Continuum of Care Governance Charter

Decade to Doorways

2018-2020 Operational Plan

Chester County (PA-505) Lead Agency

Continuum of Care and Homeless Management Information System (HMIS)

Approved by the Decade to Doorways Governance Board – 3/9/2018

ADOPTED BY THE
COUNTY OF CHESTER
BOARD OF COMMISSIONERS ON SEPTEMBER 13, 2018

Michelle H. Kichline
Chair, County of Chester Board of Commissioners

Date

Terence Farrell
County of Chester Board of Commissioners

Date

Kathi Cozzone
County of Chester Board of Commissioners

Date
Resolution adopting the updated Chester County Department of Community Development Continuum of Care PA-505 Governance Charter as required by the U.S. Department of Housing & Urban Development.

WHEREAS, Chester County, through its Department of Community Development (DCD), serves as this jurisdiction's Continuum of Care and Homeless Management Information System (HMIS) Lead Agency; and

WHEREAS, Chester County Department of Community Development under the guidance and advice of the Decade to Doorways Governance Board and Continuum of Care NOFA Committee makes funding recommendations to the Chester County Board of Commissioners based on the goals and strategies outlined in the Consolidated Plan and the Decade to Doorways 2018-2020 Operational Plan; and

WHEREAS, Chester County, through its Department of Community Development (DCD), will follow all policies and procedures as written within the Continuum of Care Governance Charter including compliance with 24 CFR 578 'Continuum of Care Program', said Charter and Executive Summary attached hereto and incorporated herein:

NOW, THEREFORE, BE IT RESOLVED by the County of Chester that:

1. The Chester County Continuum of Care Governance Charter is formally adopted and approved.
2. The Chester County Department of Community Development on behalf of the Board Commissioners of the County of Chester is authorized and directed to serve as this jurisdiction's Continuum of Care and Homeless Management Information System (HMIS) Lead Agency.
3. The Chester County Department of Community Development assumes the responsibility for operating the Continuum of Care Program and abiding by federal regulatory guidelines.
4. The Chester County Department of Community Development assumes the responsibility for operating the Continuum of Care Homeless Management Information System Lead Agency.
5. The County of Chester is authorized to provide such assurances, certificates, and supplemental data or revised data that may be requested in connection with the Continuum of Care Governance Charter.

Adopted this 13TH day of September, 2018

[Signature]
Chair, Board of Commissioners
County of Chester

[Signature]
Chief Clerk
Attest

County of Chester Resolution # 36-18
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See attached Appendix I

II. Coordinated Entry: ConnectPoints

Family Service of Chester County provides the coordinated entry for individuals and families in need of emergency housing assistance in the Chester County CoC. On July 1, 2013, the coordinated entry system known as “Connect Points” went live in Chester County. The term “Connect Points” will remain with the Chester County Coordinated Access system moving forward, regardless of the provider selected to administer this activity.

See Appendix II for Coordinated Entry Policies and Procedures

III. Chester County Department of Community Development (DCD) Mission and Vision

Chester County Department of Community Development (DCD) is a department within Chester County government that serves as the Community Action Agency and the local Workforce Development Board which focuses on bettering our community through the provision of affordable housing, neighborhood improvement, workforce development, and social services so that citizens have the opportunity to successfully live and work in a safe, stable and desirable community. DCD serves as the lead agency for the PA-505 Continuum of Care (Chester County Continuum of Care) for the U.S. Department of Housing and Urban Development (HUD) and the HMIS Lead. In this role, DCD also serves as the Coordinating Agency for the Decade to Doorways Partnership and for the implementation of the 2019-2020 Operational Plan. The Coordinating Agency, under the direction of its Executive Director and Deputy Director, provides administrative support, leadership and staffing in support of the Partnership.

DCD Mission

The Chester County Department of Community Development provides housing, neighborhood improvement, workforce development, and social services to citizens so that they have the opportunity to successfully live and work in a safe, stable, and desirable community.

DCD Vision

The Chester County Department of Community Development will strive to eliminate homelessness, poverty, substandard housing, poor neighborhoods and unemployment / underemployment in Chester County. DCD’s staff will carry-out DCD’s Vision and Mission in an accountable and respectful manner.
IV. DCD Overview:

Who We Are & What We Do Today

Chester County, through its Department of Community Development (DCD), serves as the jurisdiction's Continuum of Care Lead Agency. Continuum of Care and Continuum means the group organized to carry out the responsibilities required under the CoC Program Interim Rule (24 CFR Part 578).

DCD makes funding recommendations to the Chester County Board of Commissioners based on the goals and strategies outlined in the HUD Consolidated Plan and the Decade to Doorways 2018-2020 Operational Plan. The Commissioners ultimately approves or declines all funding recommendations presented to the Board.

DCD, as the HMIS lead, is also responsible for establishing the HMIS policies and procedures and for the administration of the jurisdiction's HMIS. HMIS Lead means the entity designated by the Continuum of Care in accordance with the HMIS Proposed Rule (24 CFR Part 580) to operate the Continuum’s HMIS on the Continuum’s behalf.

DCD does employ a dedicated staff person to manage the HMIS to ensure data integrity and compliance with all federal regulations with regard to the HEARTH Act and HMIS Rule.

WHAT WE DO TODAY

The Chester County Department of Community Development provides housing, neighborhood improvement, workforce development, and social services to citizens so that they have the opportunity to successfully live and work in a safe, stable, and desirable community.

DCD administers Federal, State and County funds to address affordable housing, homeless assistance, community and economic development, job training, and provides career services and workshops to support income and economic growth opportunities at its one-stop facility, the Chester County PA CareerLink – United Way Financial Stability Center. The Chester County Career Corps, in partnership with the Council for the Workforce of Tomorrow and the Chester County Workforce Development Board, provides a workforce development system designed to provide youth with access to opportunities for educational enrichment, career development and job placement services.

The Chester County Department of Community Development (DCD) has strong partnerships and coordination with many agencies in the community. For example, DCD has a Memorandum of Understanding with Chester County Department of Human Services to administer Health Choices Mental Health Supportive Housing funds to further housing options for persons with mental health and drug/alcohol disabilities. To date, this partnership has secured approximately 50 units of affordable permanent supportive housing in support of the Decade to Doorways initiative.
Within the Decade to Doorways Partnership, the Decade to Doorways Administrator, in addition to a part-time Decade to Doorways Program Coordinator, provides outreach and educates stakeholders throughout the county on the issues of homelessness and affordable housing. DCD’s Director, Deputy Director and other DCD staff participate in a multitude of community activities and various Boards throughout the county. The DCD Director also serves as the local Workforce Development Board Director and the Chair of the Board of the Housing Authority of Chester County.

V. Continuum of Care Roles and Responsibilities

The Chester County Board of Commissioners serves as the Continuum of Care governing body who in turn authorizes and designates the Chester County Department of Community Development and the Decade to Doorways Governance Board as the entity responsible for carrying out the regulations set forth in the CoC Program Interim Rule, 24 CFR 578, as follows:

- Planning for the CoC, operating the CoC and ensuring compliance with HUD requirements and regulations which include acting as the CoC Lead Agency, Collaborative Applicant and HMIS Lead Agency
- Coordinating the implementation of a housing and service system that meets the needs of the individuals and families who experience homelessness, including prevention and diversion strategies, outreach and engagement, coordinated assessment, emergency shelter, temporary housing, permanent housing, and supportive services
- Designing and implementing the annual process associated with applying for the HUD CoC Program funds
VI. Chester County Client Information Management System (CCCIMS) Governance Charter

1. Chester County HMIS Historical Background

1.1 Definition of Homeless Management Information System
A Homeless Management Information System (HMIS) is a computerized data collection tool used by communities to collect ongoing data on persons who are homeless or receive assistance from the community. This longitudinal data can be used to accurately calculate the size and needs of these populations.

1.2 HUD HMIS Requirement
In 2001, Congress directed the U.S. Department of Housing and Urban Development (HUD) to collect unduplicated data on the extent of homelessness at the local level through a Homeless Management Information System (HMIS). HMIS is a computerized data collection application designed to capture client-level information over time on the characteristics and service needs of persons experiencing homelessness. The purpose of the HMIS is to use data from these systems to understand the size and characteristics of the homeless population, analyze local patterns of service usage, and assess local service needs. To comply with the Congressional directive, HUD is requiring all participating jurisdictions, like Chester County, to implement an HMIS.

Chester County Roles and Responsibilities as HMIS Lead include but are not limited to:
- Chester County Department of Community Development acting as and managing the Homeless Management Information System Lead for the PA-505 Chester County Continuum of Care;
- Implementing and updating HMIS Privacy, Security and Data Quality Plans for all users and providers with the Chester County Client Information Management System (CCCIMS) through signed user agreements and monthly data quality monitoring;
- Ensuring consistent participation of recipients’ and subrecipients through quarterly training, continuous technical assistance, and data monitoring; and
- Ensuring HMIS is administered in compliance as prescribed by HUD by ensuring all HUD regulatory updates are updated into the system and ensuring all users are aware, as well as all users must complete an ‘End-User Certification’ facilitated by the Chester County HMIS System Administrator.
1.3 Vision for CCCIMS

The Department of Community Development (DCD) has worked in coordination with several county agencies, including the Department of Computer and Information Services (DCIS), the County’s Health Insurance Portability and Accountability Act (HIPAA) Privacy Officer, and the non-profit agencies throughout the County to implement an efficient, user-friendly HMIS, called the Chester County Client Information Management System (CCCIMS), which includes all HUD-funded and DCD-funded agencies. The Community Services Planning Committee, the advisory arm of the Continuum of Care (CoC) funding, has also been involved in the planning and implementation of a county wide CCCIMS program.

The Results Action Team was formed to research available systems that meet HUD criteria, to evaluate the cost effectiveness of and to seek funding for implementation of a HUD-approved computerized data collection system.

The Results Action Team identified three objectives to be accomplished:

1) Understand the data requirements and develop the measures of success of each Action Team in order to produce functional reports.
2) Increase use and accuracy of HMIS system to gather desired data.
3) Network with stakeholders in complementary systems or institutions (as required by action team data requirements) to increase data collection (outside of HMIS).

The introduction of a CoC-wide CCCIMS provides the following improvements and benefits:
- Efficient needs assessment analysis
- Efficient service coordination among providers
- Resource allocation through analysis of data

The CCCIMS program within the Chester County CoC system enables DCD to develop a forum for addressing community-wide issues and facilitate data driven decision-making among providers and policy makers as they gain a better understanding of the extent and scope of homelessness and other social issues within the CoC jurisdiction.

1.4. CCCIMS Definition and Goals

The Chester County Client Information Management System (CCCIMS) is a centralized case management system that allows authorized participating agency personnel throughout Chester County, Pennsylvania, to collect client data, produce statistical reports, and share information with select partner agencies. The Chester County Client Information Management System allows the community to evaluate the utilization of services, identify gaps in the local Continuum of Care, improve the efficiency of homeless related services, and to understand the demographics
and needs of persons experiencing homelessness in Chester County. Specific goals of the Chester County Client Information Management System (CCCIMS) include:

- Improve the quality of services
- Improve client and service tracking
- Ensure continuity of care
- Expedite client intake procedures
- Improve referral accuracy
- Improve case management
- Track client outcomes
- Provide aggregate information for program management, Boards of Directors, funding sources, and other stakeholders
- Provide aggregate information for program evaluation, systems design and policy decisions
- Provide aggregate information for addressing community-wide issues

1.5 CCCIMS Purpose

The purpose of the Chester County Client Information Management System (CCCIMS) includes, but is not limited to the following:

1. Maintain compliance with Federal regulations for data collection as required by the U.S. Department of Housing and Urban Development (HUD), the U.S. Department of Health and Human Services (HHS), and the U.S. Department of Veterans Affairs (VA) within the released documents of the 2014 HMIS Data Dictionary and 2014 HMIS Data Manual on August 1, 2014, updating the 2004 HMIS Data and Technical Notice and the 2010 HMIS Data Standards.

