



Veteran Access to Housing Summit

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Volume II

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Special Needs Housing Development for Homeless Veterans

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Introduction

Cloudbreak Communities is a family of mission-driven, Limited Liability Companies (LLC) engaged in the development of supportive housing for homeless, formerly homeless and at-risk veterans. Owned and operated by Cantwell-Anderson, Inc., a California Corporation, Cloudbreak Communities have successfully completed development of over 2,400 units of housing in five states and coalesced myriad supportive service providers to deliver needed care. Over 1,600 units are currently owned and managed by Cloudbreak Communities and another 1,000 are under active development.

Experience

Cantwell-Anderson, Inc. (CAI), the parent company, was first formed in November of 1979 and engaged in the development of single-family homes and condominiums, primarily "in-fill" projects. By 1984, CAI had nine projects under construction throughout the Pasadena area totaling approximately 200 units in developments ranging from seven to 62 units each. In 1986, CAI completed its first publicly financed development called Greenwood Townhomes, which offered 32 affordable housing units to low-income families in the city of South Pasadena. By 1989, CAI completed an additional 401 units and in total, has completed developments totaling over \$237,000,000 including its Cloudbreak developments.

In 1992, CAI entered into a public/private partnership contract with the State of California Department of Housing and Community Development, which provided \$12,000,000 for pre-development and land-acquisition costs leading to the creation of Westside Residence Hall. Although its names have been different throughout its history, beginning as Los Angeles Veterans Education and Training Services, Inc. (LA VETS), Westside Residence Hall clearly marks the birth of what has evolved into Cloudbreak Communities. Since 1993, Cloudbreak Communities operates in five states including Hawaii, California, Texas, Arizona and Nevada. Cloudbreak Communities uses many sources of financing to create the conditions for veteran housing

development, including institutional lending, tax-exempt bonds, 4% tax credits, 9% tax credits through the Low-Income Housing Tax Credit program, city and state HOME funds, Enhanced Use Leases, and a variety of other public and private sources of debt and equity instruments.

Philosophy

Cloudbreak Communities approaches special needs housing development from the framework of collaboration believing that all parties' talents are maximized when empowered to operate within their expertise. We are fiercely loyal to the concept of "collaborate in everything and be redundant in nothing." It is thus that we assemble the best local teams of public, private, nonprofit and community-based organizations to go about the business of planning, developing, financing, services development and coordination. Cloudbreak Communities focuses primarily on acquiring and planning real estate, construction and property management, and delivering on space needs of supportive service providers operating within each of our communities. We believe in creating safe, clinically supported communities where veterans can reach their highest level of independence and personal satisfaction.

Cloudbreak Communities Developments

Westside Residence Hall (WRH): Inglewood, California

450 beds: 150 VA Grant and Per Diem transitional housing beds operated by United States Veterans Initiative (USVI); 10 Substance Abuse Services Coordinating Agency beds; and 247 units of permanent housing with support services provided by USVI, VA on-site clinic and Inglewood Adult School.

Current Development: Westside Residence Hall II featuring 196 efficiency units including 50 Project-Based HUD VASH vouchers. Opening in October 2011.

Planned Development: Renovation of WRH to convert from a dormitory setting to efficiency units planned to begin in 2012. WRH III contemplates 110 additional permanent housing units with retail/commercial space on the first floor.

Villages at Cabrillo: Long Beach, California

Covering 26 acres, this Base Closure development is the largest residential program in the country for homeless veterans, families and youth, with 1,000 beds of transitional housing, permanent housing and social services. The project was initially secured and envisioned by Cantwell-Anderson, Inc., and completed through the collaborative efforts of over 14 public, private and nonprofit organizations. The development was completed in 2010 and ownership was transferred to Century Housing, a California nonprofit, to continue operations.

Compton, California

Cloudbreak Communities completed renovations of an 80-bed facility to serve the re-entry needs of ex-offenders with support services provided by Behavioral Health Services Southwest.

The Meadows: Las Vegas, Nevada

Originally a 150-unit hotel at the end of the Las Vegas Boulevard strip, The Meadows now hosts 240 beds for homeless veterans. There are 118 VA Grant and Per Diem transitional housing beds, 19 Permanent Supportive Housing units operated by USVI, and 101 units of permanent housing with support services provided by USVI and the VA Community-Based Outreach Clinic.

Victory Place: Phoenix, Arizona

102 Beds: 70 VA Grant and Per Diem transitional housing beds operated by USVI and 32 units of permanent housing with support services provided by USVI and the VA Healthcare for Homeless Veterans program.

Current Development: Victory Place Phase III creates 75 units of permanent housing with support services for homeless and formerly homeless veterans aged 55 and older and will feature 15 Project-Based HUD VASH vouchers. The development opens in November 2011.

Planned Development: Victory Place IV entails 98 additional units of permanent housing with support services and a community center.

Victory House: Prescott, Arizona

Located in the lower wing of the VA Domiciliary, Cloudbreak Communities negotiated a long-term capital lease with the Northern Arizona VA Healthcare System to purpose unutilized VA space for the transitional housing needs of homeless veterans. USVI operates 58 VA Grant and Per Diem beds at this location.

Midtown Terrace: Houston, Texas

Originally a Days Inn Hotel, Midtown Terrace now features 328 beds in 286 units for homeless and formerly homeless veterans. This entails 72 transitional housing beds operated by USVI under the VA Grant and Per Diem program; 54 units of Permanent Supportive Housing also operated by USVI; 32 tenant-based and 50 project-based HUD VASH units supported by VA; and 118 units of permanent housing with support services provided by USVI, VA and Goodwill.

Current Development: The Travis Street expansion entails 192 units of permanent housing with supportive services and broke ground in September 2011.

Planned Development: The Light Rail Lofts will feature 105 permanent housing units with supportive services for formerly homeless veterans.

The DeGeorge: Houston, Texas

Cloudbreak Communities negotiated a master lease for a portion of this facility owned by the Houston Housing Corporation, an unrelated 501 (c)(3) nonprofit organization, to create 100 units of veteran single-room occupancy housing and supportive service space. USVI, together with an on-site Community-Based Outpatient Clinic supported by the Houston VA Medical Center, provides services to veterans in the area as well as to residents of the hotel.

Kalealoha Residence Hall: Honolulu, Hawaii

Using a 50-Year Enhanced Use Lease, Cloudbreak Communities acquired 6 acres of Barber's Point Naval Air Station from the Department of Veterans Affairs and now provides 244 beds for homeless and formerly homeless veterans. Among the 244 beds, USVI operates a 98-bed VA Grant and Per Diem transitional housing program and provides support services to the remaining 146 permanent housing units. The most recent building opened entails 80 efficiency units; veterans lease over half with tenant-based VASH vouchers proving a strong desire among veterans to live within veteran-specific communities.

Housing Authority of Salt Lake City, Utah Veteran Housing partnerships

Marka Turner
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Housing Authority project timeline

1. 1998 – partnered with VA for Valor Apt
 - a. 14 apartments.
 - b. Received capital for acquisition and rehab.
 - c. Received GPD grant for operations.
 - d. 100% GPD – somewhat easier to manage financially and a good place to start learning GPD regulations.
 - e. Partnered with community agencies to provide supportive services.

2. 2001 – Valor House
 - a. 61 beds for GPD.
 - b. On VA campus in Salt Lake City.
 - c. Received capital for rehab of VA building.
 - d. Received GPD grant for operations.
 - e. 100% GPD.
 - f. VA provided on-site case managers to provide supportive services.

3. 2007 – Sunrise Metro
 - a. 20 apartments of GPD within 100-unit apartment complex for permanent supportive housing.
 - b. Received capital for new construction.
 - c. Received GPD grant for operations.
 - d. First project the Housing Authority built with mixed funding between GPD and other subsidies – a more challenging project in balancing funds from various sources.
 - e. Unintentionally created a model that has worked well between transitional and permanent housing.
 - f. Housing Authority hires case managers to provide supportive services.

4. 2008 HUD-VASH vouchers – Housing Authority received 35 vouchers

5. 2009 HUD-VASH vouchers – Housing Authority received 70 vouchers

6. 2010 – Freedom Landing
 - a. 109 units all for veterans.
 - b. Housing Authority acquired and refurbished a motel in SLC.
 - c. No capital funds from VA.
 - d. Transferred 61 beds of GPD from Valor House to Freedom Landing.
 - e. Project-based 35 HUD-VASH vouchers from our pool of tenant-based vouchers.

- f. Unsubsidized units help with some veterans receiving full pensions.
 - g. Copied model from Sunrise Metro of having transitional units within the permanent units to allow for permanency and continuity for the veterans.
 - h. VA provides on-site case managers for both GPD and HUD-VASH vouchers for supportive services.
7. 2012 – Valor House
- a. 72 units of GPD.
 - b. On VA campus through an Enhanced Use Lease
 - c. Received capital funds from VA.
 - d. Received GPD grant for operations.
 - e. 100% GPD.
 - f. Pod-style unit structure to mix socialization with isolation, as we've seen in other projects. Designing for newer veterans returning from recent conflicts and wars.
 - g. VA will provide case managers for supportive services.

Jericho Project Veterans Initiative, New York

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Since 1983, Jericho Project has worked to fulfill its mission to end homelessness at its roots by creating a community that inspires individual change, fosters sustainable independence, and motivates men and women to reach their greatest potential.

Jericho Project owns and operates six congregate residences that provide 309 units of supportive housing and also manages a 115-unit Supportive Apartment program. A seventh congregate residence (Veterans Residence II) is scheduled to open in late 2011. Jericho couples its safe, affordable housing with the individualized substance abuse counseling, family support, and employment and educational programming its residents need to successfully move from homelessness to stable housing and secure employment.

Jericho Project provides all of its supportive housing and services at a fraction of the economic and social cost of the alternatives – **only \$14,500 per year per unit at Jericho, compared to \$25,000 for a cot in a New York City shelter, \$36,000 for a room in a family shelter, and \$72,000 for a City jail cell.**

Veterans Initiative

Jericho Project's Veterans Initiative was launched in 2006 to address the local and national issue of homeless veterans. Jericho Project's Veterans Initiative includes:

- Development of new supportive housing and services for veterans.
- Creation of an evidence-based veterans service model based on Jericho's proven model.
- Strategic efforts to stimulate the further development of supportive and affordable housing and services initiatives for veterans nationwide.

Jericho has recently completed construction on the first of two new veterans supportive housing residences – *the first new supportive housing programs for veterans in New York City in nearly 20 years* – and has expanded its Supportive Apartment Program to include 50 units for homeless veterans. Together, the congregate residences and supportive apartments will provide 182 units of supportive housing to homeless and low-income veterans.

Veterans Residences

One of the cornerstones of Jericho's Veterans Initiative is the development of two new state-of-the-art congregate supportive housing residences in the Bronx for homeless and low-income veterans. Construction on its first veterans residence, Fordham Village, was completed in June 2011. Fordham Village will provide 56 studio apartments for homeless and low-income veterans. The first veterans are expected to move in at the end of July.

The construction of Jericho's second veterans residence began in February 2010. The residence is located adjacent to the James J. Peters Bronx VA Medical Center at 2701 Kingsbridge Terrace

and will provide studio apartments for an additional 76 homeless and low-income veterans. Jericho's second veterans residence is projected to open in fall 2011.

In addition to small studio apartments, the residences feature staff offices, community rooms, computer labs, gardens, and LEED certification – one of the highest green building certifications. At both, 60% of the units will be set aside for veterans who have a history of homelessness and substance abuse or mental illness, and 40% will be for low-income veterans from the community, with priority given to veterans returning from the wars in Iraq and Afghanistan.

Veterans in the residences will have on-site access to Jericho's relapse prevention, family reunification, and career advancement programs as well as specially designed veterans programs, including services for veterans suffering from PTSD and traumatic brain injuries.

Veterans Supportive Apartment Program

Jericho created its Veterans Supportive Apartment Program (VSA Program) in 2009 upon the realization that many young veterans from the wars in Iraq and Afghanistan were already cycling into homelessness and chronic unemployment. Started as a 20-unit pilot, the program now provides 50 units for homeless veterans.

To implement this expansion, Jericho developed strategic partnerships with the James J. Peters Bronx VA Medical Center (Bronx VA) and the Manhattan and Brooklyn campuses of the Harbor VA Healthcare System (Harbor VA). These innovative partnerships are the first between a New York City supportive housing agency and the VA.

