

Dear Reader,

The concept for the Claude Firth Veteran Village has been growing in my mind and spirit since May 8, 2023. I first began putting the vision into writing in January of this year. The prospectus you are about to read, together with several supporting documents, represents my effort to clearly articulate that vision.

In addition to this prospectus, I have prepared three companion documents that provide greater depth and detail:

- **The Veteran Village Monthly Cost Production Workbook** — a nine-sheet financial workbook containing projected operating costs, development estimates, and planning assumptions. While the figures are currently estimates, the workbook provides a realistic framework for evaluating the Village's long-term financial sustainability.
- **The Chaplain/LPC Thesis** — a paper describing the philosophy, responsibilities, and management role of the on-site Chaplain/Licensed Professional Counselor. This work builds upon two earlier papers and explains why this position is central to the Village model.
- **The Veteran Village: Philosophy for Reintegration - The Ethos, Conduct, Formation, and the Restoration of Purpose for Veterans** — a comprehensive academic manuscript presenting the philosophical and practical foundation of the Village. It is not intended as light reading, but as a thorough explanation of the principles upon which this project is built.

Should you have an interest in exploring any aspect of the Village in greater depth, I would be pleased to make these supporting documents available.

Many excellent organizations and individuals are already doing important work on behalf of our nation's Veterans. My purpose is not to suggest that those efforts are insufficient or misguided. Rather, I believe there remains room for additional approaches that address the restoration of purpose, structure, responsibility, and community. I have not reinvented the wheel; I simply see the wheel rolling in a particular direction.

Although this specific project began to take shape in 2023, the influences that inspired it have been accumulating over the past forty years through military service, community involvement, observation, study, and conversations with Veterans from many walks of life.

The story of how those experiences came together is one for another day.

Thank you for taking the time to consider this vision and the possibilities it represents.

Respectfully,

James Sullivan

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Fort Davis, Texas

THE CLAUDE FIRTH VETERAN VILLAGE

“Nemo Relinquatur”

A Mission-First Reintegration Village for West Texas

30-Bed Prospectus

Version v1.6 | September 7, 2026



“Helping Veterans Come Home”

In Honor of Claude Carson Firth

A man of integrity, discipline, and quiet strength.

This village carries his values forward.

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PROGRAM PROSPECTUS

THE CLAUDE FIRTH VETERAN VILLAGE

A Mission-First Reintegration Village for West Texas

I. EXECUTIVE SUMMARY

The Claude Firth Veteran Village is a proposed 30-unit transitional housing village in the Big Bend region of West Texas; designed to combat veteran homelessness while strengthening the regional workforce. Rather than operating as a traditional shelter, the village will function as a mission-first Duty Station, applying military structure, accountability, and workforce deployment to reintegrate transitioning and at-risk veterans into productive civilian life.

Veterans represent approximately 8–9% of the homeless adult population nationwide while comprising less than 7% of the general population. Texas is home to over 1.4 million Veterans, the second-largest Veteran population in the United States. Rural West Texas faces acute challenges—scarce housing stock, limited treatment infrastructure, and persistent labor shortages.

The Claude Firth Veteran Village addresses these realities by stabilizing Veterans through disciplined transitional housing while deploying them into education, certification programs, and paid employment partnerships.

The result is not merely housing, but a workforce incubator that converts social cost into economic value.

II. MISSION-FIRST PROGRAM MODEL

Residents do not simply reside on site; they serve under a structured daily operational schedule modeled on military standards. Evidence-based transitional housing research consistently demonstrates that programs integrating housing, employment, and accountability outperform shelter-only models in long-term housing stability and job retention.

Daily Operations Include:

- 05:00 First Call & Physical Training:

- Daily PT to reinforce health, discipline, and routine.
 - PT is not necessarily a formation as we had in the military but is a designated time for working out, Yoga, meditation or whatever structured activity one participate in every morning, 5 days a week.

- Structured Chow:

Communal meals in a Mess Hall environment fostering cohesion, leadership, and responsibility.

- Mandatory Productivity:

During standard business hours, all residents are assigned to:

- Education or certification pathways through Sul Ross State University, or
- Paid apprenticeships and employment with regional industry partners.
- Work within the Village structure tending the logistics of operation.

This model promotes immediate workforce participation, accelerates stabilization, and rebuilds personal mission orientation.

III. STRATEGIC VILLAGE DESIGN

The Claude Firth Village will utilize a high-utility, low-overhead construction model tailored to the West Texas climate, emphasizing durability, energy efficiency, and long-term sustainability.

