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AN ANALYSIS OF HOMELESS VETERANS PARTICIPATING IN THE
HOMELESS VETERAN REINTEGRATION PROGRAM

By

Katrina Lanelle Campbell

A Dissertation
Submitted to the Faculty of
Mississippi State University
in Partial Fulfillment of the Requirements
for the Degree of Doctorate of Philosophy
in Community College Leadership
in the Department of Leadership and Foundations

Mississippi State, Mississippi

April 2010

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By

Katrina Lanelle Campbell

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HOMELESS VETERAN REINTEGRATION PROGRAM

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The purpose of this study was to conduct an analysis on ex post facto data of the federal grant supported Homeless Veterans Reintegration Program (HVRP) administered at Goodwill Industries of Lower South Carolina. Pre-existing data on variables such as performance goals, training activities, support services, and demographics from program years 2006-2008 were used as data sources for the study. A descriptive statistics method of program analysis was employed and results were used to determine if performance outcomes met initial performance goals. The results from the study revealed that in order to successfully reintegrate into the workforce, HVRP participants required basic employability and entry-level technical skills training, and access to support systems that would allow them to meet the needs of their families while they concentrated on gaining new competencies.

DEDICATION

This dissertation is dedicated to the memory of my sister, the late Deena L. Campbell. Sadly missed, lovingly remembered, and always in my heart.

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No one achieves success alone. I am very grateful for those who have supported me throughout my doctoral studies as well as my professional career thus far. I begin with giving the highest praise, glory, and honor to my God for providing me with the strength and fortitude to complete this study. For it has been through His divine grace and mercy that this milestone has been achieved. I would like to extend a sincere thank you to my committee chair, Dr. James E. Davis, for his encouragement and support for the duration of my doctoral studies. To my committee members, Dr. Joe Adams, Dr. Marty Wiseman, Dr. Wayne Stonecypher, and Dr. Jerry Matthews, you are all much appreciated for your guidance throughout this process.

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CHAPTER I

INTRODUCTION

The United States Department of Veteran Affairs reported in 1996 that about one-third of the adult homeless population was comprised of individuals who had previously served in the United States Armed Services (Rosenheck, 1996). More recent population estimates suggested that about 154,000 military veterans (male and female) are homeless on any given night and perhaps twice as many experience homelessness at some point during the course of a year (National Coalition for Homeless Veterans, 2009). Homeless veterans tended to be middle-aged. This indicated that the reported population estimate of homeless veterans did not include most of the reported 36,000 service men and women recently wounded in action during conflicts in the Middle East and the countless thousands who carry the psychological impacts of war (Department of Veteran Affairs, 2009). Aside from experiencing homelessness, at any given time many military veterans are considered at high risk of homelessness due to their need for intensive medical and mental health attention, poverty level, lack of support from family and friends, dismal living conditions in shoddy hotels or overcrowded, substandard housing, and lack of education and employability skills (Rossi, 1989).

Homelessness is an undesirable condition, for both the people it affects and communities in general (Daly, 1996). One of the most valuable assets of a community is its human capital. Human capital includes those who live, work, and play in the

community. The community's investment in its human capital may result in an increased quality of all aspects of community and human life. Workforce education, for example, serves an important role in enhancing the human capital of a community (Jacobs, 2003). Workforce education includes work-related learning experiences which can include foundation skills, technical knowledge and computer skills and focus on the skills and knowledge workers need to get and keep good jobs and meet demands for productivity, safety, and advancement (National Institute for Literacy, 2009). In most communities, not only is the community college typically the best equipped to provide workforce education, but it is often the most feasible place for it to occur. This is because historically, the mission of the community college has been (and currently is), educating students to prepare them to gain entrance into a 4-year university and training workers to compete in the global workforce (Jacobs).

In keeping with its mission, community colleges have made considerable contributions to the economic and community development of communities through the implementation of workforce education/training programs and related services to community agencies, businesses, organizations and industries (McClenney, 2005). Today community colleges all over the United States continue to be the major source of vocational, career, and technical education, with a most recent emerging trend also being as a community and economic development partner for the state and the local economy (McClenney). Unfortunately, in the wake of today's economic decline, the scarcity of employment opportunities, and sky-rocketing unemployment rates, workforce education/training programs in community colleges have seen a significant increase in the number of individuals they serve in recent years. Since traditional public institutions

still offer ‘one-size fit all’ services instead of specializing services based on the customer’s needs (Osbourne & Gaebler, 1992), it has become more important for community agencies, including non-profits organizations, to play a vital role in closing the gaps to servicing specialized populations within the community. These specialized populations tend to have more severe barriers to gaining access to workforce education and training or securing competitive employment (Osbourne & Gaebler).

Statement of Problem

With record unemployment and a weak economy in the United States, the job market is tough to crack for the average job-searcher (Holzer, 1986). Even more frightening, the downward spiral of today’s economic landscape has severely impacted the number of available jobs even for individuals possessing high levels of employability skills, education, and experience (Holzer). For example, the United States Department of Labor and Statistics (2009) reported that the national unemployment rate hit 6.5% in November 2008, as 240,000 jobs were lost in addition to the many that were terminated in previous months.

In 2009, the state of South Carolina had the third highest rate of unemployment nationally at 11.4% coupled with the ninth lowest rate of those over age 25 possessing a high school diploma or equivalent. During the same year, the federal rate of poverty skyrocketed to 12.4% in South Carolina, and unemployment rates averaged 4.9% (Bureau of Labor Statistics, 2009). In addition, more than 14% of the residents of South Carolina lived in poverty in 2009 (Bureau of Labor Statistics). More specifically, the rate of poverty for the residents of Charleston, South Carolina was 16.4% with an

unemployment rate of 8.4% (Bureau of Labor Statistics). With roughly one-third of residents in the Charleston, South Carolina area earning less than \$25,000 per year, in addition to record increases in the cost of housing and sustenance, gaining and maintaining financial independence presented a significant challenge for Charleston, South Carolina's vulnerable populations (United States Census Bureau, 2009). One such vulnerable population was homeless veterans.

In the most recent count of homeless veterans in Charleston, South Carolina and the surrounding counties, the South Carolina Council on Homelessness (2009) identified 517. In the wake of a dismal economy, the tasks of homeless veterans reintegrating into the community as productive members, and securing viable employment became even more challenging. In addition to the millions of veterans that came before them, an estimated 10,000 young men and women come home from Iraq, Afghanistan, and other zones of conflict every month (Walker, 2008). They have served their country well, and have made sacrifices – of health, family, and livelihood – that most people will never have to make. Those sacrifices are often accompanied with various unfortunate ramifications that impact the quality of life and the futures of veterans profoundly. For example, veterans frequently have difficulty accessing the mental health treatment and family support programs they need upon returning from combat zones (Rosenheck, 1996). In addition, veterans with physical challenges require significant vocational and/or educational support to learn new skills and how to use adaptive equipment (Walker). The vocational and/or educational support may also assist veterans in translating the skills they learned during their military service to the needs of civilian life (Walker). Unfortunately, without professional assistance, or if any, or all of the above go neglected,

the veteran may face a greater chance of unemployment, poverty, and ultimately homelessness (Walker).

Given that the community college is typically the institution best equipped and most often relied upon to provide the abovementioned vocational/educational support for individuals to reintegrate into the workforce, it is no stranger to providing these services to reintegrating veterans. The Veteran's Upward Bound Program (VUB) is typically administered by the community college and was initiated in 1972 as part of the Upward Bound program (Cahalan & Curtin, 2004). The services provided through the VUB program enables veterans to transition to postsecondary education as well as position them to acquire fresh vocational skills essential for securing employment (Cahalan & Curtin). Currently 46 VUB Programs exist nationally, serving an average of 123 veterans annually (United States Department of Education, 2008). In 2008, over 5600 veterans were provided services nationwide (United States Department of Education). According to Captain Brian Jerdan, Director of VUB at Trident Technical College in Charleston, South Carolina (personal communication, July 14, 2009), "Though the VUB Program has unquestionably proven to be quite helpful, it does not address the long-term barriers to reintegration that some veterans may possess". For example, the homeless veteran population may require extremely intensive training and case management to reach their full potential (South Carolina Council on Homelessness, 2009). The VUB Program allows veterans to participate in the program for a one year timeframe. Jerdan (2009) stated that this reality poses a problem for some veterans, particularly the homeless population because the VUB program is limited to a one year service enrollment. The problem is that for homeless veterans seeking assistance from this national program

which was designed especially for them, one year may not be enough time to successfully assist them in overcoming their many barriers to stability. Whereas the community college provides educational opportunities and assistance to individuals reintegrating into the workforce, it is apparent that more specialized services are needed to address the barriers faced by many special populations (Osbourne & Gaebler, 1992). When community colleges must rely on neighborhood agencies, including non-profit organizations, to provide supplementary services and programs for populations that it may not be prepared to assist, careful service coordination must occur otherwise the individuals from specialized populations will be hindered severely from reaching their full potential in both the community and workplace (Osbourne & Gaebler).

One program such as the Homeless Veterans' Reintegration Program (HVRP) at Goodwill Industries of Lower South Carolina, a non-profit agency, provides the intensive services specialized populations such as homeless veterans need. The program's design allows for a longer duration in the program and more specified training as compared to the maximum enrollment time and services provided by the VUB Program as mentioned by Brian Jerdan, Director of VUB. The purpose of HVRP is to provide services to assist in reintegrating homeless veterans into meaningful employment.

Purpose of Study

The purpose of this study was to analyze existing data to determine the progress of participants enrolled in the federal grant funded HVRP, also referred to as Operation Independence, and administered at Goodwill Industries of Lower South Carolina over two program years. The major goal of the study was to determine the success in

reintegrating homeless veterans into the workforce. Not only does the HVRP assist in reintegrating homeless veterans into meaningful employment within the workforce by providing workforce readiness services and referrals to a partnering community college and other agencies, but it also aims to stimulate the development of effective service delivery systems that will address the complex barriers homeless veterans face. The results from this study will be of great value to community colleges as well as community based agencies. In general, the findings may (1) provide insight into the impact of specialized workforce readiness training on the homeless veterans population, (2) analyze participants' success in reintegration into the community and workforce, (3) identify any overarching patterns in demographic characteristics, and (4) serve as a model which can be utilized by community colleges in strategic service delivery planning for a specialized populations within the community.

Research Questions

The research questions answered by this study include the following:

1. Was Goodwill Industries of Lower South Carolina HVRP successful in achieving its initial program performance goals during the program years of 2006-2007 and 2007-2008?
2. Was Goodwill Industries of Lower South Carolina HVRP successful in meeting the needs of homeless veterans through workforce readiness training activities?

3. Was Goodwill Industries of Lower South Carolina HVRP successful in meeting the needs of homeless veterans through workforce readiness support services?

Justification of Study

Homeless veterans are clearly a very difficult group to serve. The prevailing problem in today's society as it relates to the homeless veterans' population is that some assume that if homeless people were provided with an education or specialized training and adequate paid jobs, their homelessness would be resolved (Walker, 2008). While it is possible that this assumption could hold true for some homeless veterans, most unemployed homeless veterans face a multitude of troubles that have contributed to their homelessness and have a number of barriers to obtaining and maintaining competitive employment (Walker). Homeless veterans usually require social and/or supportive services, either prior to or in conjunction with assistance in obtaining training or employment. In addition to unemployment, other significant factors identified as contributing to homelessness among veterans are housing, substance abuse, mental illness, traumatic brain injury (TBI) and post traumatic stress disorder (PTSD) (Rosenheck, 1996).

Americans are typically proud of the military in times of the country's need, but there have been times when some Americans seem to have ignored military veterans in their times of need (Rossi, 1989). Alarming, there are decorated veterans (Silver Star, Bronze Star, and Purple Heart recipients) and honorably discharged veterans who have served their country, who now find themselves homeless (Rossi). Don Harper, President,

California Association of Veteran Service Agencies (CAVSA) and Public Policy
Director, Vietnam Veterans of California Inc. declared the following:

“Veterans should be encouraged, rewarded and treated with respect, not treated shabbily and forced to live on the streets without programs available to assist them. These needed programs take political will and financial resources. The fact is action and deeds are needed over speeches and promises. These veterans delivered for us, and (we) need to deliver for them”, (CAVSA Communicator, p. 5).

Community colleges have had a focus on serving their communities and developing the workforce since 1950, and most community colleges continue to see such service as part of their mission (Deegan & Tillery, 1985). Through programs such as the GI Bill and VUB, veterans have opportunities to access a “traditional” education (Cahalan & Curtin, 2004). One common challenge among the two programs, however, is that the services available through the GI Bill and VUB are specific and are not designed to address all of the barriers and needs those that are homeless may face (Government Accountability Office, 1999). Similarly, research indicated that there were no programs or exclusive services in existence within the community college system that specifically addresses the total concerns of the homeless population (Baker, 1992).

The results of this study may help community colleges become better informed about coordination between agencies/nonprofit organizations and the community college system in efforts to establish programs that will make homeless veterans well and productive. The information in this study may also be useful in providing a model which community colleges may apply in addressing the needs of this specific population.

Delimitations of Study

The study focused on existing data relating to service delivery practices and program outcomes of one non-profit organization assisting homeless veterans in Lower South Carolina. The results of the study may not correspond to results of a similar study conducted in a city or region that does not have the same characteristics as Lower South Carolina or the same homeless veteran demographics as Goodwill Industries of Lower South Carolina.

Further, the scope of this study only included participants' data for those enrolled in HVRP at Goodwill Industries of Lower South Carolina during the program years of 2006-2007 and 2007-2008. It is important to note that homeless veterans may have existed in the targeted area that were not documented and/or were not identified at the time of program service delivery.

Definition of Terms

Specific terminology relating to the research topic is used throughout this study. Terms and associated definitions are as follows:

Area or community refers to a political subdivision or contiguous political subdivisions (such as precinct, ward, borough, city, county, state, congressional district, etc.) with a separately identifiable population of homeless veterans (Burt, 1998).

Demography refers to the population dynamics of the state, counties, districts, and program participation (Burt, 1998).

Data refers to spatial and attribute information on participants, demography, service location and related information, boundary or cartographic data (Green & Haines, 2002).

Homeless has several definitions according to the Department of Housing and Urban Development (HUD), (2009). One such definition states that the term homeless refers to an individual who lacks a fixed, regular and adequate nighttime residence. In addition, homeless refers to an individual whose primary nighttime residence falls into one of the following categories:

1. Supervised publicly or privately operated shelter designed to provide temporary living accommodations (including welfare hotels, congregate shelters, and transitional housing for the mentally ill);
2. Institution that provides a temporary residence for persons intended to be institutionalized; or
3. Public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.

HUD (2009) noted that the term homeless does not include imprisonment or other detainment pursuant to Federal or State law. Imprisonment or other detainment does not include probation, parole, or electronic custody.

A *nonprofit corporation* is a private organization formed for the purpose of serving a purpose of public or mutual benefit other than the pursuit or accumulation of profits (The Nonprofit Resource Center, 2001).

Post Traumatic Stress Disorder (PTSD) refers to a cluster of symptoms stemming from an original reaction to a traumatic episode, such as combat. The core feature of

PTSD is that the sufferer re-experiences the original traumatic event in a variety of ways, including depression, intense anxiety, hypervigilance, explosive aggressive behavior, emotional numbing, guilt, intrusive imagery, nightmares, and sleep disturbances (National Center for Post Traumatic Stress Disorder, 2009).