All participating veterans have Section 8 housing vouchers through the U.S. Department of Housing and Urban Development-Veterans Affairs Supportive Housing (HUD-VASH) Program and are identified by the Bronx and Harbor VAs. Veterans in the program can be single adults or veterans with families, with preference given to:

- Iraq and Afghanistan War Veterans
- Female Veterans
- Veterans with diagnosed substance abuse issues
- Veterans who need vocational and educational assistance

The HUD-VASH housing vouchers are coupled with VA case management services for veterans in need of medical, mental health or substance abuse support. Jericho's VSA Program provides a number of supplemental services, including locating and furnishing suitable apartments, employment and educational assistance, help with independent living skills, budgeting, accessing community resources, relapse prevention, family counseling, and crisis management.

The VSA Program includes 21 women and 29 male veterans, 18 families, and 32 veterans who have served since 2001. About one-third of the participants are employed and one-quarter are in college or vocational training. Jericho is currently working with 18 veterans to find meaningful and sustainable employment.

Looking Ahead

More than 300,000 veterans have already returned home to unemployment and nearly 150,000 will experience homelessness every year. With hundreds of thousands of veterans returning from

their service to our county, only a dedicated and concerted effort will prevent an escalation of homelessness and unemployment among all of our nation's veterans. Jericho Project has made it a priority and has committed extensive organizational resources to help veterans who are currently homeless and to prevent chronic homelessness for the brave young men and women returning from the wars in Iraq and Afghanistan.

Over the next year, Jericho will focus the expansion of its Veterans Initiative on:

1. Developing and identifying expanded affordable and supportive housing options for homeless and at-risk veterans, either in partnership with other developers or through Jericho's direct efforts.
2. Expanding its Workforce Opportunities Program to help more veterans identify meaningful education and employment goals, develop work skills, enter and complete educational and job training programs, and secure and retain cost-of-living employment.
3. Replicating Jericho's veterans work on a larger scale to help end veteran homelessness in the United States.

National Equity Fund

Deb Burkart, Vice President of Acquisitions and Supportive Housing
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Area of Expertise: Affordable Housing Finance – particularly around Low Income Housing Tax Credit Syndication, VA Homeless programs (GPD, VASH), and McKinney-Vento Act and HEARTH subsidies. National expert on homeless housing and affordable assisted living models, having been an investor in \$1 billion of permanent supportive housing during 20 years at the National Equity Fund.

Program Success:

Since 2007, the National Equity Fund (NEF), under Burkart’s leadership, has dedicated financial, technical, and policy support to help create permanent supportive housing projects providing the critical services that very low-income veterans require. Permanent supportive housing is a step beyond shelters and short-term transitional housing facilities. It is a model that allows homeless veterans – whose military background tends to make them more receptive to structured service programs – to live in high-quality, affordable housing that connects them with the support they need to stabilize their lives.

These projects are part of our parent organization [Local Initiatives Support Corporation (LISC)]’s *Building Sustainable Communities* agenda, which works to improve life for low-income people and promote comprehensive community revitalization in neighborhoods across the nation that have been harmed by disinvestment and ongoing economic distress.

To date, LISC and NEF have invested more than \$1.2 billion in supportive housing projects nationwide. Almost all of these have veterans in their populations, and several have focused exclusively on the unique needs of veterans. NEF’s expertise in supportive housing subsidy programs, including VA homeless programs, has facilitated the closing of complex tax credit equity investments to produce new units of permanent supportive housing for homeless veterans.

NEF has been working in partnership with the U.S. Department of Veterans Affairs, state veterans affairs officials, National Coalition for Homeless Veterans, local affordable housing developers, and consultants to encourage veterans-priority projects through public-private initiatives.

Our goal is to help facilitate the use of low income housing tax credit equity – the most successful affordable housing financing tool – to finance development of permanent supportive housing for homeless veterans and veteran families. NEF has provided technical advice on the tax issues that arise when VA capital and rent subsidy programs are blended with tax credit equity financing.

To date NEF’s assistance and investment has led to the production of 500 units in seven projects targeted to homeless veterans. Another 420 units in four projects are expected to close by the end of 2011. NEF is providing technical assistance to another 17 projects that could produce over 1,200 units in the next two to three years.

New Directions, Los Angeles

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New Directions has been empowering veterans and facilitating their successful return to family and society for nearly 20 years. New Directions Inc. (NDI) began serving veterans in a single rented house in 1992. Today, NDI employs 90 staff members who provide treatment, mental health services and support to 230 transitional housing residents 24 hours a day, seven days a week, in five locations in Los Angeles.

Since its inception, NDI has helped thousands of homeless veterans recover from drug and alcohol addiction, reunite with their families, undergo job training, and find housing and employment. NDI now operates from its award-winning 60,000-square-foot, 156-bed Regional Opportunity Center on the grounds of the West Los Angeles VA campus. In addition, NDI operates another 50-bed facility, New Directions North, on the same campus dedicated to male veterans. In the nearby community of Mar Vista, New Directions runs two women's houses and one residential program for veterans returning from Iraq and Afghanistan.

All of NDI's programs exclusively serve its target population: disabled veterans with histories of homelessness and chronic homelessness. Common disabilities include war-related physical disabilities like traumatic brain injury, mental health disorders such as PTSD, bipolar disorder and schizophrenia, HIV/AIDS, and chronic substance abuse. The average age of New Directions' clients is 51; 75% have criminal records. Most clients are chronically homeless and have significant gaps in employment. In 2009, of 462 veterans served, 332 or 72% were considered chronically homeless (according to the HUD definition). All residents of our programs are diagnosed with co-occurring disorders.

New Directions currently has three permanent housing developments in the works:

1. New Directions Sepulveda: Permanent Supportive Housing for Homeless Disabled Veterans

New Directions Inc. and A Community of Friends are partnering in the development of New Directions Sepulveda, 147 units of permanent supportive housing on the grounds of the VA medical campus in the San Fernando Valley. Two former psychiatric hospital buildings that have been vacant for 15 years will be rehabilitated into studio apartment units, each complete with a kitchen and bathroom. Both buildings will provide ample space for supportive services: classrooms, meeting rooms, offices for case managers, a theater/game room, a large dining hall, as well as a beautifully landscaped outdoor courtyard and a community garden.

The buildings are located at the 161-acre U.S. Department of Veterans Affairs Sepulveda Ambulatory Care Center (VASACC) in the North Hills neighborhood of the San Fernando Valley in the city of Los Angeles. The project is immediately surrounded by other VA buildings that provide medical care, mental health, dental care, and other services to veterans in the San Fernando Valley. There is also ample open space and recreational facilities at the VASACC,

including a nine-hole public golf course, walking paths, a track, tennis courts, basketball courts, and a new state-of-the-art gym.

Co-developers New Directions and A Community of Friends have entered into a 75-year Enhanced Use Lease (EUL) with the VA for the properties. The funding sources for the rehabilitation include:

State of California - Multifamily Housing Program	\$18,000,000
State of California - Low Income Housing Tax Credits	\$20,000,000
VA Military Construction Funds	\$10,000,000
Federal Home Loan Bank - Affordable Housing Program	\$750,000

The project has been awarded 50 Project-Based VASH vouchers to date. The rest of the units will be subsidized by a combination of Project-Based Section 8 and additional Project-Based VASH, as they become available. Construction of the project will start in December 2011 and will be completed in the summer of 2013.

2. Housing for Veteran Families in Glendale

New Directions is currently partnering with Mercy Housing California to develop 50 apartment units for a mix of veteran and non-veteran families in Glendale, California. The project will provide one-, two- and three-bedroom apartments, about half of which will be reserved for veteran families.

Funding sources are yet to be determined but will include low income housing tax credits, redevelopment funds from the city of Glendale, industry funds from the county of Los Angeles, and VASH or Section 8 rental subsidies. The project is expected to start construction in late 2012.

3. Shared Housing for Veterans in Pacoima

New Directions is working with the city of Los Angeles to acquire two foreclosed properties in the North San Fernando Valley, utilizing the Neighborhood Stabilization Program (NSP). These properties are single-family homes that will be rented to unrelated veterans who will have a private bedroom but will share living space. The homes may also be rented to veterans with families.

St Vincent de Paul Society of Lane County (OR), Inc.

Anne Williams

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St. Vincent de Paul Society of Lane County (SVDP) has built or acquired and rehabilitated over 1,000 units of affordable housing in Lane County, Oregon. Since 1995 the agency has been providing both permanent supportive housing and transitional housing for households with multiple barriers to housing stability and for chronically homeless households with co-occurring mental illness and addictions. The lessons learned from both the family transitional program and permanent supportive housing program have been incorporated in our veterans housing programs.

Strategy 1: Exclusive Development

SVDP currently has 22 units of permanent affordable and supported housing serving veterans only. These units are located immediately adjacent to an agency-owned complex providing GPD transitional beds. In the past 12 months, 100% of exiting GPD participants have moved to permanent housing and have remained housed for over six months.

Description: VetLIFT I (2006): 11 units of permanent affordable housing, three GPD beds.

Total Development cost: \$1,051,943, seven funding sources.

Service funding: Continuum of Care, Shelter + Care, HUD-VASH.

VetLIFT II (2008): Four units of permanent housing, 12 GPD units.

Total Development cost: \$1,176,598, seven funding sources.

Service funding: Continuum of Care, GPD.

VetLIFT III (2009): 10 permanent supportive housing units and program offices, meeting room and small computer lab.

Total development cost: \$1,066,130, six funding sources.

Service funding: \$348,624 over six years in Oregon Housing Plus funding. These funds are no longer available, but they provided construction dollars (\$482,929 for this project) and funds to support services and rents.

Strategy 2: Scattered site integrated in agency-owned affordable housing

SVDP owns and manages over 1,000 units of affordable housing in Lane County. We have always dedicated units in new projects for populations who have difficulties in accessing permanent housing.

This strategy has proven successful for all of our transitional housing populations. All complexes provide a Resident Services Coordinator who helps tenants organize a tenant group and facilitates activities and brings educational opportunities to the complexes as tenants identify interests. Complexes typically have large community rooms and computer access.

We have just completed a 33-unit mid-rise apartment complex. All units are one-bedroom, and the complex is on bus routes, with easy access to shopping and services. Four units are dedicated as permanent housing for veterans leaving GPD. All units are occupied, and the project has a long waiting list. Preference is given to veterans in addition to the dedicated units.

Total Development cost: \$7.4 million, 15 funding sources
Service funding: Housing Plus

Planned

Stellar apartments, a 54-unit multi-family development. Four units are dedicated for very low-income veteran families, and a preference will be given for 10 additional National Guard households who are either homeless or at risk.

Total Development cost: \$10 million, eight sources

Project has been awarded land from the city of Eugene, fee and permit waivers, HOME funds. Project has been submitted for state funding for Federal Low Income Tax Credits, Oregon Affordable Housing Tax Credits, and Trust Fund. Project has also received an Enterprise Green Communities award. Project will begin construction in May 2012, with completion in 2014.

New Strategy

SVDP is working with a group of citizens that includes our City Manager, the current Home Builder's President, a congressional aid and others. We have just purchased two foreclosed homes and will use community volunteers for rehab work. Homes will be used for homeless or at-risk veterans with families. Service provision remains unclear.

Barriers

The Eugene community has had many years experience with the Housing First model, and as a result, there is a limited supply of landlords willing to participate. Additionally, funding to cover deposits and moving costs has evaporated. SSVF funds, when awarded, may help.

If Housing First is paired with realistic case management and a range of services including employment services and connection with mainstream benefits, success is possible.

It has been our agency's experience with the HVRP that unless there is adequate case management and support, households do not succeed. Our current family transitional housing program currently has nine families who were given HPRP funding and subsequently lost their housing.

I am certain that Rapid Re-housing is an excellent part of a continuum of services to end homelessness, but it may be an inappropriate choice for households with multiple barriers to housing stability or years of homelessness.

We have had years of success working with veterans, homeless households with co-occurring addiction and mental illness, and households from generational poverty and multiple barriers to housing stability. We have found that a fully supportive transitional housing program as a first step to permanent housing provides folks with the tools and desire to maintain permanent housing over time.

VISN 11, Department of Veteran Affairs, Michigan

Philip E. Thomas, Network Homeless Coordinator
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Piquette Square

Piquette Square, opened in May 2010, is a 150-unit furnished permanent supportive housing project exclusively for homeless veterans that is located on the old Studebaker Factory lot in Detroit. Southwest Solutions provides supportive services in collaboration with the Department of Veteran Affairs (VA), Department of Labor (DOL) and many other programs. The development was funded through HUD's Low Income Housing Tax Credits (LIHTC) and the HOME program along with a number of state and county loans and grants as well as 150 Project-Based vouchers from Michigan State Housing Development Authority (MSHDA).

