

2018



# Patriot Village Master Business Plan

Prepared & Copy Write  
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# **MISSION STATEMENT**

## MISSION STATEMENT

Vet Power Group's business consortium of Service Network Disabled, Veterans Owned Businesses, SDVOSB, VOB, Minority, Female, Federal Contractors, Veterans Service Organization, (VSO), Veterans Industries, Nationwide Staffing Training & Business Solutions, Gateway To The Keys and Anthem project, veterans centric housing division.

In joint venture collaborations with the "**Vet Power, Patriot Village Veterans Housing & Supportive Services**" is a reflection that our American Veterans, the disabled population, and their families, their training and employer conditioning can play an important role in the revitalization of our Urban Communities. The **Vet Power, Patriot Village Veterans Housing & Supportive Services** primary focus is on providing our American Veterans, disabled population and their families, with the essential support after returning from war to a place of rehabilitation, recovery and then forward into the fight of restoring our Country back into a position of economical empowerment. This therapeutic rehabilitation can contribute to a fast recovery base on being a part of the Stimulus Planning. We believe in One Veteran One Goal in community empowerment.

The American Veterans strength, leadership, courage, teamwork and tenacity, are the attributes that is needed as a part of the stimulus planning that all Veterans can play in the recovery of our Country.

The **Vet Power, Patriot Village Veterans Housing & Supportive Services** is a Headquarters staging platform for our Veterans, disabled populations and their families until transition process is complete, the **Vet Power, Patriot Village Veterans Housing & Supportive Services** Veterans division, will issue assignment through job training, employment and potential contracts from the Government agencies to move as a unit to help empower our communities.

The **Vet Power, Patriot Village Veterans Housing & Supportive Services Help Desk Division** is creating a marketing and customer service employment opportunities for American Veterans and Disabled populations and . This division is establishing a joint venture agreement that will provide Help desk services to Veterans Administration, Department of Defense and other Government agencies

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## **EXECUTIVE SUMMARY**

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## EXECUTIVE SUMMARY

**Vet Power, Patriot Village, Veterans Housing & Supportive Services** believes that our America's Veterans, disabled population, and their families deserve the best benefits this Nation can provide services need to be effective and delivered efficiently to make the best use of available resources.

### **About Vet Power, Patriot Village Veterans Housing & Supportive Services**

Vet Power, Patriot Village has partnered with several national nonprofit 501 c3 tax exempt organization and Community Development through its alliance with Vet Power Group and provide services that help communities to create housing with services to provide social independence. Vet Power, Patriot Village Veterans Housing & Supportive Services was founded by a consortium of individuals who represent a commitment to dedicate its combined resources to assist American war Veterans, the disabled population and their families to achieve economic and social independence. Vet Power, Patriot Village Veterans Housing & Supportive Services advances our mission advocacy, expertise, leadership, housing, training, employment, and resources to make it easier to create and operate supportive housing. **HWC** seeks to help create an expanded supply of supportive housing for Veterans and the disabled population, their families and/or face other significant challenges that place them at on-going risk of becoming second class citizens.

**Vet Power, Patriot Village Construction, Veterans Housing & Supportive Services** is a demonstration pilot project that will focus on developing permanent and supportive housing for Veterans and the Disabled populations. In addition, this demonstration pilot will illustrate our services which will be geared towards community-based Veteran services, new to housing, and will explore various supportive housing development options available for the Veterans and the disabled communities. New construction, rehabilitation of existing housing, master leasing of units, and scattered-site supportive housing are all viable options to be discussed and evaluated.

**Vet Power, Patriot Village Veterans Housing & Supportive Services** will introduce the tools needed to initiate the development process, identify available capital, operating and services funding for supportive housing, and assess our organization's capacity to develop and/or operate supportive housing. In addition this demonstration project will capitalize on all profit generating entities that will contribute to the sustainability of the **Vet Power, Patriot Village Veterans Housing & Supportive Services**.

Many of the benefits and services provided to the men and women now leaving active duty are rooted in programs and organizations that were established in the closing days of

World War II, more than half a century ago. Since that time, profound changes have occurred in the Nation and the Armed Forces and in the individuals who serve in uniform.

**Vet Power, Patriot Village Veterans Housing & Supportive Services** is preparing a demonstration pilot for the propose determining the feasibility and desirability of consolidating organizations administering benefits plans for improvement and feasibility for the transition of our American Veterans. Currently, this new administration of America is calling for this review, not because it questions the need for benefits, but rather because it knows the importance of “doing it right.”

**Vet Power, Patriot Village Veterans Housing & Supportive Services** is reviewing current benefits and services, in some cases, benefits and services have become so outdated, and program management so ineffective that they break faith with those who served, and currently serve, their Nation in uniform. Accordingly, this report will propose fundamental and far-reaching reforms to both programs and the governmental organizations administering them. Without a military draft, the security of the United States will depend upon the ability of our Armed Forces to recruit large numbers of highly qualified volunteers to operate the increasingly complex technology and conduct. The rigorous operations required for national defense in the century to come. The Services have been both downsized and tasked with increased operational tempo. Almost all service members are high school graduates

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# **EXISTING SITE AND STATISTICS**

**The Existing Sites See Attachment**

## **& Excel Spread Sheets**

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# **OBJECTIVE**

## OBJECTIVE

We believe that any past attempt to solve the current problems of transitioning Veterans has led to our observation that 1) in many cases fail to take into account recent improvements in programs, 2) ignore the impact of new legislation such as the Workforce Investment Act of 1998 (WIA), or 3) lack the research necessary to fully evaluate the problems inherent in the proposed solutions. As a result, we believe that the current Veteran supporting agencies failed to acknowledge the extent to which VETS has become an integral part of the Department of Labor, “DOL” and how Veterans need VETS to continue being an active DOL component in order to effectively develop programs and policies which will govern the nation’s training, and employment and housing system of the 21st century.

One of the most troubling recommendations of some supporting agencies is the one that changes the priorities among Veterans for job search and placement services in the Employment Service system. Under current law, more than 15 million men and women who served honorably in the armed forces of the United States are entitled to priority in Wagner-Peyser funded employment services. In addition, certain agencies recommend reducing the population of eligible Veterans to those who are disabled or who have barriers to employment, but limits all other Veterans to those separated within four years. A generous estimate would result in a reduced group of about 2 million Veterans. Certain agencies argue that this group includes those most in need “because of the high unemployment rate among recently separated military personnel.”



**DEVELOPING TRANSITION AND  
SUPPORTIVE HOUSING**

## HOUSING

The Veterans Administration CHALLENGE Report estimates that nearly 154,000 Veterans are homeless on any given night, and more than half a million experience homelessness over the course of a year. It is also estimated that Veterans account for nearly one-third of all homeless men in America, although they comprise only 13% of the adult males in the general population. Veterans are twice as likely as other people to be chronically homeless. Nearly half suffer from mental illness, and nearly 70% struggle with alcohol and drugs.

There is an entire continuum of housing options available depending on the needs of the clients. Short term housing options such as emergency shelter or transitional housing may be very appropriate for what they were intended to serve, short term emergency housing needs. However for those with the most complex set of service needs and significant challenges in establishing housing stability, permanent supportive housing may be the most appropriate housing intervention. Supportive housing works well for individuals and families who are not only homeless, but who also have very low incomes and serious, persistent issues that may include substance use, mental illness, and HIV/AIDS.

Without a stable place to live and a support system to help them address their underlying problems, most homeless Veterans bounce from one emergency system to the next--from the streets to shelters to public and VA hospitals to psychiatric institutions and detox centers and back to the streets--endlessly. The extremely high cost of this cycle of homelessness, in human and economic terms, can be seen in the lives of many Veterans.

The ever-increasing momentum of government, corporate and philanthropic investment in supportive housing has been bolstered by research documenting its effectiveness. To date, these studies have documented:

- **Positive impacts on health:** Decreases of more than 50% in tenants' emergency room visits and hospital inpatient days; decreases in tenants' use of emergency detoxification services by more than 80%; and increases in the use of preventative health care services.
- **Positive impacts on employment:** Increases of 50% in earned income and 40% in the rate of participant employment when employment services are provided in supportive housing, and a significant decrease in dependence on entitlements – a \$1,448 decrease per tenant each year.
- **Positive impacts on treatment of mental illness:** At least a third of those people living in streets and shelters have a severe and persistent mental illness. Supportive housing has proven to be a popular and effective approach for many mentally ill people, as it affords both independence and as-needed support.

• ***Positive impacts on reducing or ending substance use:*** Once people with histories of substance abuse achieve sobriety, their living situation is often a factor in their ability to stay clean and sober. A one year follow-up study of 201 graduates of the Eden Programs chemical dependency treatment programs in Minneapolis found that 56.6% of those living independently remained sober; 56.5% of those living in a halfway house remained sober; 57.1% of those living in an unsupported SRO remained sober; while 90% of those living in supportive housing remained sober.

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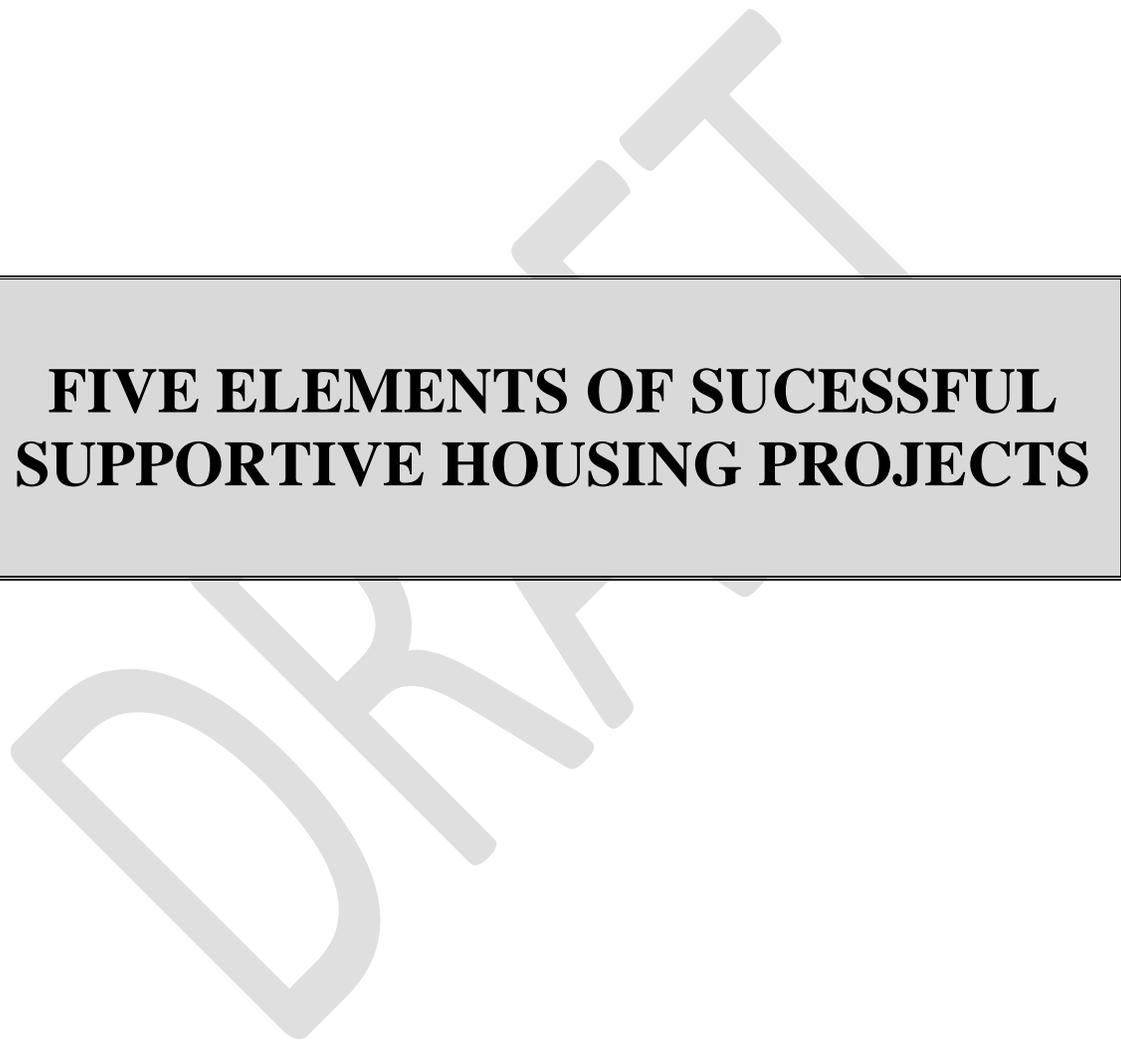
**STRATEGIES FOR CREATING  
SUPPORTIVE HOUSING**