Supportive housing combines housing assistance and supportive services for homeless individuals and serves as transitional housing or is an alternative method of meeting the immediate and long-term needs of homeless veterans (Levinson, 2004).

Supportive services may be designed by the recipient or program participants and provide appropriate services or assist such persons in obtaining appropriate services to address the needs of homeless veterans to be served by the project (Government Accountability Office, 2002). Supportive services do not include inpatient acute hospital care, but do include:

1. Outreach activities;
2. Providing food, nutritional advice, counseling, health care, mental health treatment, alcohol and other substance abuse services, case management services;
3. Establishing and operating child care services for dependents of homeless veterans;
4. Providing supervision and security arrangements necessary for the protection of residents of supportive housing and for homeless veterans using supportive housing or services;

5. Providing assistance in obtaining permanent housing;
6. Providing education, employment counseling and assistance, and job training;
7. Providing assistance in obtaining other Federal, State, and local assistance available for such residents including mental health benefits, employment counseling and assistance, veterans' benefits, medical assistance, and income support assistance;
8. Providing housing assistance, legal assistance, advocacy, transportation, and other services essential for achieving and maintaining independent living.

Veteran refers to a person who served in the active military, naval, or air service, and who was discharged or released under conditions other than dishonorable (United States Department of Labor, 2003).

Vietnam era veterans are veterans who 1) served on active duty for a period of more than 180 days, and were discharged or released with other than a dishonorable discharge, if any part of such active duty occurred (a) in the Republic of Vietnam between February 28, 1961 and May 7, 1975; (b) between August 5, 1964, and May 7, 1975, in all other cases; or 2) were discharged or released from active duty for a service-connected disability if any part of such active duty was performed (a) in the Republic of Vietnam between February 28, 1961 and May 7, 1975, or (b) between February 28, 1964, and May 1975, in all other cases (Virginia Commonwealth University World Work, 2009).

Workforce education generally refers to any form of education directed at citizens seeking employment, existing workers, and/or employers in an effort to improve worker skills, productivity, efficiency, etc. (Jacobs, 2003). The term as used herein is synonymous with the terms workforce training, workforce development, employability skills training and other such terms deployed in the related literature.

CHAPTER II

REVIEW OF LITERATURE

The review of literature presented in this chapter includes three distinctive topics. The first topic contains information regarding the mission of the community college and its role in providing educational opportunities for the community and a description of workforce development and Workforce Investment Act initiatives. The second topic includes a brief history of homelessness, an overview of the progression of homelessness, methods for tracking homeless veterans, barriers to reintegration for homeless veterans and educational needs of homeless veterans. The third topic presents a description of services and assistance available for homeless veterans provided at Goodwill Industries of Lower South Carolina. These services and assistance are provided through the HVRP.

The Mission and Role of the Community College in Workforce Development

The United States is rapidly approaching a knowledge-based economy, requiring workers to have higher-level skills and more education (Beaulieu, Barfield, & Stone, 2001). By 2014, the U.S. Bureau of Labor Statistics predicts that almost 54% of total job openings will be filled by those with some college education or a bachelor's degree or higher. Furthermore, global competition has resulted in companies laying off workers, moving their operations to lower-cost locations, and out-sourcing services sometimes resulting in workers needing to be retrained for other occupations. According to Blakely

& Bradshaw (2002), American workers are woefully under trained for their current jobs and are not prepared for future opportunities. Blakely and Bradshaw also quoted a survey conducted by the Hudson Institute (2000) which showed that 90% of workers in the United States need to improve their computer skills and 60% their analytical skills to keep doing their current jobs. In today's competitive workforce, a formal education is perhaps one of the best long term solutions to poverty and homelessness (Burt, 1998). In his book, *What Employers Want*, economist Holzer (1986) gave the results of an employer study and further analyzed the job market for less-educated and unemployed Americans. Holzer stated that employment rates among less-educated minorities dropped over the past 20 years and their earnings have deteriorated in the last 15 years. Holzer reviewed four possible explanations for the job problems now faced by workers with little education. The top explanation indicated that employers wanted more highly skilled workers. The study attributed this to improved technology in the workplace and competition in global markets which resulted in businesses requiring increased skill levels. In addition, employers are now more interested in hiring better educated workers.

Beginning with the founding of Joliet Junior College in 1901, and evolving from the Great Depression era during the 1920s and 1930s when there was a significant shift in its main focus of developing the workforce, the community college has long represented a beacon of hope for struggling individuals and communities alike (McClenney, 2005).

In keeping with the commitment to develop the workforce, in 1998 Congress passed the Workforce Investment Act (WIA) requiring states and localities to consolidate federally funded employment and training programs into a comprehensive workforce investment system, called the one-stop system (Government Accountability Office,

2006). The system provided an array of employment assistance programs for eligible individuals, including training. Individuals could obtain training services from any approved training provider, which included local community colleges. In addition to helping job seekers, the one-stop system also established relationships with employers to assist them in finding skilled workers. Four agencies (Departments of Labor, Education, Health and Human Services, and HUD) funded and administered programs, which were mandatory partners in the one-stop system (Government Accountability Office, 2008). Today, the Department of Labor is still responsible for the largest number of these programs and is also responsible for providing guidance to states and localities on delivering services through the one-stop system (Government Accountability Office, 2006).

In addition to the employment and training programs associated with the one-stop system, community colleges became involved in other Department of Labor funded workforce programs such as the High Growth Job Training Initiative (High Growth) and the Community-Based Job Training Grants (Community Based). Both programs trained workers for jobs projected to experience growth or require new skill sets. A third program involving community colleges was the Workforce Innovation and Regional Economic Development (WIRED) grants, which involved developing a pipeline of skilled workers as one part of a regional economic development strategy (Government Accountability Office, 2008). Given the importance of community colleges to workforce development and the local business arena, WIRED, High Growth, and other community based grants were developed to help the workforce system to become more market-driven

by encouraging such collaborations between key workforce associates (Stecher & Hanser, 1995).

Currently community colleges serve the education and training needs of a diverse student body, and also often work directly with employers to provide training to their employees under a contract. Such training can be short term or it can lead to a credential (Baker, 1992). Since individuals and companies typically access workforce education and training programs that are available at community colleges on their own, the federal government provides employment and training services that the public and employers may also use. Through their workforce education programs, community colleges will continue to be an important part of a responsive workforce system – given their mission, affordability, and accessibility – as will federal policies and programs that support lifelong learning (Government Accountability Office, 2008). Yet, there remains more work to be done in addressing the workforce needs of specified groups within the community. According to the Government Accountability Office (2007), while programs such as those implemented in 1998 under WIA address the needs of certain populations (e.g., adult, dislocated worker, and youth) research indicated that more specific populations, such as disabled homeless veterans remained underserved.

Homelessness and the Homeless Veterans' Population

A Brief History of Homelessness

In the 1970s, patients who came from the states' psychiatric hospitals comprised most of the urban area's homeless population, especially in New York City. The deinstitutionalization of the patients gave rise to unexpected and sudden independence

leading to homelessness. The deinstitutionalization was the result of the 1963 Community Mental Health Act, PL #88-164, (Blau, 1992) and preceded the onset of homelessness in the United States. The Act's objective to release patients and send them to mental health community centers for their follow up treatment failed. The mental health centers that would supposedly operate in the local community did not materialize which sent the larger part of psychiatric patients wandering in the streets without personal or government support systems (Caton, 1990).

The homeless crowded churches, public atriums, and the public libraries, which made these places stricter about loitering (Blau, 1992). Churches also began to close doors if there were no services rendered. The libraries followed with new dress code policies and a no eyes shut policy when using public libraries (Blau). Other free-to-loiter public places even hired security guards privately to implement new formed policies, which created quite a social stir (Blau). The majority of the public toilets also closed their doors (Blau). These events pushed some homeless individuals to concentrate on parks, sidewalks, and subways, while seeking shelter in railroad tunnels and under bridges.

The Progression of Homelessness

Homelessness in American history is certainly nothing new and individuals living without a regular domicile have arguably been present since the inception of the country (Kusmer, 2003). Being poor and being homeless were often considered as similar conditions and representations of poor "hobos" became staples of areas like New York City's Bowery (Caton, 1990). There are many instances in which the two groups, the poor and the homeless, are virtually indistinguishable because the extremely poor often

constitute the “pool from which the homeless are drawn” (Rossi, 1989, p. 8). Simply put, those with little or no income are often at the highest risk of becoming homeless and thus the two phenomena have long been synonymous. But beginning in the 1980s, the landscape of homelessness began to differ substantially and evolved to more closely resemble current homelessness (Rossi).

Methods Used in Tracking Homeless Population

HUD currently uses a computer-tracking system called Homeless Management Information System to obtain information for statistics. Although privacy advocacy organizations opposed to the computer tracking system in the past, HUD still considered the system as most accurate and effective where actual counting of the homeless population proved to be difficult because of their way of living or lifestyle not to mention the hidden homeless group. Hidden homeless groups normally stay out-of-sight from the general homeless population, but typically seek shelter in abandoned private properties (Rochelau, 2006).

Historically, different countries and states have employed their own unique methodologies in arriving to an approximate count of the homeless population. One example of such methods is the homeless census count that used a mixed set of methods for counting, which was originally used in the early 1980’s (Rossi, 1989). The mixed set of counting sometimes included point-in-time street counts (HUD, 2008). According to the 2008 Annual Homeless Assessment (2008), there were about 759,106 homeless persons in the United States in 2006; 671,888 in 2007; and 664, 414 in 2008. The population data constituted both populations of the unsheltered and sheltered people.

There were an estimated 100 million homeless people worldwide in 2005 (United Nations Commission on Human Rights, 2005). The different methods used by different countries vary greatly. Track and count are the usual methods employed in studies about the homeless phenomenon (Rossi).

Homeless Veterans

HUD (2009) defines a homeless person as an individual who lacks a fixed, regular, and adequate nighttime residence. In addition, HUD noted that a chronically homeless individual is someone who does not have a home continuously for a year or more, may be plagued with a disabling condition, and have a history of homelessness at least four times for the last three years (Daly, 1996). Situations such as this are common to individuals who are unable to maintain consistent employment that can fund adequate shelter. Included are people who seek the refuge of homeless shelters provided by organizations as a temporary safe haven for those who do not have a place to sleep at night (Redburn & Buss, 1986).

Homelessness in the United States is a complex and difficult problem. Estimates indicated that almost 100 million people are homeless across the globe, however, the exact number of homeless is unknown (Kusmer, 2003). A nationwide survey revealed that on any given night an estimated 500,000 to 600,000 homeless people live on the streets or in shelters (Burt, 1998). The Department of Veterans Affairs (VA) (2008) reported that approximately one-third of the adult homeless population were veterans who suffer with relatively the same high rates of psychiatric and substance abuse disorders as the general homeless population. Each military conflict in recent history has

presented veterans with unique post-deployment challenges (VA). A common fact is that many veterans return home to fractured and fragmented lives. They not only need to become re-employed, they also need support to cope with battle-sustained traumas (i.e., from psychological to physical), lack of healthcare, homelessness, domestic violence, child abuse, divorce, debt, and suicide.

Although a certain number of homeless veterans are those that are returning from recent deployment, a large majority of them are from the Vietnam era. In fact, as recently as the year 2003 Vietnam era veterans were the largest veteran group in the United States at 31.7% of the total veteran population (United States Census Brief, 2003). The homeless veterans' population also includes service men and women who served in the military during the World War II, the Cold War, the Korean War, Panama, and Grenada. Additionally, the population included those who served during Operation Enduring Freedom in Afghanistan, Lebanon, Operation Iraqi Freedom, and other anti-drug efforts in the South America. It is anticipated, however, that greater numbers of veterans will be returning from the current conflicts in Iraq and Afghanistan amid United States political climate changes (United States Census). Therefore, consideration of the means and approaches for addressing these needs in advance is important to the community.

Paul Andrew (2009), Managing Director of Employment and Community Services of the Commission on Accreditation of Rehabilitation Facilities (CARF) and Vice Chairman of the Veterans Advisory Commission on Rehabilitation (VACOR), reported, "Veterans are now coming back with poly-traumas; most with closed-head injuries. When that happens often the soldier's and family's dreams come to an end" (p. 5). According to Andrew, the average number of shooting engagements experienced by a

veteran during conflicts increased exponentially since World War II, from an average of 13 in four years to 470 in a year.

Reintegration Barriers for Homeless Veterans

The homeless are often unable to access and use mainstream employment programs and public educational opportunities because of the inherent conditions of homelessness as well as the structure and operations of the programs themselves, (Government Accountability Office, 1999). While all low income populations face barriers to applying for, retaining, and using the services provided by mainstream programs, these barriers are compounded by the inherent conditions of homelessness, such as transience, instability, and a lack of basic resources (Government Accountability Office, 1999). For example, complying with programs' paperwork requirements and regularly communicating with agencies and service providers can be more difficult for a person who does not have a permanent address or a phone number. Furthermore, the underlying structure and operations of federal mainstream programs are often not conducive to ensuring that the special needs of homeless people are met (Government Accountability Office, 2002). The providers may not be organized or equipped to serve homeless people, may not be knowledgeable about the special needs of the homeless, or may not have the sensitivity or experience to treat homeless clients with respect. In addition, the federal government's system for providing assistance to low-income people is highly fragmented, which, among other things, can make it difficult to develop an integrated approach to helping homeless people, who often have multiple needs (Government Accountability Office, 2002).

Homeless veterans facing a multitude of barriers to employment most often also have needs that require access to the entire continuum of care. The continuum of care may include immediate access to emergency shelter, livable income, food, clothing, personal hygiene facilities, medical care, dental care, mental health assessments and services, transitional housing, transportation assistance, personal development counseling, legal aid, and employment readiness and placement services (United States Department of Labor, 2003).

Ultimately, a top priority to assisting homeless veterans to reintegrate into the community is helping them to locate secure, safe, clean housing that offers a supportive environment which is free of drugs and alcohol (Veterans Transitional Opportunities Act of 1997). One challenge of assisting the homeless in locating housing is the reality that most homeless people are single, unaffiliated men (“Is Homelessness a Housing Problem?”, 1997). The challenge can be related to the fact that most housing money in existing federal homelessness programs is devoted to helping homeless families or homeless women with dependant children.

To further explore the demographics within the homeless veterans’ population, in 1996 a National Survey of Homeless Assistance Providers and Clients (NSHAPC) was completed. According to *The Forgotten Americans-Homelessness: Programs and the People They Serve*, the survey was updated three years later and included the following veteran specific highlights and barriers to competitive employment:

1. 23% of homeless population are veterans
2. 33% of male homeless population are veterans
3. 47% Vietnam Era

4. 17% post Vietnam
5. 15% pre Vietnam
6. 67% served three or more years
7. 33% stationed in war zone
8. 25% have used VA Homeless Services
9. 85% completed high school/GED compared to 56 % of non-veterans
10. 89% received Honorable Discharge
11. 79% reside in central cities
12. 16% reside in suburban areas
13. 5% reside in rural areas
14. 76% experience alcohol, drug, or mental health problem
15. 46% white males compared to 34% non-veterans
16. 46% age 45 or older compared to 20% non-veteran
17. 45% need help finding job
18. 37% need finding housing (Interagency Council on the Homeless, 1999, ¶ 4).

