



Veteran Access to Housing Summit

San Antonio ♦ July 27, 2011

Presented by The Home Depot Foundation

Volume III

Supplemental Program Materials from Housing Summit Participants

The program materials in this volume were submitted by Housing Summit participants, including representatives from federal, state and nonprofit programs. While their contents focus on housing for homeless and at-risk veterans, they are diverse in their presentation and content.

The submission from Volunteers of America, for instance, offers testimonials from individual veterans who have benefited from the organization's housing supports. The Syracuse VA Medical Center's submission, meanwhile, is a report from its recent meeting on community partnership, which helped the center develop its own Five-Year Plan to End Homelessness among Veterans.

Overall, these materials complement the extensive write-ups of summit sessions and program overviews contained in Volumes I and II of this report.

- Veterans Manor, Center for Veterans Issues, Milwaukee
- Gordon H. Mansfield Veterans Community, Soldier On, Pittsfield, MA
- Syracuse VA Medical Center, New York
- Veterans on the Move, California
- Volunteers of America
- Washington State Department of Veterans Affairs
- Welcome Home, Inc., Columbia, MO

Veterans Manor

By: Dawn Nuoffer, Executive Vice President, Center for Veterans Issues, Ltd.

The Center for Veterans Issues, Ltd. (CVI) in partnership with Cardinal Capital Management has developed a solution which will aide in the elimination of homelessness among veterans. This paper will address the Center for Veterans Issues' permanent housing and wraparound support services model --- Veterans Manor. Veterans Manor is replicable nationally and can impact every community around the country where veterans are found.

HISTORY

The Center for Veterans Issues was incorporated in 1989 to provide management and technical assistance to agencies serving minority veterans. Since then, it has broadened to become the overarching entity for a number of short- and long-term residency programs for all veterans. Although best known for serving homeless veterans, the mission has always been to support the concerns of all veterans and their families as well as the community as a whole. Center for Veterans Issues is the largest community-based veterans' service organization in Wisconsin and has provided veterans' services for over 20 years. Currently, on any given night in Wisconsin, Center for Veterans Issues feeds, houses and provides services to more than 200 homeless veterans. By the end of 2011, this number will exceed 300 veterans and veterans with families.



Success is achieved when a veteran has a source of income, physical, mental and spiritual health and/or a place of their own to live. In 2010, Center for Veterans Issues provided housing and/or services to 798 unduplicated homeless and low-income veterans as well as benefits preparation and counseling to 883 Wisconsin veterans, which resulted in a 2010 award of \$4,931,000 in disability compensation (*benefits counseling is done in partnership with the nationally accredited Veteran's*

Service Organization the National Association for Black Veterans).

The Center for Veterans Issues currently operates 8 transitional and permanent housing facilities in Wisconsin coupling housing with wraparound support services.

PERMANENT SUPPORTIVE HOUSING/PERMANENT HOUSING



Center for Veterans Issues recognizes that many homeless veterans can live successfully in an independent setting with support services and case management available to them. **Veterans Manor** is Center for Veterans Issues' latest housing product and includes 52 one-bedroom apartments of permanent housing for veterans coupled with support services. In addition, a state of the art vocational training program is housed on-site

along with a job placement incubator in the form of a full commercial training kitchen and a store-front retail café.

Veterans Manor as a model is a significant solution to the problem of homelessness among veterans through the development of large numbers of housing units gathered and located in a supportive, fraternal, multi-family community. Its unique financing package is one of the first of its kind in the nation – incorporating private equity, public and private grant resources and government rent subsidies (VASH and Section 8) to build veterans permanent supportive housing.

Veterans Manor as a model will significantly decrease the number of homeless veterans nationwide. Multi-families can make the greatest dent in the numbers the fastest while providing for efficiency in service delivery.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Veterans Manor decreased the Point in Time homeless count among veterans by 10% in Milwaukee WI upon its opening in May 2011.

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VETERANS MANOR: A CASE STUDY

Veterans Manor is a 52-unit permanent-supportive apartment building specifically for veterans. Located on a prominent corner of Downtown Milwaukee, Veterans Manor allows low-income veterans to live independently in safe, secure, supportive permanent housing while offering the individual support systems needed to maintain independence. Veterans Manor is a four-story ADA-compliant building with 52 one-bedroom apartments on the upper three floors.

The target population for this project is adult veterans who are low-income to extremely low-income and are: formerly homeless, elderly, disabled, impoverished, mentally or physically ill, and/or returning home from the recent conflicts in Afghanistan and Iraq and require assistance in order to live independently. Veterans Manor will be a nationally recognized model for affordable, permanent housing in a support-services rich environment.

The first story or ground level is divided, with tenant amenities including a fitness center, business center, club/community room, clinic, and support service offices occupying approximately one half. The remaining space houses a commercial kitchen designed to provide meals to residents of the building, and to students attending choice and charter schools primarily located in low income areas of Milwaukee. The space is also home to a storefront bistro café serving affordable meals to the community. Together the kitchen and cafe' house the Education, Training and Employment program at Veterans Manor, a restaurant and hospitality food service vocational training program coupled with a job placement and entrepreneurship incubator.

After extensive hands-on training, veterans will be employed on-site in the Center for Veterans Issues' storefront Troop Café – serving affordable, high-quality food to building and neighborhood residents. Veterans not employed on-site will be placed with local employers or assisted with entrepreneurial ventures.



The commercial kitchen is a partnership between the Center for Veterans Issues and the Milwaukee Center for Independence (MCFI). Center for Veterans Issues' partnership with MCFI unites two well-respected non-profit organizations in a shared mission to create economic development and employment opportunities for veterans and others having barriers to self-sufficiency. The program creates job training and employment opportunities for the hardest to place citizens while presenting an evidenced-based, model program to the nation. Both the Center for Veterans Issues and the Milwaukee Center for Independence will have clients simultaneously undergoing hospitality and food service delivery training in the Veterans Manor kitchen.

Rental amenities include: high-speed internet access, elevators, heat and AC, underground parking, and easy access to public transportation right outside the front door. Supportive services available to the tenants include: case management, employment preparation support, vocational training, employment placement support, benefits counseling and preparation, mental and physical care, addiction counseling, life and soft skills training, parenting, family support and much more.

Each veteran who lives and works at Veterans Manor is a veteran who will eat tonight, a veteran who will again feel the pride of collecting a paycheck, a veteran who will no longer sleep under a bridge with no one to turn to. The Center for Veterans Issues is doing premiere work reintegrating homeless veterans, their families, and society's most needy individuals back into the public mainstream, achieving a life of self-sufficiency and hope. Center for Veterans Issues continues this good work with the opening of Veterans Manor.

**VETERANS MANOR
Milwaukee Wisconsin 2011**



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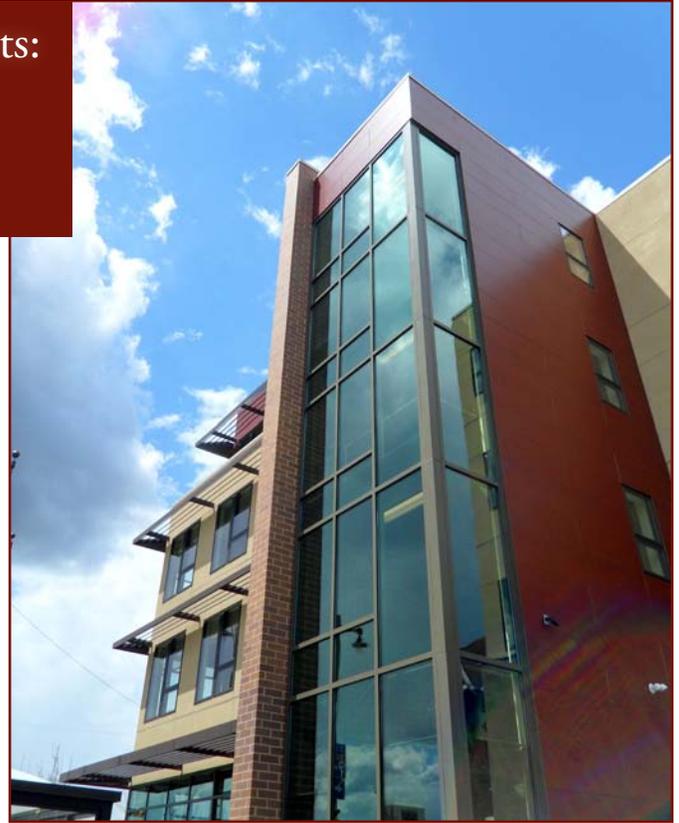
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Thomas H. Wynn Memorial Apartments: **VETERANS MANOR** Points of Interest

Co-developed by
*The Center for Veterans Issues &
Cardinal Capital Management*
Built by
Reichl Construction

Veterans Manor is safe, affordable, permanent housing in a support-services rich environment for veterans challenged with reintegrating into civilian life. Veterans Manor is a nationally replicable facility that strengthens a neighborhood, generates a “Return on Investment” for the community, and pays respect to men and women who have served our country at great personal cost. It is a team effort led by the Center for Veterans Issues, Wisconsin’s largest community-based veterans service agency.



Community Room

Effective supportive housing encourages community-building by including common spaces for group activities, social interaction, and meaningful events in a drug and alcohol-free environment.

Poverty and homelessness create isolation. Veterans Manor is designed to encourage connections.

Medical Check-Up Room

Delivering healthcare screening and preventative services on site will allow VA medical staff to see and understand both the patient and his/her world. Serious conditions will be further diagnosed and treated at the VA medical center.



Fitness Room

Veterans Manor will serve a population particularly prone to diabetes, hypertension, and heart disease.

Exercise is a key component in addressing these health issues. This facility will help create a culture around exercise and health.



Business Center

CVI enjoys a close relationship with Marquette University High School and its students; volunteers who will be providing free computer training to residents in basic computer literacy, how to open and manage free email accounts, and how to use these tools to stay connected with family and friends.

Troop Café

Operated and staffed by veterans, Troop Café will provide healthy, low cost snacks and meals for the general public and building residents. Troop Café is a part of the Certificate food service vocational training program conducted by MCFI (see below). Look for Troop Café this summer 2011.



Kitchen

Leased to Milwaukee Center For Independence (MCFI), the kitchen at Veterans Manor will produce meals to nourish the community, residents of the building, and patrons of the Troop Café. MCFI will prepare approximately 2,500 meals per day for students attending choice and charter schools, which are primarily located in low income areas of Milwaukee. Additionally, the MCFI Hospitality Academy Training Program will provide participants from CVI and MCFI with the opportunity to receive high quality training in the food industry and prepare them for entry-level employment. The program offers a two-fold approach to learning that includes classroom training enhanced by functional application through on-the-job training.

Apartments

The 52 one-bedroom apartments (either 580 s.f. or 617 s.f.) include appliances, heat, air conditioning, internet connection and supportive services.

Veterans Manor is an electronically secured building, designed to manage energy requirements by applying "Green" design principles.



For more information or to donate to Veterans Manor, please call Dawn Nuoffer, (414)342-3321

Soldier On

Gordon H. Mansfield Veterans Community - Pittsfield, MA

39 Limited Equity Cooperative Housing



SOLDIER ON

CHANGING THE END OF THE STORY

wesoldieron.org

Soldier On

Gordon H. Mansfield Veterans Community - Pittsfield, MA

Partners

Commonwealth of Massachusetts
Deval Patrick, Governor

Department of Housing and Community Development
Francena T. Brooks, Undersecretary

Mass Housing
Thomas R. Gleason, Executive Director

United States Department of Housing and Urban Development
Under the leadership of Congressman John W. Olver
1st Congressional District
HOME Investment Partnership Program
Neighborhood Initiative Grant

City of Pittsfield
James M. Ruberto, Mayor

Federal Home Loan Bank - Boston

Berkshire Bank - Pittsfield, MA

General Contractor:
Salco Construction Co, Inc.
Pittsfield, MA

Architect:
Elton & Hampton Architects
Boston, MA

Development Consultants:
Berkshire Housing Development Corporation
Pittsfield, MA

MBL Housing and Development, Inc
Springfield, MA

Owner's Representative & Consulting Engineer:
SK Design Group, Inc.
Pittsfield, MA



Gordon H. Mansfield Veterans Community - Pittsfield, MA

Limited Equity Cooperative Housing

Funding

➤ FHLB-AHP Direct Subsidy	\$350,000
➤ Berkshire Bank AHP Perm Loan	\$601,000
➤ Neighborhood Initiative	\$792,000
➤ Neighborhood Initiative	\$885,000
➤ DHCD HOME	\$720,000
➤ Community Based Housing Fund	\$144,260
➤ Housing Innovations Fund	\$1,500,000
➤ Affordable Housing Trust Fund	\$1,500,000
➤ Soldier On Equity	\$100,000
➤ MassHousing CCRI	\$70,000
➤ HAP Green Affordable Program	<u>\$313,000</u>
	\$6,975,260



Gordon H. Mansfield Veterans Community - Pittsfield, MA

Use of HOME Funds

HOME Funds

- \$720,000
- Direct construction
 - 37 units
 - 7 apartments designated for veterans who are < 50% of Area Median Income - \$32,850
 - 30 apartments designated for veterans who are ≤ 60% of Area Median Income - \$26,280

Actual Living at Gordon H. Mansfield Community

- 21 veterans were ≤ 30% of Area Median Income
- 10 veterans were ≤ 50% of Area Median Income
- 3 Veterans were ≤ 60% of Area Median Income
- 3 Veterans were ≤ 80% of Area Median Income



Gordon H. Mansfield Veterans Community - Pittsfield, MA Sustainability

Energy Efficiency and Green Building

- 40 kilowatt photovoltaic array of over 200 panels
- 93-95% high-efficiency gas fired modular boiler system
- EnergyStar compact fluorescent lighting
- EnergyStar appliances
- R23 wall insulation
- R38 roof insulation
- Pella - double glazed windows, R4.5 value
- Motion detectors - common area lighting
- Natural gas piped barbeque grills



Gordon H. Mansfield Veterans Community - Pittsfield, MA

Ownership with Supportive Services

Cooperative Ownership

- Veterans own where they live
- Equity return of an estimated 35% of rental
- Tax payers
- Peer-managed
- Self-governed - Board of Directors is made up of residents

Platform of Services

- Comprehensive case management
- Mental health services
- Interpersonal services and support
- Employment and training services
- Substance abuse treatment
- Financial literacy
 - Personal banker @ Berkshire Bank



Gordon H. Mansfield Veterans Community - Pittsfield, MA

Rental Subsidy

HUD-VASH

- 29 Mobile HUD-VASH certificates
 - Onsite VA case management ratio of 1:25
- Guarantees veteran will remain a resident even in the event of loss of income
- Collaboration with onsite Soldier On case manager and HUD-VASH case manager



Gordon H. Mansfield Veterans Community

Anticipated Project

Leeds, MA

- Enhanced Use Lease
 - \$1,000,000 development capital
 - Approximately 9 acres
 - Located on the VAMC campus in Leeds, Massachusetts
- Veterans Administration VAI2 award
 - \$7,100,000
 - 50 Units
 - Target population – frail and elderly 50 years of age or older
 - Innovative building and green design
- Project-based HUD-VASH vouchers
 - Massachusetts Department of Housing and Community Development
 - Applied for 50 project-based vouchers



Gordon H. Mansfield Veterans Community

Why Limited Equity Cooperative for Homeless Veterans?

