



Veterans Employment Services: A Review of Effective Practices



Mission Services

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Abstract

As the United States remains engaged in the current conflicts in Iraq and Afghanistan, we are seeing increasing numbers of veterans who are returning post-deployment with multiple traumas and in need of a variety of supports to transition back into civilian life.

Likewise, the number of female veterans has increased significantly over recent years. It is too soon to fully understand the impact of these poly-traumas for women with families, but it is likely to be significant.

In addition to providing services to returning veterans, the need among those who served in Vietnam remains high, with homelessness, untreated mental health issues, and unemployment presenting chronic barriers.

This paper explores effective approaches for serving veterans, and makes the case for adopting a holistic approach to services



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Executive Summary

Currently, a number of Goodwill® agencies are serving military veterans. In 2007, the Goodwill Industries® International (GII) Annual Statistical Report (ASR) included new questions related to veteran status. With just over half of all Goodwills in North America reporting results, veterans represented about 10 percent of total persons served in 2007. It is likely that the number is actually higher.

Most veterans being served by Goodwills (and throughout the services spectrum) are from the Vietnam era, with increasing numbers from the Gulf War II era (after September 11, 2001) who are returning home. Today, the ratio of female veterans is greater than at any point in history.

Virtually all veterans have experienced some sort of battle trauma, from physical injury to psychological distress. With each era of conflict, veterans are exposed with greater frequency to violent combat experiences. The “signature” traumas of the current conflicts in Afghanistan and Iraq are post-traumatic stress disorder (PTSD) and traumatic brain injuries (TBI) — with predictions of 60 percent or more who will return with these “invisible” disabilities.

Often when veterans return to civilian life at home, the transition is difficult, and they are left to face a complex set of issues, ranging from untreated psychological disorders and homelessness to unemployment. Research indicates that children and spouses of veterans who have sustained combat-related injuries and trauma are at increased risk for social and behavioral problems, as well as family violence.

A review of effective practices from within Goodwill and external sources all point to taking a holistic approach to service delivery. At Goodwill, we call this approach “family strengthening.” This holistic approach hinges on developing and maintaining working partnerships with other service providers to meet the multiple needs of the veteran seeking services.

Recommendations

- Focus on collaboration. Local Goodwills can do this by adopting a holistic or family strengthening approach to services. GII can build critical partnerships with national agencies and committees, such as the Veterans Advisory Commission on Rehabilitation (VACOR).
- GII should strengthen its relationship with the Veterans Administration (VA) on both local and national levels.
- Focus on individualized services.
- Build a knowledge base related to the complex needs and available supports for veterans re-entering the workplace.



Introduction

Goodwill Industries® International, Inc. (GII), a network of 184 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 document and disseminate effective practices. GII's mission services provide workforce development, rehabilitation, housing, and other vital human services to people with disabilities and disadvantages. 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.

Military veterans are among the key populations served by many Goodwill® members. The 2007 GII Annual Statistical Report (ASR) was updated to include new questions related to veteran status. Since this was the first data collection effort in this area, many Goodwills were unprepared to report statistical results. Although just over half of Goodwills responded to these new questions, veterans represented about 10 percent of total persons served by all Goodwills, indicating that the actual number is likely higher

In September 2005, GII entered into a memorandum of understanding (MOU) with the VA's Vocational Rehabilitation and Employment (VR&E) Service. This agreement asserts the mutual commitment of "ensuring [that] these men and women [with service connected disabilities] have access to both challenging and rewarding employment opportunities."

The purpose of this paper is to give an overview of documented effective practices from outside the Goodwill network as well as services at Goodwills that specialize in serving veterans. This review is also intended make the case for providing a holistic approach to services — including family strengthening — to help veterans in their post-deployment transition. Finally, it is an affirmation of the need to strengthen the nature of the MOU with the VA to more strongly support local Goodwills' services to veterans.

Figure 1: Key Terminology

- **Vietnam era veterans:** Persons who served during August 1964 through April 1975
- **Gulf War I veterans:** Persons who served 1990 through September 11, 2001
- **Gulf War II veterans:** Persons who served after September 11, 2001; also referred to as the "Global War on Terror"
- **PTSD:** Post Traumatic Stress Disorder
- **TBI:** Traumatic Brain Injury
- **HVRP:** Homeless Veterans Reintegration Project



Population Description

Each military conflict in recent history has presented veterans with unique post-deployment challenges, but what is common is the fact 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 — from psychological to physical — lack of healthcare, homelessness, domestic violence, child abuse, divorce, debt and, in far too many cases, suicide.

Although a certain number of veterans are returning from recent deployment, a large majority of veterans currently being served by Goodwills are from the Vietnam era. According to *Veterans: 2000*, a U.S. Census brief, Vietnam era veterans were “the largest veteran group in the United States at 31.7 percent of the total veteran population” (May, 2003). It is anticipated, however, that greater numbers of veterans will be returning from the current conflicts in Iraq and Afghanistan amid U.S. political climate changes. Depending on the rate of withdrawal from the conflicts abroad, the U.S. veterans services system may become very strained. Therefore, it is important to consider means and approaches for addressing these needs in advance.

Paul Andrew, managing director of employment and community services of the Commission on Accreditation of Rehabilitation Facilities (CARF) and vice chair 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.” According to Andrew, the average number of shooting engagements experienced by a veteran of today’s conflicts has increased exponentially since World War II, from an average of 13 in four years to 470 in a year. Figure 2 below, taken from *Returning from the War Zone: A Guide for Families of Military Members* shows the frequency of combat experiences reported by members of the U.S. Army (National Center for PTSD, 2006). From these statistics, it is clear that U.S. troops are exposed to ongoing traumas on a regular basis.

Figure 2: Combat Experiences

Frequent Combat Experiences Reported by Members of the U.S. Army, 2003		
	Afghanistan	Iraq
Being attacked or ambushed	58%	89%
Receiving incoming fire	84%	86%
Being shot at	66%	93%
Seeing dead bodies or remains	39%	95%
Knowing someone who was seriously injured or killed	43%	86%



Recognizing the complexity of the engagements and the fact that a growing number of veterans are female, VACOR is interested in understanding the effects of military service, post-deployment, on the family. Therefore, according to Andrew, the Secretary of Veterans Affairs has established a family committee to examine best ways to work with the entire family system.

This is in direct alignment with the GII family strengthening initiative, called Goodwill Is Good for Families, as well as effective practices outlined in this paper. In order to respond effectively to these various factors, Goodwill's first need to understand the complexity of the needs in order to leverage and mobilize resources to meet them. All indicators point to the need for a holistic approach to services for both the veteran and his/her family.

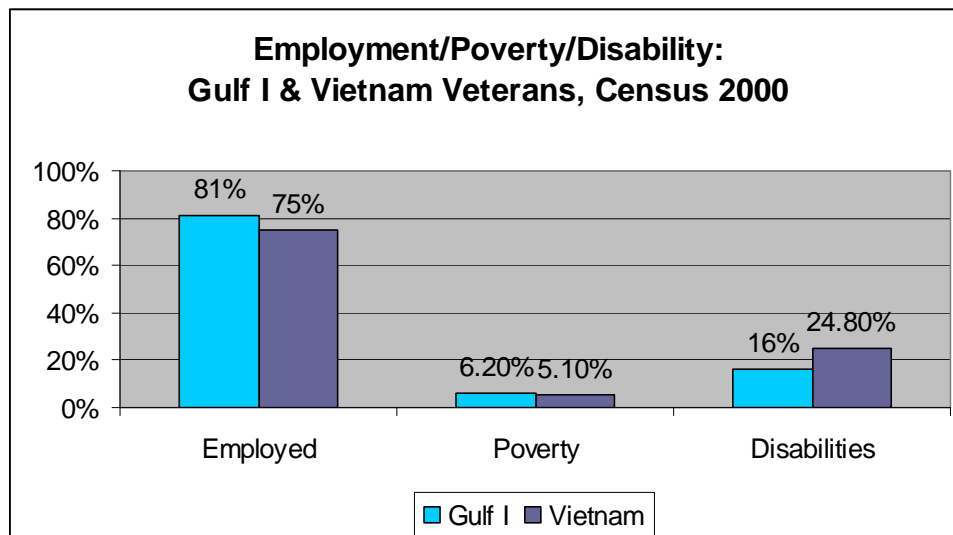
Situation Analysis

Much of the data currently available is from the 2000 U.S. Census. Since then, the United States has engaged in the "Global War on Terror" — or Gulf War II — with conflicts in Afghanistan and Iraq. Even the "official" statistics from the Veterans Administration do not contain real-time data on currently returning veterans. The statistics below represent what we know now, based on the data that is available.

