

APPLICATION NUMBER

5356

A REQUEST FOR

**ADMINISTRATIVE APPEAL OF A STAFF
DETERMINATION CLASSIFYING A FACILITY THAT
PROVIDES HOUSING UNDER THE HOMELESS
VETERANS GRANT AND PER DIEM PROGRAM AS AN
EMERGENCY SHELTER, AND REQUESTING THAT IT
BE CLASSIFIED AS A DOMICILIARY**

LOCATED AT

CITY WIDE

APPLICANT/AGENT

VOLUNTEERS OF AMERICA SOUTHEAST

BOARD OF ZONING ADJUSTMENT

JUNE 2006

The applicant is requesting an Administrative Appeal of a staff determination classifying a facility that provides housing under the Homeless Veterans Grant and Per Diem Program as an emergency shelter, and requesting that it be classified as a domiciliary.

The applicant, Volunteers of America Southeast (VOASE) has been awarded a Capital Grant from the Veterans Administration to provide housing to formerly homeless veterans. VOASE is requesting the Board that this program should be classified as a domiciliary, as it will provide long-term housing to homeless veterans, not as an emergency shelter. The applicant states that the residents will have a legal right to their unit and will hold leases. They will also be required to participate in programs including vocational rehabilitation and substance abuse treatment (if necessary). The program will offer medical services off-site, and the veterans will seek employment if able and appropriate.

The applicant states there are two other Homeless Veteran Grant programs existing in the State of Alabama. The Aletheia House in Birmingham uses existing multi-family housing units to house participants of the program. In the Aletheia House Program, two unrelated residents are housed per apartment unit. However, this program was awarded funding through the per diem only program, not a capital award for construction/rehabilitation of a complex. The other program, House of Restoration, in Phenix City, provides emergency shelter and transitional housing to homeless persons through the per diem program, this program was able to add beds to the existing shelter specifically to house homeless veterans. The House of Restoration did not receive a capital award and according to the Executive Director, Pastor Robinson, this program is classified as a group home.

The Zoning Ordinance lists emergency shelter facilities and/or temporary housing for homeless in the Chart of Permitted Uses as being allowed in B-1, B-2, B-3, and B-4 with Planning Approval. A "domiciliary care facility" by definition requires a minimum of an R-3, Multi Family Residential district with Planning Approval, and is allowed by right (no Planning Commission approval required) in a B-1, Buffer Business.

The City of Mobile's Zoning Ordinance Section 64-2. Definitions states *Emergency shelter facility* as a facility providing temporary residential housing for persons otherwise homeless or who seek shelter from abuse; and *Domiciliary care facility* as a residential facility whose primary purpose is to furnish room, board, laundry, personal care, and other nonmedical services, for not less than twenty-four (24) hours in any week, to individuals not related by blood or marriage to the owner and/or administrator. This kind of care implies sheltered protection and a supervised environment for persons, who because of age and/or disabilities, are incapable of living independently in their own homes or a commercial boarding home situation, yet who do not require the medical and nursing services provided in a nursing home. These facilities may provide temporary

limited medical care, as an individual would receive if the individual were living in his or her own home.

Based upon the information provided by the applicant, the staff determined that the most appropriate course of action would be for the applicant to submit an Administrative Appeal; allowing the Board to consider all documentation as well as any information or evidence presented at the public hearing, to determine if the description of the use should be classified as a domiciliary care facility.



Department of Veterans Affairs

***Homeless Providers Grant
and Per Diem Program
Capital Grant
Application***

Section B1 - First Submission

Capital Grant and Per Diem Application:

Applicant Summary:

Your Organization's Name:

Volunteers of America Southeast, Inc.

	Name	Phone	Fax
Executive Director/CEO	Wallace Davis, President/CEO	(251) 666-4431	(251) 666-2836
Person to contact about application	Sherry Atchison, Development Dir.	(251) 666-4431	(251) 666-2836

Mailing Address (if different from agency address on form 424):

600 Azalea Road
Mobile, AL 36609

Veterans Integrated Service Network (VISN):

In what VISN is your proposed project located? 16 (See map in appendix)

Have you coordinated with your VISN Council of Network Homeless Coordinators (CNHC) to ensure your project meets a need in your VISN? If yes, please provide the contact's name in the space provided below. If no, see the VISN CNHC List in the appendix and please contact your CNHC member.

My VISN CNHC Member is:

Estella Morris (North Little Rock) CHALENG Coordinator (Biloxi): John Sherman

1. Eligibility to Receive VA Assistance:

Non Profit Organizations must provide documentation of Accounting System Certification and Evidence of Private nonprofit Status. This should be accomplished by the following:

Providing documentation showing the applicant is a certified United Way Member Agency;

OR

Providing certification on letterhead stationery from a CPA or Public Accountant that the organization has a functioning accounting system that is operated in accordance with generally accepted accounting principles or that the organization has designated a qualified entity to maintain a functioning accounting system. If an entity is used their name and address must be included in the certification letter;

AND

Providing evidence of the nonprofit status of the organization by submitting a copy of their IRS ruling providing tax-exempt status under the IRS Code of 1986, as amended.

2. Project Summary:

Our Organization requests \$ 399,750.00 from VA for the Acquisition/Renovation of
(Funds requested from VA) (Construction / Renovation / Acquisition)

1507 Springhill Avenue, Mobile, Alabama 36604 to create: (check all that apply)
(List building Address)

☒ TRANSITIONAL HOUSING

☐ SERVICE CENTER

☒ Our program will request per diem assistance upon completion of the project.

The total project cost is \$615,000.00 (This is the amount requested from VA plus the remaining balance of funds required to complete the project.)

Does your organization have site control of the building proposed for this project: ☒ Yes ☐ No

Service Provider and Geographic Area: Check all that apply:

☒ Non-Profit Organization
☐ Indian-Tribal Government
☐ State/Local Government

☒ Consider agency to be a faith-based organization
☐ Rural project location
☒ Urban project location

A. Target Populations Below is a list of homeless veteran populations. Check those populations that you have targeted to be served as a part of this application. Keep in mind; there is an expectation that if you identify a population to be served, the specific services (including staff) and or housing that meet the needs of the identified populations should be addressed in the project plan section of this application. Failure to do so may decrease the overall score of the application.

☐ Female veterans
☐ Frail and elderly homeless veterans
☐ Terminally ill homeless veterans
☒ Chronically mentally ill homeless veterans
☐ HIV positive population
☒ Veterans with PTSD diagnosis
☐ Native American homeless veterans

☐ Homeless veterans and their families
☒ Homeless veterans with substance abuse problems
☒ Homeless veterans with dual diagnosis
☐ Veterans being released from prison
☒ Disabled homeless veterans
☒ Homeless veterans with mental illness
☐ Other _____

(Please specify)

B. Innovation of Project Complete this block if you wish for your project to be considered as innovative. (See rules §61.13 (f) for innovative quality of proposal.)

Please consider this project for additional points for innovation because... The proposed program is designed to replicate the highly successful Veterans Transitional Housing model currently being used by the Volunteers of America in Cleveland. This proven model combines intensive case management with Wrap Around supportive services in the therapeutic community treatment milieu with a unique five stage approach. By implementing this three-pronged service delivery model, Volunteers of America of Cleveland has seen a 78% success rate of chronically homeless veterans moving to permanent housing. We believe that our proposed veterans Transitional Housing Program, with the significant support services that have been committed by the VA and other local resources, will be able to realize a similar level of success in the Gulf Coast area. Thus, this new program could establish the model's usefulness for replication at additional programs across the country.

C. Beds and Bedroom Breakdown

All applicants must enter the requested information in the "projected level" column below. If this is a new component of an existing project, you must also complete the "current level" column. If this is a new project, please enter "N/A" in the "current" column. Estimates should reflect the count when the project is fully operational.

Projected Bedrooms, Beds, and Participants	(A) Current Level at the project site	(B) Projected Level
Beds and Bedroom Categories		
1. Total number of bedrooms for <u>all</u> homeless persons	N/A	15
2. Number of bedrooms for <u>just</u> homeless veterans		15
3. Total number of beds for <u>all</u> homeless persons (include cribs and children's beds)		36
4. Number of beds for <u>just</u> homeless veterans		36
5. If service center, number of anticipated non-repeat visits per month (number of different veterans per month)		
Bed and Visit Request	Totals	
1. Therefore, the number of beds we are asking VA to fund is...	36	
2. Therefore, the number of unique service center visits we are asking VA to fund is...		

D. Project Narrative:

Please provide a brief abstract of the project to include: The project design, supportive services provided, project collaboration with the VA and community, and any special population of homeless that will be served. Please indicate if the program is new or an expansion of current services. (Please answer in the space provided below.)

Volunteers of America Southeast (VOASE) proposes to work in conjunction with the VA Gulf Coast Health Care System (VA) to acquire and renovate a 36-unit Transitional Housing Apartment Community with wrap around supportive services for the substantial population of homeless veterans in the Gulf Coast area, including Mobile, Alabama and Biloxi, Mississippi. While there are an estimated 1,600 homeless veterans in the Gulf Coast area as reported in the VA 2003 CHALENG report, there are no VA Grant and Per Diem transitional housing beds in the service area. The closest Transitional Housing Program to our proposed program in Mobile is in New Orleans, Louisiana, which is two states and 150 miles away! Not surprisingly, the CHALENG report lists Transitional Housing as the number one unmet need in the Gulf Coast area.

VOASE is in an ideal position to work with the VA to address this critical gap in the continuum of services for Gulf Coast's homeless veterans. For the past 18 months, we have sponsored Operation Home Front, a program to heighten awareness of the needs of deployed military personnel and their families. Through Operation Home Front, we have touched the lives of over 3,000 veterans through activities such as homecoming ceremonies; holiday dinners; basic needs and funeral assistance; and home repairs. Many of our activities have involved collaboration with the VA Gulf Coast Health System—Mobile Outpatient Clinic and the Mobile Vet Center. Additionally, Volunteers of America has received 26 VA Grant and Per Diem awards on the national level to establish Transitional Housing Programs, service centers and vans for homeless veterans in California, Florida, Ohio, Indiana, Kentucky, Louisiana, Michigan, New York, North Carolina and Wyoming. VOASE staff have researched these programs and will be modeling our proposed Transitional Housing Program on the highly successful Volunteers of America program that has been operating in Cleveland, Ohio for several years; Cleveland's program has experienced a 78% success rate of residents moving to permanent housing. Staff from our local VA Outpatient Clinic and the Mobile Vet Center, as well as VISN 16 CNHC Coordinator, Estella Morris, and CHALENG Coordinator, John Sherman, have been involved in planning for this proposed program, including agreeing upon a transitional housing program model to best meet the needs of homeless veterans and reviewing program objectives and measurements.

The model which we have selected to best meet the transitional housing needs of homeless veterans involves three components: 1). Intensive case management with Wrap Around supportive services; 2). Therapeutic community treatment approach; 3). 24-month, five stage progression through the program. In combination, these components have proven to be highly effective and innovative.

Intensive case management serves as the hub around which all other services will be organized. Through assessing the strengths and needs of each program participant, an individualized service and housing plan will be developed which outlines goals in major life areas, including housing, employment, substance abuse, mental health, family relations, social supports and literacy. VOA will complement this case management process with the direct provision of a variety of on-site services, including life skills training, individual and group counseling, employment readiness training, peer mentoring, permanent housing counseling and follow-up care. One of the strengths of this proposal is the myriad of additional community agencies whose services will be integrated in a Wrap Around approach to meet the holistic needs of the homeless veterans being served. The commitment of these supportive services will allow us to effectively serve veterans who are dealing with mental illness, PTSD, substance abuse, dual diagnosis, and other mental and physical disabilities. These Wrap Around services include:

--**Substance Abuse and Mental Health Treatment**, provided by the VA Outpatient Clinic in Mobile and the VA Gulf Coast Health System in Biloxi, as well as through referral to Mobile Mental Health Authority and Franklin Primary Health Center.

--**Job Training and Placement**, provided through the Alabama Employment Services' One-Stop Center and Alabama Vocational Rehabilitation.

--**Medical and Dental Care**, provided through the VA Outpatient Clinic in Mobile, VA Gulf Coast Health System in Biloxi, Franklin Health Care for the Homeless Clinic and Mobile County Health Department.

--**Educational Services**, provided through GED classes sponsored by the Mobile Department of Education and Goodwill Easter Seals.

--**Permanent Housing**, provided by such resources the Mobile County Housing Authority, Shelter Plus Care, Mobile/Prichard Housing Board and the Mobile County Habitat for Humanity.

This intensive case management with Wrap Around supportive services will be provided in the context of the therapeutic community treatment milieu, which is the proven and preferred modality of the National Institute of Drug Abuse for treating substance abusers and mentally ill populations. The basic assumption of this model is that "the primary therapist and teacher in the therapeutic community is the community itself, which consists of the social environment, peers and staff members who, as role models of successful personal change, serve as guides in the recovery process. Thus, the community is both the context in which

2. Project Summary (cont.)

D. Project Narrative (cont.) (Please answer in the space provided below.)

change occurs and the method for facilitating change.” (“The Therapeutic Community: Toward a General Theory and Model,” George De Leon) Aspects of the therapeutic community model which will be implemented in the proposed Transitional Housing Program include:

- Peers as role models, in which all members of the community are expected to demonstrate the desired behaviors and reflect the values and teachings of the community;
- Structured day, where ordered, routine activities counter the characteristically disordered lives of program participants and distract them from negative thinking;
- Work as therapy and education, where all participants are responsible for the daily management of the facility;
- Community activities, including a schedule of group meetings, team job functions, and organized recreational time;
- Key role of all staff, regardless of professional discipline, is to be facilitators of the self-help community method;
- Continuity of care, in which completion of the residential portion of the program is not the end, but rather a stage in the recovery process, and aftercare services are an essential component in the continuum.

