that measures performance, and regularly report on that performance in a user-friendly way in order to evaluate and then ultimately improve overall performance.

In order to meet this goal, three recommendations were made and are outlined with accompanying action steps in the Appendix.

- **RECOMMENDATION 1:** Provide more robust CCCIMS guidance, training, and support for provider staff
- **RECOMMENDATION 2:** The Decade to Doorways Partnership should adopt HUD's recommended Data Quality Management Program
- **RECOMMENDATION 3**: Develop a dashboard using CCCIMS to track progress on system flow improvements and outcomes

Decade to Doorways Structure

As recommended by the NAEH, the Governance Structure of Decade to Doorways will be adjusted in order to accomplish the goals outlined above. The new structure of Decade to Doorways is defined below.

Governance Board

The primary function of the Governance Board shall be to provide guidance for and exercise oversight with respect to the activities of the Continuum of Care and to advise the Decade to Doorways Partnership on all matters related to the development, administration, and activities conducted as part of these initiatives.

The Governance Board shall have the following responsibilities:

- Set policies that will make progress towards meeting desired system outcomes to end homelessness
- Make difficult decisions and bold changes in re-designing a more effective homeless response system
- Guide the community's system change process from a programmatic response to a transparent systemic response
- Evaluate and improve the performance of programs and the overall system by utilizing shared performance measures
- Evaluate new funding opportunities and strategically re-align funding and resources to achieve systems goals, and
- Engage leaders in governing activities with the authority to set system-wide policy, vision, and direction.

The Governance Board will have one chair and two vice chair persons.

The Governance Board will have a Nominating Committee that is responsible for recruiting members, ensuring diversity among cultures, geographies, and stakeholder area of expertise, developing and implementing board selection, appointment, orientation, and removal of members.

Additionally, a Steering Committee will assist the Governance Board by acting on behalf of Governance Board between Governance Board Meetings, ensuring strategic direction and decision making of the Board and engaging in ongoing communication with DCD staff.

Principles and Guidelines of the Governance Board are outlined in the Appendix.

Committees

In order to complete the improvement goals previously outlined, on-going and ad hoc committees will be created by the Governance Board.

The following committees will be created:

- **Coordinated Entry Planning and Oversight (CEPO) Committee**

o The CEPO Committee develops, evaluates, implements, updates, and assists in administration of the Coordinated Entry System (i.e. diversion, access, assessment, prioritization, referral) including development, evaluation, implementation, and monitoring of policies, practices, and tools; convenes stakeholders as a learning community for effective operations of coordinated entry.

- **System Performance Outcome Measurement (SPOM) Committee**
  o The SPOM Committee provides guidance and recommendations for clear and accurate measurement and communication of the D2D Partnership in alignment with HUD guidance and requirements; supports data collection and evaluation efforts of the D2D Partnership to assess and inform progress on ending homelessness; includes program level evaluation and monitoring.

- **CoC NOFA Committee**
  o The CoC NOFA Committee assists with the local CoC Program NOFA Competition, oversees development of local application materials, project scoring criteria factors for consideration by full D2D Partnership partners and eventual approval of the D2D Partnership Board; may make up members of the CoC Project Application Review Team if not conflicted.

- **CCCIMS Agency Admin Group**
  o The CCCIMIS Agency Admin Group works with HMIS Lead to provide recommendations on ongoing software use and enhancements; troubleshoot frequent data quality errors; assists in development, evaluation, and implementation of D2D Partnership Data Quality Plan.

- **Permanent Housing Options Committee**
  o The Permanent Housing Options Committee's purpose is to maximize current permanent housing resources by ensuring community wide awareness and access to all available housing programs. The goals are to efficiently and successfully connect individuals and families experiencing homelessness to appropriate permanent housing options.

- **Community Outreach Committee**
  o This committee will be charged with bringing public awareness to the larger community. Target audiences will include chambers of commerce, rotaries, local businesses, churches, etc.