Employment, Poverty and Disabilities

In 2000, the U.S. Census reported that there were three million Gulf War I vets who served between 1990 and September 11, 2001, 81 percent of whom were employed; as of that date, 6.2 percent were in poverty, and 16 percent had disabilities (see Figure 3). The same report also stated that Vietnam vets numbered over eight million, with 75 percent employed, 5.1 percent in poverty, and 24.8 percent with disabilities (Infoplease.com, 2008).

Figure 3: Employment/Poverty/Disability among Vets





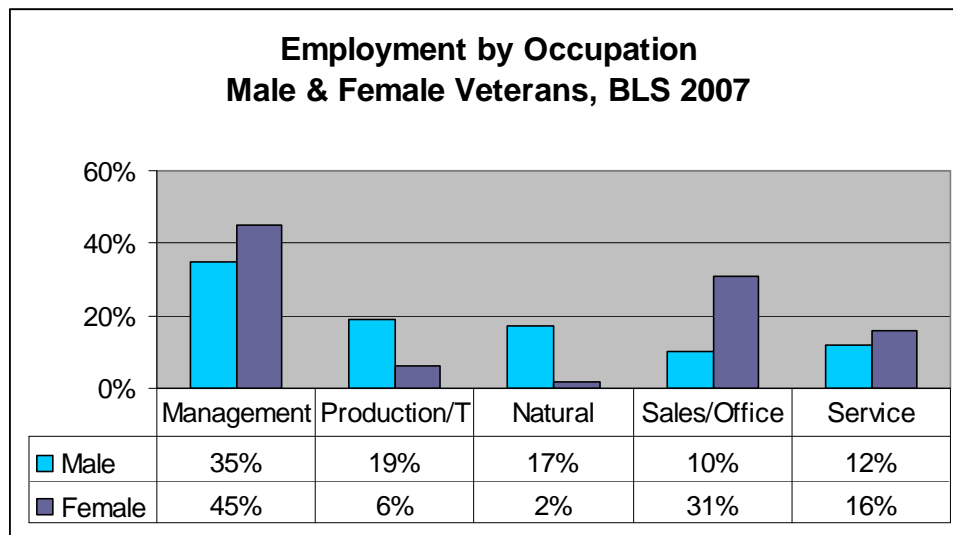
According to the U.S. Bureau of Labor Statistics (BLS) in an April 2008 economic news release, the 2007 unemployment rate for Gulf War II veterans was 6.1 percent. About 17 percent of these veterans were also reported to have a service-connected disability. In this same report, young male veterans aged 18–24 who served in Gulf War II had an unemployment rate of 11.2 percent — almost twice that of their civilian peers at 6 percent (BLS, 2007).

Despite the promising employment statistics reported by the Census and BLS above, the *Employment Histories Report*, compiled in September 2007 and based on a survey of 1,941 recently separated service members discharged between December 2004 and January 2006, shows bleaker results with an 18 percent unemployment rate and 25 percent earning less than \$21,840 per year. Almost half were using the GI Bill to obtain training. However, the report showed that “receiving the GI Bill was not a strong predictor of successful employment outcomes such as high earnings, responsibility in civilian work and placement in senior management” (Abt, 2008).

Gulf War I veterans maintained a lower unemployment rate (3.5 percent) than their civilian peers (6.1 percent). These veterans are likely employed at a higher rate than Gulf War II veterans because of the older age distribution, according to the report (BLS, 2008).

Employment data for 2007 found on the BLS web site reported that among employed veterans, almost 35 percent of all male veterans from all conflicts are employed in management/professional occupations; 19 percent are in production and transportation-related jobs; and 17 percent are in natural resources, construction and maintenance occupations (see Figure 4). In contrast, the top three occupational categories for female veterans are almost 45 percent management/professional, 31 percent sales and office, and 16 percent service occupations (BLS, 2007).

Figure 4: Employment by Occupation





In a report for the Monthly Labor Review (2008), Walker found that in 2006, Gulf War II veterans tended to be employed in protective services (law enforcement, security, corrections), construction, and transportation versus non-veterans who were in office/administrative support, sales and management.

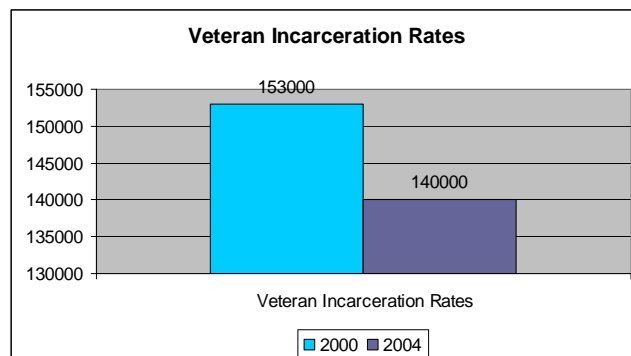
In that same report, it was noted that the majority of veterans (60.9 percent) was less than 65 years old, and therefore of working-age, if not work eligible. In FY 2007, almost a quarter of a million veterans were U.S. Department of Veterans Affairs (VA) education beneficiaries, and 52,477 veterans were VA Vocational Rehabilitation (Chapter 31) trainees. More than 1.2 million veterans, 18 to 54 years old, have returned to civilian life since the September 11 attacks, and the onset of the conflicts in Afghanistan and Iraq (Walker, 2008).

Homelessness and Incarceration

According to statistics, homelessness is the largest post-service impediment affecting Vietnam veterans. In 2008, the VA reported, “The number of homeless male and female Vietnam veterans is greater than the number who died during that war.” It also asserted that based on epidemiologic studies, various social factors, such as lack of support systems and “personal characteristics,” seem to contribute more to homelessness than actual exposure to combat. Also in 2008, the National Coalition for Homeless Veterans (NCHV) reported that 47 percent of homeless veterans who served during Vietnam, a majority are male, 45 percent have mental health issues, and 76 percent struggle with substance abuse. It is important to note that according to NCHV, eighty-nine percent of homeless veterans received honorable discharges.

Noonan and Mumola, in a report for the Bureau of Justice Statistics in 2004, reported that the number of incarcerated veterans has declined over the last 30 years. According to the report, the number of veterans being held in prisons was down from 153,100 in 2000 to 140,000 in 2004. While this is not a significant portion of the total veteran population, a history of post-deployment incarceration may affect some veterans and creates a barrier to employment and normalization. It is also important note that veterans were most often held for violent crimes (including sexual assault and homicide), which often create substantial barriers to employment.

Figure 5: Incarceration Rates





Women Veterans

As of May 2008, the U.S. veteran population was estimated to number 23,816,000 persons, of whom 1.7 million (7 percent) were women, with the largest number of female veterans living in California, Texas, Florida, Virginia and Georgia. (VA, Oct. 2007). According to the 2000 Census, 15.7 percent of veterans from current conflicts (after 1990) were female, compared to 3.2 percent from the Vietnam era. This is the largest number ever of female veterans in the country's history.

Service-Related Disability and Trauma

According to the National Veterans Foundation (2008) web site, PTSD affects veterans of all eras. Thirty percent of Vietnam veterans reportedly returned with symptoms of PTSD, and the incidence of PTSD symptoms in Gulf War II veterans returning from Iraq may be as high as 60 percent. The result of this psychological strain manifests in a variety of negative coping behaviors including substance abuse, anger and aggression, domestic violence and child abuse. Veterans are also twice as likely to commit suicide as non-veterans.

Jennifer L. Price, PhD, in her report, *Children of Veterans and Adults with PTSD* (2007), cites research that indicates that children and family members of Vietnam veterans with PTSD were adversely affected by the veteran's PTSD symptoms. According to the report, problems faced by children of veterans with PTSD can include social and behavioral problems, emotional problems, and secondary traumas. Witness Justice, a nonprofit based in Washington, DC, conducted a survey of Gulf War II veterans in October 2008. The report indicates that due to multiple traumas experienced in combat, families are suffering, with 55 percent finding "family life challenging or very challenging after war," and almost half of respondents reporting an increase in conflicts and arguments after returning home.