The proposed Transitional Housing Program will be particularly innovative because it combines intensive case management with Wrap Around supportive services in the therapeutic community treatment milieu with a unique five stage approach that has been successfully implemented in another VA Capital Grant program operated by the Volunteers of America in Cleveland, Ohio. Briefly, the five stages are:

INTERN STAGE: Lasting about 60 days, this stage consists primarily of orientation to the program's operating procedures and to the principles of the therapeutic community. During this stage, assessments are conducted and the individualized service plan is developed. Each resident is expected to complete an autobiography and to begin keeping a reflection log.

RESIDENT STAGE: Participants begin to actively work to modify behavior and experiences during this stage, which generally lasts about 6 months. The focus is on internal change, requiring a tremendous amount of time and energy.

SERVANT LEADER STAGE: As internal changes and growth become evident, residents begin to look outside themselves and focus on opportunities available through full participation in the therapeutic community. During this 6 month stage, residents become as concerned about the growth and development of other members of the therapeutic community as they are about their own growth and development. Opportunities for volunteer involvement are emphasized.

LIFESTYLE COACH STAGE: Residents have accomplished the majority of the goals outlined in their service plans, and they begin preparing for the healthy separation from the program. Outside community involvement is intensified in this 6 month stage.

GUIDE STAGE: The formerly homeless veteran becomes fully integrated into the general community as he/she moves into his own household. Aftercare services are provided for six months. Peer mentoring is strongly encouraged.

The site chosen for the project is in an ideal location. The existing structure is a single story building consisting of 8,680 square footage. The building is brick exterior with 7 existing bathrooms, previously used as an office building. The building is located across the street from the Veterans Administration Outpatient Clinic and is 5 blocks from the Mobile Vet Center. The site is within walking distance to churches, grocery stores, two hospitals, and other community services. The site is also on the public transportation line with buses running from 6:00am to 10:00 pm on most days.

The staffing pattern for the proposed program will consist of a FT Program Director/Lead Case Manager; FT Case Manager; half-time Outreach Coordinator/Case Manager; and 4 FTE Residential Monitors. With a professional staff to resident ratio of 1:12, VOASE will be in an ideal position to best meet the individualized needs of the residents, many of whom will be suffering from substance abuse, mental illness and/or medical problems.

E. State/Local Government Applicants:

Applicants who are states or local governments must provide a copy of any comments or recommendations by approved state and (area wide) clearinghouses pursuant to Executive Order 12372.

3. Major Milestones (Timeline):

You are reminded that 38 C.F.R. subpart 61.67 Recovery Provisions, paragraph (a) allows VA to recover grant funds from those grantees that withdraw from the program or fail to establish the project for which the grant was made after 3 years from the date of the award.

Please enter the number of estimated days from execution of the agreement that each of the milestones will occur. (e.g., If execution of agreement is 9/30/03 and it will take 30 days for item one, enter: 30 days. Enter N/A if the event is not part of the proposal. (Please answer in the space provided below.)

Milestone	Days from Execution of Grant Agreement
1. Close on purchase of structure or execution of lease	90 days
2. Rehabilitation started	120 days
3. Rehabilitation complete	240 days
4. New construction started	N/A
5. New construction complete	N/A
6. Operations Staff Hired	180 days
7. Residents begin to occupy	240 days
8. Supportive Services Begin	240 days

4. Life Safety Code Notice:

If awarded, as a condition of funding all entities receiving grants and or per diem under PL 107-95 must ensure that the project facilities meet the fire and safety requirements applicable under the Life Safety Code of the National Fire Protection Association as well as any local or state codes as required. Failure to meet this requirement may lead to loss of the award. It is suggested you take the cost of LSC improvements into account when preparing your budget and cost estimates for the project.

5. Budget and Leveraging:

In the chart below in column (A) enter the total cost of the project and in column (B) the amount requested from VA. (Note: column (B) amount cannot exceed 65% of column (A).)

Keep in mind that if selected for funding you are required to document cost according to the OMB Grant Management Circulars. The activities listed below are not inclusive of all of the items of cost in the circulars nor does their presence below constitute that they are fully allowable under the circulars' guidance. They are simply your requests to VA for a specific grant activity. Refer to the proper circular to determine if a cost is allowable.

A. Budget Summary:

Summary of Grant
Funds Requested

Enter the amount requested for each activity.	(A) Total Cost of Project	(B) 65% of Total Cost Requested from VA
1. Acquisition	\$ 200,000.00	\$ 129,750.00
2. Rehabilitation	\$ 415,000.00	\$ 270,000.00
3. New Construction	\$	\$
4. Total	\$ 615,000.00	\$ 399,750.00

B. Leveraging Summary:

Enter in the chart below the cash value of documented cash and in-kind resources from other public (including Federal and State) and private sources that are committed to the project.

Non-VA
Resources Brought
to the Project

Resource	(A) Cash Value	(B) VA use only (Allowed Value)
1. Applicant Cash	\$ 140,000.00	\$.00
2. Third Party Cash	\$.00	\$.00
3. Third Party Non-Cash	\$.00	\$.00
4. Volunteer Time	\$.00	\$.00
5. Contribution of Building	\$.00	\$.00
6. Contributed Building Below Market Value	\$75,000.00	\$.00
7. Contributed Leasehold Interest	\$.00	\$.00
8. Contributed Materials	\$.00	\$.00
Total of All Leveraging	\$ 215,000.00	\$.00

C. Supporting Documentation: Applicants that list the cash value of leveraged resources in the Leveraging Summary must document these resources on the appropriate organization letterhead stationary as outlined in the Assurances Section of this application (First Submission-pages 38 & 39.)

6. Description of Need:

The information you provide here will assist in the rating of your project. Please provide a short and descriptive narrative responding to each of the following items:

A. **How did you identify the need for this project?** (Please answer in the space provided below.)

Since our founding in 1980, Volunteers of America Southeast (VOASE) has earned a reputation as one of the largest providers of effective and compassionate affordable and specialized housing for disabled and homeless individuals in Alabama. Through our self-supporting program, Operation Home Front, which has provided support to over 3,000 deployed military personnel and their families, we have demonstrated our commitment to meeting the needs of our country's veterans. Thus, when the VA Gulf Coast Health Care System staff began looking for a proven social service agency to work with them to meet the unmet need for transitional housing for homeless veterans in the area, VOASE was a logical partner. With no other transitional housing programs for homeless veterans in the entire Gulf Coast area, this has been identified—not surprisingly—as the number one need of homeless veterans in the area in the 2003 VA CHALENG report.

B. **Estimate the total number of homeless veterans in your area that could be served by, or be eligible for, this program.** (Please answer in the space provided below.)

The 2003 VA CHALENG report estimates that there are 1,600 homeless veterans in the Gulf Coast service area. This includes the geographic area from Biloxi, Mississippi to Pensacola, Florida; Mobile, Alabama is the most centrally-located city in this service area. Despite this great need, there are currently no transitional housing beds specifically for homeless veterans in the entire Gulf Coast area. The closest Transitional Housing Program to our proposed program is in New Orleans, Louisiana, which is two states and 150 miles away!

C. **List the sources of this information. Please be specific.** (Please answer in the space provided below.)

The estimate that there are 1,600 homeless veterans in the Gulf Coast service area came from the 2003 VA CHALENG report, Appendix 6-1. To arrive at this estimate, VA staff used information from local homeless surveys and staff impressions.

D. What percentage or portions of this total number of homeless veterans (Question B) will be served by this proposed program? (Please answer in the space provided below.)

VOASE proposes to establish a transitional housing community that would serve 36 homeless veterans from the Gulf Coast at any one time, and an estimated 60 homeless veterans over the course of one year. With an estimated 1,600 homeless veterans in the Gulf Coast area, the proposed program could serve 4% of the area's homeless veterans in year one, 8% by the end of year two, and 11% by the end of the third year. Over the course of several years, the proposed program would have the capacity to significantly impact the problem of homelessness among veterans in the targeted area.

E. Describe any special characteristics or need of this group to be served to demonstrate understanding of the population. (Please answer in the space provided below.)

The population to be served in the proposed transitional housing program are men and women who have served in the active military and who now find themselves sleeping in shelters or other places not designed for human habitation. These veterans will generally consist of the "hard core," service-resistant homeless population that has fallen through all other "cracks" in the service delivery system. According to the 18th Annual NEPEC report, 72% of Gulf Coast's homeless veterans have an alcohol and/or drug abuse problem, approximately 45% have a serious psychiatric diagnosis (often PTSD), 34% are dually diagnosed; and 48% have significant medical problems. (Alabama falls among the poorest health rates in the country on a myriad of indicators, including leading the country in the cases of diabetes, and being ranked 4th lowest in the Nation in per capita spending for dental care). Approximately 38% of the area's homeless veterans are African-American, with 59% Caucasian and 3% Asian, Hispanics or Native American. Approximately 98% are male. The common denominator among most of the veterans served will be a general sense of disempowerment, isolation, fear, distrust and resentment. Hence, programs such as this proposed transitional housing facility that focus on building participants' sense of self-esteem, belonging and empowerment are critical to breaking the cycle of homelessness for the veteran population.

7. Targeting:

A. Settings

The information you provide here will be used in rating targeting and quality of the project plan. Complete the chart below, estimating the percentage of project participants who:

(Please answer in the space provided below.)

	Projected Percentage (must total 100%)
1. Regularly sleep in places not designed for, or ordinarily used as sleeping accommodations for human beings.	30%
2. Reside in an emergency shelter.	70%
3. Are otherwise homeless.	0%

B. Description of "Otherwise Homeless": If Item A, line 3, is greater than 0%, explain how participants will meet VA's homeless definition. (VA definition of homeless or homeless individual is located in the Rules and Regulations §61.1 Definitions section in the appendix. Please answer in the space provided below.)

N/A. Volunteers of America Southeast and the Veterans Administration anticipate that the demand for transitional housing for homeless veterans will be so great from individuals staying at area emergency shelters and in other places not ordinarily used as sleeping accommodations for human beings (e.g., on the streets, under bridges) that we will not have the capacity to serve those who are "otherwise homeless."

If you described an "other wise homeless" population to be served, how will you determine that these individuals actually need your services (i.e., would spend the night in a shelter or on the street)?

(Please answer in the space provided below.)

N/A.

7. Targeting (con't):

C. Outreach Plan:

Please describe how your agency will identify and serve homeless veterans by responding to the following 7 questions:

- (1.) Briefly describe the veteran who would qualify for housing and/or services. Describe the process your agency will use to screen homeless people for veteran status.** (Please answer in the space provided below.)

The homeless veteran served by the VOASE Transitional Housing Program will suffer from one or more of the following problems: alcoholism, substance abuse, PTSD or other form of mental illness, dual diagnosis, inadequate medical/dental health care, isolation, fear, distrust, resentment, disempowerment, disenfranchisement, low self-esteem and any other of a myriad of social, mental health and physical problems. On the positive side, they will demonstrate a commitment and motivation to becoming a part of a therapeutic community, recognizing that the key to self-help recovery is that they will make the main contribution to their own change process. Likewise, they will recognize that the mutual self-help of the therapeutic community means that every member of the group will contribute to change in others.

VOA will verify homeless status of potential participants through a process outlined in the answer to the next question. Once homelessness is verified, veteran status will also be verified. The main method used to determine veteran status is to determine if a completed DD214 form is on file at the Veterans Administration Regional Office in North Little Rock or other area VA facility. If there is no DD214 on file, VOA staff will help the veterans fill out the form immediately. Since most of the referrals for our transitional housing program will be coming from the VA Outpatient Clinic and Mobile Vet Center staff, completion and verification of the DD214 form will generally be completed before the homeless veterans come to our transitional housing program. Persons waiting for verification who have been living on the street will be referred to emergency shelter for housing until veteran status is verified.

- (2.) Describe how your agency will reach out to homeless people living on the streets or in shelters.** (Please answer in the space provided below.)

15th Place is the local homeless day center. Street homeless can come here to receive hot meals, mail, shower, launder clothing and receive case management services. We anticipate that many of our referrals will come from this source. Franklin Primary Health Center, in collaboration with the Homeless Coalition of the Gulf Coast, currently has an outreach team which visits area emergency shelters, soup kitchens, known encampments, and other areas where homeless people congregate on a daily basis. The initial goal of the outreach effort is to develop a trusting, helping relationship with homeless men and women. Keenly aware that trust has to be earned slowly, the Outreach staff demonstrate utmost patience in engaging these often fearful and isolated persons. Sometimes workers are successful in getting them to come to an emergency shelter for the night; other times, success is measured by their willingness to accept a kind word, a blanket, a Street Card and a hot cup of coffee. As part of this proposal, VOASE will hire an outreach coordinator to partner with the outreach team in this effort, ensuring that information about the transitional housing program is available to all contacts. VOASE has already met with representatives from the area's largest emergency shelters, including Salvation Army, Franklin Primary Health and Interfaith Hospitality Network, to inform them of the proposed program and solicit their input on program design and implementation issues.