There is 11,000 square feet of common area and commercial space that is being leased (5,000 sq. ft.) for the development of a "One Stop Veteran Resource and Referral Center," which will serve as an anchor for Detroit's Five-Year Plan. Detroit VAMC and MSHDA, in partnership with the Housing Action Network of Detroit (HAND) and the Corporation for Supportive Housing (CSH), asked that 25 HUD-VASH vouchers be converted from HCV to PBV to support this project.

On June 18, 2010, HUD approved this request, and 25 of the 65 HUD-VASH 2010 vouchers for Detroit VAMC became a part of the 150-unit new construction project at Piquette Square, enabling greater support for veteran residents and collaboration between VA and project sponsors as case managers are on-site. This is one of the largest permanent supportive housing projects solely for homeless veterans in the country and referrals come primarily from the Detroit VAMC.

Silver Star Apartments

Silver Star is a 76-unit permanent supportive housing project for homeless veterans that is situated on the grounds of the Battle Creek VAMC. The land is leased to Silver Star through a 75-year enhanced use lease (EUL) via the Building Utilization Resource Reallocation (BURR) process sponsored by the government. Family Home Health Services and Summit Point Mental Health provides supportive housing services and collaborates with the VA via veteran referrals and a memorandum of understanding (MOU).

This development is funded through HUD's HOME program and LIHTC and 75 project-based vouchers from MSHDA. It is a unique project that utilizes excess VA property as a means to create permanent supportive housing for homeless veterans and could be used as a model for replication in VISN 11. Plans are underway to expand by 100 additional units.

Recently members of the Indiana Permanent Supportive Housing Institute led by John Peterson from the Michigan CSH office and hosted by Medallion Management, Inc., and Trilogy Development, toured the Silver Star Apartments in Battle Creek in hopes for replication in Indiana. Danville, Illinois, and Marion, Indiana, have been identified as having excess VA property that could be used for similar mission-driven homeless projects, and VISN 11 anticipates further discussion and planning.

Indiana Permanent Supportive Housing Institute

In February 2008, the Indiana Housing and Community Development Authority (IHCDA) launched the Indiana Permanent Supportive Housing Initiative (IPSHI), which is focused on creating 1,100 units of supportive housing for long-term and chronically homeless individuals and families over the next six years in Indiana.

The 2011 Indiana Permanent Supportive Housing Institute exclusively addresses ending homelessness for veterans and those who have experienced chronic homelessness. This represents the level of collaboration needed among federal, state and local entities to end homelessness among veterans. On March 2, CSH held an Institute Orientation to prepare potential teams for the application process. At this session, the Request for Proposals was released, presentations were offered by CSH and IHCDA staff, and questions were addressed. In addition, this information was provided at the Roudebush VA Homeless Summit on March 8, 2011. Eight teams are participating in the Institute developing nine veteran housing projects in Indiana to include an estimated 320 units of housing. Surrounding VISNs (9, 12 and 15) will be participating in the Institute.

HUD-VASH Project Based Voucher Awards

VISN 11 received HUD-VASH project-based awards this fiscal year for the development of 35 units in Indianapolis, Indiana, and five units in Ann Arbor, Michigan.

Other Developments

- Forming supported housing funding committees for cities to develop projects that include veterans and the leveraging of VA resources.
- Many themes on converting resources to low-demand supportive housing are being studied while keeping the structures that support them in place. In order to truly end homelessness among veterans, ideas on converting some of the transitional housing to supportive permanent housing must be studied along with changes in federal GPD regulations and statutes.
- VISN 11 has developed a number of GPD projects that can be characterized as being amenable to “transition in place” housing. This has required intentionally partnering with mission-driven property managers to help link the systems. Some advantages of partnering with these groups include: 1) They often accept tenants other individual landlords may deny; 2) They are interested in double bottom line – commitment to success of the community as well as the individual tenant; 3) They understand the intricacies and compliance issues of working under multiple federal guidelines; 4) Traditional homeless assistance providers become more open to facing the prospect of becoming property managers as a result of this linkage; 5) We frequently hear about the struggle to fund supportive services, and VA brings a lot of support to the table (e.g. CM and Special Needs Grants).

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We are a for-profit housing developer who began providing HUD section 8 housing more than 20 years ago. Our 37 year background is as a general contracting company, which we still own and operate today, along with an environmental company and a plumbing company.

Three years ago we became aware of the homeless veterans living in our community while seeking to partner with our city on an apartment project. One thing led to another and we applied for and were awarded a Neighborhood Stabilization Program grant to develop 16 units of permanent supportive housing for homeless and at risk veterans. These are scattered site single family dwellings and apartments being rehabbed.

During the process of investigating the homeless veteran issues we discovered that although we have an outstanding continuum for homelessness, our community's communication amongst veteran service provider agencies was nearly non-existent, so gathering the information we needed was very difficult. This led us to create the Coalition for Veterans' Concerns (CVC), now a group of over 20 social service agencies, individuals and government. We were able to get a specific count on our "Point in Time" for veterans for the first time this year, we saw to it the CHALENG reports were introduced, and we will hold our third "stand down" this November. Recently we took receipt of over \$200,000 of items from the Department of Defense on behalf of Danville VA to disperse to homeless vets in central Illinois. The CVC now provides many excellent outreach and awareness events, ever widening the circle of interested businesses, organizations and individuals.

When we began this process, no local service agency seemed very interested in partnering on a veterans project, of course the statewide budget cuts were scaring everyone away from any commitment, but with help from the Corporation for Supportive Housing (CSH), we were introduced to Lutheran Child and Family Services of Illinois (LCFS). LCFS is the oldest and largest family service provider in Illinois, and we are proud of having them for a partner. With them we have applied for the Supportive Services for Veterans' Families grant (SSVF), and think we have a real shot at it. Our service dollars are provided by our state's Department of Mental Health, and LCFS was assisted through the Supportive Housing Providers Association (SHPA) in applying for the service grant.

Last year we were one of 8 agencies selected to attend the CSH Housing Institute for the state of Illinois. This training specifically addressed the opportunities and obstacles of developing housing for special needs populations. We learned so much about new ideas like housing first and harm reduction. We shared insights on better building practices, management, and overcoming neighborhood issues. These projects are difficult to tie all the pieces together. There were only two projects funded in the Institute. We were one.

Many opportunities have presented themselves for the future. We have an opportunity with our state capital, the city of Springfield, whom we work with on many government funded building projects, to receive blighted property at no cost and building subsidies from the city to assist with developing housing there for veterans and person with disabilities. We have been invited to look at the Enhanced Use Lease opportunity that exists with the VA over in Danville, Illinois, which is the headquarters of our VISN. We have a group of private investors from Arkansas, and surrounding states who are interested in hearing more about investing in this housing.

Many obstacles have presented themselves as well. First, the NSP grant we received has been poorly handled by our state agencies. Why? Because it was a new kind of “stimulus” money, never dispersed before, and therefore caused many headaches while they decided who and how to handle it. The funds should have been channeled into existing program structures. Second, it went to the state instead of to a local city government, and in our area that means a lot more red tape, expensive legal and environmental issues, and delays. D&O Contractors, Inc. has worked for the cities of Decatur and Springfield for many years providing contracting services for programs like low income roof repair, weatherization, lead abatement, accessibility features and more. So we are familiar with grant programs at the city government level. As it stands they’ve (Illinois Housing Development Authority) whittled away any profitability from the rehab, which was a painfully low margin to begin. Now we just hope to finish without going too far backward, but we worry about the coming months of production. We will not have to worry about rent. They are provided by our local housing authority, and unfortunately many veterans are waiting, and it looks like another cold winter will be over before we are done. It’s a shame.

In the mean time, service dollars have begun to flow for a project not yet developed, which has presented a whole other set of challenges. We currently have over 25 veterans and their families now on a waiting list for housing and we just opened the list less than 4 weeks ago. Last week we placed a recent “returnee”, a young man in a shared house with a friend and got him a part time job delivering pizza. He will not qualify for any traditional assistance. We were able to move one man who was being evicted for mental health issues into subsidized housing because he qualified by being single and over fifty. If “harm reduction” was being used, he would not have been evicted. We use Facebook as one means of communicating our needs, like two families that need 3 bedroom homes.

We keep hearing that HUD-VASH is coming to the rescue. Our homeless outreach coordinator was heart-broke when we were bypassed for the second year to receive 25 vouchers. In central Illinois I’d guess we have somewhere around 750 homeless or at risk veterans who we know of, and at least three times that we do not, and we only have 25 vouchers for the city of Danville.

Learning from all of this we see how things might be helped, at least in our area.

S.W.O.T.

There is a huge surplus of lower priced housing sitting vacant due to foreclosure and due to abandonment. These properties could be donated by the cities and or the banks that are holding title for rehab or for redevelopment. Some cities would be benefitted by putting them back on the property tax roll. Banks could be included in construction loans or mortgages for their properties. The other obvious benefit is the improvement of neighborhoods by putting people back into vacant homes.

City governments could administrate more dollars through successful programs like CDBG and HOME funds for low interest loans, and grants specifically ear marked for veterans housing.

Homeowner rehab programs and rental rehab programs have been terrifically successful in our community. Also, city programs that assist in the purchase of homes by providing down payments and closing costs have been very useful.

Housing providers are turning to scattered site models and away from multi family buildings in our rural communities. Our service partner LCFS sees no difference in providing services to veterans in scattered sites that they do in home visits for foster care.

Federally administrated programs definitely greatly slow the development and increases the cost substantially of rehab and construction.

Forgiving the credit issues and debt of these families would be a huge help. Many of them will never recover financially enough to repay old bills, and bankruptcy prevents them from home ownership. Old utilities bills keep many of them from being able to rent or apply for HUD assistance.

The VA should re-think HUD-VASH. Why not utilize existing service providers in the communities for these vouchers? What benefit is it to hire a brand new person who may not have any idea about the community they are assigned to? And they need to get on with it. We need a lot of rental assistance.

Private investors may be interested in funding the development of housing, but most will only be interested in a rapid return or higher margins.

People of Purpose, Greenville, NC

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People of Purpose, Dunham Healthcare, Arlington Properties

People of Purpose, Dunham Healthcare, has partnered to serve veterans and their families as they transition out of active military service. This joint venture has created a Community Based Outpatient Center that provides the three most needed specialties for challenges facing modern veterans: primary care; psychiatric care (e.g., PTSD and substance abuse) and physical medicine and rehabilitation care (including traumatic brain injury, spinal cord injury and amputee care); and real estate sales and property management to aid homeless veterans in relocation and to restore foreclosed homes to habitable standards.

People of Purpose and Dunham Healthcare continuum of care refers to a model that defines our structure and process when working with veterans, family members and their informal supports. Within our program are various levels of services that range from low to high intensity and function based on the needs of individuals from a person-centered perspective. Our management and clinical staff understand the vitality of making sure that individuals receive services in a fluid manner. We also comprehend the importance of ensuring that coordination and efficient movement along levels of care is possible. Our continuum of care will provide an avenue where veterans will be able to go up (increase intensity of service) or down (decrease intensity of service) in a tri-directional manner. This will further support matching services to meet the needs of the veteran instead of trying to make the person fit the mold of the service ultimately. Our goal is to end homelessness, helplessness, and feelings of despair that has become the plight of veterans and their families.

Our core services include the following: housing relocation, housing restoration, transitional housing, permanent housing, outpatient rehabilitation, outpatient therapy, outpatient psychiatric counseling, primary care and case management that will address the overall needs of veterans, i.e., employment and housing problems. The first step in the process of treatment will involve a screening that involves the Standard Triage Referral (STR) Process. After the STR is completed, determination of needs based on recommendations of a Comprehensive Clinical Assessment will be completed. Meanwhile, case management will be available as well as outpatient therapy.

However, if individuals need more of an intense service, decisions for medical necessity into rehabilitative services will be decided by appropriate physicians, clinicians, and psychiatric supports with information gathered from the participant and his or her support system. People of Purpose and Dunham Healthcare believe effective use of continuum of care begins at the point of entry to the system. As a result, our continuum of care will address the need for prompt and efficient access to the most appropriate level of care. This is why our comprehensive clinical and/or diagnostic assessments will be vital to helping us understand the needs of the veteran.

