



ANNUAL OUTCOMES REPORT

FY 2021-2022



Helping Heroes Annual Outcomes Report

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Helping Heroes Vision Statement:

Helping Heroes is a community based, non-profit facility founded and administered by Veterans and Veteran supporters working together to make our community one in which Veterans are welcomed home, supported in their reintegration and valued as productive members of society.

Helping Heroes Mission Statement:

The Mission of Helping Heroes is to provide the highest quality of support services and resources to homeless and near homeless Veterans in order to transition them to, or maintain self-sufficiency. The goal is reintegration into society as men and women who currently feel excluded from the benefits of productivity and self-sufficiency as a result of the physical and emotional wounds they carry.

We Value:

- Each Veteran's right to be treated with dignity, compassion, and respect.
- Each Veteran's unique culture, personal values, beliefs, and preferences.
- Each Veteran's right to privacy and confidentiality of their records and information shared.
- Each Veteran's right to express themselves and their full participation in decisions affecting their lives.
- Each Veteran's right to be safe from harm and to be housed in safe, permanent housing.

Personnel:

- Chief Executive Officer- Raymond Konkoleski, BA
- Chief Financial Officer- Susan Harrison, MSW, MPA, LGSW
- Co-founder- Jeremy Harrison, MSW, LICSW, Army Veteran
- Programs Director- Marci Clyburn, MA Counseling
- SSVF Case Manager- Darren Cofer, BSW, Army Veteran
- SSVF Health Care Navigator & Transitional Housing Case Manager- Taylor Adams, BSW
- SSVF Intake & Housing Specialist- Carly Polis, MS
- Transitional Housing Staff- Dreama Richards, AS

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Programs:

- Supportive Services for Veterans Families (SSVF)
- Transitional Housing
- Emergency Shelter for Veterans
- Food Pantry
- Information and Referral

Operations & Logistics:

Helping Heroes is open Monday through Friday from 9:00 till 4:00. The office is located at:

A Center for Veteran Resources
1200 Main Street
Wheeling, West Virginia 26003
Phone: 304-232-0114
Fax: 304-232-0115
Website: www.helpingheroesinc.org

We meet our Veterans wherever they are. Appointments can take place in the office, or in the community at a location that best meets the Veteran's needs.

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Supportive Services for Veteran Families (SSVF)

Program Description:

Helping Heroes is a CARF accredited, rapid rehousing and homelessness prevention program. It is intended to support homeless Veterans or Veterans struggling to maintain housing stability, improve their quality of life, and progress towards permanent housing. The program is designed to give a 'hand up' by determining individual strengths, abilities, needs, and preferences. That information is then used to create a housing stability plan and financial assistance with meeting their individualized plan goals. This program is funded through the Supportive Services for Veteran Families (SSVF) grant from the United States Department of Veterans Affairs.

Program Goals:

The goal of the Supportive Services for Veteran Families (SSVF) program is to promote housing stability among very low-income veteran families who reside in or are transitioning to permanent housing by:

- Placing families into emergency, transitional, or permanent housing
- Preventing eviction
- Providing intensive case management to help participants increase their ability to sustain permanent housing and reach their greatest potential.

Additional Support Provided:

Helping Heroes provides eligible veteran families with outreach, case management, and assistance in obtaining VA and other benefits, which may include:

Health care services	Daily living services
Personal financial planning services	Transportation services
Legal services	Childcare services
Shallow subsidy	Employability services
Housing counseling services	Rental & utility assistance

Population Served:

To be eligible for SSVF, a Veteran is defined as "a person who served in the active military, naval, or air service, regardless of length of service, and who was discharged or released there from, excluding anyone who received a dishonorable discharge or was discharged or dismissed by reason of a general court martial." Prevention assistance is intended for eligible Veteran families who are imminently at risk of becoming literally homeless **but for** SSVF assistance. These individuals are screened for VA eligibility and targeting thresholds. Income must meet the 'at or below 80% AMI' criteria.

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Transitional Housing

Program Description:

Helping Heroes operates a Service Intensive Transitional Housing Program. This program assists homeless veterans who choose a supportive transitional housing environment that will provide services prior to entering permanent housing. This program is funded via foundation grants, fundraising efforts, and corporate and individual donations.

Program Goals:

This program facilitates individual stabilization and movement to permanent housing as rapidly as clinically appropriate.

- Increase the veteran's income through employment and/or access to benefits.
- Address barriers to permanent housing. (This may include addressing mental health, substance abuse, and trauma.)
- Provide the essential services these individuals need to obtain and maintain permanent housing.

Additional Support Provided:

Helping Heroes provides eligible veteran families with outreach, case management, and assistance in obtaining VA and other benefits, which may include:

Health care services	Daily living services
Personal financial planning services	Transportation services
Legal services referral	Childcare services
Housing counseling services	Employability and computer training

Services not provided: Helping Heroes does not provide any type of pharmacotherapy or medication monitoring as part of its programming.

Population Served:

Helping Heroes Service Intensive Transitional Housing Applicant must be:

- A veteran with a discharge other than Dishonorable.
- Meet the definition of homeless and in need of housing.
- Be exiting a drug free environment, such as incarceration or a treatment facility
- Willing and desiring to participate in the Transitional Housing Programming and meet with a case manager on a mutually-determined schedule;
- Willing to create an individualized treatment plan, with the assistance of the case manager;
- Able to safely live independently, without access to staff or support 24-hours per day, 7 days per week.

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Emergency Shelter

Program Description:

Helping Heroes operates an Emergency Shelter for Veterans. Located in the heart of downtown Wheeling, West Virginia, the shelter serves Veterans in Hancock, Brooke, Ohio, Marshall, and Wetzel counties. The ability to house veterans in our own emergency shelter allows us to make quick contacts and reduce barriers for communication with the Veterans as we assist them with finding and maintaining permanent housing. It creates a continuum of care in which a Veteran can progress from the shelter bed, through assessment into our Service Intensive Transitional Housing (GPD) or SSVF program. We can quickly provide intensive case management and provide the maximum level of support to the Veteran.