VOASE will ensure that all participants in the new program meet the following definition of homeless: "An individual who lacks a fixed, regular and adequate nighttime residence; and who has a primary nighttime residence that is either a supervised, publicly or privately operated shelter designed to provide temporary living accommodations, or a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings." This homeless status will be verified by receiving referrals from the VA, emergency shelters or other providers of homeless services. In the case of veterans who are currently living on the

7C. Targeting (cont.):

(3.) How will you identify where homeless people can be found? (Please answer in the space provided below.)

There are several methods VOASE will use to identify where homeless people can be found. As mentioned above, the Franklin Primary Health Center and the Homeless Coalition of the Gulf Coast currently have an outreach schedule which includes visiting area emergency shelters, soup kitchens and other areas where homeless people congregate at least weekly. VOASE's transitional housing Outreach Coordinator will partner with these two agencies in this effort, ensuring that information about the transitional housing program is available to all contacts. VOASE has already met with representatives from the area's largest emergency shelters, including Salvation Army, Waterfront Rescue Mission and Interfaith Hospitality Network to confirm the need for this program and to ensure their commitment to making referrals.

In addition, VOASE actively participates in local coalitions such as the Homeless Coalition of the Gulf Coast and Interfaith Hospitality Network. Through our involvement on these coordinating bodies, we will not only keep local shelters, drop-in centers, meal sites and other providers of supportive services for homeless individuals apprised of the status of our program, we will also keep abreast of the changing resources for homeless people and most recent places where they are congregating.

Finally, our homeless clients will be one of the best sources of information on where homeless people can be found. Once they realize that VOASE is a safe place to go with caring and compassionate staff, our clients consistently and effectively are willing to get the word out to their homeless friends who are still living on the street and in homeless shelters about the program. These clients provide the best source of information on the latest areas where even the most difficult-to-engage homeless individuals can be found.

(4.) How will you sweep each site and engage the homeless to use your services?

(Please answer in the space provided below.)

Members of our transitional housing program team will be trained in such areas as communication skills, interviewing techniques, respecting the dignity and self-determination of others, empathy and listening skills. These team members will then be paired with Outreach Workers from Franklin Primary Health Center, and will make regular visits to the streets, drop-in centers, emergency shelters and meal sites that homeless people frequent. Among the places that the Outreach Team currently visits regularly are Salvation Army, Waterfront Rescue Mission, 15 Place, Serenity Care, Goodwill Easter Seals, Mobile AIDS Support Services, Mobile Mental Health, Loaves and Fishes, United Methodist Inner City Mission and Interfaith Hospitality Network. Understanding that most of the homeless people they initially encounter will be fearful and distrustful, the Outreach Team's main goal is to begin to develop a trusting relationship with the homeless individuals they meet. They offer some initial services as outlined in the next section, such as coffee, transportation, meal vouchers, blankets and referrals. They also hand out Street Cards and other written information about other community resources that might be beneficial to homeless individuals. Over time, the Outreach Team begins to see rapport and trust developing with the homeless men and women they have encountered; this positive relationship is the first step in allowing homeless veterans to feel comfortable reaching out for help in a safe and dignified manner.

Once the proposed VOA transitional housing program is in operation, one of the components of the therapeutic community approach is that all of the program participants will be required to get involved in community service activities. As part of this community service involvement, all program participants will participate in periodic sweeps and searches for other homeless veterans who are on the street and in need of help. In this manner, all members of the transitional housing program become role models, demonstrating the expected behaviors and reflecting the values and teachings of the therapeutic community.

7C. Targeting (cont.):

(5.) What initial services will you provide? (Please answer in the space provided below.)

Initial engagement with homeless individuals will occur when the VOASE Transitional Housing Outreach Coordinator, in conjunction with the Franklin Primary Health Center (FPHC) outreach staff, conducts regular outreach visits to locate potential residents for the new transitional housing program. The key to engaging potential service recipients will be developing a safe, trusting relationship. Initial contact will sometimes involve merely a cup of coffee, a blanket and a short conversation. As homeless individuals begin to recognize the VOASE/FPHC Outreach Team members making contact with them, they may accept a business card or a flyer identifying services that might be useful. For example, the Outreach Team will carry with them DD214 forms and will offer on-the-spot assistance to veterans on the street in filling out the forms and filing them so the veteran's eligibility and benefit status can be determined. Linkages to emergency shelter, meals, and clothing will be made whenever possible.

A key to this approach is that all Outreach Team members will be trained about all essential community resources, so they can help the homeless veteran access any type of needed service, ranging from health care to employment assistance to emergency shelter, etc. As the homeless veterans begin to see that the VOASE representatives really care about them and treat them with respect and dignity, they may be willing to accept some of the services being offered. Similarly, as they come in contact with formerly homeless veterans volunteering on the Outreach Team who have "been where they are" and have come out on the other side, they may begin to get a sense of hope and motivation to make a similar change in their lives.

(6.) In addition to outreach, are there other ways in which the homeless will access your services?

(Please answer in the space provided below.)

VOASE is committed to conducting ongoing outreach efforts to ensure that no homeless person falls through the cracks for whatever reason. However, it is often our experience that homeless people find us before we even have the opportunity to come to them. Nationally, Volunteers of America's shelters are full and overflowing every night as our reputation among the homeless population across the country is that VOA provides safe and secure shelter in a manner that respects the dignity and self-determination of its service recipients.

In our commitment to remain a leader in the provision of services for homeless and disabled individuals, Volunteers of America Southeast is actively involved in coalitions and committees that coordinate service delivery for homeless individuals. Those coalitions include the Homeless Coalition of the Gulf Coast, Alliance for the Mentally Ill and the Southeastern Affordable Housing Management Association. Through our involvement on these coordinating bodies, we will keep local shelters, drop-in centers, meal sites and other providers of supportive services for homeless individuals apprised of the status of our new and existing programs. Referrals will be made daily to the VOA from these other service providers, and vice versa.

Finally, the key partnering agency with VOA in the provision of this proposed transitional housing program is the VA Gulf Coast Health Care System. Homeless veterans will access our services on a regular basis through our ongoing contact and strong working relationships with the VA's Mobile Outpatient Clinic, Mobile Vet Center and the Biloxi Vet Center. Ongoing communication with these groups will prove critical to getting the word out about this new component in the continuum of services for homeless veterans. Participation with these groups in special programs, such as Stand Downs, will be an important method we will use to help homeless veterans access our services.

7C. Targeting (cont.):

(7.) Describe, if applicable, the population that you will serve that will not be veterans.

(Please answer in the space provided below.)

All of the individuals served in the proposed Transitional Housing Program will be veterans.

8. Project Plan:

This is the portion of the application that describes your program, as VA Reviewers will focus on how the project plan addresses the goals. The project plan section consists of 8 areas.

Please keep your answers within the boxed space provided after each question.

Area 1 questions begin with the goal. Be sure to address the goal in your answers.

Area 1. The information you provide here should relate to the following goals:

1. Residential stability of participants;
 2. Increased skill level and/or income of participants; and
 3. Greater self-determination of participants.
-

For each of the three goals listed above, describe in the space provided:

- a) The specific measurable objective(s) that will be used to assess the program's success;
- b) How you decided on the objective(s);
- c) How the success of the program will be evaluated on an ongoing basis; and
- d) How you will determine whether program modifications are necessary, and if so, how such changes will be implemented in order to make the program more fully realize its objectives.

BEGIN ON NEXT PAGE

8. Project Plan (cont.):

Area 1. (1a) The goal is residential stability of participants. - - What is/are the specific measurable objective(s) that will be used to assess program success? (Please answer in the space provided below.)

The following objectives related to residential stability are interconnected with the objectives listed under sections 2.a. and 3.a. for increased skill level/income and greater self-determination. Success in one goal area positively impacts success in the other areas.

- 60 homeless veterans will be served annually in the VOA Transitional Housing Program.
- 95% of all homeless veterans entering the Transitional Housing Program will actively participate in the development of an individualized housing and service plan within 2 weeks of enrollment.
- The average length of stay in the Transitional Housing Program will be at least 6 months.
- 85% of program participants will participate in the basic home maintenance training component of the Life Skills Training curriculum.
- Of those participating in home maintenance training, 80% will demonstrate an increase in their knowledge and skill of basic home repairs and maintenance.
- 80% of those who complete the program will demonstrate improved life skills, attitudes and behaviors associated with residential stability.
- 80% of all program participants exiting the program will enter stable, adequate permanent housing.
- 75% of those entering permanent housing will remain there for at least 3 months.
- 70% of those entering permanent housing will remain there for at least 6 months.
- 60% of those entering permanent housing will remain there for at least 12 months.
- 50% of those moving to permanent housing will be willing to participate in aftercare services.

Area 1. (1b) The goal is residential stability of participants - - How did you decide on the objectives? (Please answer in the space provided below.)

Volunteers of America has been operating programs for homeless individuals and other disadvantaged populations across the country since 1896. Over the years, we have fine-tuned our program models and processes to enhance our ability to meet established program objectives. To develop the objectives for this proposal, VOASE staff reviewed the objectives that have been successfully achieved in other VA Capital Grant projects operated by VOA affiliates in other parts of the country, including Cleveland, Ohio; Los Angeles, California; Lansing, Michigan; and various cities in Florida. We then drafted objectives which we thought would be appropriate for a transitional housing program designed specifically for homeless veterans in the Gulf Coast area. Finally, we conducted a "reality check" review of these objectives with staff of the Veterans Administration who have been closely involved with us in the development of this proposed Transitional Housing Program; John Sherman, VA CHALENG Coordinator, and Estella Morris, VISN 16 CNHC Member, were particularly helpful. Partnering with our local VA to develop and implement this Transitional Housing Program will prove critical to ensuring that the veterans being served have the full range of support needed to achieve and maintain residential stability.

These particular objectives have been chosen within the context of the therapeutic community model because they recognize that the homeless veterans being served will fall upon different places in the continuum of needs and abilities. For many of those served, the Transitional Housing Program will be rehabilitative, giving them the tools they need to return to a stable lifestyle which they previously lived but may have rejected. For other vets, the program and the therapeutic community experience will be habilitative, helping them develop a socially productive lifestyle which emphasizes right living for the first time in their lives. While the course of the therapeutic community will be the same for all participants, steps will be modified to recognize individual differences, strengths and needs.

VOA and VA staff recognize that, given the right tools, many of the homeless veterans served will be capable of moving into stable, independent housing and remaining there long term. Others will face more of a challenge, but will have learned to deal with crises proactively, enabling them to remain in their housing. Unfortunately, we also recognize that a portion of the vets served will also end up back on the streets. The objectives mentioned above are designed to minimize the likelihood of a return to homelessness and maximize the development of strengths and coping skills among the homeless veterans served.

8. Project Plan (cont.):

Area 1. (1c) The goal is residential stability of participants - - How will the success of the program be evaluated on an ongoing basis? (Please answer in the space provided below.)

Success of the program will be measured both on individual and aggregate levels. Within the first two weeks of the program, homeless veterans will be involved in conducting a thorough assessment and social history. Needs, strengths and goals of each program participant will be identified and incorporated into an individualized service plan. This information will become the baseline data to measure progress of the program participant on various indicators throughout their stay in transitional housing. As homeless veterans begin to work on achieving the goals and objectives outlined in their service plan, they will begin meeting at least weekly with VOASE staff to review their progress. Notes on objectives achieved or modified will be kept in the client file, for review on a regular basis between the homeless veteran and VOASE staff. While this interaction between program participant and staff is a crucial method of measuring success, just as important will be the interaction between program participants and one another. A key component of the transitional housing model is that daily community meetings will be held to give an opportunity for group members to give feedback to one another. "Mutual self-help emphasizes the fact that each individual in the process contributes to the change in others. The main messages of recovery, personal growth and right living are mediated by peers through confrontation and sharing in groups, by functioning as role models, and as supportive friends in daily interactions." (*The Therapeutic Community*, George De Leon)

In addition to evaluating success on the individual level, success of the program as a whole will also be evaluated. The Program Director will be responsible for preparing monthly reports outlining progress of the Transitional Housing Program in meeting the program objectives outlined in Section 1.a. These reports will include not just data on achievement of objectives during the homeless veterans stay in transitional housing, but will also include information on ability to maintain objectives (e.g., permanent housing, jobs, sobriety) at 3, 6 and 12-month follow up intervals. These aggregate reports will be submitted to VOA administrators and funders on a quarterly basis. Finally, the therapeutic community will provide regular input into the success of the program on the aggregate level. This evaluation of the program by program participants will be a critical component of the quality assurance feedback loop.

Area 1. (1d) The goal is residential stability of participants - - How will you determine whether program modifications are necessary, and if so how such changes will be implemented to make the program fully realize its objectives? (Please answer in the space provided below.)