2. Efficiently collect and output the data needed for reports as required by various funding entities.

3. Provide the Chester County’s Continuum of Care, the Decade to Doorways’ leadership, and other stakeholders with aggregate information and trends related to those at-risk of, or experiencing homelessness.

4. Provide person’s experiencing homelessness with easier access to services and care.

5. Allow Partner Agencies to better coordinate care to address their clients’ needs.

6. Create aggregate and detailed assessments of the needs of those at-risk, or experiencing homelessness.

7. Provide baseline data and system wide outcomes that can be used for decision-making and future strategies to prevent and end homelessness.
2. Chester County’s CCCIMS Structure

2.1 CCCIMS Solution
Bowman/Mediware Systems is Chester County’s HIMS software provider.

- Providing Chester County’s Internet-based CCCIMS
- CCCIMS software upgrades
- Hosting (maintaining, securing, performing backups, and ensuring availability) of Chester County's CCCIMS
- Providing training and technical support to CCCIMS Administrators

2.2 Chester County Department of Community Development Roles and Responsibilities
Under Chester County’s contract with Bowman Systems, the DCD provides the CCCIMS implementation and program management on behalf of the Chester County CoC. As the CCCIMS Administrator, DCD is responsible for many activities including:

- Preparing agencies within the CoC for implementing the system
- Defining policies and procedures within the federal guidelines, best practices, and Chester County CCCIMS members' input
- Advocating CCCIMS software enhancements on behalf of partner agencies
- Initial and on-going training for CCCIMS
- Providing quality assurance for the CCCIMS program
- Fulfilling Chester County CoC reporting requirements
- Providing technical support through the DCD Help Desk CCCIMS System Administrator
- Providing ongoing system maintenance and updates to fit within federal regulations, guidelines and system performance measures.

2.3 Participating Agencies
Any agency, DCD-funded or non-funded, may participate in CCCIMS if they have signed the Agency Partnership Agreement-Memorandum of Understanding and agree to abide by the Governance Charter outlined in this document. Each participating agency is responsible for its clients' data. Services should be provided to a client regardless of CCCIMS participation provided the client would otherwise be eligible for the agency’s services.

2.4 End User
The End User is authorized by their agency's Executive Director or other persons within the agency having the appropriate authority. The End User cannot use CCCIMS until after signing an End User Agreement with their agency, and completing the necessary training. Each Agency will be allowed a minimum of one license which will be used by an End User(s) in order to manage the Real-time operations of CCCIMS within the agency. This person(s) is responsible for following the policies and procedures outlined in this document, and are ultimately
responsible for collecting and entering client data. This person(s) will also act as the point of contact for client data and reporting done within the system.

2.5 Clients
Clients are required to have their data entered into CCCIMS. They are given the option to have their data shared throughout the database by signing Release of Information to allow an agency's users to collect and view their personal information in CCCIMS. It is a top priority of DCD to ensure that client confidentiality, privacy, and security are maintained at a very high level. The policies and procedures written in this document fulfill basic HUD HMIS requirements, utilize best practices for the industry, and are further enhanced for our community.

3. Implementing CCCIMS

3.1 Agency Partnership Agreement
Policy: To participate in CCCIMS, an agency must sign and agree to abide by the terms of the Agency Partnership Agreement-Memorandum of Understanding (MOU) (Appendix I)

Description:
The Agency Partnership Agreement-Memorandum of Understanding is a contract between the agency and the CCCIMS Administrator (Chester County Department of Community Development) regarding participation in CCCIMS. The agreement outlines specific requirements on confidentiality, data entry, responsibilities, security, reporting, and other items deemed necessary for proper CCCIMS operation.

3.2 Designate Agency End User
Policy: The agency's Executive Director or other empowered officer must designate a maximum of two individuals to act as the agency's End User(s).

Description:
The End User is accountable for the following items:

- Maintain the agency programs and services profiles in the system
- Act as the main point of contact for CCCIMS System Administrator (DCD)
- Ensure client privacy, confidentiality, and security
- Maintain compliance with technical requirements for participation
- Store and enforce End User Agreements
- Post Privacy Notice
- Enforce data collection, entry, and quality standards
- Assist DCD with On-Site Technical Assistance/Audits
- The HMIS System Administrator works with all end users to accomplish meeting the goal of achieving 95% Data Quality and Completeness
3.3 Technological Requirements for Participation  
**Policy:** All computers authorized to access Chester County CCCIMS must meet the minimum requirements as established by DCD.

3.4 Complete Agency Profiles in CCCIMS  
**Policy:** Agencies are not allowed to enter client data into CCCIMS until their agency and service profiles have been approved by DCD and are completed in CCCIMS.  
**Description:**  
Within CCCIMS, each agency must set up a group of profiles that define the programs and services the agency offers. End Users will be trained in creating, updating, and maintaining agency information, service information, and other program management requirements in CCCIMS.

3.5 Data Conversion  
**Policy:** Agencies utilizing systems other than Chester County CCCIMS are responsible for converting any data that they wish to carry-over into CCCIMS.

3.6 Designating CCCIMS End User License  
**Policy:** Any individual working on behalf of the agency (employee, contractor, and volunteer), that will enter information into CCCIMS database must be designated as a CCCIMS End User; and therefore is subject to these policies and procedures.  
**Description:**  
Anyone who collects CCCIMS data (electronic or paper) or creates reports from the system must receive training. This training is varied depending on the person’s role. If someone will not be entering anything into the system but will be explaining CCCIMS to others, the agency’s End User is required to train this person on client privacy, confidentiality, and security procedures. Individuals, who will work with the CCCIMS software, will be required to attend the Policies and Procedures training as well as specific training on the CCCIMS software.

4. User Administration  
4.1 Authorizing Personnel for CCCIMS  
**Policy:** Only authorized individuals that have successfully completed the necessary training sessions may be allowed to access CCCIMS on behalf of an agency.

4.2 End User License Agreement  
**Policy:** A CCCIMS End User License Agreement must be signed and kept on file for all agency personnel or volunteers that will collect or use CCCIMS data on behalf of the agency. The original signed CCCIMS End User License Agreement will be filed at the DCD office in the agency’s CCCIMS file. Additionally, each agency is required to keep a copy of all of their End Users’ License Agreements on file at their office location so that DCD staff may review this documentation during monitoring visits. At No Exceptions should an individual who has not signed an End User License Agreement be able to have or gain access to use of an End
User License at any time.

**Description:**

1. The End User License Agreement is a document between a participating agency and its employees, contractors, or volunteers who are authorized to collect CCCIMS data and/or record client data into the system, for the purpose of agreeing to abide by the rules and regulations defined in 2014 HMIS Data Dictionary and 2014 HMIS Data Manual on August 1, 2014, updating the 2004 HMIS Data and Technical Notice and the 2010 HMIS Data Standards.

4.3 Assigning Security Levels

**Policy:** DCD will assign users an appropriate security level such that the users only has access to CCCIMS functionality or information required to successfully fulfill their agencies roles. DCD will also maintain the agency’s Approved Users List. The Executive Director or empowered officer will then contact DCD to set-up user access levels in the system and to schedule their designated End User(s) for training. User ids and passwords will not be distributed to new users until after they have completed the required CCCIMS training with DCD.

**Description:**

Within CCCIMS, each user is assigned a security level based on the tabs to which they have access. This security allows the user to gain access to certain areas of the CCCIMS application. This security feature is utilized to ensure that individuals can only access the type of client information they need to do their job within the agency. An example would be that an agency would be assigned two different security levels. Security level 2 is designated for the entire agency and can view all information for all programs within their agency only and security level 3 is designated for the individual program within the agency, therefore would only have access to view information for the individual program within the agency. At no time should any client be entered into the Security level 2 for this level is only for viewing the agency as a whole for reporting projects only.

4.4 Removing Authorized Personnel

**Policy:** The DCD CCCIMS System Administrator must be notified within 1 business day when an individual is no longer authorized to access CCCIMS on the agency's behalf.

5. Training

5.1 End User Training

**Policy:** Individuals designated as an agency's End User must complete a CCCIMS End User
Training course before being granted a license to operate within the CCCIMS database.

**Description:**

The CCCIMS End User Training will cover several topics such as the duties and procedures specifically related to the role, beyond a typical End User training session. Topics will include:

- CCCIMS Organization of Services and Sections
- CCCIMS Reports
- Overview of CCCIMS Policies and Procedures
- Client Privacy & Confidentiality
- The Roles of an End User

**5.2 CCCIMS Governance Charter Training**

**Policy:** All individuals who are authorized to collect CCCIMS information are required to complete a training regarding CCCIMS Policies & Procedures.

**Description:**

This training is intended for everyone that will collect data on behalf of CCCIMS, including intake personnel, volunteers, and case managers for example. The training will cover in detail these policies & procedures as they relate to collecting data, expectations, and other materials. Focus will be given to client privacy, confidentiality, and security as it directly relates to CCCIMS.

**5.3 CCCIMS Software Upgrade Training**

**Policy:** When new CCCIMS software functionality is available, additional training opportunities regarding the upgrade will be offered.

**Description:**

CCCIMS will evolve over time to include additional capabilities that agencies and the community have requested or new capabilities required by the U.S. Department of Housing and Urban Development. While documentation will be sent out for each upgrade, there may be occasions where supplemental training would be the best way for individuals to learn how to use the new capability.

**5.4 Webinars**

**Policy:** Special topic-based seminars will be offered by DCD as needed. Although, End Users must complete the Policies, Procedures and Security webinar twice a year which will be set up by DCD’s CCCIMS Administrator.
Description:
As CCCIMS evolves, many agencies will find that they are looking for the same type of information or best practices. DCD will provide webinars to share information on updates, technical support and etc.

6. Data Collection Processes

6.1 On Whom to Collect Data
Policy: At a minimum, agencies are required to collect data on individuals who are receiving applicable services from the agency.

6.2 Privacy Policy Notice
Policy: The Chester County’s CCCIMS Privacy Policy Notice must be posted within an agency in a site visible to clients, in a common area, and at the point of intake.

Description:
The Privacy Policy Notice is a brief document, which describes a consumer’s data rights in relation to CCCIMS.

6.3 Informed Consent & CCCIMS Participation
Policy: The agency must review the Client Consent for Data Collection and Release of Information form fairly, and in good faith, with each adult household member and/or unaccompanied youth for whom they will attempt to collect CCCIMS data.

Description:
The Client Consent for Data Collection and Release of Information is an extremely important form within the CCCIMS data collection process. Its purpose is to disclose to clients what the Chester County CCCIMS system is for, what their rights are, why data is collected, what information is requested, and how the information will be used.

Policy: Agencies should strive to communicate informed consent in a language the client understands.

Policy: Clients must sign the informed consent form regardless of their decision to participate in CCCIMS or not.