The aforementioned committees are all ongoing. In addition to these committees, workgroups dedicated to certain tasks will be created. This workgroups will have start and end dates. At the creation of new committees or workgroups, a charter will be prepared by D2D Administrative Staff and adopted by the Governance Board as the Nominating Committee selects members. The Committee Charter is in Appendix E.

If there is an interest in joining a Decade to Doorways Committee or Workgroup, please contact Lauren Campbell at Lcampbell@chesco.org or 610-344-4723. An application will be filled out and you will be

matched with the appropriate workgroup. In addition, Decade to Doorways will supply a letter to your employer expounding upon time commitment required per workgroup.

The date range for the Appendices below begins April 1, 2018.

Appendix A: Goal #1- Robust Governance Structure and Performance Measurement

RECOMMENDATION	ACTION	OUTCOME	RESPONSIBLE PARTY	SUPPORTING PARTY	DUE DATE (range)
1.1: Re-organize the Decade to Doorways' governance structure; recruit new members, define roles, clarify decision-making processes, and enable data-driven and outcome-focused policy-setting.	Create Nominating Committee	Nominating Committee created	Governance Board		3 months
	Nominating Committee determines Governance Board	Governance Board created	Nominating Committee	Governance Board	3 months
	Nominating Committee determines Steering Committee	Steering Committee created	Nominating Committee	Governance Board	3 months
1.2: Re-structure the Governance Board and Clearly Define the Roles and Functions of the Members and Committees	Governance Board determines: •D2D Partnership overview and purpose •Implementation Schedule of transition to new governance •D2D Partnership Membership (i.e.: roles and responsibilities, meetings, voting, membership committees, procedure for D2D Partnership Board selection) •Committee structures •Conflict of Interest Requirements	Principles and Guidelines created	Governance Board	Nominating Committee	3 months
	Create new Governance Charter	Governance Charter	Governance Board	Steering Committee	1 year
1.3: Create newly formed committees for the D2D Partnership Governance Board	Nominating Committee determines individuals for System Performance Outcome Measurement Committee (SPOM) and creates Committee Charter	SPOM Committee nominees invited Committee Charter created	Nominating Committee	Governance Board	3 months
1.4: Implement an updated performance measurement and improvement process that informs strategic decisions to ensure the right combination of strategies and	SPOM committee gathers and elects two chairs	SPOM committee created	SPOM	Governance Board	3 months
	SPOM determines new performance outcomes, standards, and develops initial	Performance outcomes, standards and initial benchmarks created	SPOM	Governance Board	3 months

RECOMMENDATION	ACTION	OUTCOME	RESPONSIBLE PARTY	SUPPORTING PARTY	DUE DATE (range)
resources to end homelessness	benchmarks				
	SPOM brings performance outcomes, standards and benchmarks to Governance Board and assists in creation of timeline for adoption	Governance Board approves measures and timeline created	SPOM	Governance Board	6 months
	Governance Board meets with providers to introduce new outcome measures and timeline for adoption	Providers adopt new measures and begin adjusting operations	Governance Board	SPOM	6 months
	County begins process of reviewing CoC and County-wide contracts to include performance based contracting measures	Share review with all D2D funding partners	DCD	Governance Board	9 months
1.5: Once performance benchmarks are established for each housing and support service intervention, the System Performance Outcome Measurement Committee should establish a performance improvement plan process, identify "low performers," and engage these providers in a performance improvement plan	Performance Measurement and Improvement Coordinator and SPOM develops structure and process for performance improvement plan to include incentives for high performing programs	Structure and improvement plan presented and approved by Governance Board	SPOM	DCD – Performance Measurement and Improvement Coordinator Governance Board	9 months
	Governance Board meets with providers to introduce new performance improvement procedures	Providers begin to adjust operations based off performance improvement procedures	Governance Board	SPOM DCD	12 months
	SPOM develops template for and produces first quarterly report card; and produces report cards quarterly thereafter	Quarterly report created and utilized by Governance Board for performance improvement plans	SPOM	Governance Board DCD	6 months
	Governance Board starts performance improvement plans with providers interested improving performance on a voluntary basis	Providers work with DCD to improve performance	DCD	SPOM Governance Board	12 months
	County and Governance Board,	Providers operate based	DCD	Governance Board	12 months