VOASE will utilize four primary methods to determine whether program modifications are necessary to help the Transitional Housing Program fully realize its objectives. The aggregate data reports mentioned above will be generated and reviewed by program management monthly. While it is expected that there will be individual variances in the rate of progress of program participants, staff will look for themes in the data which demonstrate that the group as a whole is not making the progress anticipated. When themes are identified, staff will review this information at staff meetings and therapeutic community meetings to problem-solve about changes needed.

The therapeutic community will also be given responsibility on a regular basis for stepping back from their daily routines and discussing the functioning of the Transitional Housing Program as a whole. Since the community itself is considered a critical part of the therapeutic process, the input of community members on how to improve the program will be valued.

One of the tools VOASE has used for years to determine if program changes are needed is to conduct a consumer satisfaction survey of all our program participants at least annually. This process will give the homeless veteran the opportunity in an anonymous manner to answer questions such as "If I were the director of this program, here are three things I'd do differently and here are three things I'd do the same." Per VOA practice, the Program Director is then responsible for presenting a report to the Board of Directors, Advisory Council and therapeutic community on the results of the survey and how program changes will be made to address the results.

When funding for this program is secured, VOA has committed to establishing a Veterans Advisory Council composed primarily of homeless veterans in the program and successful graduates. Membership may also include VA staff members and representatives from other veterans' advocacy groups. The role of this Council will be to review objective and subjective program indicators, consumer satisfaction survey results and other evaluative processes to determine in an ongoing manner what program modifications are necessary to make it most likely for the program to fully realize its potential.

8. Project Plan (cont.):

ATTENTION APPLICANT! YOU ARE BEGINNING A NEW GOAL.

Area 1. (2a) The goal is increased skill level and/or income of participants - - What are the specified measurable objective(s) that will be used to assess the program's success? (Please answer in the space provided below.)

Closely related to the objectives listed under the goal of residential stability in section 1.a. are the following objectives related to increased skill level and income:

--90% of unemployed homeless veterans in the Transitional Housing Program will participate in VOASE's Employment Readiness Training.

--80% of those participating in Employment Readiness Training will demonstrate improved skills at the completion of the training.

--60% of program participants in need of educational enhancement will participate in GED or other educational programs.

--80% of those participating in a job training program will be gainfully employed before exiting Transitional Housing.

--Of those employed upon exit, 75% will remain employed 3 months after leaving the Transitional Housing Program.

--Of those employed upon exit, 70% will remain employed 6 months after leaving the Transitional Housing Program.

--Of those employed upon exit, 60% will remain employed 12 months after leaving the Transitional Housing Program.

--50% of program participants who are not capable of gainful employment will be placed in meaningful volunteer opportunities.

--100% of program participants will be assessed to ensure they are receiving the VA and other government benefits to which they are entitled.

--90% of those not receiving the entitlements which they are owed will be connected with these resources.

--90% of program participants will receive training in budgeting and fiscal management.

--80% of those participating in fiscal management training will demonstrate improved skills and knowledge in these areas upon program completion.

--65% of program participants who complete the program will have established a savings account consisting of at least one month's extra rent and utilities. (Most of these will save two month's extra rent and utilities.)

Area 1. (2b) The goal is increased skill level and/or income of participants - - How did you decide on the objective(s)? (Please answer in the space provided below.)

The objectives related to increased skill level and income were developed through the same process as outlined in Section 1.b.—Residential Stability. VOASE staff first reviewed the objectives that have been successfully achieved in other VA Capital Grant projects operated by VOA affiliates in other parts of the country, including Cleveland, Ohio; Los Angeles, California; Lansing, Michigan; and various cities in Florida. We then drafted objectives which we thought would be appropriate for a transitional housing program designed specifically for homeless veterans in the Gulf Coast area. Finally, we conducted a "reality check" review of these objectives with staff of the Veterans Administration who have been closely involved with us in the development of this proposed Transitional Housing Program; John Sherman, VA CHALENG Coordinator, and Estella Morris, VISN 16 CNHC Member, were particularly helpful. Partnering with our local VA to develop and implement this Transitional Housing Program will prove critical to ensuring that the veterans being served have the full range of support needed to achieve and maintain residential stability.

Again, these particular objectives have been chosen within the context of the therapeutic community model because they recognize that the homeless veterans being served will fall upon different places in the continuum of needs and abilities. For example, the employability level of program participants will vary drastically. A few of the veterans will have good job skills and will basically need assistance in job search and placement. The majority of the program participants will need to develop Employment Readiness Skills in conjunction with a more formal job training and placement program. Finally, some of the program participants will not be capable of unsubsidized employment. For these individuals, placement in a sheltered workshop or meaningful volunteer opportunity will be the goal.

8. Project Plan (cont.):

Area 1. (2c) The goal is increased skill level and/or income of participants - - How will the success of the program be evaluated on an ongoing basis? (Please answer in the space provided below.)

The success of the program in terms of increased skill level and income will be measured both on individual and aggregate levels as outlined in depth in Section 1.c. These evaluative measures will include weekly review of individualized service plans, weekly staff reviews, daily therapeutic community meetings, monthly review of aggregate data indicators, and ongoing review by the Veterans Advisory Council.

Achievement of specific objectives will be measured as follows:

- Improved Employment Readiness Skills measured by a pre- and post-test developed by the VOASE Transitional Housing Director in conjunction with VA staff.
- Participation in employment training and educational enhancements measured by follow-up with referral sources.
- Job status upon exit and at 3, 6 and 12-month follow-up intervals measured by follow-up with referral sources and aftercare assessments.
- Involvement in volunteer opportunities measured by self-report and follow-up.
- Receiving of entitlements owed measured through reviews of income during the case management process.
- Improved budgeting and fiscal management skills measured by pre- and post-tests developed by VOASE staff.
- Evaluation of savings plan measured by Program Director review of savings passbooks statements.

Area 1. (2d) The goal is increased skill level and/or income of participants - - How will you determine whether program modifications are necessary, and if so, how such changes will be implemented in order to make the program fully realize its objectives? (Please answer in the space provided below.)

Methods used to determine whether program changes are needed to enhance the program's ability to meet the goal of increased skill level and income are the same as those outlined in Section 1.d.—Residential Stability. These methods include reviewing monthly aggregate data reports to determine if there are themes in which the group as a whole is not making the progress anticipated. When themes are identified, staff will review this information at staff meetings and therapeutic community meetings to problem-solve about changes needed.

The therapeutic community will also be given responsibility on a regular basis for stepping back from their daily routines and discussing the functioning of the Transitional Housing Program as a whole. Since the community itself is considered a critical part of the therapeutic process, the input of community members on how to improve the program will be valued.

Through participation in VOA's standard annual consumer satisfaction survey, program participants will have the opportunity in an anonymous manner to answer questions such as "If I were the director of this program, here are three things I'd do differently and here are three things I'd do the same." Per VOA practice, the Program Director is then responsible for presenting a report to the Board of Directors, Advisory Council and therapeutic community on the results of the survey and how program changes will be made to address the results.

Another avenue for input into whether program changes are needed will be the Veterans Advisory Council, composed primarily of homeless veterans in the program and successful graduates. Membership may also include VA staff members and representatives from other veterans' advocacy groups. The role of this Council will be to review objective and subjective program indicators, consumer satisfaction survey results and other evaluative processes to determine in an ongoing manner what program modifications are necessary to make it most likely for the program to fully realize its potential.

8. Project Plan (cont.):

ATTENTION APPLICANT! YOU ARE BEGINNING A NEW GOAL.

Area 1. (3a) The goal is greater self-determination of participants - - What are the specific measurable objective(s) that will be used to assess the program's success? (Please answer in the space provided below.)

Closely related to the previous objectives for residential stability and increased income/skill level are the following objectives related to greater self-determination:

- 90% of participants in the Transitional Housing Program will receive basic Life Skills Training.
- 75% of those participating in the Life Skills Training will demonstrate increased knowledge and skills in critical areas such as social coping, relapse prevention and social supports.
- 75% of program participants will learn to access a variety of community services.
- 90% of program participants will participate in community recreational events, with 50% continuing this participation after moving to permanent housing.
- 100% of program participants will be familiar with their rights and grievances procedures.
- 80% of those program participants with an identified substance abuse problem will be sober upon placement in permanent housing.
- Of those former substance abusers who are sober upon exit, 75% will remain sober 3 months after leaving the Transitional Housing Program.
- Of those former substance abusers who are sober upon exit, 70% will remain sober 6 months after leaving the program.
- Of those former substance abusers who are sober upon exit, 50% will remain sober 12 months after leaving the program.
- 90% of the homeless veterans in the program will participate in some type of community volunteer service activity, including outreach to homeless veterans living on the streets to engage them in service.
- 85% of program participants will participate in Gulf Coast's annual StandDown event.
- 20% of the formerly homeless veterans who complete the Transitional Housing Program will remain involved in the program as a peer mentor or member of the VOASE Veterans Advisory Council.

Area 1. (3b) The goal is greater self-determination of participants - - How did you decide on the objective(s)? (Please answer in the space provided below.)

The objectives related to greater self-determination were developed using the same process as that outlined under Section 1.b.—Residential Stability and Section 2.b.—Increased Skill Level and Income. VOASE staff first reviewed the objectives that have been successfully achieved in other VA Capital Grant projects operated by VOA affiliates in other parts of the country, including Cleveland, Ohio; Los Angeles, California; Lansing, Michigan; and various cities in Florida. We then drafted objectives which we thought would be appropriate for a transitional housing program designed specifically for homeless veterans in the Gulf Coast area. Finally, we conducted a "reality check" review of these objectives with staff of the Veterans Administration who have been closely involved with us in the development of this proposed Transitional Housing Program; John Sherman, VA CHALLENG Coordinator, and Estella Morris, VISN 16 CNHC Member, were particularly helpful. Partnering with our local VA to develop and implement this Transitional Housing Program will prove critical to ensuring that the veterans being served have the full range of support needed to achieve and maintain residential stability.

Again, these particular objectives have been chosen within the context of the therapeutic community model because they recognize that the homeless veterans being served will fall upon different places in the continuum of needs and abilities. These individual differences will be greatest in terms of achieving greater self-determination, as this is the most subjective of the three program goals. For example, staff will be measuring progress of program participants based on increased skills in social coping, relapse prevention, social supports, anger management, etc. Even participants who achieve significant progress in the development of these skills may still be less skilled than a more functional veteran just entering the program. It will be important to encourage participants to measure success in terms of their own potential, and not to compare themselves to other members of the therapeutic community. As such, we will consciously move away from problem-oriented models which focus on the veterans' perceived pathology. Rather, the goal of the therapeutic community will be to encourage veterans to teach other veterans how to acquire skills and obtain necessary resources. This strategy puts the focus on allowing program participants direct control over their search for crucial resources, while assisting them to use their strengths and assets to do so.

8. Project Plan (cont.):

Area 1. (3c) The goal is greater self-determination of participants - - How will the success of the program be evaluated on an on going basis? (Please answer in the space provided below.)

The success of the program in terms of greater self-determination will be measured both on individual and aggregate levels as outlined in depth in Section 1.c. These evaluative measures will include weekly review of individualized service plans, weekly staff reviews, daily therapeutic community meetings, monthly review of aggregate data indicators, and ongoing review of the Veterans Advisory Council.

Achievement of specific objectives will be measured as follows:

- Increased skills in social coping, relapse prevention and social supports skills will be measured by a standard psycho-social evaluative tool such as the Alcohol Severity Index, Basic Symptom Inventory, Situational Confidence Questionnaire and/or Beck Depression Inventory.
- Ability to access community resources and participation in community recreational events will be measured by self-report and follow-up.
- Familiarity with rights and grievance procedures will be measured through the case management process.
- Participation in a substance abuse treatment program will be measured through follow-up and joint staff reviews with treatment agency staff.
- Sobriety upon exit and at 3, 6 and 12-month follow-up intervals will be measured by self-report, follow-up and review of other indicators of sobriety, such as attendance at AA/NA meetings, maintenance of permanent housing, and ability to keep a job.
- Participation in the annual StandDown event will be measured by self-report and feedback from staff who will also be attending.
- Ongoing involvement in the Transitional Housing Program by formerly homeless veterans will be measured by attendance records at the program and staff report.

Area 1. (3d) The goal is greater self-determination of participants - - How will you determine whether program modifications are necessary, and if so, how such changes will be implemented in order to make the program fully realize its objectives? (Please answer in the space provided below.)

Methods used to determine whether program changes are needed to enhance the program's ability to meet the goal of greater self-determination are the same as those outlined in Section 1.d.—Residential Stability. These methods include reviewing monthly aggregate data reports to determine if there are themes in which the group as a whole is not making the progress anticipated. When themes are identified, staff will review this information at staff meetings and therapeutic community meetings to problem-solve about changes needed.

The therapeutic community will also be given responsibility on a regular basis for stepping back from their daily routines and discussing the functioning of the Transitional Housing Program as a whole. Since the community itself is considered a critical part of the therapeutic process, the input of community members on how to improve the program will be valued.

Through participation in VOA's standard annual consumer satisfaction survey, program participants will have the opportunity in an anonymous manner to answer questions such as "If I were the director of this program, here are three things I'd do differently and here are three things I'd do the same." Per VOA practice, the Program Director is then responsible for presenting a report to the Board of Directors, Advisory Council and therapeutic community on the results of the survey and how program changes will be made to address the results.