## SUPPORTIVE HOUSING

Supportive housing is a successful, cost-effective combination of affordable housing with services that helps people live more stable, productive lives. The effectiveness of supportive housing in ending homelessness has depended upon a willingness to take risks and experiment with new models, approaches, and strategies. **Vet Power, Patriot Village Veterans Housing & Supportive Services** approach and strategies also continue to evolve as we learn more about what practices are proving most effective.

From **Vet Power, Patriot Village Veterans Housing & Supportive Services** perspective, a supportive; transitional housing unit is defined by the following elements:

- The unit is available to, and intended for, a person or family whose head of household is homeless, or at-risk of homelessness, and has multiple barriers to employment and housing stability, which might include mental illness, chemical dependency, and/or other disabling or chronic health conditions;
- The tenant household ideally pays no more than 30% household income towards rent and utilities, and never pays more than 50% of income toward such housing expenses;
- The tenant household has a lease (or similar form of occupancy agreement) with no limits on length of tenancy, as long as the terms and conditions of the lease or agreement are met;
- The unit's operations are managed through an effective partnership among representatives of the project owner and/or sponsor, the property management agent, the supportive services providers, the relevant public agencies, and the tenants;
- All members of the tenant household have easy, facilitated access to a flexible and comprehensive array of supportive services designed to assist the tenants to achieve and sustain housing stability.
- Service providers proactively seek to engage tenants in on-site and community-based supportive services, but participation in such supportive services is not a condition of ongoing tenancy.
- Service and property management strategies include effective, coordinated approaches for addressing issues resulting from substance use, relapse, and mental health crises, with a focus on fostering housing stability.



**FIVE ELEMENTS OF SUCESSFUL  
SUPPORTIVE HOUSING PROJECTS**

## SUPPORTIVE HOUSING PROJECT

A community's ability and willingness to create supportive housing will vary dramatically from location to location and be based on a range of factors including the preferences of the target population, capacity within our own organization, the type of housing stock available, and the norms and history of a local community's real estate market. Despite these variables there are certain elements that make up all successful supportive housing projects.

**1. *The People:*** The starting point for successful supportive housing projects for formerly homeless Veterans is a clear and thorough analysis of the characteristics and needs of your future tenants. Who will live in the project? What are their particular needs for space, neighborhood amenities and services?

**2. *The Place:*** The project location and building (whether rehabilitation or new construction or accessing existing housing units) must support the needs of formerly homeless Veterans. The location should offer proximity to essential shopping (e.g. food and drug stores), human services, transportation, employment opportunities and other key needs. The building itself should provide an appropriate physical facility for the residents. Unit size and amenities should be suited to the types of households expected to occupy them. Household considerations include size, composition and special needs. If any on-site services are contemplated, the building must also offer non-residential space to adequately house the affordable housing in general, the success of many projects will depend on a thorough assessment of local attitudes, implementation of a strategy for engaging residents and addressing their legitimate concerns and organizing supporters to ensure that the project will gain the support of elected officials and relevant government agencies.

**3. *Support Services:*** The program of supportive services should match the needs of the formerly homeless Veterans who will live in the project. Services may cover a wide range of areas depending on the nature of the tenants' needs including food preparation and service, intensive assistance with activities of the daily living, counseling, case management, employment training and placement, and medical services. It is also critical for the support services component to make cost-effective use of offsite services and referral relationships, especially with Veteran specific providers.

**4. *Money:*** The project must be financially viable both in the short and long term. There must be adequate sources of capital financing available to cover all necessary development costs. If development financing involves debt, there must be adequate net operating income to pay debt service in future years. Project operations must be underwritten to ensure that income projections accurately reflect the availability of subsidies and the ability of un-subsidized tenants to pay rents consistent with local market conditions. Similarly, expenses must be projected to include all of

the costs associated with operating and maintaining the building over time. Finally, there must be adequate funding for appropriate support services in accordance with the service program.

**5. Organization:** The entire project must be supported by the organizational capacity necessary to plan, develop, manage and provide services to the project. The project must have the long-term commitment of the organization's executive staff and Board of Directors. All of the necessary roles must be filled by individuals and entities with appropriate skills and track records in those areas. One organization may play multiple roles or work in collaboration with others having complementary strengths.

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**NEW CONSTRUCTION OR  
ACQUISITION FOR RETROFITTING**

## NEW CONSTRUCTION OR ACQUISITION

New construction or rehabilitation sub-standard housing are the only strategies that actually increase the housing stock and, specifically, increase the stock of housing that is permanently controlled by mission driven nonprofit organizations and not subject to the same market pressures that tend to push housing costs beyond the reach of those served by supportive housing.

- Each creates a new permanent asset to the community;
- Each involves acquisition and construction and the full compliment of development activities; each of these development strategies has its own set of advantages and challenges, however all three will include locating and applying for capital funding sources.
- Each of these types of development can take 2-3 years (or more) to develop.
- Each involves making a commitment to locate and obtain commitments for on-going funding sources and providers for operating expenses and service costs.

# **PHASES OF THE DEVELOPMENT**

## PHASE OF DEVELOPMENT

**Vet Power, Patriot Village Veterans Housing & Supportive Services** will equip our resident Veterans who are developers, General Contractors, and manufacturers of green building materials with the keys to bid for contracts that are set-a-side for Veterans through Title #3 bidding process. Within this training process Veterans will be prepared to address the five phases of the development process and to recognize the development tasks that are interdependent, iterative and timing is critical, multiple players are involved, and effective coordination in this critical stage of development..

- The ***Concept Phase*** is crucial in developing a clear idea of the population you plan to serve, the development team that you will have in place throughout the project and in what type of organizational structure you will provide the housing and services to the target population.
- The ***Feasibility Phase*** is important for the fact that the parameters of the project will become apparent. Constraints such as zoning and location will present themselves during this phase. During this period is also when your development team will gather cost estimates, market data, and identify potential funding sources for the ongoing development of the project.
- The ***Dealmaking Phase*** is when the project starts to become more “concrete.” Negotiating financial commitments, developing contract documents, and selecting contractors occur. In addition, your organization will need to focus during this phase in drafting both the property management and service delivery plans. The fourth and fifth stages of the development process are when the “vision” becomes a reality.
- The ***Construction Phase*** may be the most exciting of the five stages but it also is the most expensive and most risky. Unless you are doing the construction management for your own project your organization will be less involved on a day-to-day basis during the Construction Phase. Therefore, it is important to maintain close communication with your architect, who should be meeting regularly with the construction team, as well as those financing the project. The things that should be focused upon during this phase is making sure there are clear contract documents laying out roles and responsibilities of all involved as well as establishing construction protocols.
- The final phase of development is ***Operations***. This includes lease-up and intake. This phase is last but in most projects the background documents and planning for this phase begin prior to the beginning of construction. It is important that especially if operating subsidies have been secured through government sources (such as the Section 8 Housing Choice Voucher Program) to ensure that your organization can have the development leased up and begin collecting these subsidies as soon as possible.

During the concept and feasibility phases, many assumptions are made about the cost of the building construction, who will be served, what sources of funding will be obtained, operating costs once the building is operational, among other issues. As you progress through the development process, many of these assumptions will become facts and a feasible development plan will be realized. Once the construction stage begins, the ownership structure and development team, design, funding and service plan must all function smoothly together. Once the project is operational, the details of implementing property management and service delivery continue to fluctuate, based upon practical experience and tenant input. The table on the next page details the five phases of development and the questions to consider during each step in the process.

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**BUSINESS AND SERVICE CENTERS  
(PROFIT GENERATORS)**

## **BUSINESS AND SERVICE CENTERS**

### **(PROFIT GENERATORS)**

Established in 2015, the **Vet Power, Patriot Village Veterans Housing & Supportive Services Procurement Assistance Center** provides high quality assistance to existing and prospective Veteran and service-disabled Veterans businesses in the form of counseling, training, and research, resulting in job creation or retention and economic wealth.

- 1. Procurement Assistance Center**
- 2. Government Procurement**

**Vet Power, Patriot Village Veterans Housing & Supportive Services Procurement Assistance Center (PAC)** was created to assist our internal operation in securing state and federal contracts that will employ our residents and to position **Vet Power, Patriot Village Veterans Housing & Supportive Services** for sustainable growth. **HWC = PAC** will partner with partner with disabled Veteran-owned businesses to seek certifications with the Small Business Administration for increased contracting opportunities.

Government buyers are looking for what **Vet Power, Patriot Village Veterans Housing & Supportive Services** have - quality products and services from responsible suppliers. The government purchases over \$600 billion in goods and services each year, making it the single largest customer out there! This presents an enormous opportunity for **HWC – PAC** to grow and diversify our revenue sources; one-on-one assistance is available with:

**Vet Power, Patriot Village Veterans Housing & Supportive Services - Bid Alerts and Prime Matchmaking:** receive daily procurement leads (at no cost) regarding current and upcoming government projects seeking bids. Receive referrals to those interested in partnering with minority companies through subcontracting, joint ventures, and teaming arrangements.

**Vet Power, Patriot Village Veterans Housing & Supportive Services - Bid Development and Research:** developing bids and proposals to offer the best value to the government customer. Better predict upcoming projects and seek out profitable avenues for your company using purchase history research for government agencies.

**Special Certifications:** a variety of special certifications and designations are designed for the Veteran-owned and/or disabled Veteran company. Marketed wisely, these designations can open the door to set-aside contracts and subcontracting opportunities.

## Special Certifications

CCR - Central Contractor Registration I is a registration process. Any business wishing to do business with the federal government must be registered in Central Contractor Registration (CCR) before being awarded a contract. Click the CCR link and start your registration.

Get D-U-N-S number Central Contractor Registration (CCR) requires a D-U-N-S number (Date Universal Numbering System).

Dun & Bradstreet (D&B) provides a unique identification number, for your business. D-U-N-S Number assignment is FREE for all businesses required to register with the U.S. Federal government for contracts or grants.

ORCA - Online Representations and Certifications Application Using ORCA, a contractor can enter information once for use on all Federal contracts. This site allows contractors to keep an accurate and complete record. It also allows the Contracting Officer to view every record, including archives.