Nonprofit Assistance for Homeless Veterans: Goodwill Industries

One of the largest nonprofit organizations in the world is Goodwill Industries International, Inc. (GII). GII, a network of 183 independent affiliates in the United States, Canada, and 15 other countries, is the premiere national provider of workforce development services, and it strives to continually assist those in need throughout the community (GII, 2009). GII's Mission Services Division provides workforce

development, rehabilitation, housing, and other vital human services to people with disabilities and disadvantages (GII). Through its many members, the goal of GII is to provide people with education, training, and viable employment opportunities that ultimately will lead to their greater self-sufficiency and economic independence.

One such member of GII is Goodwill Industries of Lower South Carolina (GILSC). Goodwill's global presence extends to five continents, with GILSC being one of a network of 167 local and autonomous Goodwill Industries organized in North America. Having opened its doors in 1979, GILSC has a 30 year history of serving people with disabilities and other barriers to employment by providing job training, vocational rehabilitation, career counseling, and job placement opportunities. In 2008 GILSC provided services to over 17,000 people and more than 400 in direct employment. Their mission, "to help people achieve their full potential through the dignity and power of work", is reflected in all of their programs, with over 90 cents of every dollar earned being used towards mission-related programs and services (2008 GILSC Annual Report, 2009, p. 1). As a member of GII, GILSC has demonstrated throughout the years that they certainly believe and abide by the motto of "a hand up, not a hand out" (2008 GILSC, 2009, p. 5).

GILSC's strong presence in the community has resulted in successful partnerships with other service providers throughout the Eastern region of South Carolina. Additionally they are able to access assistance and support through the nationwide network of affiliated Goodwill Industries to help with additional technical expertise to assist the people they serve in overcoming barriers to employment and becoming self-sufficient, particularly the homeless veteran population. At GILSC, HVRP is an

opportunity for them to continue to serve the neediest of their population; those veterans who served for their country but now find themselves homeless and jobless. Contrary to the VUB Program most commonly offered in the traditional educational setting, HVRP provides a holistic approach to ensuring that homeless veterans are “work-ready” and that their needs are addressed (United States Department of Labor, 2003).

Summary of Review of Literature

In keeping with the commitment to develop the workforce, in 1998 Congress passed the Workforce Investment Act (WIA) requiring states and localities to consolidate federally funded employment and training programs into a comprehensive workforce investment system, called the one-stop system (Government Accountability Office, 2006). Individuals could obtain training services from any approved training provider, which included local community colleges. In addition to the employment and training programs associated with the one-stop system, community colleges are involved in other Department of Labor funded workforce programs. Such programs train workers for jobs projected to experience growth or require new skill sets.

Unfortunately, the homeless are often unable to access and use mainstream employment programs and public educational opportunities because of the inherent conditions of homelessness as well as the structure and operations of the programs themselves, (Government Accountability Office, 1999). While all low income populations face barriers to applying for, retaining, and using the services provided by mainstream programs, these barriers are compounded by the inherent conditions of homelessness, such as transience, instability, and a lack of basic resources (Government

Accountability Office). For example, complying with programs' paperwork requirements and regularly communicating with agencies and service providers can be more difficult for a person who does not have a permanent address or a phone number.

One of the largest nonprofit organizations in the world is Goodwill Industries International, Inc. (GII). Through its many members, the goal of GII is to provide people with education, training, and viable employment opportunities that ultimately will lead to their greater self-sufficiency and economic independence. One such member of GII is Goodwill Industries of Lower South Carolina (GILSC). GILSC's strong presence in the community has resulted in successful partnerships with other service providers throughout the Eastern region of South Carolina. Additionally they are able to access assistance and support through the nationwide network of affiliated Goodwill Industries to help with additional technical expertise to assist the people they serve in overcoming barriers to employment and becoming self-sufficient, particularly the homeless veteran population. At GILSC, the Homeless Veterans' Reintegration Program is an opportunity for them to continue to serve the neediest of their population; those veterans who served their country but now find themselves homeless and jobless.

CHAPTER III

METHODOLOGY

Research Design

The study utilized an ex post facto research design and sought to provide a description of data outcomes of a homeless veteran's program in Lower South Carolina. According to Mitchell and Jolley (2001), the main purpose of descriptive research is to achieve an important goal. Descriptive research has been found to be a major goal and cornerstone of educational research. Rate of occurrence and percentages were used to describe the findings of the study.

Participants

The study consisted of data extracted from 2006-2007 and 2007-2008 Quarterly Common Measures Technical Reports and staff case notes from services delivered to participants from HVRP at GILSC. The age groups within this research fell between the ages of 18 and 65. During the targeted program years, HVRP participants received educational and occupational readiness training while enrolled in the program. The training consisted of several interchangeable and non-sequential components. Not all participants took part in all areas of the training components, as some veterans came to the program with greater skill levels and/or were job ready when they reported. Skill levels and job readiness were determined by HVRP staff and the participants during the

assessment and enrollment periods and were based on the mutually identified needs and goals of the participant (GILSC Workforce Development Standard Operating Procedure Manual, 2009). Participants in need of other services, such as medical care, were referred to the appropriate agency. Additionally, participants were provided vouchers for clothing and local public transportation.

According to the original HVRP grant submission from GILSC (2006), in order to be eligible to enroll in the program, applicants were required to meet specific criteria. The criteria were as follows:

1. Be at least 17 years of age (thereby having entered the U.S. Military with a signed permission waiver from parents or legal guardian).
2. Be able to present verification of veteran status (e.g., DD214, Veteran's Identification Card, or Letter from Veteran's Administration).
3. Be honorably discharged from the military.
4. Be eligible work in the United States.
5. Be ready, willing, and able to work (physically and mentally).
6. Not present a danger to himself, herself or others.
7. Be able to sufficiently pass a criminal background check.
8. Be homeless (lacking a fixed, permanent, and adequate nighttime residence).

Program Description

The objective of HVRP, or Operation Independence, at GILSC was to assist homeless veterans in acquiring necessary skills that would lead to permanent competitive

employment, stability, and self sufficiency. Assistance was provided in the form of skills assessments, employability skills training, work experiences, job search assistance, job placement, and follow-up case management (Appendix A).

The program consisted of four phases. The four phases were Phase I Screening & Initial Assessment, Phase II Enrollment/Educational Training, Phase III Occupational & On-the-Job Training, and Phase IV Placement & Follow Up. The educational training phase was comprised of remedial education courses as needed, such as but not limited to, basic computer skills training, employability skills training, and continuing education opportunities. The occupational training phase provided vocational or work related skills an individual must acquire to obtain gainful employment (GILSC Workforce Development Standard Operating Procedure Manual, 2009, p. 19). Specialized training through work experiences, on-the-job training, and maintenance apprenticeships targeted demand occupations to prepare veterans for successful participation in the local economy.

Following the occupational training phase, participants were assisted in applying for unsubsidized placement with community employers. Once employment was secured, staff maintained contact with the participants monthly. Employer verification was obtained upon employment and at 90, 180, and 270 day retention. At “milestone” review points, HVRP staff distributed various incentives for goal achievement. The incentives were used to increase motivation in the participants and could be used by them for work related purchases.

According to Peggy Smith, Vice President of Employment Services at GILSC (personal communication, August 2, 2009), the achievement of performance goals was highly important because continued funding of HVRP was based on successful program

performance outcome measures. HVRP performance goals were established based on the following criteria:

1. GILSC's ability to perform outreach at a level that will reach and enroll eligible homeless veterans in the Lower South Carolina area.
2. Service delivery to the homeless veteran population in the past.
3. Contact with other area agencies that serve the homeless veteran population.
4. Access to other services to address the special needs of the homeless veteran population (e.g., drug treatment, transitional housing, medical examinations)
5. The level of employability skills training and on-the-job training required by potential participants to be self sufficient.
6. The likelihood of employment obtainment of participants.
7. The likelihood of participant success in the Program based on the extent to barriers to reintegration.
8. The projected costs associated with providing assessments, pre-employment training, grant subsidized work experiences, case management, and follow-up per participant versus available grant funds.

The area served by HVRP at GILSC extended throughout Charleston, Berkeley, and Dorchester counties of South Carolina. The Lowcountry region (Charleston, Berkeley, and Dorchester) is characterized by several large population centers. The city of Charleston, South Carolina, is the largest city of the tri-county area and has a population of approximately 348,046 (United States Census Bureau, 2000). In the most

recent count of homeless individuals in Charleston and the surrounding counties, the South Carolina Council on Homelessness (2009) identified 517.

Data Collection

Permission to conduct research utilizing existing data was first obtained from the President/CEO of GILSC. In addition, Institutional Review Board approval was obtained from the Mississippi State University Office of Regulatory Compliance. Existing data were extracted from Goodwill's GoodTrak Client Reporting Database System, Quarterly Common Measure Technical Outcome Reports, and GILSC's annual Statistical Reports. Census data were retrieved from the United States Census Bureau report for the year of 2000. The data used for this report focused on the categorized demographics of the HVRP population within the counties in the state of South Carolina being served by GILSC. In addition, the Quarterly Common Measure Technical Outcome Reports were utilized to obtain specific data pertaining to the participants' success in obtaining permanent housing and competitive employment, their usage of support services, and their overall level of sustained success. Case notes written by the HVRP Employment Specialists in an effort to explain pertinent participant specific progress and participant exit surveys were also analyzed to determine program success and recommendations. Two years of participants' data from program years 2006-2007 and 2007-2008 were analyzed to determine if actual outcomes corresponded with the original planned outcomes for each program quarter, and ultimately for each year. The ultimate purpose was to determine the effectiveness of the program so as to provide a model which can be utilized by the community college and other social service agencies to provide similar

services to specialized populations. Due to the Family Education Rights and Privacy Act and the Americans with Disabilities Act, no specific identifying information of participants was used.

Data Analysis

Data were analyzed for the HVRP program years of 2006-2007 and 2007-2008 to assess the program participants' persistence toward permanent success in reintegrating into the workforce. The data consisted of three categories. The categories were 1. program goals and actual performance outcome measures, 2. training activity goals and actual performance outcome measures, and 3. support services goals and actual performance outcome measures. Each category included variables as follows:

1. Performance Goals and Actual Performance Outcome Measures: assessments, participants enrolled, placement into transitional or permanent housing, number of veterans referred to the VA, and total number of veterans placed into employment.
2. Training Activity Goals and Actual Performance Outcome Measures: classroom training, on-the-job training, occupational skills training, apprenticeship training, upgrading and retraining of skills, and life skills and money management.
3. Support Services Goals and Actual Performance Outcome Measures: job search assistance, counseling/vocational guidance, compensated work therapy, tools/fees/special work clothing, and other services including referrals to other agencies and bus passes.

Each program year was divided into four program quarters, and data were retrieved for each. The program quarters were documented as follows:

1. Quarter 1: July 1 – September 30
2. Quarter 2: October 1 – December 31
3. Quarter 3: January 1 - March 31
4. Quarter 4: April 1 – June 31

Data from each category were entered into Microsoft Excel and SPSS for descriptive statistics data analysis by the researcher. Frequencies were compared between program performance goals and actual performance outcomes. Data were presented in table format to depict the goals and outcome measures for each program quarter of the two grant years. In addition, descriptive statistics such as frequency distributions were used to analyze the demographic information of program participants enrolled in the program during both targeted program years.

CHAPTER IV

DATA ANALYSIS

The purpose of this study was to analyze data related to the progress of participants enrolled in federal grant funded HVRP, also referred to as Operation Independence administered at GILSC during two specific program years, 2006-2007 and 2007-2008. Pre-existing data were analyzed to determine the program's success in meeting its program performance goals and its ability to assist participants in reintegrating into the workforce. The prevailing intent of the study was to utilize its results to ultimately gain insight into the impact of specialized workforce readiness training activities and support services on the reintegration of specialized populations, particularly the homeless veterans' population. Program performance goals and actual performance outcome measures may also serve as a model which can be utilized by community colleges and other community agencies in strategic service delivery planning for such specialized populations within the community.

During the program years of 2006-2007 and 2007-2008, the United States Department of Labor used a standard outcome measure of 50% when analyzing performance data presented on the Common Measures Quarterly Technical Performance Reports. If actual program performance exceeded 50% of the initial program performance goal, the performance was deemed successful and the goal was considered to have been met. Accordingly, for the purpose of this study a performance measure of $\geq 50\%$ was used

to determine a favorable program performance outcome. The descriptive data analysis and interpretation component of this study are intended to summarize as well as offer specific explanations of the data.

Demographic Data

It is important to note that collectively there were 164 participants enrolled in HVRP at GILSC during the program years of 2006-2007 and 2007-2008. Eighty-six participants enrolled during 2006-2007 and 80 enrolled during 2007-2008. An analysis of the demographic characteristics during the targeted program years revealed that the enrollees were primarily African American (81%), male (93%), age 45-54 (76%), and last served in the military approximately 20 years ago (62%). All of the 164 enrollees were homeless and economically disadvantaged.

Demographic Data for HVRP Program Year 2006-2007

Demographic data for 2006-2007 included gender, ethnicity, age and last military service. Demographics for the HVRP at GILSC for the 2006-2007 program year are displayed in Table 4.0 - Table 4.3.

Gender

The participants enrolled in HVRP were classified into one of the two gender categories during this study. Table 4.0 displays the distribution of gender among program participants.

Table 4.0

Frequency Distribution of Participants Enrolled in HVRP – Program Year 2006-2007 by Gender

<i>Gender</i>	<i>F</i>	<i>Percentage</i>
Male Veterans	81	94%
Female Veterans	5	6%
Total	86	100%

During the 2006-2007 HVRP program year 81 of the participants fell into the male category, representing 94% of the total enrollment. The five remaining participants were female, making up 6% of the enrollment.

Ethnicity

Table 4.1 includes five ethnicities used to classify participants enrolled in HVRP during the 2006-2007 program year. The five ethnicities are Caucasian, African American, Hispanic, Native American, and Other. The ‘Other’ category included participants who either identify with mixed ethnicities or did not feel that the five categories in the study accurately described their ethnicity.

Table 4.1

Frequency Distribution of Participants Enrolled in HVRP – Program Year 2006-2007 by Ethnicity

<i>Ethnicity</i>	<i>F</i>	<i>Percentage</i>
Caucasian Veterans	12	14%
African American Veterans	74	86%
Hispanic Veterans	0	0%
Native American Veterans	0	0%
Other Minority Veterans	0	0%
Total	86	100%

African American veterans accounted for 86% of enrollees with a total of 74 participants. Twelve participants were Caucasian, representing 14% of the enrolled population. The other three ethnic categories did not have any representation during the 2006-2007 program year.

Age

During the study, program participants were classified into one of eight age categories. Table 4.2 displays the frequency distribution of participants enrolled in HVRP during the 2006-2007 program year by age.

Table 4.2

Frequency Distribution of Participants Enrolled in HVRP – Program Year 2006-2007 by Age

<i>Age</i>	<i>F</i>	<i>Percentage</i>
18-19 Years Old	0	0%
20-24 Years Old	2	2%
25-29 Years Old	2	2%
30-34 Years Old	1	1%
35-44 Years Old	3	3%
45-54 Years Old	66	77%
55-64 Years Old	8	10%
65+ Years Old	4	5%
Total	86	100%

The age category with the highest representation of enrollees during the 2006-2007 program year was the 45-54 years old category. Sixty-six or 77% of the participants fell in the 45-54 years old category. The second highest age category represented was the 55-64 years old, which accounted for 8 or 10% of the participants. Four participants indicated that they were in the 65+ years old category. Two participants fell in the 20-24 years old and the 25-29 years old categories, and only one participant was a member of the 35-44 years old category.