Another avenue for input into whether program changes are needed will be the Veterans Advisory Council, composed primarily of homeless veterans in the program and successful graduates. Membership may also include VA staff members and representatives from other veterans' advocacy groups. The role of this Council will be to review objective and subjective program indicators, consumer satisfaction survey results and other evaluative processes to determine in an ongoing manner what program modifications are necessary to make it most likely for the program to fully realize its potential.

8. Project Plan (cont.):

Area 2. Describe the process for assessing the initial service needs of potential participants in the program as well as the process for assessing the ongoing needs of individuals once they become program participants.

(Please answer in the space provided below.)

Ongoing needs assessment will be a critical process throughout homeless veterans' participation in the VOA Transitional Housing Program. This needs assessment actually begins before the potential program participant enters the program. As the Outreach Coordinator encounters homeless veterans on the streets and engages them in conversation, the VOA staff immediately begin the process of assessing the needs of the individuals and the services available to best meet those needs. It is generally expected that the Transitional Housing resident will first complete a stay at an area emergency shelter. This is important not just to verify homeless status and give staff time to verify veteran status, but also to assess commitment and motivation to fully participate in the longer term, transitional housing program. After staff receive a referral from an emergency shelter program confirming the opinion that a potential participant is ready for transitional housing, they will meet with the individual to explain the therapeutic community philosophy, the five-phase approach, the house rules and the general operating procedures of the program. The potential candidate will take a tour of the facility and attend a daily therapeutic community meeting, at which point he will be given the opportunity to ask questions of the group and they, in turn, will have the opportunity to tell him their perspective on the program and to ask him any questions. Through this process, the potential candidate, group members and staff will be assessing the candidate's motivation and commitment to being a part of this mutual self-help, therapeutic community. If there is consensus that the candidate is motivated to make some changes in his life and is willing to contribute to the change process of other members of the group, then he will be accepted into the program.

Once a transitional housing unit is available, the potential candidate will be officially enrolled in the program, and the next level of needs assessment will take place. Within two weeks of entry into the program, a VOASE Case Manager and program participant will conduct a formal needs assessment and social history to assess information vital to the development of an individualized service and housing plan. Needs of the program participant in the areas of education, employment, substance abuse treatment, mental health treatment, health care, dental health care and housing will be assessed and prioritized. Self-reflection is critical during this first stage, referred to as the "Intern Stage." In addition to a weekly "reflection log," participants in the Intern Stage are expected to write their autobiography and to share it with the community. All of this information is then used to help the homeless veteran develop long term goals that will enable him or her to achieve residential stability and self-sufficiency. These long-term goals are broken down into measurable objectives, with a time frame for projected completion. Most of the objectives will require action on the part of the program participant, while some may require action from VOASE staff members. The key is that the goals and objectives are driven by the needs and desires of the program participant, with staff merely serving as a resource and guide.

Once the individualized service plan is established, needs assessment becomes a regular, ongoing process. Progress in meeting objectives will be reviewed weekly by the VOASE Case Manager and program participant. In addition, the program participant will be accountable on an ongoing basis to report to the therapeutic community on his or her progress in meeting established objectives. Service plans will be reviewed periodically to determine if revisions are needed to reflect changes and progress in meeting objectives. Flexibility is a must, as plans will be revised to reflect new circumstances, needs and strengths. Before entering the final, aftercare stage of the program, participants will meet with the Case Manager to develop a new aftercare service plan, which will outline objectives necessary to ensure successful maintenance of permanent housing. Regular contact with the Case Manager will be maintained through the first six months of placement in permanent housing to continue to assess needs and prevent problems that would precipitate a return to homelessness. Throughout this assessment and monitoring process, program participants are encouraged to take responsibility for monitoring their own progress, using staff and the therapeutic community as a mirror—or reality check—to ensure they are on the right track.

This ongoing assessment, beginning when potential candidates express initial interest in entering transitional housing and continuing through their follow-up care once placed in permanent housing, is critical to achieving the goals of residential stability, increased skill level/income and greater self-determination. It is also critical to ensuring that the veteran breaks the cycle of homelessness, reducing substantially the possibility of a return to homelessness.

8. Project Plan (cont.):

Area 3. Provide a brief description of the supportive services to be offered participants and the way in which supportive services will help participants meet the goals specified above. If the project will be providing case management, describe how case management services will be provided in the program. Include in the description the ratio of case managers to program participants. (Please answer in the space provided below.)

The proposed Transitional Housing Program will assist program participants meet their established goals through the provision of intensive case management services coupled with wrap-around supportive services. All of these services will be provided in the context of the therapeutic treatment community milieu. Services that will be provided directly by VOASE are listed below; all of these services will be provided on-site:

--Case Management. This will be the organizing hub for all services provided to the homeless veterans. The VOASE staff will work with program participants to assess needs/strengths and develop an individualized service and housing plan. Goals will be developed based on a general systems approach, where all areas that influence the individual's life are addressed; these goals will include the areas of employment, education, physical health, mental health, family relations, social supports and permanent housing planning. Progress on the service plan will be monitored and reviewed at least weekly. Case management will be provided by the Program Director and Case Managers, with a ratio of Case Managers to participants of no more than 1:12.

--Life Skills Training. This will be conducted daily through both staff instruction and therapeutic community discussion. Participants will learn (or re-learn) such critical skills as budgeting, fiscal management, stress management, social coping, home maintenance, anger management, conflict resolution, meal planning and preparation, and relapse prevention.

--Employment Readiness Training. Barriers to employment will be addressed, as participants learn pre-employment skills such as interviewing, developing a resume, dealing with authority and presenting yourself with confidence.

--Individual and Group Counseling, including Peer Counseling. Through this service, participants will address internal obstacles to achieving their established goals. The focus will be on how to function effectively despite past circumstances. A Peer Counseling component will be conducted by graduates of the transitional housing who are now in the final, "Guide," stage of the program. Peer mentors will spend time individually and in small groups helping participants internalize the principles they are learning in the program.

--Permanent Housing Placement. Through the case management process, VOASE staff and the program participant will explore appropriate options for permanent housing upon program completion, as well as address barriers that might get in the way of maintaining that housing.

--Aftercare Counseling. Before being placed in permanent housing, the program participant and VOASE staff will develop an aftercare plan. This plan will outline services and resources which the formerly homeless veteran will secure to reduce the likelihood of a return to homelessness. Once in permanent housing, the veteran will continue to have contact with VOA staff on a regular basis to assess progress on the aftercare plan.

One of the strengths of this proposed program is the myriad of supportive services that have been committed by the Veterans Administration and other local service providers to ensure a full continuum of support for program participants. Many of these will be provided on-site, while some will be provided at the VA, which is only ___ blocks away. Supportive services provided by other agencies include:

--Substance Abuse and Mental Health Treatment, provided by the VA Outpatient Clinic in Mobile and the VA Gulf Coast Health System in Biloxi, as well as through referral to Mobile Mental Health Authority and Franklin Primary Health Center.

--Job Training and Placement, provided through the Alabama Employment Services' One-Stop Center and Alabama Vocational Rehabilitation.

--Medical and Dental Care, provided through the VA Outpatient Clinic in Mobile, VA Gulf Coast Health System in Biloxi, Franklin Health Care for the Homeless Clinic and Mobile County Health Department.

--Educational Services, provided through GED classes sponsored by the Mobile Department of Education and Goodwill Easter Seals.

--Permanent Housing, provided by such resources the Mobile County Housing Authority, Shelter Plus Care, Mobile/Prichard Housing Board and the Mobile County Habitat for Humanity.

8. Project Plan (cont.):

Area 4. Describe (if applicable):

- a) **Why the proposed housing was selected in light of the population proposed to be served;**
- b) **What process will be used for deciding in which units participants will live;**
- c) **What role participants will have in operating and maintaining the housing; and**
- d) **What responsibilities you and any sponsors or contractors will have in operating/maintaining the housing.**

(Please answer in the space provided below.)

a). **Why was the proposed housing selected in light of the population to be served?** Volunteers of America and Veterans Administration staff agree that the availability of housing convenient to medical care and other supportive services was critical. The site chosen for the project is in an ideal location. The existing structure is a single story building consisting of 8,680 square footage. The building is brick exterior with 7 existing bathrooms, previously used as an office building. The building is located across the street from the Veterans Administration Outpatient Clinic and is 5 blocks from the Mobile Vet Center. The site is within walking distance to churches, grocery stores, two hospitals, and other community services. The site is also on the public transportation line with buses running from 6:00am to 10:00 pm on most days.

With adequate and quality rehabilitation, the majority of the per diem revenue will be used to support the service needs of the homeless veterans being served (as opposed to building maintenance). The proposed staffing pattern will consist of a FT Program Director/Lead Case Manager; FT Case Manager; half-time Outreach Coordinator/Case Manager; and 4 FTE Residential Monitors. With a professional staff to resident ratio of 1:12, VOASE will be in an ideal position to best meet the individualized needs of the residents, many of whom will be suffering from substance abuse, mental illness and/or medical problems.

b). **What process will be used for deciding in which units participants will live?** Each of the 36 veterans will be placed in a fully furnished 2-bed sleeping unit. This provides a strong message of dignity and respect to individuals who have been sharing their sleeping quarters with a multitude of strangers for months and sometimes years.

c). **What role will participants have in operating and maintaining the housing?** The basic philosophy of the therapeutic community framework is that the primary therapist and teacher is the therapeutic community itself; as such, the community is both the context in which change occurs and the method for facilitating change. All members of the community are expected to be role models, demonstrating the expected behaviors and reflecting the values and teachings of the community. Thus, the members of the community themselves are given responsibility for the daily management of the facility, including cleaning, coordinating schedules, preparing for group meetings, and developing the house rules. This assignment of job functions provides opportunities for skills development and personal growth. As such, giving program participants major responsibility for maintaining and operating the transitional housing facility is one way in which the formerly homeless veterans being served will develop a sense of ownership, pride, dignity and self-determination in their environment.

d). **What responsibilities will Volunteers of America have in operating/maintaining the housing?** Based on the belief that the community itself is the primary teacher and change agent, staff members thus take on the role of community members who are rationale authorities, facilitators and guides in the self-help community method. Staff members are responsible for exercising their professional skills, but they see their role as being a guide in the recovery/treatment process. VOA staff will assume ultimate responsibility for ensuring the transitional housing is safe and in compliance with federal, state, local and other regulatory requirements; however, they will fulfill this responsibility by training and empowering residents to understand and adhere to these applicable codes. In other words, residents will assume responsibility for operating and maintaining their home; staff will help teach residents the tools they need to meet this responsibility and will offer the checks and balances necessary to ensure essential issues do not fall through the cracks.

8. Project Plan (cont.):

Area 5. Describe how this program will enable participants to gain greater access to neighborhood activities, services, and institutions. (Please answer in the space provided below.)

Experience has taught VOA staff that the more we can help our program participants learn to access neighborhood activities, services and institutions, the greater the likelihood that they will be able to maintain their permanent housing long-term. Thus, integrating participants into community resources is an ongoing goal of all VOA programs. In addition to all of the supportive services which we will help our residents access, many of which will be on-site, we will also help homeless veterans connect with more informal support systems in the community. While we will offer recovery group meetings such as AA and NA on-site, we will also encourage participants to get involved in community-sponsored recovery groups. VOA will foster independence of program participants by prompting them to develop a support system of sponsors, mentors, and recovering individuals outside of the VOA auspices. Homeless veterans will also be encouraged to get involved with other veteran-sponsored activities, such as the Gulf Coast StandDown and the Mobile and Biloxi Vet Centers.

During Stage Three of the Transitional Housing Program, "Servant Leadership," program participants will be accountable for looking outside themselves and beginning to discover ways in which they can give back to the community. Many homeless veterans will enter the program feeling isolated, resentful and fearful of the community in general. To address this, all residents will be required, in a safe and incremental manner, to become involved in volunteer community service work. This will generally be conducted in groups and will be tailored to meet the needs and skills of the participant. Examples of community service projects could be cleaning up local graffiti, doing lawn work for elderly neighbors, conducting outreach to homeless veterans living on the streets, volunteering at the annual StandDown event, or speaking to local teen groups about the dangers of drug use. Special emphasis will be placed on activities that demonstrate being good neighbors in the immediate vicinity of the Transitional Housing facility. To facilitate this community involvement and to provide a philosophical basis of the importance of this type of activity, Servant Leadership classes will be conducted by VOA staff and peer mentors.

Finally, VOA staff will demonstrate to program participants that they are full participating members of the Mobile and Biloxi communities and, as such, have a right to enjoy all the activities available to the general public. Regular activities will be scheduled to show residents the many positive things our community has to offer. Outings will include trips to sporting events, feature films, community fairs, parks, museums, local colleges' activities and other community events. An annual Transitional Housing Program retreat will be held at a site outside of the facility; this retreat will offer current residents and program graduates the opportunity to step back from their daily routine and focus on building the therapeutic community and cultivating personal development. One of the important end results of all of these fun activities is that they show program participants how enjoyable life can be without drugs or alcohol. By becoming actively involved in the community and its activities, program participants learn that the community does not have to be a fearful, uninviting place. Assimilation into the greater Gulf Coast community will be an important part of the recovery of program participants, increasing the likelihood of residential stability once they leave the Transitional Housing Program.