Description:
Clients can choose if they would like to participate in CCCIMS. Below is a description of what each of the choices means:

“Agree to let this Agency enter my information into Chester County CCCIMS”: This means that their information is entered into the system, with personal identifying information shown (but secured through software and application security).
“I am concerned that sharing my information will put me or my family at risk. Please do not share my information with Partner Agencies. I understand that my information will only be accessible to this agency and the CCCIMS Administrator's.”

**Policy:** The Client Consent for Data Collection and Release of Information form is good for one year. The original signed document must be stored securely for a minimum of seven (7) years after the client last received services.

**Policy:** Agencies will offer to give the clients a copy of the CCCIMS release.

**Policy:** Clients are presumed to be competent, unless there is a known court order claiming their incompetence. Legal guardians of adult clients may sign for the client.

**Policy:** The agency will need to report to DCD the number of individuals who did not agree to participate in CCCIMS by including their data in their quarterly report and documenting these numbers in their files. The agency must still enter the client's information into the system although must use the lock feature within CCCIMS, so that only the Agency and the DCD Administrators have access to such documentation.

**Policy:** Agencies cannot deny services to an individual solely on the basis of the individual deciding not to participate in CCCIMS.

6.4 Electronic Sharing of Client Records

**Policy:** CCCIMS will enable agencies to share client records electronically if agencies agree AND the client consents to the sharing of their information.

**Description:**
CCCIMS will allow groups of agencies to share the same client record, as they try to provide coordinated services for the individual/family. Agencies who wish to have the ability to share records with one another will need to sign an agreement between each other. Clients will also have the added ability to decide if they want their information shared with another agency, as well as what information they would like share.

6.5 Using Paper-Based Data Collection Forms

**Policy:** Agencies may choose to initially collect client data on paper and enter it into the CCCIMS software later, rather than entering it directly in the system. However, the overall goal is to have the data entered into CCCIMS within 24 hours.

**Description:**
Each agency will incorporate CCCIMS into its own operating processes. Some agencies will prefer to interview clients and simultaneously enter their information directly into the system.
Other agencies will find it easier to collect information on paper first, and then have someone enter the data later.

6.6 Collecting Client Disability Information

**Policy:** Agencies must collect client disability information after the individual is enrolled in a program, unless it is a requirement for program entry.

**Description:**

As a part of the data standards required by HUD, agencies are requested to ask clients questions about disabilities. To comply with other federal laws and regulations, these client questions must be asked at a certain point in time to avoid any legal issues.

HUD defines 'disabling condition' as: “(1) a disability as defined in Section 223 of the Social Security Act; (2) a physical, mental, or emotional impairment which is (a) expected to be of long-continued and indefinite duration, (b) substantially impedes an individual's ability to live independently, and (c) of such a nature that such ability could be improved by more suitable housing conditions; (3) a developmental disability as defined in section 102 of the Developmental Disabilities Assistance and Bill of Rights Act; (4) the disease of acquired immunodeficiency syndrome or any conditions arising from the etiological agent for acquired immunodeficiency syndrome; or (5) a diagnosable substance abuse disorder.

6.7 CCCIMS Data Standards

**Policy:** All agencies and CCCIMS End Users are required to collect the Universal Data Elements as stated by the U.S. Department of Housing and Urban Development (HUD).

**Description:**

CCCIMS End Users are required to collect HUD's Program-Specific Data Standards fields, especially if the client is receiving services funded through federal homeless assistance grants, as stated in the Agency Agreement and End User Agreement.

6.8 Client Access to Their Information

**Policy:** Clients have the right to a copy of their applicable client level data contained within CCCIMS which can be obtained through an agency’s formal record request process.

6.9 Filing a Grievance

**Policy:** Clients have the right to file a grievance regarding potential violations of their privacy rights regarding CCCIMS participation and have the right to contact the agency’s End User regarding data inaccuracy (See Notice of Privacy Practices).

**Policy:** No action or punishment will be taken against a client if they choose to file a grievance.
6.10 Revoking Authorization for CCCIMS Data Collection

**Policy:** Clients who initially agree to participate in the Chester County CCCIMS have the right to rescind their permission for data collection.

7. CCCIMS Quality/ Security Assurance

7.1 Data Quality

**Policy:** CCCIMS End User(s) are required to ensure data quality of the information that is being collected for CCCIMS, as stated in the End User Agreement. End Users are required to fix data quality issues in a timely manner.

**Description:**

To produce high quality, reliable reports it is imperative to possess high quality data. DCD will help assure stakeholders that the data contained within CCCIMS is of high quality.

7.2 Security Monitoring

**Policy:** End Users are required to immediately resolve any issues discovered during a CCCIMS security monitoring.

**Description:**

In order to maintain the high level of security, client privacy and confidentiality practices set up in the Governance Charter document, DCD will conduct security evaluations on a regular basis. End Users will work with the DCD to schedule a monitoring visit, and to assist DCD in performing the monitoring. The monitoring will cover many topics including: informed consent agreement, privacy notices, technology security, and data entry practices.

7.3 Workstation Security

**Policy:** Agencies are required to place End User computer screens in a manner so as to prevent unintentional confidentiality breaches.

**Policy:** Passwords and Log-in information are to be kept secure; this information should never be shared with anyone.

7.4 Technological Requirements for Participation

**Policy:** All computers authorized to access Chester County CCCIMS must meet the minimum requirements as established by DCD.

* Unique user name and password

* Secure location for equipment

* Locking screen savers
7.5 Additional Quality Reports

**Policy:** DCD will make additional quality reports available regarding software, technical support, quarterly reports, training, and overall program directions.

**Description:**

Additional reports will be created to ensure that the overall CCCIMS program is of high quality. Topics that will be reported on will include overall software quality, quality of the technical support, training quality, quarterly reports and overall program quality. As these reports are available, DCD will notify agencies.

8. CCCIMS Compliance

During the contract period, the Provider will supply all required data in the Chester County Client Information Management System (CCCIMS) for all contracted programs. **All providers are required to update the CCCIMS database within 24 hours of participant Entry/Exit into a program. Emergency Shelter providers must have the ShelterPoint Module up to date by close of business everyday including weekends and holidays.** If a situations arises where the agency is unable to log into CCCIMS and update the ShelterPoint module their agency, their agency must notify the Coordinated Access Provider, ConnectPoints of their current Bed Availability at the close of business day of your organization.

Failure to remain compliant with data quality and assurance as well with the submission of required reports could result in an interruption of the submitted invoice for that current time period.

The following Requirements will be reviewed during the invoice process.

- 100% of all HUD funded homeless assistance programs must be actively participating in CCCIMS
- 85% of all beds in non-HUD funded residential homeless assistance programs must be actively participating in CCCIMS
- Missing information does not exceed 10% for required universal and program specific data elements for all clients served in a month
● “Don’t Know and Refused” responses must be less than 5% of all answered question.
● Quarterly reports are submitted and are accurate in a timely manner.

Report Utilization

Data Quality reports will be used to assess individual program data quality. The CCCIMS System Administrator will be responsible for creating and producing Data Quality reports. The individual agency will be able to access the reports relevant to their program(s). This enables the agency to monitor their data and improve data quality. It is important that the agency run data quality reports on a monthly basis to meet the requirement HUD benchmark for clients served in their program(s).

9. DCD CCCIMS System Administrator

9.1 Ways to Contact the DCD CCCIMS System Administrator

Policy: The agency’s Site Administrator should be the only person who contacts the DCD CCCIMS System Administrator via the Helpdesk.

9.2 Response Times for Issues

Policy: The DCD CCCIMS Help Desk and the DCD CCCIMS System Administrator will attempt to resolve issues within the shortest period of time possible, but these responses are subject to the vendor’s response times.

Description:

While the DCD CCCIMS Help Desk can answer most questions and concerns regarding CCCIMS, when an issue cannot be immediately resolved, it will be forwarded to the DCD CCCIMS System Administrator. If necessary, the DCD CCCIMS System Administrator will forward the issue to the vendor. The DCD CCCIMS System Administrator is subject to the vendor's response times.
APPENDIX I

DECADE TO DOORWAYS

2018-2020

OPERATION PLAN
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.
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 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**: Formulate and collaborate 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**
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**
  - 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**
  - 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.

- **CCCIMIS Agency Admin Group**
  - 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**
  - 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**
  - 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

<table>
<thead>
<tr>
<th>RECOMMENDATION</th>
<th>ACTION</th>
<th>OUTCOME</th>
<th>RESPONSIBLE PARTY</th>
<th>SUPPORTING PARTY</th>
<th>DUE DATE (range)</th>
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<tbody>
<tr>
<td>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.</td>
<td>Create Nominating Committee</td>
<td>Nominating Committee</td>
<td>Governance Board</td>
<td></td>
<td>3 months</td>
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<tr>
<td></td>
<td>Nominating Committee determines Governance Board</td>
<td>Governance Board</td>
<td>Nominating Committee</td>
<td>Governance Board</td>
<td>3 months</td>
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<tr>
<td></td>
<td>Nominating Committee determines Steering Committee</td>
<td>Steering Committee</td>
<td>Nominating Committee</td>
<td>Governance Board</td>
<td>3 months</td>
</tr>
<tr>
<td>1.2: Re-structure the Governance Board and Clearly Define the Roles and Functions of the Members and Committees</td>
<td>Governance Board determines: •D2D Partnership overview and purpose</td>
<td>Principles and Guidelines</td>
<td>Governance Board</td>
<td>Nominating Committee</td>
<td>3 months</td>
</tr>
<tr>
<td></td>
<td>•Implementation Schedule of transition to new governance</td>
<td>created</td>
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<tr>
<td></td>
<td>•D2D Partnership Membership (i.e.: roles and responsibilities, meetings, voting, membership committees, procedure for D2D Partnership Board selection)</td>
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<td>•Committee structures</td>
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<td>•Conflict of Interest Requirements</td>
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<td></td>
<td>Create new Governance Charter</td>
<td>Governance Charter</td>
<td>Governance Board</td>
<td>Steering Committee</td>
<td>1 year</td>
</tr>
<tr>
<td>1.3: Create newly formed committees for the D2D Partnership Governance Board</td>
<td>Nominating Committee determines individuals for System Performance Outcome Measurement Committee (SPOM) and creates Committee Charter</td>
<td>SPOM Committee nominees invited</td>
<td>Nominating Committee</td>
<td>Governance Board</td>
<td>3 months</td>
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<tr>
<td></td>
<td>Committee Charter created</td>
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<tr>
<td>1.4: Implement an updated performance measurement and improvement process that informs strategic decisions to ensure the right combination of strategies and</td>
<td>SPOM committee gathers and elects two chairs</td>
<td>SPOM committee created</td>
<td>SPOM</td>
<td>Governance Board</td>
<td>3 months</td>
</tr>
<tr>
<td></td>
<td>SPOM determines new performance outcomes, standards, and develops initial</td>
<td>Performance outcomes, standards and initial benchmarks created</td>
<td></td>
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<tr>
<td>RECOMMENDATION</td>
<td>ACTION</td>
<td>OUTCOME</td>
<td>RESPONSIBLE PARTY</td>
<td>SUPPORTING PARTY</td>
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<tr>
<td>resources to end homelessness</td>
<td>SPOM brings performance outcomes, standards and benchmarks to Governance Board and assists in creation of timeline for adoption</td>
<td>Governance Board approves measures and timeline created</td>
<td>SPOM</td>
<td>Governance Board</td>
<td>6 months</td>
</tr>
<tr>
<td></td>
<td>Governance Board meets with providers to introduce new outcome measures and timeline for adoption</td>
<td>Providers adopt new measures and begin adjusting operations</td>
<td>Governance Board</td>
<td>SPOM</td>
<td>6 months</td>
</tr>
<tr>
<td></td>
<td>County begins process of reviewing CoC and County-wide contracts to include performance based contracting measures</td>
<td>Share review with all D2D funding partners</td>
<td>DCD</td>
<td>Governance Board</td>
<td>9 months</td>
</tr>
<tr>
<td>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</td>
<td>Performance Measurement and Improvement Coordinator and SPOM develops structure and process for performance improvement plan to include incentives for high performing programs</td>
<td>Structure and improvement plan presented and approved by Governance Board</td>
<td>SPOM</td>
<td>DCD – Performance Measurement and Improvement Coordinator</td>
<td>Governance Board</td>
</tr>
<tr>
<td></td>
<td>Governance Board meets with providers to introduce new performance improvement procedures</td>
<td>Providers begin to adjust operations based off performance improvement procedures</td>
<td>Governance Board</td>
<td>SPOM</td>
<td>DCD</td>
</tr>
<tr>
<td></td>
<td>SPOM develops template for and produces first quarterly report card; and produces report cards quarterly thereafter</td>
<td>Quarterly report created and utilized by Governance Board for performance improvement plans</td>
<td>SPOM</td>
<td>Governance Board</td>
<td>DCD</td>
</tr>
<tr>
<td></td>
<td>Governance Board starts performance improvement plans with providers interested improving performance on a voluntary basis</td>
<td>Providers work with DCD to improve performance</td>
<td>DCD</td>
<td>SPOM</td>
<td>Governance Board</td>
</tr>
<tr>
<td></td>
<td>County and Governance Board, Providers operate based</td>
<td></td>
<td>DCD</td>
<td>Governance Board</td>
<td>12 months</td>
</tr>
<tr>
<td>RECOMMENDATION</td>
<td>ACTION</td>
<td>OUTCOME</td>
<td>RESPONSIBLE PARTY</td>
<td>SUPPORTING PARTY</td>
<td>DUE DATE (range)</td>
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<tr>
<td>begin holding providers to new CoC performance standards for the CoC NOFA and all other federal and county funding</td>
<td>on new performance standards</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D2D Partnership starts performance improvement plans as mandatory requirements for low performing providers; start providing financial incentives based on performance based contracting measures</td>
<td>Providers improve performance</td>
<td>D2D Partnership</td>
<td>Governance Board</td>
<td></td>
<td>24 months</td>
</tr>
<tr>
<td>DCD evaluates effectiveness of performance improvement process, reports evaluation to Governance Board, revises process based on evaluation, propose changes to the Board for approval.</td>
<td>Improvement of performance improvement process</td>
<td>DCD</td>
<td>Governance Board</td>
<td></td>
<td>24 months</td>
</tr>
</tbody>
</table>
### Appendix B: Goal #2 - Leveraging and Coordinating Resources and Funding