Ownership Opportunity

- Provides veterans the opportunity to own where they live
 - Provides a permanent safe and stable living environment
 - Effectively ends veteran homelessness
- Affordability
 - Veterans buy a share of the cooperative at \$2,500
 - Rental fee based on unit: 1 bedroom - \$682, Studio - \$582
- Equity
 - Veterans gain equity estimated at 35% of rental

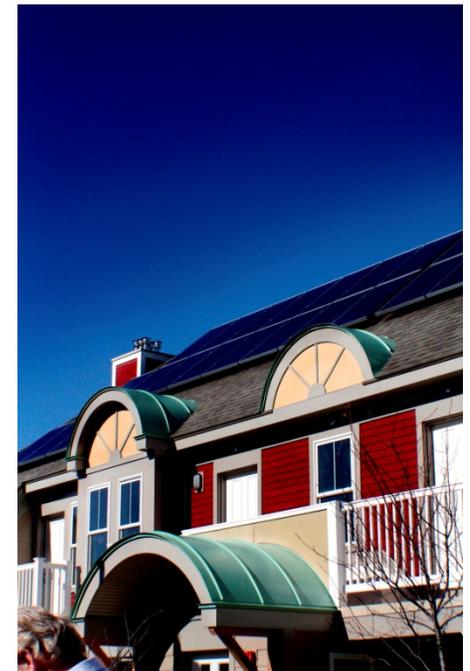
Diversity of Income

- Homeless veterans income
 - Avg. income of veterans with disability payment - \$680 per month
 - Avg. income of veterans with employment - \$1208 per month



Soldier On

Gordon H. Mansfield Veterans Community - Pittsfield, MA
Limited Equity Cooperative Housing



2011 VA/Community Partnership Meeting

Syracuse VA 5-Year Plan to End Veteran Homelessness



REACHING ZERO



2011 VA/Community Partnership Meeting

Syracuse VA 5-Year Plan to End Veteran Homelessness

Introduction

In December 2010, at a national forum in Washington, DC, VA Secretary Eric K. Shinseki charged Veterans Health Administration leadership to collaborate with community partner agencies in development of operational plans to end homelessness among veterans. The secretaries of both Housing and Urban Development (HUD) and Department of Labor (DOL) were also present at the forum and committed the resources of those agencies to this goal. To that end, the Syracuse VA Medical Center(VAMC) hosted the *VA/Community Partnership Meeting* on February 4, 2011 to discuss the roles of our respective agencies in support of the mission. Participants represented over forty federal, state, county and nonprofit organizations in the region.

VAMC, Network and Homeless program leaders presented a status report of the *Five Year Plan to End Homelessness Among Veterans*, and facilitated discussion on development of an operational plan that synchronizes the plans and efforts of all our partner agencies, such as the DOL,HUD, Veterans Benefits Administration (VBA), Departments of Social Services (DSS) and community non-profit organizations that address housing and homeless issues. We recognize that, in order to succeed in ending veteran homeless, we need to work in close collaboration with every community-based agency that encounters veterans and veterans at risk for homelessness.

This report is a collection of the ideas and comments generated during the VA/Community Partnership Meeting Café Conversations. The group discussed three key questions:

1. Where has your community experienced the most success in preventing and ending homelessness for veterans?
2. How can the VA and community partners collaborate to improve access to services and housing for veterans experiencing homelessness?
3. How can the VA build strategic partnerships among local policymakers, business leaders, and government agencies as well as advocacy, housing and service providers to end homelessness among veterans?

This report sorts participant ideas and comments by categories based on the VA's six strategic pillars:

- Outreach/Education
- Treatment

2011 VA/Community Partnership Meeting

Syracuse VA 5-Year Plan to End Veteran Homelessness



- Prevention
- Housing/Supportive Services
- Income/Employment/Benefits
- Community Partnerships

Current Services/Areas of Success

- Asking who has military service in their history during intakes, then refer them to be screened for VA services
- Identifying veterans entering Homeless Management Information System (HMIS) and linking to resources
- Outreach in shelters/streets
- Single Point of Access (SPOA)
- Rome Vet Outreach Center- able to reach unwilling veterans

Barriers to Access/Gaps in Service

- Outreach to food pantries
- Address veteran resistance to receiving benefits from the VA
- Lack of community awareness of VA services
- Mobile substance abuse outreach (Binghamton)

Ways to Work Together

- Establish common criteria for homeless status among the “partners”
- Stand Down/Expo- biker groups (Watertown)
- Increase awareness of homelessness with VA Community Based Outpatient Clinics
- Use all forms of available technology to reach veterans and communicate between partners: Skype, Facebook, Twitter, MySpace, etc.
- VA must be willing to immerse self within community activities to find veterans- lift the barriers to do so

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Syracuse VA 5-Year Plan to End Veteran Homelessness



program

- Identify key VA personnel
- Share open data in HMIS- keeps collaboration open, prevents service duplication and facilitate referrals to VA program
- Involving more veterans that were in the homeless program
- Mentorship with homeless veterans and anyone enrolling into VA healthcare- not a case manager
- Continue educating about need in the community and the benefits of retaining veterans in the community
- Create central clearing house to collect, coordinate and publicize myriad of programs

Current Services/Areas of Success

- Homeless Prevention/Rapid Re-housing (HPRP) funds, federal funding for education and identification for prevention
- CNY Works, helping veterans find jobs
- National Grid outreach to HUD, weatherization programs for Watertown and new financial incentives for property owners
- HerkimerCounty- American Red Cross
- Watertown is 1 of 5 pilot programs in US- Secretary's visit illustrates importance of the issues

Barriers to Access/Gaps in Service

- Veterans with families- lack of prevention and wrap around services

Ways to Work Together

- When businesses close the DOL is the first to know- preempt homelessness

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Syracuse VA 5-Year Plan to End Veteran Homelessness

- Contracts from VA with nonprofit organizations
- Build family involvement
- Make veteran homelessness a visible cause-market prevention programs and services to build community awareness
- Increase awareness to target audience- possibly interview former homeless veterans to find out from them how they would have best accessed info when they needed it



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Syracuse VA 5-Year Plan to End Veteran Homelessness



Current Services/Areas of Success

- Case management is strong (Onondaga)
- The Children's Home of Jefferson County (CHJC)
Homeless Case Management program (Watertown)
- New York State Office of Alcoholism and Substance

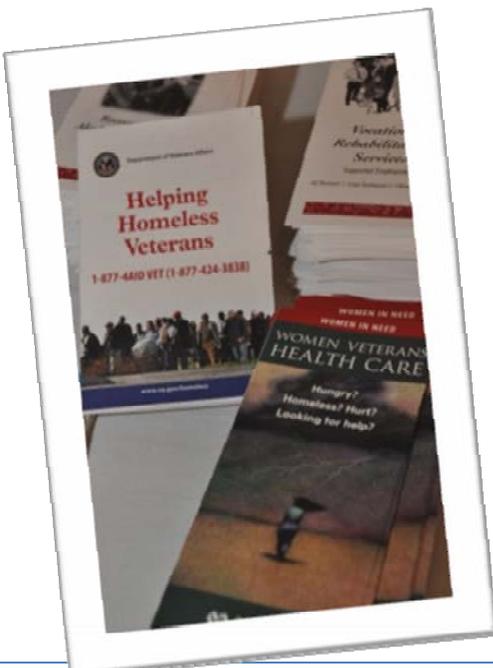
Abuse Services (OASAS) program at Lemoyne Manor

Barriers to Access/Gaps in Service

- Getting in treatment substance abuse and mental health (Binghamton)
- Improve triage/screening process for treatment for Post-Traumatic Stress Disorder (PTSD)/Traumatic Brain Injury (TBI) diagnosis
- More flexible system for individuals who have difficulty with remaining clean and sober
- Halfway house for substance abuse/mental health after discharge for residential treatment

Ways to Work Together

- VA contract with local providers to do case management (Binghamton)
- Trend toward returning veterans with TBI, PTSD- screen veterans at intake



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Syracuse VA 5-Year Plan to End Veteran Homelessness



Current Services/Areas of Success

- Housing First (Catholic Charities program)
 - VA HUD-VA Supported Housing (HUD-VASH)
 - State Street Apartments
 - Grant Per Diem program
-
- CNY Services Shelter Plus Care (Rome/Utica)
 - Urban Mission critical needs- food, clothing and furniture (Watertown)
 - Transitional Living Services (TLS)residences (Watertown)

Barriers to Access/Gaps in Service

- Lack of HUD VASH vouchers in Binghamton area
- Need temporary emergency housing for people inappropriate for shelter
- Need emergency bed at Syracuse VA for homeless veterans after hours
- Transitional housing (Watertown)
- More family shelters/family housing options
- Streamline access to services after hours
- Speed up permanent housing- make it all quicker
- Improved safe, affordable permanent housing for veterans similar to Housing Visions

Ways to Work Together

- Provide funding to community based organizations to provide services to veterans, especially justice connected veterans
- VA contracts with existing providers to secure designated beds
- Use existing homes/tax delinquent properties for supportive housing
- Hold a "meet & greet" with landlords
- Do local housing forum

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Syracuse VA 5-Year Plan to End Veteran Homelessness



Current Services/Areas of Success

- CNY Works (Jobs/Training)
- DOL- One Stop (Binghamton)

Barriers to Access/Gaps in Service

- Affordable, high quality childcare
- Transportation/accessibility to employment and training, especially in rural areas
- More relationships with universities
- Specific option with school/work for homeless
- Computer center in homeless shelters- job hunting/online classes, etc.

Ways to Work Together

- Vets connecting with vets- Peer mentors and connection with employers, business owners who are veterans



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Syracuse VA 5-Year Plan to End Veteran Homelessness



Current Services/Areas of Success

- Onondaga County Continuum of Care (CoC)
- Community Homelessness Assessment, Local Education and Networking Group (CHALENG) for Veterans & VA Stand Down (Binghamton)
- Homeless Coalition- very connected (Rome/Utica)
- Connection with Armory (Rome/Utica)
- HMIS program allows opportunities for grants, door to door outreach plan and 37 agencies in coalition, and growing sub grantee of pilot program (Watertown)
- Lewis County Opportunities, Lewis County Priorities Council
- Points North

Barriers to Access/Gaps in Service

- Need seamless actions between VA services and community agencies for making process to get services quicker
- We need a centralized website for everyone to communicate at one point

Ways to Work Together

- Partners agree on overcoming same challenges
- Maintain contact with all community agencies to ensure services are not duplicated
- Mobilize Fort Drum resources- base is very tied into community
- Communication between services and easy access/communication from/to veterans- create one webpage
- Hold summits on a smaller scale on a regular basis to increase communication
- Participate in local health care seminar
- VA participation Continuum of Care monthly meeting at Syracuse City Hall and meetings at Onondaga Case Management with community providers

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- VA to reach out to government, reach out to congressional liaisons and bring policy makers to info sessions
- Have veterans involved in conversations with local government-veteran's advisory committee- Government buy-in would help improve services to veterans
- Resource fair where agencies can present services to veterans
- Blog, email, website for dialogue between communications within VA/Community/Stakeholders
- VA should dialogue more actively with the county and reach out to county systems
- VA should educate community providers about funds and opportunities

What is the single most important thought/idea you will take away from this event?

- Learned of the homeless veteran's taskforce that meets monthly. Able to share homeless veterans support the Red Cross provides. Informational materials on services the VA has to direct clients if they have these needs.
- Usefulness of community and information sharing. Learned about programming, a few new community task forces. Opportunities for grant requests- ways to work cooperatively.
- Excitement about increased networking, collaborating to increase effectiveness of various services and grant initiatives- and using email/websites to network. VA/Office of Mental Health (OMH)/Homeless Housing Taskforce/Red Cross. Will be bringing new partners into Homeless Helpers Task Force (HHTF). Encouraging nonprofits to partner with VA and complete Requests for Proposals (RFP's) for support services and contract residential services.
- Single most important theme: there seems to be a significant attitude change in the VA with their drive to end the plight of the homeless veteran. What surprised me: the consistency of the problems experienced by providers in different communities. What I learned: people are more committed to ending veteran homelessness but they need more help and cooperation from the multiple agencies trying to provide services.
- I learned more "food for thought" discussion. There were questions raised about increased collaboration that I intend to go back and speak with my agency about. It

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Syracuse VA 5-Year Plan to End Veteran Homelessness

surprised me that despite the desire to have increased collaboration with elected officials, the people at my table seemed to have a lack of interest in reaching out to them due to pre-conceived notions of lazy politicians. I learned that in order to have collaborations and conversations, one has to open their mind to this notion. It takes two.