In the *Issues Facing Returning Vets* newsletter (2007), a National Guard chaplain and Gulf War II veteran, Douglas A. Etter, shares his personal experience of transitioning from 18 months in a war zone to home. His account describes the effect of constant exposure to violence and carnage. In his words, "For those of us who have tasted it, the experience of combat is unlike anything we knew before or we will experience again. And it's not simply the fighting, the fear, sweat, blood, smells, noise, exhaustion, strain, and pain; it's also the everyday living." Of the transition, one of the things he noted: "For 18 months, I studied every piece of garbage or discarded junk along the road. When I came home, I couldn't stop. Riding in the passenger seat always made me nervous when someone would drive over a piece of trash."

The Defense and Veterans Brain Injury Center (DVBIC, 2008) cites some experts who say that the incidence of blast-related TBI of Gulf War II veterans may be as high as 22 percent, while the Walter Reed Army Medical Center screened post-evacuation service members and found incidence rates as high as 32 percent. Many blast-related traumas do not result in open head injuries and may go undetected without more rigorous post-deployment



screening on uninjured veterans. DVBIC reports that these screenings are now underway and may uncover even greater numbers (upwards of 60 percent) of service members who have sustained a TBI.

According to the *New England Journal of Medicine* (2005), the rate of TBI among Vietnam vets was 12 to 14 percent. However, because 75 percent of Vietnam vets who sustained brain injuries died, these were “a small fraction of the casualties treated in hospitals.” Other well-known injuries sustained by Vietnam veterans include mental illness, physical and orthopedic (including amputation), and medical issues believed to be caused by chemical exposure.

Gulf War I veterans were afflicted with what was coined as Gulf War Syndrome (GWS), and includes an array of medical conditions including arthritis, skin conditions, tumors, chronic fatigue syndrome, neurological problems, digestive distress, and, of course, PTSD. While the validity of GWS has been disputed, these symptoms have caused real distress for these veterans.

The Barriers

Service-Related Disabilities

Based on the statistics cited in the section above, veterans returning from the current conflict are at greatest risk for “invisible disabilities” such as psychological and brain-related traumas. The impact of these traumas can range from mild to severe. In the most extreme cases, the individual may not be able to return to work or even manage daily activities of living, and will require intensive rehabilitation services.

In many cases, the disability itself does not necessarily represent a barrier to employment. However, societal attitudes about disability can affect the ability of the wounded veteran to successfully obtain and maintain employment. In other cases, the veteran may need to be re-trained or taught advocacy skills to request reasonable job accommodations.

PTSD can include symptoms like reliving the event, avoidance, numbing or shutting down, and feeling keyed up. Untreated, PTSD can manifest as flashbacks, mood swings, difficulty concentrating, relationship problems (including domestic violence and child abuse), drug or alcohol abuse, hyper-vigilance, sleep difficulties and other behaviors that interfere with normal functioning (VA 2008). Unfortunately, there are times when only the behavior is addressed (e.g., sending the veteran to anger management classes), not the underlying disorder, and the veteran is unable to successfully re-integrate into civilian life.



TBI symptoms can range from mild to severe and include headache, confusion, dizziness, vision and other sensory problems, as well as mood changes, seizures, loss of concentration and memory, agitation, and combativeness (National Institutes of Health, 2008). With treatment, many of these symptoms can be managed and lessened. In cases of severe head trauma, the veteran may not be able to return to work. In those cases, as noted above, the services would involve retraining in independent living skills.

In addition to the barriers to employment caused by these psychological traumas, families of service members and the veterans themselves are at risk. Family relationships can be affected by patterns of emotional distancing, impatience, hostility and even violence, with reportedly increasing rates of domestic violence and child abuse or maltreatment of two to four times that of civilian abuse rates.

Homelessness and Incarceration

As reported in the situation analysis, homelessness continues to be a significant problem for Vietnam era veterans. Increasingly, service providers are reporting homelessness among Gulf War veterans as well. When combined with unaddressed mental health issues, homelessness presents multiple barriers to successful re-engagement in society. As with civilian populations, having a history of incarceration will have an impact on these veterans' future employment prospects as well.

Unemployment and Employer Reluctance to Hire Veterans

Given the possibility that numerous service persons who are engaged in Gulf War II and other conflicts will be returning to civilian employment in the coming months and years, the findings of *The Employment Histories Survey* report (2007) are particularly disturbing. The report underscores the difficulties that recently separated military service members are having in transitioning back to gainful, steady employment at home.

Although some respondents reported using Veterans Affairs and Department of Labor workforce development programs — the GI Bill (48.4 percent) and the Transition Assistance Program (28.7 percent) — a VA study (Walker, 2008) found that program participation did not significantly improve their prospects for getting jobs with better wages and/or managerial/supervisory responsibilities.

Reports have indicated that returning veterans are encountering negative employer perceptions that veterans are rigid, deficient in education and technological skills, and unstable due to PTSD. In an Associated Press (Yen, 2008) article describing this study, a veterans group spokesperson observed that a "Wacko Vet Myth" is growing among employers — an unintended negative consequence of national attention being directed at the mental health issues of returning veterans. In addition to offering education, training, and job search services, the VA study emphasized the need for workforce development programs to market veterans to employers as reliable and capable workers, in addition to offering vocational training and job search assistance.



The Business and Professional Women/USA association published a report called *The Impact of Employer Attitudes* (2007) that examined employer attitudes toward returning female veterans. Not surprisingly, when the employer showed appreciation for military service, the female employee reported more positive feelings about her job. Further, the employer's appreciation of service was shown to have a favorable effect on co-workers' attitudes.

The Uniformed Services Employment and Reemployment Rights Act (USERRA) promises that a veteran's job will be held, or, that upon return, the veteran will be re-employed by the same employer at the same rate of pay prior to deployment. However, according to a recent report which aired on *60 Minutes* (Nov. 2008), the law is not being adhered to in many cases: "Despite the law, thousands of guard and reservists come home to find themselves demoted, penalized, or out of a job completely." Even those employed by the Veterans Administration are being denied their re-employment rights.



Review of Services, Beneficial Practices and Supports

A review of both internal and external (to Goodwill) programs and services shows some common effective practices for serving veterans that center on coordinated efforts among service providers to address all areas of the individual's life. Of course, when serving veterans, it is essential to cultivate and maintain a strong working relationship with the local VA, with reciprocal referral processes.

Other key partnerships noted by both Goodwills and external sources are with the following types of providers:

- Homeless shelters/transitional housing providers
- Healthcare and mental health providers
- Food banks
- Veterans service organizations
- Employment agencies/temporary services
- VA Medical Center
- One-Stop Career Centers
- Vocational Rehabilitation Services
- Colleges and training providers
- Substance abuse treatment centers
- Transit authority/transportation providers

In the 2007 ASR, 10 Goodwill members reported served the greatest number of veterans. These Goodwills were surveyed in the summer and fall of 2008 to gain an understanding of services and practices used to engage veterans.

Reflecting the trends of national statistics, a majority of veterans seeking services from Goodwills are Vietnam era veterans, most of whom are homeless. While current numbers of Gulf War veterans are relatively low, it was stated across the board that should there be a large influx of veterans returning from Iraq and Afghanistan soon, and the current system and resources will not be sufficient to respond to the need.