**Registrations required for Special Certifications:** All contractors need to register with a variety agencies and organizations to do business with the government.

### **Vet Power, Patriot Village Veterans Housing & Supportive Services Contract and Development Division (CDD)**

Based on a 3% Set Aside w/10% budget increase, **Vet Power, Patriot Village Veterans Housing & Supportive Services** this division has created a consortium of Veteran's planners, developers, contactors, engineer that will position the **Vet Power, Patriot Village Veterans Housing & Supportive Services** workforce to bid for those Veteran set-a-side contracts.

**Vet Power, Patriot Village Veterans Housing & Supportive Services - Agency for Workforce Innovation (WIN) Veterans' Program** - Involves the provision of priority workforce services to Veteran customer which include: job referrals, job development, referrals to training and supportive services, case management, labor market information, résumé assistance, employability workshops, etc.

**Vet Power, Patriot Village Veterans Housing & Supportive Services** Career and Service Center in is staffed with Veterans' representatives to help you on your job search. They team with you and provide coaching, mentoring, and practical guidance to assist you in your job search process. In addition, the center offers:

- Résumé preparation and critique assistance
- Career and skill assessment
- Workshops on résumé creation, the job search process, applications and interview skills
- Refresher computer workshops
- Referral to individualized training opportunities
- Employment counseling

- Access to our jobs web site
- Fax machines, copy machines, and computers for your use

## **CONTRACT AND DEVELOPMENT SERVICES**

**- CDD -**

## CONTRACT AND DEVELOPMENT SERVICES

**Vet Power, Patriot Village Veterans Housing & Supportive Services - Veterans Program** is designed to establish services which will facilitate the rapid entry into the work force for Veterans who have a disability.

- Comprehensive vocational/personal assessment outlining transferable skills and determining future needs for further entry into the work force.
- Matching past abilities/skills, and interests to marketable jobs in the Florida market
- Determining vocational training needs to enhance employability of the Veteran.
- Determining what other work aides or accommodations will be needed to make the entry successfully.
- A complete action plan with the goal of successful return to work will be submitted for every individual.

Counselors/professionals will determine the “fast track” for each individual by addressing existing obstacles to employment and providing an action plan that will successfully eliminate them. The goal will be successful completion of the vocational program and placement in a job within the Veterans physical and vocational capacities.

### **FAST TRACK:**

Assessment with transferable skills

- Plan
- Short Training( for enhancement of present skills)
- EST workshop (preparation for job search and interviewing)
- Job Placement Services

### **SECONDARY TRACK**

- Assessment/ Testing
- Vocational exploration for goal setting
- Short Training of up to 6-9 months
- EST
- Job Placement Services

**Secondary track** is individualized for placing the Veteran in a job with skills acquired through training. It involves complete preparation of the individual through training and coaching on how to enter the work force once again. **EST** will involve interviewing skills, life & work habits, and teaching candidates about realistic expectations regarding work and job retention.

**Job Placement:**

Job placement program will involve providing job leads and establishing a network of employers that are willing to hire candidates from the program. Job placement specialists will be required to develop these relationships in the community and foster trust in employers for the candidates that the program has. Data base of possible employment leads will be developed.

Other resources should be developed as alternatives for placement of candidates in other industries or fields which do not pertain to the short training programs offered by the Secondary Track.

**Goals:**

- Provide placement services which are matched to job positions which the candidates can follow and develop further as career or job paths. This will provide value and longevity in a job. The candidates self esteem and confidence in his abilities will be further developed.
- Develop positions for placement needed by employers in the community.

**Interdisciplinary services:**

Services could be developed as a continuation of further coordination of services designed to develop and foster social, safety, and independence for the Veteran as he re enters the community and settles down with the family.

Services provided would be case management services delivered by vocational rehabilitation counselors, rehabilitation nurses, social workers, or physical therapists at the clients homes. These services would be comprised of an assessment and a follow up coordination with the VA personnel assigned to the candidates case. The services would be an extension of the VA to complete the necessary rehabilitation and re integration of the individual into the family and the community. A plan of services with time line would be provided to the VA personnel assigned for the management of the individual's case.

These services would address the following:

- Problems with the individual, home, and family, as he settles down with his family and begins re entry and re adjustment into his lifestyle and in his community.
- Safety in the home (for spinal cord injuries, TBI, amputees)
- Concerns by the individual and family regarding independence, safety and individual functionality.
- Accommodations and accessibility necessary in the home to provide the individual and family the independence needed to return to normalcy.
- Address other services needed with the VA

**Vet Power, Patriot Village Veterans Housing & Supportive Services - Short Term Certified Occupational Training Program**

**Vet Power, Patriot Village Veterans Housing & Supportive Services - Green Jobs Training Program**

- LEED Certification Training
  - Sustainable Government Contract Certification
  - Energy Efficiency & Conservation Training
  - Biodiesel, Biofuel, Hydrogen Fuel Cell Manufacturing Training
  - Disaster Preparedness and Response
  - Green Building and Historic Building Renovation
  - Natural Resources Conservation
  - **Vet Power, Patriot Village Veterans Housing & Supportive Services Entry Level Construction Training Program**
  - **Vet Power, Patriot Village Veterans Housing & Supportive Services Advance Level Construction Training Program**
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**BUSINESS AND SERVICE CENTER**

**VET POWER, PATRIOT VILLAGE  
VETERANS HOUSING &  
SUPPORTIVE SERVICES  
HELP DESK SERVICE DIVISION**

# **Vet Power, Patriot Village Veterans Housing & Supportive Services**

## **Help Desk Service Division**



### **Job Creation Program**

In the past the Veterans and disabled workforce have been an over looked workforce. These populations have proved to have technical abilities that are needed to become an intricate, empowered workforce. We have entered into cyber, virtual time period which requires a virtual service and support network to help manager every area of service and support required to management millions business correspondence. The role of the Office of Veterans Support Services Workforce Development (VSSWD) is to work in partnership with the U.S. Department of Labor, US Veterans Administration, Department of Vocational Rehabilitation, and a variety of stakeholders in order to provide administration and operational management for several federal programs and to offer specific services in support of the programs.

Veterans Support Service primary responsibility is to promote job creation and to advance our Veterans and disabled consumers workforce. This is achieved through teamwork at all levels of the organization.

Veterans Support Services Help Desk Institute (VSS HDI) is a member centric organization, focusing on the needs of internal and external support organizations and the vendors who support them. The association's mission is to set the standards, establish certification and training programs, and to encourage member collaboration. VSS HDI focus is to lead the customer

support profession worldwide. HDI provides targeted information about the technologies, tools, and trends of the help desk and customer support industry, as well as customized training and certification programs for both the individuals and support organizations.

VSS HDI will also provides numerous opportunities for members to network with their peers, either via participation in one of VSS HDI local chapters, or in gatherings in which VSS HDI host such interactions. VSS HDI will cosponsor the Veteran Support Services Conference and Expos, offers regional training, and publishes a wide range of training publications and research materials.

## **EXCUTIVE SUMMARY**

PME Help Desk Analyst Group / HWC by disabled Veteran transitional services, our leading provider of business process outsourcing services including accounts receivable management, customer relationship management and other services. PME Group provides services in the United States, Canada, the United Kingdom, India, the Philippines, the Caribbean and Panama. Our headquarters location is currently seeking a career-minded professionals to fill the position of Help Desk Analyst. Responsibilities include: First or second level end user support with operating systems such as Windows, Novell and Unix via telephone Communicate effectively with a user orientation, diagnosing and resolving difficult problems in the area of hardware, applications, and operating systems Assist callers with connectivity problems in a network environment, escalating and dispatching service as directed by standard procedures Utilize a call tracking system to log trouble Tickets and Information Technology (IT) Service Requests, track and close tickets Requirements:

- Our intern entry level training operation could possible start training the Veterans while they are in rehab programs.
- Our level two candidates should have 1-2 years Help Desk experience providing application, connectivity, hardware and peripheral supporting a multi-platform system.
- Our level three technicians our mobile and our train to facilitate the problems on site

## **MISSION**

Our mission is to provide policies and procedures regarding Veterans programs and services necessary for the state to implement the Jobs for Veterans Act. Our goal is to alleviate unemployment and underemployment for Veterans and other eligible persons.

The primary function of the Veteran service unit is to assist eligible Veterans, including disabled Veterans, campaign Veterans, and other Veterans and eligible persons in alleviating unemployment and underemployment. Policies and programs are implemented to increase opportunities for Veterans to obtain employment, job training, intensive services, assistance in employment and training programs The department assures Veterans are treated with courtesy and respect at all offices and that Veterans are given priority of service in referrals to job openings and other services. Veteran Business Outreach Specialists provide business outreach services and educate One-Stop and service provider partners on Veteran's issues Veteran

intensive will help to coordinators additional services that will help the transition of the consumers into our core employment services

**OBJECTIVE**

Our objective is to create employment opportunities for the disabled, Veterans, and their dependents of the of the lower ranking services members. This operation will be in a help desk virtual office setting working from their homes. Third quarter of the population that we are targeting already receives some type of government services, we believe with the support of the government by providing us with vendor contracts we can eventually provide our employees with living wage earnings that could possible remove our employees from receiving government benefits. We believe that this model can relieve the burden off the government and the tax payers.

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## OPERATION MATRIXS

### Proposal Vendor Contract Services for

### Veterans

### Defense (Department)

### Defense Finance and Accounting Service

### Retired and Annuitant Pay

*Serves as the central financial and accounting office for the Department of Defense.*

HELP DESK SERVICES	
FEATURES / BENEFITS	

For retirees/annuitants:

We can process will make initial retiree payments within 30 days of retirement	This occurred 94 percent of the time.
We will make initial Survivor Benefit Plan payments within 30 days from date of death notification.	This occurred 92.7 percent of the time
We will respond to your written inquiry within 15 calendar days of receipt.	.Actual response time 13 calendar days.

### Personnel and Readiness

*Helps people leaving the military find civilian jobs.*

Staff the Help Desk from 6:00 a.m. to 6:00 p.m. PST every business day.	Ensure adequate staffing of the Help Desk by staggering Help Desk staff leave schedules and using Operations staff to back up any unexpected vacancies (e.g., sickness). The Operation Transition Help Desk staff (or supporting operations staff) was available from 6:00 a.m. to 6:00 p.m. PST every business day for the entire reporting period.
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*Helps Veterans seeking employment and provides information and assistance to employers.*

STANDARD	RESULT
For Veterans, we will provide:	
Courteous, prompt, and respectful service.	Standards are being reevaluated with regard to develop appropriate measures consistent with the Government Performance and Results Act of 1992 (GPRA).
An Eligibility Data Form: Uniform Services Employment and Reemployment Rights Act Form 1010 within 10 days of receipt of a Veterans Reemployment Rights complaint and within three days of the complaint if unemployed. We will also settle your VRR case, or refer it to the Department of Justice for litigation, within one year of your complaint.	Standards are being reevaluated to develop appropriate measures consistent with GPRA.
Referral for a job and/or job training opportunity for which you are deemed qualified and eligible, with first consideration to service-connected disabled Veterans.	Standards are being reevaluated to develop appropriate measures consistent with GPRA.
Information about all the services for which you are qualified and eligible, with first consideration to service-connected disabled Veterans.	Standards are being reevaluated to develop appropriate measures consistent with GPRA.
Help in filing a complaint about employment and training matters.	Standards are being reevaluated to develop appropriate measures consistent with GPRA.
Information about, and referral to, other agencies providing benefits and services.	Standards are being reevaluated to develop appropriate measures consistent with GPRA.