RECOMMENDATION	ACTION	OUTCOME	RESPONSIBLE PARTY	SUPPORTING PARTY	DUE DATE (range)
	begin holding providers to new CoC performance standards for the CoC NOFA and all other federal and county funding	on new performance standards			
	D2D Partnership starts performance improvement plans as mandatory requirements for low performing providers; start providing financial incentives based on performance based contracting measures	Providers improve performance	D2D Partnership	Governance Board	24 months
	DCD evaluates effectiveness of performance improvement process, reports evaluation to Governance Board, revises process based on evaluation, propose changes to the Board for approval.	Improvement of performance improvement process	DCD	Governance Board	24 months

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Appendix B: Goal #2 -Leveraging and Coordinating Resources and Funding

RECOMMENDATION	ACTION	OUTCOME	RESPONSIBLE PARTY	SUPPORTING PARTY	DUE DATE (range)
2.1: Create a collaborative structure that aligns funding resources and services	Governance Board identifies a particular community initiative such as ending chronic homelessness, institutional discharge planning, child welfare overlap to propose to potential funding partners	Initiative chosen	Governance Board	Steering Committee	3 months
	Governance Board identifies potential funding partners to collaborate with on initiative	Funding partners determined	Governance Board		3 months
	Steering Committee assists in the creation of funding collaborative. Schedules meetings with potential funding partners and proposes idea, explores partner interest, and explore further identifies potential partners. Identifies individuals from Governance Board to sit on Funding Collaborative as liaison.	Committee Charter created for funding collaborative Funding collaborative created	Steering Committee	Governance Board	3 months
	Funding Collaborative agrees on a community initiative and creates centralized decision making body	Funding collaborative structure determined	Funding Collaborative	Governance Board	3 months
	Funding Collaborative determines strategic approach to funding community initiative and determines what and where resources can be aligned to address initiative	Strategy to combat initiative created Resource allocation plan created	Funding Collaborative	Governance Board	6 months
	Funding collaborative releases	Plan and timeline	Funding Collaborative	Governance Board	6 months

RECOMMENDATION	ACTION	OUTCOME	RESPONSIBLE PARTY	SUPPORTING PARTY	DUE DATE (range)
	plan and timeline to address community initiative and includes a plan to report progress to the larger community	reviewed by Governance Board and implemented			
	Governance Board evaluates success of community initiative	Adjustments made and process begins again	Governance Board	Funding Collaborative	12 months
2.2: Increase Decade to Doorways Partnership staff to make systems coordination successful	DCD assess current staffing and support of Decade to Doorways in conjunction with Alliance recommendations to determine how to ensure roles and responsibilities described for the Homeless Coordinator and Performance Measurement and Improvement Coordinator are staffed	DCD assesses and presents to Governance Board	DCD	Governance Board	6 months
	Decade to Doorways transitions and operationalizes current job descriptions	New roles begin	DCD	Governance Board	9 months
	DCD evaluates performance of new staff/new job descriptions/roles of current staff and makes necessary adjustments	Adjustments made based on evaluation	DCD	Governance Board	12 months
2.3: Formalize and Coordinate the existing system-wide landlord engagement strategy and include a landlord risk mitigation pool and strategy to mitigate risk of unit damage, missed rent payments, and incentivize landlords to rent to "risky" tenants	Governance Board adopts need for system-wide landlord engagement strategy to include landlord risk mitigation pool and invites key stakeholders to form a workgroup to develop, implement, and evaluate strategy	Stakeholders determined and invited to participate in Landlord Engagement Workgroup	Governance Board	Nominating Committee	3 months
	Landlord Engagement Workgroup identifies funding	Funding allocated	Landlord Engagement Workgroup	Governance Board	6 months