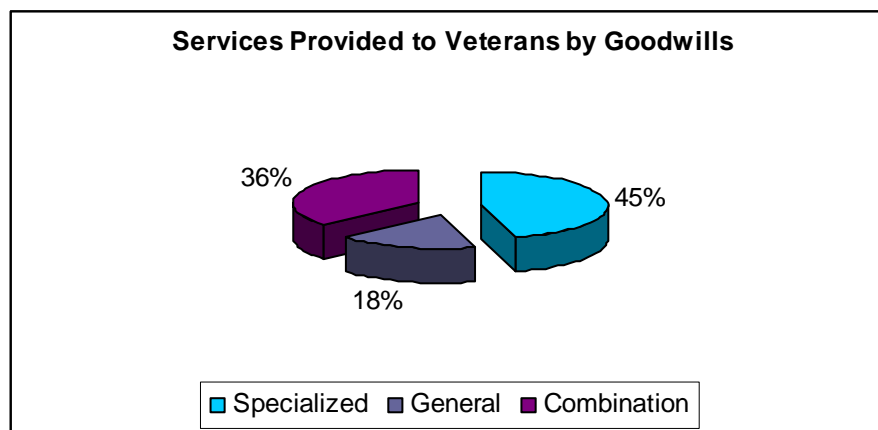
Also with the "signature" injuries of PTSD and TBI affecting a large number of veterans returning from Gulf War II, it is recognized that the complexity of these disabilities will require special attention as these veterans transition back into civilian life and the workforce. Given that the symptoms of severe trauma put the veteran at risk for aggression, hyper-vigilance, and mood swings, "these silent wounds impact more than just the veteran — they affect the soldier's parents, spouses, children and friendships" (Witness Justice, 2008). Those service men and women returning to family life will likely need support to smooth the transition and ensure the safety and well-being of those closest to them.



A relationship with the VA seems to be a vital part of the success of services for many Goodwills. The majority (66 percent) of those surveyed reported maintaining a positive relationship with the VA, and they rely on the agency for cross-referrals. Those that do not maintain a working relationship with the VA report that building the relationship has been difficult. They also report a long wait time for responses to proposals for VA Per Diem programs.

Of the Goodwills surveyed, 46 percent provide specialized services targeted to veterans only. Of those, 80 percent are HVRP grant recipients. Thirty-six percent have a combination of specialized and general services (similar to those provided to all other persons served), with funding from sources such as HVRP, the U.S. Department of Housing and Urban Development (HUD), VA Per Diem and Goodwill. Finally, 18 percent of the Goodwills surveyed only offer services through general programs, such as a One-Stop Career Center or community-based employment services. A large portion of Goodwills surveyed also provide assessment to all veterans as a part of the planning process.

Figure 6: Services Provided



Services tend to cut across urban, suburban and rural territories for 71 percent of reporting Goodwills; 41 percent of that group are providing services in an exclusively urban setting, while none reporting were exclusively suburban or rural.

Most Goodwills emphasize employment services and outcomes, with the exception of one (Ft. Wayne, IN), which focuses on vocational assessment, employment readiness training, independent living and accessibility services.

In contrast to reports about employer reluctance to hire veterans, among the Goodwills surveyed, 60 percent indicate that they are not encountering employer resistance, and 75 percent say that the attitude of employers about returning veterans is mostly positive to very positive. This discrepancy may be due to small number of Goodwills participating in the survey. Additionally, since Goodwills tend to build personal relationships with



employers, focus on making appropriate matches, and conduct follow-ups. It is possible that employers' attitudes about hiring veterans is affected by these more personal relationships.

When seeking employment for veterans, it is important to remember that there are a variety of supports that can be used in the process:

- **The Uniformed Services Employment and Reemployment Rights Act (USERRA)** states that a returning veteran is entitled to return to the position he or she held prior to deployment. USERRA is similar to the Americans with Disabilities Act (ADA), in that it requires the employer to make reasonable accommodations for disabilities. USERRA states that the employer must make "reasonable efforts to assist a veteran who is returning in becoming qualified for a job," whether or not the veteran's disability is service related. Additionally, the USERRA definition of "disability" differs from the ADA. Under USERRA, "the term 'disabled veteran' means an individual who has served on active duty... was honorably discharged, and has a service connected disability..." (EEOC, 2008)

The Equal Employment Opportunity Commission (EEOC) supplies interpretation and guidance for employers on how to comply with this law in the document *Veterans with Service-Connected Disabilities and the Americans with Disabilities Act: A Guide for Employers*.

- **Veterans Preference and Veterans Recruitment Appointments** are employment programs emphasizing civil service or government jobs for veterans. As the name suggests, Veterans Preference gives qualified, honorably discharged veterans preferred consideration (over non-veterans) for federal jobs. Veterans Recruitment Appointments (VRA) allows federal agencies to appoint a qualified, eligible veteran without competition (Federal Jobs Net, 2008).
- **Military and Civilian Sponsor Dependent Hiring** provides programs for spouses and family members of military personnel (Federal Jobs Net, 2008).
- **The Workforce Investment Act (WIA)** has provisions that may allow military spouses to be served as Dislocated Workers at One-Stop Career Centers (DOLETA, 2007).
- **The Work Opportunity Tax Credit (WOTC)** is for employers who may be eligible for up to \$4,800 for each hire of a qualified veteran with a disability, depending on the number of hours worked by the employee in the designated period. (Currently, 27 percent of Goodwills surveyed use WOTC as an employment incentive.)



Implications/Opportunities

VACOR has identified four key elements to supporting veterans as they re-enter civilian life that Goodwill should pay particular attention to as it aligns with current initiatives:

- Focus on employment.
- Focus on living success (housing, family).
- Build strong partnerships to meet multiple needs.
- Pursue innovation. (Andrew, 2008)

The National Coalition for Homeless Veterans, under a grant from the U.S. Department of Labor, published a report, *Homeless Veterans Reintegration Program (HVRP) Best Practice Profiles of Employment Assistance Programs* in July 2004. The report features profiles of 21 HVRP programs throughout the country. The findings indicate the following “critical components” shared across programs:

- Community collaborations are required to meet the various needs of homeless veterans, including such vital resources as shelter, healthcare, transportation, counseling and legal aid. According to the report, “The program fosters inter-agency and community cooperation among homeless service providers; offers supportive services and vocational training for homeless veterans; and ultimately helps veterans overcome significant barriers to employment and re-enter the workforce as productive citizens.”
- Comprehensive assessment and reports are used to gain a deeper understanding of the unique needs and abilities of each veteran to support his or her successful transition.
- Developing employment opportunities on behalf of homeless veterans helps ensure their smooth re-entry into the workforce. This can include subsidized employment, transitional employment, and on-the-job training opportunities.



Recommendations for Goodwill

Based on the situation analysis and review of practices, the following recommendations are made.

Recommendations focus on both national and local efforts

Focus on Collaboration

National Level Strategy and Policy

Moving from analysis to action will be critical if GII wants to take its place on the national stage relative to this issue. On a national level, GII is positioned to articulate a detailed plan for holistic services to veterans, using the family strengthening model.

It would best serve this project to build a member advisory group that can serve as subject matter experts to provide testimony and “on-the-ground” experiences involved in delivering services.

Included in these efforts would be national partnerships with service providers, government agencies, and policy-makers. The goal would be to improve services today as well as position Goodwill to be the provider of choice in the future as streams of veterans return home. GII should also seek to have representatives from its senior leadership on government and service committees and task forces, such as VACOR.

Local Service Delivery

Among all documents and Goodwill programs reviewed, it is clear that collaboration among service providers is needed to provide a whole person approach that addresses multiple areas of need, such as employment, housing, healthcare, mental health services and counseling, essential life skills, individual development, and self-advocacy. Building a network of cooperative service providers, rather than just a referral list, will allow partners to make what is commonly referred to as a “warm hand-off” so that the veteran experiences seamless services and maximum support. Specific partnerships should be made with mental health, housing, and independent living providers.

Veterans with or without families can benefit from this holistic approach. In the Goodwill Is Good for Families white paper, Eric Olson, GII’s director of workforce development, makes this point. “By making intentional decisions to connect individuals and their families to [essential] resources, family strengthening Goodwills help [participants] overcome barriers that often undermine success in the workplace.” (2008)

Strengthen Relationship with the VA

National Level Strategy and Policy

Currently, GII has an MOU that was entered into with the VA in 2005. Under the agreement, both the VA and local Goodwills may cross-refer veterans for services and support. However, it is unclear if this relationship has been



maximized to the full benefit of members and persons served. Goodwills surveyed reported varying degrees of success in collaborating with the VA. Particular areas of concern centered on facility in accessing funding and responsiveness to funding proposals. It would be beneficial to revisit this MOU to ensure that it is meaningful to both the VA and Goodwill.