<table>
<thead>
<tr>
<th>RECOMMENDATION</th>
<th>ACTION</th>
<th>OUTCOME</th>
<th>RESPONSIBLE PARTY</th>
<th>SUPPORTING PARTY</th>
<th>DUE DATE (range)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1: Create a collaborative structure that aligns funding resources and services</td>
<td>Governance Board identifies a particular community initiative such as ending chronic homelessness, institutional discharge planning, child welfare overlap to propose to potential funding partners</td>
<td>Initiative chosen</td>
<td>Governance Board</td>
<td>Steering Committee</td>
<td>3 months</td>
</tr>
<tr>
<td></td>
<td>Governance Board identifies potential funding partners to collaborate with on initiative</td>
<td>Funding partners determined</td>
<td>Governance Board</td>
<td></td>
<td>3 months</td>
</tr>
<tr>
<td></td>
<td>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.</td>
<td>Committee Charter created for funding collaborative</td>
<td>Steering Committee</td>
<td>Governance Board</td>
<td>3 months</td>
</tr>
<tr>
<td></td>
<td>Funding Collaborative agrees on a community initiative and creates centralized decision making body</td>
<td>Funding collaborative structure determined</td>
<td>Funding Collaborative</td>
<td>Governance Board</td>
<td>3 months</td>
</tr>
<tr>
<td></td>
<td>Funding Collaborative determines strategic approach to funding community initiative and determines what and where resources can be aligned to address initiative</td>
<td>Strategy to combat initiative created</td>
<td>Funding Collaborative</td>
<td>Governance Board</td>
<td>6 months</td>
</tr>
<tr>
<td></td>
<td>Funding collaborative releases</td>
<td>Plan and timeline</td>
<td>Funding Collaborative</td>
<td>Governance Board</td>
<td>6 months</td>
</tr>
<tr>
<td>RECOMMENDATION</td>
<td>ACTION</td>
<td>OUTCOME</td>
<td>RESPONSIBLE PARTY</td>
<td>SUPPORTING PARTY</td>
<td>DUE DATE (range)</td>
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<tr>
<td>plan and timeline to address community initiative and includes a plan to report progress to the larger community</td>
<td>reviewed by Governance Board and implemented</td>
<td>Governance Board</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Governance Board evaluates success of community initiative</td>
<td>Adjustments made and process begins again</td>
<td>Governance Board</td>
<td>Funding Collaborative</td>
<td></td>
<td>12 months</td>
</tr>
<tr>
<td><strong>2.2: Increase Decade to Doorways Partnership staff to make systems coordination successful</strong></td>
<td>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</td>
<td>DCD assesses and presents to Governance Board</td>
<td>DCD</td>
<td>Governance Board</td>
<td>6 months</td>
</tr>
<tr>
<td>Decade to Doorways transitions and operationalizes current job descriptions</td>
<td>New roles begin</td>
<td>DCD</td>
<td>Governance Board</td>
<td></td>
<td>9 months</td>
</tr>
<tr>
<td>DCD evaluates performance of new staff/new job descriptions/roles of current staff and makes necessary adjustments</td>
<td>Adjustments made based on evaluation</td>
<td>DCD</td>
<td>Governance Board</td>
<td></td>
<td>12 months</td>
</tr>
<tr>
<td><strong>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</strong></td>
<td>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</td>
<td>Stakeholders determined and invited to participate in Landlord Engagement Workgroup</td>
<td>Governance Board</td>
<td>Nominating Committee</td>
<td>3 months</td>
</tr>
<tr>
<td>Landlord Engagement Workgroup identifies funding</td>
<td>Funding allocated</td>
<td>Landlord Engagement Workgroup</td>
<td>Governance Board</td>
<td></td>
<td>6 months</td>
</tr>
<tr>
<td>RECOMMENDATION</td>
<td>ACTION</td>
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<td>RESPONSIBLE PARTY</td>
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<tr>
<td>for landlord risk mitigation pool and develops strategy for landlord engagement and proposes to Governance Board</td>
<td>Strategy created and presented to Governance Board</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Governance Board reviews, revises, and approves proposed for landlord engagement strategy and funding pool strategy</td>
<td>Strategy approved</td>
<td>Governance Board</td>
<td>Landlord Engagement Workgroup</td>
<td>6 months</td>
<td></td>
</tr>
<tr>
<td>Governance Board and Workgroup kicks off and implements system-wide landlord engagement strategy</td>
<td>Strategy implemented</td>
<td>Governance Board</td>
<td>Landlord Engagement Workgroup</td>
<td>12 months</td>
<td></td>
</tr>
<tr>
<td>Governance Board and Landlord Engagement Workgroup evaluate landlord engagement strategy</td>
<td>Adjustments made</td>
<td>Governance Board</td>
<td>Landlord Engagement Workgroup</td>
<td>24 months</td>
<td></td>
</tr>
</tbody>
</table>
### Appendix C: Goal #3 - Ensuring Efficiency and Realigning Existing Interventions to Create System Flow