Program Goals:

This program facilitates individual stabilization and movement to permanent housing as rapidly as clinically appropriate.

- Provide safe, secure emergency shelter.
- Create a housing plan that addresses barriers to permanent housing. (This may include addressing mental health, substance abuse, and trauma.)
- Provide the essential services these individuals need to obtain and maintain permanent housing.

Additional Support Provided:

Helping Heroes provides eligible veteran families with outreach, case management, and assistance in obtaining VA and other benefits, which may include:

Health care services	Daily living services
Personal financial planning services	Transportation services
Legal services referral	Childcare services
Housing counseling services	Employability and computer training

Services not provided: Helping Heroes does not provide any type of pharmacotherapy or medication monitoring as part of its programming.

Population Served:

Helping Heroes Emergency Shelter guests must be:

- A veteran in need of emergency overnight shelter.

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Food Pantry

Program Description:

Helping Heroes operates a Food Pantry for Veterans. Non-perishable food and personal care items are available to local Veterans in need at no cost on third Tuesday of every month. Veteran status will be verified. There is no financial or geographic residency qualification, any Veteran in need is welcomed. This program is funded via foundation grants, fundraising efforts, and corporate and individual donations.

Program Goals:

This program facilitates individual housing stabilization through food assistance.

- Provide essential food and personal care items.
- Provide referral services these individuals need to obtain and maintain permanent housing and other Veteran-related programs and benefits.

Additional Support Provided:

Helping Heroes provides eligible veteran families with outreach, case management, and assistance in obtaining VA and other benefits, which may include:

Health care services	Daily living services
Personal financial planning services	Transportation services
Legal services referral	Childcare services
Housing counseling services	Employability services

Services not provided: Helping Heroes does not provide any type of pharmacotherapy or medication monitoring as part of its programming.

Population Served:

Helping Heroes Food Pantry Applicant must be:

- A veteran with a stated need for assistance obtaining food.

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Information and Referral

Program Description:

Helping Heroes operates as a Veteran Resource Center and provides Information and Referral Services to all veterans regardless of income, residency, or housing status. This program assists veterans or veteran family members who are looking for local, state and/or national resources to assist in any veteran-related matters. This program is funded via foundation grants, fundraising efforts, and corporate and individual donations.

Program Goals:

- Link veterans and their families with services available to veterans on a local, state, and national level.
- Help veterans and their families navigate the complex VA health care system.
- Provide to support in times of crisis and make the connection to appropriate therapy services.

Additional Support Provided:

Helping Heroes provides veteran families with information regarding:

- Veteran benefits
- Local veteran transportation services
- Legal services
- Housing counseling services
- Employability and computer training
- Death benefits, funeral planning
- Therapy and suicide intervention programs
- At times of great need, Helping Heroes may collect funds for special projects like flood relief efforts and disperse them to those in need both inside and outside of the Northern Panhandle of West Virginia.

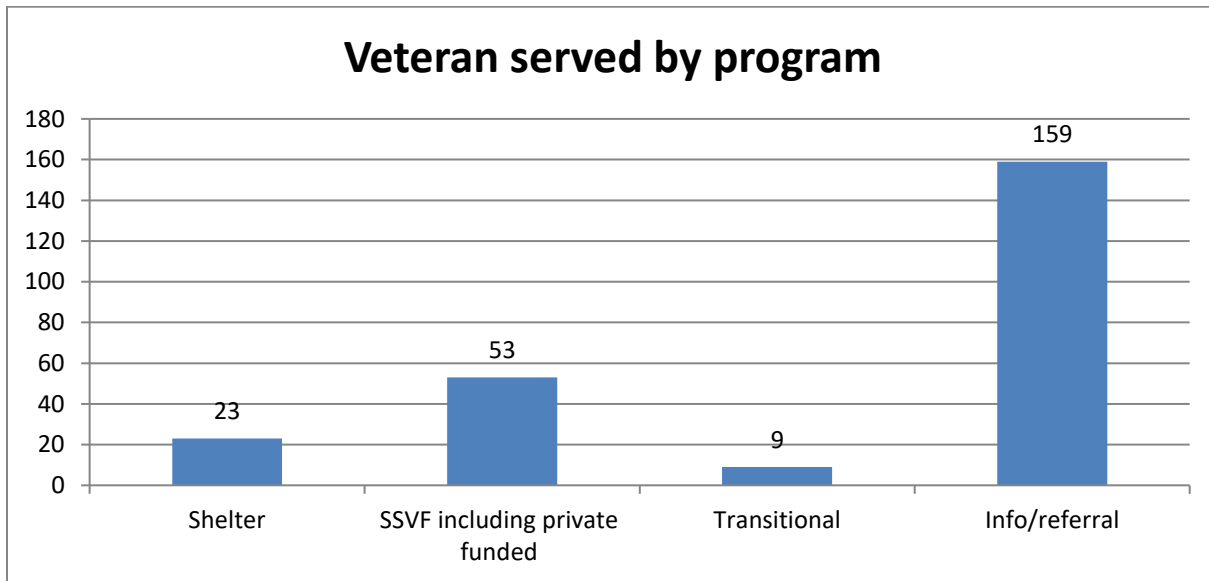
Population Served:

Helping Heroes will assist all veterans regardless of income, residency, or housing status.