Local Service Delivery

Related to collaboration, targeted efforts to build relationships with local VA facilities is strongly recommended. Goodwills that report solid working relationships with VA said that building them took consistent, ongoing efforts. This can result in reciprocal referrals of veterans in need of services. Recently, the VA (Oct, 2008) announced that a fleet of 50 motor coaches will be rolled out to provide services to veterans in rural settings. These coaches are intended to supplement the veteran centers by providing non-medical readjustment counseling, addressing the social and economic dimensions of post-war needs, such as psychological counseling for traumatic military-related experiences and family counseling. For Goodwills in communities targeted to be served, this new service can offer a possible partnership opportunity to provide supports to veterans who might not otherwise be able to readily access services.

Build a Knowledge Base

National Level Strategy and Policy and Local Service Delivery

GII should develop tools and resources to build competency at the local level. This can include webinars presented by Goodwill staff and external experts. In turn, Goodwill program leaders and staff will be encouraged to take those materials and build a local knowledge base to supplement collaborative efforts.

Topics of importance:

- Recognize symptoms and behavioral manifestations of psychological traumas.
- Understand options for reasonable accommodations for veterans with disabilities.
- Learn the details of and advocate for the use of programs that support veterans, such as USERRA, as well as incentives for employers, such as WOTC.

Focus on Individualized Services

Local Service Delivery

Whenever possible, services should be individualized to reflect the unique needs of the veteran. While many veterans will come back with a similar disability diagnosis, its manifestation will appear differently in each person's life. Providing an initial assessment to determine strengths, abilities, and needs will chart the course for services within Goodwill and among collaborators.



As a part of employment readiness, it is important to help the veteran understand how his or her skills are transferrable and applicable to the employment setting. For those who are learning to cope with traumas, ongoing support will help ease the transition, including after placement into employment.

Individualized services also overlap into work that is done with local businesses to develop job opportunities for veterans. Employers should also receive individualized attention. Employment services staff charged with placing veterans, as with all populations, should focus efforts on building strong working relationships with employers (Wyckoff & Clymer, 2005). This is done through a variety of methods.

1. Understand the employer's needs. Probe to get as many details as possible.
2. Once the employer's needs are understood, match the right person to the job. Consider aspects beyond skill qualifications, such as company culture and accessibility. Understand how to facilitate the employment of a veteran who has a history of incarceration, from both the job seeker and employer perspective.
3. After the veteran is placed, let the employer know that you are available as a support. Often, work-related issues caused by hidden disabilities (such as PTSD and TBI) are misunderstood and not properly accommodated. The veteran may also experience shame and embarrassment around the disability. Goodwill staff can also mobilize other supports from within the partner collaborative that can save the veteran from losing his or her job.



Summaries of Goodwills that Provide Services to Veterans

Goodwill Industries of Northeast Indiana

Agency Information

Goodwill Name and Address Goodwill Industries of Northeast Indiana, 1516 Magnavox Way, Fort Wayne, IN
Contact Name and Title Randy Wolf, Client Services Director; Kathy Arnos, Veterans Specialist
Phone (260) 478-7617, ext. 19 & 21 **E-mail** randyw@fwgoodwill.org; kathya@fwgoodwill.org
Website www.fwgoodwill.org

Goodwill Service Territory Category Urban Suburban Rural
Total number of all clients served in 2007 581
Total number and percent of Veterans served in 2007 194 / 33%
Anticipated number of veterans served in 2008 295

Veteran Characteristics

Recently Returned With Disabilities: Mental Health 60% Physical 90%
 Homeless Female (% of total)

Specific Services Offered

Description of Services Specialized (targeted to veterans) General (blended with other populations)

Assessment/Evaluation

Evaluation
(vocational/work evaluation, situational assessment)
 Employment assessment
Are all veterans given an assessment to determine needs?
 Yes No

Transitional employment
 Supported employment
 Customized employment
 Competitive placement
 Retention services
 Other employment services:

Training

Employment readiness training
 Occupational/skill training

Other Services

Mental health services
 Housing
 Family services
 Other "wrap-around": Case Management, Independent Living Services (ILS), accessibility: in-home and community

Job Placement Services

Job Development
 Job Coaching

Comments

Goodwill Industries of Northeast Indiana provides vocational assessment, case management, independent living, and accessibility services for veterans. Although job placement services are not provided for veterans who have limited work histories, unpaid situational assessment is provided for up to six months. During this time, staff monitor employability skills and maintain employment. If a veteran cannot maintain employment, he or she is assessed to see what the VA can do to help them live more independently. All veterans served have disabilities: mental health (such as PTSD), orthopedic problems (such as back and knee injuries), hearing loss.



Goodwill Industries of Northern Indiana (continued)

Key Partnerships

South Bend Goodwill (case management services)

Primary Referral Sources

VA (walk-in veterans not referred by the VA are referred back to the VA before initiating services)

Funding Sources

Veterans Administration: \$144,104 (anticipate increase to \$200,000)

Distinguishing Practices

Services are provided to a targeted group: veterans with disabilities. The Goodwill maintains a strong partnership with the VA. All services are contracted through the VA and all veterans are referred through them. Services focus on assessment, independent living and accessibility. Key success factors are a committed staff and a strong working relationship with the VA.

Success Story

One veteran served by Goodwill Industries of Northeast Indiana sustained severe brain damage while serving in the conflict in Iraq; as a result, he has memory loss and experiences seizures. After assessment, employment was ruled out as a feasible option due to the extent of his disabilities and resulting limitations. The next step was to assess his needs for independent living. It was determined that there were many needs that could be addressed to increase his level of independence; therefore, Goodwill provided a report of the needs and recommendation to the VA. Through case management services, Goodwill helped the veteran to obtain keyless door locks for his home (as he is prone to losing or forgetting his house key). He was also provided with a device that reminded him to take medications, attend appointments, and record ideas and thoughts as they occur. Goodwill staff also linked this veteran to other types of services to promote involvement in his community and improve physical fitness. Through the VA independent living services, which were coordinated by Goodwill, this young veteran was able to live in his own home instead of living with his parents.



Ohio Valley Goodwill Industries

Agency Information

Goodwill Name and Address Ohio Valley Goodwill Industries; 10600 Springfield Pike; Cincinnati, OH
Contact Name and Title Charlie Blythe, Director of Veterans Services
Phone (513) 771-4800, ext. 6221 **E-mail** ovgi2@aol.com
Website www.cincinnati goodwill.org

Goodwill Service Territory Category Urban Suburban Rural
Total number of all clients served in 2007 2,433
Total number and percent of Veterans served in 2007 642 / 26%
Anticipated number of veterans served in 2008 670

Veteran Characteristics

Recently Returned With Disabilities: Mental Health 64% Physical 16%
 Homeless Female (1% of total)

Specific Services Offered

Description of Services Specialized (targeted to veterans) General (blended with other populations)

Assessment/Evaluation

Evaluation
(vocational/work evaluation, situational assessment)
 Employment assessment
Are all veterans given an assessment to determine needs?
 Yes No

Transitional employment
 Supported employment
 Customized employment
 Competitive placement
 Retention services
 Other employment services:

Training

Employment readiness training
 Occupational/skill training

Other Services

Mental health services
 Housing
 Family services
 Other "wrap-around": Whatever is needed — purchase training if we can't get it through WIA; counsel spouse and children

Job Placement Services

Job Development
 Job Coaching

Comments

One-hundred percent of the veterans served by Ohio Valley Goodwill are homeless, 16 percent have physical disabilities, and 64 percent have mental health issues, including PTSD and TBI. A majority of veterans receiving services are from the Vietnam era, with 70 percent of that group being aged 55+. Most services are based on individual needs of the veteran. Every veteran has a case manager who works with him or her to develop an individualized program plan. This Goodwill has several programs, including HVRP; VA Per Diem, which provides funding for transitional housing; and four HUD programs.

We are seeing an increase in homelessness among veterans. Serving the veteran in a holistic manner is the only way to achieve lasting success, a return to family, community and self-sufficient living. "Whatever the individual needs, the Ohio Valley Goodwill staff will find and secure those services for the homeless veteran."