- Trying to come up with a “one-stop” book for veterans. This would not only help the veteran to know what is out there, BUT what they can actually help with.
- Mining Rescue Mission and other homeless agencies for referral of homeless veterans.
- The extensive need of opening up lines of communications between agencies to get the word out to veterans what services are available to them and how they can access them.
- Many VA resources and additional info about community resources. Ideas for improved collaboration. I was surprised that community agencies were interested in collaboration with the VA.
- I am most surprised by the willingness of the VA to explore new community collaborations.
- The dialogue with the VA. How important the connection is between the VA and community service agencies in addressing veteran homelessness.
- Communication needs to always continue.
- Networking and finding better ways to do it.
- The chance to talk with other providers and get feedback about their professional experiences
- Meeting other providers and networking. The discussions were excellent- hopefully this will continue.
- There are a number of great programs that are not widely known. There needs to be better communication among governments, nonprofits and other providers.
- Opening up communication between agencies. Housing First, networking.
- How to get veterans benefits.

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Syracuse VA 5-Year Plan to End Veteran Homelessness

- Better understanding of how we can help in the prevention of homeless veterans
- Discussion between all parties needs to be had often to identify funding and leveraging opportunities for housing and services.
- There is significant need for safe and adequate housing for vulnerable populations, such as veterans.
- The need to think outside the box to solve the problem. Community agencies/nonprofits must be involved to provide educational/job services.
- How to direct VA clients when in need of housing options. I love that no wrong door clause. Networking with other agency administrators and providers.
- As a housing provider/developer, the need for a more functional approach to transitional housing. To develop and operate this housing is difficult without the complete package of financial resources to work with.
- The need for community collaboration is needed much more than ever in order to end homelessness.
- There needs to be more transitional living housing and services to serve as a pipeline into permanent housing. Otherwise, veterans end up on the street and units at Housing Visions remain empty.
- People and organizations and for profits are trying or have tried to address housing issues (to be able to provide housing). Regulatory barriers and lack of comprehensive housing streams have challenged them.
- Opportunities for community based organizations to obtain funding from the VA to provide services to veterans to reduce homelessness- especially re-entry services.
- Screening for veteran status as you can start the conversation.
- National Grid's participation in this homeless initiative.
- The question "Have you ever served in the military?" vs. "Are you a veteran?"
- Most important is networking at all levels to bring together all resources to address veteran homelessness.

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- That we can do much more with veterans in crisis by building partnerships with local (town) judges who are interested in helping the veterans who came before them. They need info on community resources, etc. and ways to divert veterans from the criminal justice system.
- The importance of community awareness and helping to make the VA a positive place to want to be a part of.
- The passion of those in the room to truly help homeless veterans was inspiring!
- There is a need to identify and provide services to veterans, especially in rural communities.
- There are a lot of programs and services available that I do not know how to access and I met Lauren Love.
- Knowledge of things that are available and contacts.
- Getting vouchers for veterans. Seeing that more work needs to be done through collaboration and brainstorming.
- Continue brainstorming. Meet the veteran where they are.
- The number of agencies that want to work with the VA and help veterans. The creativity.
- Meeting new providers. The amount of work we have to do before ending homelessness.
- The intensive services and programs offered.
- Learned police department issues/concerns regarding homeless people and a lack of services after hours. Communication is key for preventing homelessness and working to collaborate services.
- Identified current issues with dealing with homeless veterans in crisis and the need for immediate options for homeless veterans.
- Consistency of screening of veterans by community agencies i.e. law enforcement, hospitals, etc. to get them from first contact to help without dropping the ball and having the veteran back on the street.

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- The importance of collaboration and developing an internet based tool to enhance communication.
- The importance of partnerships between local agencies to improve services to our veterans to prevent them from becoming homeless.
- An organized approach to addressing potential homelessness.

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Syracuse VA 5-Year Plan to End Veteran Homelessness

VA/Community Partner Meeting Participants

AMERICAN RED CROSS ONONDAGA/OSWEGO CHAPTER	ONONDAGA COUNTY SHERIFF'S OFFICE, JUSTICE CENTER
BARB LAMPHERE CONSULTING	ONONDAGA COUNTY VETERANS DIVERSION PROGRAM
BINGHAMTON VET CENTER	OSWEGO COUNTY DSS DIVISION OF MENTAL HYGIENE
BINGHAMTON YMCA	RESCUE MISSION ALLIANCE
CATHOLIC CHARITIES	ROME HOUSING AUTHORITY
CAYUGA MED CENTER	SOAR PROGRAM
CENTRAL NEW YORK SERVICES	SOCIAL SCIENCE ASSOCIATES
CENTRAL NEW YORK WORKS	SOCIAL SECURITY ADMINISTRATION
DEPARTMENT OF FAMILY ASSISTANCE	SOUTHERN TIER RED CROSS
DEPARTMENT OF HOUSING & URBAN DEVELOPMENT	SPECIAL COUNSEL
EMOTIONAL EDUCATION SERVICES, AUBURN	ST. LAWRENCE COUNTY DSS
HOMELESS COALITION, BROOME COUNTY	SYRACUSE BEHAVIORAL HEALTHCARE
HUMAN RESOURCES, FORT DRUM	SYRACUSE HOUSING AUTHORITY
INTERFAITH WORKS OF CNY	SYRACUSE POLICE DEPARTMENT
JEFFERSON COUNTY VSA	SYRACUSE VET CENTER
JOBSPLUS!	THE LEARNING PLACE
MVCAA-UTICA	THE SALVATION ARMY TIOGA COUNTY VET SERVICE AGENCY
NATIONAL GRID	TRANSITION SERVICES MANAGER, ARMY CAREER AND ALUMNI PROGRAM
NEW YORK STATE DEPARTMENT OF LABOR	TRANSITIONAL LIVING SERVICES OF NORTHERN NY
NEW YORK STATE DIVISION OF VETERANS AFFAIRS	TRANSITIONAL LIVING SERVICES, SYRACUSE
NORTH COUNTRY CHILDREN'S CLINIC	UTICA CENTER FOR DEVELOPMENT
ONONDAGA CASE MANAGEMENT, INC.	VOLUNTEERS OF AMERICA
ONONDAGA COUNTY COURT HOUSE	WATERTOWN URBAN MISSION
ONONDAGO COUNTY DEPARTMENT OF SOCIAL SERVICES	WATERTOWN VET CENTER
	WORKING SOLUTIONS-JOBS AND HOPE

Veterans on the Move, California

It may seem like stating the obvious, but there is a tremendous difference between preparing someone for the workforce and actually ensuring formerly homeless veterans secure gainful employment. Successfully navigating through the immediate barriers to employment—homelessness, poverty, need for vocational training, legal problems and disabilities—is only the beginning. Approaching a potential employer with clients who have compromised work and personal histories is, at best, a herculean challenge; a challenge that the Vets On The Move (VOTM) Supportive Housing Program has confronted for over 8 years.

The goal of the VOTM Supportive Housing Program is to provide formerly homeless veterans with stable permanent housing and the tools they need to increase their marketable skills, in an environment where they can strengthen their personal and social skills, and the opportunities to test these skills in real world working and living situations while maintaining a focus on the health and well-being of the individual. This is accomplished through a combination of supportive transitional and permanent housing. Research conducted by Abt Associates found participants' access to basic supportive services significantly increases their likelihood of finding jobs and maintaining housing stability.

The VOTM Supportive Housing case manager currently plays a crucial role in housing stability, mental health assessments, benefits assistance, job readiness skills development, employment placement and job retention services. Additionally, we address the vast array of other tenant needs. The strength of the program as it is currently structured is the “soft skills” training component. Defined loosely as the capacity to interact and function appropriately in the workplace, soft skills can include everything from dress to language, communication styles, and level of motivation. Some employers see our residents as lacking in soft skills, a factor that has prevented some participants from securing and maintaining work. Abt Associates found “job readiness” services are pivotal to participants' chances of short-term job retention (defined by the Jobs Initiative as three months).

VOTM's analysis of its current program has identified the need to hire dedicated social service staff to work in overall program coordination in order to improve the permanent housing and employment outcomes. VOTM Supportive Housing recognizes that the more comprehensive the services and training offered, the better participants' chances are for successful work and wage gain outcomes. Access to a “mentor” for support after placement is another factor often associated with successful outcomes.

The addition of a Case Manager/Employment Specialist would assist in keeping the program market-relevant—in other words, responsive to a real demand for workers. That means soliciting employer input in program design, continuously getting feedback from businesses where workers are placed, and actively partnering with employers to smooth out problems that arise after participants are placed.

The VOTM Supportive Housing Program is designed to serve homeless veterans/persons facing a multitude of barriers to employment, and client needs most often include the entire continuum of care: immediate access to shelter, food, clothing, personal hygiene facilities, medical care, dental care, mental health assessment and services, transitional housing, transportation assistance, personal development counseling, legal aid, and employment readiness and placement services.

Over the past 9 years, VOTM Supportive Housing has established many informal and formal relationships with community agencies in the immediate area that provide numerous supportive services aimed toward assisting participants/residents in achieving and sustaining stability/independence. VOTM Supportive Housing has established a strong collaborating network with several agencies such as the Watts Healthcare Center, Carver-Avalon Community Center, Uhuru House, ADDAP, United Job Creation Council, Los Angeles County Dept. of Mental Health, Corporation for Supportive Housing and the Veterans Administration Outpatient Clinic, etc. that refers potential participants (30%) into the Program.

VOTM Supportive Housing believes that preparing formerly homeless veterans/persons with training and experience, mitigating other problems, and normalizing client social connections helps them to return to sense of stability in their lives, allowing them to focus on future life goals.

VOTM Supportive Housing Program currently operates two four-plexes with a total of 8 two bedroom units and a three bedroom single family residence that currently houses 6 formally homeless veterans. VOTM is in the process of placing additional housing in escrow. Most (70%) referrals to VOTM Supportive Housing are a consequence of its many agency collaborations, the wealth of comprehensive wrap-around programs and services offered, and its positive reputation in the community.

VOTM Supportive Housing Program has highly trained supportive-services staff with expertise in a wide range of disciplines to work with special-needs populations. All staff has received training in these categories and work closely with the various specialized, certified staff in areas such as Mental Health, Substance Addictions, Domestic Violence, Anger Management, HIV/AIDS, etc. VOTM also contracts with several licensed, clinical mental health practitioners. The agency has established excellent community relations with a wide range of service providers, businesses, law enforcement, and government agencies to provide a comprehensive range of services to its clients/residents. Upon entrance to the Program, participants receive a comprehensive assessment during which their mental health, education, legal issues, and employability issues are examined to identify manageable steps to achieve those goals, mobilizing the supportive services needed by participants, and post-placement mentoring and advocacy.

- **Pre-employment Workshops/Activities:** Required workshops for all incoming participants include: résumé writing, job applications, communication skills training, interviewing skills, conflict resolution, computer skills, on-line and traditional job search activities, workplace etiquette, financial literacy tutoring, and GED preparation.

- **Resource Center:** Within the Resource Center located at the Carson Street office; there are numerous general employment materials, job postings, office machines, computers, telephones, copier, etc. available to program participants. Further, VOTM Supportive Housing has computer stations located in various properties throughout its portfolio which allows participants/residents to have easy access to computers in order for them to complete résumés, send/receive e-mail, conduct job searches, complete applications, prepare letters, etc.

Evaluation

VOTM Supportive Housing staff is currently waiting to be trained to track program participant outcomes through the Homeless Management Information System (HMIS) operated by the Los Angeles Homeless Services Authority (LAHSA) as well as through its own internal tracking system that monitors participant progress.

Results-Oriented Management and Accountability (ROMA): The VOTM Program recently implemented the HUD-recommended Results-Oriented Management and Accountability (ROMA) system to measure program outcomes. SFC Preservation's Information Technology staff will develop a specific internal database system to collect program information and monitor participant progress.

Participant surveys are considered a primary means of obtaining information on both the participant's level of functioning and satisfaction with services.

- The Comprehensive Intake and Assessment instrument along with the Individual Development Plan (IDP) is used to collect demographic characteristics, types and amounts of program services provided, beginning status or condition levels, progress made during the program and outcomes after the program. The IDP is reviewed, updated, and revised a minimum of every eight weeks.
- In order for VOTM Supportive Housing to determine long-lasting improvements on participants' lives, the agency collects post-service information on participants for up to six months. Post-service information is compared with similar information obtained at the participant's entry in order to obtain indicators such as number and percent of participants whose condition improved substantially. Emphasis is placed on after-care, requiring staff to update participant contact information with each visit.
- Pre- and post-tests, surveys, and questionnaires are administered; data is analyzed by staff to determine impact of the program. VOTM Supportive Housing mails survey questionnaires to participants who have completed training and attach incentives with their return. Follow-up is also conducted on participants who dropped out of the program prior to completion.

- The primary goal of The Program is to create permanent improvement in participants' lives in at least three of the following areas:
 - Employment
 - Income Stability
 - Health Improvement
 - Housing Stability
 - Education/Vocational Training Completed
 - Wages/Increased Wages
 - Savings and Checking Accounts
 - Improved Skill Sets

The Program staff works with an average of 25-30 participants per month (includes walk-ins to Corporate office/Resource Center.)