The use of evidence-based practices will be a critical part of our continuum of care for each enhanced service. The following evidence-based practices will be utilized in our program:

1. Primary Care & Health Maintenance
2. Physical Medicine & Rehabilitation Medicine
 - a. Traumatic Brain Injury
 - b. Spinal Cord Injury
 - c. Amputees
3. Psychiatric Services for Mental Illness & Substance Abuse
 - a. Cognitive Behavioral Therapy (MH and SA Populations)
 - b. Motivational Interviewing (MH and SA Populations)
 - c. Strengthening Families Program (MH and SA Populations)
 - d. Skill-streaming (MH and SA Populations)
 - e. Eye Movement Desensitization and Reprocessing (for PTSD population)

People of Purpose Service Array

Services/Support	Description
Intake	Process that involves gathering information to determine direction for services and treatment. This is the first step in determining service needs for participants. Within this process, screenings are conducted by a clinician meeting the NC DMHDDSAS competency level of Qualified Professional (QP) who is also under the supervision of the agency’s Clinical Director via NC DMHDDSA Standardized Screening and Registration Form (STR). After this is completed, the decision regarding a need for further evaluation begins with an assessment meeting the requirements for a Comprehensive Clinical Assessment (CCA) is scheduled based upon the individual’s status of routine, emergent, or urgent. Other purposes for this process include the following: to respond to the urgency of the participant’s need, to familiarize participant and family with the agency’s services and treatment approach, and to gather information about the participant that would allow the participant to understand what the underlying problem is and what other assessments are needed to determine the ultimate treatment services that are best for the participant in addition to homelessness.
Comprehensive Clinical Assessment	A screening tool provides a more in depth evaluation of mental health and substance abuse concerns as well as a broad assessment of psychosocial risk factors related to a

	<p>veteran’s life domains within the natural environment. Comprehensive Clinical Assessments will only be conducted by license professionals within People of Purpose under the guidance and support of the Clinical Director. This assessment will be face-to-face with the adult, child/adolescent as well as their other informal supports deemed necessary.</p>
<p>Medication Management</p>	<p>Process that monitors the progress or needs of veterans and/or their family members that have been prescribed medication to manage symptoms of a clinical diagnosis by a medical professional (i.e., physician and advanced practice clinician). Based on evidenced-based practices, the medical professional will meet with the veteran. During this process, the patient’s current medication maybe maintained, reduced, or increased relating to dosage. It may also be changed. At this point, the veteran may then begin a trial of taking the medication while being monitored closely by their spouse or significant other, and the medical professional, especially targeting substance abuse issues among veterans.</p>
<p>Case Management</p>	<p>Veterans who have a serious emotional disturbance, mental illness, a substance related disorder, homeless problem, or employment need will be assigned a case manager. The MH/SA case manager is required to coordinate and communicate with Community Care of North Carolina (CCNC) [if the recipient is enrolled in CCNC] and the recipient's primary care physician. CCNC and the primary care physician shall be responsible for coordination of the recipient's overall health care. Case management (MH/SA TCM) is an activity that assists recipients in gaining access to necessary care: medical, behavioral, social, and other services appropriate to their needs. Case management is individualized, person-centered, empowering, comprehensive, strengths-based, and outcome-focused. The functions of case management include:</p> <ul style="list-style-type: none"> • Case Management Assessment; • Person Centered Planning; • Referral/linkage; and • Monitoring/follow-up.

<p>Outpatient Services</p>	<p>Outpatient services are therapeutic interventions to individuals in need of mental health resources, but who do not require hospitalization. This includes initial comprehensive assessment regarding the need for psychiatric counseling, as well as offering follow up support to individuals just graduating from more intensive forms of care. Services are tailored to the needs of the veteran, their children, adolescents, and spouse that may include the following: individual and/or group counseling or family therapy. It is not intended for those with severe emotional and/or psychiatric issues. Plus, it provides ongoing, though brief therapeutic interventions that support and guide individuals as they work to overcome the challenges inherent in their day-to-day lives.</p>
<p>Homelessness Prevention</p>	<p>We are involved in the fight to prevent homelessness by collaborating with the North Carolina Association of REALTORS, HUD, Greenville Housing Authority, Department of Social Services, and Pitt Greenville Board of REALTORS to engineer ways to secure homes and jobs for veteran consumers. Setting up a database of potential community organizations offering services and jobs for our consumers has been a priority QI project. Housing is handled by Arlington Properties, a NC licensed real estate brokerage firm owned and operated by Robert O’Neal (veteran) to match situations and needs of veterans. We endeavor to build an all inclusive village that will incorporate clinical services and housing on one site to meet the ever changing needs of veterans. People of Purpose continues to build a secure agency foundation in policy and procedure to ensure excellence in service delivery and accountability to Veterans.</p>
<p>Psychosocial Rehabilitation</p>	<p>People of Purpose will provide psychosocial rehabilitation services to individuals in compliance with the Division of MH/DD/SAS guidelines to help adults with psychiatric disabilities to increase their functioning in which they can be successful and satisfied in the environments of their choice with the least amount of ongoing professional intervention. This service is based upon the principles of recovery, including equipping consumers with</p>

	<p>skills, emphasizing self-determination, using natural and community supports, providing early intervention, providing a caring environment, practicing dignity and respect, promoting consumer choice and involvement in the process, emphasizing functioning and support in real world environments, and allowing time for interventions to have an effect over the long-term. People of Purpose provides this service with a supportive therapeutic relationship between the veteran recipient, and family which addresses and/or implements interventions outlined in the Person Centered Plan in the following skills development, educational, and pre-vocational activities:</p> <ol style="list-style-type: none"> 1. Community living (ex. shopping, housekeeping, cooking, use of transportation facilities, money management) 2. Personal care (ex. health care, medication management, grooming) 3. Social relationships 4. Use of leisure time 5. Educational activities which include assisting the client in securing needed educational services (ex. adult basic education) 6. Prevocational activities which focus on the development of positive work habits, participate in activities that would increase the participant's self-worth, purpose and confidence.
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Agency Structure and Staff Development

The program structure of People of Purpose includes administrative, management, and clinical professionals that are competent and trained in both core and enhanced services. Clinical staff is hired based on education, experience, and licensure status to assure compliance with endorsed services and behavioral health supports within North Carolina. According to the state, professionals will provide services based on their scope of practice only. The clinical structure of the program is lead by the Medical Director in collaboration with the Clinical Director. The Clinical Director will oversee core services as well as enhance services by working directly with program directors and licensed clinicians in all services provided. To increase accountability and professional competence, the QI Training Director will ensure quality services is taking place by the emphasis on hiring and maintaining competent staff within the agency. Below are areas of training that will be ongoing:

1. Culturally Responsive Trainings
2. Trainings Required by the State (Service Definition, Crisis Response, PCP, Instructional Elements of PCP)
3. Pre-service Training
4. Evidenced Based Practice Trainings
5. Booster Trainings for EBP and best practices
6. System of Care Training
7. In-Service Training
8. Supervisory Training
9. Targeted Trainings Driven by Quality Improvement Initiatives
10. Trainings Deemed Necessary by Clinical Director Under the Direction of Medical Director

People of Purpose has attained a three year national accreditation with the Commission on Accreditation and Rehabilitation Facilities (CARF). We have partnered with community, state, and national organizations, i.e., Pitt, Edgecombe, and Beaufort County Juvenile and Adult Justice systems, Pitt and Edgecombe County Schools, Mary Frances Women's Rehab/Correctional Facility, NAMI National, Housing and Urban Development, Pitt and Martin County Department of Social Services, and a host of local businesses to create a powerful referral network.

People of Purpose and Dunham Healthcare opts to help all people regardless of race, ethnicity, or cultural barriers. Our agency is handicap accessible. Our goal is to cater to a culturally diverse population of veterans across the State of North Carolina.

The staff is structured to ensure that the needs of veterans are met and expectations are exceeded. The diverse training and experience of the staff ensures quality care and attention to the needs of community at large. People of Purpose consult with behavioral/mental health professionals across the State in an effort to remain abreast of cutting-edge methods to improve service delivery. Our organization works interactively with veterans and their families to collect data from consumer surveys to produce demographic data and outcome information for families served.

Arlington Properties

Arlington Properties is a real estate company that is a member of Greenville-Pitt Association of Realtors owned and operated by a veteran, Robert O'Neal. Mr. O'Neal is well aware of the needs of veterans and provides resale, new construction, property management, property restoration and employment throughout North Carolina. Arlington Properties' vision is to put our state back to work to end homelessness by employing veterans first to stimulate our economy through the housing market. We have successfully closed on homes for low income housing for veterans over the last five years. We work with local developers in overseeing job sites for new construction of multi-family housing and have completed multiple renovation projects (hiring veterans first) to place veterans in sound housing. All projects have resulted in affordable housing for veterans, have been cost effective for investors, and have closed successfully.

Arlington Properties has the ability to provide any combination of services to secure appropriate housing for veterans in timely manner and in the most economical way. We are willing to guarantee that work on rehabilitated foreclosed properties or handicapped accessibility is completed in a matter of days because we know the urgent nature of the homeless veteran

population. We have the ability to send work crews all over the State of North Carolina and the job will be completed from beginning to close.

Conclusion

We believe that we are prepared on every front to continue to improve the plight of veterans in our area by working in conjunction with our state and local authorities. People of Purpose, Dunham Healthcare, and Arlington Properties are working together to change the future of homeless veterans.

West Angeles Community Development Corporation Veterans Neighborhood Stabilization Program (“WANSP”)

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Mission

West Angeles Community Development Corporation (WACDC) and a group of its development partners (collectively, the Team) propose to operate the West Angeles Veterans Neighborhood Stabilization Program (WANSP) to acquire REO/discounted homes in Southern California and rehabilitate them as high-quality, for-sale, affordable housing. The program is based upon six strategic goals:

1. Provide appropriate housing for veterans and veterans families at various levels of income (50-100% AMI)
2. Alleviate the foreclosure problem in areas of Southern California that are likely to positively impact adjacent areas
3. Integrate job training and local business partnerships into revitalization activities in order to stabilize the affected neighborhoods
4. Help veterans rebuild credit, obtain employment, leverage public/private funds and programs available to make homeownership possible for income-restricted buyers
5. Enhance sustainability of homes and neighborhoods – WACDC is committed to improving the environmental sustainability of individual homes
6. Utilize the strength of the different Team members to carry out the stages of the program expeditiously and efficiently, thus bringing benefit to affected neighborhoods quickly

Target Area

WACDC is targeting census tracts in South Los Angeles, Inglewood and Watts (collectively, “South L.A.”). The program area falls within:

- Congressional District 33
- Congressional District 35
- Congressional District 37
- L.A. County Second Supervisorial District
- Los Angeles City Council District Eight
- Los Angeles City Council District Nine
- Los Angeles City Council District 10
- Los Angeles City Council District 15

These areas have suffered from disinvestment, unemployment, crime, poor public education, and other significant social issues for decades. As a result, the area has been targeted for revitalization by the Federal and local governments. More recently, the area has been affected by the foreclosure crisis.

South L.A. is a collection of the City of Los Angeles', Inglewood, Comptons' most diverse and challenged neighborhoods. The area is noted for the following:

- *High Concentration of Minority Veterans:* 93% of area residents are either African American or Latino
- *High Concentration of Poverty:* 30% of area residents live below the poverty line
- *Low Education Rates:* Nearly 50% of residents are without a high school diploma
- *Low Income Levels:* 88% of the population has an income of 120% or less of Area Median Income (AMI); 61% of the population has an income below 50% AMI
- *Lower Employment:* The ratio of jobs to workers has been twice as low for South L.A. as it is for L.A. County as a whole, historically
- *Crime:* Violent crime occurs twice as often in South L.A. than in the county.
- The community is also known for vibrancy and resident engagement (enlistment in the military).

WANSF Plan

WACDC seeks to establish a strategic partnership with financial partners/socially responsible investors to accelerate its veterans neighborhood stabilization program in Southern California.

WACDC recommends that this partnership develops in two phases.

- Phase I will focus on quickly ramping up operations in 2011 through the discounted acquisition of at least 5 foreclosed homes. This donation will allow WACDC to further establish an efficient renovation and homebuyer training process and allow proceeds to be reinvested into growing the program in Phase II. In order to meet these goals, it is crucial that this first phase include sufficient scale.
- Pilot Opportunity – WACDC proposes a pilot program to address the need for a new homeownership product to offer veterans and their communities negatively impacted by the foreclosure crisis a means to repair credit, provide affordable housing, and stabilize neighborhoods. Using five homes from an REO inventory WACDC would solicit, assess, and enroll five families in the Step Up To Homeownership Program. Participants would complete a course of financial literacy, credit repair, monitored budget planning and operation while residing in the five homes under a lease-purchase agreement. The program will qualify buyers for homeownership with a mortgage from a partnership institution.
- With Phase I complete, WACDC will begin acquiring foreclosed homes at a 40-50% discount to sustain and further grow the program. Phase II will recycle sales proceeds from Phase I into subsequent home acquisitions and renovations. It will also allow the program to grow and further expand neighborhood revitalization, job creation, and high-quality affordable homeownership.