The proposed facility is on a bus line, making most of these resources easily accessible. Bus tokens will be available to program participants as needed.

8. Project Plan (cont.):

Area 6. Describe how you will implement your program in accordance with your timeline.

(Please answer in the space provided below.)

In preparation for submitting this application, VOASE has completed a purchase option on the proposed site. This purchase option is contingent upon confirmation of funding from the Veterans Administration Capital Grant and Per Diem Program. VOASE staff have already had discussions with other funding sources, such as the Alabama Housing Finance Agency and the Federal Home Loan Bank, regarding securing matching dollars for the project, and the verbal feedback has been positive. VOA is prepared to commit its own dollars to secure the match, confident that our fundraising efforts will be successful. Required applications to these funders will be completed and submitted over the next few months.

Upon notification that our First Submission has been conditionally accepted, we will collect the additional materials needed for the Second Submission and submit them within the time frame required by the VA. Some of the materials needed for the Second Submission have already been collected. When notification is received that our program has officially been approved for VA Capital funding, we will be ready to close on the land. We believe that we will have no problem closing on the purchase within 90 days of the execution of grant agreement. The architect has been selected, and will be working to complete drawings and specifications so that we can select a contractor and begin renovation within 120 days of the formal grant award agreement. Renovation is estimated to be completed within 120 days after that, at which point the residents will be selected and ready to move in. We anticipate hiring the Director, Case Manager and Outreach Coordinator 60 days before the apartments are completed. During this 60-day period, staff will develop all operating systems and procedures, set up services and referral sources, and recruit and screen the first 36 homeless veterans to become residents of the VOA Transitional Housing Program. Within 14 days of occupancy, the Resident Monitors will be hired and trained.

Thus, within 240 days of execution of a grant agreement with the VA, VOA will accept residents and begin providing supportive services. This quick turn-around time is possible due to both the great condition of the facility and the planning efforts that have already taken place with the local VA and other service providers.

8. Project Plan (cont.):

Area 7. For applications proposing transitional housing, describe what permanent affordable housing will be available to participants upon leaving transitional housing and how participants will be readied for this event.
(Please answer in the space provided below.)

In VOASE's Supported Transitional Housing for Individuals and Families who are Homeless and Disabled, 85% of the participants have been successful in moving into permanent housing. Many of these individuals and families achieved the goal of home ownership. VOASE staff, thus, understand the importance of cultivating a variety of permanent housing options for program participants. In the Gulf Coast area, the key permanent housing resources which will be utilized for our clients include the Mobile County Housing Authority, Shelter Plus Care, Mobile/Prichard Housing Board and the Mobile County Habitat of Humanity.

Obviously, having permanent housing resources in which to place program graduates is essential. But even more important is ensuring that participants are ready for this placement when it occurs. From the day homeless veterans enter the VOA Transitional Housing Program, efforts will be focused on helping them develop the skills and resources needed to be able to move into permanent housing and to be able to remain there for the rest of their lives. Each resident will work closely with a VOASE staff member to create an individualized service and housing plan, which will guide the participant in establishing and achieving goals related to attaining and maintaining permanent housing. Steps to achieving the goal of permanency in housing will include obtaining education, employability skills, job training, employment and other life skills needed for successful independent living. An increased earning capacity through gainful employment will assist the participants in becoming financially stable and in preparing them for paying for housing costs without assistance. VOASE staff will assist residents in budgeting, setting up and using checking and savings accounts, and other financial management activities to prepare for the transition into independent living.

Upon nearing completion of the residential portion of the program, residents will work with VOASE staff to locate the best fit in permanent housing. Staff will assist the participant in the housing search process, in negotiations with landlords and low-income housing providers, in understanding and implementing lease requirements, and in obtaining necessary furnishings and household goods. The program participant and VOASE staff will also develop an aftercare plan, which will include participation in follow-up case management services for a six-month period following completion of the residential portion of the Transitional Housing Program. Involvement in ongoing follow-up case management is critical to proactively intervening in potential problems, increasing the likelihood of remaining in long-term housing.

8. Project Plan (cont.):

Area 8. Describe any follow-up services that will be provided once participants leave transitional housing. Include specific services to be provided. (Please answer in the space provided below.)

Follow-up care will be an essential component of the Transitional Housing Program, and active involvement in this service will substantially decrease the likelihood of a return to homelessness. As such, it is considered the fifth and final stage of the program. The five stages of the VOA Transitional Housing Program will be: Intern, Resident, Servant Leader, Lifestyle Coach, and Guide.

The Intern Stage generally lasts about 60 days and consists primarily of orientation to the program's operating procedures and to the principles of the therapeutic community. During this stage, assessments are conducted and the individualized service plan is developed. Each resident in the Intern Stage is expected to complete an autobiography and to begin keeping a reflection log.

During the Resident Stage, which generally lasts about 6 months, participants begin to actively work to modify behavior and experiences, as directed by the individualized service plan. The focus is generally on internal change, requiring a tremendous amount of time and energy.

As internal changes and growth become evident, the resident begins to look outside him or herself and focus on the opportunities available through full participation in the therapeutic community. During this Servant Leader Stage, the veteran becomes as concerned about the growth and development of other members of the therapeutic community as he is about his own personal growth and development. This stage lasts about 6 months.

While in the fourth Lifestyle Coach Stage, the resident has accomplished the majority of the goals outlined in his individualized service plan and begins preparing for his healthy separation from the community. While he is still involved in most of the activities of the Transitional Housing Program, the fourth stage resident takes on the responsibilities of role model and mentor. Opportunities for outside community involvement are intensified, and the development of an aftercare plan takes place. This stage generally last for about 4 months, at which point the resident is ready to move into permanent housing.

Finally, during the Guide Stage, the formerly homeless veteran becomes fully integrated into the general community as he or she moves into his/her own household. Aftercare services officially continue for six months; these services include weekly case management for the first two to three months, at which point this service will be provided on at least a monthly basis. Participants in the aftercare component will be invited to participate in group outings and events whenever they would like, and will have full access to the range of services available to all Transitional Housing residents. These services include individual and group counseling, crisis intervention, community volunteer opportunities, life skills training, and referrals as needed. Aftercare participants will be encouraged to stay involved with the newer homeless veterans entering the program by serving as peer mentors, members of the outreach team and/or members of the Veterans Advisory Council. Attendance at group functions such as the annual community retreat and the area Stand Down events will always be encouraged.

At the end of the Guide Stage, which generally lasts about six months, the formerly homeless veteran and VOASE staff will reassess whether it is time for the veteran to be officially discharged from the program, or if there are additional services which could still benefit him. At any point in the future, the veteran will be encouraged to come back to the program to give or get moral support, or to be referred to additional needed services.

Involvement in the five stages of the VOA Transitional Housing Program will ideally last two years: 18 months in the residential component, and an additional six months in the aftercare stage. Many veterans, however, will be able to successfully transition through the program stages at a faster pace.

9. Ability:

The information you provide here will be used in the rating of ability criterion. Please provide the requested resumes and complete the questions that follow within the boxed space that follows each question.

Note: All applicants must complete Items A through H, while Items I through K should be completed as appropriate for the proposal.

Describe the capacity of the organizations involved in carrying out this proposal in terms of:

A. Experience of staff; please provide a one-page resume for each of your key personnel. (Attach here)

NOTE: The transitional housing staff are not yet hired. Thus, job descriptions for the new positions and a synopsis of the experience of VOASE executive staff are attached.

B. Describe the experience of your organization in engaging the participation of homeless veterans residing in places not ordinarily meant for human habitation or in emergency shelters;

(Please answer in the space provided below.)

Since our founding in 1896, Volunteers of America nationally has earned a reputation for providing services to the most vulnerable, multi-problem populations that many other agencies avoid. The motto of founders Maude and Ballington Booth was, "We will go wherever we are needed and do whatever comes to hand." This philosophy has endured time, as today VOA provides emergency shelter to 46,000 homeless individuals and families across the country. Programs targeted specifically for homeless veterans are offered by VOA in Ohio, New York, California, Washington, Kentucky, Indiana, Arkansas, Michigan, Louisiana, North Carolina, Wyoming and Florida.

Volunteers of America Southeast has been serving homeless veterans as part of our general programs for homeless individuals for over ten years, and began a program specifically for veterans, Operation Home Front, in 2003. Due to our reputation in both housing and veterans' services, the VA Gulf Coast Health Care System agreed that VOASE was an ideal partner to develop a transitional housing program for the area's homeless veterans. After researching similar programs operated by VOA in other states, VOASE and the VA eventually decided to develop a transitional housing program based on the model being successfully implemented by the VOA in Cleveland, Ohio. In its first full year of operation, 78% of the homeless veterans exiting the Cleveland Transitional Housing Program moved to permanent housing. Staff from the Cleveland VOA have committed to assist VOASE in replicating this effective model in the Gulf Coast area.

C. Describe the experience of your organization in assessing the housing and supportive service needs of homeless veterans; (Please answer in the space provided below.)

Volunteers of America believes that a strong case management program is essential to helping homeless individuals make an effective transition to residential stability and economic self-sufficiency. The key to this approach is the ability to accurately assess the housing and supportive service needs of our program participants and to use this assessment to set achievable goals which will result in the obtaining and maintenance of permanent housing. Two programs currently provided by VOASE that serve veterans among the general homeless population and that focus on case management to assess the housing and supportive service needs of program participants include:

--Supported Transitional Housing for Individuals and Families who are Homeless and Disabled, an 8-unit scattered site apartment program funded by HUD. Through a long-term structured environment, we use case management, employment counseling and life skills training to assist residents in obtaining permanent housing. This program, which operates similarly to the proposed veterans Transitional Housing Program but is for the general homeless population, has achieved an 85% success rate in helping homeless individuals achieve permanent housing.

--688 units of Permanent Supported Housing for disadvantaged populations, including individuals who are homeless, chronically mentally ill, developmentally disabled, physically disabled, elderly and diagnosed with HIV/AIDS. VOASE has had incredible success in helping these vulnerable populations maintain permanent housing due to our extensive experience in assessing residents' needs and then accessing adequate supportive services.

9. Ability (cont.):

D. Describe the experience of your organization in accessing housing and supportive service resources, including entitlement benefits; (Please answer in the space provided below.)

VOASE has historically helped people in need access housing and supportive services, including entitlements. We currently provide this service through our case management activities in our HUD Supported Transitional Housing Program and our 688 units of Permanent Supported Housing. We understand clearly that without adequate entitlement benefits and supportive service resources, the disadvantaged populations we serve would not be able to maintain residential stability and economic self-sufficiency. VOASE is committed to avoiding duplication of services when others are doing them well. We are also committed to ensuring that our staff are experts on the housing and supportive services that are available in the community.

We see a crucial part of our role as staff to educate participants about entitlement benefits they may not be aware of and how to access them. Often, our first step is helping participants obtain identification, such as a Social Security Card, DD214, etc. So many of the homeless individuals we assist have had such difficulties and negative experiences accessing entitlement benefits in the past that they have simply stopped trying. For these individuals, we help make the process less complicated and intimidating, while providing the housing and supportive services needed to help them make critical life changes.

E. Describe the experience of your organization in providing supportive services to homeless persons that aid them in achieving and maintaining stable long term housing, increasing their skill levels and income; and gaining more influence over their lives; (Please answer in the space provided below.)

The ultimate goal of all of our programs for homeless and disabled individuals is helping them achieve and maintain stable long-term housing, increase their skill levels and income, and gain more influence over their lives. For disabled individuals, our commitment is to help consumers become as independent as possible without jeopardizing the welfare or safety of the individual. The program that we currently provide which is most similar in structure to the proposed Veterans Transitional Housing Program is our HUD Supported Transitional Housing Program. While this existing Transitional Housing Program does not utilize the therapeutic community model per se, it is similar to the proposed program in that it uses case management as a central focal point to cultivate an environment of mutual respect, community-building, holistic goal setting and personal responsibility for change and growth. Since its inception, this program has achieved an 85% success rate of those leaving the program and moving into unsubsidized, subsidized or supportive permanent housing. The experience we have had in operating this program since 1999 and in fine-tuning it over time to be able to realize this type of success will prove invaluable when implementing the proposed Veterans Transitional Housing Program.

F. Describe the experience of your organization's ability to provide for the special needs of veterans; (Please answer in the space provided below.)

In addition to the veterans for whom we have provided transitional and permanent housing through our general homeless programs, VOASE is proud of a program we began 18 months ago to heighten awareness of the needs of deployed military personnel and their families. Through Operation Home Front, we have touched the lives of over 3,000 veterans. Activities we have sponsored to serve and honor our veterans and their families include:

- 10 homecoming ceremonies;
- Christmas dinner for over 400 individual family members of deployed military personnel and returned soldiers;
- Mother's Day luncheon for mothers and wives of veterans who have served their country;
- Honorarium service for veterans on July 3rd at Hank Aaron Stadium;
- "Honored wishes" program, which grants wishes to veterans;
- Building of a wheelchair ramp for a veteran soldier who has cancer;
- Assistance with a veteran's funeral;
- And numerous other types of basic needs assistance, such as yard work, transportation assistance, etc.

This program is funded fully by VOASE out of our commitment to show veterans that we care. Activities are determined based on local needs, and are overseen by our Operation Home Front committee, which includes five veterans.

