

meaningful employment within the labor force; and (2) to stimulate the development of effective service delivery systems that will address the complex problems facing homeless veterans. These programs are designed to be flexible in addressing the universal as well as local or regional problems barring homeless veterans from the workforce. The program in FY 2003 will continue to strengthen the development of effective service delivery systems, to provide comprehensive services through a case management approach that will address the complex problems facing eligible veterans trying to transition into gainful employment, and improve strategies for employment and retention.

B. Scope of Program Design

The project design must provide for the following services:

1. Outreach, intake, assessment, counseling to the degree practical, and employment services. Outreach must be provided at shelters, day centers, soup kitchens, VA medical centers, and other programs for the homeless. Program staff providing outreach services should be veterans who have experience in dealing with, and an understanding of the needs of the homeless.

2. Coordination with veterans' services programs and organizations such as:

- Disabled Veterans' Outreach Program (DVOP) Specialists, Local Veterans' Employment Representatives (LVERs) in the State Employment Security/Job Service Agencies (SESAs) or in the workforce development system's One-Stop Centers, and Veterans' Workforce Investment Programs (VWIPs);

- Department of Veterans' Affairs (DVA) services, including its Health Care for Homeless Veterans, Domiciliary, and other programs, including those offering transitional housing; and

- Veteran service organizations such as The American Legion, Disabled American Veterans, the Veterans of Foreign Wars, Vietnam Veterans of America, and the American Veterans (AMVETS);

3. Referral to necessary treatment services, rehabilitative services, and counseling including, but not limited to:

- Alcohol and drugs;
- Medical;
- Post Traumatic Stress Disorder;
- Mental Health;
- Coordinating with McKinney Homeless Assistance Act (MHAA) Title VI programs for health care for the homeless or [health care programs under the HVCAA];

4. Referral to housing assistance provided by, for example:

- Local shelters;
- Federal Emergency Management Administration (FEMA) food and shelter programs;

- Transitional housing programs and single room occupancy housing programs funded under MHAA Title IV [and under HVCAA];

- Permanent housing programs for the handicapped homeless funded under MHAA Title IV [and under 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 the 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 to determine the success of programs.

The following program discussion must be considered in a results-oriented 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 may 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.