In the event that a participant's assessment determines that s/he has substantial barriers such as debilitating mental illness, substance abuse, educational challenges, or health issues that may prevent him/her from functioning in a formal job-training program, the Case Manager works with the client to explore and develop more appropriate alternatives.

The VOTM Program provides limited, door-to-door services free of charge. Program participants are eligible to receive free bus tokens (as available) through the on-site Program Manager, or Case Manager.



Volunteers of America®

HOUSING AND SERVICES FOR VETERANS

Background

Since 1896, Volunteers of America has responded to community needs with compassion and consistency. In times of disaster and times of war, Volunteers of America has been there. When the United States entered World War I, Volunteers of America focused its efforts on “Holding the Home Lines.” Care for children and housing for women expanded, and canteens and accommodations were opened for servicemen. Again in World War II, Volunteers of America expanded and adapted services to support servicemen, as well as mothers engaged in defense work. New programs opened to combat rising juvenile delinquency. Volunteers of America’s concern for servicemen did not end with the war’s end. In 1950, the organization initiated a campaign against “widespread public indifference and even hostility to men in uniform.”

As homelessness reached crisis proportion in the 1980s, homeless veterans began showing up in increasing numbers in our emergency shelters. When the U.S. Department of Veterans Affairs initiated support for homeless veteran services in 1987, Volunteers of America quickly partnered, opening new housing and support services for homeless veterans. Today, Volunteers of America is at the forefront of the issue of homelessness for veterans—as a service provider and an advocate.

Assistance for Homeless Veterans

According to recent statistics, 75,609 veterans are homeless on any given night and twice as many experience homelessness during a year. Right now, the number of homeless Vietnam-era veterans is greater than the number of service persons who died during that war. Already, veterans returning from Iraq and Afghanistan are appearing among the homeless population.

Volunteers of America is committed to ending homelessness for those on the street and preventing others from becoming homeless by providing a wide array of well-designed and managed services to meet the specific needs of homeless veterans. Services include:

Service Centers

Locating and connecting with homeless veterans is a key to the success of all Volunteers of America’s programs. In some locations integrated service centers are provided, where veterans have access to a full array of services in one location. Volunteers of America also operates a mobile service center, reaching out to veterans by providing medical and dental care and access to benefits and services.

Housing

Transitional housing is provided for homeless veterans and their families. Comprehensive support services include outreach and assessment, emergency services and case management. Volunteers of America also offers Transitional Treatment Programs, providing residential therapeutic treatment for veterans recovering from substance addiction, and special need services for the frail elderly and veterans with mental illness.

Employment and Training

Homeless veterans are prepared to reenter the labor force through employment and training, as well as connecting to community support services. A special feature of the program includes outreach from veterans who have experienced homelessness themselves. Employment programs also include Compensated Work Therapy, through which veterans learn new job skills. Volunteers of America also operates Incarcerated Veterans Transitional Programs, reintegrating veterans exiting the corrections system into their home communities.



Program Scope

In 2010 Volunteers of America served 7,700 homeless veterans through housing and services, including:

- Transitional housing for veterans (grant and per diem programs)
- Homeless Veterans Re-Integration Programs (employment and training)
- Permanent supportive housing programs for homeless veterans
- Service centers
- Mobile Service Center
- Transitional housing programs, licensed as alcohol and drug treatment centers
- Special needs grants for the chronically mentally ill and frail elderly
- Incarcerated Veterans Transitional Programs (employment)

Performance Outcomes

We document our services and supports for veterans, monitoring progress while veterans are in our programs and for one year afterwards. Our services for homeless veterans empower them to achieve lasting results. Based on our available outcome data:

- More than 50 percent of veterans who live in our transitional housing for six months achieve our target outcome of stable, adequate permanent housing and half of those are still in permanent housing after 12 months
- More than 50 percent of veterans in our employment program achieve our target outcome of employment, and almost half of those are still employed after 12 months
- More than 60 percent of veterans with an identified substance use disorder achieve our target outcome of sobriety when they enter permanent housing, and more than half of those report sobriety after 12 months

A Voice for Homeless Veterans

Volunteers of America is also an outspoken advocate for homeless veterans. In October 2006, the organization, along with the Corporation for Supportive Housing and the National Coalition for Homeless Veterans, convened at a policy leadership discussion on the issue, producing a report, entitled *Ending Homelessness among Veterans through Permanent Supportive Housing*. Participants called on the 110th Congress to act quickly, both to create more permanent supportive housing for disabled veterans and to target resources to increase income support, employment, health and housing programs that assist all veterans.

Looking to the Future

In addition to addressing homelessness for veterans, Volunteers of America is concerned about two other significant issues facing veterans and their families. First, the current ranks of veterans are aging, placing new demands on medical services and nursing care. Second, soldiers are surviving horrific injuries in the current conflicts and returning home, creating unprecedented demands for rehabilitation, supportive services and accessible housing. Volunteers of America is uniquely qualified to assist with these emerging issues. As a major provider of professional long-term nursing care for seniors and others coping with illness or injury, we offer a continuum of services that includes assisted living, memory care, nursing care, rehabilitative therapy and home health. We also support individuals with disabilities in their own homes and accessible apartments, including ones specifically for persons with traumatic brain injuries and persons with spinal cord injuries. Backed by our legacy of service, Volunteers of America is committed to finding new approaches to these emerging issues.



Karen

When Karen was 22, she joined the Air Force. She loved the camaraderie and the structure it gave her life. She had earned both a bachelor's and Master's degree while in the service, but once out of the military, Karen's life took a turn...one she didn't expect.

"I had a baby at 42, followed by a series of medical problems, which were compounded with early menopause—all within a two-year period," Karen said. "I was literally going out of my mind, spiraling out of control on drugs and alcohol. I was in and out of detox and still working until I just couldn't do it anymore."

One day while walking through a VA hospital, Karen came across some literature about Volunteers of America's veterans' job training program. She really didn't think she needed job training, but thought it might give her the discipline she needed back in her life. When Karen walked through those Volunteers of America doors, she couldn't believe what she heard.

"I never felt such appreciation for just being a veteran, no strings attached!" said Karen, "It was like 'Karen, we love you!' At this time, my house was in foreclosure, I didn't have a job, my car was on the fritz, my phone had been turned off, I didn't know where I was going to live, I was worried about my baby, and I really just didn't know what I was going to do. Thank God Volunteers of America did."

Volunteers of America has helped Karen enroll in some veterans support groups specifically for women, access food stamps, a phone, clothes, food vouchers, find shelter and more.

"Volunteers of America just made it all happen, but more importantly, for the first time in 20 years I felt that camaraderie like I was back in the military and I was happy. It's a great place and I love it. And I keep coming back because they're like my family."



Ethan

Ethan grew up on the west side of Chicago where he lived with his brothers and his mother. At a young age, he and his siblings were placed in foster care due to his mother's mental illness. To prevent the continued separation of the brothers, his maternal grandmother took all of them into her care; but Ethan was often mistreated by his grandmother even though he always strived to do the best he could to please her.

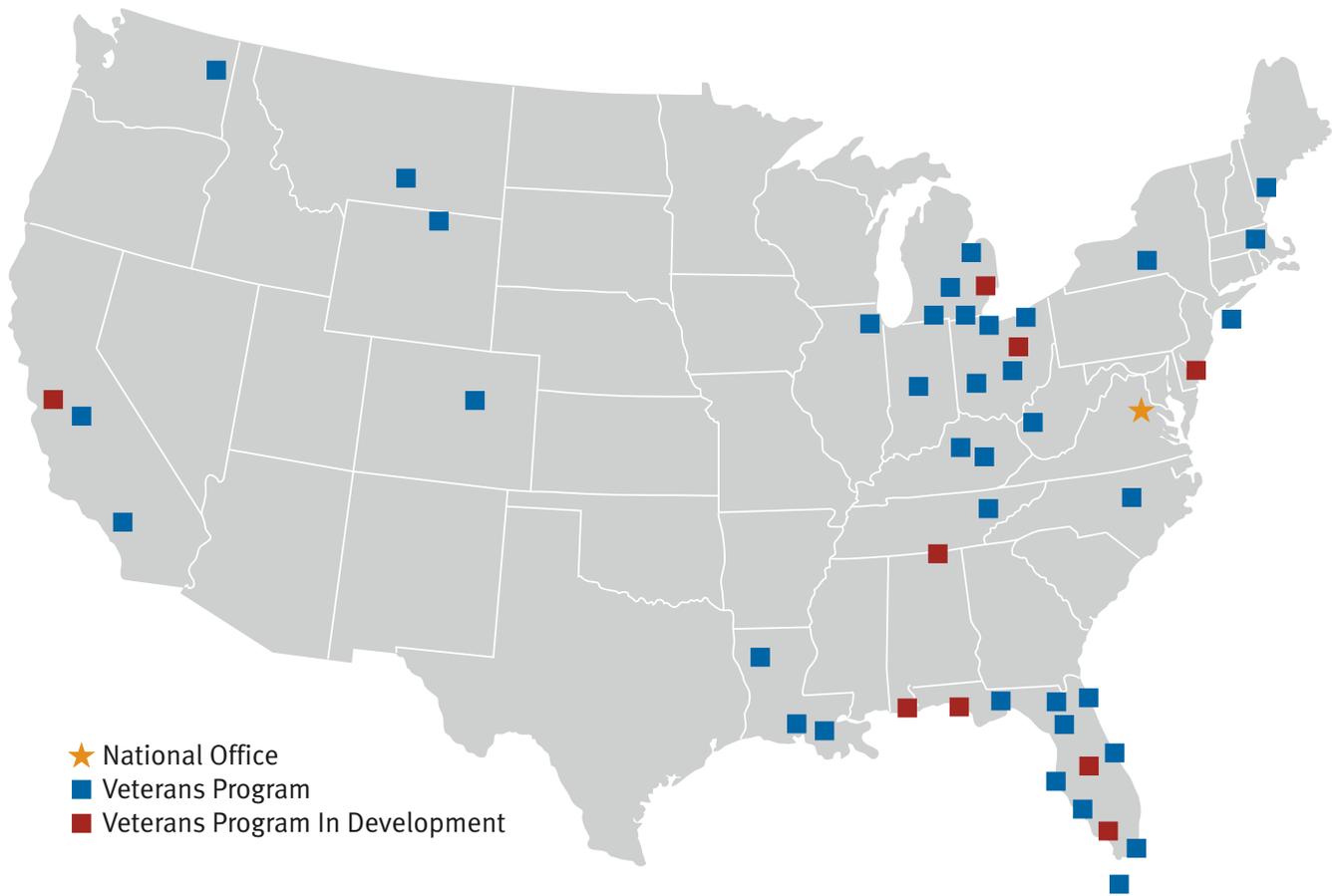
"I joined the Navy when I was 18," said Ethan. "I always made sure I sent money home to my Grandma to help her out in caring for my siblings and also to put some in savings for me when I returned. But when I came home, things hadn't changed between her and me, and I found out that all of the money I had sent her over the years to save had been used up."

Ethan's grandmother continued her abuse by threatening to kick him out, telling him he would have to leave the family and live in a shelter. But through it all, Ethan refused to harbor any ill feelings towards his grandmother and continued to strive for excellence.

While at a VA hospital one day, Ethan came across a Volunteers of America information table and stopped to talk to the representative. He was encouraged to visit the veterans' job training program and showed up the very next week for class. Like everything else in Ethan's life, he did his best and gave it his all.

In less than a month, Ethan secured employment and housing. And within three months of working, he was even offered a promotion!

"Now that I've got my life under control, I want to get custody of my two younger brothers and see if I can help my mom, too," said Ethan. "Volunteers of America has made this all possible and my case manager has even offered to help me the best she can to achieve this goal."



Caring for our veterans...across America!



Cabins in the Woods for veterans, Florida



General Shinseki (fourth from the right, front row) supports Volunteers of America, joining in a ribbon cutting for a veterans resource center.