Last Military Service

HVRP participants were classified into one of six categories to designate the number of years since their last active duty military service. Table 4.3 displays the frequency distribution of participants enrolled in HVRP during the 2006-2007 program year by last military service.

Table 4.3

Frequency Distribution of Participants Enrolled in HVRP – Program Year 2006-2007 by Last Military Service

<i>Last Military Service</i>	<i>F</i>	<i>Percentage</i>
0-3 Years Ago	8	10%
4-7 Years Ago	5	6%
8-11 Years Ago	3	3%
12-15 Years Ago	6	7%
16-19 Years Ago	15	18%
20+ Years Ago	49	56%
Total	86	100%

The category with the highest number of participants was the 20+ years ago category. Forty-nine participants served in the military 20+ years ago, accounting for 56% of program enrollees. The next highest category was the 16-19 years old category, where 15 participants made up 18% of the enrollment during the 2006-2007 program year. Eight participants fell in the 0-3 years ago category, and six fell in the 12-15 years ago category. The 4-7 years ago category made up 6% of the enrollment population, and 3% of the population fell in the 8-11 years ago category.

Veteran Subgroups

Table 4.4 shows a distribution of veteran subgroups enrolled in HVRP during the program year of 2006-2007. During the program year of 2006-2007 there were eleven veteran subgroups. The veteran subgroups included veterans who were economically disadvantaged, welfare/public assistance recipients, homeless, disabled, special disabled, campaign badge recipients, newly separated, Stand-Down Veterans, chronically

homeless, and veterans who participated in either Operation Iraqi Freedom or Operation Enduring Freedom. Several participants fell in multiple subgroup categories.

Table 4.4

Frequency Distribution of Participants Enrolled in HVRP – Program Year 2006-2007 by Veteran Subgroups

<i>Veteran Subgroups</i>	<i>F</i>	<i>Percentage</i>
Economically Disadvantaged Veterans	84	100%
Welfare/Public Assistance Recipients	13	15%
Homeless Veterans	84	100%
Disabled Veterans	73	87%
Special Disabled Veterans	4	4%
Campaign Badge Recipient Veterans	9	10%
Newly Separated Veterans (36 months)	4	4%
Stand-Down Veterans	19	23%
Chronic Homeless Veterans	11	13%
Operation Iraqi Freedom Veterans	3	3%
Operation Enduring Freedom Veterans	0	0%

All program participants were homeless and economically disadvantaged, while 73 participants were disabled. The subgroup “Special Disabled Veteran” refers to participants requiring assistive type devices such as wheelchairs, prosthetic limbs, and hearing aids. Participants falling in this category may have also suffered from total blindness or were totally deaf. Four participants fell into the “Special Disabled Veteran” category during 2006-2007. Nine veterans were campaign badge recipients during their military service.

Demographic Data for HVRP Program Year 2007-2008

Demographic data for 2007-2008 included gender, ethnic background, age and last military service. Demographics for HVRP at GILSC for the 2007-2008 program year are displayed in Table 4.5-Table 4.8.

Gender

The participants enrolled in HVRP were classified into one of the two gender categories during this study. Table 4.5 displays the distribution of gender among program participants enrolled in HVRP during the 2007-2008 program year.

Table 4.5

Frequency Distribution of Participants Enrolled in HVRP – Program Year 2007-2008 by Gender

<i>Gender</i>	<i>F</i>	<i>Percentage</i>
Male Veterans	74	93%
Female Veterans	6	7%
Total	80	100%

During the targeted program year 74 participants fell into the male category, representing 93% of the total enrollment. The six remaining participants were female, making up 7% of the enrollment.

Ethnicity

Table 4.6 includes five ethnicities used to classify participants enrolled in HVRP during the 2007-2008 program year. The table also displays the frequency distribution of program participants by ethnicity.

Table 4.6

Frequency Distribution of Participants Enrolled in HVRP – Program Year 2007-2008 by Ethnicity

<i>Ethnicity</i>	<i>F</i>	<i>Percentage</i>
Caucasian Veterans	19	23%
African American Veterans	61	77%
Hispanic Veterans	0	0%
Native American Veterans	0	0%
Other Minority Veterans	0	0%
Total	80	100%

African American veterans accounted for 77% of enrollees with a total of 61 participants. Nineteen participants were Caucasian, representing 23% of the enrolled population. The other three ethnic categories did not have any representation during the 2007-2008 program year.

Age

During the study, program participants were classified into one of eight age categories. Table 4.7 displays the frequency distribution of participants enrolled in HVRP during the 2007-2008 program year by age.

Table 4.7

Frequency Distribution of Participants Enrolled in HVRP – Program Year 2007-2008 by Age

<i>Age</i>	<i>F</i>	<i>Percentages</i>
18-19 Years Old	0	0%
20-24 Years Old	1	1%
25-29 Years Old	1	1%
30-34 Years Old	1	1%
35-44 Years Old	6	8%
45-54 Years Old	59	74%
55-64 Years Old	10	13%
65+ Years Old	2	2%
Total	80	100%

The age category with the highest representation of enrollees during the 2007-2008 program year was the 45-54 years old category. Fifty-nine or 74% of the participants fell in the 45-54 years old category. The second highest age category represented was the 55-64 years old, which accounted for 10 or 13% of the participants. Two participants indicated that they were in the 65+ years old category. One participant fell in each of the categories of 20-24 years old, 25-29 years old categories, and 35-44 years old.

Last Military Service

HVRP participants were classified into one of six categories to designate the number of years since their last active duty military service. Table 4.8 displays the frequency distribution of participants enrolled in HVRP during the 2007-2008 program year by last military service.

Table 4.8

Frequency Distribution of Participants Enrolled in HVRP – Program Year 2007-2008 by Last Military Service

<i>Last Military Service</i>	<i>F</i>	<i>Percentage</i>
0-3 Years Ago	4	4%
4-7 Years Ago	4	4%
8-11 Years Ago	0	0%
12-15 Years Ago	3	3%
16-19 Years Ago	14	19%
20+ Years Ago	55	70%
Total	80	100%

The category with the highest number of participants was the 20+ years ago category. Fifty-five participants served in the military 20+ years ago, accounting for 70% of program enrollees. The next highest category was the 16-19 years old category, where 14 participants made up 19% of the enrollment during the 2007-2008 program year. Four participants fell in the 0-3 years ago and 4-7 years ago categories. Three participants fell in the 12-15 years ago category. There were no participants falling in the 8-11 years ago category.

Veteran Subgroups

Table 4.9 shows the distribution of veteran subgroups enrolled in HVRP during the program year of 2007-2008. During the program year there were eleven veteran subgroups.

Table 4.9

Frequency Distribution of Participants Enrolled in HVRP – Program Year 2007-2008 by Veteran Subgroups

<i>Veteran Subgroups</i>	<i>F</i>	<i>Percentages</i>
Economically Disadvantaged Veterans	80	100%
Welfare/Public Assistance Recipients	18	23
Homeless Veterans	80	100%
Disabled Veterans	45	56%
Special Disabled Veterans	6	7%
Campaign Badge Recipient Veterans	10	13%
Newly Separated Veterans (36months)	1	1%
Stand-Down Veterans	7	8%
Chronic Homeless Veterans	11	14%
Operation Iraqi Freedom Veterans	2	2%
Operation Enduring Freedom Veterans	1	1%

All program participants were homeless and economically disadvantaged, while 45 participants were disabled. The subgroup “Stand-Down Veterans” refers to participants who signed up for HVRP during Goodwill’s annual Stand Down Against Homelessness event. The event was a two-day event that was held in conjunction with the VA to provide services such as free medical examinations, hygiene items, hair cuts and clothing to the homeless population. Ten veterans were campaign badge recipients during their military service.

Study Findings

Research Question 1

Was the Goodwill Industries of Lower South Carolina Homeless Veterans' Reintegration Program (HVRP) successful in achieving its initial program performance goals during the program years of 2006-2007 and 2007-2008?

The HVRP performance goals included five variables. The five variables were as follows: 1. the number of assessments to determine program eligibility performed, 2. the number of participants enrolled in HVRP as a result of the assessments, 3. the number of program participants placed into transitional or permanent housing, 4. the number of program participants veterans referred to the VA for medical assistance, and 5. the total number of program participants placed into unsubsidized competitive employment.

Homeless Veterans' Reintegration Program Performance Goals and Actual Performance Outcome Measures for Program Year 2006-2007

Performance goals for the program year 2006-2007 included the number of assessments performed by staff on potential program participants, the number of participants enrolled, the number of participants placed into transitional or permanent housing, the number of participants referred to the VA for services, and the number of participants placed into employment. Table 4.10 represents program performance goals and actual performance outcomes for the first quarter of program year 2006-2007.

Table 4.10

Performance Goals and Actual Performance Outcome Measures for First Quarter
Program Year 2006-2007

PERFORMANCE GOAL	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
# Assessments	35	32	91%	Yes	Yes
# Participants Enrolled	20	18	90%	Yes	Yes
# Placed into Transitional or Permanent Housing	4	3	75%	Yes	Yes
# Referred to VA	0	18	0%	Yes	Yes
# Placed into Employment	10	9	90%	Yes	Yes

In all aspects the data indicated that actual program performance far exceeded those planned. During the months of July 2006 through September 2006, the actual number of participants enrolled into HVRP was at 90% of the planned goal of 20. The total number of participants placed into employment was nine, representing 90% of the planned goal of 10.

Table 4.11 represents both program performance goals and actual performance outcomes for the second quarter of program year 2006-2007. Five performance goals are included in the table. Performance goals include the number of assessments performed by staff on potential program participants, the number of participants enrolled, the number of participants placed into transitional or permanent housing, the number of participants referred to the VA for services, and the number of participants placed into employment.

Table 4.11

Performance Goals and Actual Performance Outcome Measures for Second Quarter
Program Year 2006-2007

PERFORMANCE GOAL	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
# Assessments	35	38	108%	Yes	Yes
# Participants Enrolled	20	7	35%	No	No
# Placed into Transitional or Permanent Housing	4	0	0%	No	No
# Referred to VA	0	7	0%	Yes	Yes
# Placed into Employment	10	1	10%	No	No

The second quarter occurred during the months October 2006 through December 2006. During this time, the actual number of participants enrolled in HVRP had fallen to seven, thus representing 35% of the planned goal of 20 enrollments for the quarter. Only one participant was placed into competitive employment, meaning that only 10% of the planned goal of 10 was achieved. In general, during the second quarter of program year 2006-2007 only two of the five goals were met by HVRP.

Table 4.12 represents both program performance goals and actual performance outcomes for the third quarter of program year 2006-2007. Five performance goals are included in the table. Performance goals include the number of assessments performed by staff on potential program participants, the number of participants enrolled, the number of participants placed into transitional or permanent housing, the number of participants referred to the VA for services, and the number of participants placed into employment.

Table 4.12

Performance Goals and Actual Performance Outcome Measures for Third Quarter
Program Year 2006-2007

PERFORMANCE GOAL	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
# Assessments	30	46	153%	Yes	Yes
# Participants Enrolled	15	28	186%	Yes	Yes
# Placed into Transitional or Permanent Housing	2	1	50%	Yes	Yes
# Referred to VA	0	28	0%	Yes	Yes
# Placed into Employment	10	6	60%	Yes	Yes

The third quarter occurred during the months January 2007 through March 2007.

Twenty-eight participants enrolled in HVRP during the targeted program year. The original goal of ten participants being placed into competitive employment was not achieved, however six participants were successfully employed. All program performance goals were met during the third Quarter of program year 2006-2007.

Table 4.13 represents both planned performance goals and actual performance program outcomes for the fourth quarter of program year 2006-2007. The five performance goals included in the table are identical to those displayed in the first four quarters of 2006-2007.

Table 4.13

Performance Goals and Actual Performance Outcome Measures for Fourth Quarter
Program Year 2006-2007

PERFORMANCE GOAL	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
# Assessments	10	49	490%	Yes	Yes
# Participants Enrolled	15	31	206%	Yes	Yes
# Placed into Transitional or Permanent Housing	1	4	40%	Yes	Yes
# Referred to VA	0	31	0%	Yes	Yes
# Placed into Employment	16	38	237%	Yes	Yes

The fourth quarter occurred during the months April 2007 through June 2007. By the fourth quarter, the planned goal of 15 participants enrolled in HVRP had significantly increased to 31. In addition, the total number of participants placed into employment exceeded the planned goal of 16, and was 36. All program goals were met during the fourth quarter of the program year 2006-2007.

Summary of Homeless Veterans' Reintegration Program Performance Goals and Actual Performance Outcome Measures for Program Year 2006-2007

A data summary is highly essential in order to gain a clear analysis of the program's success in enrolling, training, placing, and retaining participants. A complete summary of the performance goals and actual performance outcome measures for HVRP during the program year of 2006-2007 are represented in Table 4.14.

Table 4.14

Summary of Performance Goals and Actual Performance Outcomes Measures for Program Year 2006-2007

PERFORMANCE GOAL	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
# Assessments	110	165	150%	Yes	Yes
# Participants Enrolled	70	84	120%	Yes	Yes
# Placed into Transitional or Permanent Housing	11	8	73%	Yes	Yes
# Referred to VA	0	84		Yes	Yes
# Placed into Employment	46	54	117%	Yes	Yes

In most categories the actual performance outcomes exceeded the planned goals with the exception of the total number placed into transitional or permanent housing. Upon close examination of the outcomes, significant attention is given to the rather large number of assessments. Assessments reached 150% above the planned goal indicating that there were many more homeless veterans residing in the targeted geographic location who were in need of reintegration assistance than was originally considered. Most significant was the number of participants placed into employment during the program year. With 117% of the planned placement rate entering employment, findings indicated that the services provided by the program undoubtedly made a positive impact on the lives of those served.

**Homeless Veterans' Reintegration Program Performance Goals and Actual
Performance Outcome Measures for Program Year 2007-2008**

Performance goals for the program year 2007-2008 included the number of assessments performed by staff on potential program participants, the number of participants enrolled, the number of participants placed into transitional or permanent housing, the number of participants referred to the VA for services, and the number of participants placed into employment. Table 4.15 represents actual program performance outcomes for the first quarter of program year 2007-2008.

Table 4.15

Performance Goals and Actual Performance Outcome Measures for First Quarter
Program Year 2007-2008

PERFORMANCE GOAL	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
# Assessments	35	64	177%	Yes	Yes
# Participants Enrolled	20	24	120%	Yes	Yes
# Placed into Transitional or Permanent Housing	4	10	250%	Yes	Yes
# Referred to VA	0	5	0%	Yes	Yes
# Placed into Employment	10	6	60%	Yes	Yes

In all categories the data indicated that actual program outcomes far exceeded the planned goals. During the months of July 2007 through September 2007, 24 participants were enrolled into HVRP. The actual enrollment exceeded the planned goal by a total of four participants. In addition, 10 participants were placed into transitional or permanent

housing, five were referred to the VA for medical treatment, and six were placed into unsubsidized competitive employment. All program performance goals were met during the first quarter of program year 2007-2008.

Table 4.16 represents actual program outcomes for the second quarter of program year 2007-2008. Five performance goals are included in the table. Performance goals include the number of assessments performed by staff on potential program participants, the number of participants enrolled, the number of participants placed into transitional or permanent housing, the number of participants referred to the VA for services, and the number of participants placed into employment.

