

- [Cindy] Okay, good afternoon, everyone. Welcome to virtual learning class Session three on Partnership and Collaboration. We're glad you're here. I see a couple of folks have already introduced themselves in the chat and asked a couple of questions. So you guys are experts at this. Next slide, please. Just a reminder that we are recording the event.

So there's your legal disclaimer or non-legal disclaimer, whatever it is, the disclaimer is there for you. Next slide. And again, just a reminder, if you want to ask questions to the whole group, please make sure you can use the chat function the way you're using chat right now, but you can also click the dropdown button there and make sure it says To All Panelists and then your questions will come to all of us in the backend.

And, of course, if you want to ask your question verbally, we'd love to hear your voice today, not just your words. So just make sure you click on that hand-raise icon in the participant tab next to your name. Sorry. That was a mouthful for me. Next slide, please. And again, if you need close captioning, there's a couple of ways to find that.

You can do it on the bottom left. There's a little CC word cloud button that you can click on or towards the bottom right you can click on those three dots and either way there, you can get the closed captioning for today's session. Next slide, please.

Okay. So today we are in Session three of four and today's topic is going to be Partnership and Collaboration. Cori and I will be leading this one. And lucky or unlucky for you, Cori and I will be coming back on Wednesday to do the last session in this series on Training and Placement and Retention. Next slide please, Rita [SP].

And again, there's just a reminder of all the NVTAC team that's here to help and support you. Next slide. Okay. So that was a lot of slides. Tried to squeeze that in pretty quickly. So today, we're here to talk about partnership and collaboration. There's a whole lot that we're going to be going through today.

We're going to go through a lot of it at fairly high level, just because of time constraints. But there was a virtual learning class that NVTAC did in the late spring, early summer of this year. And a little bit later, Cori's going to post a link to that in the chat. It's a space on nvtac.org, where you'll be able to go

through and get more in-depth coverage of some of the content that we're talking about today.

And it includes guest speakers. So when we're talking about JVSG later there's actually some JVSG experts and speakers in that series, as well as some of the other partnership partners, that doesn't sound right, the other collaboration partners that we're going to be talking about today. So just keep that in mind and look for that.

There it is. Thanks so much, Cori. If you click on that link, you'll find recordings to all of those sessions that were done earlier this year. Next slide, please. So just as a frame of reference here, I don't want folks to get too bogged down in the specifics of the numbers that you see. These were actually fiscal year 2021.

And so it's a little bit different for fiscal year 2022. But I just want to give a little bit of context as we're starting to talk about partnerships of where HVRP fits in the larger world of other programs that are serving similar populations to whom we're serving. And so the first world or a system that we want to look at here is the homeless system.

And so when you look at the system of federal programs that are providing services to individuals who are experiencing homelessness, you can see that the system overall, the big system, which is HUD, the Department of Housing and Urban Development's Continuum of Care system, and we'll talk a little bit more about what that is, it's about a \$3 billion system.

And you can see if you go down a little bit deeper, more specific population to the veteran-specific housing resources that includes SSVF, Supportive Services for Veteran Family, GPD, which is Grant Per Diem, and the HUD-VASH program.

And we're going to talk about all these acronyms in a couple of minutes so don't get caught up in the acronyms. But all of those programs, you're talking about \$780 million. If you go all the way down to HVRP, and again, remember this was fiscal 2021 so it's a little bit higher than this now, but HVRP is about \$58 million. And so when you look at \$58 million for HVRP compared to \$3 billion for the system, you can see that HVRP is a small but mighty part of this larger system, but it is certainly a very small part.

That \$58 million out of \$3 billion, it's a small piece. Next slide, please, Rita. So on the other side of what HVRP does, if we look at HVRP as part of the workforce system, you can see again here, HVRP is just a little tiny piece of this much bigger pie the overall workforce system.

So we're talking about, WIOA, the Workforce Innovation Opportunity Act, Job Corps, a bunch of other programs there. The big public workforce system is about \$5.5 billion. When you look at VETS, Department of Labor, Veterans' Employment and Training Service outside of HVRP. So that includes the JVSG program, which we'll talk about, TAP, which is a Transition Assistance Program, Hire Vets medallion, all of those programs are \$257 million.

And then again, you see HVRP is \$57.5 million. So again, a small piece of a much bigger system. So next slide, please. So the reason that's important is because when we're talking about partnership and collaboration, you can see that HVRP in comparison to some of these other programs and funding streams is much, much smaller.

And so it is part of these two larger systems and a very important part, but it is a small part when you think of the dollar amount. And so, as we think about partnerships and collaboration, we're going to think about HVRP in the context of these larger systems and how do we leverage the resources of those larger systems to help the clients and the veterans that we are trying to serve.

When we think about the veterans that we're serving in HVRP, a lot of them have fairly significant needs and barriers. And all of those things need to be addressed for long-term employment stability. That doesn't mean they all need to be addressed immediately or before a veteran gets a job, but they are part of the veteran's overall picture, and those barriers and those needs need to be addressed at some point.

And so when we think about partnership, we're really trying to figure out how do we connect, and I said connect, I didn't say provide. And that's very important to think about. But how do we connect the veterans that we're serving to all of the resources and supports that are available to them? And that can come into play as you'll see as we go through today's session and a lot of different pieces of what we do in HVRP.

So partnership is an important part of outreach. It's part of training. It's part of accessing supportive services and housing and engaging with employers. It's all

part of what we're doing. And so it really is necessary for HVRP to succeed. Next slide, please.

So, as I mentioned, we're talking about veterans who have a whole different variety of needs, and any individual veteran may have one of these needs or all of these needs or some combination of that. But if you look on the left side, you'll see just a sampling of some of the needs that veterans come to HVRP with.

Employment, of course, being because HVRP is an employment program, but housing needs, transportation, legal services, childcare services, food, food insecurity is a huge issue for some of the veterans that we're working with, physical and mental health needs, and the list goes on and on. So you can see there's all these different needs here. And HVRP cannot and should not try to meet all of those needs on your own.