For employers, we will provide:

Courteous, prompt, and respectful service by dedicated staff.	Standards are being reevaluated to develop appropriate measures consistent with GPRA.
Qualified Veteran applicants and eligible persons for job openings that are listed.	Standards are being reevaluated to develop appropriate measures consistent with GPRA.
A responsive and timely answer to your concerns.	Standards are being reevaluated to develop appropriate measures consistent with GPRA.
Answers to your questions about Veterans employment and training programs and help in accessing community resources and incentive programs.	Standards are being reevaluated to develop appropriate measures consistent with GPRA.

For grantees, we will provide:

Courteous, prompt, and respectful service.	Standards are being reevaluated to develop appropriate measures consistent with GPRA.
Consultation with you about policy and program changes that affect your grant.	Standards are being reevaluated to develop appropriate measures consistent with GPRA.
<b>STANDARD</b>	<b>RESULT</b>
A responsive and timely answer to your concerns.	Standards are being reevaluated to develop appropriate measures consistent with GPRA.
Answers to your questions about our employment and training programs.	Standards are being re-evaluated with regard to development of appropriate measures consistent with GPRA.

# Veterans Affairs (Department)

## Board of Veterans' Appeals

*Reviews appeals of local VA claims filed by Veterans or their beneficiaries.*

### Courtesy and respect:

We will treat you with courtesy and respect every time you have contact with us.	Of all survey respondents, 72 percent rated the Board of Veterans Appeals (BVA) good or excellent.
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### Timeliness:

We will provide you with a realistic estimate of when to expect a final decision on your appeal within 30 days of the date we docket your appeal.	Of all survey respondents, 54 percent rated the Board of Veterans Appeals (BVA) good or excellent.
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### Thoroughness and fairness:

We will review all issues in your appeal thoroughly and decide them fairly according to the law.	Of all survey respondents, 38 percent rated the Board of Veterans Appeals (BVA) good or excellent.
We will review and consider all information and evidence included in your case when we decide your appeal.	Of all survey respondents, 39 percent rated the Board of Veterans Appeals (BVA) good or excellent.

### Communication:

We will give you a complete and understandable explanation of the appeal process when you begin your appeal. We will also give you a phone number and address that you may use to contact us for any questions regarding your appeal.	Of all survey respondents, 70 percent rated the Board of Veterans Appeals (BVA) good or excellent.
We will give you an accurate, current status report on your appeal, upon your request.	Of all survey respondents, 53 percent rated the Board of Veterans Appeals (BVA) good or excellent.

We will keep you informed of all significant developments in the processing of your appeal, including significant changes to the estimated completion date.	Of all survey respondents, 50 percent rated the Board of Veterans Appeals (BVA) good or excellent.  Note: BVA plans to remove this standard.
We will give you a clear explanation of your additional appeal rights if you receive an unfavorable decision on your appeal.	Of all survey respondents, 75 percent rated the Board of Veterans Appeals (BVA) good or excellent.

## National Cemetery System

*Provides burial services in national cemeteries.*

STANDARD	RESULT
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Courtesy, compassion, and respect:

We will deliver service in a manner reflecting compassion and respect for you and your family in a time of need.	Survey results (fall 1996) show 81 percent of respondents rate the quality of service received at national cemeteries as excellent.
We will listen to your requests or questions and provide feedback that ensures understanding and comfort.	Survey results (fall 1996) show 81 percent of respondents rate the quality of service received at national cemeteries as excellent.

Accuracy:

We will accurately determine eligibility for burial services.	Standard under review and may be deleted.
We will provide a headstone or marker that is correctly inscribed.	Reviewing standard and means to collect measurable data.
We will record and provide accurate gravesite locator information.	Reviewing standard and means to collect measurable data.

Reliability:

We will provide clear, easily understood explanations of eligibility and all policies.	Reviewing standard and means to collect measurable data.
We will deliver service in a manner that is fair and impartial.	Standard under review and may be deleted.
We will provide trained staff who are able to provide prompt answers to requests and questions.	Reviewing standard and means to collect measurable data.

Timeliness:

We will determine eligibility for burial benefits within 48 hours.	This standard was met in 98.8 percent of cases in 1995, and in 99.5 percent of cases by the end of July 1996. This standard is also being reviewed for possible revision.
We will ensure that a headstone or marker is delivered to the cemetery within three months.	Reviewing standard and means to collect measurable data.
We will mail Presidential Memorial Certificates within 45 days.	Reviewing standard and means to collect measurable data.

Convenience:

We will provide scheduling seven days a week for Monday through Friday services.	Current performance levels show that this standard is met 100 percent of the time, with 93 percent of requests resulting in a burial at a national cemetery the following week. In addition, we are reviewing this measure and measurement system for revision.
We will provide a 1-800 phone line for you to make inquiries about headstone and marker applications.	Reviewing measure and measurement system for revision.  Toll free number is 1-800-827-1000.

STANDARD	RESULT
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Appearance:

We will maintain the appearance of individual gravesites, headstones, markers, and monuments in a manner befitting these national shrines.	Survey results (fall 1996) show that 73 percent of respondents rated the appearance of national cemeteries as "excellent."
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## Veterans Benefits Administration

### Entitlement Programs

*Provides benefits and services to eligible Veterans and their beneficiaries.*

Courtesy and respect:

We will treat customers with courtesy and respect at all times.	<p>Compensation &amp; Pension — met 69 percent of the time. Data based on findings from Veterans' satisfaction surveys conducted at 13 regional offices. Data for the remaining 43 offices will be available in April 1997 and reported in our next annual report.</p> <p>Loan Guaranty — met 97 percent of time based on sampling of Veterans who received VA guaranteed loans.</p> <p>Insurance — met 100 percent of time based on sampling of public telephone calls received.</p>
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Communication—We will communicate with customers accurately, completely, and clearly by:

Explaining the full range of benefits and services available.	Standard was met 36 percent of the time.
Providing a realistic estimate of how long it will take to process their claim or answer their request.	Standard was met 69 percent of the time.
Keeping the customer informed on the status of the claim or request.	Standard was met 59 percent of the time.
Explaining all reasons for decisions.	Standard was met 73 percent of the time.

Timeliness:

We will answer or acknowledge benefit inquiries within 10 workdays	Correspondence-standard was met 97 percent of the time; Veterans Assistance Inquiries-standard was met 88 percent of the time.
We will respond to telephone calls within three minutes after the call goes through.	Standard was met 84 percent of the time.
We will interview customers at our offices within 20 minutes of arrival.	For FY95, VBA benefits offices met the standard 92 percent of the time. In the first nine months of FY96, this improved to 95 percent.
We will deliver benefits and services in the shortest possible time.	Nationwide, processing times for disability compensation claims improved 34 percent over the past two years (from 226 to 149 days).

Responsiveness:

We will ensure ready customer access to our services.	Performance measures are either under development or were implemented too late for data to be included in this report. The next annual report will contain data for this standard.
We will fully address all customer questions, concerns, and complaints.	Standard was met 97 percent of the time. Data are based on internal quality reviews.

**Veterans Health Administration**

*Provides health care to eligible Veterans and their dependents.*

<b>STANDARD</b>	<b>RESULT</b>
Staff courtesy: We will treat you with courtesy and dignity. You can expect to be treated as the first-class citizen that you are.	The Veterans Health Administration '96 Outpatient Feedback Survey shows 84 percent positive responses to questions addressing courtesy; dignity and being treated as a first-class citizen. This represents a VHA-wide 3 percent improvement over the '95 survey results.
Timeliness: We will provide you with timely access to health care. We have talked to you, our patients, about your expectations for timeliness.	The '96 Outpatient Feedback Survey shows VHA matched the 76 percent positive response rate from the '95 survey on questions addressing timeliness

<p>You have told us that you expect to have your urgent needs met when they come up and your non-urgent needs taken care of in a reasonable period of time. You also said you understand that it may take some time for your medical facility to meet your expectations for timeliness. For that reason we have asked our medical facilities to do three things so that they eventually meet your expectations: post local timeliness standards; keep track of how well they meet those standards; and make continuous improvements in their timeliness.</p>	<p>and access to care. In the VHA '96 Network Performance Report, 100 percent of all VA medical centers met the exceptional level of performance defined as a median waiting time of less than 30 days for all primary and specialty care outpatient clinics. The national average for primary clinics and specialty clinics was 10 days and 5, days respectively.</p>
<p>One provider: One health care team will be in charge of your care. Because health care often involves many different providers, it is important that one provider or team have overall responsibility. You can expect to know whom to contact when you need help or have a problem.</p>	<p>The 96 Outpatient Feedback Survey shows that 72 percent of the patients answered yes to question 29, "Is there one person or team in charge of your care?" This represents a VHA-wide 6 percent improvement over the '95 survey results.</p>
<p>Decisions: We will involve you in decisions about your care. Your preferences will be met whenever possible and medically appropriate. We will listen to your concerns and discuss them with you.</p>	<p>The '96 VHA Outpatient Feedback Survey matched the 80 percent positive response rate of the '95 survey on questions addressing the patients involvement in decisions of care, meeting personal preferences, and listening to concerns.</p>
<p>Physical comfort: We will strive to meet your physical comfort needs. This includes help with things like pain management, eating, bathing, or getting to the bathroom while in the hospital. It also includes maintaining privacy during examinations and tests when an inpatient or outpatient. We will ensure proper facilities for Veterans with special needs.</p>	<p>The '96 Inpatient Feedback Survey reported problems for 16 percent of the respondents with experiences related to physical comfort during their inpatient stay. Due to changes in survey methodology, we are unable to compare data points on this issue from our '95 to '96 experience. Our '96 survey data point will be used to determine the degree of improvement in the FY97 Inpatient Survey results.</p>
<p>Emotional needs: We will provide support to meet your emotional needs. We will encourage you to share any anxieties and fears you may have about your condition or treatment. You can expect our staff to be sensitive to your feelings and help you deal with your health care experience.</p>	<p>The '96 Inpatient Feedback Survey matched the 79 percent positive response rate of the 95 survey on questions addressing the patient's perception regarding professional staff support for emotional needs and sensitivity to patient's feelings.</p>
<p>Coordination of care: We will take responsibility for coordination of your care. Health care can be very complicated, and many patients need to see</p>	<p>The '96 Inpatient Feedback Survey shows that 67 percent of the patients surveyed responded yes to questions pertaining to appropriate coordination of</p>

more than one health care professional. We will ensure that all your providers talk with each other and give you clear plans for your care. If you need a specialist, you can expect us to make all arrangements to ensure that one is provided for you.	care. This is a VHA-wide 3 percent improvement over the '95 survey results.
<b>STANDARD</b>	<b>RESULT</b>
Patient education: We will strive to provide information and education about your health care that you understand. You can also expect us to try to answer your questions in a way that you understand.	The '96 Inpatient Feedback Survey shows that 69 percent of the patients surveyed answered yes to questions pertaining to providing information and education about their health care, and explaining health care information in a way that is understandable. This is a VHA-wide 2 percent improvement over the '95 survey results.
Family involvement: We will provide opportunities to involve your family in your care. Whether your family is involved, however, should generally be your choice.	The '96 Inpatient Feedback Survey reported that 29 percent of the respondents had problems with issues related to family involvement in their care. This is being reviewed in the '97 Inpatient Survey which will be used to determine the degree of improvement over 12 months.
Transition: We will provide smooth transition between your inpatient and outpatient care. You can expect to understand what medicines you are to take, what danger signals to look out for, and what activity level you can have after discharge. You can expect to know whom to contact if you need help or advice right away, and when your first follow-up appointment is.	The '96 Inpatient Feedback Survey showed that 33 percent of the respondents had problems with issues related to smooth transitions between levels of care. This aspect is being reviewed in the '97 Inpatient Survey which will be used to determine the degree of improvement over 12 months.