Program Benefits

- Creating affordable veteran homeownership opportunities in Southern California – WACDC operates a comprehensive, HUD-approved home purchase training program which graduates 15 to 25 families per month. Of these, 3 to 5 per month are qualified homebuyers within 3 to 6 months. Currently, WACDC maintains a qualified homebuyer list of 100+ families who are waiting for the right opportunity.

- Job Creation – WACDC will hire area veterans enrolled in job training centers to perform redevelopment activities and partner with the Los Angeles Urban League, Youth Build, US Veterans Initiative, Employment Development Department and Shields for Families.
- High-quality, enduring renovations – One of the most common causes of foreclosure stems from required major repairs and deferred maintenance. Many home renovations performed by REO investors are cosmetic and low quality, creating a high probability that the houses will re-enter foreclosure. In contrast, this program performs major, long-lasting renovations to key building systems including electrical, plumbing, HVAC, roof, foundation, flooring, kitchen, bathroom, and windows/doors. The below chart illustrates this difference in the scope of renovation work:

<u>Building System</u>	<u>WANSP Program Scope</u>	<u>Typical REO Investor Scope</u>
Electrical	Re-wire entire home and upgrade panel as necessary	Replace finished fixtures and face plates
Plumbing	Upgrade to copper plumbing when required and replace all fixtures. Snake main line when necessary	Replace non-operational fixtures
HVAC	Repair existing unit	Repair existing unit
Roof	Remove existing roof, including damaged plywood and install shingle roof with a minimum of 30-year guarantee, or apply a “torch down” roll out roof	Apply new shingle roof over existing damaged roof up to 4 layers
Foundation	Reinforce and strap foundation and pier pads	Stucco over visible cracks
Flooring	Remove existing flooring if damaged; level the flooring and apply new flooring that coincides with design of the home (hardwood, tile, carpet, etc.)	Apply a lightweight carpet or Linoleum flooring over existing damaged flooring
Kitchen	Replace damaged cabinets along with all hinges and knobs; provide new fixtures and appliances	Refinish existing cabinets and change out the doors only
Bathroom	Replace all fixtures including bathtubs, toilets (low-flow) and sinks	Refinish all fixtures
Windows/Doors	Replace all damaged doors and windows where applicable with energy efficient doors and windows	Repair damaged windows with no regard for the efficiency factor
Paint/Drywall	Prime and paint throughout with a minimum of two colors to create atmosphere	Spray all walls, ceilings and accents with one color
Hardscape/ Landscape	Plant “drought tolerant” plants and apply a drip line watering system to reduce the overwatering and waste; repair hazardous walkways	Install sprinkler system and seed for grass

Albany Housing Coalition Inc., New York

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Veterans Permanent Supportive Housing

The Albany Housing Coalition Inc. has been providing housing and services to homeless veterans in the City of Albany, New York since 1990. Albany is a small city with a population of 90,000. The inner city housing stock is predominantly 2 and 3 unit rowhouses.

Beginning with the construction of Vet House, a 12 unit transitional community residence, AHC early on developed a continuum of housing to include permanent supportive housing using the Continuum of Care model of successively more independent housing. Vet House was constructed new using New York State's Homeless Housing and Assistance Program (HHAP), and was seeded by a \$50,000 grant from the NYS Legislature. HHAP funded the land acquisition and the new construction 100%. Four years later HHAP funding was again used to add 16 additional units. In 2004 the 28 rooms began receiving VA Per Diem. Case management is partially funded by NYS Supportive Housing funding.

Permanent housing is provided in a variety of settings to meet the varying needs of individual veterans: shared apartments, community residence, and individual apartments that AHC owns and through private landlords using Shelter+Care and now VASH.

Our 6-bed SRO permanent supportive home was purchased and rehabbed in 1992 using HUD Section 8 Moderate Rehabilitation funds. The building was an old 3 unit apartment building. We converted each of the 2 bedroom units into a shared living environment for homeless veterans, with 2 veterans sharing one apartment. Case management screens each prospective tenant and provides on-going support. Operations and case management are supported in part by a HUD local continuum grant and a NYS Single Room Occupancy support services grant. The property has project-based Section 8 vouchers, providing affordability to the residents.

During the 1990's Albany Housing Coalition Inc. purchased and rehabbed 4 scattered site 2 family homes using local HOME funds and bank mortgages. These units are available to veteran families and are rented at below market rates. Additionally, beginning in 2003, Albany Housing Coalition Inc. administers Shelter+Care vouchers that are dedicated to veterans. Recipients select their own apartment unit with private landlords; AHC provides case management in apartment selection as requested and on-going home and office visits to assist the veteran in meeting his/her needs. Critical to the success of voucher usage has been establishing and maintaining relationships with a cadre of private landlords. The current authorization is for 31 vouchers.

In 2005 AHC purchased and rehabbed a former convent to create a 12 room permanent community residence – Connors Home – for homeless, disabled veterans. Purchased and rehabbed with NYS Homeless Housing and Assistance program funds and with a small grant from HUD local continuum of care funds. This property provides each veteran with a bedroom and shared living area, kitchen, and activity areas. Dinner is provided 5 nights a week. A

leadership Council provides day-to-day operations. Our Independent Living Coordinator, until recently, was officed at the site. Operations and case management are funded through local Continuum HUD funds and a grant from NYS SRO. Residents pay 30% of income in rent. In the last 2 years new residents have used VASH. The residents are generally older, with co-occurring issues.

Lessons Learned:

1. SRO units require intensive tenant screening and follow-up services in order for the property to be successful with a population that is in recovery.
2. SRO units fill a needed niche for veterans incapable of - or unwilling - to be responsible for their own apartment.
3. Veterans who are actively abusing drugs/alcohol threaten the recovery of existing tenants and the residents usually demand their removal. Because the rooms are leased as permanent units, removal requires time-consuming court eviction; further, removal may not be the best course of action for the veteran and requires quick case management intervention to address the veterans need and to restore the comfort level of the other residents.
4. Shared living apartments require matching veterans for interests and compatibility and on-going dispute resolution to ensure success.
5. Some veterans use the inexpensive housing we offer to save money for their own apartment.
6. Because case management cannot be mandated, it requires establishing a relationship of trust and helpfulness in order to succeed.

Future Plans:

1. We have partnered with a local non-profit owner of 2 – 2 family homes to provide permanent apartments for veteran families. These units will come on line after rehab using state funds, which will drop rent levels to an affordable rate.
2. We are seeking the appropriate location/building to create low income senior housing for veterans.
3. We will soon offer our family housing apartments for shared veteran living.
4. We have partnered with our local Public Housing Authority for 4 newly-rehabbed, project based apartments it is putting on line, to be dedicated for veterans we will refer and case manage.

Challenges:

1. The opportunities and funding for affordable housing have shrunk nationally and in our area. The availability of viable buildings for rehab and vacant land are both scarce in our area. Nation-wide, HUD is for all intents out of the business of producing affordable housing: pre-1980 HUD produced 350,000 units a year. Post 1980, that level was and remains at 50,000±.
2. State-funded resources, once a one-stop funding source, are more and more relying on mixed financing and tax credits to bring cash to the table.
3. Albany is a small city surrounded by rural communities. Housing development opportunities exist in these rural areas; however, the lack of public transportation (many of our veterans lack a license) to the city for employment and access to other resources presents a hurdle to development.

Transition in Place:

1. The concept of Transition in Place, wherein Per Diem sites convert to permanent use, can provide homeless veterans with an affordable and long-term housing option. Some sites may be more readily adaptable than others: some will remain community residences wherein each veteran has a room with shared common area; some are apartment-adaptable. It is important that community-provided peer support and case management services are made available on a long-term basis for those veterans who, in our experience, have long-term mental health needs and succeed as long as they are a part of a supportive community environment that includes daily peer support and case management services.
2. Given the Secretary's plan it would seem appropriate to prioritize Grant support for existing Per Diem sites to adapt to permanent use and to continue Per Diem support for those veterans in need of peer support / case management as identified by the provider. Construction of new, additional Grant Per Diem sites should be put on hold and re-assessed by VA in 2013-14 once the Transition in Place program has an opportunity to be in place.

Volunteers of America of Florida

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Programs and Services for High-Risk Veterans and Their Families

Florida ranked second in the country with a total of 12,240 homeless veterans, according to the 2011 Council on Homelessness Report of the Florida Department of Children and Families. The report identified the lack of safe and decent housing affordable to all Floridians as the core cause of homelessness and further suggests permanent supportive housing with services linked to the individual being housed as a long-term and cost-effective solution to ending homelessness.

About 53% of individual homeless veterans have disabilities according to the *Veteran Homelessness: A Supplemental Report to the 2009 Annual Homeless Assessment Report to Congress*. Volunteers of America of Florida has been working to meet the needs of at-risk veterans and their families for over fifteen years and has developed a full continuum of care to help in the transition to self-sufficiency and a healthy, independent life style.

Volunteers of America of Florida has served veterans, particularly those at-risk – homeless, elderly, disabled and with co-occurring disabilities – for over fifteen years. Through numerous US Department of Housing and Urban Development (HUD) programs – Section 202 (for elderly), Section 811 (for persons with disabilities), SHP (supportive housing for homeless individuals and families), NSP (affordable, permanent, rental housing for low-, moderate, and middle-income individuals and families), HUD-VASH (permanent supportive housing vouchers specifically for veterans) – the agency has provided safe and secure permanent housing with different levels of support for the special needs populations identified.

We have had the opportunity to serve at-risk veterans in many of the HUD programs and in some cases; the permanent housing is designated solely for at-risk veteran residents. For example, we currently manage eleven HUD Section 202 facilities that provide permanent (independent) housing with service coordination for 1,000 low-income, elderly individuals including many elderly veterans over the years. We serve 264 homeless individuals and families in eight HUD SHPs, two of which, Jacksonville (15) and Lake City (11), are designated to provide permanent supportive housing to homeless veterans. Additionally, the Lake City SHP targets service to chronically homeless veterans.

Another HUD SHP program in Hillsborough County serves only homeless women with substance abuse issues (20 single women and women with children). It has also served numerous women veterans since its inception in 1999. Volunteers of America of Florida has vast experience providing safe and decent permanent housing with varying levels of supportive services in HUD programs that are designed for at-risk individuals and families. Federal policy that designates units be set-aside for at-risk veterans in some of the HUD programs mentioned earlier would begin to address that significant, identified need.

In 1998, Volunteers of America of Florida received the first of many funding awards from the US Department of Veterans Affairs Homeless Providers Grant and Per Diem Program (GPD) for the Florida Veterans Mobile Service Center (MSC). The mobile unit has provided comprehensive outreach in remote rural encampments, major metropolitan areas and smaller cities from Pensacola to Key West for over ten years. MSC outreach conducted in the Keys quickly identified a need that led, in 1999, to our first VA GPD program providing homeless veterans' transitional supportive housing in Key West.

Volunteers of America of Florida operates transitional supportive housing in eight locations (through thirteen VA GPD contracts) with the capacity to serve 286 homeless veterans. Three new VA GPD programs will become operational later this year in three new locations increasing our capacity to serve a total of 386 veterans. Our Cocoa VA GPD Program offers a broader continuum of care as it is supplemented with VA funding for a service center and has a VA Special Needs Grant that provides a higher level of more intense services for homeless veterans experiencing chronic co-occurring disorders. VA Special Needs funding ends later this year leaving extremely at-risk veterans without this much-needed, more intensive, long-term care.

The type of transitional housing varies at each VA GPD program site ranging from one veteran in the privacy of an efficiency or one-bedroom apartment to veterans enjoying the privacy of a bedroom in units with multiple bedrooms and a shared, common living area. Many of the complexes include a resident manager, office space, a multi-service area for training and employment support and community activities and laundry facilities. Volunteers of America of Florida provides all veterans in our transitional housing programs comprehensive supportive services including best practices in outreach, behavioral health and human services, case management, and training, education, and employment support and assistance. A team of qualified, credentialed mental health, housing and employment professionals provide a thorough and consistent combination of services to each Veteran complimenting VA mental health and substance abuse treatment and linking veterans to other benefits and services in the community.