RECOMMENDATION	ACTION	OUTCOME	RESPONSIBLE PARTY	SUPPORTING PARTY	DUE DATE (range)
	for landlord risk mitigation pool and develops strategy for landlord engagement and proposes to Governance Board	Strategy created and presented to Governance Board			
	Governance Board reviews, revises, and approves proposed for landlord engagement strategy and funding pool strategy	Strategy approved	Governance Board	Landlord Engagement Workgroup	6 months
	Governance Board and Workgroup kicks off and implements system-wide landlord engagement strategy	Strategy implemented	Governance Board	Landlord Engagement Workgroup	12 months
	Governance Board and Landlord Engagement Workgroup evaluate landlord engagement strategy	Adjustments made	Governance Board	Landlord Engagement Workgroup	24 months

Appendix C: Goal #3 - Ensuring Efficiency and Realigning Existing Interventions to Create System Flow

RECOMMENDATION	ACTION	OUTCOME	RESPONSIBLE PARTY	SUPPORTING PARTY	DUE DATE (range)
3.1: Adopt a system-wide Housing First approach	Governance Board informs and educates all homeless housing and support services providers of the adoption of Housing First approach	Education plan created and all understand	Governance Board		6 months
	As part of the adoption of a Housing First approach and a transition by all housing intervention types to this approach, DCD will create a real time list of all housing inventory and the entrance criteria and report results to the Governance Board	Live Housing Inventory list created Entrance criteria for all housing determined and listed	DCD	Governance Board	9 months
	A workgroup is created to focus on developing a Housing First strategy for those providers with entrance criteria that does not embrace Housing First	Governance Board creates Housing First Workgroup Committee Charter Housing First Workgroup created	Nominating Committee	Governance Board	12 months
	Through Housing First Workgroup, SPOM, and annual monitoring, providers not operationalizing a Housing First approach will be engaged the so they can be a part of the on-going education, training, and support of emergency shelter, RRH, and PSH providers	Non-Housing First providers listed Engagement strategy created and approved by Governance Board	Housing First Workgroup	SPOM Governance Board	14 months
3.2: Create a strategy to end chronic homelessness	Governance Board reviews and considers adoption of the USICH's criteria and benchmarks for achieving the goal of ending chronic homelessness.	Decides whether or not to adopt	Governance Board	Nominating Committee	3 months

RECOMMENDATION	ACTION	OUTCOME	RESPONSIBLE PARTY	SUPPORTING PARTY	DUE DATE (range)
	Create Ending Chronic Homelessness Workgroup	Governance board creates Ending Chronic Homelessness workgroup charter Ending Chronic Homelessness Workgroup is created	Nominating Committee	Governance Board	6 months
	Ending Chronic Homelessness Workgroup develops strategy with timeline and measurable benchmarks and performance goals to house and stabilize those persons currently experiencing chronic homeless	Strategy, timeline, benchmarks and performance goals created and approved by Governance Board	Ending Chronic Homelessness Workgroup	Governance Board	9 months
	Workgroup begins implementation of ending chronic homelessness strategy, conducts monthly monitoring of metrics, and reports monthly to the Governance Board	Implementation of strategy	Ending Chronic Homelessness Workgroup	Governance Board	12 months
	Workgroup evaluates overall strategy and revises where necessary	Adjustments made	Ending Chronic Homelessness Workgroup	Governance Board	15 months
	If chronic homelessness is ended by end of 2018, Workgroup shifts strategy focus on ensuring that chronic homelessness does not recur in subsequent years	Create strategy to ensure chronic homelessness does not recur	Ending Chronic Homelessness Workgroup	Governance Board	18 months
3.3: Re-design the Decade to Doorways' emergency shelters to adopt and operationalize the key elements of effective emergency shelter	Governance Board adopts key elements of effective emergency shelter as standard practice of shelter operation in	Adoption made	Governance Board		6 months

