

*Chesapeake Health Education Program Inc.*

*2015 and 2016*

*ANNUAL REPORT*





## *CHEP ANNUAL REPORT 2015 and 2016*

### *Table of Contents:*

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**TABLE OF CONTENTS**

Message from the CEO .....4

Corporate Highlights.....5-6

Program Accomplishments .....6-8

Transitional Housing, Looking Forward.....9-14

GSA Overview.....15

Financial Overview.....16-17

The Forecast.....18

Conclusion.....19

CHEP Supporters.....20

Personnel of the Corporation.....20-22



## MESSAGE FROM CEO

Greetings:

I am pleased to present the Chesapeake Health Education Program, Inc. 2015 and 2016 Annual Report for your review. The Report provides a summary of the highlights of each program as well as our continued efforts to house Veterans and provide quality educational opportunities to healthcare providers. These actions occurred amid significant financial challenges. I am excited to share the results of the hard work and related accomplishments that were directly attributable to every employee and Board member of the organization.

One of the highlights of preparing a report of this nature is that it gives us the opportunity to look back and be appreciative for all that has been accomplished. The past 2 years have been filled with wonderful opportunities and many challenges. As you browse the pages of this Annual Report you will see that the staff completely committed themselves to continuing the vital work of rebuilding Veteran lives. Program managers in the transitional housing programs closely monitored budgets to ensure that overspending was minimized, and the education and training staff closely monitored their program expenditures as well, ensuring that revenue streams were maintained. In addition to the many actions necessary to keep the organization solvent, the staff fully supported other difficult decisions that were needed. An organization is only as good as its employees, and CHEP remains fortunate to have an incredibly talented and dedicated workforce.

The positive outcomes during this period are attributable to excellent guidance from the Board of Directors, staff support of changes in the way their job duties had been performed in the past, and a critical review of business practices to provide even more efficiency in every area of operations. I look forward to 2017 to begin the steps of re-focusing the mission of the organization, taking the necessary steps to engage the communities that are served by CHEP, garnering support for the services that are needed to sustain both the housing and education programs going forward, and taking the steps necessary to market all program services.

Please take a few moments to read through the 2015 and 2016 Annual Report and review the accomplishments of the past two years. As always, we appreciate the opportunity to continue to fulfill our mission and serve our nations Veterans.

Very Truly Yours,

Catherine Bennett



## **CORPORATE HIGHLIGHTS**

For the CHEP organization, years 2015 and 2016 were fraught with challenges on almost every front. A shift in the federal market space resulted in increased utilization of and a preference for small business and Veteran owned businesses. This had a dramatic effect on the availability of government contracts for CHEP to pursue via the bid process. This shift to small and veteran owned business preference also resulted in the non-renewal of several key contracts where CHEP provided staff to highly specialized programs within the VA. The end result of these changes necessitated great sacrifices on the part of the Education and Conferencing staff as losses of revenue made the elimination of positions a harsh reality. These actions resulted in the remaining staff taking on additional duties.

The Transitional Housing programs remained the stable business segment during this time due to reimbursement mechanisms that were more steady and predictable than their contemporaries working in CHEP's Education division. This sustainability in housing was also made possible by the shifting of educational revenue surplus to the housing segment of the business. These deficits, created by non-allowable expenses under the Veteran Administration Grant and Per Diem Program, were paid for using revenue from the Education segment of the business. This action allowed Transitional Housing program staff to continue to provide essential services to Veterans across all programs when reimbursement did not cover all the Transitional Housing program expenses.

Transitional Housing activities continue to be the focus and recipient of any surplus revenues generated by CHEP Educational and Conference support services. Successfully managing Transitional Housing programs requires patience, empathy and a strong sense of advocacy. When an organization takes on the role of being an advocate for individuals there is a shift in thinking that must also occur to be successful. Advocacy requires an approach and a way of thinking about success, failure, progress, and best practices that is very different from the way we approach traditional projects such as delivering services or creating educational programming.

A concept that has become increasingly apparent for the continued success of the Transitional Housing programs is the need for philanthropy. Philanthropy is necessary to support the mission of caring for Veterans who are homeless and trying to rebuild their lives. A new and essential challenge for the organization going forward is to be identified as a worthwhile cause that proves to be a good use of philanthropic dollars by potential donors.