Our work with the US Department of Labor-Veterans Employment and Training Services (DOL-VETS) began in 2003 with a Homeless Veterans Reintegration Program (HVRP) program in Jacksonville. Our HVRP programs provide homeless veterans with job readiness training, skills development education, employment assistance and supported employment services. In 2006, the Jacksonville HVRP was renewed and we received a new HVRP award for Cocoa/Brevard County. In 2009, the Cocoa HVRP was renewed and we opened a new DOL-VETS-HVRP in Miami which serves south Florida including Broward, Miami-Dade and Monroe Counties. Our south Florida HVRP was recently recognized for best-practices by the DOL.

Our HVRP resources include certification by the Florida Department of Education Division as a vocation rehabilitation provider. Volunteers of America of Florida is also licensed by the Florida Department of Education Commission for Independent Education as a post-secondary educational facility. Additionally, in many of our VA GPD locations we have multi-service community rooms/areas that offer veterans tools and resources for training, education and employment support.

In 2009, the Florida Housing Finance Corporation (FHFC) appointed Volunteers of America of Florida as the Extremely Low-Income, Special Needs Household Referral Agency for Veterans with Disabilities for every county throughout the state. In FHFC-funded permanent housing projects, regulations require a minimum number of the units be set-aside to serve low-income, special needs veterans/individuals/ families. In response to being selected by FHFC, Volunteers of America of Florida established the LINK program through which we are now working with

eight property management corporations to help identify and place veterans/individuals/families with special needs in units set-aside for this purpose in fifteen permanent housing complexes statewide.

Homelessness among veterans in Florida ranks second in the nation. The VA has determined that while most veterans who are currently homeless served during the Vietnam War, approximately 8,200 veterans returning from serving in Afghanistan and Iraq (OEF/OIF) are homeless. In some instances, these OEF/OIF veterans are seeking assistance sooner than past cohorts. Many also present unique health-care and supportive services needs covering an array of conditions such as physical injuries or disabilities; mental health conditions, including post traumatic stress disorders and traumatic brain injury; family discord, and job loss.

The seriousness of Florida's homelessness has been recognized by its selection for two recently announced federal pilot programs. In 2010, the greater Tampa Bay area was selected as one of five sites for the VA's Veterans Homelessness Prevention Demonstration Program to create interventions to successfully prevent veteran homelessness. Last month, the Tampa/Hillsborough County Continuum of Care was identified as a Priority Community by the U.S. Department of Housing and Urban Development with the intent of identifying and addressing capacity needs to improve the prevention, reduction and an end to homelessness. Both federal selections were based on the significant number of homeless persons and local conditions that negatively affect efforts to reduce homelessness. Volunteers of America of Florida is an active member of the Hillsborough County Homeless Coalition and works closely with the Continuum of Care and its member agencies.

Recent programs developed in conjunction with the HUD, VA, and DOL partnership and the 2010 Federal Strategic Plan to Prevent and End Homelessness, such as the VA's Veterans Homelessness Prevention Demonstration and Supportive Services for Veteran Families Programs as well as increased funding for the joint HUD-VASH programs are designed to provide permanent supportive housing for long-term stability of at-risk veterans. Volunteers of America of Florida concurs with the need to develop and provide veterans with special needs an alternative to the current transitional nature of support by investing federal dollars in solutions that end homelessness permanently for the men and women that have served our country.

Volunteers of America of Florida envisions converting a percentage of GPD units to permanent supportive housing, particularly for veterans experiencing severe disabilities, such as traumatic brain injury, that will require support for the remainder of the veterans' life. Permanent alternatives to a stable, independent life style must be available for the men and women returning from active combat in Iraq or Afghanistan that are at-risk of homelessness and/or in need of unique, long-term health and supportive service needs. Converting existing Grant and Per Diem Programs to include a number of permanent housing units will enable Volunteers of America of Florida to provide a full continuum of care for at-risk male and female veterans and their families.

The Home Depot Foundation Pledges \$30 Million to Veterans Housing Issues

2455 Paces Ferry Road, Atlanta, GA 30339
email: hd_foundation@homedepot.com

Initial partners to include Fisher House Foundation, Volunteers of America and The Mission Continues

ATLANTA, April 13, 2011 – Today, The Home Depot® Foundation announced a pledge of \$30 million over three years to address veterans' housing issues. The Foundation's financial commitment will be amplified by associates from The Home Depot, who will volunteer their time and home improvement know-how skills to projects across the country.

“Our nation's veterans have made great sacrifices for our country, yet the statistics show that many of them face severe housing needs due to disability, lack of affordable housing and unemployment,” said Frank Blake, chairman and CEO, The Home Depot. “Their plight is very personal to all Home Depot associates because we have more than 35,000 veterans who work for us and an estimated 1,500 associates serving on active duty at any given time.”

The Foundation's initiative will kick off immediately by providing a total of \$3.1 million to Fisher House Foundation, The Mission Continues and Volunteers of America to repair and rehabilitate facilities and homes serving veterans of all ages. In addition to funding, each of these partnerships will be supported by Team Depot, the Company's associate-led volunteer force.

Fisher House Foundation provides comfort houses for the families of veteran and active duty military patients receiving medical care at major military and Veterans Affairs medical centers. The Home Depot Foundation is providing a one-year \$500,000 grant to repair and enhance many of the organization's 54 existing houses. Where possible, Team Depot volunteers will complete the work, ranging from making bathrooms handicapped accessible, to painting and landscaping.

“Our partnership with The Home Depot Foundation will allow Fisher Houses across the country to partner with skilled volunteers from local Home Depot stores to refresh and enhance our homes,” said Ken Fisher, CEO of Fisher House Foundation. “Since we began serving our nation's military families and wounded warriors, over 142,000 families have been guests in our homes. We are grateful to The Home Depot Foundation for their generous support.”

Volunteers of America is one of the largest nonprofit providers of affordable housing in the United States with a focus specifically on veterans, low-income families with children, the disabled and senior citizens. The Home Depot Foundation is providing a three-year \$1.8 million grant to repair and rehab properties where veterans and their families live. First-year projects include the rehabilitation of residential facilities in Detroit, Houston, Los Angeles and Miami, serving approximately 275 disabled and/or homeless veterans and their families at any given time. Each project will include numerous opportunities for Team Depot volunteers to get involved as well.

“Our organization has served the needs of veterans for more than 60 years,” said Volunteers of America National President Mike King. “We feel a deep responsibility to serve those who have served our country, and understand that safe, decent housing is the foundation for a successful life. Our partnership with The Home Depot Foundation allows us to address both the quality and the quantity of our veterans housing. It’s the factor that turns affordable housing into homes, and makes the difference between simply keeping people alive and giving them a life.”

The Mission Continues provides opportunities for returning veterans to serve as citizen leaders by leading volunteer projects in their communities or by completing fellowships with nonprofit organizations. Along with a \$1.05 million grant from The Home Depot Foundation, Team Depot will work with volunteers from The Mission Continues to complete more than 150 community projects during 2011. In addition, a disabled veteran will be placed at The Home Depot Foundation for a six-month fellowship to assist with project management for all volunteer projects.

“Our veterans are an asset. We appreciate that The Home Depot realizes the value that these dedicated men and women bring to our country, even after their time in uniform,” said Eric Greitens, CEO of The Mission Continues. “We are excited to bring Mission Continues volunteers and Team Depot members together in service to build stronger communities.”

The Foundation will continue to evaluate and add new partnerships to address veterans’ housing issues. For more information about The Home Depot Foundation’s Veterans Initiative, please visit www.homedepotfoundation.org/veterans.

Challenges Facing Veterans

- In 2010, over 20,000 military members and veterans faced foreclosure, the highest number since 2003. (*U.S. Department of Veterans Affairs*).
- Veterans comprise eight percent of the general population, yet they form 16 percent of the homeless ranks. (*US Department of Housing and Urban Development/ US Department of Veterans Affairs*)
- An estimated 136,334 veterans spent at least one night in a homeless shelter or transitional housing program during 2009. (*US Department of Housing and Urban Development/ US Department of Veterans Affairs*)

About The Home Depot and Veterans

The Home Depot has a longstanding commitment to the military and veteran communities:

- The Home Depot has been recognized as one of the top ten military employers by The Department of Defense, GI Jobs Magazine and Military Spouse Magazine. The Company routinely participates in hiring fairs designed specifically to recruit military veterans. For a current list of military hiring fairs, please visit <http://careers.homedepot.com.edgesuite.net/event-calendar/event-calendar.html>.
- When an associate or an associate’s spouse is moved within the U.S. due to military service, we attempt to place the associate in a nearby store to limit any disruption in employment.
- The Company offers a 10 percent discount, up to a \$500 maximum, to all active, reserve, retired or disabled veterans and their family members with a valid military ID.
- All other military veterans will qualify for a 10 percent discount during normal patriotic holidays (e.g., Memorial Day, Veterans Day and Independence Day).

About The Home Depot Foundation

The Home Depot Foundation donates funds and volunteer hours to non-profit organizations to help make homes more affordable and comfortable through necessary repairs and modifications. In 2011, the Foundation announced a special focus on serving veterans with a three-year, \$30 million initiative to address their critical housing needs.

Since its formation in 2002, The Home Depot Foundation has granted more than \$270 million to nonprofit organizations improving homes and lives in local communities. To learn more and see our associates in action, visit www.homedepotfoundation.org, follow us on Twitter @homedepotfdn, and like us on Facebook at www.facebook.com/homedepotfoundation.



Cuyahoga Affordable Housing Alliance

Northeast Ohio Coalition for the Homeless 216.432.0540

Monthly Meeting to Preserve Affordable Housing in Cuyahoga County

Every month, City and County officials, along with the Department of Housing and Urban Development, advocates, property owners for multi-family estates, and social service providers, meet on the first Monday of the month. This is a chance to hear an update from various programs such as the land bank, the Housing Authority, or Community Development organizations about the state of housing in Cuyahoga County.

We regularly have Congressional staff present to learn about affordable buildings that may be in jeopardy or “troubled.” We feature discussions of new programs, new funding opportunities or problems with affordable housing.

The goal is to preserve the affordable housing available in this community. CAHA was created in 2000 after there was a wave of large property owners going into bankruptcy and foreclosures that destabilized the housing market. It was determined that we needed a regular venue to exchange information between government and community leaders regarding the state of affordable housing. It is an opportunity for everyone to have the same information, in order to make decisions about local development activities. Every meeting we feature a guest who can give additional information about housing trends or new projects in the community. Cuyahoga County has seen only a small number of losses in affordable housing over the last decade, as these meetings allow for the quick distribution of information regarding affordable housing locally.

The HousingCleveland.org partnership is pleased to introduce the **Special Needs Housing Search**, a resource for the human services community.

What is HousingCleveland.org?

- A free locator for affordable rental housing in Cuyahoga County.
- Always FREE to list and search for housing.
- Tenants can search for specific criteria, from pet friendliness to proximity to schools and hospitals, to generate printable lists of housing options.

About the Special Needs Housing Search

- This is a new tool added to the HousingCleveland.org service to help human services providers place traditionally hard-to-house clients with special-needs.
- This secure, confidential tool is designed for case workers, housing coordinators, outreach workers and social workers who regularly seek affordable housing units on behalf of clients.

- This service is not for the general public and is only available to authorized users who undergo training and submit signed guidelines that regulate this service in accordance with a code of ethics and confidentiality.

We have been meeting monthly with our local PHA (Cuyahoga Metropolitan Housing Authority) to discuss openings in their buildings for persons age 50 and over, and we have been able to assist with placement in 4 to 6 months.

With the help of our organized reentry coalition, we have been successfully referring persons with a felony history- as long as they are not on probation or parole. While there are some felonies which are not permitted, most of our populations have drug and petty theft crimes. We have housed an average of 30-40 per year with this initiative. We have also developed relations with privately managed HUD buildings. We hold quarterly housing fairs at our local drop-in center.

We have a HUD/VASH program in Cuyahoga (275), Summit (60) and Lorain (25) counties.

We work with a program called Bridging the Gap because everyone deserves a place to call home. They were created to assist homeless individuals in securing and maintaining permanent housing. We also have a Housing First Project in five locations.

Habitat for Humanity International

Administrative Headquarters

270 Peachtree Street NW, Suite 1300

Atlanta, GA 30303

1-800-422-4828

Veterans' Initiative

Habitat for Humanity's history with military members and veterans is a long one. Habitat affiliates located near military installations, or in communities with high concentrations of veterans, have built strong and lasting relationships with their military and veteran neighbors.