## Veterans Canteen Service

*Provides retail services at Veterans facilities.*

The Veterans Canteen Service (VCS) leadership is dedicated to constantly improving customer service throughout the VA network. VCS, in concert with the Office of Policy, Planning and Performance, is developing appropriate and valid performance measures to assess its stated customer service standards. These measures will be in place during the current performance year. Changes to the existing standards may be made as appropriate as the work progresses.

When you do business with the Veterans Canteen Service, you can expect us to live up to these standards of service:

One-hundred percent satisfaction guaranteed - always.	Standards and performance measures are being reviewed.
No ifs, ands, or buts. We will handle all complaints promptly and to your satisfaction.	Standards and performance measures are being reviewed.
We will treat you with courtesy and respect at all times.	Standards and performance measures are being reviewed.
We will provide knowledgeable and helpful responses to your questions.	Standards and performance measures are being reviewed.
We will maintain clean, well-lighted stores, food courts, and cafeterias with attractive displays.	Standards and performance measures are being reviewed.
We will respond promptly to all customer comment cards deposited in boxes located in our canteens.	Standards and performance measures are being reviewed.
We will post a picture of the Canteen Chief and the satisfaction guarantee in a prominent place so that customers can contact the Chief if they need management assistance.	Standards and performance measures are being reviewed.
For current "price buster" merchandise, we guarantee the lowest price in town or refund the difference plus 10 percent.	Standards and performance measures are being reviewed.
We will serve you within three minutes in our food courts.	Standards and performance measures are being reviewed.
<b>STANDARD</b>	<b>RESULT</b>
We will offer a "Care Giver Special" every day and price it within the lunch allowance for volunteers.	Standards and performance measures are being reviewed.
We will maintain 100 percent in-stock-condition on items with high customer demand.	Standards and performance measures are being reviewed.
Within space limitations and sales potential, we will offer a wide assortment of value-priced merchandise and discount special-order programs.	Standards and performance measures are being reviewed.
In our food courts and cafeterias, we will only	Standards and performance measures are being

serve tasty foods made with quality ingredients.	reviewed.
We will offer more house brands, more specials, and more promotional merchandise at deep discounts.	Standards and performance measures are being reviewed.
We will handle all customer refunds in a courteous and cheerful manner.	Standards and performance measures are being reviewed.
We will keep our vending machines clean and filled with a variety of convenience items.	Standards and performance measures are being reviewed.

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**DIRECTORY, REGISTRATION AND  
RESOURCES**

## REGISTRATION AND RESOURCES

Businesses interested in government contracting have mounds of paperwork to comply with government requirements. Here are some links that can help you as you embark on your compliance journey.

[Business Registrations](#) - This site can help you determine which business structure is best suited for your business.

[Small Business and Self-Employed IRS Resource Website](#) - Links to major business subjects, such as Business Expenses. Lists information by business topics, or by business type such as sole proprietor, corporation, etc.

[HUD Small and Disadvantaged Business Resource Guide](#) - Great Resource for Small Businesses - Links to agencies helpful to business development.

[Doing business with the government](#) - If you intend to buy from, sell to, or do business with the State of Florida you need to register with the State Procurement Office.

State of Florida - Register your business. Downloads available; fillable forms. Download packet of material for new State of Florida businesses.

[How to Protect your Idea](#) - Patent & Trademark Office contact information.

[U. S. Small Business Administration](#)

[SBA's Women Business Offices](#)

[SBA Resource Library](#)

[Small Business Development Centers](#)

[SCORE - Senior Corps of Retired Executives](#)

**GSA schedules:** billions of dollars is purchased annually through the government's GSA office - the GSA catalog of products and services is becoming more popular as a purchasing method for federal agencies. For some businesses, this is a great way to market to hundreds of federal buyers every day.

## **New Veterans unit could be big business for Humana Inc.**

Monday, June 04, 2007

**Ed Green - Business First**

Humana Inc. has started a small subsidiary to focus on increasing its work on government-sponsored programs -- a business that could produce a hefty new revenue stream for the Louisville company.

Some of the details about the unit, Humana Veterans Healthcare Services Inc., are in flux because its business depends on getting requests for proposals to provide services to the U.S. Department of Veterans Affairs.

If Humana Veterans wins contracts, it will collaborate with the VA to help manage the quality and cost of health care services for a growing number of former military personnel who are eligible for VA benefits, said Alfonzo Poteet, CEO of Humana Veterans.

Poteet, a former deputy assistant secretary for the Department of Veterans Affairs, and two other executives were hired to develop the business, which is not yet generating revenue. Work could start soon.

The three officials already have worked on bids for Humana to provide services for the VA, and the unit will boost employment in Louisville later this year to fulfill any contracts it wins, Poteet said.

He declined to estimate how many workers will be needed or how much revenue the unit will generate.

But he acknowledged that based on the billions of dollars the VA spends each year on health care, creating a business that supports the VA's mission could spark significant revenue for Humana.

Last year, \$14.6 billion of the company's \$20.7 billion in premium revenue came from government sources.

Last month the unit submitted a proposal for a repricing contract that would allow Humana to negotiate lower charges within an existing network of health care providers that treat eligible Veterans outside the VA health care system.

Humana would receive part of the overall savings if it wins the contract, Poteet said. Project HERO designed to save money

Another contract on which the company recently bid is a pilot program called Project HERO, or Health Care Effectiveness through Resource Optimization.

Project HERO was launched earlier this year "to reduce VA contract costs while improving access, accountability, care coordination, patient satisfaction and clinical quality" of care provided by institutions outside the VA system, according to information from the VA's Web site.

The first phase of the project is to establish a network of specialty providers to offer care that is not available within the VA system.

The VA has selected four of its Veterans Integrated Services Networks, or VISNs, to test the project. The networks are made up of multiple states and geographic areas where the VA provides benefits to eligible Veterans.

Humana has bid to manage the health care network for all four VISNs, which comprise about 25 percent of the 7.7 million Veterans enrolled in the VA's programs. Veterans' organizations object to plans

Officials with the VA declined several requests for interviews about the HERO program and the VA's work with private companies such as Humana.

Laurie Tranter, a spokeswoman for the VA in Washington, D.C., said officials will not comment on the program until it responds to bids later this year. She said she does not know how many companies have submitted bids for the project.

Officials with several Veterans' organizations, including the Cold Spring, Ky.-based Disabled American Veterans, criticized the HERO program during testimony before a congressional committee earlier this year.

David W. Gorman, executive director of the DAV, testified that officials worry that "in an open environment of mixed government and private providers with tight budgets," private providers "would inevitably grow over time and place at risk" the comprehensive services the VA provides. Work for VA could be broad

Poteet said Humana officials are not seeking to replace services the VA already provides but will complement its services by bringing in the company's experience in managing health benefits.

He also described Project HERO as a "subset" of what Humana hopes to do for the VA.

Other services the company would like to provide are disease and utilization management, patient appointment services, provider network development, resource staffing and referral management.

Humana's Military Healthcare Services unit already provides many of those services to the government.

The 11-year-old division manages benefits for about 2.9 million people covered under the U.S. Department of Defense's TRICARE program.

Humana Military won a five-year, \$2 billion contract in 2003 to serve as the managed-care support contractor for about 2.8 million beneficiaries in Florida, South Carolina, Georgia, Alabama, Mississippi, Florida, Arkansas, Louisiana, Oklahoma and Texas.

According to Poteet, Humana Veterans operates as an autonomous unit but works closely with officials at Humana Military and Humana's commercial insurance units to put together programs with the VA.

"We are looking to do anything we can do with the VA with health care," Poteet said. Humana Veterans Healthcare Services Inc.

Description: Subsidiary of Humana Inc. formed to develop business relationships with the U.S. Department of Veterans Affairs Founded: 2007 Top official: Alfonzo Poteet, CEO Employees: Three, including Poteet Projects bid: Repricing contract to help government save on purchases of health care supplies and services and a demonstration program called Project HERO, which is developing public-private partnerships to manage health benefits for Veterans receiving care outside the VA system.

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# **ORGANIZATIONAL CHART**



**EXECUTIVE OPERATING MANAGEMENT**



**BOARD OF DIRECTORS**



**ADVISORY BOARD**

## **EXECUTIVE OPERATING MANAGEMENT**

### **FINANCE AND ACCOUNTING**

-Chief Financial Officer

-Director of Treasury Services

-Director of Billing Operations

### **OPERATIONS**

-Chief Operating Officer

-Regional Vice President of Operations

-Vice President of Operations

-Vice President of Clinical Services

Director of Risk Management

Analyst

Director of Social Services

## **MARKETING**

-Vice President of Marketing

Assistant Director of Marketing

## **HUMAN RESOURCES**

-Corporate Director of Human Resources

## **REHABILITATION SERVICES – TRANSITIONS REHABILITATION**

-Southeast Regional Director of Rehabilitation

## **HOME HEALTHCARE SERVICES - DIAMOND HOME HEALTH CARE**

-Administrator

Director of Managed Care

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# **ADVISORY BOARD**

**ADVISORY BOARD**

**CORPORATE MARKETING**

**\* SCANNED DOCUMENT INSERT HERE**

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**VETERANS TRANSITION HOUSING**

# Introduction (Veterans Transition Housing Program)

## Executive Summary

On any given night, more than a quarter of a million persons who have defended our country are homeless and on the streets, and more than half a million Veterans experience homelessness each year. HWC Veterans Transition Center is a provider of services to Veterans and are restoring the dignity of our former soldiers each day through its housing, health, job training and supportive services programs.

HWC Veterans Transition Center affiliates in Michigan work with formerly incarcerated Veterans through the Veterans Transition Program (VTP). The goal of VTP is to provide supportive services and employment that will enable Veterans to stabilize their personal lives and achieve economic self-sufficiency.

## Mission Statement

To operate programs designed to assist Veterans at risk of becoming homeless Veterans to maintain or improve their status in society by providing a safe and secure environment through which they can access a wide array of human services. The focus of these programs is to assist homeless Veterans with the services that have prevented them from becoming re-established in their communities. This will be done by assisting them to obtain meaningful employment and subsequently - safe, decent, and sanitary housing." Our programs do not provide emergency shelter.

## Transitional Residence

Institutional  
Housing



**Bedford, Massachusetts**

Transitional  
Housing



**Cleveland, Ohio**

Independent  
Housing



**Hampton, Virginia**

The Compensated Work Therapy / Transitional Residence Program (CWT/TR) is a work-based Psychosocial Residential Rehabilitation Treatment Program (PRRTP) offering a therapeutic residential setting for Veterans involved in Veterans Industries/Compensated Work Therapy (VI/CWT).

This program provides a rehabilitation-focused residential setting for Veterans recovering from chronic mental illness, chemical dependency and homelessness.

The program provides a bridge between hospitalization or intensive outpatient treatment and successful community reintegration. The program utilizes a residential therapeutic community of peer and professional support, with a strong emphasis on increasing personal responsibility and achievement of individualized rehabilitation goals.