Veterans housing in Maine



Transitional Veterans Housing in Ohio



Mobile Veterans Services Center



Hope Manor under construction in Chicago

WASHINGTON STATE
DEPARTMENT OF
**VETERANS
AFFAIRS**



Serving Washington's Veterans



Washington Department of Veterans Affairs Projects for Veterans with TBI



Meeting the Needs of Veterans: Traumatic Brain Injury

- Background

- WDVA completed a Master Plan in 2000 prior to 9/11 and the launch of the global war on terror
- WDVA is updating its Master Plan to meet the current and future needs of WA veterans
- WDVA operates three state veterans homes including the original WA Soldiers Home in Orting
- The Soldiers Home resides on a 180 acre campus, much of it undeveloped, which provides opportunities for new programs
- TBI has been dubbed the signature wound of the global war on terror
- There is a growing need for TBI Treatment Programs and respite services





Partners in Research and Program Development (Government)

- Washington Traumatic Brain Injury Council
- US Department of Veterans Affairs
- Joint Base Lewis-McChord
- Department of Social & Health Services
- Department of General Administration



WASHINGTON STATE
DEPARTMENT OF
**VETERANS
AFFAIRS**



Partners in Research and Program Development (Private & Philanthropic)



- Madigan Foundation
- Invictus Foundation
- WestCare Foundation
- Elder and Adult Day Services





Traumatic Brain Injury and Transitional Housing Feasibility Study



- WDVA received a grant from the Washington TBI Council to explore the feasibility of developing a TBI program for veterans on the campus of the WA Soldiers Home, Orting
- Program features being considered include short term residential therapy program, adult day health, respite care services and transitional housing



Roosevelt Barracks



Traumatic Brain Injury and Transitional Housing Feasibility Study

- WDVA partnered with the University of WA, Northwest Center for Livable Communities to establish a project team and conduct the study
- The study addresses:
 - Potential Reuse of Existing Building
 - New Construction

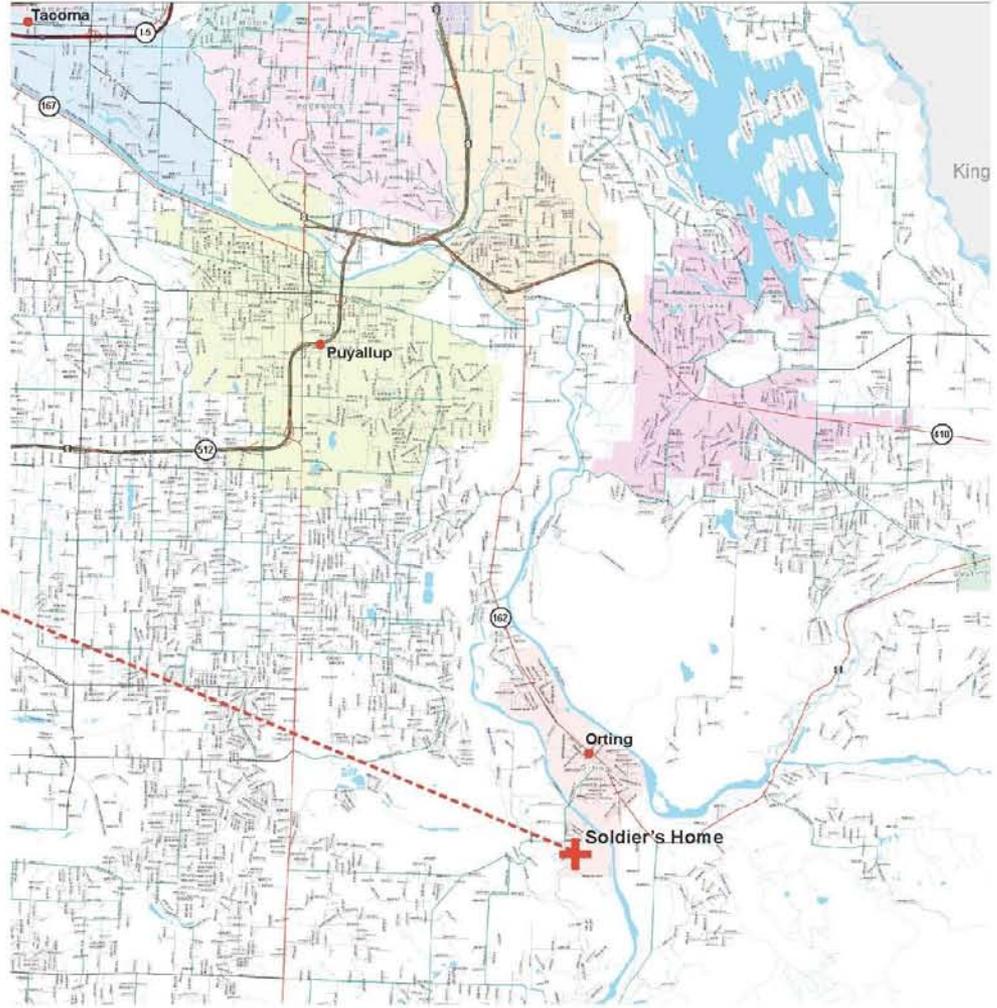


NW Center
for Livable Communities

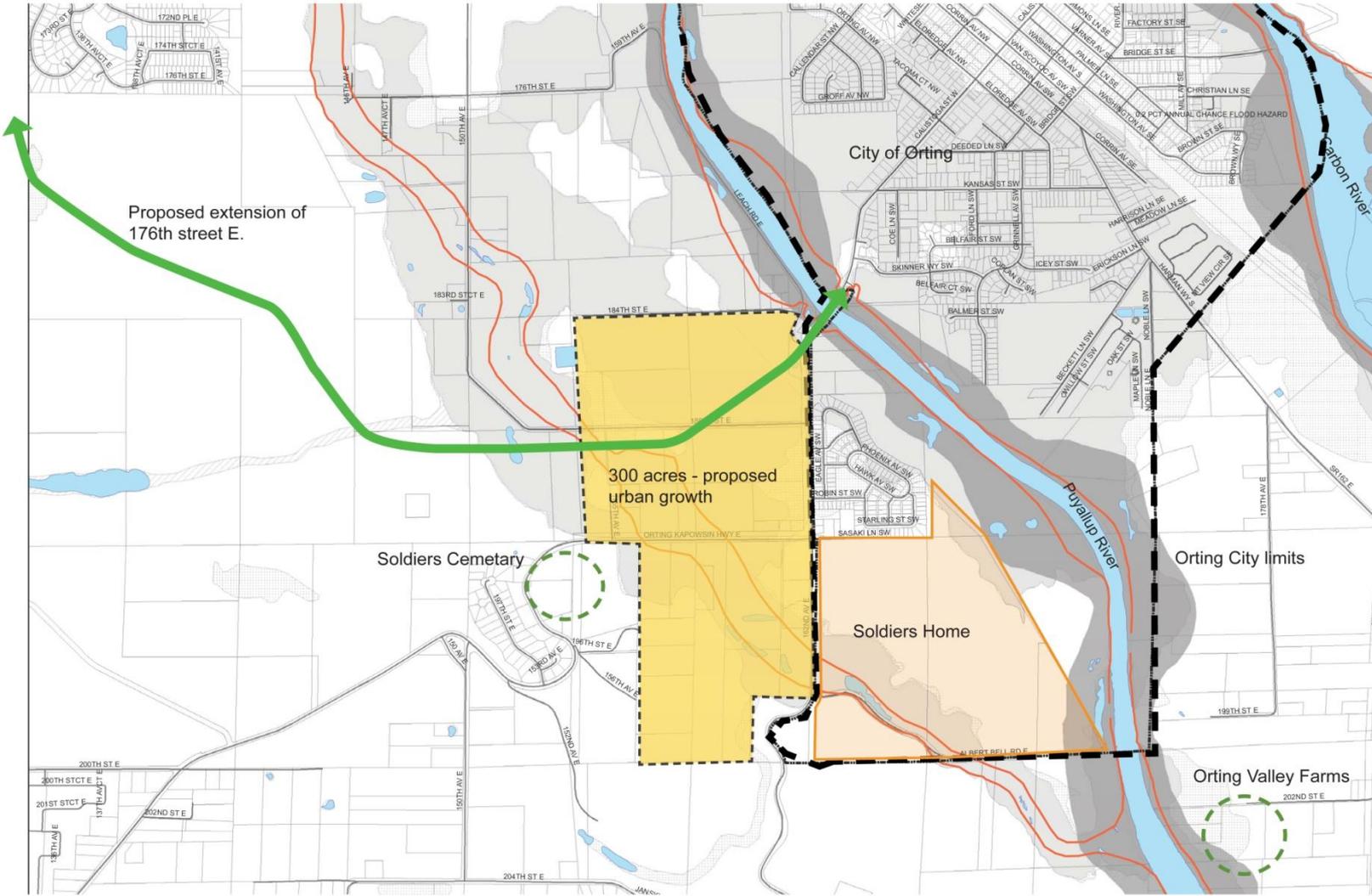
SAGE ARCHITECTURAL
ALLIANCE

harrison design | landscape architecture

ORTING IN CONTEXT



Proposed Future Context Map



harrison design | landscape architecture

SAGE ARCHITECTURAL ALLIANCE

NW Center for Livable Communities

UNITED STATES OF AMERICA

DEPARTMENT OF VETERANS AFFAIRS
"Serving Those Who Served"



SITE FEATURES



- MAP KEY
- wetlands
 - water bodies
 - floodways
 - floodplain
 - Lahar evacuation route
 - steep slopes

ORTING CAMPUS

EXISTING SITE, BUILDINGS AND CURRENT PROGRAMS



Existing Land Use Diagram



EXISTING LAND USE

1. Main Campus

- Administration
- Chilson Hall (common facilities)
- Mess Hall (contains campus kitchen)
- Roosevelt Barracks (exist rooms)
- Betsey Ross (un-occupied)
- Chapel
- Old day Care

2. Support

- Steam plant
- Commissary
- Well House
- Water Towers
- Misc. Service Buildings

3. Skilled Care Nursing

4. Recreation

- Picnic Shelter & Area
- Baseball Field
- Fish Pond
- Natural Habitat Walks

5. Tree Farm



Traumatic Brain Injury and Transitional Housing Feasibility Study

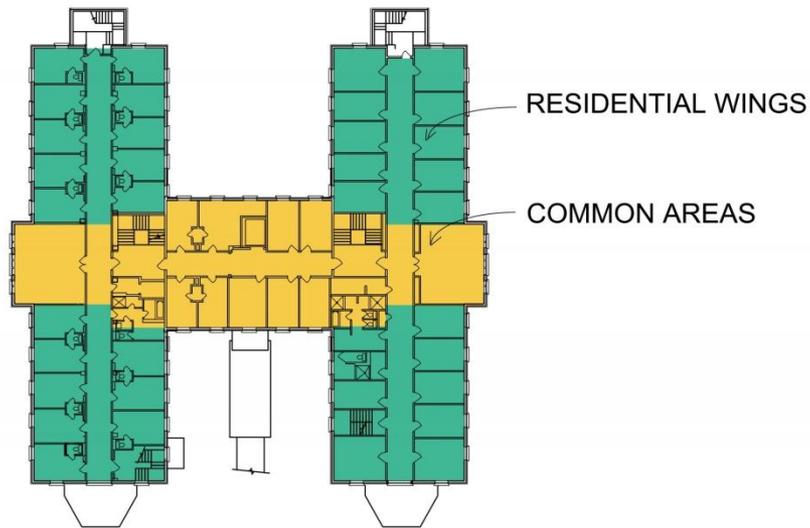
- **Orting Opportunities**

- Highest and Best Use -
Natural assets
- Therapeutic Setting
- Security
- Sense of Community
- Indoor to Outdoor
Connections
- Agricultural Therapy
- Hiking and Biking
- Therapy Dogs

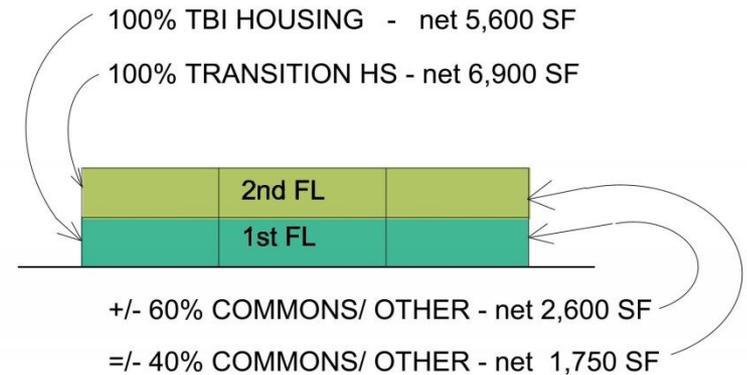


ROOSEVELT BARRACKS BASIC ORGANIZATIONAL IDEAS

1. All TBI Housing Program on Single Level
2. All Transition Housing Program on Single Level
3. Majority of Common Space is on 1st Floor
4. The Optimum Organizational Goal of Both Floor Layouts Should Follow:

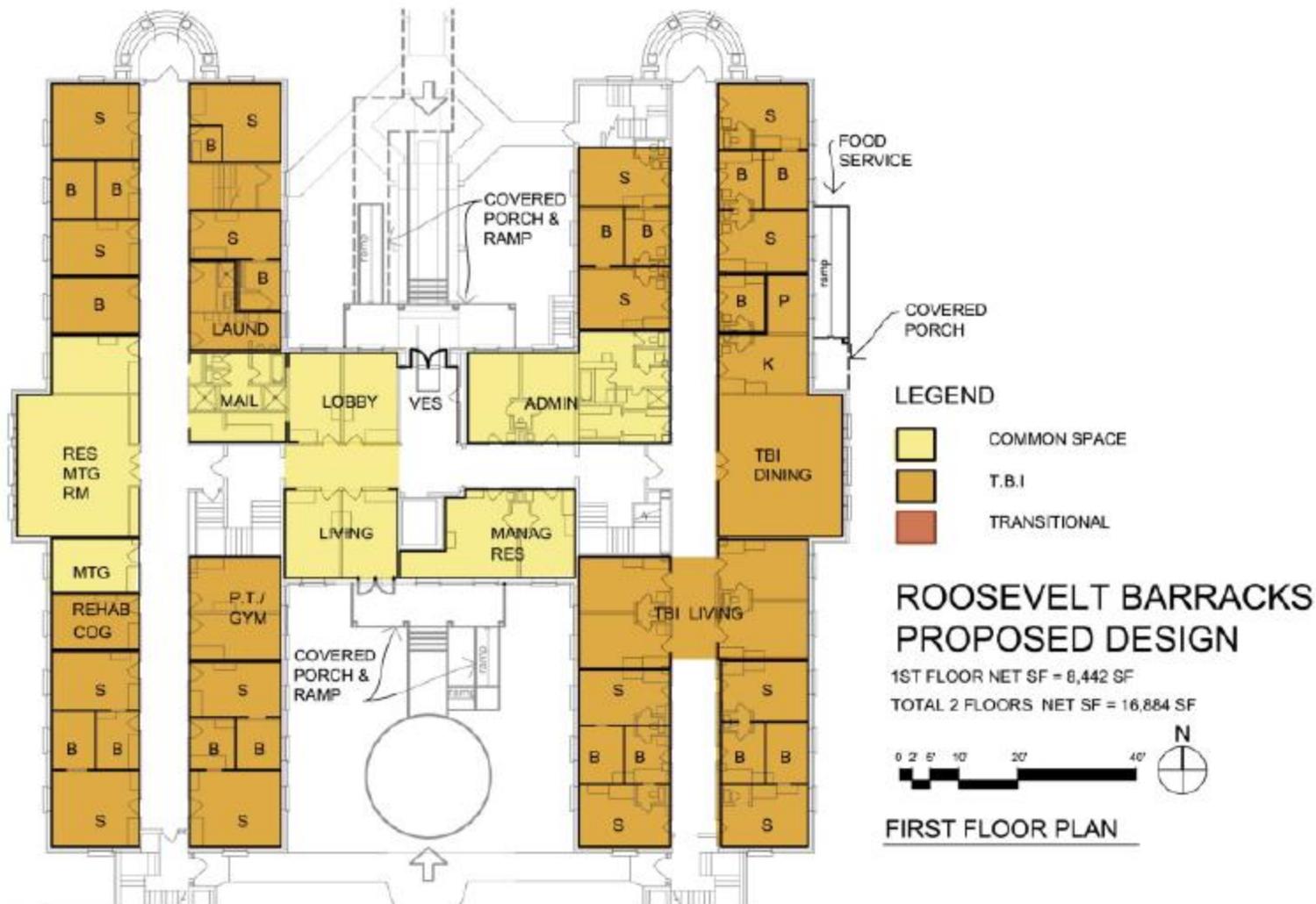


PLAN



SECTION

Roosevelt Barracks Proposed Design



VETERANS HOUSING FEASIBILITY STUDY ORTING CAMPUS, WA

Roosevelt Barracks Proposed Design



LEGEND

- COMMON SPACE
- T.B.I.
- TRANSITIONAL

ROOSEVELT BARRACKS PROPOSED DESIGN

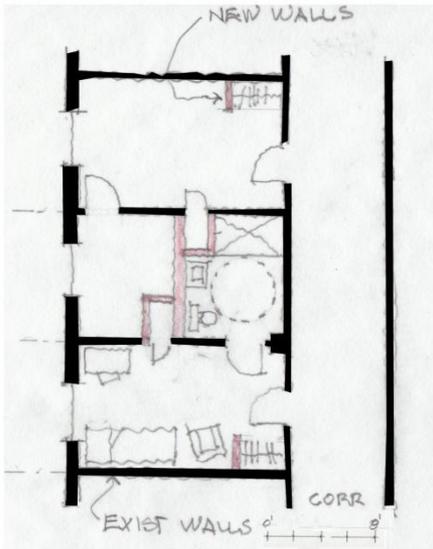
2ND FLOOR NET SF = 8,442 SF

TOTAL 2 FLOORS NET SF = 16,884 SF

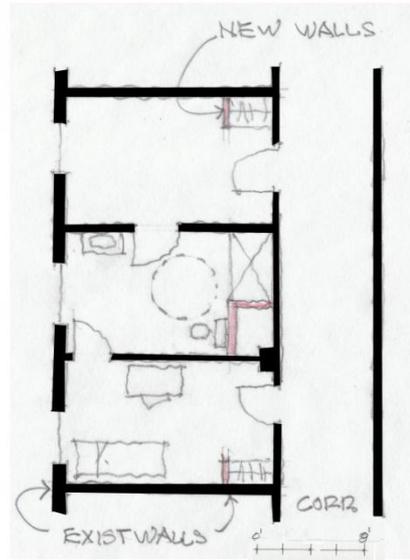


SECOND FLOOR PLAN

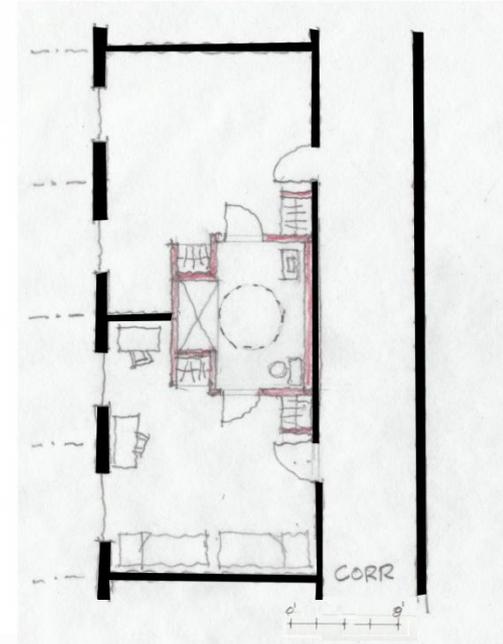
ENLARGED PLANS



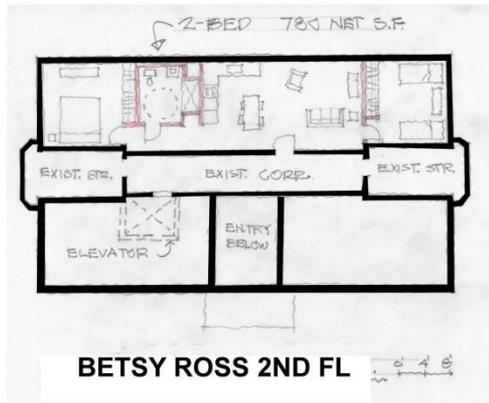
TBI SINGLES WITH BATH



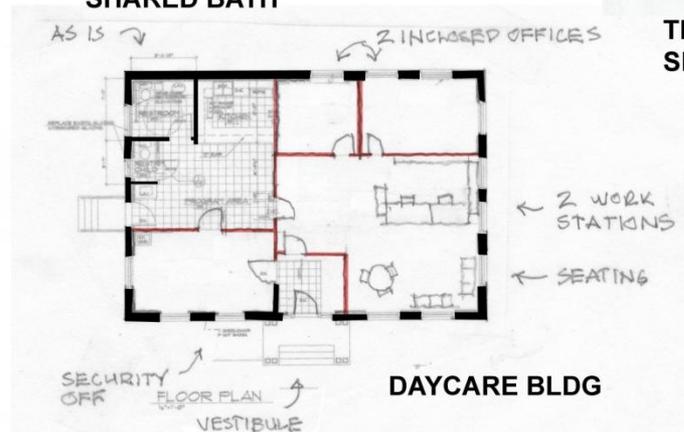
TRANSITIONAL SINGLES W/
SHARED BATH



TRANSITIONAL DOUBLES W/
SHARED BATH



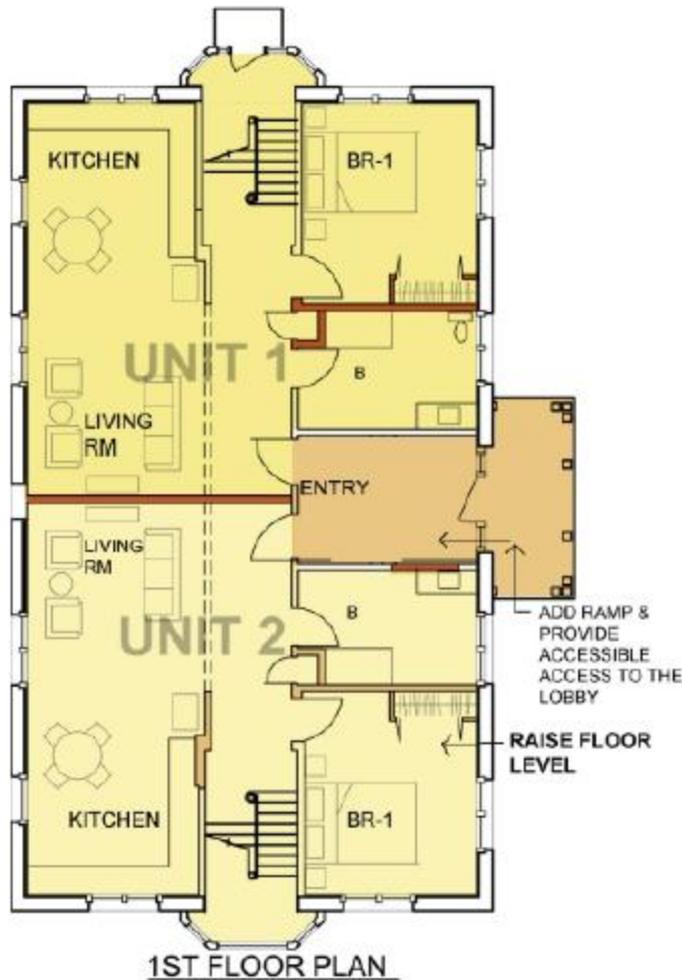
BETSY ROSS 2ND FL



DAYCARE BLDG

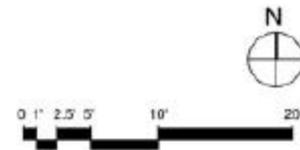
VETERANS HOUSING FEASIBILITY STUDY ORTING CAMPUS, WA

Betsy Ross Proposed Townhouse Design



BETSY ROSS PROPOSED DESIGN

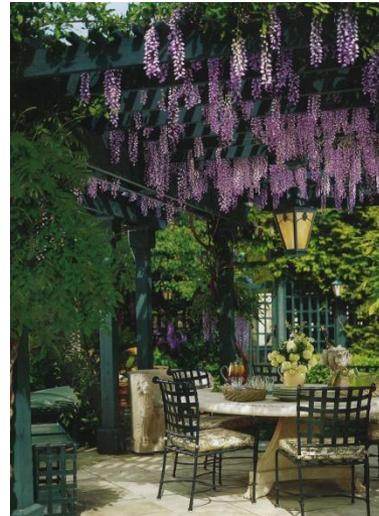
UNIT 1 NET SF = 1,882 SF
 UNIT 2 NET SF = 1,882 SF
 TOTAL NET SF = 3,911 SF



Agricultural Therapy - Proposed Components



Orchard



Trellis / picnic



Fixed vines / shrubs



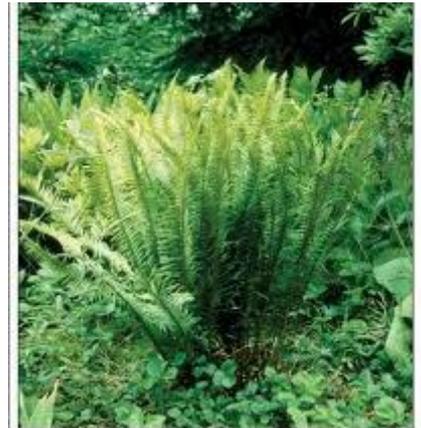
Livestock



Raised beds

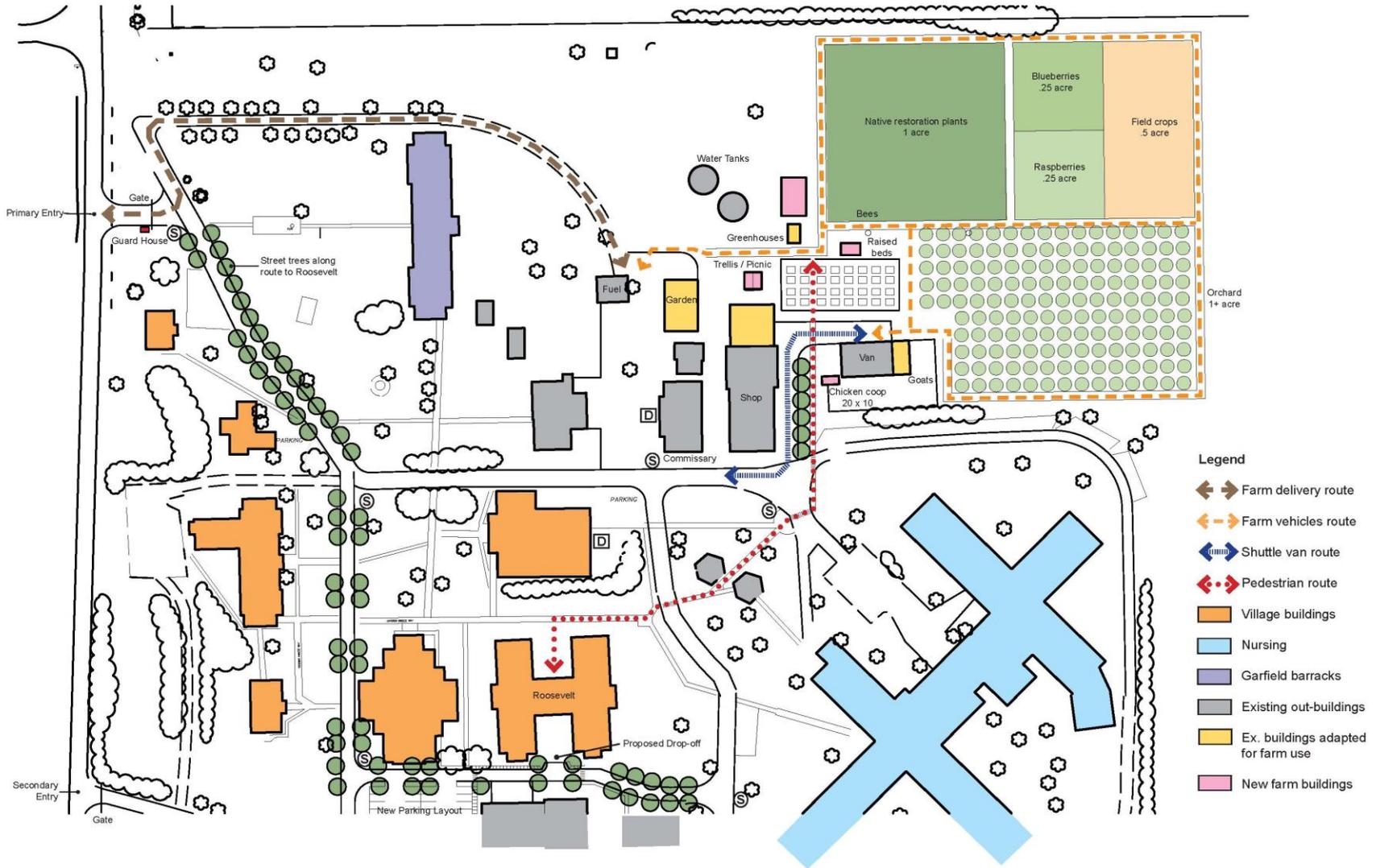


Field crops



Native restoration

Agricultural Therapy – Circulation



Agricultural Potential Plan

Orchard – one acre – 100 trees

One tree averages 800 -1000 lbs of apples

One tree averages 600-800 plums

Fixed Vines / shrubs .25 acre

Blueberries 250 shrubs x 10 lbs = 2500 lbs

Field Crop .5 acre

12,500 lbs of potatoes

7000 lbs of squash

Raised Beds 10' x 8'

