I. CHESTER COUNTY COMMUNITY FOUNDATION
GRANT PROPOSAL SUMMARY SHEET

One page only. This page will be shared electronically with Grant Committee Members & Fund Advisors.
Note: If Philanthropy Network of Greater Philadelphia’s Common Grant Application is used, the Community Foundation’s Summary Sheet MUST accompany application.
To obtain an electronic version of this application, visit www.chescocf.org

Date: September 13, 2019

Contact Information
Organization Name: Chester County Department of Community Development
Address: 601 Westtown Road, West Chester PA, 19380
Executive Director/CEO Name: Patrick Bokovitz
Executive Director/CEO E-mail: pbokovitz@chesco.org
Phone: 610-344-6900
Website: http://decadetodoorways.org/
Board of Directors Chair Name: Kelly Raggazino
Year Incorporated: 2013
Primary Contact Name: Dolores Colligan
FEIN: CCCF serves as fiscal agent
Primary Contact E-mail: dcolligan@chesco.org

Has your nonprofit ever applied to the Community Foundation? Yes ___ No ___ Not Sure ___
Has your nonprofit ever received funding from the Community Foundation? Yes ___ No ___ Not Sure ___
Donor Advised Fund(s) ___ Fund for Chester County ___ Don’t know/Not sure

Field/s of Interest:
___ Arts, Culture & Humanities ___ Environment/Animal Welfare ___ Education
___ Health ___ Human Services ___ Religion

Organization Information:
Geographic Area Served (If not all of Chester County, specify primary Chester County regions served): Chester County
Describe Population Served and Annual Number of People Served: Homeless individuals. During 2018, Chester County shelters and transitional housing served 1,054 individuals.
Mission: 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.
Proposal Summary: This project will assist Decade to Doorways with implementing an updated Coordinated Entry System, including policies and procedures for Call Center and Street Outreach services, a robust diversion strategy, and creation of regional Access Sites for the homeless crisis response system.

If Capacity Building Proposal, the focus is:
___ Mission, Vision & Strategy ___ Governance & Leadership ___ Strategic Relationships
___ Fundraising & Development ___ Technology Other: ______________________________

Annual Budget $120,000 ____________________ 1.5 ___ # of Full-Time Equivalent Paid Staff
34 ___ % of budget for program expenses 20 ___ # of Board Volunteers
66 ___ % of budget for administrative expenses 150 ___ # of Active Non-Board Volunteers
0 ___ % of budget for fundraising expenses 1500 ___ # of Volunteer Hours
100 ___ total

Top 3-5 funding sources: Chester County Housing Trust, Genuardi Family Foundation, private donations, and PA Department of Community and Economic Development Community Services Block Grant.

Grant Amount Requested from the Community Foundation: $5,000
II. CHESTER COUNTY COMMUNITY FOUNDATION
GRANT PROPOSAL NARRATIVE
Provide clear, concise information. 3 pages maximum.

1. Nonprofit’s history, goals, key achievements and distinctiveness

Decade to Doorways (D2D) is a county-wide, strategic initiative to prevent and end homelessness in Chester County. The Chester County Department of Community Development (DCD) is designated as the Continuum of Care lead agency and serves as administrative staff for the D2D Partnership. DCD employs D2D staff and supports all administrative expenses through other federal grant programs awarded to the department. The D2D Plan outlines a systems change approach, aligning all sectors of the community, in a collaborative and coordinated response 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, with recognition that housing is a primary human need and a right for everyone in our community.

The D2D Community Partnership became operational in 2013 to oversee implementation of the goals of the plan and to lead and coordinate all efforts to prevent and end homelessness in Chester County. D2D continues to move forward in its goal to make homelessness rare, brief, and non-recurring, while complying with best practices and federal guidelines. Recent strategic planning efforts have identified the need for written uniform Coordinated Entry System policies and procedures, including Call Center and Street Outreach services, for the D2D homeless crisis response system.

The Chester County Community Foundation acts as the fiscal agent on behalf of D2D.

2. Funding request

Description of key initiatives

A well designed Coordinated Entry System allows communities to ensure that people in the midst of a housing crisis are prioritized for homeless assistance programs based on their vulnerability and severity of service needs. A functional Coordinated Entry System provides easily accessible assistance in a timely manner, no matter where or how people access services. It also provides information about service needs and gaps to help communities plan their assistance and identify needed resources.