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Demographic Data

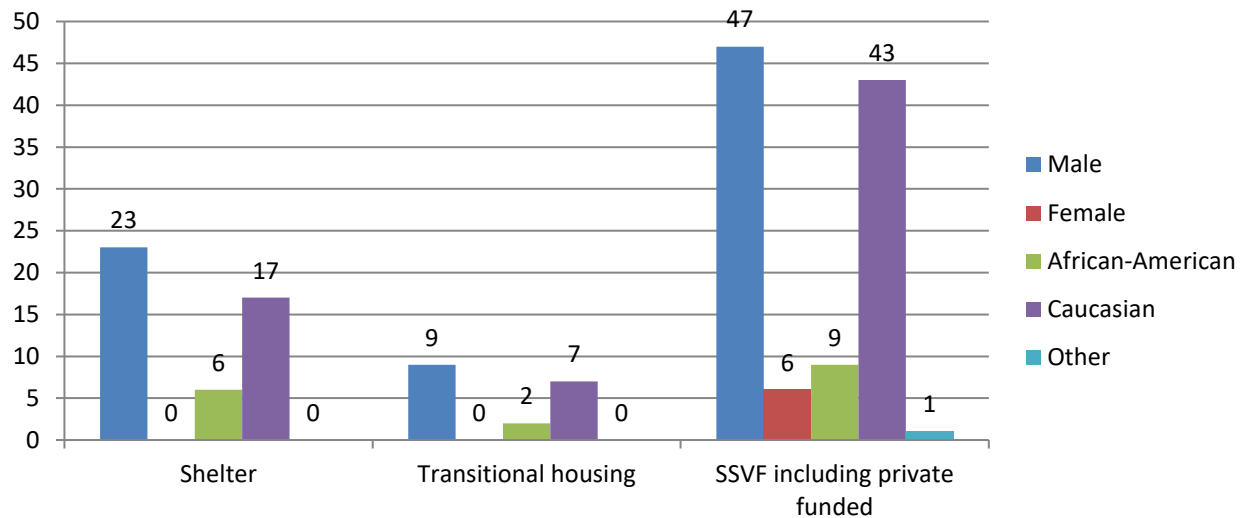
Veterans Served



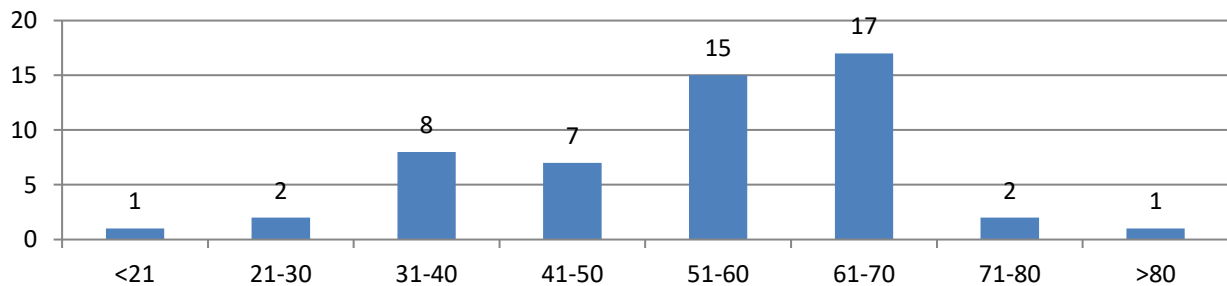
Veterans are served by SSVF in 5 counties (Hancock, Brooke, Ohio, Marshall, and Wetzel). Information and referral services and Transitional Housing services are **not** restricted to the Northern Panhandle of West Virginia. Helping Heroes belongs to the WV-500 Northern Panhandle Continuum of Care and falls under VISN-4 Pittsburgh VAMC. We surpassed our SSVF grant application goal of serving 45 veterans. Five transitional beds are available in our facility.

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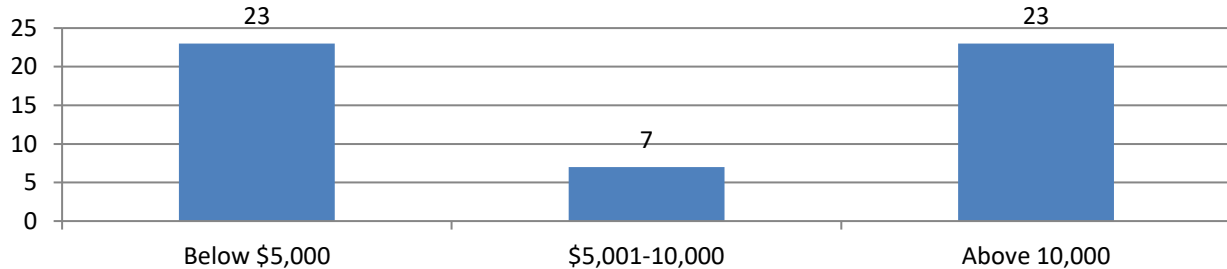
All Veterans served by gender and race