Salad greens – 10-15 lbs

Tomatoes - 10 plants -100 lbs

Pole Beans – 10 plants – 8 lbs

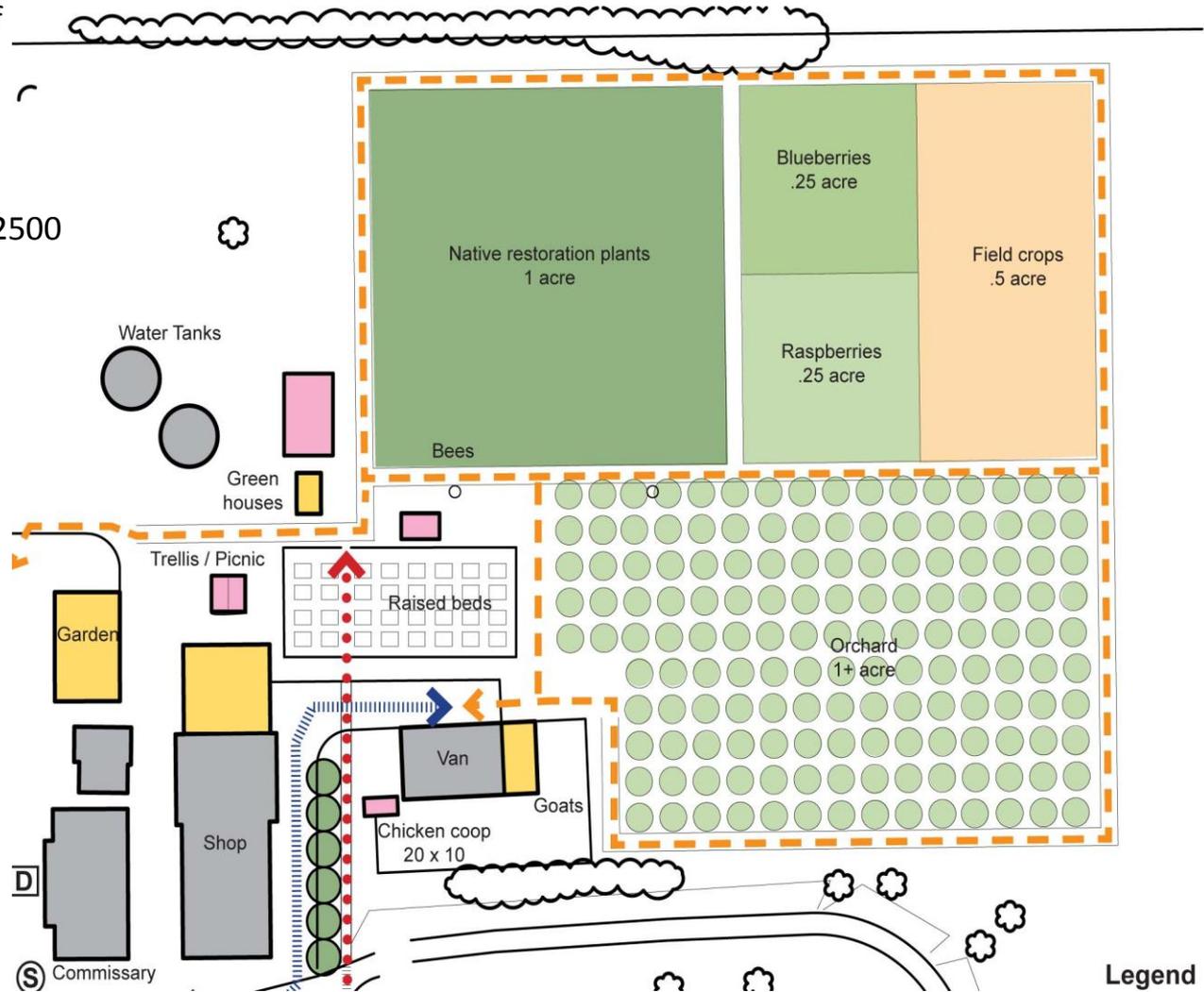
Carrots – 20 lbs

Livestock – average per year

80-120 lbs of honey per bee hive

280-300 eggs per chicken

300 gallons of milk per goat



Legend



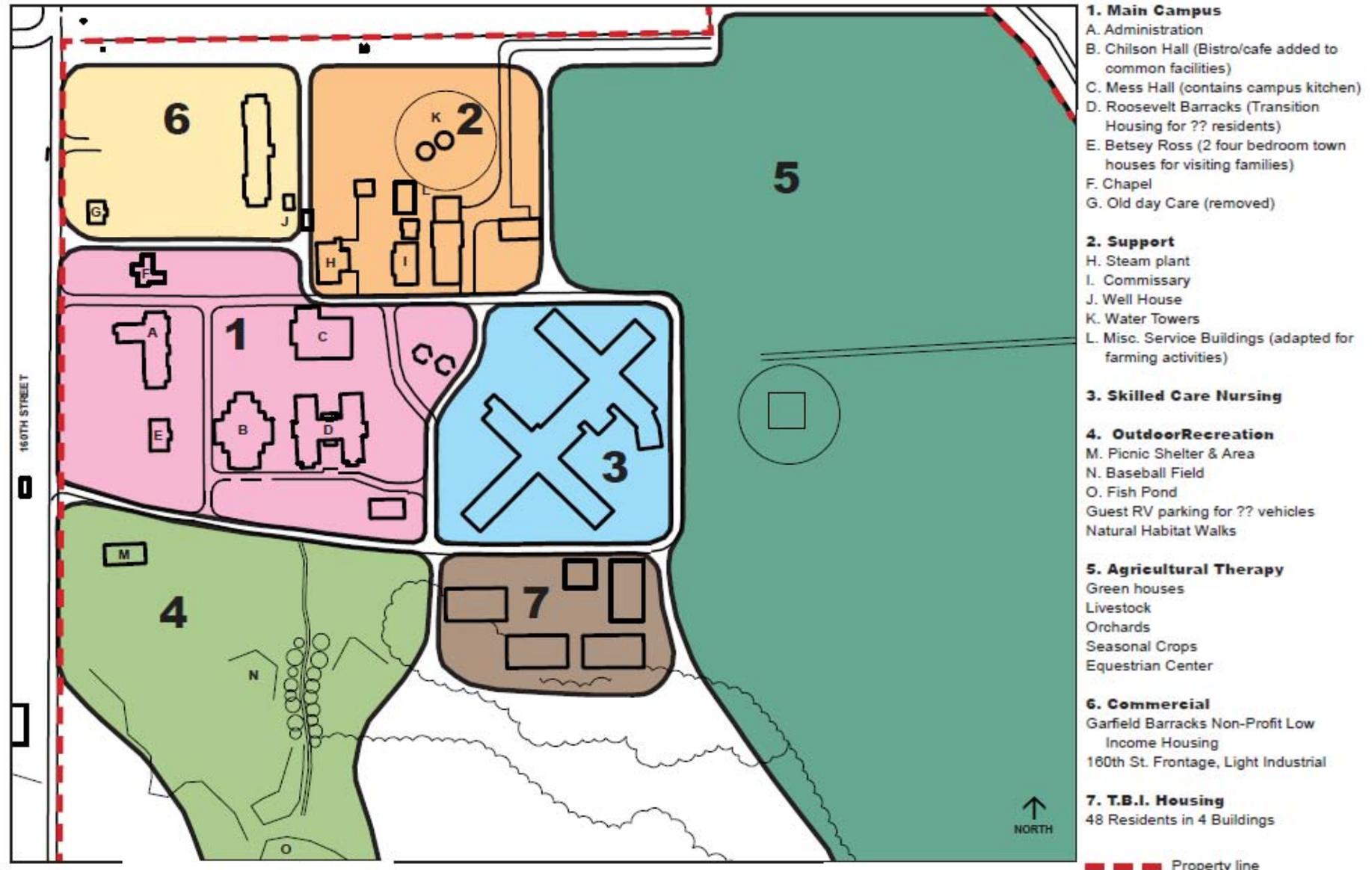
VETERANS HOUSING FEASIBILITY STUDY

ORTING CAMPUS, WA



2-23-2011

Proposed New Construction Land Use Diagram



- 1. Main Campus**
 - A. Administration
 - B. Chilson Hall (Bistro/cafe added to common facilities)
 - C. Mess Hall (contains campus kitchen)
 - D. Roosevelt Barracks (Transition Housing for ?? residents)
 - E. Betsey Ross (2 four bedroom town houses for visiting families)
 - F. Chapel
 - G. Old day Care (removed)
 - 2. Support**
 - H. Steam plant
 - I. Commissary
 - J. Well House
 - K. Water Towers
 - L. Misc. Service Buildings (adapted for farming activities)
 - 3. Skilled Care Nursing**
 - 4. Outdoor Recreation**
 - M. Picnic Shelter & Area
 - N. Baseball Field
 - O. Fish Pond
 - Guest RV parking for ?? vehicles
 - Natural Habitat Walks
 - 5. Agricultural Therapy**
 - Green houses
 - Livestock
 - Orchards
 - Seasonal Crops
 - Equestrian Center
 - 6. Commercial**
 - Garfield Barracks Non-Profit Low Income Housing
 - 160th St. Frontage, Light Industrial
 - 7. T.B.I. Housing**
 - 48 Residents in 4 Buildings
- Property line



For More Information

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Email: garyc@dva.wa.gov

**Mary Forbes, Assistant Director,
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Email: maryf@dva.wa.gov

DRAFT

Veterans Housing Gap Production Goals

	Veteran representation by proportion ¹	Existing Homeless Veterans Housing Gap	Newly Returning OIF/OEF Veterans	Annual Production Goals by Housing Type	Total Five-Year Production Goals By Housing Type
Chronically Homeless (Single Adult) Permanent supported housing	27 %	CH Vets Housing Gap 208 (27% of 770)	135 (27 per year)	69 Permanent Supported Housing units (includes vouchers) per year	343 Total Permanent Supported Housing units
Non-Chronically Homeless (Single Adult) Subsidized, moderate or time-limited services	65% 5% women	SA Vets Housing Gap 500 39 (70% of 770)	Up to 350 (70 per year) depending on turnover rates	178 units per year: combination facility-based and subsidy/voucher	Up to 889 units: combination facility-based and subsidy/voucher
Family Subsidized, moderate or time-limited services	3%	Family Vets Housing Gap 23 (3% of 770)	Up to 15 (3 per year) depending on turnover rates	8 units per year: combination facility-based and subsidy/voucher	Up to 38 family units: combination facility-based and subsidy/voucher
Totals		Current Housing Gap 770²	Estimated Additional Annual Units for Returning Vets 100	Annual Production Goal 255	Total Five-Year Production Goal 1270

¹ 2010 analyses of 2008 and 2009 HMIS data, 2010 Seattle/King County one-night count survey, and King County Veterans Program (KCVF) Service data resulted in estimates of the proportion of homeless veterans who are single adult, heads of families, men and women, or meet HUD definitions of chronically homeless. Note: HUD definition is a single adult, disabled and been homeless continually for one or more years or had four episodes of homelessness in a three-year period.

² Five-Year Plan to End Homelessness Among Veterans in King County, May 2011: "Based on a 2010 landscape study of permanent housing units set aside for veterans ... the gap in permanent housing for currently homeless veterans in King County is estimated to be in the range of 610 to 770" (Pg. 10).

Veterans Five-Year Plan – July 2011

Priority:	Five-Year Plan to End Veteran Homelessness in King County
Sponsor(s):	KC DCHS
Lead Staffing:	Linda Peterson, Debora Gay
Key Partners:	VA, WDVA, V&HS Levy, MHCADSD, providers with veteran emphasis (Compass, CHS, Valley Cities, etc.)

Purpose Statement / Systems Change Goals

1. Close the existing housing gap for homeless / at-risk veterans.

Coordinate with the Housing Production Investment Priority to prioritize housing for veterans and their families to close the housing gap of approximately 610-770 units in a mix of capital development and voucher programs (see the attached Veterans Housing Production Goals Table). Engage mainstream systems in providing housing services.

2. Secure adequate funding and work with partners towards system alignment, with an emphasis on exploring efficiencies and reducing duplication of service.

Review and advocate for funding opportunities at the federal and state level in support of ending veteran homelessness. Support the renewal of the King County Veterans and Human Services Levy in the August 2011 election. Coordinate with partners (VA, housing providers, etc.) for streamlined entry to housing and services. Be alert to and network around grant opportunities addressing veteran homelessness.