Village Components

Residential Sector

- 30 individual Tiny Homes providing private, dignified living quarters.

Command Center

- A \$4.5M indoor-outdoor facility housing the Mess Hall, classrooms, meeting areas, administrative offices, laundry function, and common support.
- Laundry function within the Command Center / Mess Hall / common facility, planned with 8 commercial washers and 4 dryers, subject to final architectural, engineering, utility-load and operational review.

Construction Standards

- Wood-frame structures, stucco exteriors, and metal roofing for fire resistance and longevity.
- High-efficiency HVAC mini-split systems are intended to support long-term operating efficiency; actual savings remain subject to load analysis, engineering and utility validation.

IV. ECONOMIC IMPACT & REGIONAL PARTNERSHIPS

The Claude Firth Veteran Village operates as a workforce incubator for the Big Bend region. Rural West Texas employers continue to face sustained labor shortages, particularly in skilled trades, general labor, and facilities operations.

Strategic Partnerships

- Education:

Sul Ross State University — degree pathways and technical certifications.

- Trades & Apprenticeships:

Regional HVAC, plumbing, electrical, construction, and maintenance contractors.

- Government & Veteran Services:

Texas Veterans Commission (TVC) and VA Grant and Per Diem (GPD) Program participation.

The village will deploy disciplined, drug-free, trained Veterans directly into the local labor market, increasing productivity, stabilizing regional employers, and restoring Veterans as economic contributors.

V. ORGANIZATIONAL, MANAGEMENT & GOVERNANCE STRUCTURE

Proposed Legal & Tax Structure

Current planning contemplates The Veteran Village Movement, Inc. as the intended permanent Texas nonprofit corporation and likely 501(c)(3) applicant, with Claude Firth Veteran Village initially expected to operate as the prototype program of that parent organization. Final entity structure, tax-exempt recognition, fundraising authority, land-control arrangements, and any subsidiary, affiliate, fiscal-sponsor, or

American Legion-related relationship remain subject to formation documents, Board approval, nonprofit counsel review, CPA review, and applicable IRS determination.

Board of Directors

A Veteran-led Board of Directors will provide fiduciary oversight, strategic direction, and executive accountability.

Board Composition (Current Nine-Seat Planning Framework)

Current planning contemplates a nine-seat governance structure: seven Veteran Board seats plus two founder-continuity seats for James Howard Sullivan and Martin E. Finney, subject to each person's consent, final bylaws, Board approval, nonprofit counsel review, fiduciary-duty review, conflict-of-interest safeguards, succession rules, and any private-benefit/private-control analysis required for the intended charitable structure.

Board Requirements

- All members must be Veterans
- At least four must be members in good standing of an American Legion Post

Board Responsibilities

- Budget approval and fiscal oversight
- Executive supervision
- Compliance and ethics governance
- Strategic partnerships and fundraising
- Quarterly KPI review

Admissions, non-admissions, discharges, urgent safety actions, appeals, recusals, and independent review must be governed by adopted policy and written delegation. Current planning does not give automatic admissions, discharge, clinical, appellate, or emergency authority to any person merely because that person holds a Board seat or command title. Final procedures remain subject to governing documents, Board approval, nonprofit counsel review, clinical/privacy review where applicable, and the adopted Eligibility, Admissions, and Referral Protocol.

On-Site Management

Three primary on-site personnel:

Sergeant Major / Village Manager

- Daily operations

- Resident accountability
- Partner coordination
- Compliance and reporting

First Sergeant / Property and Logistics Manager

- Land, infrastructure & equipment maintenance
- Delegate and supervise any work crews.
- Day-to-day maintenance conducted by designated residents under management oversight, providing job experience and cost control.

Padre / Chaplain-LPC

- Case management
- Behavioral oversight
- Crisis intervention
- Reintegration support

During development and pre-opening, these functions may be coordinated through temporary or scoped arrangements. Before resident operations begin, the Sergeant Major / Village Manager, First Sergeant / Property and Logistics Manager, and Padre / Chaplain-LPC positions are intended to be occupied by three separate qualified Veterans.

VI. FUNDING & SUSTAINABILITY 2026 UPDATE

Primary Aligned Funding Sources

- Homeless Veterans' Reintegration Program (HVRP) Up to \$500,000 annually (up to \$1.5M over three years).
- VA Grant and Per Diem (GPD) Capital Grants

Construction and acquisition support.

- Housing for Texas Heroes (TVC)

Veteran housing development grants.