SSVF Veteran served by age

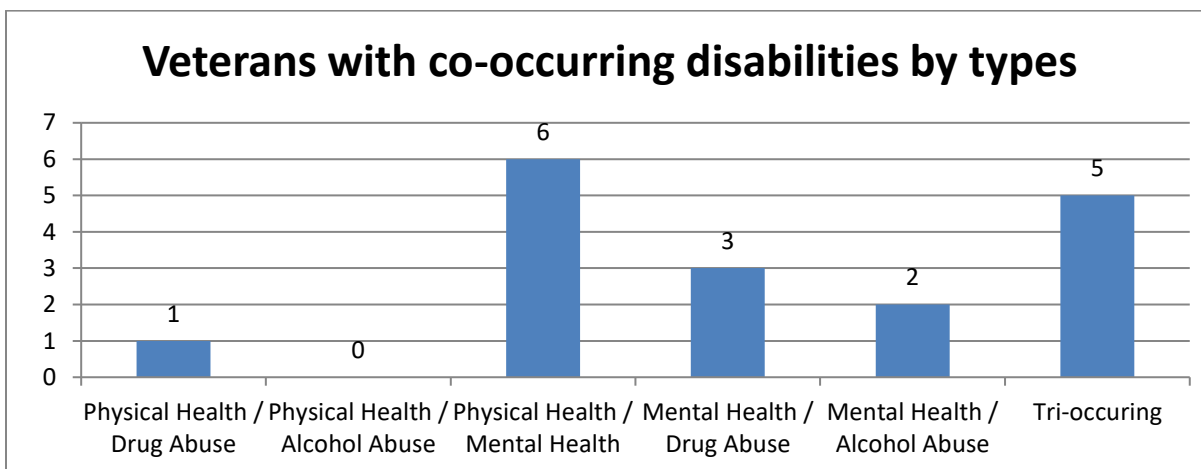
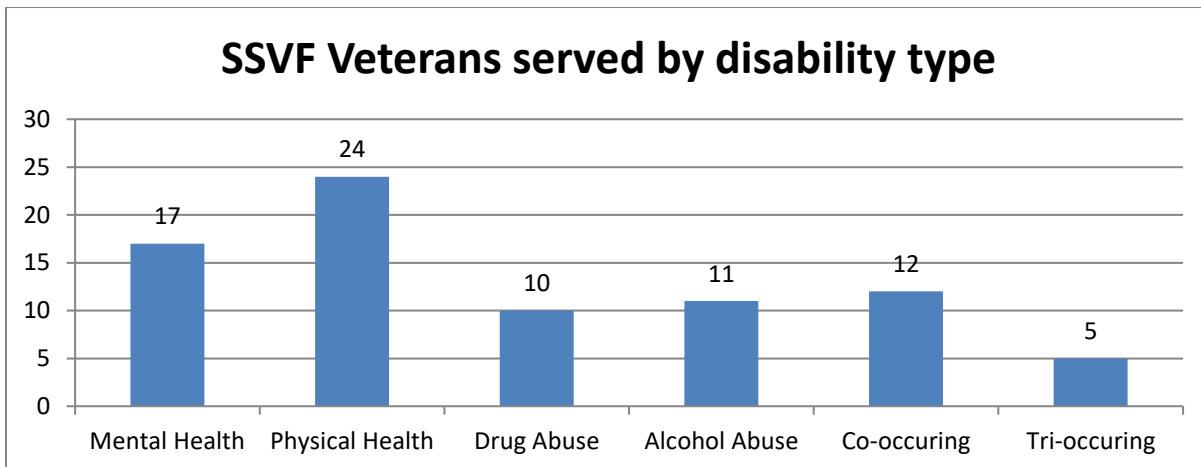


SSVF Veteran served by annual income



The population in the Northern Panhandle of WV includes 91% Caucasian and 23% of the total population is over the age of 65. Roughly 9% of the population are veterans. The counties served have a median area income of \$47,416 and have a 15.3% poverty rate according to the information provided in the 2020 census found on census.gov.

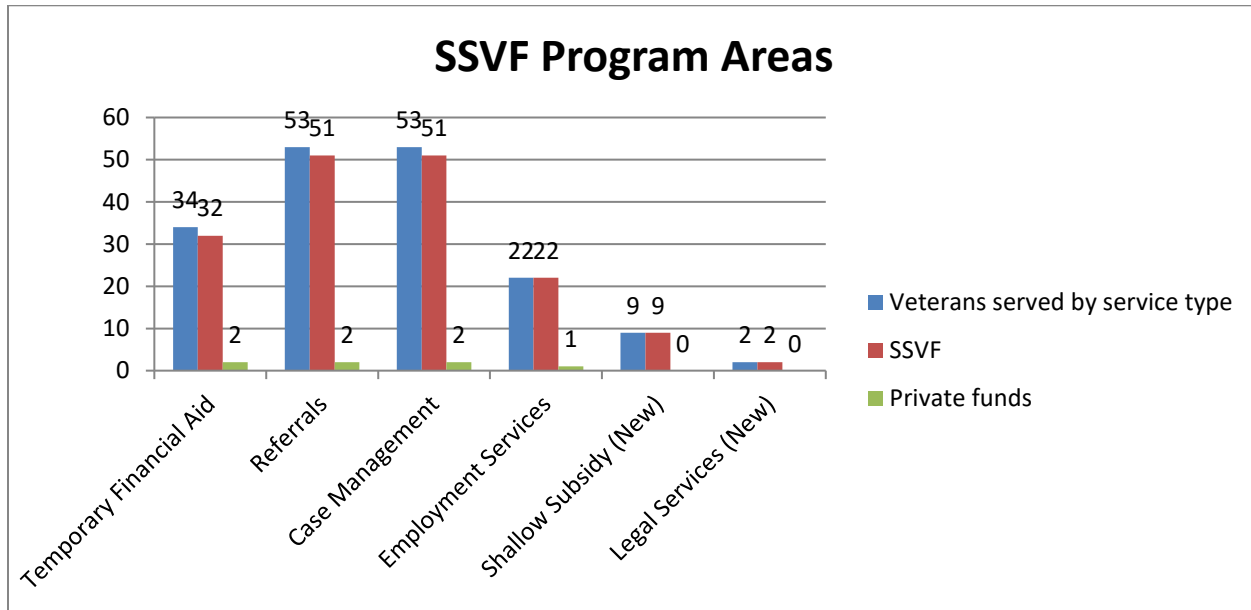
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Our program continuously seeks to expand disability categories to get a better sense of the population we are serving in order to help us in making decisions regarding training. We also have implemented a measure of co-occurring and tri-occurring conditions among persons served, as data has shown that the majority of veterans served are managing multiple conditions. Of note: Veterans self-report for these categories, our staff believes these are under-reported. Results displayed are based on self-reported data as well as staff observations.

