

- programs funded under MHAA Title IV [and under the HVCAA];
- Permanent housing programs for the handicapped homeless funded under MHAA Title IV [and under the HVCAA];
- Department of Veterans' Affairs programs that provide for leasing or sale of acquired homes to homeless providers; and
- 5. Employment and training services such as:
 - Basic skills instruction;
 - Remedial education activities;
 - Job search activities, including job search workshops;
 - Job counseling;
 - Job preparatory training, including resume writing and interviewing skills;
 - Subsidized trial employment (Work Experience);
 - On-the-Job Training;
 - Classroom Training;
 - Job placement in unsubsidized employment;
 - Placement follow up services; and
 - Services provided under WIA.

C. Results-Oriented Model

No model is mandatory, but the applicant must design a program that is responsive to local needs, and will carry out the objectives of the program to successfully reintegrate homeless veterans into the workforce. Under the Government Performance and Results Act (GPRA), Congress and the public are looking for program results rather than program processes. The outcome measurement established for HVRP grants is for grantees to meet a minimum entered employment rate of 56%, *e.g.*, number of entered employments divided by enrollments (These outcomes will be reported quarterly on Technical Performance Goals Form, Appendix D.). While entering employment is a viable outcome, it will be necessary to measure results over a longer term (retention) to determine the success of programs.

The following program discussion must be considered in a program model. The first phase of activity must consist of the level of outreach that is necessary to reach eligible veterans. Such outreach will also include establishing contact with other agencies that encounter homeless veterans.

Once the eligible participants have been identified, an assessment must be made of their abilities, interests, needs and barriers to employment. In some cases, these participants may require referrals to services such as social rehabilitation, drug or alcohol treatment or a temporary shelter before they can be enrolled into core training.

When the individual is stabilized, the assessment should focus on the employability of the individual and their enrollment into the program. A determination should be made as to whether they would benefit from pre-employment preparation such as resume writing, job search workshops, related counseling and case management, and initial entry into the job market through temporary jobs, sheltered work environments, or entry into classroom or on-the-job training. Such services should also be noted in an Employability Development Plan so that successful completion of the plan can be monitored by the staff.

Entry into full-time employment or a specific job training program should follow, in keeping with the objective of HVRP to bring the participant closer to self-sufficiency. Supportive services may assist the participant at this stage or even earlier. Job development is a crucial part of the employability process.

Wherever possible, DVOP and LVER staff must be utilized for job development and placement activities for veterans who are ready to enter employment or who are in need of intensive case management services. Many of these staff members have received training in case management at the National Veterans' Training Institute and have a priority of focus, assisting those most at a disadvantage in the labor market. VETS urges working hand-in-hand with DVOP/LVER staff to achieve economies of resources.

The following program discussion emphasizes that follow-up is an integral program component. Follow-up to determine whether the veteran is in the same or similar job at the 90 and 180 day period after entering employment is required. It is important that the grantee maintain contact with the veterans after placement to assure that employment related problems are addressed. The 90 and 180 day follow-up is fundamental to assessing the results of the program success. Grantees need to budget for this activity so that follow-up can and will occur for those placed at or near the end of the grant performance period. Grantees prior to the end of the grant performance period must obligate funds to ensure that follow-up activities are completed. Such results will be reported in the final technical performance report.

VI. Required Contents

There are seven program activities that all applications must contain to be found technically acceptable under "this SGA." Programs must be "employment focused" and must be

responsive to the rating criteria in Section IX. These activities are:

1. Outreach
2. Pre-Enrollment Assessments;
3. Employment Development Plans for all clients;
4. Case Management
5. Job Placement and job retention follow-up (at 90 and 180 days) after individual enters employment.
6. Utilization of DVOP and LVER staff in service delivery.
7. Programs must show community linkages with other programs and services which provide support to homeless veterans.

VII. Proposal Content

The proposal consists of two parts, Part 1 being the Technical portion and Part 2 the Cost portion. The information provided in these two parts is essential in gaining a sound understanding of the programmatic and fiscal contents of the grant proposal.

A. *Part 1—The Technical Proposal* will consist of a narrative proposal that demonstrates: the applicant's knowledge of the need for this particular grant program; an understanding of the services and activities proposed to obtain successful outcomes for the homeless veterans served; and the capability to accomplish the expected outcomes of the proposed project design. The technical proposal narrative must not exceed fifteen (15) pages double-spaced, font size no less than 11pt. and typewritten on one side of the paper only. [The applicant also must complete the forms, *i.e.* Technical Performance Goals chart provided in the SGA, Appendix D.].

The proposal must include an outreach component which uses veterans whenever possible to provide outreach. Coordination with the Disabled Veterans' Outreach Program (DVOP) Specialists and Local Veterans' Employment Representatives (LVER) in the jurisdiction is required.

Programs must be "employment focused". The services provided will be directed toward: (a) Increasing the employability of homeless veterans through training or arranging for the provision of services which will enable them to work; and (b) matching homeless veterans with potential employers.

The following format for the technical proposal is strongly recommended:

1. *Need for the program:* The applicant must identify the geographical area to be served and provide an estimate of the number of homeless veterans and their needs, poverty and unemployment rates in the area, the gaps in the local community