<table>
<thead>
<tr>
<th>RECOMMENDATION</th>
<th>ACTION</th>
<th>OUTCOME</th>
<th>RESPONSIBLE PARTY</th>
<th>SUPPORTING PARTY</th>
<th>DUE DATE (range)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3.1: Adopt a system-wide Housing First approach</strong></td>
<td>Governance Board informs and educates all homeless housing and support services providers of the adoption of Housing First approach</td>
<td>Education plan created and all understand</td>
<td>Governance Board</td>
<td></td>
<td>6 months</td>
</tr>
<tr>
<td></td>
<td>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</td>
<td>Live Housing Inventory list created</td>
<td>DCD</td>
<td>Governance Board</td>
<td>9 months</td>
</tr>
<tr>
<td></td>
<td>A workgroup is created to focus on developing a Housing First strategy for those providers with entrance criteria that does not embrace Housing First</td>
<td>Governance Board creates Housing First Workgroup Committee Charter</td>
<td>Nominating Committee</td>
<td>Governance Board</td>
<td>12 months</td>
</tr>
<tr>
<td></td>
<td>Through Housing First Workgroup, SPOM, and annual monitoring, providers not operationalizing a Housing First approach will be engaged so they can be a part of the ongoing education, training, and support of emergency shelter, RRH, and PSH providers</td>
<td>Non-Housing First providers listed</td>
<td>Housing First Workgroup</td>
<td>SPOM Governance Board</td>
<td>14 months</td>
</tr>
<tr>
<td><strong>3.2: Create a strategy to end chronic homelessness</strong></td>
<td>Governance Board reviews and considers adoption of the USICH’s criteria and benchmarks for achieving the goal of ending chronic homelessness.</td>
<td>Decides whether or not to adopt</td>
<td>Governance Board</td>
<td>Nominating Committee</td>
<td>3 months</td>
</tr>
<tr>
<td>RECOMMENDATION</td>
<td>ACTION</td>
<td>OUTCOME</td>
<td>RESPONSIBLE PARTY</td>
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</tr>
<tr>
<td>Create Ending Chronic Homelessness Workgroup</td>
<td>Governance board creates Ending Chronic Homelessness workgroup charter</td>
<td>Nominating Committee</td>
<td>Governance Board</td>
<td>6 months</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ending Chronic Homelessness Workgroup is created</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ending Chronic Homelessness Workgroup develops strategy with timeline and measurable benchmarks and performance goals to house and stabilize those persons currently experiencing chronic homelessness</td>
<td>Strategy, timeline, benchmarks and performance goals created and approved by Governance Board</td>
<td>Ending Chronic Homelessness Workgroup</td>
<td>Governance Board</td>
<td>9 months</td>
<td></td>
</tr>
<tr>
<td>Workgroup begins implementation of ending chronic homelessness strategy, conducts monthly monitoring of metrics, and reports monthly to the Governance Board</td>
<td>Implementation of strategy</td>
<td>Ending Chronic Homelessness Workgroup</td>
<td>Governance Board</td>
<td>12 months</td>
<td></td>
</tr>
<tr>
<td>Workgroup evaluates overall strategy and revises where necessary</td>
<td>Adjustments made</td>
<td>Ending Chronic Homelessness Workgroup</td>
<td>Governance Board</td>
<td>15 months</td>
<td></td>
</tr>
<tr>
<td>If chronic homelessness is ended by end of 2018, Workgroup shifts strategy focus on ensuring that chronic homelessness does not recur in subsequent years</td>
<td>Create strategy to ensure chronic homelessness does not recur</td>
<td>Ending Chronic Homelessness Workgroup</td>
<td>Governance Board</td>
<td>18 months</td>
<td></td>
</tr>
<tr>
<td><strong>3.3: Re-design the Decade to Doorways’ emergency shelters to adopt and operationalize the key elements of effective emergency shelter</strong></td>
<td>Governance Board adopts key elements of effective emergency shelter as standard practice of shelter operation in</td>
<td>Adoption made</td>
<td>Governance Board</td>
<td>6 months</td>
<td></td>
</tr>
<tr>
<td>RECOMMENDATION</td>
<td>ACTION</td>
<td>OUTCOME</td>
<td>RESPONSIBLE PARTY</td>
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<td>DUE DATE (range)</td>
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<tr>
<td>the County</td>
<td></td>
<td></td>
<td>Governance Board</td>
<td></td>
<td>6 months</td>
</tr>
<tr>
<td>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</td>
<td>Education strategy created and implemented</td>
<td>Governance Board</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>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</td>
<td>Workgroup created to accomplish tasks</td>
<td>Governance Board</td>
<td>Emergency shelters</td>
<td>9 months</td>
<td></td>
</tr>
<tr>
<td>Governance Board presents written standards to D2D Partnership</td>
<td>Standards adopted</td>
<td>Governance Board</td>
<td>D2D Partnership</td>
<td>12 months</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>Revised contracts based on standards</td>
<td>DCD</td>
<td>SPOM Governance Board D2D Partnership Funders</td>
<td>9 months</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>Shelters have revised mission statements, policies, procedures, handbook, guides and staffing structures</td>
<td>Emergency Shelters</td>
<td>DCD NAEH</td>
<td>15 months</td>
<td></td>
</tr>
<tr>
<td>All shelters begin the process</td>
<td>Shelter transition</td>
<td>Emergency shelters</td>
<td></td>
<td>18 months</td>
<td></td>
</tr>
<tr>
<td>RECOMMENDATION</td>
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<td>OUTCOME</td>
<td>RESPONSIBLE PARTY</td>
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<td>of transitioning to 24 hour a day/7 day a week shelters</td>
<td></td>
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</tr>
<tr>
<td>The Emergency Shelter Learning Collaborative is concluded and evaluation</td>
<td>Gaps identified</td>
<td>Governance Board</td>
<td>DCD SPOM</td>
<td></td>
<td>24 months</td>
</tr>
<tr>
<td>conducted to identify any remaining gaps for a system wide shelter adoption of</td>
<td>Shelters not fully transitioned identified and engagement strategy</td>
<td></td>
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<td>the written standards. Those shelters that have not fully transitioned</td>
<td>created</td>
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<td>will be identified and required to engage performance improvement plan process</td>
<td></td>
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<tr>
<td>3.4: Develop and conduct an assessment of current permanent supportive housing</td>
<td>Governance Board creates PSH Workgroup to define permanent supportive</td>
<td>Governance Board creates PSH workgroup charter</td>
<td>Nominating</td>
<td>Governance</td>
<td>3 months</td>
</tr>
<tr>
<td>projects and formalize a “Move On” strategy to ensure this rich, deep resource</td>
<td>housing and determines its role and function within the D2D Partnership</td>
<td>PSH workgroup defines PSH in Chester County</td>
<td>Committee</td>
<td>Board</td>
<td></td>
</tr>
<tr>
<td>is targeted to those who need it most</td>
<td>and how it should impact overall system performance</td>
<td></td>
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</tr>
<tr>
<td>Governance Board and PSH Workgroup informs and educates all homeless housing</td>
<td>Education plan created and implemented</td>
<td>PSH Workgroup</td>
<td>Governance Board</td>
<td></td>
<td>3 months</td>
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<tr>
<td>and support services providers of the role and function of PSH</td>
<td></td>
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<tr>
<td>PSH Workgroup, in collaboration with PSH providers develops PSH written</td>
<td>Written standards created</td>
<td>PSH Workgroup</td>
<td>PSH Providers</td>
<td></td>
<td>3 months</td>
</tr>
<tr>
<td>standards to include quality assurance standards and service standards</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>PSH Workgroup, working with the D2D staff reviews “Move On” strategy created</td>
<td></td>
<td></td>
<td>PSH Workgroup</td>
<td>D2D Staff</td>
<td>6 months</td>
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</tbody>
</table>

Decade to Doorways Operational Plan 2018-2020

Preventing and Ending Homelessness in Chester County
<table>
<thead>
<tr>
<th>RECOMMENDATION</th>
<th>ACTION</th>
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<th>RESPONSIBLE PARTY</th>
<th>SUPPORTING PARTY</th>
<th>DUE DATE (range)</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>PSH Workgroup begins implementation of “Move On” strategy</td>
<td>Strategy implemented</td>
<td>PSH Workgroup</td>
<td>Governance Board</td>
<td>6 months</td>
</tr>
<tr>
<td>All PSH has been evaluated and realigned to ensure that those who are most vulnerable are receiving these targeted resources</td>
<td>Evaluations complete</td>
<td>PSH Workgroup</td>
<td>PSH Providers</td>
<td></td>
<td>18 months</td>
</tr>
<tr>
<td>PSH Workgroup recommends strategy for ongoing “Move On” implementation</td>
<td>Ongoing Move On strategy created</td>
<td>PSH Workgroup</td>
<td>Governance Board</td>
<td></td>
<td>24 months</td>
</tr>
<tr>
<td>3.5: Continue the development and implementation of the Coordinated Entry System with an emphasis on making diversion strategies more robust</td>
<td>Governance Board creates a Coordinated Entry Planning and Oversight Committee (CEPOC)</td>
<td>CEPOC charter created</td>
<td>Nominating Committee</td>
<td>Governance Board</td>
<td>3 months</td>
</tr>
<tr>
<td>3.6: Provide robust Coordinated Entry guidance, training, and support for provider staff</td>
<td>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)</td>
<td>CE written standards created</td>
<td>CEPOC</td>
<td>D2D Staff</td>
<td>6 months</td>
</tr>
<tr>
<td>RECOMMENDATION</td>
<td>ACTION</td>
<td>OUTCOME</td>
<td>RESPONSIBLE PARTY</td>
<td>SUPPORTING PARTY</td>
<td>DUE DATE (range)</td>
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</tr>
<tr>
<td>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</td>
<td>CE written standards adopted by Governance Board</td>
<td>Governance Board</td>
<td>CEPOC</td>
<td>6 months</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>Amended contracts</td>
<td>DCD</td>
<td>Governance Board</td>
<td>6 months</td>
<td></td>
</tr>
<tr>
<td>CEPOC, ConnectPoints, DCD staff, and the HMIS Program Coordinator, implements coordinated entry training and support program</td>
<td>Training implemented</td>
<td>CEPOC, ConnectPoints, DCD Staff and HMIS Program Coordinator</td>
<td></td>
<td>6 months</td>
<td></td>
</tr>
<tr>
<td>Continue implementation of coordinated entry training and support program</td>
<td>Implementation adjusts and continues</td>
<td>DCD</td>
<td>Governance Board</td>
<td>6 months</td>
<td></td>
</tr>
<tr>
<td>Evaluation conducted of coordinated entry training and support program and revisions made to address training/support gaps impacting system performance</td>
<td>Adjusts needed are noted made</td>
<td>Governance Board</td>
<td>DCD</td>
<td>12 months</td>
<td></td>
</tr>
</tbody>
</table>

3.7: Adopt the National Performance Benchmarks and Program Standards for

<p>| Governance Board adopts the national performance | RRH benchmarks adopted | Governance Board | DCD D2D Partnership RRH | 3 months |</p>
<table>
<thead>
<tr>
<th>RECOMMENDATION</th>
<th>ACTION</th>
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<th>RESPONSIBLE PARTY</th>
<th>SUPPORTING PARTY</th>
<th>DUE DATE (range)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rapid Re-Housing and develop the system’s capacity to adopt RRH as the primary housing intervention in the CoC</td>
<td>benches and RRH and program standards for all RRH projects in the County</td>
<td></td>
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<td>Funders</td>
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</tr>
<tr>
<td>Governance Board informs and educates all homeless housing and support services providers of the adoption of national performance benchmarks and RRH and program standards</td>
<td>Education strategy created and implemented</td>
<td>Governance Board</td>
<td>SPOM</td>
<td>3 months</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>Written standards developed</td>
<td>Governance Board</td>
<td>RRH Providers</td>
<td>3 months</td>
<td></td>
</tr>
<tr>
<td>Board adopts the RRH written standards</td>
<td>Standards adopted</td>
<td>Governance Board</td>
<td></td>
<td>6 months</td>
<td></td>
</tr>
<tr>
<td>D2D/DCD staff begins reviewing and revising all RRH contracts to reflect adoptions of the RRH written standards</td>
<td>Contracts revised</td>
<td>D2D/DCD staff</td>
<td></td>
<td>6 months</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td>Providers revise mission statements, policies and procedures, staffing structure, to align with the RRH written standards</td>
<td>RRH Providers</td>
<td>D2D/DCD Staff</td>
<td>6 months</td>
<td></td>
</tr>
<tr>
<td>The RRH learning collaborative is concluded and evaluation conducted to identify any needed adjustments noted</td>
<td>Evaluation completed and needed adjustments noted</td>
<td>Governance Board</td>
<td>SPOM</td>
<td>18 months</td>
<td></td>
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<tr>
<td>RECOMMENDATION</td>
<td>ACTION</td>
<td>OUTCOME</td>
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<td>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</td>
<td>Strategy created to work with unengaged providers</td>
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### Appendix D: Goal #4 - Making Data Work for the Community