The program differs from other VA-operated residential bed programs in that participants contribute (using their VI/CWT earnings) to the cost of operating and maintaining their residences and are responsible for planning, purchasing and preparing their own meals.

### **Program Goals (Housing)**

- HWC offers Veterans a clean, safe, and healthy environment from which they will be able to access educational and vocational opportunities and training through portions of our program.
- HWC Veterans Transition Center Network is currently seeking funding from the U.S. Department of Veterans Affairs (VA) for a newly constructed building in South Florida Florida to create evaluation assessment, transitional housing, leading into home ownership for homeless Veterans and the disabled communities.
- We are very excited about the possible opportunity to partner with the Department of Veterans Affairs and other governmental agencies that focus is on the economical and housing transition of the disabled communities. This initiative will represent the first housing specifically dedicated to and designed for Veterans in Florida.
- It will be an honor for us and our partners to work with these individuals that, as a society, we owe so much to. The innovative model we have chosen has proven successful in working with the diverse and severe problems faced by many homeless Veterans.
- After each participant's strengths and needs are assessed, an individualized service and housing plan will be developed. This plan outlines goals in major life areas, including housing, employment, substance abuse, mental health, family relations, social supports, literacy, life skills training and group cognitive-behavioral therapy.

# **TRAINING**

# TRAINING

## **Program Goals (Assessment / Employment)**

- Vet Power, Patriot Village Veterans Housing & Supportive Services Transition Center Workforce Service, provide priority of services to Veterans in all Department of Labor job training programs. In the pursuit of continuous improvement to assist Veterans in locating competitive employment opportunities, we provide short term occupational certification; this provides the Veterans a marketing tool when applying for employment opportunities.
- Currently we are seeking partnerships through MOU with local Veteran Employment Representative (LVER) and Disabled Veteran Outreach Specialist (DVOP), One-Stop employment solution for businesses and job seekers. Our offices provide intensive services such as Case Management, Career Counseling, Transition Assistance, individual job development and referrals to employment. We can connect you with local programs that will pay for training, licenses and certifications in the field of your choice.
- The Veterans Program offers assistance to Disabled Veterans, Homeless Veterans, Women Veterans, and Incarcerated Veterans. Local offices provide various training programs specifically designed to prepare Veterans for civilian careers. We also provide access to Veteran benefit information, assistance with applying for government jobs, and priority hiring through federal contractors.
- Priority of Services for Veterans is limited to individuals with a minimum of 180 days of active military service. It includes the spouse of any Veteran who died of a service-connected disability, was missing in action, was captured in the line of duty by a hostile force or forcibly detained or interned in the line of duty by a foreign government or power.

## **Entry Level Occupational Certification Programs**

### **Executive Summary**

The Company offers a broad array of occupational certificate programs that provides short term course of study preparing the consumer's Employment Marketing Profile (EMP) directly for employment or self-employment upon completion of the program. Most certificate programs are developed through the collaboration partnership with selected short term certification occupation training facilities, industry leaders, employers and union leaders. These of certificates programs

will be reflective be to the most current reports of development and occupational trends document

### **Mission Statement:**

The mission is to prepare consumers for entry level work through a Short Term Certification Program (STCP) that have identified local marketing trends. Each occupational program has an employer advisory committee to provide occupational outlook information and give input to the curriculum, ensuring that the consumers are learning the skills needed to enhance their marketing profile by the industry the consumer is seeking employment within. Whether the consumer is exploring career choices following high school, considering a major career move, or seeking new skills for advancement, a wide variety of training options are available through these certificate programs.

### **Career Certificates:**

Career Certificates are programs of study consisting of 18 units or more that provide extensive preparation in the designated field. They are intended to certify that students who have successfully completed the program are prepared to enter the careers associated with their chosen certificate. They usually take at least one to two years to complete.

### **Achievement Certificates:**

In addition to Short Term Certificate Program (STCP) of study, The Company also offers many programs resulting in the award of Achievement Certificates. These certificates are under 18 units, and, while the local development and approval process is rigorous, they do not require approval by the state Chancellor's Office. These certificates are designed to provide the consumer's with a brief but intense course of certification in a particular area, so that he or she may develop specific skills or prepare for an entry-level position in the field.

Successful completion of these programs also may certify the consumer's students are prepared with a particular set of skills, such as the job entry skills leading to a full Career Certificate program, or skills to upgrade or advance in an existing career. These programs often provide advancement on a "career ladder," and are therefore of shorter duration and narrower in scope than the Career Certificate programs to which they may lead. Prior to the 2007-2008 Catalog, Achievement Certificates were designated as Completion Certificates or Competency Certificates.

### **Certificate Coursework and Prerequisites/Advisories:**

Courses in a certificate program may have prerequisites or advisories; that is, courses that must or should be completed before taking that course. Please check for prerequisites or advisories by clicking on the courses in the Program Requirements section of the certificate.

In addition, the reading and writing or mathematics level required for beginning certificate certification and/or successful completion varies from program to program. Courses in a program

may have a specific level of English or Math as either a prerequisite or recommendation. Placement tests to help you determine your English or Math level are free and offered on a regular basis by the Assessment Office.

If an English or Math course is a prerequisite to a course, you can seek to meet the prerequisite by:

- Taking a placement test to validate that your English or Math level meets or exceeds the requirement
- Enroll in and successfully complete the prerequisite English or Math class before enrolling in the course
- Successfully challenging the prerequisite (please contact the department for details)

If an English or Math course is recommended, it is considered an advisory, not a requirement. Advisories give an accurate indication of the skill level needed to do well in the program. Take these advisories seriously!

### **Certificate Requirements and Previous Coursework or Experience:**

If you believe that you have already fulfilled a certificate requirement or course prerequisite through previous coursework or prior experience, please contact the program coordinator or a counselor for assistance.

### **The Certificate and Selection Processes:**

- The certification assessment process will be based on current employment data combined with informed choices evaluation. The certification manager has established partnerships or MOU with local employers.
  - The certifications will be in the area of: OHSA, first aid, food handling and services, back end restaurant operation, environmental services, daycare and senior citizen services, security, basic customer's service, laundry service
  - Some programs - particularly in the Health Sciences or Public Safety fields - may have a selection process for entering students. Please contact the department or a counselor for information about the selection process for any such program.
-

# **EMPLOYMENT**

## EMPLOYMENT

### **Services for Business & Industry Employers, Manufacturers & Governmental Agencies:**

Our mission is to provide a realistic and meaningful vocational opportunity to Veterans and the disabled community; encouraging successful reintegration into the community at the Veterans' highest functional level. To achieve this mission we develop partnerships with companies who want high quality work completed on a timely basis at a competitive price. The expectation of quality, as demanded by industry, helps create and maintain our programs atmosphere of success.

The Veterans Industry/Compensated Work Therapy / Supported Employment program identifies Veteran and disabled persons strengths and matches those skills and abilities to industries job requirements. One important feature in the assessment process and supported employment services is its level of staff support; operating much like a free employee assistance program for your company.

The Company's "temp to hire" transitional work program allows a company to pre-screen Veterans or disabled persons, observing them in action before making a decision regarding competitive employment.

### **How Can Veterans Industries Help Your Company?**

By providing labor services for semi-skilled and unskilled positions in information technology, office management, clerical, retail, manufacturing and production, warehousing, manual labor, food services, etc...

By providing professional rehabilitation support including staff education, task analysis and job modification, case management, and follow-along services.

- Assembly and sub-assembly
- Custom packaging
- Reclaiming and recycling
- Inspection, grading and sorting products for industry
- Depending on your company's needs, the process may be an efficient and effective option for hourly work or tasks completed on a piece rate or job rate basis.

## Cost Management

### **1. Readily available competitive, semi-skilled and skilled labor for short term and permanent assignments.**

- VI/CWT is a national vocational rehabilitation program that assists Veterans and the disabled population return to competitive employment; making a living wage and building their self esteem while contribution to the community.
- Veteran and disabled workers are pre-screened and matched to the specific job requirement.
- There is little risk for industry working with the VI/CWT transitional work program. The employer/employee relationship is non-existent, and there is no mandated obligation to hire the Veteran or disabled person. However, Veterans typically demonstrate their value to the participating company which often results in permanent hires.
- With the VI/CWT transitional work program there are none of the normal employee costs like health care, sick or vacation leave, and workers compensation insurance.
- Working with the VI/CWT program can reduce your Company's overhead costs.

### **2. How does VI/CWT reduce overhead costs?**

- By providing temporary staffing at your facility, eliminating your cost for workers compensation insurance, vacation and sick time, FICA, and job vacancy advertising.
- Comprehensive medical costs are covered by the Veterans Administration. Work can also be completed in one of our facilities, if workshop services are provided, reducing demands on your space, utilities, inventory and time.
- Delivery Many of the VI/CWT programs offer local delivery at a nominal cost.

### **3. Storage Many VI/CWT programs are able to provide temporary storage solutions:**

HWC Veterans Services (AVS) is a coalition of county Veteran program administrators and Veteran advocates in The State of Florida who are collectively assessing and addressing the evolving needs of indigent Veterans. HWC does not provide direct services to Veterans, instead HWC works with counties to enhance their ability to provide services to Veterans and their families.

The 2005 passage of Senate and House Bill 1189 -- providing relief for indigent Veterans, the disabled population and their families -- puts many Veteran "best practice" programs on solid footing and enables the rest to move in a direction where county resources permit. More importantly, each county is now able to design and implement programs or services tailored to meet the emerging needs of Veterans.

Throughout the year, CVS will continue working with counties to enhance service delivery to indigent Veterans. This web site serves as a tool to assist CVS participants in accomplishing this goal.

Aging and increasing medical needs of the Veteran and disabled population impact service needs. Program staff assists Veterans with complex needs such as chronic homelessness, addiction issues, marginal job skills and mental illness. Vietnam Veterans account for over 50% of our clients followed by Gulf war, Korean era, and WWII Veterans. In the past year Veterans from the Iraq and Afghanistan conflicts have begun utilizing program services as well.

- **Veterans Readjustment Appointments (VRA)**

Veterans Readjustment Appointment (VRA) is a noncompetitive appointment of a Veteran in the excepted service. The employee obtains competitive status and career or career conditional tenure upon satisfactory completion of a two-year trial period and education and training. Normally, a formal education and/or training plan is prepared before the employee is appointed - a combined effort between the first-line supervisor, the selected candidate, and a Human Resources Consultant.

The education and training requirements identified in the plan are tailored to fit the requirements of the position and the needs of the employee. Training can be on-or off-duty and can include any, or a combination of the following: college education, vocational or technical school, on-the-job training, or attendance at government-sponsored training.

- **Worker Trainee Opportunities Program (WTOP)**

The Worker-Trainee Opportunities Program (WTOP) was designed as a part of the Government's continuing effort to hire and develop low-skilled and disadvantaged persons. The WTOP is primarily used to fill positions restructured at a very low entry level, referred to as developmental jobs, which require special types of training and developmental experiences that lead to target positions at higher grade levels.

When someone is selected as a candidate under the WTOP, his/her supervisor must prepare a Worker-Trainee Development Plan . The supervisor provides work experiences with a mixture of the kinds of tasks associated with the present position and the kinds associated with the target position. The supervisor also provides training specifically designed to help the trainee meet the specific qualification requirements of the target job. The central element of the entire WTOP process is the interaction between the supervisor and the individual.

WTOP is often used in conjunction with the Department's Welfare-to-Work Program.