Ohio Valley Goodwill Industries (continued)

Key Partnerships

VA Medical Center, VA Homeless Vets Outreach, drop-in emergency shelter, YWCA, churches

Primary Referral Sources

VA, self-referred, community outreach by staff (go to where the homeless congregate), police tips, phone call from motorists

Funding Sources

HVRP \$600,000; VA Per Diem \$300,000; HUD \$1.7 million. Note: Per Diem grant is the hardest to write, but currently not very competitive. Once you get it, you keep it as long as you meet or exceed goals. HUD housing requires becoming a part of the continuum of care (partnership of service providers) — have to invest time and bring something to the table.

Biggest Challenges

Veterans are returning with untreated/undiagnosed PTSD, TBI and other disorders such as loss of limbs, learning loss, etc. Recent economic downturn with increased cost of food, gas and other goods and job losses also present challenges to serving this group. Many veterans also struggle with addiction to drugs and alcohol and are required to detox prior to enrollment.

Distinguishing Practices

By providing rapid response, individualized plan, and 24-hour availability of staff, the bonding of program participant and case manager help contribute to the success of the program. A large client assistance fund is structured into the HVRP grant (\$25,000 and \$40,000 in each program) to fund things like transportation, work clothes, and tools. The more you can invest, the more apt for success.

Key Outcomes

Indicator	2007 Target	2007 Actual
Enrollments	642	642
Assessments	642	642
Housing Placement	600	600
Employment Placement	546	546
Wage at Placement	\$ 9.00	\$ 9.34
Retention 90	450	437
Retention 180	340	341
Retention 360	290	287

Success Story

A Vietnam combat veteran came to Ohio Valley Goodwill Industries, who lost his wife and had a couple of children. He had a hard time reconciling the trauma of the war and losing the love of his life. He enrolled in the HVRP program and obtained transitional housing for two years under the VA Per Diem grant. He became a "model" client while receiving services. He went on to get a job at Goodwill, where he has worked for about four years, and is now a supervisor. He is living independently in his own apartment. Now he serves as a mentor to new program participants.



Goodwill Industries of the Heartland

Agency Information

Goodwill Name and Address Goodwill Industries of the Heartland, 1410 South First Ave., Iowa City, IA
Contact Name and Title Mike Townsend, Senior Vice President
Phone (319) 337-4158 **E-mail** mtownsend@goodwillse Iowa.org
Website www.goodwillse Iowa.org

Total number of all clients served in 2007 1,291
Total number and percent of Veterans served in 2007 200 / 15%
Anticipated number of veterans served in 2008 200

Veteran Characteristics

Recently Returned With Disabilities: Mental Health % Physical %
 Homeless Female (% of total)

Specific Services Offered

Description of Services Specialized (targeted to veterans) General (blended with other populations)

Assessment/Evaluation

Evaluation
(vocational/work evaluation, situational assessment)
 Employment assessment
Are all veterans given an assessment to determine needs?
 Yes No

Transitional employment
 Supported employment
 Customized employment
 Competitive placement
 Retention services
 Other employment services:

Training

Employment readiness training
 Occupational/skill training

Other Services

Mental health services
 Housing
 Family services
 Other "wrap-around": Case management

Job Placement Services

Job Development
 Job Coaching

Comments

All services provided are employment related. Goodwill Industries of the Heartland takes a whole person approach to services, which include training, assessment, internships in retail stores, and case management. Primary barriers are PTSD, substance abuse, mental illness and chemical dependence.

Key Partnerships

VA, Department of Labor, homeless services, mental health agencies, substance abuse treatment centers

Primary Referral Sources

VA, Department of Mental Health, self-referred, outreach to homeless camps

Funding Sources

Homeless Veterans Reintegration Program (\$200,000), VA Per Diem (\$50,000)

Distinguishing Practices

Success with this population is due to ongoing staff training. Strong partnerships are also key; Goodwill has great relationships with local providers. "What we have found is that getting people jobs is not a problem. Most employers are willing. Retention is most difficult. Homelessness creates a barrier; therefore, it's important to deal with the whole person."



Goodwill Industries of Akron

Agency Information

Goodwill Name and Address Goodwill Industries of Akron, 570 E. Waterloo Rd., Akron, OH
Contact Name and Title Dawn Rohrig, Director of Vocational Services
Phone (330) 724-6995, ext. 204 **E-mail** drohrig@goodwillakron.org
Website www.goodwillakron.org

Goodwill Service Territory Category Urban Suburban Rural
Total number of all clients served in 2007 3,290
Total number and percent of Veterans served in 2007 482 / 14%
Anticipated number of veterans served in 2008 88

Veteran Characteristics

Recently Returned With Disabilities: Mental Health % Physical %
 Homeless Female (% of total)

Specific Services Offered

Description of Services Specialized (targeted to veterans) General (blended with other populations)

Assessment/Evaluation

Evaluation
(vocational/work evaluation, situational assessment)
 Employment assessment
Are all veterans given an assessment to determine needs?
 Yes No

Transitional employment
 Supported employment
 Customized employment
 Competitive placement
 Retention services
 Other employment services:

Training

Employment readiness training
 Occupational/skill training

Other Services

Mental health services
 Housing
 Family services
 Other "wrap-around":

Job Placement Services

Job Development
 Job Coaching

Comments

Goodwill Industries of Akron offers a variety of employment and training services under the WIA Adult and Dislocated Worker Programs. They range from job search modules to individual case management and job placement assistance. GIA also serves veterans through the VA, Bureau of Vocational Rehabilitation (BVR), and Bureau of Services for the Visually Impaired (BSVI). Services include the full array from vocational evaluation, assessment, and adjustment services, to job placement and job coaching. In 2007, two Ohio Department of Job and Family Services veteran representatives have been onsite that specifically worked with veterans with barriers. We have seen an increase of veterans returning from Iraq and Afghanistan.

Primary Referral Sources

VA, BVR, BSVI, Department of Mental Health, One-Stop Career Center, self-referred, staff community outreach

Funding Sources

VA Per Diem, WIA (\$950,00) - not limited to veterans

Distinguishing Practices

Goodwill Industries of Akron serves veterans in the same manner it serves all populations.



Goodwill Industries of Houston

Agency Information

Goodwill Name and Address Goodwill Industries of Houston, 10795 Hammerly #300, Houston, TX
Contact Name and Title William A. Sala, Director of Workforce Development
Phone (713) 699-6361 **E-mail** wasala@goodwillhouston.org
Website www.goodwillhouston.org

Goodwill Service Territory Category Urban Suburban Rural
Total number of all clients served in 2007 3,033
Total number and percent of Veterans served in 2007 241 / 8%
Anticipated number of veterans served in 2008 277

Veteran Characteristics

Recently Returned With Disabilities: Mental Health 50% Physical 50%
 Homeless Female (5% of total)

Specific Services Offered

Description of Services Specialized (targeted to veterans) General (blended with other populations)

Assessment/Evaluation

Evaluation
(vocational/work evaluation, situational assessment)
 Employment assessment
Are all veterans given an assessment to determine needs?
 Yes No

Transitional employment
 Supported employment
 Customized employment
 Competitive placement
 Retention services
 Other employment services:

Training

Employment readiness training
 Occupational/skill training

Other Services

Mental health services
 Housing
 Family services
 Other "wrap-around":

Job Placement Services

Job Development
 Job Coaching

Comments

This is the third year of the HVRP; each year, services have increased incrementally. One-hundred percent of veterans served are homeless. Partnerships are in place to provide seamless access to housing, medical care, substance abuse treatment and other needed services. Veterans returning from service have an increased incidence of mental health issues, including PTSD and diagnosed bi-polar disorder.

Currently, the statistics from the Department of Veterans Affairs suggest that more than 50 percent of all homeless veterans have a mental disorder and 70 percent have a substance addiction. These numbers are expected to increase among returning veterans, as are service-related physical disabilities. Because of this, many veterans will require retraining, as they are unable to perform work duties that they had done prior to their disability.



Goodwill Industries of Houston (continued)

Key Partnerships

U.S. Veterans Initiative (housing, case management, outreach and follow up), VA (healthcare, mental health services, work experience; Randstad (employment services provider, employment opportunities and training)

Primary Referral Sources

VA, U.S. Vets, many clients are referred from their housing program

Funding Sources

HVRP \$300,000

Biggest Challenges

Increased incidence of mental health issues affecting returning veterans.