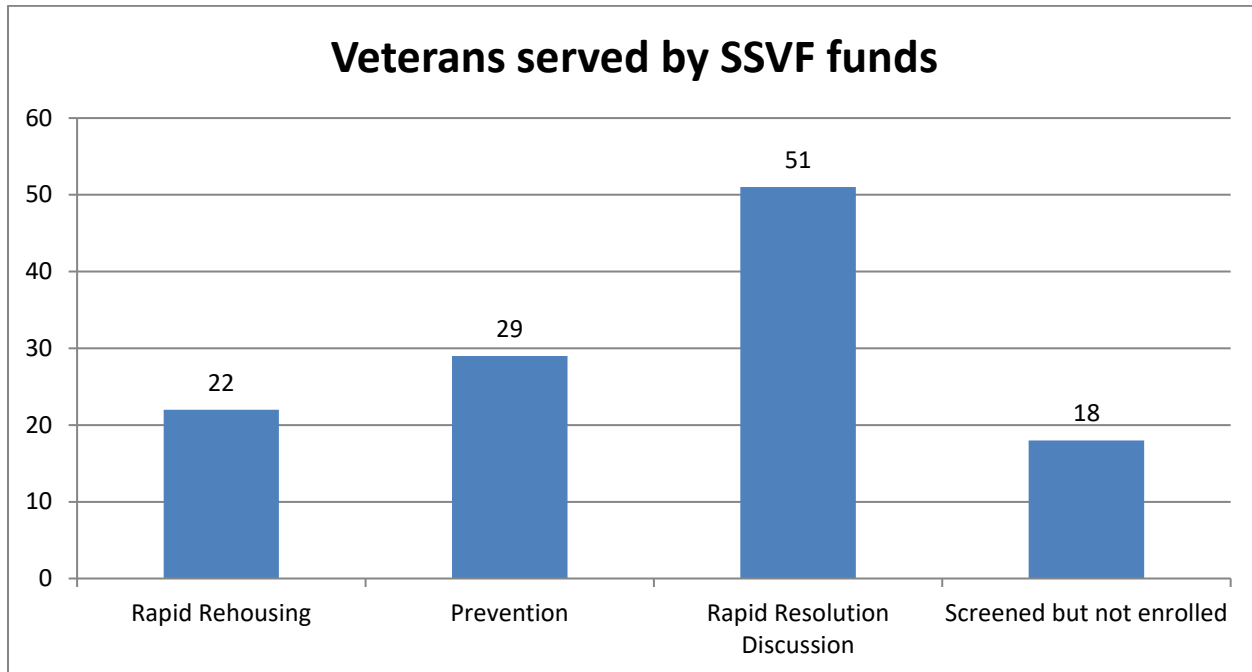
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SSVF Services Provided Data



Many clients receive more than one type of service. For example, all veterans receiving temporary financial aid are also receiving case management services. Some veterans receive no temporary financial aid, but through case management are referred to other community agencies or receive employment services. Because of expanded eligibility for SSVF funding because of temporary rules changes in response to the COVID-19 Pandemic and related federal legislation, more veterans could be served for a longer period under SSVF funding. As a result, the demand on private funds was lower. New programs this year through the VA include Legal Services and Shallow Subsidy rental assistance. All Veterans are screened for shallow subsidy at intake. All Veterans are evaluated for appropriateness for shallow subsidy as part of ongoing SSVF Case Management.

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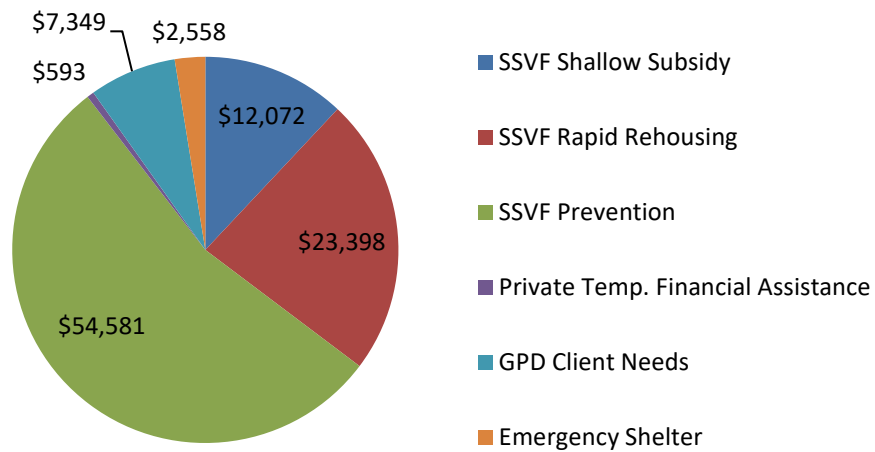


SSVF funds are allocated by grant agreement. Normally by rule no more than 40% of funds may be designated for prevention clients. This rule was suspended due to the pandemic. "Screened but not enrolled" includes those who were over income limit, were unable to be contacted, have previously exhausted SSVF services with other agencies, or do not meet the veteran definition. Rapid Resolution Discussion occurs upon intake with each new client.