***WE CAN HELP YOU "MAKE THE MATCH"***

Challenge Enterprise Network Employment and Training provides customized, recruiting services for local businesses as well as job search assistance, training and employment creation for all job seekers.

- Establish a For-Profit company of Florida titled Challenge Enterprise Network Employment and Training, LLC. Challenge Enterprise Network Employment and Training will be created by members of the Business Advisory Council and funded by same.
- Develop a business model focusing on the strengths of the network of certified employment centers current services and products offering. Currently, the company is forming external partnership to help launch this pilot program.
- Develop opportunities outside of the current certified community rehabilitation programs products and services offering to expand it into new and innovative opportunities to meet integrated employment goals.
- Establish strategic alliances with the private sector firms to utilize Challenge Enterprise Network Employment and Training for contracting services and products.
- Establish strategic alliances with the private sector firms to utilize Challenge Enterprise Network Employment and Training to identify new product and service opportunities.

## **JOB CREATION**

Challenge Enterprise Network Employment and Training is in the Research and Development stages of partnering with investors for the purpose of creating employment opportunities for the consumer's base that government has targeted to be disenfranchised, underserved, and under the poverty line.

Currently, the marketing department is submitting Concept Papers, RFPs and electronic e-mails to all public, private agencies that support the transition of the disabled, challenge, and homeless community, outlining our objectives. Challenge Enterprise Network Employment and Training is exploring the following employment from the data provided from Department of Labor and Depart of Education outlining, trends and potential growth in particular opportunities that is viable to the areas we are sitting up manufacturing and service operations. The following opportunities are being explored as a vital part of Challenge Enterprise Network Employment and Training production, manufacturing and service departments.

## **Product and Service Description**

The product below will be used for possible procurement and packaging opportunities. The product and service lines that we can offer include but not is limited to the following:

## **Products**

- Embroidered Clothing Items
- Silk Screened Clothing Items
- Breakaway Safety Necklace
- Ear Plugs
- Head & Body Shampoo
- Jumper Cables
- Safety Glasses & Goggles
- Sun Screen Lotion
- Concrete Parking Stops
- Staplers (standard & heavy duty)
- Staple Remover
- Two-hole punch
- Back Support Belts
- Ergonomic Office Accessories
- Permanent Ink/ Laundry Markers
- Writing Instruments
- Biohazard Clean-up Kits
- Soap & Soap Dispensers
- First Aid Supplies
- Elastic Bandages
- Hand Sanitizers
- Award Plaques
- Flags (U.S., State, POW/MIA)
- Drug Testing Kits
- Desk Sets
- —
- Disposable Bibs
- Clips boards
- Mailing Tubes
- Document Frames (metal & wooden)
- Disposable Aprons
- Ballistic Vests & Outer Shells
- Bulletin Boards
- Chair Mats
- Mops & related products
- Wall & Atomic Clocks
- Portable Emergency Eye Wash
- Squeegees (floor & windows)
- Safety Vests
- Sandblasted Wood Signs
- Sandblasted Foam Signs
- Paper Clips
- Push Pins
- Calculators
- Correction Fluid
- Ink Jet Cartridges
- Laser Printer Cartridge
- CPR Belt Bags
- CPR Key Chains
- CPR Holsters
- CPR Kits
- Aerosol kits (variety)
- Latex Gloves & Glove Dispensers
- Bicycle Racks
- Wheelchairs
- Wheelchair Parts
- Calendars (desk, arch style, wall)
- Dry Board Markers & Erasers
- Stainless Steel Scrubbers
- Wiping Rags
- Recycled Plastic Parking Spots
- Survey Stakes
- Condiment Kits
- Personal Computers

## **Services**

- Janitorial Services
- Rest Area Maintenance
- Grounds Maintenance
- Microfilming Services
- Litter Removal
- Website Development & Design
- Mold & Mildew Removal
- Welcome Center
- Bus Cleaning Services
- Computer Repairs
- Computer Upgrades
- Optical Scanning
- Coin Collection Services
- Remediation

## **Health Care**

As we move forward into the next millennium, the Health Care Industry will experience significant growth and will require a large amount of properly trained Health Care workers. The Vet Power, Patriot Village Veterans Housing & Supportive Services will train its Veterans and disabled community into becoming: nurses, paramedics, physician's assistants, therapists and other related health care services.

This will be a perpetual training program. As a result, AVA will create massive employment opportunities for our Veterans and disabled population, rather than seeking workers from foreign countries.

## **Information Technology**

**See Arron.**

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# **HUD FINANCING STRATEGY**

## HUD FINANCING STRATEGY

HWC believes that it can secure Housing and Urban Development (“HUD”) insured loans in accordance with the following:

The first item that must be determined is whether there will be any upgrades/improvements made to a property, and if those upgrades/improvements will fall under HUD’s definition of “substantial rehabilitation involved, the process to obtain a HUD mortgage insurance commitment will take place in two stages, and would likely take +/-6 months, depending upon the efficiency of the architect and the general contractor. If there will be no substantial rehabilitation, the process to obtain the commitment will only be one stage, and would likely take +/-90 – 120 days.

The first step is to do a loan analysis. Once an estimate of the loan amount has been determined to the borrower’s satisfaction, a HUD-approved lender is engaged. The lender then ordered the HUD required third party reports, which consist of a market feasibility study, an appraisal report, and a Phase 1 Environmental Report, and an engineering report (aka a Physical Needs Assessment reports). If substantial rehabilitation is involved, then a Plan and Cost Review will also be required. HUD requires that the lender order all third party reports, but that the borrower pays for them. The money for the third party reports is given to the lender by the borrower, at the time that the borrower enters into the loan application agreement with the HUD-approved

lender. Those report costs/fees normally run between \$30,000 and \$40,000. They are included in the loan underwriting, and are reimbursed to the borrower at the time of the loan closing.

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# **GRANT FUNDING OUTLINE**

## GRANT FUNDING OUTLINE

**Project Title:** (Inclusion / Re-entry Social Concept)

**Description:**

**Mission Statement:**

**Executive Summary**

**Background:** (disparity of services)

**Feasibility Study:**

- Survey (Hospitals, Rehab Centers, Doctor Offices, etc.)
- Identify Target Population
- Demographics / Locations / Target Area
- Data / Statistics (2000 Census?) Projected Services based on 2010 Census?
- Program Validity (Timing – Political Climate)
- Social Acceptance
- Community Involvement
- Timeline Application of Project

**Marketing Strategies / Analysis**

- Collaborations / Partnerships
- Affiliations
- Referrals
- Media Blitz
- Market Definition
- Market Segment – Customer Profile
- Market Research

**Implementation:**

- Administrative Team
  1. Executive Director
  2. Program Director (s)

3. Human Resource Director (Personnel)
4. Chief Financial Officer
5. Training / Development Director

- Support Staff
- Service / Programs / Product
- Critiques / Troubleshooting / Solutions
- Accountability (Reports)

**Funding Source:**

- Grants
- In Kind Donations / Matching
- Bequests
- Fund Raising Activities
- Product / Service Contract

**National Objective:** Individuals with Disabilities (Social, Physical, Emotional, etc.)

**Location:** Venue

**Action Steps:**

- Assign Task / Duties
- Responsibility
- Lobbying? (check purpose of 301©3)

**Operating Budget (Non Profit – Line Item)**

- Personnel Services
  - Contractual Services
  - Operating Expenses
  - Commodities
-

# **GRANT FUNDING RESOURCES**

## GRANT FUNDING RESOURCES

### Organizations

#### [NABVETS](#)

##### **National Association for Black Veterans**

Creating positive lifestyles for Veterans, their families and the community.

#### [NCHV](#)

##### **National Coalition for Homeless Veterans**

NCHV will end homelessness among Veterans by shaping public policy, promoting collaboration, and building the capacity of service providers.

#### [NAACP](#)

##### **National Association for the Advancement of Colored People**

To ensure the political, educational, social and economic equality of rights of all persons and to eliminate racial hatred and racial discrimination.

#### [National Urban League](#)

The nation's oldest and largest community-based movement devoted to empowering African Americans to enter the economic and social mainstream.

#### [National Low Income Housing Coalition](#)

Dedicated solely to ending America's affordable housing crisis.

### Government

#### [U.S. Department of Veterans Affairs](#)

How can we serve you?

#### [VA Forms](#)

Link to the U.S. Dept. of Veterans Affairs "Forms" page.

#### [Center for Minority Veterans](#)

Assists eligible Veterans in their efforts to receive benefits and services from VA.

#### [Center for Veterans Enterprise](#)

The federal web portal for Veterans in business.

### [SBA - Veterans Business Development](#)

#### **Small Business Administration**

dedicated to serving the Veteran entrepreneur by formulating, executing and promoting policies and programs of the agency that provides assistance to Veterans seeking to start and develop small businesses.

### [U.S. Department of Labor Veterans - Employment and Training Service \(VETS\)](#)

To provide Veterans with the resources and services to succeed in the 21st century work force by maximizing their employment opportunities, protecting their employment rights and meeting labor-market demands with qualified Veterans.

### [Homeless Veterans Reintegration Program](#)

Provides services to assist in reintegrating homeless Veterans into meaningful employment within the labor force and to stimulate the development of effective service delivery systems that will address the complex problems facing homeless Veterans.

### [THOMAS - U.S. Congress on the Internet](#)

Search all federal legislative information from 1969 to the present.

### [FirstGov](#)

The U.S. Government's official web portal.

#### **Employment**

### [VetJobs](#)

Veterans make the best employees.

#### **Military Associations**

### [VFW](#)

Veterans of Foreign Wars

The official site of Veterans of Foreign Wars of the United States.

***Click on any title below to read more about the program.***

- [17.801 Disabled Veterans' Outreach Program \(DVOP\)](#)
- [17.802 Veterans' Employment Program](#)
- [17.804 Local Veterans' Employment Representative Program](#)
- [17.805 Homeless Veterans Reintegration Project](#)
- [17.806 Veteran's Preference in Federal Employment](#)

- 27.002 Federal Employment Assistance for Veterans
- 59.044 Veterans Entrepreneurial Training and Counseling
- 64.005 Grants to States for Construction of State Home Facilities
- 64.007 Blind Rehabilitation Centers
- [back to top](#)
- 64.008 Veterans Domiciliary Care
- 64.009 Veterans Medical Care Benefits
- 64.010 Veterans Nursing Home Care
- 64.011 Veterans Dental Care
- 64.012 Veterans Prescription Service
- 64.013 Veterans Prosthetic Appliances
- 64.014 Veterans State Domiciliary Care
- 64.015 Veterans State Nursing Home Care
- 64.016 Veterans State Hospital Care
- [back to top](#)
- 64.018 Sharing Specialized Medical Resources
- 64.019 Veterans Rehabilitation\_Alcohol and Drug Dependence
- 64.022 Veterans Home Based Primary Care
- 64.024 VA Homeless Providers Grant and Per Diem Program
- 64.100 Automobiles and Adaptive Equipment for Certain Disabled Veterans and Members of the Armed Forces
- 64.101 Burial Expenses Allowance for Veterans

- 64.106 Specially Adapted Housing for Disabled Veterans
- 64.102 Compensation for Service-Connected Deaths for Veterans' Dependents
- 64.103 Life Insurance for Veterans
- 64.104 Pension for Non-Service-Connected Disability for Veterans
- [back to top](#)
- 64.105 Pension to Veterans Surviving Spouses, and Children
- 64.109 Veterans Compensation for Service-Connected Disability
- 64.110 Veterans Dependency and Indemnity Compensation for Service-Connected Death
- 64.114 Veterans Housing\_Guaranteed and Insured Loans
- 64.115 Veterans Information and Assistance
- 64.116 Vocational Rehabilitation for Disabled Veterans
- 64.117 Survivors and Dependents Educational Assistance
- 64.118 Veterans Housing\_Direct Loans for Certain Disabled Veterans
- [back to top](#)
- 64.119 Veterans Housing\_Manufactured Home Loans
- 64.120 Post-Vietnam Era Veterans' Educational Assistance
- 64.123 Vocational Training for Certain Veterans Receiving VA Pension
- 64.124 All-Volunteer Force Educational Assistance
- 64.125 Vocational and Educational Counseling for Servicemembers and Veterans
- 64.127 Monthly Allowance for Children of Vietnam Veterans Born with Spina Bifida
- 64.128 Vocational Training and Rehabilitation for Vietnam Veterans' Children with Spina Bifida or Other Covered Birth Defects

- 64.201 National Cemeteries
- 64.202 Procurement of Headstones and Markers and/or Presidential Memorial Certificates
- 64.203 State Cemetery Grants.
- 96.020 Special Benefits for Certain World War II Veterans

For more information about the New Directions HVRP program, go to:  
<http://www.newdirectionsinc.org>.