That's what partnership and collaboration is here for. And so what we're going to talk about for the next few minutes are some of the different services and partners that HVRPs can engage with to address some of these needs. And as we go through these different services and partners, we're going to look at them in a couple of different ways.

First, we're going to look at who is the target audience of that service or that program. So who is eligible for that service or that program. And there are really two things that we're looking at. We're looking at the veteran-specific services, right, because the folks that we're dealing with are veterans, and they are entitled to specific services and programs that are just for veterans. But we also want to make sure that we don't forget about the mainstream services.

And when we're talking about mainstream services today, what we mean are services that are available to the general public and you don't have to be a veteran to be eligible for those programs or those services. So we really want to look at both of those things. And the reason we don't want to forget the mainstreams services is because the mainstream services pot is much bigger than the veteran services pot.

If you remember back a couple of slides ago when I was looking at those big numbers, that Continuum of Care system, which was, you know, \$3 billion, that is mainstream services. Continuum of Care is for anybody who is experiencing

homelessness. That's much bigger than the veteran-specific housing programs. Same thing when we were looking at the workforce system.

The workforce system overall is a mainstream service. Anybody is eligible for that. That's that \$5.5 billion. It's much bigger than the veteran-specific employment programs. So we want to make sure that we're tapping into all of those things. And the combination of sometimes veteran services and mainstream services allows us to leverage resources and get more things for more veterans.

Within mainstream services, there are some programs that may have other eligibility requirements, for example, age, or there may be demographic considerations, but they're not based on veteran status. So that's the audience that we're going to be looking at. Then we're going to be looking at the type of service that these partners are providing. And that's, we're sort of going to organize by going through the different types of service.

So we're going to start by looking at workforce partners, then we're going to look at housing partners, and then we're going to spend just some couple of minutes on supportive service partners. But you can see there's a whole range here of partnership opportunities for HVRP. Next slide, please. Okay.

So our first section that we're going to look at because HVRP is an employment program is the workforce partnerships. So next slide, please. So when we're thinking about the possibility, the possible collaborations, and partnerships within workforce, we're going to start with the biggest thing first. And the biggest thing, as you saw from that slide with the numbers early on, is the American Job Centers.

The American Job Centers is basically your public workforce system. There's a network of about 2,400 of them around the country, and they have different names based on what state you're in. They might be called the American Job Center. They might be called CareerOneStop. They might be called the One-Stop. They might be called WorkSource. They're called all different things.

But this is the public workforce system. And there really is a range of services that are available at these American Job Centers or AJCs around the country. It varies widely. Every center has different things. And there's both basic kinds of things there, like, the ability to do a job search and then more intensive career services as well.

Some of the things that you might see at a job center include things like hiring events and referrals to other programs and, you know, computer classes and job search assistance and all kinds of things like that. Within the American Job Centers, which are open to anyone, anyone can go to a job center and access services, there is something called priority of service for veterans.

And I'm not going to go through the full explanation all the details around priority of service. But basically what priority of service means, in a nutshell, is if there is... well, as long as a veteran meets the eligibility requirement for whatever the program is. So let's say it's a training program.

And if a training program requires a high school diploma, that veteran would have to have the high school diploma. But as long as the veteran meets that eligibility, they would go to the front of the line in receiving that service. They get bumped up. If there's a limited amount of service, they would get priority over someone else, as long as they've met those eligibility requirements.

And there's a little bit more detail than that, but just know that there's this priority of service for veterans. So that's the American Job Center. That's kind of our top line of partners. The other thing to remember about the American Job Centers is that in many communities, they are kind of the hub of access to other resources and other partners. Things like state vocational rehabilitation, other agencies, and other partners are often housed within the American Job Center.

So not only do they have their own resources available, they are a convener almost of other partners as well. Next slide, please. So moving down a little bit to a little bit more specific. So if the American Job Center is the mainstream public workforce system resource, the next one we want to talk about a little bit is the Jobs for Veteran State Grants program or JVSG.

JVSG is a veteran-specific service and program. And it's funded by Department of Labor, Veterans Employment and Training service, just like HVRP is. But JVSG is not a competitive grant. So applicants don't apply against each other or against a point system and get awarded based on points. It is a formula grant.

So it's a grant that goes to the State Workforce Agencies. And what the grant pays for is actually positions. So unlike HVRP, which pays for a program that includes staffing, JVSG actually pays for staffing, and it pays for a couple of different kinds of positions. The first one that it pays for are your DVOPs, which is your Disabled Veterans Outreach Program specialists.

Now you see why we have an acronym, right? Because that's a mouthful. But the DVOPs provide intensive services to veterans who have significant barriers to employment. There's a whole list of significant barriers to employment. Homelessness is one of those barriers. I'm going to name a few of them.

I probably will skip a couple, but we can get you the full list when you need it. But it's veterans who are disabled or special disabled veterans who are recently separated from the military. So within 27 weeks of separation. Veterans who don't have a high school diploma or a GED. Currently or recently incarcerated.

Low-income veterans. Younger veterans, so 18 to 24-year-old veterans that don't have a lot of work history in the civilian workforce. Vietnam veterans. And then there are some cases where DVOPs can also serve spouses and caregivers and it's mainly connected to if the veteran is 100% disabled due to their service and can't work.

There's a couple of other requirements, but they are able in limited cases to serve spouses and caregivers as well. And DVOPs provide these intensive services. So think about things like working one on one with a veteran to create similar to like an IEP, an Individual Employment Plan like that intensive one on one kind of service.

The other position, the other main type of position that's funded by JVSG are the LVERs or LVERs. And those are the Local Veterans' Employment Representatives. LVERs do outreach with employers and chambers of commoners and businesses. And they sort of are advocating and promoting the hiring of veterans, not just veterans who have SBEs, but veterans overall.

And the LVERs do not have that direct contact with the veteran. They have the contact with the employers and then also with the DVOPs. So those are your main two types of positions that are funded by JVSG. In some communities, there is what's called a consolidated position and that means the person who has that job does both the DVOP responsibility and the LVER responsibility in their community.