Table 4.16

Performance Goals and Actual Performance Outcome Measures for Second Quarter
Program Year 2007-2008

PERFORMANCE GOAL	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
# Assessments	35	54	154%	Yes	Yes
# Participants Enrolled	20	11	55%	Yes	Yes
# Placed into Transitional or Permanent Housing	4	7	175%	Yes	Yes
# Referred to VA	0	7	0%	Yes	Yes
# Placed into Employment	10	7	70%	Yes	Yes

The second quarter occurred during the months October 2007 through December 2007. During this time, the actual number of participants enrolled in HVRP was at 55% of the planned goal. The total number of participants placed into employment ranged at

70% of the planned goal ten. All program performance goals were met during the second quarter of program year 2007-2008.

Table 4.17 represents program outcome measures for the third quarter of program year 2007-2008. As with the first two program quarters, five performance goals are included in the table for the third quarter. Performance goals include the number of assessments performed by staff on potential program participants, the number of participants enrolled, the number of participants placed into transitional or permanent housing, the number of participants referred to the VA for services, and the number of participants placed into employment.

Table 4.17

Performance Goals and Actual Performance Outcome Measures for Third Quarter
Program Year 2007-2008

PERFORMANCE GOAL	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
# Assessments	30	47	156%	Yes	Yes
# Participants Enrolled	15	20	133%	Yes	Yes
# Placed into Transitional or Permanent Housing	2	5	250%	Yes	Yes
# Referred to VA	0	10	0%	Yes	Yes
# Placed into Employment	10	6	60%	Yes	Yes

The third quarter occurred during the months January 2008 through March 2008. The actual number of participants enrolled in HVRP was 20. The planned enrolled was 15. The total number of participants placed into employment was six, with a goal of 10.

All program performance goals were met during the third quarter of program year 2007-2008.

Table 4.18 represents program outcome measures for the fourth quarter of program year 2007-2008. The fourth quarter is the last quarter of the program year. The performance goals included in the table are identical to those included in the first three quarters of program year 2007-2008.

Table 4.18

Performance Goals and Actual Performance Outcome Measures for Fourth Quarter Program Year 2007-2008

PERFORMANCE GOAL	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
# Assessments	10	35	350%	Yes	Yes
# Participants Enrolled	15	25	166%	Yes	Yes
# Placed into Transitional or Permanent Housing	1	29	290%	Yes	Yes
# Referred to VA	0	37	0%	Yes	Yes
# Placed into Employment	16	6	38%	No	No

The fourth quarter occurred during the months April 2008 through June 2008. The actual number of participants enrolled in HVRP was 25 versus the planned goal of 15. The total number of participants placed into employment was six participants less than the planned goal. All planned performance goals were met except for the planned number of participants to be placed into employment. Only 38% of those enrolled were placed into employment, which did not meet the ≥50% benchmark.

Summary of Homeless Veterans' Reintegration Program Performance Goals and Actual Performance Outcome Measures for Program Year 2007-2008

A full summary of the performance goals and actual program performance outcome measures for HVRP during the program year of 2007-2008 is represented in Table 4.19.

Table 4.19

Summary of Performance Goals and Actual Performance Outcomes Measures for Program Year 2007-2008

PERFORMANCE GOAL	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
# Assessments	110	198	180%	Yes	Yes
# Participants Enrolled	70	80	114%	Yes	Yes
# Placed into Transitional or Permanent Housing	11	51	464%	Yes	Yes
# Referred to VA	0	59	0%	Yes	Yes
# Placed into Employment	46	28	61%	Yes	Yes

In all aspects of the program the actual outcomes exceeded the planned outcomes with the exception of total number placed into employment. Upon close examination of the outcome measures, it was noted that there was a large number of assessments, enrollments, placements into transitional/permanent housing, and referrals to the VA for various medical concerns during the program year of 2007-2008. The planned goal of assessments to determine eligibility for the program was exceeded by 88 and indicated to

the researcher that there was a significant interest and need for assistance during the targeted program year. Ultimately, all program performance goals were met during the program year 2007-2008.

**Summary of Aggregate Program Performance Goals and Actual Performance
Outcome Measures During Program Years 2006-2007 and 2007-2008**

Actual program performance outcome measures data indicated that HVRP at GILSC was successful in achieving its initial program performance goals during the program years of 2006-2007 and 2007-2008. Data indicated that of a combined amount of 363 assessments on homeless individuals conducted during program years 2006-2007 and 2007-2008, only 164 were enrolled. The aggregate planned participant enrollment into HVRP during the targeted program years was 140, but was exceeded by 24 participants. Those not enrolled left a possible remainder of 199 homeless individuals over a two-year period that were unable to obtain the specialized services, training, or skills needed to reintegrate into the workforce. In addition, data results showed that during the program years of 2006-2007 and 2007-2008, 59 participants were placed into transitional or permanent housing. In addition, 82 participants were placed into unsubsidized, competitive employment. The amount of participants placed into employment for program years 2006-2007 and 2007-2008 was the only goal that did not match the overall targeted number, but was still considered a fulfilled goal due to the fact that the performance measure reached $\geq 50\%$ of the initial goal.

Research Question 2

Was the Goodwill Industries of Lower South Carolina Homeless Veterans' Reintegration Program (HVRP) successful in meeting the needs of homeless veterans through workforce readiness training during the program years of 2006-2007 and 2007-2008?

Workforce readiness training activities offered in HVRP during the program years of 2006-2007 and 2007-2008 included a wide array of classroom and employment training opportunities. These opportunities were designed to help participants to increase their marketable skills and prepare them to be successful in reintegrating into the workforce. Examples of offered training activities include life skills and money management, a work core employability certification program (e.g., teamwork, application completion and resume writing, basic computer skills, keeping a positive attitude, and diversity in the workplace), Work Keys Certification (e.g., Reading for Information, Applied Work Place Math, and Locating Information), Test of Adult Basic Education (TABE) testing. All of the aforementioned training opportunities are represented under the subcategory of Classroom Training. Additional training included on-the-job work experiences, apprenticeship training, and opportunities to upgrade skills or the retraining of current skills.

Homeless Veterans' Reintegration Program Training Activity Goals and Actual Performance Outcome Measures for Program Year 2006-2007

During the program year of 2006-2007 there were six different training activities. Training activities included classroom training, on-the-job training, occupational skills

training, apprenticeship training, upgrading and retraining, and life skills and money management. Table 4.20 shows that during the first quarter of program year 2006-2007, HVRP performed two different training activities out of the planned three.

Table 4.20

Training Activity Goals and Actual Performance Outcome Measures for First Quarter Program Year 2006-2007

TRAINING ACTIVITIES	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
Classroom Training	13	9	69%	Yes	Yes
On-the-Job Training	0	0	100%	Yes	Yes
Occupational Skills Training	10	9	90%	Yes	Yes
Apprenticeship Training	3	0	0%	No	No
Upgrading and Retraining	0	0	100%	Yes	Yes
Life Skills and Money Management	0	0	100%	Yes	Yes

Nine participants were provided both classroom training and occupational skills training. The program planned goal for apprenticeship training was three, but yielded zero. Three listed training activities had a planned goal of zero. They were on-the-job training, upgrading and retraining, and life skills and money management.

Table 4.21 displays the training activity goals and actual performance outcome measures for the second quarter of program year 2006-2007. Table 4.21 also shows that during the second quarter of program year 2006-2007, HVRP performed four different training activities.

Table 4.21

Training Activity Goals and Actual Performance Outcome Measures for Second Quarter
Program Year 2006-2007

TRAINING ACTIVITIES	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
Classroom Training	12	14	117%	Yes	Yes
On-the-Job Training	0	0	100%	Yes	Yes
Occupational Skills Training	10	8	80%	Yes	Yes
Apprenticeship Training	3	0	0%	No	No
Upgrading and Retraining	0	3		Yes	Yes
Life Skills and Money Management	0	10		Yes	Yes

Fourteen participants were provided classroom training and eight were provided occupational skills training. Two training activities that did not have a planned goal also were provided to program participants. Upgrading and retaining was provided to three participants and life skills and money management was provided to 10. As in the first quarter, during the second quarter the program planned goal for apprenticeship training was three, but yielded zero.

Table 4.22 shows the training activity goals and actual performance outcome measures for the third quarter of program year 2006-2007. During the third quarter of program year 2006-2007, HVRP performed four different training activities.

Table 4.22

Training Activity Goals and Actual Performance Outcome Measures for Third Quarter
Program Year 2006-2007

TRAINING ACTIVITIES	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
Classroom Training	10	12	120%	Yes	Yes
On-the-Job Training	0	0	100%	Yes	Yes
Occupational Skills Training	13	9	69%	Yes	Yes
Apprenticeship Training	3	0	0%	No	No
Upgrading and Retraining	0	2		Yes	Yes
Life Skills and Money Management	0	9		Yes	Yes

Twelve participants were provided both classroom training, meeting 120% of the planned goal of 10 participants. Occupational skills training were provided to nine participants meeting 69% of the planned goal of 13. Two training activities that did not have a planned goal also were provided to program participants. Upgrading and retaining was provided to two participants and life skills and money management was provided to nine. The program planned goal for apprenticeship training was three, but yielded zero.

Table 4.23 shows the training activity goals and actual performance outcome measures for the fourth quarter of program year 2006-2007. During the fourth quarter of program year 2006-2007, HVRP performed five different training activities.

Table 4.23

Training Activity Goals and Actual Performance Outcome Measures for Fourth Quarter
Program Year 2006-2007

TRAINING ACTIVITIES	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
Classroom Training	2	7	350%	Yes	Yes
On-the-Job Training	0	27		Yes	Yes
Occupational Skills Training	2	8	400%	Yes	Yes
Apprenticeship Training	1	0	0%	No	No
Upgrading and Retraining	0	1		Yes	Yes
Life Skills and Money Management	0	10		Yes	Yes

Seven participants were provided both classroom training, and twenty-seven were provided on-the-job training. Occupational skills training were provided to eight of the enrolled participants for the quarter. Two training activities that did not have a planned goal also were provided to program participants. Upgrading and retaining was provided to one participant and life skills and money management was provided to 10. The program planned goal for apprenticeship training was three, but yielded zero.

Summary of Homeless Veterans' Reintegration Program Training Goals and Actual

Performance Outcome Measures for Program Year 2006-2007

Table 4.24 displays a summary of the program performance outcome measures for planned and actual training activities received by HVRP participants during the 2006-2007 program year. Training in HVRP was administered in six different forms.

Table 4.24

Summary of Training and Actual Performance Outcome Measures for Program Year 2006-2007

TRAINING ACTIVITIES	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
Classroom Training	37	42	113%	Yes	Yes
On-the-Job Training	0	27		Yes	Yes
Occupational Skills Training	35	34	97%	Yes	Yes
Apprenticeship Training	10	0	0%	No	No
Upgrading and Retraining	0	5		Yes	Yes
Life Skills and Money Management	0	10		Yes	Yes

In looking at the actual program performance outcomes, it was apparent that not all participants took advantage of the specialized trainings offered. Additionally, in assessing case notes written by Employment Specialists who provided intensive case management for HVRP program participants, notes indicated that while clients had obtained various marketable skills in the military, many lacked the knowledge they needed to know how and where to apply them. The case notes were located in Goodwill's GoodTrak Client Data Reporting System. Training in the form of basic employability skills training (e.g., resume writing, interviewing, dress for success, basic computer skills, job searches) was the primary form of training needed for this group of homeless veterans.

**Homeless Veterans' Reintegration Program Training Goals and Actual
Performance Outcome Measures for Program Year 2007-2008**

During the program year of 2007-2008 there were six different training activities. Training activities included classroom training, on-the-job training, occupational skills training, apprenticeship training, upgrading and retraining, and life skills and money management. Table 4.25 shows the training activity goals and actual performance outcomes for the first quarter of program year 2007-2008. Table 4.25 also shows that during the first quarter of program year 2007-2008, HVRP performed four different training activities.

Table 4.25

Training Activity Goals and Actual Performance Outcome Measures for First Quarter
Program Year 2007-2008

TRAINING ACTIVITIES	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
Classroom Training	13	14	108%	Yes	Yes
On-the-Job Training	0	0	100%	Yes	Yes
Occupational Skills Training	10	9	90%	Yes	Yes
Apprenticeship Training	3	0	0%	No	No
Upgrading and Retraining	0	3		Yes	Yes
Life Skills and Money Management	0	10		Yes	Yes

Fourteen participants were provided both classroom training, meeting 108% of the planned goal of 13 participants. Occupational skills training was provided to nine or

90% of the planned goal. Upgrading and retaining was provided to three participants and life skills and money management was provided to 10.

Table 4.26 shows the training activity goals and actual performance outcome measures for the second quarter of program year 2007-2008. The table shows that during the second quarter of program year 2007-2008, HVRP performed four different training activities.

Table 4.26

Training Activity Goals and Actual Performance Outcome Measures for Second Quarter Program Year 2007-2008

TRAINING ACTIVITIES	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
Classroom Training	12	14	117%	Yes	Yes
On-the-Job Training	0	0	100%	Yes	Yes
Occupational Skills Training	10	8	80%	Yes	Yes
Apprenticeship Training	3	0	0%	No	No
Upgrading and Retraining	0	3		Yes	Yes
Life Skills and Money Management	10	10	100%	Yes	Yes

Fourteen participants were provided both classroom training, meeting 117% of the planned goal of 12 participants. Occupational skills training was provided to eight or 80% of the planned goal for the quarter. Two training activities that did not have a planned goal also were provided to program participants. Upgrading and retaining was provided to three participants and life skills and money management was provided to 10

or 100% of the planned goal. The program planned goal for apprenticeship training was three, but yielded zero.

Table 4.27 shows the training activity goals and actual performance outcome measures for the third quarter of program year 2007-2008. During the third quarter of program year 2007-2008, HVRP performed four different training activities.

Table 4.27

Training Activity Goals and Actual Performance Outcome Measures for Third Quarter Program Year 2007-2008

TRAINING ACTIVITIES	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
Classroom Training	10	12	120%	Yes	Yes
On-the-Job Training	0	0	100%	Yes	Yes
Occupational Skills Training	13	9	69%	Yes	Yes
Apprenticeship Training	3	0	0%	No	No
Upgrading and Retraining	0	2		Yes	Yes
Life Skills and Money Management	0	9		Yes	Yes

Twelve participants were provided both classroom training, meeting 120% of the planned goal of 10 participants. Occupational skills training was provided to nine or 69% of the enrolled participants for the quarter. Two training activities that did not have a planned goal also were provided to program participants. Upgrading and retaining was provided to two participants and life skills and money management was provided to nine. The program planned goal for apprenticeship training was three, but yielded zero.

Table 4.28 shows the training activity goals and actual performance outcome measures for the fourth quarter of program year 2007-2008. Table 4.28 shows that during the fourth quarter of program year 2007-2008, HVRP performed five different training activities.

Table 4.28

Training Activity Goals and Actual Performance Outcome Measures for Fourth Quarter Program Year 2007-2008

TRAINING ACTIVITIES	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%	GOAL MET?
Classroom Training	2	7	350%	Yes	Yes
On-the-Job Training	0	27		Yes	Yes
Occupational Skills Training	2	8	400%	Yes	Yes
Apprenticeship Training	1	0	0%	No	No
Upgrading and Retraining	0	1		Yes	Yes
Life Skills and Money Management	0	0	100%	Yes	Yes

Seven participants were provided both classroom training. Occupational skills training were provided to eight of the enrolled participants for the quarter. Twenty-seven participants were provided on-the-job training, upgrading and retaining was provided to one participant, and life skills and money management was not provided.