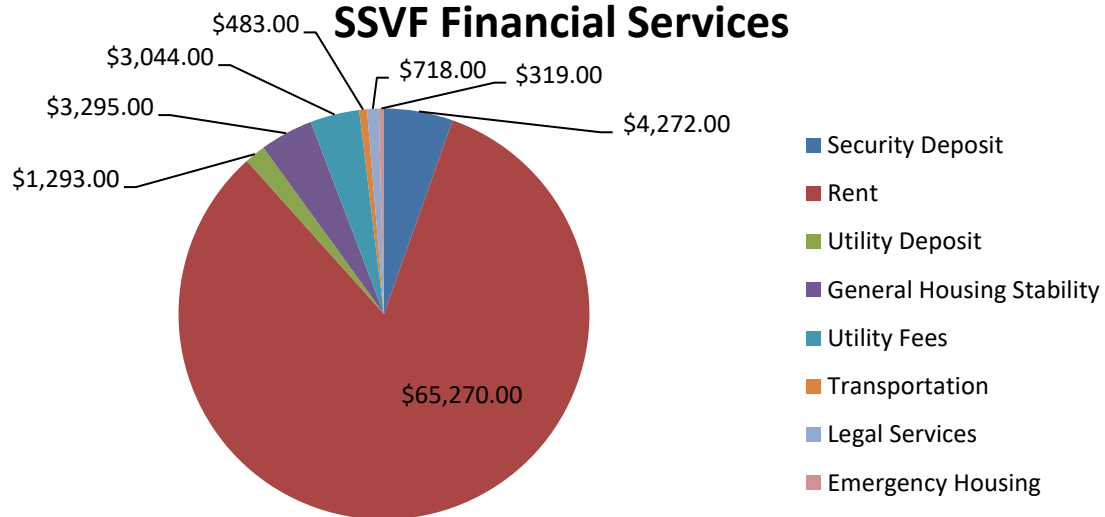
Fiscal Data

Expenditures by program

Veteran Financial Assistance Expenditures by Program

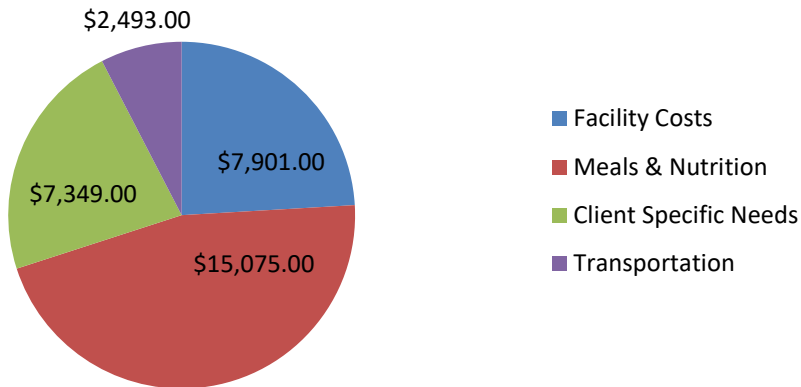


SSVF Financial Services

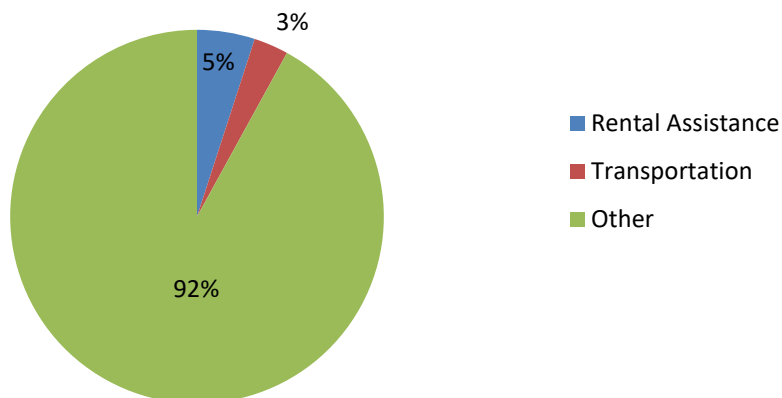


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GPD Direct Expenses



Privately Funded Financial Assistance Expenditures



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Efficiency Measures

Objective	Measures	Applies to	Goal	FYE 22	FYE 21	FYE 20	FYE 19	FYE 18
Maximize the number of clients served	Number of clients served during fiscal year	All Clients	50	150	143	126	149	95
Increase amount of financial assistance available	Amount of Temporary Financial Assistance secured from funders	All Clients Served	\$90,000	\$103,600	\$61,364	\$56,931	\$52,326	\$44,371

Helping Heroes continues to seek additional private funds to use to assist veterans who do not meet the SSVF guidelines to receive financial assistance. Our staff continually works to stay current regarding availability and utilization of community resources. In order to best utilize funding, staff make referrals to these community-based programs as appropriate. SSVF expenditures are monitored both monthly and quarterly to ensure efficiency. Temporary changes resulting from the CARES Act and the American Rescue Plan as well as other legislation related to COVID-19 increased SSVF budget for TFA and EHA and reduced certain restrictions/limits on expenditure.

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Effectiveness Measures

Objective	Measure	Applies to	Goal	FYE 22	FYE 21	FYE 20	FYE 19
Reduce veteran homelessness	Homeless Veterans will be housed within 60 days	SSVF RRH clients	75%	15/22** 68%	7/12* 58%	17/21 81%	13/16 81%
Housing stability is achieved	6 months post discharge Veteran is still housed	SSVF RRH and Transitional clients	75%	12/13 85%	10/20* 50%	18/21 86%	14/18 78%
Maintain or increase financial security of Veteran	Intake financial status compared to discharge financial status	All SSVF veteran head of households	75%	31/51 have an improvement in financial security. 61% 20/51 veteran's income stayed the same. 0 veterans decreased their financial security.	15/57 have an improvement in financial security. 26% 42/57 veteran's income stayed the same. 0 veterans decreased their financial security.	17/43 have an improvement in financial security. 40% 26/43 veteran's income stayed the same. 0 veterans decreased their financial security.	7/26 have an improvement in financial security. 27% 19/26 veteran's income stayed the same. 0 veterans decreased their financial security.

*Four Veterans exited program to other housing options or residential treatment programs.