These programs emphasize employment, accountability, and transitional housing—directly aligning with this model.



Capital Component	Base Allowance	Current Planning Total
Command Center and Mess Hall	\$4,000,000	\$4,500,000
Tiny Home Construction (per unit)	\$150,000	\$166,667
30 Tiny Homes Total	\$4,500,000	\$5,000,000
Site & Infrastructure	\$3,500,000	\$4,500,000
Water Infrastructure and Reclamation System	\$2,000,000	\$3,300,000
Solar, Battery and Microgrid	\$1,800,000	\$3,000,000 provisional allowance
Laundry, Kitchen, and Logistics Equipment	\$750,000	\$1,000,000
Operating Reserve	\$0	\$1,000,000
Uncosted Scopes	Pending validation	Not included
Total Capital-Development Requirement	\$16,550,000	\$21,300,000
Combined Initial Capitalization / Cash Requirement		\$22,300,000

VII. CAPITAL ESTIMATES

These figures reflect the controlling v1.7 bottom-up capital model. The capital-development requirement is \$21.30 million. A separate \$1.00 million initial operating reserve brings combined initial capitalization to \$22.30 million. The solar, battery and microgrid allowance is an approved provisional planning allowance, not a verified cost overrun or final system design. Solar incentives, export income, grants, donations and financing offsets are not deducted; uncosted scopes and boundary questions remain subject to professional validation.

VIII. MEASURABLE OUTCOMES & KPIs

Concurrent Residential Capacity

- 30 beds
- 30 Veteran residents at full concurrent residential capacity; no fixed or guaranteed annual-throughput figure is established

Housing Stability

- ≥85% program retention
- 75–80% exit to permanent or long-term housing
- <10% return to homelessness (12 months)

Workforce & Education

- ≥90% workforce/education engagement within 30 days
- 70–75% employment or apprenticeship placement
- 60–70% certification or education enrollment
- ≥65% credential completion

Economic Impact

- \$17–\$22/hour average starting wage
- \$1.2M–\$1.6M annual resident wages generated
- ≥80% placement with Big Bend employers

Health & Discipline

- ≥95% drug-free compliance (random testing as authorized by management)
- ≥90% daily PT participation
- <2 incidents per 1,000 resident days

Cost Efficiency

- \$17,643.68 modeled annual operating cost per Veteran served under the workbook's selected Propane/Low scenario
- Public-return metrics remain subject to validation against final capital, operating and outcome data.

IX. PROGRAM LOGIC MODEL

Inputs:

Nonprofit governance, Veteran board, village, funding, staff, partnerships, residents.

Activities:

Structured housing, workforce deployment, education, counseling, compliance oversight.

Outputs:

30 housed Veterans, workforce placements, certifications earned, quarterly reporting.

Short-Term Outcomes:

Stability, employment engagement, improved health, income generation.

Intermediate Outcomes:

Permanent housing exits, sustained employment, credential completion.

Long-Term Impact:

Reduced rural Veteran homelessness, strengthened regional workforce, lower public costs, scalable reintegration model.

X. COMMUNITY IMPACT

The Claude Firth Veteran Village converts Veteran homelessness from a social liability into a regional economic engine. Each successfully reintegrated Veteran reduces strain on emergency services, contributes to the workforce, strengthens the tax base, and restores the dignity of purposeful service.

This is not a shelter.

This is a duty station for rebuilding lives and strengthening Texas.

ONE-PAGE EXECUTIVE SUMMARY

The Claude Firth Veteran Village

A Mission-First Reintegration Village for West Texas

Purpose

To reintegrate at-risk and transitioning Veterans into stable housing and the West Texas workforce

through a disciplined, mission-first residential program.

The Model

A 30-unit transitional housing village operating as a Duty Station, not a shelter.

Residents follow a structured daily schedule including:

- Morning First-Call & PT
- Communal meals
- Mandatory workforce or education deployment
- Behavioral accountability

All residents are enrolled in college, certification programs, apprenticeships, or paid employment.

The Need

Rural West Texas Veterans face severe housing and employment barriers. At the same time, Big Bend

employers struggle to fill essential workforce positions.

This program stabilizes Veterans while fueling regional economic growth.