Habitat has affiliates in more than 1,500 communities in the U.S. and in nearly 80 countries worldwide. A recent environmental scan of Habitat service to military and veterans shows over 10% of all affiliates engage military and veterans in their programs as volunteers, homeowners or employees.

- Habitat affiliates engage military communities to volunteer their energy, strength and numbers in a variety of projects including Navy Fleet Week, Veteran Builds, Armed Forces Day celebrations, Blitz Builds and other special projects. When Habitat needs hands for construction, we can always count on the military to provide volunteers to serve the community. About 96% of affiliates surveyed engage military members and veterans as volunteers.
- Often, military programs will approach Habitat affiliates for volunteer opportunities. As the military incorporates community service into many of their training academies, Habitat is a willing partner to provide service projects for military members.
- Habitat's volunteer opportunities help build resiliency in the military community. Volunteerism is a way for veterans to reintegrate into their communities and continue to serve. Active duty, military spouses, wounded warriors, veterans, and civilians are welcomed as Habitat volunteers.
- In 46% of Habitat affiliates, veterans and active duty military are served as partner families. Habitat's homeowner programs include new construction, critical home repairs, home renovations and weatherization. Habitat homes are suitable for hard-working families, making many enlisted veterans excellent candidates for homeownership.
- Habitat families are role models for their community and veteran partner families are role models for other veterans. Habitat helps to reconnect veterans to their home community, and veteran homeowners help create military family-friendly communities.
- Habitat and communities benefit from veterans' leadership skills, their commitment to civic participation, and their strong desire to serve.

- Veterans as homeowners also benefit themselves. They help build their own homes—in the process, acquiring new skills, developing a keen sense of ownership in the home, and working side by side with volunteers who believe in them. For most, it's a truly transformative experience.
- Habitat affiliates collaborate with veteran-focused nonprofits to provide a holistic approach to serving veterans' needs. The Mission Continues offers grant fellowships and places its fellows at several Habitat affiliates. Habitat affiliates have partnered with Operation Homefront to identify qualifying partner families from the veteran community as well as volunteers.
- Habitat for Humanity International and The American Legion have a national volunteer partnership, and the partnership has opened doors for Habitat within the Veterans Administration and the Department of Defense. Potential Habitat partners in the veteran community include Volunteers of America, Paralyzed Veterans of America, I Support Vets and many others.
- Nearly 30% of Habitat affiliates currently employ veterans as full-time employees as well as AmeriCorps VISTA members. In 2011, Habitat will add another 15 AmeriCorps VISTA members to our ranks to support the Veterans' Initiative projects in locations nationwide.
- To pull together all of the activities currently underway, Habitat is designing a national program that will provide a consistent and reliable approach to our support of military members, veterans and their families.
- With affiliates serving virtually every US community with a military facility, Habitat is uniquely positioned to partner with and on behalf of military and veteran populations.

Haven for Hope, San Antonio

1 Haven for Hope Way, San Antonio, Texas 78207
210-220-2100, email: info@havenforhope.org

Success in providing permanent housing for low-income, high-risk veteran families

Haven for Hope is a nonprofit organization dedicated to transforming the lives of homeless men, women and families in the San Antonio/Bexar County area by addressing the root causes of homelessness through job training, education and behavioral health services. Our mission is to transform and save lives.

Through a partnership of over 70 governmental, non-profit and faith-based agencies in San Antonio, Haven for Hope provides over 100 comprehensive social services aimed at addressing various root causes of homelessness. While most “shelters” focus on clothing, sheltering and feeding the homeless, Haven for Hope’s goal is to empower and assist homeless individuals to become self-sufficient and productive on a long-term basis.

Haven for Hope is located 1.5 miles west of downtown San Antonio on a 37-acre campus. The Haven for Hope Campus is a “one-stop shop” for homeless services, including a centralized intake to provide homeless prevention services.

Haven for Hope serves a variety of homeless subpopulations. Currently, 60 Veterans are enrolled in the Transformational Program, with the goal of becoming self-sufficient by obtaining job training, education and other critical social services. Haven for Hope serves hundreds of veterans in Prospects Courtyard, an area of safe sleeping and basic services for the chronic homeless population. Many of these individuals have since made the commitment to pursue self-sufficiency by addressing the root causes of their homelessness.

Haven for Hope has a variety of services aimed at addressing the root causes of homelessness. For homeless veterans, substance abuse rehabilitation, mental health and access to VA services is critical. Haven for Hope has a 90 day in-house substance abuse rehabilitation program for both men and women and currently includes many veterans. Haven for Hope partners with The Center for Health Care Services, Bexar County’s mental health authority, which provides psychiatry and counseling services to address PTSD, depression and other mental illnesses that have caused or contributed to an individual’s homelessness.

The local VA has an office on the campus with the objective of providing easy access to veterans. Only 25% of homeless veterans currently access VA Services (U.S. Interagency Council on the Homeless, 1999). In addition to accessible VA services for homeless veterans, Haven for Hope partners with various medical providers on the campus to provide primary health care, vision and dental services. Furthermore, the organization has designated veteran case managers who specialize in the issues facing veterans and the services available to them.

Haven for Hope and its partner agencies provide a wide array of job training and educational programs on the campus. Education programs include ESL, literacy, pre-TABE, pre-GED, computer programming and college prep courses. Job training includes both hard and soft skills

training. Soft skills include written and verbal communication, ethics in the workplace, team building, resume writing and interview preparation, etc.

Job training areas include: construction and weatherization, culinary arts, administrative and office assistant, medical billing and coding, facilities management, warehouse management, painting, landscaping, information technology including CompTIA+ certification, janitorial, dental assistant, and more.

Haven for Hope has a job training and placement center specific to veterans in the basement of the American GI Forum, a homeless veterans program located adjacent to the Haven for Hope campus. This job training program aims to equip homeless veterans with job training and placement skills, with the goal that they would obtain permanent employment and housing.

The veteran case managers guide each individual and family through the transformational program. When the individual or family obtains housing and a living wage income, the veterans case manager and other case management staff assist them with the transition from campus to their new home.

Haven for Hope receives various supportive housing vouchers for low-income individuals, including VASH vouchers for permanent supportive housing for veterans. Haven for Hope works with the VA and the San Antonio Housing Authority to disseminate these vouchers to qualifying veterans.

After the veteran (and family) graduates from the transformational program, Haven for Hope aftercare case managers provide after care services, including house visits, phone calls, referrals for services, employment and housing checks, etc. Haven for Hope seeks to provide services to keep once homeless individuals in permanent housing on a long-term basis. In its first year of operation, more than 350 formerly homeless veterans and family members have graduated, obtained a living-income and have advanced to permanent housing.

Haven Recovery Center, Daytona Beach, FL

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386-258-5050

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www.havenrecoverycenter.org

Veterans' Housing Provision – A Valuable Opportunity for Community Nonprofit Organizations

Haven Recovery Center is a non-profit, community-based provider of substance abuse and mental health treatment. An agency priority population includes military veterans, specifically those who may be homeless or at risk of homelessness with mental health or substance abuse disorders. Haven Recovery Center has maintained a service contract with VA Medical Centers in Central Florida since 1996 to insure eligible veterans receive access to care.

Haven Recovery provides 188 licensed, long term substance abuse/mental health treatment beds in four facilities to treat veterans and others with serious needs. The organization also provides a full continuum of community-based services including outreach, case management, outpatient counseling, aftercare and supportive services.

As a result of the analysis of outcome data regarding veterans who complete treatment, it became apparent that a lack of access to affordable, supportive housing resulted in lowered rates of successful reintegration of veterans returning to their communities. Thus, in 2004, Haven Recovery Center expanded its mission to include “access to affordable, supportive housing” as a priority service. Currently, Haven Recovery provides 216 beds in 77 units for veterans and others in need of housing. Over the past seven years, Haven Recovery Center has received over \$4.5 million in governmental support to construct, purchase and/or lease properties to provide permanent and transitional housing.

Permanent Housing:

Since 2004, Haven Recovery has developed 72 separate units with 157 beds in our community that provide access to affordable, permanent housing for individuals. Of these sites, 47 are owned outright by Haven Recovery Center and 25 units are leased through governmental funding support.

Transitional Housing:

In addition, Haven Recovery Center directly manages 59 transitional housing beds, at five sites, that provide veterans access to immediate housing and serve as a transition to permanent housing opportunities. Of the five transitional housing sites, Haven owns and directly manages four of the facilities.

How can a community non-profit organization develop and expand this type of affordable housing for veterans? Haven Recovery Center offers the following recommendations/strategies:

I. Become a Community Housing Development Organization:

What are the corporate requirements in becoming a CHDO?

- Board composition – 1/3 low income representatives
- Corporate mission - include commitment to affordable housing
- Priority population - include low-income individuals

What should an organization consider in CHDO planning?

- Need for cash reserves – upfront costs for planning and site development
- Staff – insure that housing expertise exists
- Governing Board – insure housing expertise and a commitment to housing exists

What is the rationale for a corporate commitment to become a CHDO?

- Organization can provide a community solution based upon documented need (access to safe, affordable housing for veterans)
- Insures a long-term investment in agency's mission of providing a full range of services for veterans in need
- Enhances the community's perception of the organization's value
- Meets the needs of a growing population of individuals in need
- Can significantly increase the capital assets of an organization

What are the challenges that must be considered as a CHDO?

The need to consider:

- 1) Facility maintenance – ongoing costs
- 2) Landlord/tenant role – a different role than as a traditional service provider
- 3) Development of housing management policies and procedures (use a model)
- 4) Local/state consolidated plans – must review and insure consistency
- 5) Tenant selection – insure fair and open process; prevent potential discriminatory practices
- 6) Short timeframes for applications – often quick turnaround
- 7) Delays in award decisions - impact upon sellers / realtors
- 8) Lease termination / expulsion – must insure a fair and legal process

What are the potential funding sources/opportunities associated with CHDOs? (will vary by State and local jurisdiction)

- City Governments / Neighborhood Stabilization Program / Deed /Purchase / Rental
- Veterans Administration – Per Diem Grants / New Initiatives
- Department of Labor
- SAMHSA
- County Jurisdictions
- State Office of Homeless Grants
- HUD / Good Samaritan
- HUD / SHP
- Emergency Shelter Grant Program
SHIP, HOME Set Aside, Legislative Initiatives – Local/ State/Federal

II. Housing Options / Permanent or Transitional

An organization will need to determine if their focus will be on permanent or transitional housing opportunities; some organizations will choose to focus on both options simultaneously.

Considerations:

- Decisions may be dependent upon available funding sources
- Current national funding priority is to develop permanent housing
- Must develop different management responsibilities and tenant relationships based upon type of housing selected
 - Scattered site / clustered sites choice will be dependent upon the unique characteristics of a community and the identified target population
 - Choice of single housing units vs. congregate sites may be dependent upon available funding sources and community characteristics

III. Community partnerships – vital to success in developing affordable housing.

Who are essential community partners that can be engaged?

- Business Community / Chamber of Commerce
- Public Housing Authority
- Treatment Providers
- Homeless Coalition
- Faith Community
- Habitat for Humanity
- Architects/General Contractors
- Realtors Association
- Banking/Financial Institutions
- Foundations
- Media

IV. Cost Impact Studies

There is increasing documentation of significant cost savings in providing access to housing for individuals who are high utilizers of publicly funded services while homeless.

Why should organizations consider conducting and/or participating in cost impact studies?

- Funding opportunities – funders support organization with documented cost-effective programs.
- Media opportunities – to educate the public and policy makers regarding the benefits of housing provision.
- Research partnerships – include universities, student interns, community volunteers
- Public/community benefits – neighborhood stability, increased public safety.
- Client benefits – include both direct (e.g. housing, stability) and indirect (e.g. job opportunities, family reunification).

V. Housing Management Strategy Summary

- Partnerships are key
- Stay true to organizational mission
- Honest assessment of organizational capacity/limitations
- Match funding opportunities to organizational strengths and priorities
- Invest time initially in creating a “model” proposal
- Remain flexible in managing barriers/challenges to success
- Emphasize teamwork, perseverance, and passion throughout the process

- Nurture relationships with special “friends” – community advocates, elected officials, business leaders

For more information regarding specific strategies or to explore further consultation regarding strategies and opportunities, contact:

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(386) 258-5050 ext. 16

John D. Dingell VA Medical Center, Detroit

Patricia A. Wolschon, LMSW, ACSW
Director Homeless Programming
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Coordinating Veteran Services in Six Continuums of Care

The John D. Dingell Veterans Administration Medical Center's administration and staff has been very committed to the goal of ending homelessness among our veterans. We have a full continuum of care to assist us toward this end which includes: Healthcare for Homeless Veterans, Grant and Per Diem, Contract Residential, Veterans Justice Outreach, Compensated Work Therapy which includes Supportive Employment for homeless veterans, and our Domiciliary Residential Rehabilitation Treatment Program which services homeless veterans.