**Two Veterans exited program to other housing options or residential treatment programs.

The barriers to housing within 60 days include: Housing market, rent reasonableness and veteran preference of placement play a role in the time frame. Housing authority application, background check and wait list add to the length of time waiting for permanent housing. Communication with Veterans can be a barrier.

Many veterans' income stays the same due to disability income; however, with case management we work on budgeting skills and accessing affordable housing (public housing) to maintain housing stability on their income.

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Satisfaction Measures

Objective	Measures	Applies to	Goal	FYE 22*	FYE 20	FYE19
Maximize the number of clients reporting satisfaction with services	Percentage of clients reporting above average or excellent quality of services via SSVF survey	SSVF Clients Number satisfied/ number surveys returned	75%	Total 3/3 100%	Total 7/8 88%	Total 6/6 100%
Maximize the number of stakeholders satisfied with services	Percentage of referral sources reporting they will continue to make referrals to us.	All referral sources	75%	No stakeholders returned surveys.	No stakeholders returned surveys.	No stakeholders returned surveys.
Increase participation of exiting veterans in taking satisfaction surveys	Percentage of exiting veterans compared to returned satisfaction surveys	SSVF clients	20%	Total 3/25 12.0%	Total 7/18 38.8%	Total 6/16 37.5%

Helping Heroes' SSVF staff enrolls exiting SSVF clients in the VA satisfaction survey. Helping Heroes staff also conducts client satisfaction surveys when a client exits the program. Helping Heroes administration endeavors to survey client, referral source, and community satisfaction. Unfortunately, we are not having success with getting stakeholder surveys returned. Once the data is collected Helping Heroes conducts a quality assurance review to analyze the results and make program recommendations.

* In 2020, the VA paused client satisfaction surveys to implement a new model. As a result, no data was collected in FYE 2021.

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Service Access Measures

Objective	Measures	Applies to	Goal	FYE 22	FYE 21	FYE 20	FYE 19
All veterans will receive case management within 24 business hours.	Percentage of veterans contacted within 24 business hours	SSVF clients served	90%	53/53 100%	57/57 100%	43/43 100%	30/32 94%

*New tracking procedures were implemented in FYE 2018 by adding this criterion to the intake forms.

Written Analysis of Critical Incident Reports

Helping Heroes has in place policies for reporting of critical incidents. The purpose of this policy is to ensure the timely response to unusual and critical incidents per Helping Heroes standards and VA requirements. The following types of incidents are considered critical and must be reported to the SSVF program:

- Death (including suicide and overdose)
- Suicide Attempts
- Sexual Assault
- Act of violence or abusive behavior by a program veteran against personnel
- Act of violence or abusive behavior by personnel against a program veteran
- Occurrence in daily operations or on the premises which involves a potential for serious injury to personnel, consumer, veterans, and/or property
- Unsafe housing or health concerns that result in the notification of local authorities
- Allegations of impropriety
- Newsworthy incidents as defined by an incident which has attracted media interest, is of local or national interest, involves criminal charges, and/or involves well known or publicly discussed persons.

During the past fiscal year, no critical incident reports were filed.

External and internal health and safety inspections (including accessibility)

In March of 2022, the Roxby provided documentation on inspection our fire suppression system. Also, in September of 2022, Roxby inspected and tested our fire alarm system. In April of 2022, First Choice inspected all of our fire extinguishers. Each month at a staff meeting an internal inspection is completed for general safety and electrical issues, fire and disaster equipment is checked, and exit paths are evaluated. Issues that need resolved are noted and the CEO is responsible for making repairs or arranging for repairs to be made. In January, staff responsible for transporting clients underwent a review of driving records and no concerns were noted.

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Progress and Planning

Covid-19 Pandemic Response

Helping Heroes operations were impacted by the COVID-19 pandemic necessitating a response in the form of adjustments to daily operations. Our primary focus was to maintain staff safety and client safety during uncertain times. Because we offer services that are essential to basic human needs such as food and shelter and access to healthcare, we deemed our staff to be essential workers. As a result, our secondary focus was to remain operationally functional to deliver all possible client services to meet needs that were exacerbated by the global pandemic and the resulting economic impact. We monitored, implemented, and followed recommendations from the Centers for Disease Control (CDC), as well as state and local public health recommendations and executive orders including, but not limited to health self-assessments, PPE requirements, and social distancing. As restrictions implemented because of the pandemic began to be lifted, Helping Heroes kept in place some measures for health and safety that reduce the transmission of sickness and infection on a regular basis. We have also maintained our capabilities of remote access for employees. For the most part, daily operations are back to normal with a new heightened attention to health and sanitization for our employees and the Veterans we serve.

Technology and System Plan Review

Helping Heroes has in place a technology policy. Computers, software, Internet access, electronic mail (email), voice mail and other technological tools are provided to employees to assist them in the performance of their job functions. Downloading of software is prohibited, unless approved by the CEO. Any difficulties or malfunctions with a computer or software, or the need for assistance with any feature or program, should be reported to the CEO. We had no reported issues with Employees following the use of technology policies. We have assessed a need for laptop computers to allow management staff to work remotely and flexibly. Options were evaluated and Dell laptops chosen through a process of cost/benefit analysis. We are in the process of converting all desktop machines to laptops.

Helping Heroes Annual Outcomes Report

Improvement Analysis: Progress

Helping Heroes has addressed the key strategic needs identified and previously outlined in the FYE 2021 Annual Outcomes Report.