So that's the JVSG program. Next slide. As I said, we're going to do this pretty high level, but there is more detail available in other places. So often when HVRPs are thinking about partnering and, you know, per your grant you are required to connect your veterans with the American Job Center, but often we

think about specifically connecting to JVSG Staff and the DVOPs in particular because the DVOPs are there.

They do intensive services with veterans. Homelessness is one of those SBEs. They have that connection with the veterans and with the population and we're serving. And so often we make that connection to the DVOP, but we don't go beyond just the DVOP to the larger American Job Center relationship.

It is really important to have a relationship with your DVOP or DVOPs if you're serving in a place where your service area covers multiple communities. But you also need to have that relationship with the larger job center for a couple of reasons or several reasons. One, because there may not be a DVOP. That position may be empty.

It may be vacant while it's being filled. The DVOP may have multiple job centers that they're working with and so they may not be at your job center very often. There may be turnover in the position and if the DVOP leaves and your relationship is only with the DVOP, then you don't have a connection to that job center any longer. But also remember what I said, we want to connect veterans to all of the resources available.

And so the DVOP is one of the resources available at the job center, but there are many others. And so we really want to make sure that we have that relationship with the entire job center. And the DVOP can be a person. If you have the relationship with the DVOP now that can be the person who can help connect you to the larger job center and the other opportunities and things that are available at that job center. Next slide, please.

Okay. I'm going to take a pause there and have a sip of water before we move on to some other employment partners to think about. And, in this case, what we're talking about are employment partners within the VA. And first, we're going to talk about the employment programs within the Veterans Health Administration, the VHA.

And there are really two big programs that we encourage you to connect with. The first is CWT, Compensated Work Therapy. Many folks have heard of CWT before. There are several different models of treatment under CWT. I think there are five or six. Not all of the models of CWT are offered at all VA medical centers, but at every VA medical center, there are two different models that have to be offered, two different models of CWT.

The first is transitional work and the second is supported employment. And then there are several other models available as well. But it's really important to connect with your VA medical center and their CWT program because there may be veterans there who are really good candidates for HVRP.

Not all models of CWT are in line with HVRP. There's one that's more around independent living than necessarily the competitive work. But you do want to connect with those programs and have those folks as part of your larger group of partners. The next one I want to talk about is the Homeless Veteran Community Employment Services.

This HVCES is actually housed within the homeless program's office at a VA medical center. And the difference when you look at CWT, CWT is a therapeutic model. It's a therapeutic model where several of those submodels have competitive employment as the goal, but they're therapeutic models.

HVCES is an employment service. It's not a therapeutic service. There's no requirement to have a clinical need for therapy that there are in some of the CWT models. All a veteran has to do to be eligible for HVCES services is to be connected to the homeless programs within the medical center.

So any of the homeless programs in the homeless program office, as long as they're connected to those homeless programs, they're eligible for HVCES. And HVCES is similar to JVSG in the sense that what it funds are again, positions or jobs, and specifically it funds something called the Community Employment Coordinator or CEC. There's a link here to find your local CEC, Community Employment Coordinator.

And if you think about the Community Employment Coordinator, they are housed within the medical center in the homeless programs office, which gives them access to all of the VA services and programs. And as many of us know who are not within the VA, it helps to have somebody within the VA when you're trying to access services for your veterans.

And the CEC can certainly be part of that. But the CEC is also charged with being a coordinator and a navigator around veteran employment. So they have connections to employers, they advocate for people hiring veterans. They're a great person to know to make other connections and other partnerships. You want to be one of the people that they are referring veterans to as well as you

want to know who they know, I guess is the quickest way to say that about the CECs.

Next slide, please. And again, I apologize for going so quickly through all this stuff, but that other VLC session that Cori linked to has a lot more detail on all of these things. The other side of the VA that we don't often talk as much about in HVRP is the Veterans Benefits Administration, the VBA.

And that's where, you know, service-connected disability and pension and all those things come out of the VBA side of the house, the benefits side of the VA. But there is an employment program on the VBA side, it's called VR&E it used to stand for, I forget what it used to stand for, anyway, they changed it within the last year or so to Veteran Readiness and Employment, or Chapter 31 is probably how folks have heard it referred to.

And it's certainly how veterans will often refer to it. As Chapter 31. Oh, there it is. I even have it in my slides. So it used to be Vocational Rehabilitation and Employment. And now it's Veteran Readiness and Employment. Chapter 31 applies to veterans who have a service-connected disability that impacts their ability to work.

And there are specific eligibility requirements that a veteran must meet in order to be eligible for Chapter 31 benefits. Unlike HVCES that I just talked about before, where the veteran only has to be connected to a homeless program within the VA, there are very specific requirements for eligibility for Chapter 31.

But if a veteran is eligible, there are five different tracks of Chapter 31 VR&E, five different tracks, I guess, within VR&E for veterans. And that includes reemployment, rapid access to employment, self-employment, employment through long-term services, and independent living.

And so certainly this is another good partner and good connection to have because some of your veterans may be eligible for VR&E or some veterans who are in VR&E may be a good match for HVRP. Next slide, please. And last but not least before we leave the workforce section and go on to our next category, I did just want to touch briefly on some other mainstream employment programs in addition to the American Job Centers, where we started things out.

There are many employment programs that nonprofit providers offer. Some of them are actually HVRPs. Some of you on the phone may be affiliates of some of these larger organizations like Goodwill and Easterseals, and Volunteers of America that have employment programs. But for those of you who aren't an affiliate of those larger organizations, those organizations may have an employment program in your community that could benefit your veterans.

And so you need to check in with them and see what's available in your community. The other program I wanted to mention here is SCEP, which is the Senior Community Service Employment Program. SCEP is also funded by Department of Labor, and it is the quickest way to describe it is it's kind of like an AmeriCorps for seniors.

You have to be at least 50, you have to be low income, but what SCEP provides is the ability to have basically an OJT, on-the-job training if you qualify for the program. And so a veteran could be working for say 20 hours a week learning to be a receptionist and getting paid while that's happening.