The activities of the Education and Conferencing segment of the business continued to look for new business opportunities and provide quality continuing education opportunities to local healthcare providers. The organization delivered three CHEP sponsored conferences which demonstrated solid performance. Those events were the Annual Workers Compensation Conference (WCC), the Preparedness Emergency Response and Recovery Consortium (PERRC), and the 2<sup>nd</sup> and 3<sup>rd</sup> Annual Addictions conferences. In addition to locally hosted educational programs and the CHEP sponsored conferences, the organization successfully pursued and was awarded three additional contracts that were instrumental to keeping CHEP viable. Those contracts were with: The American Association for the History of Medicine (AAHM); the Minnesota Multistate Contracting Alliance for Pharmacy (MMCAP), and the Pan American Society of Pigment Cell Research (PASPCR). All entities are non-profit organizations who awarded CHEP contracts to manage the logistical aspects of their meetings. It is anticipated that these organizations will continue to utilize CHEP's support services.

Other highlights over the 2015 and 2016 period included:

Renewal of the Memorandum of Understanding between the Veterans Administration Maryland Health Care System and Chesapeake Health Education Program, Inc. for the lease of the 10 houses at Perry Point which provide 29 beds each night; and the renewal of the lease with the City of Charleston for the houses located on Manley Avenue which provide 20 beds, as a rental option for Veterans who are successfully discharged from the CHEP Charleston transitional housing program.

#### PROGRAM ACCOMPLISHMENTS

##### Education and Training

- CHEP provides a vast array of continuing education programs that span essential skill development for a variety of clinical disciplines. This includes life-saving techniques taught in cardio-pulmonary resuscitation (CPR) and extends to more advanced training presented in Advanced Cardiac Life Support (ACLS) and specialized training provided through Counter Narcotics and Terrorism Operational Medical Support (CONTOMS). Local clinical program offerings also include topics which increase knowledge and improve patient outcomes for significant medical and mental health issues, such as PTSD, Anger Management, and Management of Alzheimer's Disease.
- The education umbrella also includes timely dental topics for treatment and practice management, for dentists and their staff.
- National conferences for emergency responders and federal workers compensation management specialists are also offered once per year; they are a reliable source of



revenue for the organization, and a dependable source of training for employees working in these fields.

- Accreditation services also fall under this business segment and when provided as a stand-alone service have a potential to generate profit for CHEP. This service has been under marketed and under-valued as a source of new and long-term business. Specialized and focused skill is essential to maintain the knowledge necessary to maintain compliance with Board specific requirements.

#### Program and Education Challenges

- There are numerous economic challenges that the Education division faces in its efforts to offer continuing education, such as an abundance of low cost or free programs available through state boards as well as local accredited colleges, a plethora of on-line options that are much less expensive than CHEP's face to face offerings and offer tremendous personal flexibility with scheduling.
- The next challenge with equal significance is for the organization to continue to be viewed as a beneficial relationship for the Veterans Administration Maryland Health Care System(VAMHCS) and a reliable and *affordable* source of training for VA staff.
- Specialized and focused skill is essential to maintain the knowledge necessary to maintain compliance with Board specific requirements for accreditation activities. This ranges from speaker qualifications to program content, and includes marketing activities. Compliance with many dissimilar requirements can be challenging and requires ongoing review of accrediting body standards and guidelines.

#### EDUCATION HIGHLIGHTS

CHEP successfully developed and implemented all aspects of the following conferences during 2015 and 2016:

##### CHEP Preparedness, Emergency Response and Recovery Consortium and Expo (PERRC)

This conference was developed and delivered solely by CHEP and planned in collaboration with a multi-discipline planning committee comprised of subject matter experts. The educational goals and purpose/mission of the Preparedness, Emergency Response and Recovery Consortium was to bring together health care, medical, public health and volunteer emergency management personnel involved in disaster recovery and response efforts representing the governmental, public and private sectors to discuss shared practices in preparedness, mitigation, response and recovery. This forum provided a hands-on, adult learning environment promoting the sharing of ideas and discussion of best practices. The 2015 event had 385 attendees, and the 2016 event had 340 in attendance. Given the tremendous effort required to develop and host this event, discussion has been initiated to determine whether or not the minimal financial gain is a significant return on the investment of human and financial effort required to successfully deliver this event. There is also a significant risk to the organization



should attendance not meet the level predicted; CHEP could be liable for a large penalty to the hotel for failing to meet contracted numbers.