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<tr>
<th>RECOMMENDATION</th>
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<th>RESPONSIBLE PARTY</th>
<th>SUPPORTING PARTY</th>
<th>DUE DATE</th>
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<tbody>
<tr>
<td><strong>4.1: Provide more robust CCCIMS guidance, training, and support for provider staff</strong></td>
<td>Create HMIS Admin Committee</td>
<td>Governance Board creates new committee charter</td>
<td>Nominating Committee</td>
<td>Governance Board</td>
<td>3 months</td>
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<tr>
<td></td>
<td></td>
<td>HMIS Admin Committee created</td>
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<td></td>
<td>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.</td>
<td>Standard operating procedures created</td>
<td>HMIS Admin Committee</td>
<td>Governance Board</td>
<td>3 months</td>
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<tr>
<td></td>
<td></td>
<td>D2D Staff</td>
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<td></td>
<td>HMIS Program Coordinator</td>
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<td></td>
<td>Governance Board adopts CCCIMS Standard Operating Procedures</td>
<td>CCCIM Standard operating procedures adopted</td>
<td>Governance Board</td>
<td>HMIS Admin Committee</td>
<td>3 months</td>
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<td></td>
<td>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</td>
<td>New user and general CCCIMS training manual created</td>
<td>HMIS Admin Committee</td>
<td>Governance Board</td>
<td>6 months</td>
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<tr>
<td></td>
<td></td>
<td>Training and support plan created</td>
<td>D2D Staff</td>
<td></td>
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<td></td>
<td></td>
<td>Governance Board approval of both</td>
<td>HMIS Program Coordinator</td>
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<td></td>
<td>Begin implementation of CCIMS training and support program</td>
<td>Implementation begins</td>
<td>Governance Board</td>
<td>HMIS Admin Committee</td>
<td>6 months</td>
</tr>
<tr>
<td></td>
<td>Evaluation conducted of CCCIMS training and support program and revisions made to address training/support gaps impacting system performance</td>
<td>Adjustments needed noted and revisions made</td>
<td>Governance Board</td>
<td>HMIS Admin Committee</td>
<td>12 months</td>
</tr>
<tr>
<td><strong>4.2: The Decade to Doorways Partnership should adopt HUD’s recommended Data Quality</strong></td>
<td>HMIS Admin Committee of the Governance Board in collaboration with D2D Staff</td>
<td>Data quality management program created</td>
<td>HMIS Admin Committee</td>
<td>Governance Board</td>
<td>6 months</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>D2D Staff</td>
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<td>RECOMMENDATION</td>
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<td>RESPONSIBLE PARTY</td>
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<tr>
<td>Management Program</td>
<td>and HMIS Program Coordinator develops a Data Quality Management Program for approval by the Governance Board</td>
<td>Approved by Governance Board</td>
<td>HMIS Program Coordinator</td>
<td></td>
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<tr>
<td>Governance Board approves Data Quality Management Program</td>
<td>Approved by Governance Board</td>
<td>Governance Board</td>
<td>HMIS Admin Committee</td>
<td></td>
<td>6 months</td>
</tr>
<tr>
<td>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</td>
<td>Education plan created and implemented</td>
<td>Governance Board</td>
<td>DCD</td>
<td></td>
<td>6 months</td>
</tr>
<tr>
<td>Evaluation conducted of Data Quality Management Program and revisions made to address training/support gaps impacting system performance</td>
<td>Adjustments needed noted and revisions made</td>
<td>Governance Board</td>
<td>DCD</td>
<td></td>
<td>18 months</td>
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<tr>
<td>4.3: Develop a dashboard using CCCIMS to track progress on system flow improvements and outcomes</td>
<td>HMIS Admin Committee of the Governance Board in collaboration with D2D Staff and HMIS Program Coordinator begins research into creating dashboard reports</td>
<td>Dashboard research completed</td>
<td>HMIS Admin Committee</td>
<td>D2D Staff</td>
<td>6 months</td>
</tr>
<tr>
<td></td>
<td>HMIS Admin Committee</td>
<td>Dashboard research completed</td>
<td>D2D Staff</td>
<td></td>
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<tr>
<td></td>
<td>HMIS Program Coordinator</td>
<td>Dashboard research completed</td>
<td></td>
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<td></td>
<td>Governance Board</td>
<td>Dashboard research completed</td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td>D2D Staff</td>
<td>Dashboard research completed</td>
<td></td>
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<tr>
<td>Implementation of dashboard creation strategy is underway</td>
<td>Implementation begins</td>
<td>HMIS Admin Committee</td>
<td>D2D Staff</td>
<td></td>
<td>12 months</td>
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<tr>
<td></td>
<td>Implementation begins</td>
<td>HMIS Admin Committee</td>
<td>D2D Staff</td>
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<td>RECOMMENDATION</td>
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<td>HMIS Program Coordinator</td>
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</table>
Appendix E: Committee Charters

SAMPLE

GOVERNANCE BOARD CHARTER

MISSION

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.

RESPONSIBILITIES

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.

MAKE UP

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

ACTION STEPS

(Initially adopted:  April 2018)
APPENDIX II

DECADE TO DOORWAYS

COORDINATED ENTRY POLICIES AND PROCEDURES

Implementation Date:
January 1, 2018
Purpose

The U.S. Department of Housing and Urban Development (HUD) requires that Continuums of Care (CoC) establish and operate a coordinated entry process and that recipients of CoC Program and Emergency Solutions Grants (ESG) program funding within the CoC’s area must use that coordinated entry process. The requirement was established in the 2012 CoC Program Interim Rule (24 CFR 578) and the 2011 Emergency Solutions Grants (ESG) Interim Rule (24 CFR 576).

The Department of Housing and Urban Development (HUD) and the United States Interagency Council of Homelessness (USICH) have identified Coordinated Entry as a required and vital process through which people experiencing or at risk of experiencing homelessness can access a crisis response system in a streamlined way, have their strengths and needs quickly assessed, and quickly connect to appropriate, tailored housing and mainstream services within the community or designated region. The following policies and procedures will outline standardized assessment tools and practices to be used in the Chester County Coordinated Assessment process.

Reference(s)

- Homeless Emergency Assistance and Rapid Transition to Housing: Continuum of Care Program (HEARTH Act): https://www.hudexchange.info/homelessness-assistance/hearth-act/


- Requirements for a Continuum of Care Centralized or Coordinated Assessment System: https://www.hudexchange.info/resource/5208/notice-establishing-additional-requirements-for-a-continuum-of-care-centralized-or-coordinated-assessment-system/


- Decade to Doorways – 10 Year Plan of Preventing and Ending Homelessness in Chester County: http://decadetodoorways.org/

- Chester County Department of Community Development, Continuum of Care Governance Charter: http://chesco.org/DocumentCenter/View/34987
Policy

The U.S. Department of Housing and Urban Development (HUD) requires that Continuums of Care (CoC) establish and operate a coordinated entry process and that recipients of CoC Program and Emergency Solutions Grants (ESG) program funding within the CoC’s area must use that coordinated entry process. The requirement was established in the 2012 CoC Program Interim Rule (24 CFR 578) and the 2011 Emergency Solutions Grants (ESG) Interim Rule (24 CFR 576).

Details of the requirements, as well as additional policy considerations, are provided in the above referenced regulations and in several document issued by HUD, as follows:

- [https://www.hudexchange.info/resources/documents/Notice-CPD-17-01-Establishing-Additional-Requirements-or-a-Continuum-of-Care-Centralized-or-Coordinated-Assessment-System.pdf](https://www.hudexchange.info/resources/documents/Notice-CPD-17-01-Establishing-Additional-Requirements-or-a-Continuum-of-Care-Centralized-or-Coordinated-Assessment-System.pdf)
- [https://www.hud.gov/sites/documents/5359-F-02EQACCESSFINALRULE.PDF](https://www.hud.gov/sites/documents/5359-F-02EQACCESSFINALRULE.PDF)

Procedure

The Chester County Continuum of Care has designed the Coordinated Entry System described in these Policies and Procedures to coordinate and strengthen access to housing and emergency shelter for families and individuals who are homeless or at risk of homelessness in our community. The Coordinated Entry System institutes consistent and uniform assessment and referral processes to determine and secure the most appropriate response to each individual or family’s immediate and long-term housing needs. The Chester County Continuum of Care will adopt the following system-wide Housing First and Progressive Engagement approaches:

- Create a strategy to end homelessness by:
  - Develop and conduct an assessment of current PSH projects and formalize a “Move On” strategy to ensure this rich, deep resource is targeted to those who need it most.
✓ 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.

✓ Continue the development and implementation of the Coordinated Entry System with an emphasis on expansion of diversion strategies.

1. Initial Coordinated Entry Process

Chester County residents experiencing homelessness or at-risk of becoming homeless call **ConnectPoints at 1-800-935-3181** to determine the appropriate resource (Emergency Shelter, Diversion, or Prevention). **ConnectPoints current standard business hours are 9am to 5pm Monday through Sunday.** Callers after 5pm will be prompted to leave a voicemail that will be returned the following business day.

ConnectPoints is currently “on call” Saturday and Sunday from 9am to 5pm to take messages, potential diversion activity, and other housing related referrals but cannot refer callers to shelter on the weekend outside Code Blue scenarios (See Code Blue Policy).

Calls to ConnectPoints are answered by Call Center Specialists who conduct screening and assessment using the Vulnerability Index - Service Prioritization Decision Assistance Tool (VI-SPDAT). Individuals and families who identify as being homeless with a need for Emergency Shelter are prioritized based on their VI-SPDAT score and placed on the appropriate queue in the Chester County Client Information Management System (CCCIMS).

These persons are then contacted by the appropriate shelters as open beds become available throughout the system according to their need (individuals and families with the highest VI-SPDAT scores are contractually mandated to be offered available shelter slots) – See “Detailed Policies and Procedures of Coordinated Access”. The SPDAT (Service Prioritizations Decision Assistance Tool) works in conjunction with the VI-SPDAT. The SPDAT is an in-depth assessment tool that provides agencies working with people experiencing homelessness with the ability to determine the best housing assistance recommendation and to prioritize who receives such services by vulnerability. This tool helps both the people receiving services and the people who are working directly with this population, by ensuring the appropriate housing assistance is recommended, and by better enabling case managers to prioritize their time and resources, by providing assistance with case planning and determining the intensity of case management. The assessment must be completed with a case manager and should be executed after at least 14 days into their shelter stay. Case managers can complete the assessment with the client at entry, and then again after 30 or 60 days, in order to track any progress that is made with the individual or family. It is only the initial assessment that is required to be completed after the 14 days into their shelter stay, in order to create a referral. If a follow-up assessment is completed, the case manager can change the score that was used in the referral, but it is not required.
Managing Standards of Coordinated Entry:

- The Chester County Continuum of Care (CoC) ensures that all residents have the ability to access service through ConnectPoints by:
  - Having a single point of entry through a toll free phone number as well as the ability for clients to “drop in”.
  - Specific sub-populations such as victims of Domestic Violence, Veterans, or Homeless Youth are screened early in the Coordinated Entry Assessment and receive a direct referral to the appropriate resource. For example victims of Domestic Violence are transferred directly to the Domestic Violence Hotline. Veterans are transferred to the Veterans Multi Service Center, and Homeless Youth are transferred to Valley Youth House.
  - The CoC assessment tool, the VI-SPDAT, ensures that a standardized decision-making process is implemented for anyone experiencing homelessness who is trying to access housing and services. Callers cannot be denied access to Coordinated Entry services due to being a victim of domestic violence, dating violence, sexual assault, or stalking. The assessment process is designed to determine early in the process if someone is a victim so that they can be referred to providers that specialize in serving this sub-population.

- Nondiscrimination:
  - As required by the Housing and Urban Development’s (HUD) final rule, the Continuum of Care as well as its members and sub-recipients, are required to comply with applicable civil rights laws through the adoption and implementation of the fair housing and equal opportunity policy. The final rule (24 CFR 578.93), addressing nondiscrimination and equal opportunity requirements, is provided to offer greater direction to recipients and sub-recipients on the use of grant funds. It states that the nondiscrimination and equal opportunity requirements set forth in 24 CFR 5.105(a) apply. This includes, but is not limited to, the Fair Housing Act, Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973 (Section 504), and title II of the Americans with Disabilities Act. The CoC will verify that applicable programs have adopted and implemented this policy on an annual basis.
  - Work as a CoC to increase opportunities for and access to safe, decent and affordable permanent housing. Work in coordination with providers and consumers from the disabled, special needs and homeless communities to remove physical and institutional barriers to obtaining and maintaining housing and ensuring that the CES is
accessible to all. Provide more diverse housing opportunities and encourage mobility among low-income residents living in areas of poverty. Expand efforts to increase understanding of fair housing rights, responsibilities, and affordable housing resources.

- Create awareness about the availability of housing, workforce development and community service resources in the county and how to obtain them through our Chester County CareerLink and Financial Stability Center.