RECOMMENDATION	ACTION	OUTCOME	RESPONSIBLE PARTY	SUPPORTING PARTY	DUE DATE (range)
	the County				
	Governance Board informs and educates all homeless housing and support services providers of the adoption of Housing First and best practice approach for operating emergency shelter	Education strategy created and implemented	Governance Board		6 months
	Governance Board, in collaboration with emergency shelter providers develops emergency shelter written standards to include quality assurance standards and the key elements of effective emergency shelter	Workgroup created to accomplish tasks Written standards created	Governance Board	Emergency shelters	9 months
	Governance Board presents written standards to D2D Partnership	Standards adopted	Governance Board	D2D Partnership	12 months
	Performance Measurement and Improvement Coordinator, SPOM and DCD begins reviewing and revising all emergency shelter contracts to reflect a Housing First and best practice approach for operating emergency shelter	Revised contracts based on standards	DCD	SPOM Governance Board D2D Partnership Funders	9 months
	All shelters begin the process of revising mission statements, policies, procedures, handbooks, and guides, and staffing structure, as part of a yearlong emergency shelter learning collaborative led by NAEH and DCD	Shelters have revised mission statements, policies, procedures, handbook, guides and staffing structures	Emergency Shelters	DCD NAEH	15 months
	All shelters begin the process	Shelter transition	Emergency shelters		18 months

RECOMMENDATION	ACTION	OUTCOME	RESPONSIBLE PARTY	SUPPORTING PARTY	DUE DATE (range)
	of transitioning to 24 hour a day/7 day a week shelters				
	The Emergency Shelter Learning Collaborative is concluded and evaluation conducted to identify any remaining gaps for a system wide shelter adoption of the written standards. Those shelters that have not fully transitioned will be identified and required to engage performance improvement plan process	Gaps identified Shelters not fully transitioned identified and engagement strategy created	Governance Board	DCD SPOM	24 months
3.4: Develop and conduct an assessment of current permanent supportive housing projects and formalize a "Move On" strategy to ensure this rich, deep resource is targeted to those who need it most	Governance Board creates PSH Workgroup to define permanent supportive housing and determines its role and function within the D2D Partnership and how it should impact overall system performance	Governance Board creates PSH workgroup charter PSH workgroup defines PSH in Chester County	Nominating Committee	Governance Board	3 months
	Governance Board and PSH Workgroup informs and educates all homeless housing and support services providers of the role and function of PSH	Education plan created and implemented	PSH Workgroup	Governance Board	3 months
	PSH Workgroup, in collaboration with PSH providers develops PSH written standards to include quality assurance standards and service standards	Written standards created	PSH Workgroup	PSH Providers	3 months
	PSH Workgroup, working with the D2D staff reviews "Move	Move On strategy created	PSH Workgroup	D2D Staff	6 months

RECOMMENDATION	ACTION	OUTCOME	RESPONSIBLE PARTY	SUPPORTING PARTY	DUE DATE (range)
	On" resources and formalizes a strategy to evaluate current PSH resources to determine whether those resources are still appropriate for those receiving them and a process to identify other permanent housing subsidies and less intensive services to transfer identified households into.				
	PSH Workgroup begins implementation of "Move On" strategy	Strategy implemented	PSH Workgroup	Governance Board	6 months
	All PSH has been evaluated and realigned to ensure that those who are most vulnerable are receiving these targeted resources	Evaluations complete	PSH Workgroup	PSH Providers	18 months
	PSH Workgroup recommends strategy for ongoing "Move On" implementation	Ongoing Move On strategy created	PSH Workgroup	Governance Board	24 months
3.5: Continue the development and implementation of the Coordinated Entry System with an emphasis on making diversion strategies more robust **3.6: Provide robust Coordinated Entry guidance, training, and support for provider staff**	Governance Board creates a Coordinated Entry Planning and Oversight Committee (CEPOC)	CEPOC charter created CEPOC created	Nominating Committee	Governance Board	3 months
	The CEPOC in collaboration with the D2D staff, develops Coordinated Entry Written Standards, including entities responsible for specific functions of Coordinated Entry implementation (i.e. access, assessment, prioritization, and referral, as well as training and support)	CE written standards created	CEPOC	D2D Staff	6 months