Summary of Homeless Veterans' Reintegration Program Training Goals and Actual Performance Outcome Measures for Program Year 2007-2008

Table 4.29 displays a summary of the training goals and actual performance outcome measures for the 2007-2008 program year. The amount of training activities provided to participants during the program year of 2007-2008 was 146, which far exceeded the planned amount of 82.

Table 4.29

Summary of Training Activity Goals and Actual Performance Outcome Measures for Program Year 2007-2008

TRAINING ACTIVITIES	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
Classroom Training	37	47	127%	Yes	Yes
On-the-Job Training	0	27		Yes	Yes
Occupational Skills Training	35	34	97%	Yes	Yes
Apprenticeship Training	10	0	0%	No	No
Upgrading and Retraining	0	9		Yes	Yes
Life Skills and Money Management	0	29		Yes	Yes

Training in HVRP was administered in many forms. Table 4.29 indicates that among other training activities, participants were provided on-the-job training opportunities, upgrading and retaining skills, occupational skills training and life skills and money management.

Table 4.30 shows combined totals of the program's performance goals and outcome measures for training activities during the targeted program years of 2006-2007

and 2007-2008. The table includes the percentage of the goal successfully performed and whether the goal was met or not.

Table 4.30

Aggregate Training Activity Goals and Actual Performance Outcome Measures for Program Years 2006-2007 and 2007-2008

	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥ 50 %?	GOAL MET?
Training Activities	340	422	124 %	Yes	Yes

The planned aggregate amount of training activities for program years 2006-2007 and 2007-2008 was 340 and the actual performance outcome was 422. With an increase of 82, the outcome exceeded the 50% benchmark therefore rendering HVRP successful in providing training activities to during both program years to meet the needs of its participants. Participants were able to partake of more than one training activity as needed.

Research Question 3

Was the Goodwill Industries of Lower South Carolina Homeless Veterans' Reintegration Program (HVRP) successful in meeting the needs of homeless veterans through workforce readiness support services during the program years of 2006-2007 and 2007-2008?

In addition to workforce training activities, support services were offered as a supplement to participants who needed them. Support Services were services that assisted participants more intensely and were provided on a case by case, as needed basis. Support

Services included but were not limited to vouchers for interview clothing or work uniforms, bus passes for transportation to work or interviews, job search assistance, referral services for medical examinations and medication stabilization, and counseling and vocational guidance.

Homeless Veterans’ Reintegration Program Support Services Goals and Actual Performance Outcome Measures for Program Year 2006-2007

Table 4.31 shows the HVRP support service goals and outcome measures for the first quarter in program year 2006-2007. Five support service categories included during the 2006-2007 program year were job search assistance, counseling/vocational guidance, compensated work therapy, tools/fees/specific work clothing, and other support services (i.e., bus passes, referrals for medical care, etc.).

Table 4.31

Support Service Goals and Actual Performance Outcome Measures for First Quarter
Program Year 2006-2007

SUPPORT SERVICES	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
Job Search Assistance	20	18	90%	Yes	Yes
Counseling/Vocational Guidance	20	18	90%	Yes	Yes
Compensated Work Therapy	0	0	100%	Yes	Yes
Tools/Fees/Specific Work Clothing	0	0	0%	No	No
Other Support Services (i.e., bus passes, referrals for medical care, etc.)	20	18	90%	Yes	Yes

Two specific support services, Job Search Assistance and Counseling/Vocational Guidance were provided to 18 program participants each. Other support services were provided including bus passes, referrals to other agencies for additional assistance, etc. Eighteen program participants were provided assistance in the Other Support Services category. Actual performance outcome measures for the categories of Job Search Assistance, Counseling/Vocational Guidance, and Other Support for support services during the first quarter of program year 2006-2007 were all 90% of the planned goal of 20.

Table 4.32 shows the HVRP support service goals and outcome measures for the second quarter in program year 2006-2007. Five support service categories are included in the table.

Table 4.32

Support Service Goals and Actual Performance Outcome Measures for Second Quarter
Program Year 2006-2007

SUPPORT SERVICES	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
Job Search Assistance	20	9	45%	Yes	Yes
Counseling/Vocational Guidance	20	9	45%	Yes	Yes
Compensated Work Therapy	0	0	100%	Yes	Yes
Tools/Fees/Specific Work Clothing	0	10		No	No
Other Support Services (i.e., bus passes, referrals for medical care, etc.)	20	7	35%	No	No

Two specific support services, Job Search Assistance and Counseling/Vocational Guidance were provided to nine program participants each. Another specific support service, Tools/Fees/Specific Work Clothing, was provided to 10 program participants. Other support services were provided including bus passes, referrals to other agencies for additional assistance, etc. Seven program participants were provided assistance in the Other Support Services category. Actual performance outcome measures for the categories of Job Search Assistance and Counseling/Vocational Guidance during the second quarter of program year 2006-2007 were both 45% of the planned goal of 20. Other support services provided during the second quarter of program year 2006-2007 were 35% of the planned goal of 20.

Table 4.33 shows the HVRP support service goals and actual performance measures for the third quarter in program year 2006-2007. Five support service categories are included in the table.

Table 4.33

Support Service Goals and Actual Performance Outcome Measures for Third Quarter
Program Year 2006-2007

SUPPORT SERVICES	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
Job Search Assistance	15	19	127%	Yes	Yes
Counseling/Vocational Guidance	15	19	127%	Yes	Yes
Compensated Work Therapy	0	3		Yes	Yes
Tools/Fees/Specific Work Clothing	0	1		Yes	Yes
Other Support Services (i.e., bus passes, referrals for medical care, etc.)	15	10	67%	Yes	Yes

Two specific support services, Job Search Assistance and Counseling/Vocational Guidance were provided to 19 program participants each, with a planned goal of 15. Three program participants were referred to Compensated Work Therapy and one was provided the service of Tools/Fees/Specific Work Clothing. Other support services were provided including bus passes, referrals to other agencies for additional assistance, etc. Ten program participants were provided assistance in the Other Support Services category.

Table 4.34 shows the HVRP support service goals and outcome measures for the fourth quarter in program year 2006-2007. Five support service categories are included in the table.

Table 4.34

Support Service Goals and Actual Performance Outcome Measures for Fourth Quarter
Program Year 2006-2007

SUPPORT SERVICES	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
Job Search Assistance	15	6	40%	Yes	Yes
Counseling/Vocational Guidance	15	6	40%	Yes	Yes
Compensated Work Therapy	0	8		Yes	Yes
Tools/Fees/Specific Work Clothing	0	11		Yes	Yes
Other Support Services (i.e., bus passes, referrals for medical care, etc.)	15	29	193%	Yes	Yes

Two specific support services, Job Search Assistance and Counseling/Vocational Guidance were provided to six program participants each, 40% of the planned goal of 15.

Eight program participants were referred to Compensated Work Therapy, 11 were provided the service of Tools/Fees/Specific Work Clothing. Other support services were provided including bus passes, referrals to other agencies for additional assistance, etc. Twenty-nine program participants were provided assistance in the Other Support Services category.

Summary of Homeless Veterans' Reintegration Program Support Service Goals and Actual Performance Outcome Measures for Program Year 2006-2007

Support Services were value-added components of HVRP. These services included but were not limited to assistance with transportation in the form of bus passes from the local public transit system (CARTA), job search assistance, career counseling/guidance, child care assistance, and referrals to other partnering agencies throughout the community. Table 4.35 shows the number of participants during the 2006-2007 program year requiring additional support services where the actual outcomes exceeded the planned outcomes. Table 4.35 also includes the number of planned participants provided services as compared to the actual delivery.

Table 4.35

Summary of Support Service Goals and Actual Performance Outcome Measures for Program Year 2006-2007

SUPPORT SERVICES	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
Job Search Assistance	70	52	72%	Yes	Yes
Counseling/Vocational Guidance	70	52	72%	Yes	Yes
Compensated Work Therapy	0	11		Yes	Yes
Tools/Fees/Specific Work Clothing	0	33		Yes	Yes
Other Support Services (i.e., bus passes, referrals for medical care, etc.)	70	64	91%	Yes	Yes

Significant to these findings is that while most of the participants took advantage of the planned services offered by the program, those services that were not originally planned were also needed. For example, five participants required upgrading and retraining of original skill sets, three participants required life skills and money management training, while six required assistance paying certain fees, and obtaining tools and clothing specific to work.

Homeless Veterans' Reintegration Program Support Services Goals and Actual Performance Outcome Measures for Program Year 2007-2008

Table 4.36 shows the HVRP support service goals and outcome measures for the first quarter in program year 2007-2008. Five support service categories included during the 2007-2008 program year were job search assistance, counseling/vocational guidance,

compensated work therapy, tools/fees/specific work clothing, and other support services (i.e., bus passes, referrals for medical care, etc.).

Table 4.36

Support Service Goals and Actual Performance Outcome Measures for First Quarter
Program Year 2007-2008

SUPPORT SERVICES	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
Job Search Assistance	20	14	70%	Yes	Yes
Counseling/Vocational Guidance	20	14	70%	Yes	Yes
Compensated Work Therapy	0	8		Yes	Yes
Tools/Fees/Specific Work Clothing	0	10		Yes	Yes
Other Support Services (i.e., bus passes, referrals for medical care, etc.)	20	0	0%	No	No

Two specific support services, Job Search Assistance and Counseling/Vocational Guidance were provided to 14 program participants each, 70% of the planned goal of 20. Eight program participants were referred to Compensated Work Therapy, and 10 were provided the service of Tools/Fees/Specific Work Clothing. No other support services were provided such as bus passes, referrals to other agencies for additional assistance, etc.

Table 4.37 shows the HVRP support service goals and outcome measures for the second quarter in program year 2007-2008. The table provides a detailed count of the support services provided to program participants during the targeted program year.

Table 4.37

Support Service Goals and Actual Performance Outcome Measures for Second Quarter
Program Year 2007-2008

SUPPORT SERVICES	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
Job Search Assistance	20	9	45%	Yes	Yes
Counseling/Vocational Guidance	20	9	45%	Yes	Yes
Compensated Work Therapy	0	0		Yes	Yes
Tools/Fees/Specific Work Clothing	0	10		Yes	Yes
Other Support Services (i.e., bus passes, referrals for medical care, etc.)	20	7	35%	No	No

Job Search Assistance and Counseling/Vocational Guidance were provided to nine program participants each, 45% of the planned goal of 20. Ten program participants were provided the service of Tools/Fees/Specific Work Clothing. Other support services were provided including bus passes, referrals to other agencies for additional assistance, etc. Seven program participants were provided assistance in the Other Support Services category. Actual performance outcome measures for the categories of Job Search Assistance and Counseling/Vocational Guidance during the second quarter of program year 2007-2008 were both 45% of the planned goal of 20. Other support services provided during the second quarter of program year 2007-2008 were 35% of the planned goal of 20.

Table 4.38 shows the HVRP support service goals and outcome measures for the third quarter in program year 2007-2008. The word ‘yes’ is used to indicate goals met during the quarter.

Table 4.38

Support Service Goals and Actual Performance Outcome Measures for Third Quarter
Program Year 2007-2008

SUPPORT SERVICES	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
Job Search Assistance	15	19	127%	Yes	Yes
Counseling/Vocational Guidance	15	19	127%	Yes	Yes
Compensated Work Therapy	0	3		Yes	Yes
Tools/Fees/Specific Work Clothing	0	1		Yes	Yes
Other Support Services (i.e., bus passes, referrals for medical care, etc.)	15	10	66%	Yes	Yes

Job Search Assistance and Counseling/Vocational Guidance were provided to 19 program participants each. One program participant was provided the service of Tools/Fees/Specific Work Clothing. Other support services were provided including bus passes, referrals to other agencies for additional assistance, etc. Ten program participants were provided assistance in the Other Support Services category. Actual performance outcome measures for the categories of Job Search Assistance and Counseling/Vocational Guidance during the second quarter of program year 2007-2008 were both 127% of the planned goal of 15. Other support services provided during the third quarter of program year 2007-2008 were 66% of the planned goal of 15.

Table 4.39 shows the HVRP support service goals and outcome measures for the fourth quarter in program year 2007-2008. Five support service categories are included in the table.

Table 4.39

Support Service Goals and Actual Performance Outcome Measures for Fourth Quarter
Program Year 2007-2008

SUPPORT SERVICES	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
Job Search Assistance	15	6	40%	Yes	Yes
Counseling/Vocational Guidance	15	6	40%	Yes	Yes
Compensated Work Therapy	0	8		Yes	Yes
Tools/Fees/Specific Work Clothing	0	11		Yes	Yes
Other Support Services (i.e., bus passes, referrals for medical care, etc.)	15	29	193%	Yes	Yes

Job Search Assistance and Counseling/Vocational Guidance were provided to six program participants each, 40% of the planned goal of 15. Eleven program participants were provided the service of Tools/Fees/Specific Work Clothing. Other support services were provided including bus passes, referrals to other agencies for additional assistance, etc. Twenty-nine program participants were provided assistance in the Other Support Services category.

Summary of Homeless Veterans' Reintegration Program Support Service Goals and Actual Performance Outcome Measures for Program Year 2007-2008

Support services offered to participants during the 2007-2008 program year included, but were not limited to, assistance with transportation in the form of bus passes from the local public transit system (CARTA), job search assistance, career counseling/guidance, child care assistance, and referrals to other partnering agencies

throughout the community particularly for medical assistance. Table 4.40 displays a summary of support service goals and actual performance outcomes during the 2007-2008 program year.

Table 4.40

Summary of Support Service Goals and Actual Performance Outcome Measures for Program Year 2007-2008

SUPPORT SERVICES	PLANNED GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%?	GOAL MET?
Job Search Assistance	70	48	69%	Yes	Yes
Counseling/Vocational Guidance	70	48	69%	Yes	Yes
Compensated Work Therapy	0	19		Yes	Yes
Tools/Fees/Specific Work Clothing	0	32		Yes	Yes
Other Support Services (i.e., bus passes, referrals for medical care, etc.)	70	46	66%	Yes	Yes

Though all data are important to this research, most significant is the fact that several unexpected services were highly essential. Fifty-one participants were found to be in need of additional services such as compensated work therapy, and financial assistance to cover work related expenses such as tools, fees, and/or specific clothing for interviews, work and/or uniforms. The results in Table 4.40 indicate that HVRP was able to meet the initial support service performance goals for the 2006-2007 and 2007-2008 program years.

Table 4.41 shows aggregate support service goals and actual performance outcome measures during the targeted program years of 2006-2007 and 2007-2008.

Support service goals and outcomes were combined for both program years to determine the program's performance delivery over a two year period.

Table 4.41

Aggregate Support Service Goals and Actual Performance Outcome Measures for Program Years 2006-2007 and 2007-2008

	PERFORMANCE GOAL	ACTUAL PERFORMANCE	% OF GOAL	≥50%? GOAL	GOAL MET?
Support Service:	420	451	107 %	Yes	Yes

During the HVRP program years of 2006-2007 and 2007-2008 instances of actual performances of support service provided to participants totaled 451. The performance goal was 420. The actual performance was 107% of the original performance goal therefore the goal for the combined program years was met.