- Limited English Proficiency:
  - It is the CoC policy to grant services and programs to every person regardless of whether that person has a limited ability to speak, understand, read, or write English. The CoC has a language assistance plan to ensure that households with Limited English Proficiency (LEP) can access CoC housing and services. In developing this language assistance plan for LEP persons, the CoC has utilized the Four Factor Analysis:
    - The number or proportion of LEP persons in the service area.
    - The frequency with which LEP persons access services.
    - The nature and importance of the programs, activities and services provided.
    - The resources available to Department of Community Development and the cost to provide language services.

- Collection of necessary information - The assessment process only seeks information necessary to determine the severity of need and eligibility for emergency shelter and other services and is based on evidence of the risk of becoming or remaining homeless. The SPDAT is completed with clients to determine priority for permanent housing after the initial VI-SPDAT.

- Participant self-sufficiency - The protocol of completing the VI-SPDAT provides the opportunity for people receiving the assessment to freely refuse to answer questions without retribution or limiting their access to assistance.

- Client-centered approach - The assessment process provides options and recommendations that guide and inform client choices. Providers recognize that assessment, both the kinds of questions asked and the context in which the assessment is administered, can cause harm and risk to individuals or families, especially if they require people to relive difficult experiences. The VI-SPDAT questions are worded and asked in a manner that is sensitive to the sometimes traumatic experiences of people experiencing homelessness.
✓ Cultural competence- Staff administering the initial assessment use culturally competent practices.

✓ User-friendly- The VI-SPDAT is brief and administered by trained staff in order to minimize the time required complete the assessment and place someone on the queue to be considered for emergency shelter if appropriate.

✓ In order to be assess for permanent housing resources, clients must complete the SPDAT and placed on the SPDAT queue. ConnectPoints staff will conduct the SPDAT for anyone who reports being homeless and on the waiting list to get into emergency shelter.

✓ Privacy/Confidentiality- Privacy protections are in place to ensure proper consent and use of client information. Clients must agree to a Release of Information in order for their data to be shared in the CCCIMS.

- Detailed Policies and Procedures of Coordinated Entry:

✓ Persons experiencing homelessness or near homelessness, or their advocates, call ConnectPoints at 1-800-935-3181.

✓ The ConnectPoints Call Center Specialist completes the CCCIMS Intake with the caller. At this time it is determined if the caller is homeless as per the HUD definition (see the HUD Definition of Homeless in the Appendix and at: https://www.hudexchange.info/resources/documents/HomelessDefinition_RecordkeepingRequirementsandCriteria.pdf )or is simply in need of diversion, prevention, or another supportive service referral.

  o If the caller does not fit the HUD Definition of Homelessness as per (see Appendix) but is having a housing issue that could lead to homelessness, the ConnectPoints Call Center Specialist will take steps to divert (i.e. Diversion) the household from losing their existing housing. **Diversion services, sometimes called shelter diversion, assists households in quickly securing temporary or permanent solutions to homelessness outside of the shelter and homeless services system. The main difference between diversion services and other housing-focused interventions centers on the point at which intervention occurs. Diversion services targets households that are requesting entry into shelter or housing and have not yet accessed homeless services.** Diversion services assists households to identify immediate, alternative housing arrangements and, if necessary connect them with services and financial assistance to help them obtain or return to housing. ConnectPoints Call Center Specialists should partner with households in finding creative solutions to their needs while reserving shelter beds for those families or
individuals who have no other options. The following are considered appropriate Diversion Practices:

- Diversion conversations should be focused on an individuals’ housing situations, resources, and ability to identify and obtain safe housing options outside of the homeless housing system. The role of staff is to partner with the household to identify viable alternatives for temporary or permanent housing stability. Services and best practices include:

  - Hold diversion conversations that foster effective participant “problem solving”. These conversations include open ended questions, and motivational interviewing.
  
  - Follow the lead of the household and do not inhibit the household from pursuing a housing situation, even if it’s only a short-term solution.
  
  - Connect households to supports and resources, including mainstream services that can address on-going needs (Food Pantries, Information and Referral Providers, etc...). Also make referrals for appropriate prevention services if needed (can avoid eviction if payment of past due rent is made). Contact information for appropriate referrals can be found at:

    - [http://www.referweb.net/chesco](http://www.referweb.net/chesco)

  - Facilitate flexible financial assistance for solutions that require a financial component. This may include using allocated Diversion resources to assist with:

    - Transportation (including bus tickets for both local transportation and relocation)
    - Limited utility assistance
    - Grocery card
    - One night hotel stay (only if no other resources are available and it is a “bridge” while the caller is connecting to a more stable housing situation).
o **Prevention Services:** If the caller states they are being formally evicted they should be referred to the appropriate prevention services.
  
  o The Emergency Rental Assistance program (Human Services, Inc.: 610-429-3033 should be the first option).
  o Referrals for Emergency Rental Assistance can also be made using ReferWeb at [http://www.referweb.net/chesco](http://www.referweb.net/chesco).

o If the caller states they need security deposit assistance, they should be referred to Human Services, Inc.: 610-429-3033.

✓ **If the caller fits the HUD Definition of Homelessness and is not a candidate for diversion, ConnectPoints should do the following:**

  - ConnectPoints staff should complete an intake and the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) with the caller.

    - The VI-SPDAT (Vulnerability Index – Service Prioritization Decision Assistance Tool) is an assessment tool used to determine and prioritize the needs of the most vulnerable people experiencing homelessness in Chester County. Families and individuals who are homeless will be scored on medical and social factors to determine their risk and vulnerability. Based on their score, an appropriate housing intervention will be recommended. Using this assessment tool enables communities to allocate resources in a fair and an efficient manner.

    - Once a VI-SPDAT is completed for a caller, they will be placed on the appropriate Emergency Shelter referral queue in CCCIMS (Single men, Single women, Families). All Emergency Shelter’s in the system are required to check the respective queues a minimum of twice a day and contact the highest scoring/most vulnerable callers to offer available beds. This process will be monitored by DCD to ensure continuity.

  - A brief but detailed note should be entered by ConnectPoints staff for each caller outlining their situation. Note if the caller is a pregnant woman or a household with an infant (child aged 12 months or lower), this note should be done in all capital letters so it stands out as this population is eligible for specific emergency interventions (See pregnant women/households with children policy).
If a caller has a VI-SPDAT score above 9 and is the highest scoring on their respective queue, they should be directly referred to any emergency shelter that has open bed as opposed to having to wait to be called by the Emergency Shelter.

If a caller is stating that they are street homeless/living in a place not meant for human habitation, ConnectPoints staff should do everything possible to confirm this situation, including meeting with callers in the community as needed.

Protection of client data:

- All clients (except victims of Domestic Violence) are required to have their data entered into CCCIMS. In order to ensure that client data is protected, the following is required:
  - Anyone entering data into CCCIMS must be formally trained and approved by the DCD CCCIMS Program Coordinator and sign an End User Agreement that states: “CCCIMS users have a moral and a legal obligation to ensure that the data they collect is being garnered, accessed and used appropriately. It is also the responsibility of each user to ensure that client data is only used to the ends to which it was collected, ends that have been made explicit to clients. Proper user training, adherence to the CCCIMS Policies and Procedures Manual, and a clear understanding of client confidentiality are vital to achieving these goals.”
  - Clients contacting ConnectPoints must give verbal consent to have their data shared within the CCCIMS.
  - All clients must sign a “CCCIMS Client Consent for Data Collection and Release of Information” once they enter an Emergency Shelter. This release gives the client the option of the Emergency Shelter having the ability to share their information with the other CCCIMS Partner Agencies or specifically request that their data not be shared with other agencies and only be available to the CCCIMS Program Coordinator and the agency(s) they choose.
• Coordinated Entry Call Specialist and Emergency Shelter Coordination and Case Conferencing:

  ✓ The ConnectPoints Supervisor and Coordinated Entry Call Specialists as well as all Emergency Shelter Case Management staff are required to participate in a bi-weekly conference call where the following will be discussed:

    o Status of the Emergency Shelter Referral queues to ensure the most vulnerable individuals and households are being given priority to available beds/units.

    o Ensuring that data in CCCIMS is accurate and updating bed/unit availability if needed.

    o Discussing the availability and utilization of Rapid Re-Housing and other permanent housing resources.

    o Discussing the availability and utilization of main stream resources such as Medicaid, the CareerLink and United Way Financial Stability Center, and transportation.

    o Discussing the availability and utilization of other supportive services such as mental health and drug and alcohol treatment, services for seniors, and youth. Chester County staff from the Departments of MH/IDD, Drug and Alcohol, Children, Youth, and Families, and Aging are on the call once per month to answer questions and available between calls to assist in client access to services when needed.

• Client Grievance Procedure:

  ✓ ConnectPoints and all Emergency Shelters and DCD funded permanent housing resources must have a formal Grievance and Appeal Process that consists of the following:

    o Clients who are unhappy with a decision or outcome regarding their situation have the right to appeal in writing to the Executive Director of the service provider in question.

    o If a client is not satisfied with the decision of the service provider, they may file a second level appeal verbally or in writing to the DCD Community Services Manager who will attempt to resolve the dispute.

    o If the client is not satisfied with the decision of DCD, they are to be given the contact information and directly connected to the state or federal agency that oversees the funding in question.
• Outreach and Homeless Verification:
  ✓ ConnectPoints staff will conduct in person outreach and homeless verification for anyone who claims to be an individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings (street homeless).
  ✓ If persons who are “street homeless” are unable to immediately be referred to Emergency Shelter due to capacity issues, ConnectPoints staff will conduct the Service Prioritization Decision Assistance Tool (SPDAT) with them in order for them to be considered for other permanent housing resources if appropriate.

• Coordinated Entry Monitoring and Evaluation Methods:
  ✓ The effectiveness of the Coordinated Entry System will be evaluated through:
    o The DCD CCCIMS Program Coordinator will run a report daily to confirm how many people have been evaluated by ConnectPoints as well as how many were accepted by Emergency Shelters. Emergency Shelter bed/unit availability will be reported as well. This report will be sent to all ConnectPoints and Emergency Shelter staff. Any agency that is not in compliance with the Coordinated Entry Guidelines will be contacted immediately by the DCD Community Services Manager to investigate and rectify the situation.
    o Data Quality Reports will be run monthly for all agencies in CCCIMS. Agencies that have poor data quality will be contacted for technical assistance/training in order to correct any errors.
    o ConnectPoints and all Emergency Shelters will be subject to an onsite, formal monitoring by a DCD Program Coordinator at least one time per year. If there are any issues found during the monitoring, they will be address via a Corrective Action Report which will give the agency in question a specific time frame to remediate the issue. This may also result in a second onsite monitoring visit. Agencies that fail to correct issues run the risk of not having invoices paid or losing their contracts with DCD.

* Please note that these is a “working document” subject to change based on a RFP for Coordinated Entry released on January 29, 2018 and will be awarded in May of 2018 with a contract start date of July 1, 2018

Approved by: Gene Suski, Chester County Community Development Community Services and Construction Manager.
APPENDIX III

CCCIMS Agency Partnership Agreement

CHESTER COUNTY
DEPARTMENT OF COMMUNITY DEVELOPMENT

Chester County Client Information Management System (CCCIMS)
AGENCY PARTNERSHIP AGREEMENT

This Agency Partnership Agreement (hereinafter referred to as “Agreement”) is by and between the County of Chester and ________________ (hereinafter referred to as “Agency”).