And SCEP veterans can be co-enrolled in SCEP as well as HVRP. And SCEP does also have that priority of service that I mentioned. Any employment program that is funded by the Department of Labor has priority of service for veterans and SCEP is one of those programs.

So because SCEP is a limited resource, there are sometimes waiting lists in communities to get into the local SCEP program, and veterans would have priority of service to get that spot. And then the other thing to mention very briefly here is just connecting to your Workforce Development Boards. They used to be called WIBs, which was Workforce Investment Boards, but this is basically the local organization that coordinates the workforce priorities within the community.

They're connected to the funding that funds JVSG and the workforce system. But they basically create kind of a plan around workforce development for the community. And again, there's a link there to find your local Workforce Development Board. Next slide, please. This is a very brief mention to remember that for some of our veterans, employment will either supplement or be supplemented by other sources of income.

And that includes things like SSI or SSDI, so Social Security Insurance or Social Security Disability Insurance, TANF, Temporary Assistance for Needy

Families is actual cash income. And often for some of our veterans, it's a combination of those cash income benefits with employment that's going to lead them to be stable.

Non-cash income benefits like SNAP or utilities discounts. And then, of course, the VBA income benefits that I mentioned briefly earlier, your pension or your disability compensation. And again, those have eligibility requirements that the veterans have to meet, but sometimes that's a good partnership to have. Next slide, please.

So we're going to move on in just a second to talk about housing, but I want to pause and maybe Cori or someone can tell me, or if there are any questions that we need to address before we move on to our next section.

- [Cori] So a question just came in, a couple of questions about SCEP. First question is from Julie said, I thought we could not count SCEP since it is a federally funded subsidiary program.

- So SCEP cannot be counted as an employment placement. I think that's what Julie's question is around because when a veteran is in SCEP it's basically, for HVRP purposes, while they're in SCEP, it's like an OJT, an on-the-job training. What happens in SCEP is let's say Cori is older than he is and is in SCEP and he gets placed through SCEP at a warehouse and for 20 hours a week he's learning how to basically, you know, do distribution in the warehouse and he's getting paid.

It is subsidized because SCEP is paying for that, is paying his wage. So that does not count as a job placement for HVRP, but what it counts at for HVRP is OJT, on-the-job training, because Cori's getting paid while he's trained. If at the end of his time training at that warehouse he is then hired on for a position at that warehouse that is no longer subsidized by SCEP, then that would count as a placement, a job placement, both for SCEP who also counts placements and for HVRP who counts placements.

So hopefully that answers Julie's question. But while Cori's doing that training, it is not a placement. Anytime that somebody is subsidized, so a subsidized apprenticeship, a subsidized OJT, those don't count as placements, those count as training, but once that becomes a placement that is no longer subsidized, once it becomes a job that's not subsidized anymore, it would count as a placement.

And it looks like that answered that question. So great. I see, there's another question around timelines for SCEP. I think that's a question that's beyond my expertise, at least for this one, but we'll make sure we capture that and connect it to someone who can answer the timeline for SCEP. Because it's a great question and I don't know if they're doing any timeline extensions in SCEP, so we'll check that for you.

Okay. If there's nothing else we're going to move on to talk about housing. And again, we're going to start with the big picture on housing here and I'm looking at the time, Cori, I promise I'll give you time to talk about employers because it's really important.

- You're fine. No worries.

- So the first thing I want to talk about briefly, very briefly is the Continuum of Care. For anyone who doesn't know what the Continuum of Care is it was created in 2009 through the Homeless Emergency Assistance and Rapid Transition to Housing Act or HEARTH Act of 2009. And basically, the CoC is it combines some other programs, but it's basically designed to have a coordinated communitywide commitment to ending homelessness and then like that commitment, but also the coordination of resources in a community.

So that means you're planning and you're being strategic about how you're using those resources. It's coordinated delivery of services, improved data collection, all of those things. And so the Continuum of Care, you can see there's over 400 of them nationwide. And the service delivery area of a Continuum of Care varies greatly depending on the community.

So in more highly concentrated population areas, the CoC may just be a city, right? Like New York City, for example. In some places, it might be a smaller city and a couple of surrounding care counties. So a metropolitan area.

And then in some places you have, what is the balance of state continuum of care? So that can be in some of our less populous states that could be the whole state has one continuum of care and it's the balance of state, but in some other states it might be the balance of state is all of the parts of the state that are not covered through any of the other continuums of care. And so sometimes they're not continuous.

They're not next to each other. So it's different parts of the state that are covered. But there is a continuum of care everywhere. And it really is designed to have this coordinated effort to end homelessness overall, not just veteran homelessness. So again, it's mainstream services. Next slide, please. And so as part of this idea of coordinated effort and coordinated commitments ending homelessness what we have is a system called Coordinated Entry.

And basically, the idea of a Coordinated Entry System is the idea is that there is no wrong way into the system. So no matter where a person presents themselves in this continuum of care, no matter where they show up to say, "I'm experiencing homelessness and I needed help." And whether they're a veteran or a family or an individual or whoever they are, whatever door they go into, they get into this system that is coordinated.

And so there's no wrong door. They can go in anywhere. It's focused on the individual's needs. There's a standard intake process that happens whichever door they go into, they get that same standard information is collected. So then that individual or family can then be assessed based on the priorities of that community and then coordinated to different referral spaces.

So if Ade comes into the system and he's a veteran, but he happens to show up at a different program that's not a veteran-specific program through Coordinated Entry, they're going to find, they're going to take him through the process and based on the community's priority, refer him to the services that are available in that overall system that meet his needs.

So that's Coordinated Entry. And it's really important as an HVRP that you be connected to your Continuum of Care overall and your Coordinated Entry System, even if you're not part of HMIS, which is the system that they use to intake, that you are part of that conversation and that you're connected to what's happening in your community overall.