The Village

- 30 individual Tiny Homes
- Central Command Center:
 - Indoor Outdoor Community Area
 - Mess Hall

- Classrooms, Offices
- Laundry function within the Command Center
- All Energy-efficient, durable design

Annual Impact

- 30 Veteran residents at full concurrent residential capacity; annual individual Veterans served is not a fixed or guaranteed figure
- ≥85% program retention
- 70–75% employment placement
- 75–80% permanent housing exits
- \$1.2M–\$1.6M in wages generated
- ≥95% drug-free compliance

Organizational Structure

- Proposed nonprofit framework
- Veteran-led Board of Directors
- CPA financial oversight
- On-site Sergeant Major / Village Manager and Padre / Chaplain-LPC
- Resident-supported operations

Capital Requirement

\$21.30M capital-development requirement, plus a separate \$1.00M initial operating reserve for \$22.30M combined initial capitalization

Funding supports the residential units, Command Center/Mess Hall, laundry and logistics capacity, site infrastructure, water reclamation, and the provisional solar, battery and microgrid energy-resilience allowance.

The Outcome

Veteran homelessness reduced.

A skilled workforce developed.

A stronger Big Bend economy.

Lives restored through purpose, structure, and employment.

PHILANTHROPIC & FOUNDATION

FUNDING PACKET

The Claude Firth Veteran Village

A Mission-First Reintegration Village for West Texas

1. THE OPPORTUNITY

West Texas is facing two converging crises

- Veterans struggling to stabilize after service
- A regional workforce shortage limiting economic growth

The Claude Firth Veteran Village addresses both—simultaneously.

This initiative establishes a 30-unit mission-first reintegration village in the Big Bend region that goes beyond housing. It rebuilds Veterans into disciplined, job-ready contributors to the regional economy.

This is not a shelter.

This is a duty station for rebuilding lives.

2. THE NEED

Veterans remain disproportionately represented among people experiencing homelessness nationwide.

Rural Veterans face even greater challenges:

- Fewer housing options
- Limited treatment infrastructure
- Scarce employment pipelines
- Geographic isolation

At the same time, Big Bend employers consistently report an inability to fill skilled and semi-skilled positions, especially in:

- Construction and building trades

- Facilities and maintenance
- Hospitality
- Mechanical and technical services

The Claude Firth Veteran Village directly connects these unmet needs—stabilizing Veterans while

fueling the regional workforce.

3. THE SOLUTION: A MISSION-FIRST REINTEGRATION MODEL

The Claude Firth Village operates as a structured Duty Station, not a shelter.

Residents live under a daily operational schedule modeled on military standards:

- 05:00 First-Call and physical training
- Communal chow and collective accountability
- Mandatory daytime productivity
- Education, certification, or paid employment assignments

Each resident is immediately placed into:

- College or certification pathways through Sul Ross State University
- Or apprenticeships and employment with regional partners
- For the facilities lot clean up / yard service
 - The village will have a income generating land maintenance service.

This model accelerates stabilization, restores purpose, and produces rapid economic return.

4. THE VILLAGE

The village is designed as a high-utility, low-overhead campus tailored to West Texas conditions.

Core Infrastructure

- 30 individual Tiny Homes

- Command Center with Mess Hall, classrooms, offices, laundry function, and logistics/equipment support
- High-efficiency climate systems in all buildings
- Durable, fire-resistant construction

This design prioritizes dignity, discipline, sustainability, and operational efficiency.

5. ORGANIZATION & GOVERNANCE

The current organizing framework does not yet establish Claude Firth Veteran Village as an independent 501(c)(3), a subsidiary, an affiliate, or a program under another exempt organization. Those questions remain for Legal Structure Planning, Board approval, nonprofit counsel review, CPA review, and applicable IRS determination.

Board of Directors

- Seven Veteran Board seats plus two founder-continuity seats for James Howard Sullivan and Martin E. Finney
- At least four members in good standing of an American Legion Post, unless later governance counsel recommends a different controlling standard
- The Treasurer must be a Veteran and is intended to serve as a voting director within the seven Veteran Board seats, subject to final bylaws, Board action, and counsel review. The Treasurer must possess demonstrated financial literacy, integrity, fiduciary competence, and ability to oversee nonprofit financial controls and accountability. CPA licensure or professional accounting credentials are preferred, not mandatory. The Treasurer provides governance oversight and is not automatically the organization's bookkeeper, accountant, CPA, auditor, payroll processor, or financial adviser. Appropriate outside bookkeeping, accounting, CPA, tax, audit, grant-compliance, or other professional financial support will be obtained where required. The Treasurer role does not expand the planned nine-seat Board.

The Board provides fiduciary oversight, strategic direction, and executive accountability.