RECOMMENDATION	ACTION	OUTCOME	RESPONSIBLE PARTY	SUPPORTING PARTY	DUE DATE (range)
	Governance Board adopts Coordinated Entry Written Standards taking into account all the Alliance's recommendations concerning access, assessment, prioritization, and referral, including enhancing diversion strategies	CE written standards adopted by Governance Board	Governance Board	CEPOC	6 months
	With Coordinated Entry written standards and clarified roles and responsibilities for implementation and support of coordinated entry, the County amends current coordinated entry provider contract(s) or issues new RFP reflecting new guidance, policies and procedures, and clarified roles and responsibilities	Amended contracts	DCD	Governance Board	6 months
	CEPOC, ConnectPoints, DCD staff, and the HMIS Program Coordinator, implements coordinated entry training and support program	Training implemented	CEPOC, ConnectPoints, DCD Staff and HMIS Program Coordinator		6 months
	Continue implementation of coordinated entry training and support program	Implementation adjusts and continues	DCD	Governance Board	6 months
	Evaluation conducted of coordinated entry training and support program and revisions made to address training/support gaps impacting system performance	Adjusts needed are noted made	Governance Board	DCD	12 months
3.7: Adopt the National Performance Benchmarks and Program Standards for	Governance Board adopts the national performance	RRH benchmarks adopted	Governance Board	DCD D2D Partnership RRH	3 months

RECOMMENDATION	ACTION	OUTCOME	RESPONSIBLE PARTY	SUPPORTING PARTY	DUE DATE (range)
Rapid Re-Housing and develop the system's capacity to adopt RRH as the primary housing intervention in the CoC	benchmarks and RRH and program standards for all RRH projects in the County			Funders	
	Governance Board informs and educates all homeless housing and support services providers of the adoption of national performance benchmarks and RRH and program standards	Education strategy created and implemented	Governance Board	SPOM	3 months
	Governance Board, in collaboration with RRH providers, develops RRH written standards to include quality assurance standards related to philosophy, design, delivery of the core components of RRH	Written standards developed	Governance Board RRH Providers		3 months
	Board adopts the RRH written standards	Standards adopted	Governance Board		6 months
	D2D/DCD staff begins reviewing and revising all RRH contracts to reflect adoptions of the RRH written standards	Contracts revised	D2D/DCD staff		6 months
	All RRH providers begin the process of revising mission statements, policies and procedures, staffing structure, to align with the RRH written standards, as part of a yearlong RRH learning collaborative led by the D2D/DCD staff and NAEH	Providers revise mission statements, policies and procedures, staffing structure, to align with the RRH written standards	RRH Providers D2D/DCD Staff		6 months
	The RRH learning collaborative is concluded and evaluation conducted to identify any	Evaluation completed and needed adjustments noted	Governance Board	SPOM	18 months

RECOMMENDATION	ACTION	OUTCOME	RESPONSIBLE PARTY	SUPPORTING PARTY	DUE DATE (range)
	remaining gaps for a system wide adoption of RRH written standards. Those RRH providers that have not fully transitioned will be identified and required to engage performance improvement plan process	Strategy created to work with unengaged providers			