INTRODUCTION

The Chester County Client Information Management System (CCCIMS) is a centralized case management system that allows authorized participating agency personnel throughout Chester County, Pennsylvania, to collect client data, produce statistical reports, and share information with select partner agencies. The Chester County Client Information Management System allows the community to evaluate the utilization of services, identify gaps in the local Continuum of Care, improve the efficiency of homeless related services, and to understand the demographics and needs of persons experiencing homelessness in Chester County. Specific goals of the Chester County Client Information Management System (CCCIMS) include:

- Improve the quality of services
- Improve client and service tracking
- Ensure continuity of care
- Expedite client intake procedures
- Improve referral accuracy
- Improve case management
- Track client outcomes
- Provide aggregate information for program management, Boards of Directors, funding sources, and other stakeholders
- Provide aggregate information for program evaluation, systems design and policy decisions
- Provide aggregate information for addressing community-wide issues
Chester County Department of Community Development  
Continuum of Care Governance Charter

Chester County’s Department of Community Development (hereinafter referred to as “DCD”) will administer and maintain the CCCIMS. Security for the CCCIMS database will be provided through its server setup, firewall architecture, encryption, user authentication, password protection, user access levels, and audit trails. In addition, policies will be established to govern utilization of both client-identifying and aggregate data.

RECITALS

2. The purpose of the CCCIMS is to improve the quality and integration of services, to increase the productivity of case managers in participating agencies, and to provide a central repository of data for service planning, quality improvement, and policy decisions as well as to meet requirements for the U.S. Department of Housing and Urban Development (HUD), the U.S. Department of Health and Human Services (HHS), and the U.S. Department of Veterans Affairs (VA) within the released documents of the 2014 HMIS Data Dictionary and 2014 HMIS Data Manual on August 1, 2014, updating the 2004 HMIS Data and Technical Notice and the 2010 HMIS Data Standards.

3. The Agency is a human service agency serving persons located within Chester County, Pennsylvania.

4. The County of Chester and the Agency wish to enter into an Agreement whereby, subject to applicable confidentiality protection, the Agency submits data about its clients into the CCCIMS and receives reports from the database consistent with the purpose of the centralized case management system.

Now, therefore, in accordance with the terms of the County’s grant from the U.S. Department of Housing and Urban Development and pursuant to the McKinney-Vento Homeless Assistance Act, the parties agree as follows:

1) The County of Chester, through DCD will facilitate a CCCIMS Users Group to provide oversight to the CCCIMS, which will include one representative from each participating agency.
2) DCD has established guidelines, policies, and operating procedures for the CCCIMS and will make a copy available to each participating agency. The County may, in its discretion, implement changes to these guidelines, policies, and procedures at any time upon ten (10) days written notice to participating agencies. The Agency agrees to comply with these guidelines, policies, and procedures and to ensure that its officers, directors, employees, volunteers, and agents comply with these guidelines, policies and procedures and any subsequent changes.
3) DCD will operate and maintain or cause to be operated and maintained, network servers, network modems, network software, and other network and communications hardware and software for the functioning of the CCCIMS. Security for the system may be provided through, but is not limited to,
Chester County Department of Community Development
Continuum of Care Governance Charter

firewalls, encryption of data, use of security software, oversight of user access levels, and user ID and password.
4) The Agency shall be allowed to access data pertaining to its clients that was created and/or entered into the system by the Agency itself or for clients from whom the Agency has received valid, signed “Release of Information” form. Upon request, the Agency shall provide the County with a copy of any “Release of Information” in the Agency’s possession or control that was signed by an individual who has consented to the release of information through CCCIMS.
5) DCD shall provide training to selected Agency employees in the use of the CCCIMS. Training updates shall be provided by DCD as deemed necessary by the County. The Agency agrees to participate in such training and user groups to ensure the effective implementation of the CCCIMS.
6) The parties acknowledge and agree that their mutual use and participation in CCCIMS will cause each party to disclose or make available to the County and other participating agencies information that is confidential and which, in some cases, may be subject to special protections under state and federal law. While the County will have access to all information that has been entered into CCCIMS, other participating agencies will only have access to client-identifying data that has been expressly approved for release, as noted in the electronic client record. To protect the confidentiality of the data on the CCCIMS, the Agency agrees to the terms of the Business Associate Agreement, attached to this document as Appendix A. In addition to documentation in the client’s electronic record, authorization to release information shall be established through a written, signed “Release of Information Form” to be obtained by the Agency and retained in the Agency’s files.
7) The Agency shall provide each client with a copy of the attached Notice of Privacy Practices and shall arrange for a qualified interpreter or translator in the event that an individual is not literate in English or has difficulty understanding the consent and release forms.
8) The Agency shall ensure that all employees, volunteers and other persons issued a User ID and password for CCCIMS receive basic confidentiality training in accordance with the Business Associate Agreement, and that a single user is identified for each user identification and password issued.
9) Only Agencies who have signed this Agreement will be permitted access to CCCIMS and the information contained in its system. The Agency will not provide non-authorized users with access to CCCIMS.
10) If this Agreement is terminated, the County of Chester and remaining partner agencies shall maintain their right to the access and use of all client data previously entered by the terminating partner agency. All client data will be held in the strictest of confidence in accordance with the Business Associate Agreement.
11) If a client notifies an Agency that he or she has withdrawn consent for the release of new information through CCCIMS, the Agency will be responsible for ensuring that the new information is no longer released through CCCIMS.
12) Agencies shall keep signed copies of the client “Release of Information Form” for CCCIMS for a period of no less than seven (7) years. Agencies shall be responsible for maintaining these documents even if the Agency later terminates participation in CCCIMS and this Agreement.
13) Services should be provided to a Client regardless of CCCIMS participation provided the Client would otherwise be eligible for the Agency’s services.
14) The Agency shall consistently enter information into the CCCIMS database and will strive for real-time, or close to real-time data entry.
15) The Agency shall not include or use profanity or offensive language in the CCCIMS database.
16) The Agency shall utilize the CCCIMS database for business purposes only.
17) The County may require the Agency to pay a participation or support fee to add new users and/or to maintain the software and CCCIMS.
18) Neither the Agency’s right to participate in the centralized case management system nor any other right, privilege, license, duty, obligation, nor responsibility may be transferred or assigned, voluntarily or involuntarily, through agreement, merger, consolidation, or otherwise without the express written consent of the County of Chester.
19) The Agency hereby agrees to abide by all federal and state laws and regulations pertaining to client privacy and confidentiality and any subsequent revisions or amendments.
20) The Agency agrees to indemnify, hold harmless and defend the County of Chester, its officers, directors, employees, and agents in any action, claim or dispute that arises in connection with or as the result of this Agreement, or from the Agency’s use or implementation of the CCCIMS, or from the acts and/or omissions of the Agency, its officers, directors, employees, volunteers, agents or any person or entity using CCCIMS through the express or implied permission of the Agency. This indemnification clause covers, but is not limited to, any action, claim or dispute that arises from a breach of confidentiality or security or the non-consensual release of Client information; from the failure to furnish services or a delay in furnishing services; from the transmission of inaccurate or faulty information through the network server or CCCIMS; from the failure to input and transmit information through the network server or CCCIMS or; from any malfunction of hardware, software or electronic communications system that results in a breach of security and/or confidentiality.
21) This Agreement will remain in effect as long as the Agency maintains a CCCIMS license from DCD. Unless terminated, in writing, by either of the Parties, this Agreement will renew automatically.
22) The foregoing, including the matters incorporated by reference herein, constitutes the entire Agreement between the parties. This Agreement may only be amended by mutual agreement, signed and executed with the same formality with which this instrument was executed.
23) The parties warrant that the person executing this Agreement on behalf of each party is duly authorized to execute the Agreement and bind each respective party to all terms and conditions hereunder.
24) This Agreement shall be governed by and construed in accordance with all applicable Federal, State and Local laws, regulations, and policies, as amended; and County regulations, policies, and procedures, as amended.
APPENDIX IV

County of Chester: General Code of Conduct

Like all organizations, the County of Chester requires that employees follow certain rules of conduct to promote efficiency, productivity and cooperation among employees. For this reason, it is helpful to identify some examples of the types of conduct unacceptable by employees.

This illustrative listing of offenses is not exhaustive, nor does it only represent the offenses for which discipline may be imposed:

1. stopping work before specified time,
2. loitering, loafing or sleeping during work hours,
3. being present in any part of the building that is not related to assignments,
4. smoking except in designated areas,
5. damaging or wasting materials,
6. excessive lateness or absences,
7. leaving the building during working hours without permission of supervisor,
8. obscene or abusive language,
9. engaging in conduct that is obscene or abusive or that harms, offends, degrades or humiliates another employee, whether verbal, physical or otherwise, at the place of work or in the course of employment.
10. sexual harassment or any form of harassment,
11. possessing on County property or on work hours, opened alcoholic beverages or controlled substances or reporting to work under the influence of drugs, alcohol or any prohibited substance,
12. insubordinate acts or statements or willful failure to carry out valid instructions,
13. destruction or damage of County property,
14. falsifying or making a material omission on County records, including job applications, medical forms or other documents,
15. theft,
16. possession of weapons on County property,
17. fighting, threatening, intimidating or coercing fellow employees or supervisors on the County property at any time, for any purpose,
18. violation of safety rules, and
19. use of County computer equipment and/or office machines for personal business or otherwise unauthorized use
20. Although the County attempts to counsel employees to correct violations of rules and regulations, employees who violate these rules are subject to disciplinary action up to and including immediate termination.
County of Chester: Code of Ethics

All County employees are expected to maintain the highest standards of personal and professional conduct both in the exercise of their job duties and personal life as well. All are expected to abide by all applicable legislation governing the ethical conduct of public officials and employees as set forth in the Public Official Employee Ethics Act, 65 P.S. ' 11.01 et. seq., because public confidence in County government is best sustained by assuring the public of the impartiality and honesty of its public officials and employees.

To meet these standards:
1. Promote decisions which only benefit the public interest;
2. Keep safe all funds and other properties for the County;
3. Evaluate all decisions so that the best service or product is obtained at a minimal cost without sacrificing quality and fiscal responsibility; and
4. Maintain a respectful attitude toward other employees, other public officials, and the public.

To meet these standards, do not:
5. Engage in outside interests that are not compatible with the impartial and objective performance of their duties; or
6. Improperly influence or attempt to influence other officials, contractors of the County or employees to act in their own benefit.

A conflict of interest may exist when the interests or concerns of any employee, member of the employee's immediate family, or any party, group, business, or organization to which the employee has allegiance may be seen as competing with the interests of the County or public interest.

Any potential conflict of interest shall be disclosed to the employee's Department Head who will confer with an appropriate member of the Commissioners’ Executive Staff and the County Solicitor. If the conflict is deemed relevant to a matter requiring action by the employee, the employee will not act on the matter and will not participate in the final deliberation or decision regarding the matter. However, the employee shall provide any and all information relevant to the matter to the decision-makers. Any minutes or record shall reflect that the conflict of interest was disclosed and that the subject employee did not participate in the final discussion, deliberation and/or decision; and did not vote (where applicable).

If the conflict is deemed solely an appearance of a conflict of interest, the Department Head, an appropriate member of the Commissioners' Executive Staff and the County Solicitor shall determine an appropriate level of involvement for the employee on the matter. If a conflict of interest is determined to be potentially significant, the matter may be disclosed to the Pennsylvania State Ethics Commission for review.