3. Prepare the housing system to address complex needs among veterans, including the newly returning veterans, starting with outreach and prevention.

Increase the capacity of veterans, housing and support service providers to respond to the housing and service needs unique to veterans and their families. 1,000 new veterans are projected to return to King County per year for the foreseeable future. It is estimated that at least 300 of these will need assistance with: 1) education & counseling, financial support, and education/employment/benefits; 2) treatment for mental health/substance use/trauma; and 3) diversion (jail/treatment). Approximately 100 veterans per year are projected to be at high risk of becoming homeless, with the result of up to 100 additional units needed per year to support them. The emphasis is on early identification and engagement of the newly returning OEF/OIF veterans, as well as the needs of the current aging veterans.

4. Identify and Replicate Best Practice Models for Serving Veterans.

Create a clear vision for veteran housing and homeless services, and align partner efforts towards ending veteran homelessness. Use data to drive this systems change, including enhancing data collection and analysis to understand population needs and services.

Key Milestones and Timeline

Complete: Development of Five-Year Plan to End Veterans Homelessness, developed in partnership with multiple community stakeholders, including VA, WDVA, local housing and service providers.

First half of 2011: Developed CEH Implementation Workgroup Charter

Second half of 2011:

1. Passage of the King County Veterans & Human Services Levy
2. Limited number of additional veteran housing units funded in the fall RFPs
3. Identify grant fund sources and set up monitoring system

2012:

1. Increase focus in 2012 combined NOFA to meet the goal of 20% annual reduction of the housing gap for veterans in King County (see attached Veterans Housing Production Goals table) (link to Housing Production priority).
2. Create a 2012 Data Report on Veteran Homelessness, investigating increased coordination of data collection and analysis between VA and King County systems

2013:

1. Continuous progress at a goal rate of 20% per year of closing the housing gap for veterans in King County (see attached Veterans Housing Production Goals table).
2. Explore participation in development of a coordinated entry approach appropriately matching veterans with scarce resources (link to Client Care coordination priority).
3. Best Practice Models assessed and selected.
4. Increased funding of selected Best Practice Models.
5. Annual Data Reports, investigating the risk factors for veteran homelessness.

2014-2015:

1. Continuous progress at a goal rate of 20% per year of closing the housing gap for veterans in King County (see attached Veterans Housing Production Goals table).
2. Refine coordinated entry approach for homeless veterans.
3. Continued funding for selected Best Practice Models.
4. Continued Annual Data Reports, monitoring the selected risk factors to determine viability in predicting veteran homelessness.

Policy Issues

1. In coordination with Housing Production Investment Priority, secure adequate commitments from non-veteran-specific funding sources to support the Production Goals of the Veterans Five-Year Plan.
2. Secure adequate commitments from veteran-specific funding – i.e. King County Veterans Levy, VASH vouchers – to support the Production Goals of the Veterans Five-Year Plan.
3. Address funding constraints such as those facing the VA, which is currently receiving only Per Diem resources when more permanent solutions are required; determine what changes can be made to support system realignment among all funders for veteran-specific housing.
4. Timing for including veterans in the coordinated entry approach via Client Care Coordination.
5. Agreement among all homeless housing funders to include veteran status as a required HMIS data element to aid in understanding of veteran housing stability and service needs.

Resources

Available

- Existing local resources and new state and federal resources.

Needed

- Renewal of the V&HS Levy in August 2011 is critical.
- Plan anticipates continued receipt of +/- 100 VASH vouchers per year (based upon trend for last three years). This assumption is uncertain in current federal budget environment.

Barriers Encountered

- Limited resources at all levels
- Coordination of the housing policies of the various government funders (federal, state and local policies)
- Addressing remaining barriers to the Housing First model

Role for Governing Board / IAC / Stakeholders

- Encourage involvement and integration of veterans systems that serve homeless and at-risk individuals
- Advocate for policy and legislative change as necessary

Other Background Work / Research to be Completed

- Strengthen data collection and analysis regarding veterans in general
- Improve evaluation to identify best practice models and replicate locally when possible

Implementation Work Advisory Group

Implementation Work Group Established/Projected Completion Date

Established: June 2011

Completion: End of the Five-Year Period is 2016

Chair:

Linda Peterson, King County DCHS

Members, Affiliations:

Members of the Veterans Five-Year Plan Implementation Work Group include:

Member	Affiliation
Kathy Gerard	VA
Mary Forbes	WDVA
Donald Lachman	WDVA
	City of Seattle
Rachel Mathison	St. Andrews Housing Provider – Housing
M.J. Kiser	Compass Alliance Provider – Housing
Susan Vaughn	Catholic Housing Services Provider – Housing
Scott Swaim	Valley Cities Provider
Sheila Sebron Vera Brooks	Veteran Constituent
Neil Powers	United Way
Kristin Winkel	KCHA / VASH
Christopher Wright	SHA / VASH
Bill Block	CEH
Gretchen Bruce	CEH
Linda Peterson	KC DCHS/CSD
Debra Gay	KC DCHS/ Vets Levy
Janice Hougen	KC DCHS/ Housing
Jon Hoskins	KC DCHS/ Evaluation

Tasks / Strategies

The anticipated outcomes / work products arising from advisory workgroup are:

1. Education of local funders on veteran housing and support needs, with aim to prioritize veteran housing within NOFAs in an attempt to close the housing gap at a rate of 20% per year for the five years of 2012-2016 (see attached Veteran Housing Production Goals table for details).

2. Explore the best timing for participation in developing a coordinated-entry approach to appropriately match veterans with scarce resources. (Link to Client Care Coordination Implementation Work Group).
3. Explore solutions to implementation barriers for strategies such as common assessment, rapid re-housing or other appropriate strategies with the identified partners, and incorporate changes where possible.
4. Create and support professional development opportunities within agencies serving veterans.
5. Create an Annual Data Report on Veteran Homelessness investigating opportunities for coordination of data collection and analysis between VA and King County systems, as well as identifying risk factors for veteran homelessness.
6. Identification and agreement on best practice models for serving veterans based on evaluation of local and national projects. Increase funding and coordination to bring online best practice models for veterans and their families in King County.

Documentation / Product Expected

- Housing production goals, by year, identified and agreed to among funders.
- MOAs or other agreements for changes such as coordinated entry approach, rapid re-housing, or data sharing as appropriate.
- Annual Data Report with improved coordination between the VA and King County, and investigation of risk factors for veteran homelessness.
- Report on best practice models for serving veterans and their families, with recommendations for implementation of appropriate models in King County.

Meeting Frequency: TBD, depending on work product

Welcome Home, Inc., Columbia, MO

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Welcome Home, Inc. is a non-profit community based program committed to providing basic needs and supportive services to homeless veterans. We provide emergency services to any veteran in need, and our transitional living program focuses on social responsibility, personal engagement, and individualized programming based on the needs and desires of the veteran. Our goal is to help these veterans find the tools and resources they need to become productive, self-supporting citizens of their communities. Welcome Home, Inc. was founded in 1992 by a group of Vietnam veterans who were concerned by the increasing numbers of their comrades-in-arms sleeping on the streets. These veterans pooled their resources and purchased a building to shelter homeless veterans.

In the years since its establishment, Welcome Home, Inc. has evolved from simply a shelter into a transitional living facility committed to providing emergency services, food, clothing, case management, and advocacy to disadvantaged and displaced veterans. All of the clients that Welcome Home, Inc. serves are veterans of the US Armed Forces, and we have provided some type of assistance to heroes who served in every major conflict since WWII.

All of the veterans that participate in the Welcome Home, Inc. transitional living program struggle with physical and/or mental disabilities, coupled with chronic instability in employment and housing. In 2010 alone we provided shelter and supportive services to 37 homeless veterans, including 28 new admissions.

Data from HUD Winter and Summer Point-In-Time (PIT) Sheltered and Unsheltered Homeless Count Reports indicate that on average in our region (Region 5) in 2009, 15% of sheltered homeless people and 17.3% of unsheltered homeless people were veterans. In 2010, veterans made up an average 11% of both sheltered and unsheltered homeless people. Data from both 2010 PIT counts consistently showed that Region 5 had the second-highest number of unsheltered *and* sheltered veterans in the State of Missouri. According to the [2009 Annual Homeless Assessment Report](#) and the National Center on Homelessness Among Veterans, there were 35,340 veterans living below poverty in Missouri in 2009. Additionally, data collected by the 2000 US Census (the most recent available), indicated there were 25,463 persons living below 50% area median income in the counties proposed to be served by this program, and there were 56,596 veterans living in the same counties.

While we did not keep records on phone calls and drop in visits, we are impressed with the indication of consistent, significant, unmet need in our area. Significant indication of need was noted by all of our colleagues in the Harry S. Truman Memorial Veterans Hospital Homeless Veterans Program, as well as many of our colleagues at other local service organizations. The few homeless shelters in our area are consistently full, and our program is certainly no exception. The only program of its kind specifically for veterans, Welcome Home, Inc. has been operating over-capacity for almost all of 2011.

We have ten small bedrooms, two residential kitchens, two full bathrooms, nominal storage, recreation, and meeting space available to accommodate 13 residents, 2 full time employees, and our volunteers and students. We frequently receive admission applications that we are unable to accommodate due to lack of space.

In order to provide continuity of services, avoid duplicity, and to best serve our clients, it is essential to coordinate services among multiple organizations. We regularly work with other community-based service providers such as local homeless shelters, soup kitchens, food pantries, domestic violence programs, law enforcement, and churches. We coordinate services with the Columbia Voluntary Action Center, the Central Missouri Community Action Center, the Columbia Housing Authority, and the new local VA Vet Center. We are also members of the Missouri Continuum of Care, and coordinate services with the HSTMVH Homeless Veterans Program, HUD-VASH Program, Compensated Work Therapy Program, Addictions Treatment Program, and Veteran Justice Outreach Initiative.

We have been contracted for several years with the City of Columbia Department of Public Health and Human Services to provide transitional shelter and supportive services. We also contract with the Missouri Department of Social Services Emergency Shelter Grant (ESG), and the Emergency Food and Shelter National Board (EFS) Programs to provide emergency services.

We collaborate on an almost daily basis with the HSTMVH Homeless Veterans Program to identify veterans who may be eligible for our services. In July 2008, Welcome Home, Inc. was awarded a contract with the VA Health Care for Homeless Veterans (HCHV) Program, and in the first two years provided thirty-one homeless veterans in this program with supportive services and almost 4,000 nights of shelter. We also work closely with the HSTMVH Department of Housing and Urban Development and Department of Veterans Affairs Supported Housing (HUD-VASH) Program Coordinators to identify veterans in our transitional living program that may be ready for permanent housing. In the past two years, 12 of the 70 local HUD-VASH vouchers have been utilized by veterans discharging from Welcome Home, Inc.

We are able to work with the Columbia Housing Authority and assist veterans eligible for this program find acceptable affordable housing, arrange for mandatory inspections and/or negotiate satisfactory remediation, and negotiate lease terms with landlords. We coordinate services through the Central Missouri Community Action Center and the Voluntary Action Center to assist veterans with making arrangements for utility services and/or rental co-payments, and we collaborate with other local organizations, churches, and private donors in making arrangements for donated household items such as beds, sheets, towels, dishes, and other essential items. We also provide continued case management for veterans that enter the HUD-VASH program after leaving Welcome Home, Inc.

In keeping with the VA's Five Year Plan to End Veteran Homelessness, Welcome Home, Inc. is concentrating more efforts on providing homelessness prevention services and finding and/or creating acceptable, affordable permanent housing. We have allocated resources to provide veterans at risk of becoming homeless with emergency food and clothing, case management, referrals to other community resources, and in some cases utility and/or rental assistance. We have applied for funds from the Supportive Services for Veteran Families Program which, if awarded, would allow us to greatly increase these services to eligible veterans in need.

One of the greatest needs of this program and this population is affordable housing; affordable housing that is clean, safe, and supportive. Unfortunately, we have run into several problems in locating suitable permanent housing for veterans. One problem is the availability of housing that is affordable. We have several universities and colleges in Columbia, and a one-bedroom apartment that is located on the public transit bus line is extremely hard to find and will rent at a price too expensive for a formerly homeless veteran who is now receiving Social Security or VA disability compensation.

If an affordable place can be found, the odds are that it is in a less desirable area that would not be beneficial to the sobriety, safety, and well-being of our veterans. The current rental limit on the local HUD-VASH vouchers is \$350 per month or about \$515 per month if the landlord is willing to include

utilities; landlords willing to include utilities are also hard to find. Additionally, each HUD-VASH voucher is for only one household, meaning that veterans are not allowed to have roommates; isolation is proven to be detrimental to success in permanent housing. Lastly and most unfortunate is the shortage of supportive services offered to veterans once they reach permanent housing and the incidents of relapse. Our local VA hospital has only three HUD-VASH coordinators to provide intense case management to the recipients of seventy HUD-VASH vouchers, and unfortunately relapse is common.

Although Welcome Home, Inc. is a fairly small organization with only two paid staff members, we have a significant impact on our community. Our ability to provide comprehensive wrap-around services to homeless and at-risk veterans sets us apart from other community service providers, and the dedicated leadership of our board members, the day-to-day management by our committed and experienced staff and the generosity of many local community service organizations have made a significant difference in the central Missouri area.

The veterans in our community would greatly benefit from having a representative from Welcome Home, Inc. attend the Veteran Access to Housing Summit. Our organization is in desperate need of making connections, building relationships, and finding resources and solutions to address the permanent housing for veterans issue in our area. We need to share ideas and find solutions that can be immediately implemented in our community, and considering that we are the first and only resource in the Mid-Missouri area specifically for homeless veterans, we feel that is our duty to find and implement these solutions for the veterans in our community.