Certainly, if you can be part of the Coordinated Entry System, you should be, but even if you're not in their data collection system, you should be part of the meetings of your continuum of care. You should be connected to the lead agency of the continuum of care and who the partners are. When the continuum of care is having meetings on homelessness or veterans or employment, you should be there and part of those conversations.

Next slide, please. So moving on to some of the housing, the veteran-specific housing assistance. So again, coming down from Continuum of Care, which is mainstream to veteran-specific. I'm highlighting three programs on this slide. This is not all the programs, but these are the most common partners for HVRP purposes.

The first is SSVF, which is the Supportive Services for Veteran Families program. I apologize, my cell phone is ringing in the background and it won't mute. So I apologize. I'm going to try and throw it somewhere else so it won't be too loud. So SSVF is really focused on two things, rapid rehousing and prevention of homelessness. SSVF is a time-limited program.

It is a short-term intervention. It is based, there are income requirements for getting into SSVF. You have to be below 50% of area median income and in some communities, it's even below 30% depending just on the community and where they are.

And SSVF there's a bunch of different services that are provided under SSVF rapid rehousing prevention. They can do something called TFA, which is Temporary Financial Assistance where they can pay a third party like a landlord for first and last month's rent or, you know, security deposits where they can pay for utilities, those kinds of things.

And they also have a new service that's now available for everyone called Shallow Subsidies, which is basically a two-year subsidy that can be paid for a veteran. It's one of the services. And so the veteran and it's up to 50% of actual rent in the community. And so the veteran would have to pay for the other portion of it, but certainly, it's a great new service in SSVF.

So that's one program, so you should definitely be connected to your SSVFs. The next one is Grant per Diem, GPD. Grant per Diem is a transitional housing program. There are multiple models of Grant per Diem transition-in-place, bridge, service-intensive, clinical, hospital to housing. There's a whole bunch of different models.

But Grant per Diem is transitional housing. And so while a veteran is in transitional housing and GPD, they retain their homeless status. It is up to 24 months, but depending on the model and depending on the program most veterans are encouraged to leave before that 24 months. And then the third one

that's on here is HUD-VASH. HUD-VASH is a cooperative program between HUD and the VA.

In HUD-VASH, HUD provides vouchers to the local public housing authority that's based on need. And then the VA provides the referrals. Refers veterans to HUD-VASH who have a clinical need for ongoing case management.

And the VA provides both the referral to get the voucher and that ongoing case management. HUD-VASH has permanent supportive housing. So it is a higher need higher intensive service. And it can either be a project-based voucher or a tenant-based voucher. And the best way to think of that is a tenant-based voucher means me, Cindy, I get the voucher and wherever I go, the voucher goes with me.

In a project-based HUD-VASH program, the unit, the apartment has the voucher. And if I leave that apartment, the voucher stays with that apartment and another veteran can take that voucher or that apartment. So again, very high level on all of this. But just remember with VASH, the PHA is determining kind of like income and sex offender.

All that stuff comes under the Public Housing Authorities purview, whereas the VA is focused on the clinical need. You know, whether they're homeless and a veteran and the clinical needs side of things. Next slide, please. Very quickly just some other housing partners to think about the faith-based organizations, ERAP, the Emergency Rental Assistance Program, there's a link there, your Public Housing Authorities, Emergency Solution Grants, which are HUD grants, and then Tribally Designated Housing Entities also have housing programs and housing grants.

Okay, next slide. And this one is going to be, this section is short because we're going to talk very briefly about supportive service partners. So next slide, this is just a quick reminder that there are other services outside of housing that your veterans need.

And these are some of those services and some of the things that you may want to connect to. So food pantries, legal aid, transportation, etc., etc., etc. Next slide. I'm going to pause. Cori, I'm looking at the time and how much I'm going to do a very quick developing partnerships to make sure we don't short-change employers if that's okay with you.

- Sounds good.

- Okay. Next slide, please. So when we're thinking about how do you start to create some of these partnerships, I've just given you like now you're probably thinking, oh, Cindy, great. I have 50 people I have to connect with 50 programs what do I do? It's helpful to think about it in kind of three stages planning, building, and maintaining. So next slide, please.

So when you're thinking about planning for partnerships, what you want to do is really look at what services, resources, and supports do you have in-house and what do you not have? And what do your clients need? So it doesn't have to be a formal assessment but based on your clients that you're seeing, what are the needs that they have, and of those needs, what are the things that you either cannot or should not be providing yourself?

And I say should not because we all have the tendency to try and do it all ourselves. But we can't. An HVRP isn't set up to do everything itself. So really thinking about that. And then once you have a sense of what are the needs and the gaps, what are the things that you need, then start thinking about who do you know in your community, either from a program perspective, from an individual perspective, who do you know or who do you need to know that can help you start to form some of these partnerships?

And that includes, you know, who does your organization already work with, but also who do the people within your organization know? Your board members, your CEO, who do they know? What relationships do they have that can help you start to have an in to some of these other places that you might need? And the last thing to think about with planning is really taking a look to see if partnership is really a priority in your program.

And I know we all say it's a priority because we all know we have to partner and veterans need these other services, but one of the ways we show it's a priority is where we spend our time and our resources programmatically, and organizationally. So if you do not have any time built into your schedules, into your calendars to both build and maintain partnerships, then it's not a priority and it needs to be.

I know there's 5 billion things you have to do as an HVRP staff member and adding one more seems like, oh, I can't do it, but when you have these partnerships in place, it will make all of the other things you have to do easier.

And so you really need to take the time and find the time to make this a priority, both to make new partnerships and also to keep the ones that you already have.

Next slide. So what I want you to do now is take a minute or two to type in the chat box what are the most effective partnerships you have right now and what makes them work? Like, why are they so good?

You know, how did they come about? Is it based on an individual relationship or maybe an organization relationship? But what makes these partnerships work? So take a minute or two to sort of type in there. And I'm going to pause for a minute, but folks start typing and then I'm going to as I go onto the next slide, I want folks to still answer that question. So what are your most effective partnerships?