Appendix D: Goal #4 -Making Data Work for the Community

RECOMMENDATION	ACTION	OUTCOME	RESPONSIBLE PARTY	SUPPORTING PARTY	DUE DATE
4.1: Provide more robust CCCIMS guidance, training, and support for provider staff	Create HMIS Admin Committee	Governance Board creates new committee charter HMIS Admin Committee created	Nominating Committee	Governance Board	3 months
	HMIS Admin Committee of the D2D Partnership Board in collaboration with D2D staff and HMIS Program Coordinator develops CCCIMS Standard Operating Procedures, including entities responsible for specific functions of CCCIMS data collection, reporting, etc.	Standard operating procedures created	HMIS Admin Committee D2D Staff HMIS Program Coordinator	Governance Board	3 months
	Governance Board adopts CCCIMS Standard Operating Procedures	CCCIM Standard operating procedures adopted	Governance Board	HMIS Admin Committee	3 months
	HMIS Agency Admin Committee of the Governance Board in collaboration with D2D staff and HMIS Program Coordinator develops new user and general CCCIMS training manuals and training and support plan	New user and general CCCIMS training manual created Training and support plan created Governance Board approval of both	HMIS Admin Committee D2D Staff HMIS Program Coordinator	Governance Board	6 months
	Begin implementation of CCIMS training and support program	Implementation begins	Governance Board	HMIS Admin Committee	6 months
	Evaluation conducted of CCCIMS training and support program and revisions made to address training/support gaps impacting system performance	Adjustments needed noted and revisions made	Governance Board	HMIS Admin Committee	12 months
4.2: The Decade to Doorways Partnership should adopt HUD's recommended Data Quality	HMIS Admin Committee of the Governance Board in collaboration with D2D Staff	Data quality management program created	HMIS Admin Committee D2D Staff	Governance Board	6 months

RECOMMENDATION	ACTION	OUTCOME	RESPONSIBLE PARTY	SUPPORTING PARTY	DUE DATE
Management Program	and HMIS Program Coordinator develops a Data Quality Management Program for approval by the Governance Board		HMIS Program Coordinator		
	Governance Board approves Data Quality Management Program	Approved by Governance Board	Governance Board	HMIS Admin Committee	6 months
	All homeless housing and support service providers (i.e. leadership and frontline staff) are educated and trained on the new Data Quality Management Program as a part of the CCCIMS training and support plan	Education plan created and implemented	Governance Board DCD		6 months
	Evaluation conducted of Data Quality Management Program and revisions made to address training/support gaps impacting system performance	Adjustments needed noted and revisions made	Governance Board DCD		18 months
4.3: Develop a dashboard using CCCIMS to track progress on system flow improvements and outcomes	HMIS Admin Committee of the Governance Board in collaboration with D2D Staff and HMIS Program Coordinator begins research into creating dashboard reports	Dashboard research completed	HMIS Admin Committee D2D Staff HMIS Program Coordinator	Governance Board	6 months
	HMIS Admin Committee of the Governance Board in collaboration with D2D Staff and HMIS Program Coordinator begins developing strategy, plan, and timeline to work with HMIS vendor	Strategy developed	HMIS Admin Committee D2D Staff HMIS Program Coordinator	Governance Board DCD	6 months
	Implementation of dashboard creation strategy is underway	Implementation begins	HMIS Admin Committee D2D Staff		12 months

RECOMMENDATION	ACTION	OUTCOME	RESPONSIBLE PARTY	SUPPORTING PARTY	DUE DATE
			HMIS Program Coordinator		

Appendix E: Committee Charters

<u>SAMPLE</u>

GOVERNANCE BOARD CHARTER

<u>MISSION</u>

To provide guidance for and exercise oversight with respect to the activities of the Continuum of Care and to advise the Decade to Doorways Partnership on all matters related to the development, administration, and activities conducted as part of these initiatives.

<u>RESPONSIBILITIES</u>

1.   Set policies that will make progress towards meeting desired system outcomes to end homelessness
2.   Make difficult decisions and bold changes in re-designing a more effective homeless response system
3.   Guide the community's system change process from a programmatic response to a transparent systemic response
4.   Evaluate and improve the performance of programs and the overall system by utilizing shared performance measures
5.   Evaluate investments and strategically re-align funding and resources to achieve systems goals, and
6.   Engage leaders in governing activities with the authority to set system-wide policy, vision, and direction.

<u>MAKE UP</u>

1.   1 Chair/ 2 Vice Chairs
2.   Predetermined individuals based on CoC requirements

<u>ACTION STEPS</u>

(Initially adopted: April 2018)