9. Ability (cont.):

G. Describe the experience of your organization in monitoring and evaluating individuals' progress in meeting personal goals; (Please answer in the space provided below.)

As stated in Section 8, #3, case management is the organizing hub which serves as the focal point for the services offered by VOASE. This case management process begins with the assessing of needs and establishing of an individualized service plan which outlines personal goals in all major life areas, such as housing, employment, substance abuse, mental health, family relations, social supports, literacy, etc. This process then continues with the ongoing monitoring and evaluating of progress in all goal areas. Service plans are structured so that specific action steps are outlined. Accompanying all action steps is a time frame and name of the person responsible for implementing the action step. This format establishes clear accountability, making progress much easier to monitor. Program participants meet with their Case Manager at least weekly to review progress in achieving the goals of their plan. Areas in which progress has not been made are discussed to determine if the resident needs to make more of an effort, or if the action steps may need to be revised to reflect change in other areas of the resident's life. Trends in which the residents as a whole do not seem to be meeting their objectives are noted and discussed at residential community meetings to determine if changes need to be made in the program to help residents more fully realize their objectives. This monitoring process has been used successfully in our Transitional and Permanent Supported Housing Programs for over 10 years. Its success should be even greater in the proposed Veterans Transitional Housing Program because the emphasis on the therapeutic community model will provide even greater accountability as residents monitor one another's progress on established goals.

H. Describe the experience of your organization in evaluating overall effectiveness of programs and using the evaluation to make improvements; (Please answer in the space provided below.)

Each year VOASE conducts an independent consumer satisfaction survey of the individuals being served in all of our programs. The results of the survey are carefully analyzed and presented to the Board of Directors and Program Advisory Committees. Program staff are responsible for developing a performance improvement plan, with input from consumers, to address any areas identified by the survey as opportunities to improve our services. Progress on the plan is monitored on a quarterly basis and reported to the Board of Directors and relevant Program Advisory Committees.

Input from the annual consumer satisfaction surveys is used in conjunction with standard compliance audits from funding sources, annual measurable objectives for each program, and staff performance standards to evaluate both the effectiveness of individual programs and of individual staff members in carrying out their assigned duties. The Board and Program Advisory Committee members are responsible for using these evaluative measures to make ongoing program improvements.

As demonstrated by the detailed and measurable program objectives that have been developed for the proposed Veterans Transitional Housing Program (see Section 8, Area 1), the foundation for this sound evaluative approach has already been established for the proposed program.

I. If applicable, describe the experience of your organization in operating a rental assistance program; (Please answer in the space provided below.)

VOASE has extensive experience in operating several types of rental assistance programs that combined provide approximately 696 units of affordable permanent and transitional housing in the Southern half of Alabama, Georgia and Mississippi:

- HUD 811 sponsored apartments for persons with disabilities.
- HUD Transitional Supported Housing Apartments
- HUD 202-sponsored apartments for seniors.

In these programs, residents contribute rent/service fees based on their income, personal obligations and individual circumstances. For example, residents' excessive debt may be a strong factor that contributed to their homelessness; thus, it may be necessary to greatly reduce the amount of their rent/service fee while helping them reduce their debt. Participant rent never exceeds 30% of their monthly adjusted income, or 10% of the family's monthly income. In our Transitional Housing Program, the families' basic needs (e.g., shelter, utilities) are being met, so residents are able to pay this monthly rent/service fee and still contribute substantially to a personal savings plan. The money saved while in the Transitional Housing Program is used for rent and utility down-payments and other housing start-up expenses, while still having enough left in the bank to provide for emergencies. The standard amount to have in the savings account after paying start-up housing expenses is one month's extra rent and utilities.

8. Ability (cont.):

J. For those applications involving operation/maintenance of a housing facility, describe the experience of your organization in operating housing for homeless persons.

(Please answer in the space provided below.)

Volunteers of America is the nation's largest nonprofit provider of quality affordable housing for formerly homeless and low-income individuals and families, the elderly, people with disabilities and others in need. Across the country, we provide housing to 30,000 people. VOA's approach is to couple property managers and residents with resources in the community, thus offering programs to foster personal growth, independence and cooperation. On-site services are based on the needs of the population being served. Nationally, these services include youth activities; tutoring and mentoring; recreational activities; independent living skills training; home health care and housekeeping; congregate meals; employment assistance; child care; citizenship courses; English as a Second Language classes; and consumer credit counseling.

On the local level, VOASE is also one of the largest non-profit providers of housing services for disabled, homeless and low-income persons in the Alabama/Georgia area. VOASE provides hope, support and social services to communities, families and individuals. Our mission is to recognize each person's dignity, empowering them to achieve their goals and realize their potential. We currently operate and maintain the following transitional and permanent housing programs for homeless and disabled individuals and families:

- 8 unit HUD Transitional Supported Housing for families and individuals;
- Approximately 688 permanent supported housing units in Alabama and Georgia, including housing for individuals and families. All of these housing units serve disadvantaged populations, including formerly-homeless veterans.

K. For those applications involving rehabilitation or new construction, describe the experience of the organization in contracting for or overseeing the rehabilitation or construction of housing.

(Please answer in the space provided below.)

Volunteers of America has substantial experience both nationally and locally in contracting for and overseeing the rehabilitation and construction of housing. National VOA was the first nonprofit group awarded the prestigious Accredited Management Organization certificate. VOA nationally has preserved over 2,400 units of affordable housing from failed savings and loans, and has entered into partnerships with local governments to rehabilitate and build subsidized housing.

As one of the largest non-profit providers of housing services for low-income persons in the Southeast, VOASE also has extensive experience in rehabilitating housing. We currently own or operate housing in 29 communities, in three states including:

Alabama: Mobile, Birmingham, Andalusia, Enterprise, Daphne, Florala, Brewton, Montgomery, Tuscaloosa, Verbena, Wetumpka, Union Springs, Troy, Ariton, Lockhart, Dothan, Prichard, Foley, Greenville, Northport, Millbrook and Ozark.

Georgia: Americus, Thomaston, Douglasville, Milledgeville, Reidsville, Waycross and Summerville

Mississippi: Beulah, Hollandale, Batesville

Our ability to complete high-quality renovation projects on-time, within budget and in a manner that best meets the needs of the targeted population is one of the strengths of this proposal. With an annual operating budget of over \$33 million, 696 units of housing and over 25 years of local housing experience, VOASE is in an ideal position to oversee the proposed project.

10. Coordination with other Programs:

Please provide a description of each of the following in the box space provided:

A. How was the planning of this program coordinated with other organizations that assist the homeless. List the primary agencies with which you work that serve homeless veterans. Describe the nature and duration of your relationship with them. (Please answer in the space provided below.)

VOA's commitment to networking and coordinating to best meet the needs of our community's disadvantaged members is an important part of our history. When we were informed that the 2003 CHALENG report listed Transitional Housing for homeless veterans as the top priority unmet need in the Gulf Coast area, we immediately made a commitment to assign VOASE staff to work with the VA on the development of this project. Formal meetings have been held with representatives from the VA Outpatient Clinic in Mobile and the Vet Centers in Mobile and Biloxi. As the project developed, VISN 16 CNHC Coordinator, Estella Morris and CHALENG Coordinator, John Sherman also became involved. Additional agencies and community leaders have been included in these planning sessions as we deliberately and conscientiously worked to develop a program both as a response to a critical unmet need identified in the CHALENG Report, and to ensure the program design best meets the needs of homeless veterans. VOASE has demonstrated to established providers in the Gulf Coast area that we are committed to establishing an active presence through this project, bringing to the community VOA's long, positive history of serving homeless and disabled populations. Specifically, the key agencies/staff that we have worked with in planning this project include: VA Gulf Coast Health Care System—Mobile Outpatient Clinic; Gulf Coast VA CHALENG Coordinator (John Sherman); VISN 16 CNHC Member (Estella Morris); Gulf Coast Homeless Coalition; Franklin Health Care for the Homeless; Mobile Vet Center; Biloxi Vet Center; Mobile Mental Health Authority; and the Mobile County Housing Authority.

B. How will program operations be integrated with existing services in the community (i.e., nonprofit organizations and governmental entities, including VA medical facilities, VA regional offices, and your VISN). (Please answer in the space provided below.)

One of the strengths of this proposed Transitional Housing Program is the myriad of community agencies whose services will be integrated in a wrap-around approach to meet the continuum of needs of the homeless veterans being served. Local support from the VA medical center and other organizations that specifically serve veterans will be phenomenal. Support from other community and governmental agencies will also be significant. Examples of services that will be provided by agencies other than VOASE include:

- Substance Abuse and Mental Health Treatment**, provided by the VA Outpatient Clinic in Mobile and the VA Gulf Coast Health System in Biloxi, as well as through referral to Mobile Mental Health Authority and Franklin Primary Health Center.
- Job Training and Placement**, provided through the Alabama Employment Services' One-Stop Center and Alabama Vocational Rehabilitation.
- Medical and Dental Care**, provided through the VA Outpatient Clinic in Mobile, VA Gulf Coast Health System in Biloxi, Franklin Health Care for the Homeless Clinic and Mobile County Health Department.
- Educational Services**, provided through GED classes sponsored by the Mobile Department of Education and Goodwill Easter Seals.
- Permanent Housing**, provided by such resources the Mobile County Housing Authority, Shelter Plus Care, Mobile/Prichard Housing Board and the Mobile County Habitat for Humanity.

VOASE and VA will work closely in all aspects of the implementation of this program. Joint staffings and case treatment plannings will be coordinated between VOASE and VA staff. In addition, staff from the VA and other veterans service organizations will be invited to serve as ad hoc members on the VOASE Veterans Advisory Council.

10. Coordination with other Programs (cont.):

C. Attach here any VA or other coordination letters you have received in support of this project.

LETTERS OF SUPPORT AND COORDINATION ARE ATTACHED.

D. Describe your involvement in VA-community networking for homeless veterans (e.g., Community Homeless Assessment and Local Education and Networking Groups (CHALENG) for Veterans). Who is your closest VA Medical Center or VA Regional Office CHALENG Point of Contact with whom you have networked? (If you have not networked with your CHALENG Point of Contact, see the CHALENG Contact Person List in the appendix and please contact him or her.) (Please answer in the space provided below.)

On a national level, Volunteers of America has been providing shelter and supportive services to homeless veterans since World War II. We are recognized in communities such as Cleveland, Ohio; Los Angeles, California; Lansing, Michigan; Tampa, Miami and Fort Lauderdale, Florida; and various cities in Kentucky, New York, Washington, Indiana and Arkansas as a leader in coordinating with the Veterans Administration and other homeless and veterans' providers to ensure the needs of homeless veterans are met. Thus, when the Gulf Coast Department of Veterans Affairs began looking for a provider to work with them to develop transitional housing for homeless veterans in the area, Volunteers of America Southeast was a natural choice.

The key VA staff persons with whom we have worked in developing the proposed project are:

John Sherman
VISN 16 CHALENG Coordinator
VA Medical Center-520
Veterans Boulevard
Biloxi, Mississippi 39530
(205) 939-2025

Estella Morris
VISN 16 Council of Network Homeless Coordinator
VA Medical Center
North Little Rock, Arkansas
(501) 257-4499

The facility for the proposed program was chosen in large part due to its proximity to the closest VA Outpatient Medical Center in Mobile, which is directly across the street from the proposed site. In addition, the Mobile Vet Center is only 5 blocks away.

11. Site Description: (Please answer in the space provided below.)

A. Address of agency and address of site(s) (if different than agency address):

AGENCY:
600 Azalea Road
Mobile, Alabama 36609

PROPOSED SITE:
1507 Springhill Avenue
Mobile, Alabama 36604

B. Type of Housing: Check the one box that describes the type of living situation for participants.

- | | |
|--|---|
| <input type="checkbox"/> Dormitory | <input type="checkbox"/> Shared apartment |
| <input checked="" type="checkbox"/> Shared Bedroom | <input type="checkbox"/> Single Family House |
| <input type="checkbox"/> Single Room Occupancy | <input type="checkbox"/> Shared single family house |
| <input type="checkbox"/> Apartment | <input type="checkbox"/> Other (describe below) _____ |
| OR | |
| <input type="checkbox"/> The site does not involve housing | |

C. Housing Setting or Service Center Setting: (Please answer in the space provided below.)

1. Describe the neighborhood where the site is located (e.g., rural, urban, suburban; residential or commercial; prevalence of single family or multi-family dwellings);
2. How receptive the neighborhood residents are to a homeless facility; and
3. The site's accessibility to supportive services.

1. The site is located in an urban mixed area with residential and commercial development. The site is bordered on three sides by businesses and on the remaining side by a residential area. The zoning for the site is consistent with its intended use and will not require any sort of variance.

2. We anticipate no real issues with neighborhood residents. The area is familiar with our organization and our high standards. Neighbors of other VOASE apartments and facilities throughout Alabama and Georgia can attest to the fact that VOA is proactive in running responsible and well-managed facilities. VOASE's approach whenever we enter a new neighborhood is to be a good neighbor in every sense of the word. Keeping the facility well-maintained and well-landscaped will be a high priority. Emphasis in community volunteer activities of program participants will be on demonstrating good faith and servant leadership to the facility's closest neighbors. Examples of volunteer projects we will conduct in the neighborhood include removal of graffiti and doing lawn work for disabled residents. The City of Mobile is supportive of this application.