And why are they effective? What makes them work? So that is our question. And while folks are typing in that, can we go to the next slide, please? So when you thinking about, and I'll keep an eye, maybe Cori can keep an eye on the chat box too, because we do want to hear about your partnerships that are working.

I know some of you are very new to HVRP, but the partnerships that are working, we want to hear about them. As you're building your partnership, you really want to make sure that it is not a single person connected to a single person. You want to make sure that everybody is connected, that anybody who is relevant to the partnership knows the other partners and is introduced, and that everybody knows what everybody's job is because there's nothing worse than reaching out to someone and then them saying, "Well, that's not what I do. That's must be so-and-so who does that instead."

So really thinking about that. I'm seeing lots of good answers, so good. We'll get to those. Keep those coming in the chat box. You want to start small and then if it makes sense to do more with a partnership, then great. It doesn't always need to get bigger, but you want to start with a small thing because small things are easier to keep track of, to maintain, and also to build the trust with the partners that you're working with.

And as much as you can establish sort of processes, procedures, things that you can do to sort of make the partnership work better and more consistently. Next slide. And then once you've built the partnership, you need to maintain it. And

so in order to maintain a partnership, I'm not going to go through all the bullets in the side, but you really want to think a partnership is like any relationship.

So the way that a relationship stays good is through attention, right? So you have to pay attention to it. And that means checking in ideally on a quarterly basis, like, for a long-standing partnership, maybe more often for something that's a new partnership, but really just checking in and talking to each other.

And maybe not always talking to each other about things that are going wrong, but things that are going well. You know, really just talking to each other is what it comes down to like any other relationship. Talking to each other, being open, being honest, giving a heads up if something's going to happen, "You know, oh, I'm leaving the job." Don't wait until the last day to tell the partner that you're leaving do it ahead of time and connect whoever your replacement is so that the partnership can keep going.

And really making sure that you paid that attention at that time. And next slide. This is the sort of wrap-up of this and then we'll get into that a couple of good examples from the chat before I hand things over to Cori. Just remember that, you know, collaboration is about being a good partner, be visible and present in your community.

And remember you have this shared goal and so you have something in common and you're all in this work together. So whoever your partners are, you're coming together around this shared goal. And again, remember that relationships are the heart of all the collaborations. So I am just going to look, I'm seeing a whole bunch of good examples here in the chat, so please make sure you look here.

But I think there's I've seen a couple that have talked about their SSVF partnership being great and really collaborative workforce WorkSource and DVOP partnerships look like there's some great ones there. Tonya says there, her local VA medical center is great. So keep those coming.

And I'm going to keep looking through these and hand things over to Cori to talk about our next section. So go ahead, Cori.

- Sounds good. Thank you, Cindy. And we can actually jump ahead two slides, I believe. Rita, please. So we're going to go through this kind of quickly. But of course, as we're talking about employer engagement, just coming off this great

conversation around partnerships more generally kind of the punchline, the thing we want to get across with this is that employers are not a piece of the puzzle.

Employers are not there just because they hire people. Now, we like that employers hire people. We want to encourage that as much as possible, of course, when working with HVRP. And yet when we kind of pan out a bit, we do want to be able to look at the way we can collaborate with employers, the way we can shift our view of employers to really make that relationship just like Cindy was saying, and this is yet another relationship we want to focus on and nurture and build.

So we want to find ways to make that relationship as beneficial as possible to HVRP, as beneficial as possible to the employers that we're serving. And that, of course, if we've got both of those covered, that means that we're also going to ensure that these relationships are as beneficial as possible to the veterans that we're serving.

So one of the first phrases we use we talk about a Dual Customer Approach. And this is kind of a step one of how we convert our minds into thinking about this employer partnership versus just finding employers to where we're going to place someone, but otherwise not have that stronger relationship.

So the first thing we think about when we talk about this dual customer approach is really imagining, okay, rather than thinking about HVRP is okay, we're there to serve veterans, which of course we are, we also want to think, what should HVRP be doing for the employer community to ensure that we are acting like a good partner to employers, and to ensure that as we're facilitating placements and other employer engagement and employer interactivity, that we're really making those placements as good as they can be, that we're really ensuring that we're meeting the needs of the employers as well as we can while also meeting the needs of veterans.

Because, of course, if we think about it, if we do just an absolutely wonderful job, we do everything we're supposed to do to serve a veteran at the highest possible level of our capacity. But then at the end of the day, when we're finally to that placement stage, it turns out maybe we didn't spend as much time getting to know the employers we should have.

We didn't spend enough time getting to know the realities of what they were facing. And because we didn't take that time in the process, it turns out that all the other work that we've done with the employer might go to waste, at least temporarily, if we've maybe set up a situation, a placement situation that isn't as strong as it should be.

So just like Cindy was asking as we think about our good partnerships with all our other partners, this is a good time as well, and we want to have folks write things down just because we are a little short on time, but this is a good time for you to pause and think, "Okay, who are some of the... What are some of the best employer relationships I have?" And presumably, that's folks who, "Yeah, we've placed a veteran or multiple veterans there in the past. It's always worked out well. They've been a real partner to us."

But we can look at what other aspects of that collaboration, what other aspects of that relationship might really be impactful to you, and sort of think about, okay, how did we get there? How did we get to the point of having this great relationship with this employer? And that's how we can go back to that plan, build, and maintain process and think, "Okay, how do we continue to do this with the entire community of employers that we want to be working with and working for as well."

So Rita, if we can go to the next slide, actually, you're going to jump ahead a couple until we get to know your employers, please. Right there. Exactly. Thank you. So this is really the first step, right? If we're talking about how we build a good partnership, how we build a good relationship with our employers, the first thing we need to do is to understand them very well.

Now, we're taking this a little bit out of order, but I'm sure everyone on the line who's done, you know, we've talked about assessment, we're going to talk about placement in our next session on Wednesday, but we know that when we're working with veterans, we, of course, are learning as much as we can about that veteran.

We're learning about their interests. We're learning about their skills. We're learning about their preferences. Okay. We know for a fact that this veteran does not want a job working outside. We know that's just not their interest. Okay.