Distinguishing Practices

Goodwill Industries of Houston uses proven strategies developed in its Job Connection Service Model. With three years of HVRP service experience, the agency has developed an increased understanding of particular needs and challenges of serving veterans. Partnerships are critical to the success of the program.

Key Outcomes

Indicator	2007 Target	2007 Actual
Enrollments	160	176
Assessments	200	193
Housing Placement	160	157
Employment Placement	104	116
Wage at Placement	\$7.00	\$9.39
Retention 90	52	73*
Retention 180	52	37*
Retention 360	24	14*

* Retention period still pending completion for numerous clients.

Success Story

In September 2007, a veteran of the U.S. Army came to the HVRP program at Goodwill Industries of Houston. In addition to the personal devastation caused by his homelessness, he was ravaged by addictions and had no familial support system. Through his involvement in the program, he began attending recovery meetings to address his addictions. He soon regained an interest in obtaining gainful employment. Through the help of the Goodwill employment specialist team, he secured employment at a distribution warehouse. Shortly after being hired, he was promoted to material handler, where he continues to be an outstanding employee, earning the daily commendations of his employer. He is not only an exemplary role model at work, but he also contributes to his residential community by serving on the resident council as a spokesperson on issues impacting his fellow residents.



Goodwill Industries of North Florida

Agency Information

Goodwill Name and Address Goodwill Industries of North Florida, 4527 Lenox Avenue, Jacksonville, FL
Contact Name and Title James Wadsworth, Sr. Vice-President for Workforce Development
Phone (904) 384-1361, ext. 4213 **E-mail** jdwads@aol.com
Website www.goodwilljax.org

Total number of all clients served in 2007 22,821
Total number and percent of Veterans served in 2007 1,506 / 7%
Anticipated number of veterans served in 2008 1,500

Veteran Characteristics

Recently Returned With Disabilities: Mental Health % Physical %
 Homeless Female (_% of total)

Specific Services Offered

Description of Services Specialized (targeted to veterans) General (blended with other populations)

Assessment/Evaluation

Evaluation
(vocational/work evaluation, situational assessment)
 Employment assessment
Are all veterans given an assessment to determine needs?
 Yes No

Transitional employment
 Supported employment
 Customized employment
 Competitive placement
 Retention services
 Other employment services: Transitional work experience in Goodwill contract laundry facility, starting a call center

Training

Employment readiness training
 Occupational/skill training

Other Services

Mental health services
 Housing
 Family services
 Other "wrap-around":

Job Placement Services

Job Development
 Job Coaching

Comments

Goodwill Industries of North Florida provides services to veterans among the general population — except for homeless veterans who are served through partnerships with other organizations that provide intensive case management. There are two Naval bases in the area. Many veterans who retire end up staying in the community and receive services.

Key Partnerships

Mental health services; housing providers

Primary Referral Sources

Self-referral, homeless shelters, or outreach to homeless veterans

Funding Sources

HUD - \$336,000, with a small match grant of \$33,600.

Biggest Challenges

Primarily serving Vietnam era veterans. Of those served, 94 percent are homeless (51 percent chronically; 76 percent in shelters), 43 percent use public transportation, 73.5 percent have a felony or misdemeanor record. Need to provide a full array of services through partners. The focus of services is on stability. Biggest concern is that as a result of current conflicts, need will increase, but the resources will not be there.

Distinguishing Practices

Services are approached holistically. Partners are an essential part of success with stabilizing veterans' lives.



Goodwill Industries of Greater Grand Rapids

Agency Information

Goodwill Name and Address Goodwill Industries of Greater Grand Rapids, 319 Division St, Grand Rapids, MI
Contact Name and Title Santiago Estrada, Veterans Service Manager
Phone (616) 893-2335 **E-mail** sestrada@goodwillgr.org
Website www.goodwillgr.org

Goodwill Service Territory Category Urban Suburban Rural
Total number of all clients served in 2007 2,069
Total number and percent of Veterans served in 2007 133 / 6%
Anticipated number of veterans served in 2008 140

Veteran Characteristics

Recently Returned With Disabilities: Mental Health 65% Physical 25%
 Homeless Female (2% of total)

Specific Services Offered

Description of Services Specialized (targeted to veterans) General (blended with other populations)

Assessment/Evaluation

Evaluation
(vocational/work evaluation, situational assessment)
 Employment assessment
Are all veterans given an assessment to determine needs?
 Yes No

Transitional employment
 Supported employment
 Customized employment
 Competitive placement
 Retention services
 Other employment services: Supportive services (bus passes, phones, phone cards)

Training

Employment readiness training
 Occupational/skill training

Job Placement Services

Job Development
 Job Coaching

Other Services

Mental health services
 Housing
 Family services
 Other "wrap-around":

Comments

Services include HVRP and VA Per Diem, which cover employment and housing services, respectively. The majority (85 percent) of veterans receiving services are from the Vietnam era and all have disabilities. Another 15 percent are from Gulf Wars I and II. Barriers facing returning veterans include housing needs, transportation, mental and physical disabilities, lack of skill, lack of work history, alcohol and drug addiction, lack of education, and poor communication skills. Many services are provided in collaboration with partners.

Key Partnerships

VA, housing support

Primary Referral Sources

VA, Vocational Rehabilitation, self-referred, community outreach by staff, Health Care for Homeless Veterans

Funding Sources

HVRP (\$252,3567); VA Per Diem (\$320,944); Goodwill \$13,500 (\$10,000 from charitable golf event)

Biggest Challenges

Multiple barriers faced by veterans enrolling for services.

Distinguishing Practices

Constant communication with case manager, supportive services, and community support are the three things that contribute to success with this population. Providing sustained housing to veterans.

**Goodwill Industries of Greater Grand Rapids (continued)****Key Outcomes**

Indicator	2007 Target	2007 Actual
Enrollments	138	133
Assessments	180	190
Housing Placement	54	52
Employment Placement	87	81
Wage at Placement	n/a	\$8.31
Retention 90	58	55
Retention 180	45	24
Retention 360	45	24

Success Story

Outreach staff found a veteran in a shelter after losing his job, his house, and his wife. He needed emotional support and a hand at getting his life back. This vet is now fully employed and has been promoted at work. He is taking a second job and is getting ready to get his own apartment.



Goodwill Industries of the Chesapeake

Agency Information

Goodwill Name and Address Goodwill Industries of the Chesapeake, 222 E. Redwood St. Baltimore, MD
Contact Name and Title Phil Holmes, Vice President Public Policy and Development
Phone (410) 837-1800, ext. 151 **E-mail** pholmes@goodwillches.org
Website www.goodwillches.org

Goodwill Service Territory Category Urban Suburban Rural
Total number of all clients served in 2007 5,430
Total number and percent of Veterans served in 2007 264 / 5%
Anticipated number of veterans served in 2008 164* (census of vets is down in 2008 for unknown reasons)

Veteran Characteristics

Recently Returned With Disabilities: Mental Health % Physical %
 Homeless Female (_% of total)

Specific Services Offered

Description of Services Specialized (targeted to veterans) General (blended with other populations)

Assessment/Evaluation

Evaluation
(vocational/work evaluation, situational assessment)
 Employment assessment
Are all veterans given an assessment to determine needs?
 Yes No

Transitional employment
 Supported employment
 Customized employment
 Competitive placement
 Retention services
 Other employment services: Some evaluation (transferable skills); some subsidized employment

Training

Employment readiness training
 Occupational/skill training

Other Services

Mental health services
 Housing
 Family services
 Other "wrap-around": Family Strengthening services underway; with case management

Job Placement Services

Job Development
 Job Coaching

Comments

Trying a pilot program serving veterans with psychiatric disabilities. Most recently getting referrals of vets with disabilities for AbilityOne programs at Social Security Administration and Ft. Meade, MD. Recently returning veterans are coming in with disabilities and some are homeless. Anticipated an increase of five percent among veterans served; however, the actual numbers are on track to run about 40 percent less. Possibly need to cultivate a stronger relationship with the VA; however, don't have a staff person dedicated to make this relationship substantive. Pilot proposal for VA Per Diem funding pending.