3. One of the main reasons the proposed site was chosen is due to its proximity to supportive services. The site is across the street from the Veteran's Administration Outpatient Clinic, diagonal to one of two hospitals and within walking distance to other community providers. The Mobile Vet Center is 5 blocks from the site, as is the social security office and 15th Place, the homeless day center.

11. Site Description (cont.): (Please answer in the space provided below.)

D. Photograph: Attach a photograph of the site clearly showing the main entrance of the building(s) in the space provided below.

See following page

E. Environmental: Check any of the boxes that describe the site.

- | | | | |
|--------------------------|--|----------------------------|-----------------------|
| <input type="checkbox"/> | On Historic Register | <input type="checkbox"/> | Has high noise level |
| <input type="checkbox"/> | In flood plain | <input type="checkbox"/> | Near railroad/airport |
| <input type="checkbox"/> | Has hazardous waste | <input type="checkbox"/> | Asbestos |
| <input type="checkbox"/> | Adjacent to major highway | X <input type="checkbox"/> | Lead-based paint |
| <input type="checkbox"/> | Other potential problem (describe below) | | |

It is suggested that you verify that your property is not on the state or local Historic Register before making any cost estimates as this could impact your projected budget.

11. Site Description (cont.):

F. Current Occupants:

For proposals involving acquisition, rehabilitation, or demolition (with or without VA funds), fill in the chart below. Applicants who enter a number **greater than** zero in the "Total Number of Units Occupied" box must submit with this application (on not more than 2 double spaced typed pages) reasons for using units at this site that are occupied, and a plan for providing relocation assistance. (Then attach here.)

Type of Units	Total Number of Units Occupied at Application Submission
Dwelling	0
Non-residential	0

Warning: If any units are occupied (regardless of lease arrangements), there may be a need for relocation assistance under the Uniform Relocation Assistance and Real Property Acquisitions Policies Act of 1970 (42 U.S.C. 4601-4655). Costs associated with relocation assistance are operational costs, and as such are not allowable costs to be funded through the grant.

G. Demolition Plan

All Applicants who include the cost of demolition of a building in the cost of construction must submit in the space below a demolition plan, which includes the extent and costs of existing site features to be removed. **Attention:** The cost of demolition cannot be included in the cost of construction unless the proposed construction is in the same location as the building to be demolished or unless the demolition is inextricably linked to the design of the construction project. (Please answer in the space provided below.)

N/A

12. Site Design and Cost Estimates: (Please answer in the space provided below.)

A. Proposed Schematics: Submit one set of schematic line drawings showing the basic layout of the proposed site as it would be following new construction, acquisition, remodeling, or renovation. Show total floor and room areas, designation of all spaces and size of all areas and rooms. It is not necessary to show mechanical systems detail in the schematic drawings. (Attach here)

B. Existing Buildings: If the project involves acquisition, remodeling or renovation submit one set of schematic line drawings showing the current as-built layout of site. Show total floor and room areas, designation of all spaces and size of all areas and rooms. It is not necessary to show mechanical systems detail in the schematic drawings. Include a description (on not more than 2 double-spaced typed pages) of the buildings current use and type of construction. (Attach here after B)

C. Cost Estimate: Complete Standard Form 424C, Budget Information - Construction Programs, located in the Forms section of this book. Note: After VA initially obligates funds for new construction, acquisition, remodeling or renovation, VA will not make revisions to increase the amount obligated. (Attach here after C)

13. Assurances:

There are several assurance forms, which need to be completed. **IMPORTANT:** Please ensure that you have completed all assurances to VA in the requested format. If you fail to do so it may result in the rejection of your application at the threshold review. All applicants must provide the assurances listed below to VA. For items A through I, please complete the necessary blocks and sign where appropriate. For Items J through O, you must document these resources on letterhead stationary in the appropriate format described below. Construction programs must also complete Standard Form 424D Assurances Construction.

NO OTHER FORMAT WILL BE ACCEPTED AS EVIDENCE OF A FIRM COMMITMENT.

13. Assurances (cont):

All applicants must agree to the following assurances to VA as described below. No other format will be accepted as evidence of reasonable assurances. Warning: Section 1001 of Title 18 of the United States Code (Criminal Code and Criminal Procedure) shall apply to these assurances. Section 1001 of title 18 United States Code provides, that whoever knowingly and willfully makes or uses a document or writing containing any false, fictitious, or fraudulent entry, in any matter within the jurisdiction of any department or agency of the United States shall be fined not more than \$ 10,000 or imprisoned not more than five years, or both.

A. Services Benefiting Veterans

If this proposal is funded applicant assures that upon completion of the project:

1. Programs so funded will be used principally to furnish to veterans the level of care for which the application was made at locations accessible to homeless veterans;
2. Vans so funded will be used principally for the purpose of providing supportive services to homeless veterans;
3. Not more than 25 percent of participants at any one time will consist of participants who are not receiving such services as veterans;
4. Services provided will meet standards prescribed by the Secretary of Veterans Affairs;
5. Referral networks will be maintained for, and aid will be given to, homeless veterans in establishing eligibility for assistance and obtaining services under available entitlement and assistance programs;
6. Confidentiality of records pertaining to homeless veterans will be maintained in accordance with applicable laws, Federal, State, and Local, (e.g., HIPAA, Privacy Act).

B. Reports; Record Retention

If this proposal is funded, applicants assure that any and all reports required by the Secretary of Veterans affairs shall be made in such form and contain such information as the Secretary may require. Applicant further assures that upon demand, the Secretary of Veterans Affairs has access to the records upon which such information is based.

C. Title to Vest with Grantee

If this proposal is funded, applicant assures that title to vans and/or sites constructed, acquired, expanded, remodeled and/or altered with grant funds, will be vested solely in the applicant.

D. Continued Financial Support

If this proposal is funded, applicant assures that adequate financial support will be available for the continued maintenance, repair and operation of the project or van funded by VA.

E. Fiscal Control

If this proposal is funded, applicant assures that it will establish and maintain such procedures for fiscal control and fund accounting as may be necessary to ensure proper disbursement and accounting with respect to the grant.

F. Non-Delinquency

This institution certifies that it is not delinquent on any Federal Debt and does not have any overdue or unsatisfactory response to an audit. Applicant, further assures that is not in default by failing to meet the requirements of any previous assistance from VA.

G. Accuracy of Application Information

All information submitted with this application is accurate, and does not contain any false, fictitious or fraudulent statement or entry.

H. Applicant Cash Resources.

If this proposal is funded, applicant will commit \$215,000 of its own funds for acquisition/renovation to be made available to the VA Homeless Providers Grant and Per Diem program. The funds will be available on within 30 days of grant execution.

I. Compliance

Applicant assures that it will comply with applicable requirements of 38 C.F.R. Part 61.

Signature of Authorized Certifying Official Title	Date Submitted
Applicant Organization Volunteers of America Southeast, Inc.	Date

13. Assurances (cont):

NOTE: THESE ASSURANCES MUST BE COMPLETED ON LETTERHEAD STATIONARY OF THE DONOR.
NO OTHER FORMAT WILL BE ACCEPTED AS EVIDENCE OF A FIRM COMMITMENT.

J. Third Party Cash.

If this proposal is funded, _____ will commit \$ _____ to _____ for _____ to be made available to the VA Homeless Providers Grant and Per Diem program. These funds will be made available on _____.

K. Third Party Non-Cash Resources.

If this proposal is funded, _____ will commit to make available _____ valued at \$ _____ to the VA Homeless Providers Grant and Per Diem program proposed by _____. These resources will be made available to the VA Homeless Providers Grant and Per Diem program from _____ to _____.

L.Volunteer Time:

If this proposal is funded, _____ commit to provide _____ hours of volunteer time to provide _____ to the VA Homeless Providers Grant and Per Diem program proposed by _____. The value of these services is \$ _____ based on a rate of _____.

M. Contribution of a Building (maintain documentation of fair market value on file).

If this proposal is funded, _____ pledges the building at _____ to the VA homeless facility. The building has a fair market value of \$ _____. An appropriate independent third party made this assessment which is based on comparable properties in the area.

N. Contribution of a Building to be Acquired at Below Market Value (maintain documentation of fair market value on file).

If this proposal is funded, _____ commits the building at _____ for the VA Homeless Providers Grant and Per Diem program. The building is not now being used as a homeless facility. The building has a fair market value of \$ _____. An appropriate independent third party made this assessment which is based on comparable properties in the area. The full purchase price of the building is \$ _____. Therefore, the contribution is the difference between the fair market value and the purchase price, or \$ _____.

O.Contributed Materials.

If this proposal is funded, _____ commits _____ for the VA Homeless Providers Grant and Per Diem program. The estimated value of this material is \$ _____.

VA FORM JAN 2003	10-0361-CG	Applicant Page Number is: _____	CG First Submission - 40
(if applicable)			
b. Standard Form 424B, Non-Construction Assurances (if applicable)			77-80
c. Standard Form 424C, Construction Budget			
c. Standard Form 424D, Construction Assurances			

13. Assurances (cont):

NOTE: THESE ASSURANCES **MUST** BE COMPLETED ON LETTERHEAD STATIONARY OF THE DONOR.

NO OTHER FORMAT WILL BE ACCEPTED AS EVIDENCE OF A FIRM COMMITMENT.

J. Third Party Cash.

If this proposal is funded, _____ will commit \$_____ to _____ for _____ to be made available to the VA Homeless Providers Grant and Per Diem program. These funds will be made available on _____.

K. Third Party Non-Cash Resources.

If this proposal is funded, _____ will commit to make available _____ valued at \$_____ to the VA Homeless Providers Grant and Per Diem program proposed by _____. These resources will be made available to the VA Homeless Providers Grant and Per Diem program from _____ to _____.

L.Volunteer Time:

If this proposal is funded, _____ commit to provide _____ hours of volunteer time to provide _____ to the VA Homeless Providers Grant and Per Diem program proposed by _____. The value of these services is \$_____ based on a rate of _____.

M. Contribution of a Building (maintain documentation of fair market value on file).

If this proposal is funded, _____ pledges the building at _____ to the VA homeless facility. The building has a fair market value of \$_____. An appropriate independent third party made this assessment which is based on comparable properties in the area.

N. Contribution of a Building to be Acquired at Below Market Value (maintain documentation of fair market value on file).

If this proposal is funded, _____ commits the building at _____ for the VA Homeless Providers Grant and Per Diem program. The building is not now being used as a homeless facility. The building has a fair market value of \$_____. An appropriate independent third party made this assessment which is based on comparable properties in the area. The full purchase price of the building is \$_____. Therefore, the contribution is the difference between the fair market value and the purchase price, or \$_____.

O.Contributed Materials.

If this proposal is funded, _____ commits _____ for the VA Homeless Providers Grant and Per Diem program. The estimated value of this material is \$_____.

Application Assembly Checklist

Place your application in the order of the checklist below and list the page numbers in sequence on both the application and on this checklist. The checklist will serve as your Table of Contents for your application package. A page number box is at the bottom center of each application page. On documents you have provided (i.e., assurances, resumes, etc.,) please place these documents in their proper order as directed in the application (i.e., Attach Here) and number them in sequence. When finished your application should be sequentially numbered, beginning at the first page and continuing through the last one submitted.

Included Items	VA Page Numbers	Applicant Page Number
Application for Federal Assistance (Standard Form 424)	Located in Forms Section	1
Application Receipt Form (VA Form 10-0361A)	Located in Forms Section	2
Application Assembly Checklist	First Submission – page 41	3
Applicant Summary - - First Submission	First Submission - page 1	4
Veterans Integrated Service Network	First Submission - page 1	4
Eligibility to Receive VA Assistance - - First Submission	First Submission - page 1	5-7
Project Summary - - First Submission a. Target Populations b. Innovation of Project c. Beds & Bedroom Breakdown d. Existing Project Narrative	First Submission – pages 2 through 5	8-14
Major Milestones (Timeline) - - First Submission	First Submission - page 6	15
Budget and Leveraging - - First Submission a. Budget Summary b. Leveraging Summary	First Submission - page 7	16
Description of Need - - First Submission	First Submission - page 8-9	17-18
Targeting - - First Submission a. Settings b. Description of Otherwise Homeless c. Outreach Plan	First Submission - pages 10 through 14	19-23
Project Plan - - First Submission Areas 1 through 8	First Submission – pages 15 through 28	24-37
Ability - - First Submission a. Resumes of personnel b. Questions B through H (required) and I through K if applicable	First Submission – pages 29 through 32	38-52
Coordination with other Programs - - First Submission a. Questions A, B, D b. Question C Letters of Support	First Submission – pages 33 & 34	53-63
Site Description - - First Submission Areas A through G	First Submission – pages 35 through 37	64-67
Site Design and Cost Estimates - - First Submission a. Areas A through D	First Submission – page 38	68-72
Assurances - - First Submission Areas A through I Areas J through O on Letterhead Stationary	First Submission – pages 39 & 40	73-76
OMB Forms -- Section D a. Standard Form 424A, Non-Construction Budget (if applicable) b. Standard Form 424B, Non-Construction Assurances (if applicable) c. Standard Form 424C, Construction Budget d. Standard Form 424D, Construction Assurances	Located in Forms Section	77-80