1. In Fall of 2021, Helping Heroes was made aware that the City of Wheeling did not wish to negotiate an agreement to sell the property at 2005 Eoff Street to our organization as was previously agreed upon. With guidance and direction from the Board of Directors, the need to secure a permanent location was made our primary organizational goal. This includes continuing to work with the city to reach terms for the current building as well as securing another property to meet our strategic needs. In April of 2022 Helping Heroes purchased the former Columbia Gas Building located at 44 16th Street in Wheeling. The Board of Directors immediately began to assemble a professional team to plan and execute a major renovation of the building to include office and retail space, as well as 15 non-congregated Transitional Housing apartments.
2. As part of additional funding through the CARES Act and the American Rescue Plan, SSVF has required all grantees to add Legal Services to the menu of assistance available to the Veterans served through that program. Agencies could decide how best to structure and implement this funding from models such as in house counsel or as a contractual service with another entity, attorney, or law firm. We analyzed the legal needs of our current SSVF clients and used the resulting observations as a data sample. Based on these findings, we determined that the need is present, but is not prolific, therefore our clients would be best served by contracting for these services. Helping Heroes has contracted with Cline & Singh PLLC to provide these services to all Veterans enrolled in the SSVF program.
3. In order to maintain compliance with our own organizational policies and procedures, CARF accreditation, and best practices in our non-profit sector, the Strategic Plan required updating. The Board, staff, and stakeholders worked together in committee meetings to update the plan. The updated document covers the period of 2021-2025 as was approved by the Board of Directors at the beginning of FYE 2022.
4. The Policy & Procedures Manual, which serves as our employee handbook, was due to be reviewed to ensure that practices align with policies. The revised Policy & Procedures Manual was approved by the Board in September of 2022.
5. To be more competitive in attracting qualified staff and in an effort to become an “employer of choice” in the non-profit community, Helping Heroes had identified the need to implement changes to the employee benefits package. In FYE 2022, the Board of Directors approved recommendations to:
 - Offer a retirement savings plan with a 3% employer match to both full-time and part time employees.
 - Increase by 40 hours the annual accrual of Paid Time Off for each of the three levels of continuous service.
 - Add Juneteenth as a paid holiday.

Helping Heroes Annual Outcomes Report

Performance Improvement Analysis: Planning

During FYE 2022, Helping Heroes again saw a significant amount of positive service expansion as an organization. We maintained our CARF accreditation. The following key strategic needs have been identified for immediate focus:

1. In order to complete our renovation of 44 16th Street, Helping Heroes must raise \$3 million in capital funds from gifts, grants, and other sources. A comprehensive, multi-year fundraising strategy will be created and deployed to achieve this goal.
2. In the third quarter of FYE2022, Helping Heroes will undergo the CARF reaccreditation process with a goal of maintaining our three-year accreditation status through 2026.
3. Demand for and success in the Transitional Housing Program indicates the need to increase the number of beds available to house Veterans who are not yet ready for permanent, community-based housing.
4. Steadily increasing requests for assistance through the SSVF program has resulted in a greater demand for services than our current grant allocation can cover. In an effort to serve every Veteran who is eligible for services, some needs are met through private funds. However, the amount of grant funding through SSVF needs to be increased to meet the demand for services from Northern Panhandle Veterans.
5. An immense need for greater communication and collaboration among local organizations serving the homeless and near homeless in our region was identified through community meetings, agency interaction, and guidance from the Department of Housing and Urban Development. To best serve local Veterans and to access interagency services to help stabilize housing for the Veterans we serve, Helping Heroes must commit to being a part of the solution by taking a more active role in the Northern Panhandle Continuum of Care.
6. A review of the organizational structure and position descriptions identified the need to consider structural changes and staffing ratios. Additionally, all employee position descriptions need to be reviewed for accuracy and to ensure consistency of content and format.
7. Helping Heroes has determined a need to form a foundation. The foundation would be a separate, private non-profit entity. The foundation would receive all private donations and any unrelated business income, thus keeping those revenues and expenses outside of the operational program budgets and financial statements. It would also provide a structure that would help in our fundraising efforts, offer more options for investments, and allow for more predictability and consistency in funding agency needs beyond program operations.

Helping Heroes Annual Outcomes Report

Acronyms

The following is a list of terms, abbreviations, and acronyms associated with Helping Heroes programs.

AHAR – Annual Homeless Assessment Report
AMI – Area Median Income
CARF – Council for Accreditation of Rehabilitation Facilities
CBOC – Community Based Outpatient Clinic
CHAMPVA – Civilian Health and Medical Program of the Department of Veterans Affairs
COC – Continuum of Care
CTAD – Center for the Treatment of Addictive Disorders
DD214 – Department of Defense form 214 – veteran discharge form
Dom. – Domiciliary Program
GPD – Grant Per Diem Program
HHS – US Department of Health and Human Services
HIC – Housing Inventory Chart
HIPAA – Health Insurance Portability and Accountability Act of 1996
HMIS – Homeless Management and Information System
HOMES – Homeless Operations Management Evaluation System
HOPWA – Housing Opportunities for Persons with AIDS
HUD – US Department of Housing and Urban Development
HUD - VASH – US Department of Housing and Urban Development – Veterans Affairs Supportive Housing
LS – Legal Services
NPCOC – Northern Panhandle Continuum of Care
OIF/OEF/OND – Operation Iraqi Freedom, Enduring Freedom, and New Dawn
PIT – Point in Time
PRRTP – Psychological Residential Rehabilitation Treatment Program
RRH – Rapid re-housing
SGLI – Service members’ Group Life Insurance
SHP – Supportive Housing Program
SITH – Service Intensive Transitional Housing
SNAP – Supplemental Nutrition Assistance Program
SS – Shallow Subsidy
SSVF – Supportive Services for Veteran Families
TA – Technical Assistance
TANF – Temporary Assistance for Needy Families
TH – Transitional Housing
TSGLI – Service members’ Group Life Insurance Traumatic Injury Protection
UDE – Universal Data Element
VAMC – Veterans Affairs Medical Center
VCL – Veterans Crisis Line
VCP – Veterans Choice Program
VGLI – Veteran’s Group Life Insurance
VISN – Veterans Integrated Service Network
VRC – Veteran Recovery Services