CHAPTER V
SUMMARY, CONCLUSIONS, IMPLICATIONS FOR PRACTICE, GENERAL
RECOMMENDATIONS AND RECOMMENDATIONS FOR
FURTHER RESEARCH

Chapter V includes a summary of the study, conclusions, and recommendations based on the results of the data analysis. The summary reiterates the prevailing purpose of the study, describes the procedures used in gathering the data, and explains the research design employed. Conclusions are provided based upon results the researcher obtained during the analysis of program data. Implications for practice, general recommendations and recommendations for future research are provided.

Summary

A community's investment in those who strengthen and contribute to the community, its human capital, undoubtedly has an overall effect on all aspects of community and human life. Workforce education serves an important role in enhancing the human capital of a community. With one of the specific roles of the community college being to train workers to compete in the global workforce, the community college is most often the best equipped to carry out workforce education.

In recent years workforce education/training programs in community colleges have experienced a drastic increase in the number of individuals they serve primarily due

to the decline of the economy and shortage of employment opportunities. Research indicates that to date traditional public institutions still offer one-size fits all services instead of specializing services based on the customer's (or student's) needs (Osbourne & Gaebler, 1992). Community agencies, such as Goodwill Industries, have been tasked with the vital role of closing the gaps to servicing specialized populations within the community. One such specialized population is homeless veterans. The homeless veterans' population tends to experience severe barriers to gaining access to workforce education and training or securing unsubsidized competitive employment.

The purpose of this study was to analyze the progress of participants enrolled in GILSC's federal grant funded HVRP, which is also referred to as Operation Independence. The study was conducted to determine program participants' success in reintegrating into the workforce. While enrolled in the HVRP, among other services, participants are provided with intensive career counseling, case management, employability skills training, the opportunity to complete work experiences, job placement assistance, and follow-up services. The researcher obtained permission from the President and CEO at GILSC to gain access to the Agency's GoodTrak Participant Tracking System which contained pertinent case notes reported by Employment Specialists, participants' demographic information, and documented services rendered to participants. The Quarterly Common Measures Technical Reports from program years 2006-2007 and 2007-2008 were also obtained. These reports documented the performance outcome data for each quarter of the program year. The program years were divided into the following quarters: Quarter 1 - July through September, Quarter 2 -

October through December, Quarter 3 - January through March, and Quarter 4 – April through June.

In analyzing the data, the researcher sought to determine if initial program goals were achieved. The data were organized into three categories as follows: performance goals and actual performance outcome measures, training activity goals and actual performance outcome measures, and support service goals and actual performance outcome measures. Each of the aforementioned categories contained subcategories, which allowed the researcher to look at the specific outcome measures within each category. All data were entered into Microsoft Excel and SPSS for descriptive statistics data analysis by the researcher for the purpose of answering the following research questions.

1. Was the Goodwill Industries of Lower South Carolina Homeless Veterans' Reintegration Program (HVRP) successful in achieving its initial program performance goals during the program years of 2006-2007 and 2007-2008?
2. Was the Goodwill Industries of Lower South Carolina Homeless Veterans' Reintegration Program (HVRP) successful in meeting the needs of homeless veterans through workforce readiness training?
3. Was the Goodwill Industries of Lower South Carolina Homeless Veterans' Reintegration Program (HVRP) successful in meeting the needs of homeless veterans through workforce readiness support services?

Conclusions

By employing a descriptive statistics method of program evaluation to analyze pre-existing data, the results from this study are intended to be of great value to the community college system as well as community based agencies by providing a model to provide services to specialized, underserved populations.

Variables such as performance goals and outcomes, training activity goals and outcomes, and support services goals and outcomes were used to determine if HVRP service delivery met the initial program goals. The following conclusions are based on the results of the analysis of the HVRP outcome measures for the program years 2006-2007 and 2007-2008:

1. The data indicated that there was a large amount of homeless veterans existing within the Lower South Carolina community that were experiencing eminent need for assistance to reintegrate into the workforce and mainstream society. During the program years of 2006-2007 and 2007-2008, 363 assessments were performed on homeless veterans to determine program eligibility. Program administrators initially projected that a total of 220 assessments would be performed during that time. The amount of 143 additional assessments is indicative of the fact that a great number of veterans leave active military duty unprepared to successfully gain or maintain a normal standard of living outside of the military. Despite the aggregate amount of 363 assessments on homeless individuals conducted for the program during program years 2006-2007 and 2007-2008, only 164 applicants met eligibility requirements. Left were

approximately 199 homeless individuals over a two year period lacking the ability to obtain the specialized services, training, or skills needed to reintegrate into the workforce through Goodwill Industries' HVRP.

2. The projected enrollment goals were far exceeded based on the number of participants enrolled during the targeted program years. The initial program goals for the targeted timeframe of two years were that 140 participants would be enrolled and provided training and service. In contrast, 164 applicants met enrollment eligibility, were enrolled, and served by HVRP during program years 2006-2007 and 2007-2008. The increased enrollment outcome measure of 24 is undoubtedly indicative of the need for homeless veterans to be provided concentrated assistance in reintegrating into the workforce. Those seeking support from the program were provided workforce development, vocational assistance, and job placement in addition to assistance in addressing other more personal barriers to employment.
3. Demographics of participants in HVRP were summarized in terms of ethnicity, gender, age category, and last service in the military. The majority of participants enrolled in HVRP during program years 2006-2007 and 2007-2008 were African American males. The mean age fell in the 45-54 years old category. One hundred and one or 62 % of participants served active duty in the armed forces at least 20 years ago.

4. Among veteran subgroup demographic categories, 100 % of the veterans served were economically disadvantaged. One hundred and eighteen or 72 % of participants suffered from service connected disabilities.
5. The majority of HVRP participants enrolled in the program participated in training activities such as employability skills training, job search assistance, and vocational guidance and counseling. Of the aggregate total of 164 participants for program years 2006-2007 and 2007-2008, 108 participants required training in the areas of on-the-job training, apprenticeships, classroom (soft skills such as interviewing and dress for success, and basic computer skills, etc.), skills enhancement (Work Keys certification, CEUs, etc.), and life and money management. One hundred thirty-two participants required specific vocational counseling and guidance, as well as information regarding how to find and apply for employment.
6. During the program years of 2006-2007 and 2007-2008, the planned goal for training activities was 340. The actual performance outcome measure for training activities provided to program participants during the targeted program years was 422, resulting in an 102 increase over the planned goal. Thus, the planned training goal for the two program years was met and exceeded.
7. The support services provided to HVRP participants during the targeted program years of 2006-2007 and 2007-2008 included many searches such as job search assistance, counseling/vocational guidance, tools, fees and

clothing needed for specific jobs, referrals to various community agencies for additional services including the VA for medical assistance, and transportation support in the form of bus passes to assist participants in making it to various appointments and job interviews. The aggregate goal for the two program years was 420, with an actual program performance outcome measure of 451. The program performance outcome measure represents 107% of the initial goal. The initial program goals for support services during both program years were met and exceeded.

Implications for Practice

An analysis of data for the present study, including the review of literature and research led to the development of the implications for practice. The findings of this study showed that all initial program goals were met, and in most cases greatly exceeded. Three major variables were analyzed during this study were 1. initial program goals and actual performance outcome measures, 2. training activity goals and actual performance outcome measures, and 3. support services goals and actual performance outcome measures. All three categories are interrelated and are highly essential to the success of both HVRP and its program participants alike. The actual performance outcome measures depict the program's overall success in meeting the needs of its participants and achieving the initial program performance goals. Both training activities and support services are crucial tools employed to prepare program participants for successful reintegration into the workforce and community, thus greatly contributing to overall program success.

The training activities utilized to assist program participants included a wide array of specialized learning opportunities such as on-the-job training and money management skills training. The training activities were important to program participants' success because they helped them to obtain the knowledge, skills, abilities and adaptability to perform all facets of their job tasks needed to be successful in the workforce. The support services were also very important to the success of the program participants in HVRP during the targeted program years. Whether in the form of job search assistance, counseling/vocational guidance, or bus passes, support services provided participants with the supplemental assistance they may have needed to remain encouraged, motivated, and ultimately persist toward successful reintegration.

With the main goal of HVRP being to successfully reintegrate homeless veterans into the workforce, the program made significant strides toward meeting its goals in 2006-2007 and 2007-2008. While the actual number of program participants assisted in achieving unsubsidized competitive employment was 82, 10 less than the planned goal of 92, HVRP was still successful in achieving its goal of a placement rate of $\geq 50\%$. Implications for future practice are that training activities and support services should continue through the very vital HVRP at GILSC. The success that the program has achieved in assisting homeless veterans in reintegrating through its training and services also implies that other special populations may benefit from the same or similar programs being offered to them either through community agencies or educational institutions.

General Recommendations

The findings of this study indicated that HVRP at GILSC was successful in meeting all of its initial program goals of providing training activities and support services geared toward assisting homeless veterans in successfully reintegrating into the workforce and community. General recommendations are that the findings of this study should not only be used as a guide for further service delivery at GILSC for its HVRP, but also for all community agencies and entities who seek to serve specialized populations such as the homeless veteran population. It is further recommended that the two-year academic institutions in the state of South Carolina take note of the services offered to this specialized population, as their services are very vital to addressing the needs of the diverse, growing workforce throughout the community.

Recommendations for Further Research

There are a multitude of programs, agencies, organizations and even legislation available to assist homeless veterans to address specific barriers to reintegration. Despite the aforementioned fact, a significant finding of this study revealed that major challenges still seem to exist in bridging the gap between homeless veterans' ability to find pathways out of poverty and into employment for sustained periods of time. For this reason, the following recommendations for further research are proposed.

1. It is recommended that surveys are completed by homeless veterans to determine what direct services they deem as key to their successful reintegration. By obtaining vital feedback from the population being served, service delivery may be improved and expanded.

2. It is recommended that surveys are completed by local community colleges and other social service agencies to determine what specialized services are available to the homeless veteran population for referral purposes and also to assist other agencies in expanding their services, if needed, to special populations.
3. Research for this study was based on homeless veterans who freely chose to participate in the Department of Labor's (DOL) federal grant funded HVRP administered by Goodwill Industries of Lower South Carolina during the program years of 2006-2007 and 2007-2008. This study should be replicated by all DOL-HVRP grantees to determine if the program has a similar impact nationwide on the homeless veteran population, and also to ascertain if variations in program service delivery exist. If variations exist, research should be conducted to determine what impact, if any, they have on the success of the program and its participants.
4. A significant amount of participants enrolled in HVRP (66%) during the program years of 2006-2007 and 2007-2008 were provided job and life skills training. Additionally, 80% of participants received specific vocational counseling and guidance. By providing a stipend to veterans attending educational institutions (e.g., community colleges, universities, vocational training and apprenticeship programs), the GI Bill was designed to restore "lost educational opportunities to those service men and women whose careers were been interrupted or impeded by reason of active duty" (US Code , Title 38, Chapter 34, Section 1651). This access

to education is monumental is assisting veterans with acquiring the essential skills needed for successful reintegration into the workforce. With community colleges being the forerunners in community development and the fostering of various programs that enhance the quality of life of its stakeholders, further study is recommended to analyze the roles, if any, the community college is currently engaging in (or should be) to specifically address the educational and vocational needs of the homeless veteran population.

5. According to Homelessness: Coordination and Evaluation of Programs Are Essential (Government Accountability Office, 1999), veterans constitute about one-third of the homeless adult population in the United States on any given day. The South Carolina Council on Homelessness has identified the most recent count of homeless residents in Charleston and the surrounding counties as 517 veterans. To this end, HVRP at GILSC found no shortage of individuals interested in receiving the services the Program offers. Additional research should be conducted to determine if there is a well-defined correlation between the last date of military service and homelessness so that direct services (e.g., training curricula) can be developed to update skills that may be severely outdated.
6. During the targeted program years of 2006-2007 and 2007-2008, an analysis of the participants' demographics of HVRP at GILSC revealed that the mean age of enrolled participants fell in the 45-54 years old category, and 101 (62%) of participants were Vietnam Era Veterans. A

study comparing the acquired education and skills for ratings and Military Occupation Specialties (MOS) of Vietnam Era Veterans with current labor trends and workforce assessments is recommended. Use of the findings of this study would be helpful in providing information needed to ascertain the types of transferrable skills of Vietnam Era Veterans for job placement purposes and may also provide a direct road map for vocational counselors, academic advisors, and faculty in formulating a plan of study for the purpose of acquiring or updating education and skills to reenter the workforce.

7. The completion rates of participants who enroll in HVRP should be studied. A recommendation is that the study begins at the time a homeless veteran completes an assessment and is enrolled in the program. The study should continue as services are provided, the participant is referred for additional services (if needed), assistance with transitional or permanent housing is provided, and placement into unsubsidized competitive employment is achieved. The study should analyze service delivery, retention strategies, and also document any correlations relating to participants' program success and demographics.
8. Aside from vocational and educational training, homeless veterans often need additional services to address housing, transportation, and medical needs prior to successful reintegration into the workforce. Because the community college is equipped to offer vocational and workforce training, it is recommended that a detailed feasibility study be conducted to

determine if the community college should consider developing more intensive programs specifically geared toward addressing the needs of homeless veterans and other special populations.

Findings and Discussion

The overarching goal of the HVRP at GILSC is to provide education, training and support to those enrolled in the program. During enrollment in the program, homeless veterans are provided support and preparation which ultimately positions them to overcome barriers to successfully reintegrating into the workforce. Such is also the one of the missions of the community college. Moreover, general education and vocational/technical preparation were the chief reasons for the community college being created. Proponents of the community college view it and its open door philosophy as a gateway to higher education; a supplier of trained workers for local businesses and industries; a supplier of alternative educational avenues for those who need it; a savings for taxpayers; an affordable vocational training and educational alternative; and a community resource for community services (Baker, 1992; Frye, 1992; Cohen & Brawer, 1982).

The results from the study confirmed that in order to succeed, most homeless veterans enrolled in HVRP needed to not only acquire the basic skills that would provide the foundation for their employability, but they also needed to learn entry-level technical skills. Further, the participants also required access to support systems that would allow them to meet the needs of their families while they concentrated on gaining new competencies.

Another finding of this study was that 82 participants placed into permanent employment during 2006-2007 and 2007-2008. The number of participants placed into employment was less than the initial program goal of 92. Ultimately, for individuals such as homeless veterans who face immeasurable difficulties in meeting their basic needs, finding and maintaining employment presents many obstacles. Depending on their pre-service condition, these individuals may lack basic literacy and job readiness skills, and they may face other barriers to employment, such as the need for transportation.

The education and training community, which includes the continuum of education from community and technical colleges to four-year colleges and universities, and apprenticeships, internships, and on-the-job training may be most equipped and have the unique opportunity to address the vocational issues faced by homeless veterans. Because of its open door policy and offerings in workforce training, access to the community college could provide a key component in the successful reintegration of HVRP participants.

Community colleges have led to notable changes in American education, especially by expanding access to education to veterans through The Service Members' Readjustment Act of 1944, commonly known as the GI Bill of Rights (Cohen & Brawer, 2003). The emphasis on helping homeless veterans get and retain jobs is typically enhanced through many linkages and coordination with various veterans' services programs and organizations such as One-Stop Centers, Veterans' Workforce Investment Programs, the Departments of Veterans' Affairs, HUD, and Health and Human Services, Workforce Investment Boards, the American Legion, and several other community organizations. While the United States government, through the Departments of Labor

and Education have undertaken various activities that focus on building linkages between community colleges and the workforce, time will reveal whether these efforts will be truly successful or will encourage more colleges to build linkages with the one-stop system. Ultimately, collaborations with the local community college can provide an essential key to the success of homeless veterans because of the educational component and the community college's commitment to lifelong learning.