So we know we're going to cross our landscaping companies off of the list as possible places where we're going to look for an opportunity with this veteran. But what we often do not do is understand that, okay, on the flip side, if we understand 100 things about the veteran, well, that's 100 things that's going to inform us, 100 points of information that are going to inform us as to how to make the best possible match.

But on the flip side of that, we, of course, need to know if not that much detail about the employer, we want to know quite a bit about the employer.

Obviously, what does the employer do, right? What kind of positions do we have, does that employer have that are open and available that a veteran might be applying for?

But then more broadly, what's the community like within the employer? What's the relationship like between managers and staff? Is it the kind of place where folks are really close and they're really working together, there's like a kind of social aspect to everything as well, or is this more of an office where everyone goes in at 9:00 in the morning, everyone leaves at 5:00 at night, everyone has lunch on their own and there's really not that additional social layer?

Now, neither one of those things. I'm not saying one of those is good and one of those is bad, but we all know that given the who we're serving, given what the veteran's preferences are going to be, we want to know that about an employer to know that, okay, this is a veteran who we really feel like wants that social piece of work. So we want to find an employer where that interest on their part is going to be met.

On the flip side, there might be a veteran's like, "You know, yeah, I want a job. I'm going to do my work well. I want to do everything I'm supposed to do, but I don't want to be going out after work. I don't want to have to eat lunch with everybody." Again, just appointment preference that we want to be able to be sure to be able to connect on and make sure that we're making that connection accurately.

And once we know our employers fairly well, the better we are at getting to know them. And we can jump to the next slide here, please. This is when we're better able to really make that comprehensively strong match where we're seeing, again, not just a match in terms of the veterans' skills meet the needs of the employer in terms of who they're hiring for.

Okay. That's great. Of course, that's very important. But then we get to know all these other pieces of what matters? What are the kind of secondary features that matter in terms of making that really good connection? And again, we will often start by learning about open positions, but we want to be able to continue to learn more and more about what you might even call the personality of an employer.

What are some of those other features that really matter as we're looking at making the most comprehensive match? And we can jump to the next slide, please. So that's kind of what we're starting with this how do we make sure that we're serving employers as well as we can?

And, of course, that means getting to know them, getting to know what their needs are, but as we're doing that learning process, of course, it's important for how we're making a placement connection, but we start to learn other things too. Once we start building real relationships with our employers, we start learning about their needs more comprehensively, not just, "Oh yeah, we needed someone who is going to be able to handle logistics for us. And this is what the responsibilities are. Here's the job description."

Okay. Yeah. That's important. We want to know about that, but if we get to know the employer a little bit better, maybe we start learning about, you know, well, here are our concerns for the next year or two years or three years. Here are some of the other needs that we want to meet. Here are some of the challenges that we're experiencing in general, or that we're experiencing due to COVID, or perhaps that we're experiencing because, you know, based on why we've had a lot of turnover with our staff in the past.

So if we really, again, have that more comprehensive view of how we're making these connections, we get a more comprehensive view of what the employer needs, what their concerns are, and really how they're looking at the world, if you will. And that's where we will start to have an opportunity to more comprehensively, more creatively begin to meet some of those needs, begin to talk with the employers on a more broadly to say, "Okay, well, what exactly can we be doing to help improve this connection and help make sure that we are serving the veteran as well as possible?"

And I'm sorry, I'm gathering. It sounds like I am breaking up a little bit. I hope folks are hearing me. I don't know what to do to improve that if that is an issue.

If Rita or others, if you want to just ping me if there's something I should be doing, I will gladly do it.

Otherwise, I'm just going to keep going here to keep us moving forward. We can jump to the next slide, please. So if we look at this and I know this is not great in terms of being able to look at the real details of this, but I think once you have the handouts, once you have your access to this recording and the slides to download, this is a really helpful guide that folks can look at in terms of what it looks like to be building that relationship over time.

So it takes us down this kind of pathway that we can be looking at how exactly we build this relationship, how exactly we keep moving forward in constructing that relationship. And we started right at this level one. So, okay, if we've moved into more of this relationship mode, what is the employer to enforce? What is their role?

And we can start just on the level of maybe the employer's advising us a bit. Maybe they're giving us some sense of, okay, if you have a lot of veterans who are interested in the IT work that we do, well, here's what we need here. Not talking about one specific position, not talking about one hire we're talking about generally.

If an employer in my industry is hiring folks, these are the kinds of skills. These are the kinds of preparation that we really want them to have versus here is some of the training that we might provide once they come in. So just giving you the intelligence, you and your staff the intelligence, the information to help you understand how best to work with not only this individual employer but with the field as a whole.

From there we can move up and start looking at things beyond just advice. We can look at, okay, is this an employer going to be open to doing things like hosting tours of the workplace? Even for veterans who aren't specifically thinking about working there, maybe they're just interested in that field so it would be helpful in a healthcare environment to have veterans walk around and understand what exactly what are the realities of this field?

What are the realities of working here? What is the office like? What is the environment like? Maybe they can be doing things like mock interviews. Maybe they do things like internships. Maybe they do things like, you know, needs assessments and other pieces that even if it doesn't result in an immediate

placement is nonetheless really helping the work that you're doing, helping you build your services to the veteran, and helping you understand how best to serve a wider range of employers.

And this can go all the way. We can look all the way forward to this if we get up to this level five, now we're talking about seeing this employer kind of taking a leadership role in their support of our program. So they're doing things like working with multiple employers to help you do outreach. They're looking at bringing different programs together, helping you string together different training opportunities where you are really looking at this employer as this is someone who we are working so closely with that they're almost helping us with the way we deliver these services, the way we work with the community.

And, of course, to be at that level, that's something which the employer is putting time into working with you, but presumably, we also see what the benefit to the employer would be as well. Perhaps you are a vital partner to them in terms of meeting their staffing needs, but perhaps it goes beyond that.