On-Site Operations,

- Sergeant Major / Village Manager
- First Sergeant / Property and Logistics Manager

- The Sergeant Major / Village Manager, First Sergeant / Property and Logistics Manager, and Padre / Chaplain-LPC are separate senior positions intended to be filled by three qualified Veterans before resident operations.

- This Veteran will be a Certified Chaplain and Licensed Professional Counselor.

- Resident-supported maintenance under management oversight

This structure ensures strong governance while maintaining lean operational costs.

6. MEASURABLE IMPACT

At full residential capacity, the Claude Firth Veteran Village is planned to house 30 Veteran residents. Annual performance targets include:

- Annual individual Veterans served will depend on future operating conditions and is not established as a fixed or guaranteed throughput figure
- Maintain ≥90% program retention
- Place 75 - 85% into paid employment or apprenticeships
- Achieve 80–90% exits to permanent housing
- Generate \$1.2M–\$1.6M in annual earned wages
- Place ≥80% of working residents with Big Bend employers
- Maintain ≥95% drug-free compliance random testing as authorized by management.

The program is designed for accountability, transparency, and continuous improvement.

7. WHY PHILANTHROPIC INVESTMENT MATTERS

Philanthropy plays a decisive role in:

- Launching capital infrastructure
- Providing flexible startup capital
- Funding workforce innovation
- Demonstrating proof-of-concept
- Leveraging future public funding

Private investment accelerates speed, quality, and scalability.

Your support builds:

- Physical infrastructure
- Veteran leadership capacity
- Workforce pipelines
- Long-term rural impact

This is the kind of project that becomes a duplicatable institution.

8. CAPITAL & PROGRAM FUNDING NEED

Total Estimated Development Cost:

\$21.30M capital-development requirement, plus a separate \$1.00M initial operating reserve for \$22.30M combined initial capitalization. Capital development includes:

- 30 residential units
- Command Center
- Laundry, kitchen, and logistics equipment/function
- Site work and infrastructure
- Solar, battery and microgrid energy-resilience system (summarized in Appendix B — Solar and Battery Resilience)

Philanthropic capital will be leveraged alongside:

- VA Grant & Per Diem capital funding
- Texas Veterans Commission programs
- Federal workforce reintegration grants

Naming opportunities, legacy endowments, and mission-aligned sponsorships will be developed for major donors.

9. THE RETURN ON MISSION

Your investment produces:

- Fewer homeless Veterans
- Stronger rural economies
- Lower long-term public costs

- Measurable outcomes

- Restored lives

This is not charity.

This is strategic social investment.

Claude Carson Firth

was born February 18, 1926, and belonged to the Greatest Generation. At just 17 years old, he enlisted in the United States Navy and served in the South Pacific during World War II aboard the USS Guadalupe (AO-32), a fleet oiler that supported carrier groups in South Pacific. He rose to the rank of Master-at-Arms and served until his honorable discharge in 1947.

During his wartime service, Claude earned ten battle stars, the World War II Victory Medal, and multiple campaign ribbons. However, Claude's most important service came after the war. He came home, went to work, raised a family, and spent his life building.

Claude was known as a hard man with a soft heart. He was disciplined, candid, and demanding of effort—but deeply invested in younger Veterans who needed direction. He taught not only a trade, but how to find work, keep it, and build a life anywhere in America.

He was selected to participate in the first Permian Basin Honor Flight to Washington, D.C., to visit the World War II Memorial—an honor reserved for those whose service helped preserve the nation itself.

At his memorial in 2023 Claude was given full military honors.

One of the Veterans he mentored wrote:

Claude took me under his wing in the summer of 1983. He was 57 and I was 24“ he showed me how—t just teach me the drywall trade’He didn .and on direct tilt and because of his ,We traveled together for years .to build a life through work -he straightened me out and made me into a top ,influence at a critical time in life ”.tier master tradesman

— Maddog, 2026

That is exactly what this village will exist to do.

The Claude Firth Veteran Village is not a shelter. It is a duty station for rebuilding lives. It restores structure, accountability, and mission. It places Veterans into education, trades, and employment. It produces workers, not dependents. It rebuilds men through discipline, skill, and brotherhood.

Claude Firth lived this model before it had a name.

This village bears his name because it carries his values: that dignity comes from work, that strength grows through structure, and that no Veteran should be left without purpose.

The Claude Firth Veteran Village is named to honor that man whose life embodies everything this mission stands for: discipline, resilience, craftsmanship, and the belief that Veterans' lives are rebuilt through comradeship, purpose and work.