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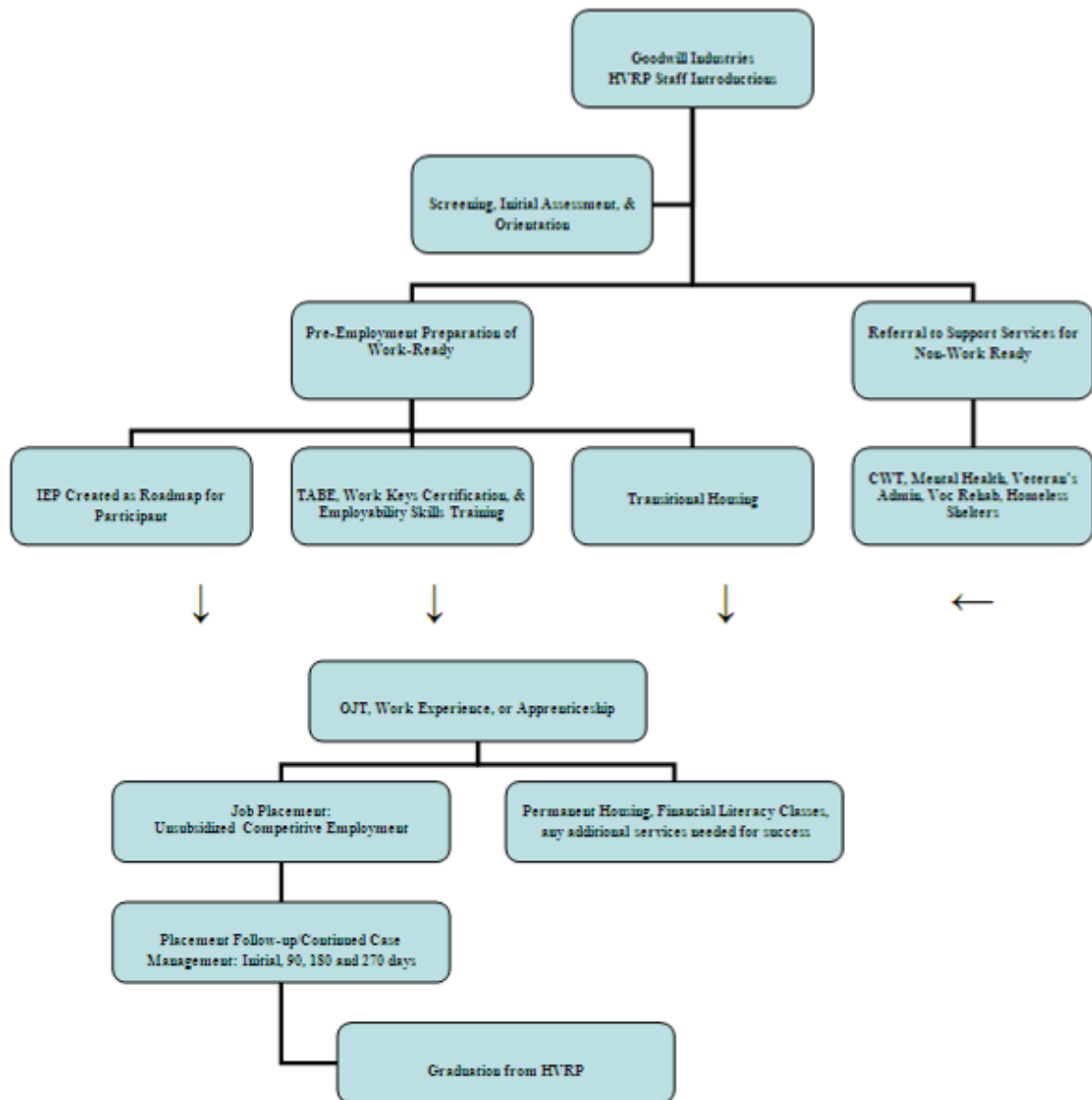
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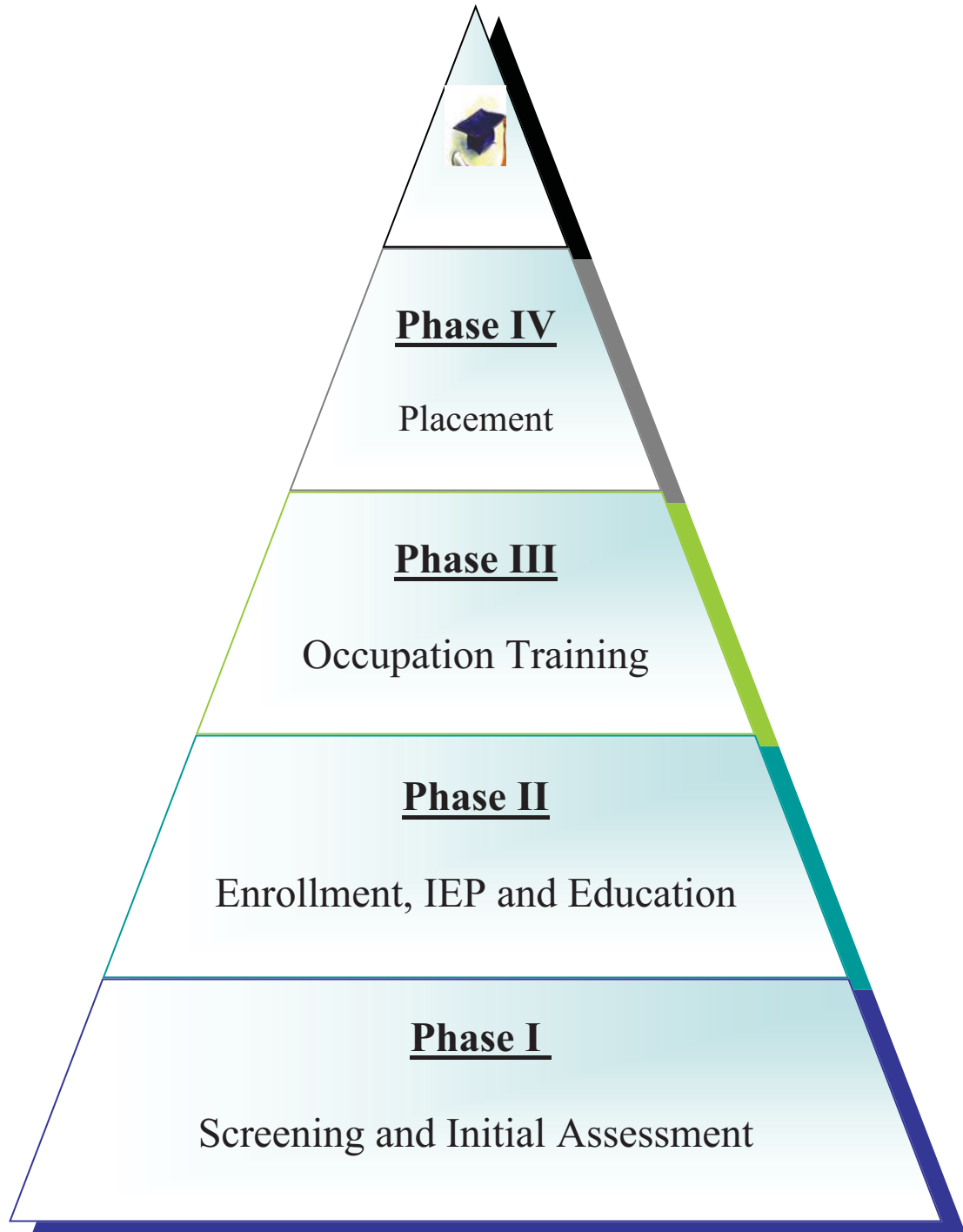
APPENDIX A

LOGIC MODEL OF IDEAL FRAMEWORK OF GOODWILL INDUSTRIES OF
LOWER SOUTH CAROLINA HOMELESS VETERANS' REINTEGRATION
PROGRAM (OPERATION INDEPENDENCE)



APPENDIX B

FOUR HIERARCHAL PHASES OF GOODWILL INDUSTRIES OF LOWER SOUTH
CAROLINA HOMELESS VETERAN'S REINTEGRATION PROGRAM
(OPERATION INDEPENDENCE)



APPENDIX C

LETTER TO REQUEST PERMISSION FROM GOODWILL INDUSTRIES OF
LOWER SOUTH CAROLINA TO CONDUCT RESEARCH
AND OBTAIN DATA

Katrina L. Campbell

218 Two Forts Road
Moncks Corner, SC 29461

June 19, 2009

Mr. Robert Smith, President/CEO
2150 Eagle Drive, Bldg 100
North Charleston, SC 29406

Mr. Smith:

My name is Katrina Campbell and I am a Doctoral student in the Community College Leadership Program at Mississippi State University in Starkville, MS. I am currently working on my dissertation research on the impact of workforce readiness training techniques on the homeless veteran population in Lower South Carolina.

To conduct this research I would like to utilize existing data from two Homeless Veteran Reintegration Program years (2006-2008) from Goodwill's GoodTrak Reporting Database System, Quarterly Common Measures Technical Reports, and Annual Statistical Reports. Data pertaining to the participants' achievement of permanent housing and competitive employment, the number of hours spent utilizing support services and training, types of training and services administered, and overall persistence will be analyzed. Due to the Family Educational Rights and Privacy Act (FERPA) and the Americans with Disabilities Act (ADA), no specific identifying information of participants will be utilized or publicized.

I believe that the results from this study will be of great value to Goodwill Industries of Lower South Carolina, area One Stop Centers and all institutions within the community college system. This is because in keeping with the prevailing goal of all of the aforementioned entities, this study will intensely evaluate the service delivery and persistence toward successful integration into the workforce of Goodwill Industries of Lower South Carolina's Homeless Veterans Reintegration Program participants. Some ambitions of this study are that the results will provide insight into the true success of the program, identify any overarching patterns in demographic characteristics, and serve also as a template which can be utilized in strategic service delivery planning for many community based agencies and leaning institutions.

In order to complete my research, I am requesting your written permission to utilize the essential data. You can email or mail the approval letter back to me. I assure you that data will only be used to conduct my dissertation research.

Should you have any questions concerning this research study, please call me at 601-456-6351 or by email at katrinalcampbell@yahoo.com.

Sincerely,



Katrina L. Campbell
Doctoral Candidate
Mississippi State University

APPENDIX D

LETTER OF PERMISSION FROM GOODWILL INDUSTRIES OF LOWER SOUTH
CAROLINA TO CONDUCT RESEARCH AND OBTAIN DATA

**2008-2009
Board of Directors**

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Chair

Jim Young
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Reta Boettner

Patrick Bryant

Michele Creel

Charles Jenkins

Dr. Salvatore Moscatello

Christopher South

Dr. Mary Thornley

Tiki Vietri

Over 90 cents of every
dollar earned goes into
community programs and
services

Over 12,300 people were
served in 2007

June 19, 2009

Ms. Katrina L. Campbell
218 Two Forts Road
Moncks Corner, SC 29461

Dear Ms. Campbell,

I am in receipt of your letter regarding your dissertation research on the impact of workforce readiness training techniques on homeless veterans participating in the Homeless Veteran Reintegration Program within the Lower South Carolina area. Your request to analyze data from Goodwill's databases for the purpose of conducting your research is approved. I believe this is a worthwhile endeavor and wish you much success.

I look forward to reviewing your findings when your research is complete. Thank you.

Sincerely,


Robert Smith
President and CEO
Goodwill Industries of Lower South Carolina

cc: Peggy B. Smith, VP of Employment Services

APPENDIX E

CERTIFICATE OF HUMAN SUBJECTS EDUCATION



CERTIFICATION OF HUMAN SUBJECTS EDUCATION

Katrina Campbell
Instructional Systems, Leadership, & Workforce Dev.
1536 Sky Farm Avenue
Vicksburg, MS 39183

Certification Expires: 7/7/2010

IRB Training Certification ID #4469.

DESCRIPTION OF INVESTIGATOR EDUCATION

Beginning in July 2000, the Mississippi State University Office of Research and the Institutional Review Board (IRB) implemented a required training program for all investigators who use or plan to use human subjects in research.

Katrina Campbell successfully completed the Basic CITI[®] Course in the Protection of Human Research Subjects for Social and Behavioral Research by completing the following required modules on 7/7/2007.

- Introduction to the Protection of Human Subjects in Research through the Belmont Report
- History and Ethical Principals
- Defining Research with Human Subjects
- The Regulations and the Social and Behavioral Sciences
- Assessing Risk in Social and Behavioral Sciences
- Informed Consent
- Privacy and Confidentiality
- Links to Ethical Codes and Regulations of Human Subjects in Research

In addition to completion of the CITI Basic Course, all investigators conducting human subjects research at MSU should download and review the IRB Investigator's Manual at <http://www.msstate.edu/dept/compliance/irb/irbpolicy.htm>. The Investigator's Manual contains valuable information about the submission process, as well as a section on Frequently Asked Questions.

Every three years, investigators will be required to complete additional training and a new certification will be issued at that time.



AUTHORIZED IRB REPRESENTATIVE

7/7/07
Date

*CITI is the Collaborative IRB Training Initiative developed by the University of Miami.

Office for Regulatory Compliance

P. O. Box 6223 • 8A Morgan Street • Mailstop 9563 • Mississippi State, MS 39762 • (662) 325-3294 • FAX (662) 325-8776

APPENDIX F

LETTER FROM MISSISSIPPI STATE UNIVERSITY FOR IRB APPROVAL



MISSISSIPPI STATE
UNIVERSITY™

Compliance Division
Administrative Offices
Animal Care and Use (IACUC)
Human Research Protection
Program (IRB)
1207 Hwy 182 West
Starkville, MS 39759
(662) 325-3496 - fax

Safety Division
Biosafety (IBC)
Radiation Safety
Hazardous Waste
Chemical & Lab Safety
Fire & Life Safety
70 Morgan Avenue
Mississippi State, MS 39762
(662) 325-8776 - fax

<http://www.orc.msstate.edu>
compliance@research.msstate.edu
(662) 325-3294

July 6, 2009

Katrina Campbell
218 Two Forts Road
Moncks Corner, SC

RE: IRB Study #09-134:
An Analysis of the Impact of Workforce Readiness Training Techniques in the
Homeless Veterans Reintegration Program
(Revised Title: An Analysis of Homeless Veterans Participating in the Homeless
Veterans Reintegration Program)

Dear Ms. Campbell:

The is to confirm the revised title for the above referenced project. The project was previously reviewed and approved via administrative review on 7/6/2009 in accordance with 45 CFR 46.101(b)(4). Continuing review is not necessary for this project. However, any modification to the project must be reviewed and approved by the IRB prior to implementation. Any failure to adhere to the approved protocol could result in suspension or termination of your project. The IRB reserves the right, at anytime during the project period, to observe you and the additional researchers on this project.

Please note that the MSU IRB is in the process of seeking accreditation for our human subjects protection program. As a result of these efforts, you will likely notice many changes in the IRB's policies and procedures in the coming months. These changes will be posted online at <http://www.orc.msstate.edu/human/aahrpp.php>.

Please refer to your IRB number (#09-134) when contacting our office regarding this application.

Thank you for your cooperation and good luck to you in conducting this research project. If you have questions or concerns, please contact me at cwilliams@research.msstate.edu or call 662-325-5220.

Sincerely,

[For use with electronic submissions]

Christine Williams
IRB Administrator

cc: James Ed Davis