Within the next few months we will have a Veterans Community Resource and Referral Center located in Detroit and with that will be a Housing First/Assertive Community Treatment Team which will provide intense supportive services for veterans placed in permanent housing in order to make that housing experience successful. The target population of veterans serviced by this team will be those with serious mental illness. In working toward the goal of ending homelessness among veterans, it has become apparent that we cannot do this without the support of our community partners which include local, state and federal government partners along with those from the private sector.

Our Medical Center services veterans from all areas since veterans are able to seek treatment at any VA Medical Center that they prefer, but our specific catchment areas include Wayne, Oakland, Macomb, and St. Clair counties. We also have one Grant and Per Diem program in Monroe County. Our staff is involved in the six Continuums of Care that cover these geographic areas. In addition, I am a member of the Homeless Action Network of Detroit Board of Directors, the State of Michigan Campaign to End Homelessness State Implementation Group, and recently began to represent the Veterans Administration on the Michigan State SOAR Team (SSI/SSDI Outreach, Access, and Recovery Technical Assistance Initiative). This involvement has assisted us in maximizing our veterans' access to a variety of other services in the community for which they may be eligible. This collaboration has also led to joint problem solving and planning as we work to reach more veterans in need of services out in the general community.

Approximately one year ago, Piquette Square Apartments began leasing one bedroom apartments to homeless veterans in Detroit. This 150 unit building was developed as a veteran only supportive permanent housing option. Planning for this began over 5 years ago and was led by Southwest Solutions, a private non-profit organization that has developed numerous other supportive housing programs throughout southwest Detroit. Piquette Square was their first veteran's project and they sought the assistance of our staff, from our various homeless programs, from the beginning planning stages so that the special needs of veterans could be considered and accommodated from the start. Formerly homeless veterans, on staff at Southwest Solutions, were also involved in the planning.

Southwest Solutions has many different programs, but the two that were involved in the development and implementation of this project were Southwest Housing Solutions and Southwest Counseling Solutions. Southwest Housing Solutions developed the plans for the building, coordinated the financing, worked with the Michigan State Housing Development Authority (MSHDA) to obtain project based vouchers to subsidize the cost for rent, and oversaw the entire construction of the building and grounds. This building is a very green project with a geothermal heating and cooling system and special lighting controls with automatic shut offs. Amenities include gated parking for residents, 24 hour security, a beautifully landscaped courtyard, library, laundry facilities, large recreation room, and kitchen for servicing special events, a computer lab, and a large meeting/training room.

The two case managers employed by Southwest Counseling Solutions who are onsite full time, a building administrator and peer support specialists, both provide support to the residents through a variety of services. Southwest Counseling Solutions aggressively pursued grants from multiple foundations to assist with this project. In addition, the VA has provided one full time HUD/VASH Case Manager onsite at Piquette Square since January 2011. This became possible by converting 25 MSHDA subsidized units into HUD/VASH project based subsidized units.

Having a VA staff member onsite has provided additional support and assistance for all the residents in the building, as the case manager assists in linking veterans up with VA services they may need. Representatives from the Wayne State University Veterans' Educational Opportunities Program offer their services to the veterans. The Gleaners Food Bank provides donations of food to the residents who need this type of assistance. Also, representatives from the Department of Labor provide vocational assistance; self help groups meet onsite, and a variety of Veteran Service Organizations assist with hosting special events such as barbecues, dinners, etc.

It should be noted that all of these apartments came fully furnished and supplied with towels, toiletries, bed linens, plates, glassware, toasters, coffee makers, kitchen and eating utensils, pots and pans, along with pantries filled with two week's worth of food. These items were generously donated through local churches, area businesses, and Veterans Service Organizations so that our veterans could comfortably live in the apartments from their first day there.

The community support was unbelievable and our veterans truly felt cared for which was worth far more than just the physical items donated. Different businesses and service groups donated landscaping items and labor. Masco Corporation donated a variety of light and bathroom fixtures, along with the funds to fully build-out and to equip the large meeting/training room. General Motors donated computers for the computer lab. This was truly a community effort. For more information on Piquette Square visit the Southwest Solutions website: http://www.swsol.org/piquette_square.

Another offshoot from this project was the development of the Veterans Assistance Council, which includes members from Veterans Service Organizations, Southwest Counseling Solutions, the John D. Dingell VA Medical Center, Masco Corporation, and several other nonprofits covering education and more. This group was developed to assist in harnessing the generous spirit of the greater community and funneling it toward other projects designed to assist homeless veterans.

There is 5000 square feet of commercial space also available in the Piquette Square building. The original plan for this space was to lease it to private business owners who would set up business to both serve the local community and the veterans in the building. The thought was that some veterans living in the building might be employed through these businesses. Unfortunately,

due mainly to the downturn in the economy affecting all of southeast Michigan, the space was not leased to private business owners. The space will be well used, however, when the VA Veterans Community Resource and Referral Center opens soon.

This center will be housed in the commercial space of Piquette Square and plans are under way for even more collaboration with community partners to provide services to these homeless veterans. Plans include involving some previously homeless veterans as both volunteers and peer support specialists to assist currently homeless veterans in getting into appropriate housing and medical care.

I am currently working with several developers/organizations and MSHDA staff to develop additional supportive permanent housing for veterans in Detroit and also in the suburbs. This is an exciting time to be working in this field.

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“Project Hero” Links Employment Services and Housing Assistance

According to the latest statistics, by the Department of Veterans Affairs’ annual project CHALENG, there are approximately 2,771 homeless veterans in the states of Kansas and Missouri. Many are caught in a system of shelters and stairwells. How do we speak to the needs of individuals who have served our nation, but due to circumstances and change, have no permanent address or a place to call home?

Sadly, many of our homeless veterans have a substance abuse problem, a mental illness or both. With the current situation in Iraq and Afghanistan, we have yet to see the toll these conflicts will inflict upon our service men and women. Through a working relationship with the Department of Mental Health and the Veterans Administration, St. Patrick Center launched Project HERO (Housing, Employment & Recovery Opportunities) in 2008 as a program designed to move homeless veterans toward permanent housing, self sufficiency and community integration.

When a veteran first enters the HERO program, they are housed in their own apartment. By giving a clean and dignified environment, the individual is safe to make future plans while anticipating success. Veterans are required to pay one third of their income toward rent and all utility costs while in program.

Veterans participating in HERO are assigned an Intensive Case Management Team (ICM) who will partner with the veteran for a period not to exceed two years. During our working relationship, the individual will design an Individual Service Plan (ISS) which will map his or her route to success.

The goals of HERO are easily explained using the acronym itself: Housing, Employment, Recovery and Opportunities. The veteran is allowed up to two years in HERO under the federal guidelines of the program. Along the way, assessments are made and new directions determined in conjunction with the team. Whatever the veteran’s needs, the goal is to lead the individual to meaningful opportunities and open doors for success.

At the end of 17 months, the veteran will be assessed for future housing placement in the community. For a period of one year, follow-up will continue to assess present strengths and future plans. Currently (as of March 2010), there are 46 participants in the Project HERO program; however, there is space for 50.

Since the program’s inception, Project HERO has helped veterans who have served a total of 140 years of military service and ended over 130 years of homelessness. HERO is the first program of its kind in the St. Louis area providing intensive case management and solutions to formerly homeless veterans in our community.

In Fiscal Year 2009, Project HERO placed 32 honorably discharged veterans into housing, ending more than 90 years of homelessness.

Homeless Veterans Reintegration Program (HVRP)

Almost half of Missouri's veterans live in St. Louis. In addition, over a million reside in Illinois. Tragically, many of these vets are homeless, and many of them are forced to come across the Mississippi River to obtain services available at St. Patrick Center.

“Conservatively, one out of every three homeless males who is sleeping in a doorway, alley, or box in our cities and rural communities has put on a uniform and served our country,” says the National Coalition for Homeless Veterans. “Now, they need America to remember them.”

Since 1988, St. Patrick Center has served homeless veterans through our Homeless Veterans Reintegration Project (HVRP). When a homeless vet comes to St. Patrick Center, he or she meets with an intake counselor who conducts an interview, addresses any emergency requirements (clothes, food, hygiene products, and showers) and takes the necessary steps to place the veteran in HVRP.

In HVRP, veterans receive the support services they need, such as referral for substance-abuse and mental health issues, and job readiness classes, which provide four days of interviewing skills training, resume writing and instruction in appropriate on-the-job conduct. Veterans receive \$15-a-day stipend and an additional \$15 for perfect attendance.

Veterans are assigned to one of the HVRP Employment Specialists, who guides them toward employment and self-sufficiency. The Employment Specialist asks questions that provide an understanding of barriers faced by the veteran that led to his or her current situation. They also assess them for employment skills, needs and career interests. With this information, an Individual Employment Plan is created, which outlines the veteran's employment goals, strategies to achieve goals, employment barriers and methods to overcome those barriers. These plans also are used to identify enrollee progress and are adjusted to facilitate ongoing goal achievement.

Depending on existing job skills, veterans will either start looking for employment or begin job-skills training offered at St. Patrick Center or through another training provider. After veterans complete job training, HVRP Employment Specialists assist them with job searches, which include referrals to the hundreds of employers that have previously hired enrollees. They also give them job fair information and the opportunity to utilize Missouri's Workforce website.

Veterans are allowed to use St. Patrick Center's copiers, fax machines, computers, stationery, envelopes and postage for job searching activities. HVRP Employment Specialists advise enrollees on cover letters, resumes, and thank-you letters. They provide bus passes and dress clothes for interviews as well as work clothes and tools needed on the job. After enrollees become employed, Employment Specialists facilitate career advancements and act as resources for work and life problems that could jeopardize employment retention. Employment Specialists contact employers and enrollees at 90, 180, and 270 days after employment.

In Fiscal Year 2009, HVRP placed 132 veterans into full-time jobs and 84 into housing; 28 received advanced employment training.

Other St. Patrick Center Employment & Training Programs:

- The BEGIN New Venture Center
- The BEGIN Training & Education Center
- Building Employment Skills for Tomorrow (BEST)
- General Employment
- Homeless Employment Program (HEP)
- Job Experience Training (JET)
- McMurphy's Grill
- Project REACH.

Veterans Inc., Worcester, MA

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Veterans Inc. has substantial experience in providing both VA Per Diem and Permanent Supportive Housing to veterans, and is an active participant in the VA's HUD-VASH initiative. While the majority of our 200 beds of housing are transitional in nature, Veterans Inc. does provide permanent housing at two sites. Also, during the past year, Veterans Inc. has been actively involved in the outreach and successful placement of more than 30 HUD-VASH voucher qualified veterans.

Established in 1990, Veterans Inc. is a private non-profit organization with a mission to provide care and rehabilitation to the veteran population and their dependents, through the provision of shelter, housing and supportive services. The agency is the largest provider of housing and services for veterans throughout New England and is recognized as a national leader in providing cost-effective, innovative and successful programs for veterans in need. The agency recently received the U.S. Department of Veterans Affairs Secretary Shinseki's "Outstanding Service Provider Award." In addition, the National Coalition for Homeless Veterans (NCHV) named Veterans Inc. "Member of the Year" in 2009 for exceptional service delivery, and NCHV and the U.S. Department of Labor has identified Veterans Inc.'s Employment & Training Program as among its "Top Best Practices."

For 20 years Veterans Inc. has been the instrumental supportive services provider to veterans and their families, operating over 200 housing beds located throughout Massachusetts, in Vermont, and soon to open in Maine and Connecticut, and has developed a wealth of experience in identifying the special needs of veterans and developing ways to meet those needs. There is truly a cultural competency required to provide for the needs of veteran families. To that end, Veterans Inc. has assembled a services staff with multi-year experience and demonstrable skills in serving veterans with and without families, with service-connected and non-service connected disabilities, with mental illness, post traumatic stress, traumatic brain injury, substance abuse issues, or dual diagnosis, females, elderly, and coordinating care with local, state and federal agencies, and affiliate service providers.

A leader in the provision of services for women veterans and families, Veterans Inc. was the first private program in the U.S. to offer housing for women veterans, and the first in Massachusetts to offer a residential women and children's program. In partnership with an established licensed childcare provider, the agency opened the Little Patriots Early Learning Center in 2010, providing parenting support and care for children of veterans and military service members.

This pilot project is the first of its kind.