February 18, 1926 ~ September 17, 2023

Supporting Documents Register

The General/Master Prospectus is supported by the current controlled planning package identified below. These supporting documents remain separate issued documents with their own pagination, version control, revision history, and professional-review limitations. They are not merged into this prospectus. Prior appendix drafts, correction-chain copies, and older embedded appendix summaries are historical working records and do not control current package interpretation.

Item	Current Controlled Title	Status / Limitation
Appendix A	Hybrid Wastewater Reclamation System	v1.2, September 6, 2026. Issued controlled planning document; engineering, permitting, reuse authorization, residuals handling, and verified cost remain subject to professional review.
Appendix B	Solar and Battery Resilience	v1.2, September 6, 2026. Issued controlled planning document; the \$3 million solar/battery/microgrid allowance remains provisional, and final design, sizing, interconnection, ownership, incentives, savings, and pricing remain subject to professional review.
Appendix C	Command Structure and Staffing Detail	v1.4, September 6, 2026. Issued controlled command and staffing planning document; organizational adoption and legal, employment, clinical, payroll, insurance, and operational validation remain pending.
Appendix D	Eligibility, Admissions, and Referral Protocol	v1.3, September 6, 2026. Issued controlled eligibility, admissions, and referral planning document; final policy adoption, written delegation, and professional review remain pending.
Appendix E	Financial Workbook Supporting Guide	v1.2, September 6, 2026. Issued controlled financial supporting guide; the v1.7 workbook remains the sole financial authority.
Appendix E Workbook	Veteran_Village_Monthly_Cost_Production_Fixed_v1.7_Solar_Microgrid_Update.xlsx	v1.7. Sole controlling financial workbook.
Appendix F	Source Notes and Grant Calendar	v1.2, September 6, 2026. Issued controlled living source and opportunity tracker; it does not establish eligibility, award, commitment, receipt, or applicant readiness.

BIBLIOGRAPHY

U.S. Department of Housing and Urban Development. (2024, December 27). HUD releases January 2024 point-in-time count report: 2024 Annual Homelessness Assessment Report Part 1. HUD Exchange.

Provides the most recent nationwide estimates of homelessness, including the number of Veterans experiencing homelessness on a single night. Approximately 32,882 Veterans were counted experiencing homelessness in January 2024, a historic low and an 8% decrease from 2023.

National Coalition for Homeless Veterans. (2025, January 3). 2024 point-in-time count: Veteran homelessness data. The National Coalition for Homeless Veterans summarizes HUD PIT count data, confirming the decline in Veteran homelessness and providing context for trends and progress.

U.S. Department of Veterans Affairs. (2024). Point-in-Time Count — Veterans experiencing homelessness. VA Homeless Programs Office details the veteran subpopulation counts from the January 2024 PIT, showing total Veterans experiencing homelessness and trends since previous years.

U.S. Department of Housing and Urban Development. (n.d.). Annual Homelessness Assessment Report to Congress (AHAR) datasets and methodology. HUDUser provides context on the scope, methodology, and role of AHAR and PIT counts in federal reporting on homelessness statistics.

Notes on Interpretation

- Point-in-Time (PIT) counts are annual, one-night surveys of sheltered and unsheltered persons experiencing homelessness, conducted in late January. HUD coordinates PIT data collection through Continuums of Care, and results are used to produce AHAR reports to Congress.
- The 2024 PIT data show a decline in veteran homelessness compared to prior years, and this trend informs KPI baseline framing related to housing stability goals.

References for Veteran Homelessness & Housing Stability

1. Veterans as a portion of the homeless

2. Veteran homelessness counts and trends

“The total number of Veterans experiencing homelessness was 32,882, the lowest since PIT tracking began...” — Latest HUD/VA data showing a decline in veteran homelessness.

3. Returns to homelessness / housing retention rates

While specific transitional housing program retention varies, national VA-reported data show high housing retention:

“95.9% of Veterans housed remained in housing...” — VA report on national Veteran housing retention.

References Relevant to Workforce & Employment Context

4. Veteran employment rates

“Veterans had about a 3.0% unemployment rate...” — U.S. Department of Labor
Veteran employment statistics (2024).

(Note: this supports the general employment context; specific program placement KPI targets reflect program goals rather than national averages.)

References on Benefits of Combined Housing + Workforce Supports

5. Vocational services improve housing outcomes

Research indicates that homeless Veterans engaged in vocational services are more likely to attain housing stability within supportive housing programs.



This QR code will take you to this document and a small collection of supporting academic documents I have been reading in support of the philosophy behind this project.