Perhaps there are other things that in addition to how employers are supporting us, perhaps there are things that we can be doing to support employers on the flip side. So if we can jump to the next page, that'd be great. So when we think about our value in this process, and I put a lot of thought into this because as a young job developer, I was out in the community thinking like, "Okay, I'm here, I'm working for a not-for-profit. I don't know anything. I'm going into IT firms and pharmaceutical companies and all the... I don't know anything about this stuff, right? All these people are so much smarter than me. They know so much more than I do."

And that's true, of course. In terms of employers, of course, they're going to know much more about their field than we do. Someone in IT is presumably going to know a lot more about IT than I do, or than most of us on the line will. But what are the things that we do know about? We're constantly participating in hiring scenarios, we're constantly participating presumably also in maybe retention scenarios, finding ways to make a long-term employment placement work well and continue to be beneficial.

So as a consequence of that, as we go through our work, we continue to learn things like we learn about accommodations. We learned about how an employer can access resources to help them better accommodate the staff that they have.

Including the folks that they're hiring with you and others as well, right? Remember, we're talking about wanting to comprehensively benefit this employer so that they in turn can expand the ways that they're working with and supporting us. So you think about, again, accommodations. We talked briefly about the idea of motivational interviewing, but I know when that was being discussed in the last session, I saw a lot of comments that this is obviously an idea that folks are aware of and that you're working on, and that you're using.

Well, that could be very relevant to an employer, right? Potentially, so could trauma-informed care to understand that way of interacting with employees, interacting with customers, again, thinking about military culture that certainly if we're working with an employer who's never hired veterans before they might have a lot of misconceptions.

I'm sure you've encountered that in the past. Well, how can we help them not only support the one veteran that they're talking about hiring, but generally be a workplace that has a good workplace that welcomes the talent of the veterans that are coming in, and not only the talent of potential veteran employees, but also the veteran customers as well?

And then finally, we talked a lot about retention. I think there's a lot to be said there on how do we make these positions work in the longer term, go from thinking about a job placement to thinking about a longer-term career. And we can just jump to that last slide, please and I will close this piece of it out.

So when we're doing this right now, and one of the things we skipped over here is just to say that, of course, like any other piece of partnership work that we're doing, this is going to take some of our time, right? This is another thing that we need to do. It's going to expand our daily list of stuff that we got to do.

But when we're doing it right, we're going to immediately see some of these dividends coming back to us. First of all, we're making better job placements, right? We talked about that. We don't need to go into it at any great length, but the better we know our employers, the better we're going to be at making sure that we're really supporting strong job matches.

But then we're going to also see a commitment to more ongoing support, meaning that the employer, not only are they going to be presumably more open to continuing to support HVRP in a variety of different ways, they're also going to think about you as a partner. So if three months from now something goes

wrong and it's threatening the retention of a position of one of the veterans that you placed, well, maybe they know that that employer, instead of just trying to resolve the situation themselves, maybe they call you, maybe they get your help and maybe by doing so, they make sure that they're able to retain some of these positions to a greater extent.

And then finally it just, I mean, as we're thinking about this from a partnership lens, it really ensures that we are looking at a three-part partnership HVRP employers, and, of course, the veterans themselves who are all working toward a common goal and who all will be supporting one another in trying to reach that goal.

So, again, this is why we try and talk about this employer piece, not as pure marketing, like, oh, we just got to get and find where the job openings are and get someone placed and move on to the next as quickly as possible. We really do want strong relationships with our employers and as a consequence to the whole employer community because that's one of the many ways that an HVRP program is going to go from doing very good work to being able to really do us some fantastic long-term work in the community in support of both employers and, of course, veterans as well.

So that is my kind of little abbreviated piece on employer engagement. And I haven't been watching the chat, but Cindy, do we have other pieces that have come in? Other questions that have come in that we should address before we close out for the day?

- There's a lot of stuff going on in the chat, so I'm trying to keep up with it. I think there were a lot of great partnership examples that were shared by a whole bunch of different folks and also ideas for maintaining partnerships. I think there were a couple of specific maybe budget-related questions.

So I think what we'll do on those, or like technical eligibility kinds of questions, maybe Ade or Rita, one of us can capture the chat box and we'll make sure that we follow up with those individuals on those specific things more specific to specific grants, but I didn't see anything else, big picture that I missed.

Yeah, I'm just double-checking. I think that's it.

- Yeah. I do. I see a question about working with the LVERs, LVER, should they be helping the HVRP program with employers? You know, as Cindy was

talking about, I think, yeah, the LVERs, all the JVSG staff are great partners, but to the extent that you're able to work with LVERs and with the overall business service team at the One-Stops, the American Job Centers, I think that's a great key in terms of helping you expand your employer partnership base as well.

- Yeah. Thanks, Cori. I missed that one. And then in the big scheme of all the comments, it's hard to keep up, keep up with them all, but thank you.

- No, of course.

- Those are the ones that I see, but we will double-check. If you had a question in there that we didn't get to, actually, Rita, can you go to the next slide, just so folks can see our contact information? We'll get all the questions and make sure that we address, but please again, reach out to your regional representative too if you have anything specific. And again, I encourage you to go back to nvtac.org and look at the VLC we did in the spring of this year, that focused the whole VLC.

So I think it was what Cori, six or eight classes just on partnerships? And there was a lot of detail on the JVSG partnership, on some of the partnerships with the VHA and with the VA, and those sorts of things. So I encourage folks to look back at those. But again, reach out to us if you have specific questions. We're here to help and answer.

And we do have one more session in this abbreviated VLC on Wednesdays. So we hope to see you all back on Wednesday morning or afternoon, depending on what part of the country you're in. But I think that's it. Unless Cori, any last words?

- No, no, that's perfect. And we're right on time. We even made a minute back at some point in time. So that's great.

- Well, thanks to you, Cori because I was not on time today, but I appreciate everybody's time and flexibility. And we know you guys are working really hard, so we hope these are helpful for you. Please reach out to us with any additional questions and we will see you back here on Wednesday. Thanks, everybody.

- Thanks a lot.