For more information on HVRP, see:

[http://www.dol.gov/vets/grants/new\\_hvrp\\_grants.htm](http://www.dol.gov/vets/grants/new_hvrp_grants.htm).

[http://www.dol.gov/vets/grants/new\\_hvrp\\_grants.htm](http://www.dol.gov/vets/grants/new_hvrp_grants.htm).

<http://www.vietvets.org>.

<http://www.vietvets.org>.

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**ADDITIONAL GRANT  
FUNDING RESOURCES**

## Agencies that Provide Grants

The Department of Health and Human Services is the Grants.gov program's managing partner, and allows access to the 26 federal grant-making agencies available through this convenient E-Government initiative. Below are the links to those agency websites. If you would like to learn more about grants specific to these agencies, please click [here](#).

### [Agency for International Development](#)

The Agency for International Development is an independent federal government agency that provides economic and humanitarian assistance in more than 100 countries to ensure a better future for us all.

### [Corporation for National and Community Service](#) [\[EXIT Disclaimer\]](#)

The Corporation for National and Community Service is the nation's largest grant-maker supporting service and volunteering. Through Senior Corps, AmeriCorps and Learn and Serve America programs, the Corporation is a catalyst for change and offers every American a chance to contribute through service and volunteering.

### [Department of Agriculture](#)

Established in 1862, the Department of Agriculture serves all Americans through anti-hunger efforts, stewardship of nearly 200 million acres of national forest and rangelands, and through product safety and conservation efforts. The USDA opens markets for American farmers and ranchers and provides food for needy people around the world.

### [Department of Commerce](#)

The Department of Commerce fosters and promotes the nation's economic development and technological advancement through vigilance in international trade policy, domestic business policy and growth, and promoting economic progress at all levels.

### [Department of Defense](#) [\[EXIT Disclaimer\]](#)

The Department of Defense provides the military forces needed to deter war and protect the security of the United States through five major areas: peacekeeping and war-fighting efforts, Homeland Security, evacuation and humanitarian causes.

### [Department of Education](#)

The Department of Education ensures equal access to education and promotes educational excellence through coordination, management and accountability in federal education programs. The Department works to supplement and complement educational efforts on all levels, encouraging increased involvement by the public, parents and students.

### [Department of Energy](#)

The Department of Energy's goal is to advance national, economic and energy security in the U.S.; to promote scientific and technological innovation in support of that goal; and to ensure environmental cleanup of the national nuclear weapons complex.

### Department of Health and Human Services

The Department of Health and Human Services is the federal government's principal agency for protecting the health of all Americans and providing essential human services, especially to those who are least able to help themselves.

### Department of Homeland Security

The Department of Homeland Security has three primary missions: Prevent terrorist attacks within the United States, reduce America's vulnerability to terrorism and minimize the damage from potential attacks and natural disasters.

### Department of Housing and Urban Development

The Department of Housing and Urban Development's mission is to increase homeownership, support community development and increase access to affordable housing free from discrimination. HUD fulfills this mission through high ethical standards, management and accountability, and by forming partnerships with community organizations.

### Department of the Interior

The Department of the Interior protects and provides access to the Nation's natural and cultural heritage, including responsibilities to Indian tribes and island communities. Departmental goals include resource protection and usage, overseeing recreational opportunities, serving communities and excellence in management.

### Department of Justice

The Department of Justice enforces the law and defends the interest of the United States, ensuring public safety against threats foreign and domestic; providing federal leadership in preventing and controlling crime; seeking just punishment for those guilty of unlawful pursuits; and ensuring fair and impartial administration of justice for all Americans.

### Department of Labor

The Department of Labor fosters and promotes the welfare of job seekers, wage earners and retirees by improving their working conditions, advancing their opportunities, protecting their retirement and health benefits and generally protecting worker rights and monitoring national economic measures.

### Department of State

The Department of State strives to create a more secure, democratic and prosperous world for the benefit of the American people and the international community.

### Department of Transportation

The Department of Transportation's mission is to ensure fast, safe, efficient, accessible and convenient transportation that meets vital national interests and enhances the quality of life of the American people, today and into the future.

### Department of the Treasury

The Department of Treasury is a steward of United States economic and financial systems, and promotes conditions for prosperity and stability in the U.S., and encourages prosperity and stability in the rest of the world.

### Department of Veterans Affairs

The Department of Veterans Affairs strives for excellence in patient care and Veteran's benefits for its constituents through high quality, prompt and seamless service to United States Veterans.

### Environmental Protection Agency

The mission of the Environmental Protection Agency is to protect human health and the environment. Since 1970, EPA has been working for a cleaner, healthier environment for the American people.

### Institute of Museum and Library Services

The Institute of Museum and Library Services is the primary source of federal support for the nation's 122,000 libraries and 17,500 museums. The Institute serves as a leader in providing services to enhance learning, sustain cultural heritage and increase civic participation.

### National Aeronautics and Space Administration

The National Aeronautics and Space Administration serves as the nation's forefront of such exploration and continues to pioneer in aeronautics, exploration systems, science and space operations.

### National Archives and Records Administration

The National Archives and Records Administration enables people to inspect the record of what the federal government has done, enables officials and agencies to review their actions and helps citizens hold them accountable.

### National Endowment for the Arts

The National Endowment for the Arts is a public agency dedicated to supporting excellence in the arts; bringing the arts to all Americans and providing leadership in arts education. The Endowment is the largest national source of funds for the arts.

### National Endowment for the Humanities

The National Endowment for the Humanities is an independent grant-making agency of the United States government dedicated to supporting research, education, preservation and public programs in the humanities.

### National Science Foundation

The National Science Foundation is an independent federal agency created to promote the progress of science, to advance the national health, prosperity, and welfare and to secure the national defense. The NSF annually funds approximately 20 percent of basic, federally-supported college and university research.

### Small Business Administration

The Small Business Administration maintains and strengthens the nation's economy by aiding, counseling, assisting and protecting the interests of small businesses and by helping families and businesses recover from national disasters.

### Social Security Administration

The Social Security Administration advances the economic security of the nation's people through compassionate and vigilant leadership in shaping and managing America's Social Security programs.

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**FUNDRAISING AND MEDIA  
PROGRAMS**

## **FUNDRAISING MEDIA PROGRAM**

To promote Awareness and Usage among the target group – but also to educate potential community members, politicians, CEO's, etc.

- WEBISTE DESIGN/MAINTENANCE
  - DATABASE DESIGN/MAINTENANCE
  - EMAIL DISTRIBUTION – LIST HYGENE (UNSUBSCRIBE-SUPPRESSION FILE-REFERRALS)
  - OUTBOUND/INBOUND TELEMARKETING - (PRESS ONE CAMPAIGN-DRIVE TRAFFIC TO CALL CENTER/HELP DESK)
  - MEDIA PLACEMENT – TV, ONLINE (SEM, BANNERS, CONTEXTUAL, BLOGS, SOCIAL NETWORKING – MYSPACE, FACEBOOK, TWITTER), DIRECT MAIL – CREATIVE/DESIGN, PRINTING, MAILING, TRACKING)
  - TELECOMMUNICATIONS TECHNOLOGY – In-home Operators
  - TELETHON
  - RADIO AND TELEVISION INTERVIEWS
-

# **TIME SCHEDULE**

## TIME SCHEDULE

### **Timeline (Total 18 months – Complete Application of Project**

Nine Month Timeframe:

June 2009 – July 2009 (Complete the following):

- Grant Writer Contractual Agreement / Retainer in place
- Developer Contractual Agreement in place (with building and infrastructural timeline)
- Establish support staff for feasibility study
- Complete survey questionnaires for target survey groups
- Board of Directors review research documents for clarity of project and understanding of basic policies for individuals with disabilities
- Board of Directors Workshop for Charitable Organizations
- Review of 501 (c) 3 documents and Articles of Incorporation for clarity and amendment recommendations
- Review 501 (c) 3 Determination status for 990 purposes
- Sales Tax Exempt Registration
- Department of Agriculture Registration
- Seek Partnerships / Collaborations with various groups (Conduct Field Study)
- Start bi-weekly strategy / fact finding / review meetings (Option – Mondays)

August – October 2009

- Complete Marketing Strategies / Analysis
- Identify potential partners (Internet Research) Who Do You Know?
- Seek affiliations (Who Do You Know)?

- Establish Referral System (Network Approach)
- Media Contacts (Who? When?)
- Newspapers
- Magazines / Periodicals
- TV
- Radio
- Internet
- Establish Vet Power, Patriot Village Veterans Housing & Supportive Services

September – October 2009

- Complete Grant Proposals
- Present Project (Local / Washington)?
- Start Administrative Team Selection Process
- Start Full Support Staff Process

### **Marketing Research / Definition**

- How will the project promote its uniqueness?
- What will we do that is different from other organizations?
- Promote / showcase the cultural diversities of South/East Florida
- Develop Respite Program / Respite Center Location
- Promote Site (Urban Club/Pelican Bay)
- Customer Profile (Definition) – Who are our clients (disabilities affect all members of a family – extended family)

### **Implementation**

*Choosing key members of the Executive Team extremely important for success of project.*

Administrative Team:

1. Executive Director Criteria (See Document #\_\_\_\_\_ Reference Manual 3)
2. Program Director(s) Criteria (See Document #\_\_\_\_\_ Reference Manual 3)
3. Human Resources Director Criteria (See Document #\_\_\_\_\_ Reference Manual 3)

4. Chief Financial Officer Criteria (See Document #\_\_\_\_ Reference Manual 3)
5. Training/Development Director Criteria (See Document \_\_\_\_ Reference Manual 3)

Identify Support Staff Positions:

- Receptionist
  - Secretaries
  - Data Intake Clerks
  - Security
  - Accounts Payable/Receivable Clerks
  - Payroll Clerk
  - Accountant/Bookkeeper
  - Maintenance Crew
  - Counselors
-

# **SUMMARY**

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**“IN ORDER FOR HEALTHCARE REFORM TO BE EFFECTIVE, WE MUST  
COMBINE EDUCATION, ENVIRONMENTAL AND ENERGY REFORM.”**

**PRESIDENT BARAK OBAMA**

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