Key Partnerships

Mental health agencies, drug and alcohol treatment providers, transitional housing services, healthcare

Primary Referral Sources

VA, One-Stop Career Center, self-referred, mental health clinics

Funding Sources

The Goodwill currently funds veterans service; VA Per Diem proposal pending

Biggest Challenges

Strengthening and maintaining a relationship with the VA. The VA is slow to respond to grant proposal.

Distinguishing Practices

Enroll veteran before or early after discharge. If we can work with them right away, we can get better results.

**Goodwill Industries of the Chesapeake (continued)****Key Outcomes**

Indicator	2007 Actual
Enrollments	264
Employment Placement	50
Wage at Placement	\$9.13
Retention 90	48%
Retention 180	24%



Goodwill Industries of the Silicon Valley

Agency Information

Goodwill Name and Address Goodwill Industries of the Silicon Valley, 1080 N. 7th St, San Jose, CA
Contact Name and Title Trish Dorsey, Managing Director of Workforce Development
Phone (408) 869-9230 **E-mail** trishd@goodwillsv.org
Website www.goodwillsv.org

Goodwill Service Territory Category Urban Suburban Rural
Total number of all clients served in 2007 1,893
Total number and percent of Veterans served in 2007 61 / 3%
Anticipated number of veterans served in 2008 200

Veteran Characteristics

Recently Returned With Disabilities: Mental Health % Physical %
 Homeless Female (1% of total)

Specific Services Offered

Description of Services Specialized (targeted to veterans) General (blended with other populations)

Assessment/Evaluation

Evaluation
(vocational/work evaluation, situational assessment)
 Employment assessment
Are all veterans given an assessment to determine needs?
 Yes No

Transitional employment
 Supported employment
 Customized employment
 Competitive placement
 Retention services
 Other employment services:

Training

Employment readiness training
 Occupational/skill training

Job Placement Services

Job Development
 Job Coaching

Other Services

Mental health services
 Housing
 Family services
 Other "wrap-around": transportation, food
(through partner onsite at Goodwill)

Comments

Goodwill of the Silicon Valley is an HVRP recipient, and all veterans served are homeless. Services are mostly specialized. There is one case manager and an instructor. Heavier focus is on the psychology of getting veterans ready for reintegration. A clinical psychologist is also on staff. There are strong working relationships in place with several partners. Staff maintain a working partnership with the VA, which serves as a primary referral source. Some partner services (transportation and housing) are attached to program participation — as long as the person is participating, he or she can be eligible. Anticipating a lot of placements within Goodwill in transitional employment/on the job training, where they can remain for up to six months. The hiring manager has prerogative to make the program participants permanent employees.

Key Partnerships

A housing provider for both shelter and transitional housing provides a bed as long as the vet remains enrolled in the Goodwill program. County transit authority provides vets with three-month public transportation passes during case management services. A local partner, Martha's Kitchen, provides on-site hot meals.

Primary Referral Sources

VA, Department of Mental Health, One-Stop Career Center, self-referrals, Santa Clara collaborative to end homelessness

Funding Sources

HVRP \$300,000; Goodwill 30% Match (\$90,000). Applied for Projects with Industry (PWI) funds so services can go beyond homeless vets.



Goodwill Industries of the Silicon Valley (continued)

Biggest Challenges

In the first year of the grant, the Goodwill was notified late and had only four months to launch program and services. With a full 12 months, the 2008–09 contract year should produce more results.

Distinguishing Practices

The Goodwill's logistics training program, which is most popular with this population, lasts 12 weeks and is designed to prepare veterans for warehouse jobs (inventory control, shipping and receiving, forklift driving). Partnerships are critical to the success of the program. The VA, in particular, recognized that they alone can't meet the needs of homeless veterans; they welcomed partners and are doing outreach. The case manager is a former homeless veteran. Because he knows and understands the VA, he was able to facilitate the relationship with them. He is also able to relate better to the program participants.

Key Outcomes

Indicator	2008 Target*	2007 Actual
Enrollments	120	61
Assessments	200	73
Housing Placement	120	0
Employment Placement	84	28
Wage at Placement	\$11.00	\$8.66
Retention 90	82	3
Retention 180	68	0
Retention 360	49	0

* Note this is 2008 Target since contract in 2007 started late.

Success Story

A program participant in his early 60s, who was found in a local shelter, came in for services. He was defiant: "What makes you think you can help when no one else has?" He enrolled in the logistics-training program and over time, he blossomed. He went on to a position at FedEx as a supervisor, is in transitional housing (soon to move into his own living quarters), and is clean and sober.



Goodwill Industries of Middle Georgia and the CSRA

Agency Information

Goodwill Name and Address Goodwill Industries of Middle Georgia and the CSRA; 5171 Eisenhower Parkway, Macon, GA

Contact Name and Title Angeline Ndonyi, Regional Career Services Manager

Phone (478) 475-9995 **E-mail** andonyi@goodwillworks.org

Website www.goodwillworks.org

Goodwill Service Territory Category Urban Suburban Rural

Total number of all clients served in 2007 13,726

Total number and percent of Veterans served in 2007 256 / 2%

Anticipated number of veterans served in 2008 294

Veteran Characteristics

Recently Returned With Disabilities: Mental Health 18% Physical 27%

Homeless Female (23 % of total)

Specific Services Offered

Description of Services Specialized (targeted to veterans) General (blended with other populations)

Assessment/Evaluation

Evaluation
(vocational/work evaluation, situational assessment)

Employment assessment

Are all veterans given an assessment to determine needs?
 Yes No

Transitional employment

Supported employment

Customized employment

Competitive placement

Retention services

Other employment services:

Training

Employment readiness training

Occupational/skill training

Job Placement Services

Job Development

Job Coaching

Other Services

Mental health services

Housing

Family services

Other "wrap-around": Supportive services, including assistance obtaining documents, vision check, eye glasses, clothing, bus tokens, hair cuts, limited educational assistance, child care assistance and skills upgrade assistance.

Comments

Increase in number of veterans served is anticipated due to increase in the unemployment rate. Services include short-term employment, résumé assistance, skills re-training, computer training, homelessness, program for people with disabilities. Goodwill of Middle Georgia has partnered with the VA, local shelters, and other community-based agencies to assist in addressing the needs of the persons served.



Goodwill Industries of Middle Georgia and the CSRA (continued)

Key Partnerships

- VA
- Richmond Burke Job Training Authority and Mayor's Office of Workforce Development (Adult WIA services, training)
- Colleges/Technical Schools: Augusta Technical College; Aiken Technical College; Savannah River College; GA Military College
- Department of Children and Family Services (TANF, food stamps, Medicaid, child care assistance)
- Department of Labor (job search assistance, Federal Bonding Program, Top Step);
- Vocational Rehabilitation Services (work evaluation, work adjustment, vocational training)
- Experience Work (job training for workers 55+)
- CSRA Economic Opportunity Authority (transitional housing, emergency shelter, food/clothing/utility/rent assistance)
- Belle Terrace Health and Wellness Center (sliding scale medical/dental treatment)
- Augusta and Macon Housing Authorities (subsidized housing and Section 8 vouchers)

Primary Referral Sources

VA, One-Stop Career Center, self-referred, area shelters and substance abuse treatment facilities

Funding Sources

Goodwill; HUD - \$348,000

Biggest Challenges

The primary barriers: homelessness, mental health and substance abuse issues. Those with multiple barriers to employment and dual-dignosis are hardest to serve.

Distinguishing Practices

The key to success is in providing motivation and support. Having a variety of partners allows the agency to address the veteran in a holistic way.

Key Outcomes

Indicator	2007 Actual
Employment Placement	189
Wage at Placement	\$9.29

Success Story

A 60-year-old veteran entered the program in 2007 with an income of only \$232 per month in VA benefits. He wanted employment in either supervision or transportation. The first step was to assist him by paying for his Department of Transportation physical so he could apply for jobs in truck driving/transportation. He passed the test and began his search, which turned up very few interviews. At the same time, he continued to seek supervisory positions, and a variety of other work opportunities (including car salesman, machine operator, meat slicer, and store greeter). After two months, he was hired as a housekeeper at a local hospital, at \$6.30 per hour. Because of his demonstrated ability and work ethic, the employer promoted him to shift supervisor and gave him a \$3.00 per hour raise. Since then, he has moved into an apartment with a roommate, continues advancing his employment at the hospital, and does motivational speaking there.



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