Specific needs and issues to be addressed

D2D recognizes the need for Chester County to enhance its Coordinated Entry System so that it provides a unified process for how people gain entry into homeless services and shelters. This includes implementing a common process for access, assessment, prioritization, and referral to housing interventions. By centralizing intake and program admissions decisions using a standardized assessment tool, a formalized Coordinated Entry System with comprehensive policies and procedures makes it more likely that families and individuals will be served by the most appropriate intervention as quickly as possible. This will ensure referrals are based on a
comprehensive understanding of each program’s specific requirements, target population, and available beds and services.

D2D is partnering with Capacity for Change, a strategic planning consultant that helps agencies achieve ambitious goals through exceptional plans, improved management capacities, enhanced governance, effective marketing, and a deep understanding of the organization’s impact and potential for the future. Through this partnership Capacity for Change will facilitate the design, development, and implementation of the Coordinated Entry System as well as design, write, and deliver revised D2D’ Coordinated Entry System policies and procedures. Capacity for Change will also provide technical assistance in the form or training, capacity building, and quality improvement strategies.

Why it important to fund this now

Capacity for Change and D2D held intensive working sessions throughout the summer of 2019 to develop guidelines for Coordinated Entry System Call Center and Street Outreach services through a competitive request for proposals (RFP) that was released on July 18. Submissions are currently being reviewed, with the new contracts beginning on January 1, 2020.

With direction from D2D, Capacity for Change is assisting with a Coordinated Entry System implementation plan includes key metrics of progress and impact for a more user friendly, redesigned Homeless Management Information System (HMIS), including alignment with the U.S. Department of Housing and Urban Development’s updated Coordinated Entry System data elements to standardize data collection on access, assessment, referral and prioritization. This data provides critical information on how quickly systems are stably housing people and where there are system bottlenecks and gaps in system resources, which informs strategies to improve responses to homelessness. Capacity for Change will also help to finalize prioritization policies, Call Center Scripts, and related policies and procedures.

Capacity for Change will continue to work with D2D to facilitate regular strategic planning meetings to finalize a system wide diversion strategy though participation in the U.S. Department of Housing and Urban Development’s Community of Practice, which requires a Coordinated Entry System Action Plan. Diversion is a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and connecting them with services and financial assistance to help them return to permanent housing. Diversion programs can reduce the number of households becoming homeless, the demand for shelter beds, and the size of program wait lists.

Capacity for Change is currently under contact with DCD to redesign and implement the updated Coordinated Entry System through January 31, 2020. Pending funding availability, this relationship will extend further into 2020 to ensure Coordinated Entry Call Center, Street Outreach, and diversion practices are implemented in compliance with the system policies and
procedures. Capacity for Change will also guide the system design and operation of regional Access Sites for homeless individuals throughout Chester County.

*How impact and results will be demonstrated*

Specific deliverables from Capacity for Change include:

- D2D alignment with HUD Coordinated Entry System policy requirements and guidance
- Development of comprehensive Diversion strategy
- Address the unique strengths, challenges and opportunities of the Chester County D2D partnership and Continuum of Care
- Have more innovative and inclusive strategies to partner with housing and service providers countywide
- Generate metrics to assess and communicate ongoing progress and impact
- Identify priority opportunities for training, capacity building, community outreach, and continual quality improvement
- Secure new Coordinated Entry Call Center and Street Outreach projects through competitive RFP processes
- Design and launch new Coordinated Entry regional in-person Access Sites identified through a competitive RFP process in partnership with other public or private funders
- Develop an Action Plan for dynamic prioritization of housing services through participation in a national HUD Community of Practice
- Engage Emergency Shelters and other D2D partners in a planning process to develop a strategy to align shelters with the new Coordinated Entry System design and to embrace a more coordinated and trauma-informed Housing First approach to service delivery

With an enhanced Coordinated Entry System program households will be placed into housing or shelter quickly and D2D will be able to assemble system-wide initiatives by tracking data, outcomes, needs, and impact with multiple partners. Over time, this will impact Chester County by achieving:

- Decreased length of stay at shelters
- Increase in number of exits from the homeless system into permanent housing of choice
- Reduction of homelessness in Chester County