#### CHEP Annual Addictions Conference: Weathering the Storm

This conference is also developed and delivered solely by CHEP. CHEP sponsors the Addictions conference annually. The focus of this training has been to provide state of the art information and training about the epidemic of heroin and other drugs of abuse that are so rampant in the counties contiguous to our office at Perry Point, MD. Our local communities in Maryland are riddled with overdose, crime, suicide and depression, in most cases, morbidly connected with substance use and abuse. This conference provides an overview of the ever-evolving epidemic that plagues our youth, family, students, co-workers or friends. Each year we strive to deliver topics that provide an in-depth look at the toxicity of new emerging drugs, avoiding burnout as a provider, brain-based recovery (CBT), stress management in early recovery, as well as a plenary update on the heroin epidemic in Harford County and the state of Maryland are addressed.

#### Annual Federal Workers Compensation Conference

This conference is also developed and delivered solely by CHEP utilizing the same successful model that incorporates planning in collaboration with a multi-discipline planning committee comprised of subject matter experts. CHEP again sponsored the Federal Workers Compensation Conference held for the 17<sup>th</sup> and 18<sup>th</sup> years respectively. Each year, the training provides resources critical to elevating the program excellence. Intermediate and Advanced sessions provided advanced techniques, tools and current updated information from some of the most experienced and successful programs in the country.

#### CHEP Program attendance

Year	Local programs VA	Local programs Non-VA	Conferences all attendees	Total
2015	571	771	804	2146
2016	402	380	765	1547





## TRANSITIONAL HOUSING ACCOMPLISHMENTS

In past years, it has been well documented by the Veterans Administration and other entities researching homelessness that Veterans are 50% more likely to become homeless than other Americans due to poverty, lack of support networks, dismal living conditions in overcrowded or substandard housing, and substance abuse problems.

Research shows that the greatest risk factors for homelessness among Veterans are post-discharge from military service, lack of support and social isolation. Half suffer from mental illness; two-thirds suffer from substance abuse problems; and many from dual diagnosis (defined as a person struggling with both mental illness and a substance abuse problem). Homeless Veterans tend to experience homelessness longer than their non-Veteran peers. For example:

Veterans spend an average of nearly six years homeless, compared to four years reported among non-Veterans.

([https://www.va.gov/HOMELESS/docs/NationalSurveyofHomelessVeterans\\_FINAL.pdf](https://www.va.gov/HOMELESS/docs/NationalSurveyofHomelessVeterans_FINAL.pdf) pg.3). About 1.5 million Veterans are considered at-risk of homelessness. At risk is defined as being below the poverty level and paying more than 50% of household income on rent.

Nearly half a million (467,877) Veterans are severely rent burdened and paying more than 50% of their income for rent. More than half (55%) of Veterans with severe housing cost burden fell below the poverty level and 43% receive food stamps. (*Libby Perl Specialist in Housing Policy November 6, 2015*)

The assessment of Veteran housing and other individual needs is done in close cooperation with the VA Medical Centers that are near CHEP's service areas. All individuals referred for transitional housing are given an initial assessment by the Health Care for Homeless Veterans program (HCHV) staff and basic needs are identified prior to coming to a CHEP transitional residence. Program results indicate that coordination between the VA, and CHEP's transitional housing programs to offer homeless support services, and other community agencies who can provide wrap-around services has proven to have the highest success rate in preventing Veterans from returning to their homeless status. Assessment of housing needs are built into the fabric of every program model provided by CHEP. Most Veterans in the transitional housing model who currently reside at each of the sites have the basic skills to change their lives. CHEP's Transitional Housing program services are designed to correctly and adequately identify



and provide the appropriate supportive services and tailored program plan to aid residents in resolving their issues and prepare them to achieve successful permanent housing.

The goal of all CHEP’s Transitional Housing programs, regardless of location, is to provide homeless Veterans safe, supportive transitional housing. This is accomplished through the provision of a foundation for individuals to begin the process of stabilization. The programs exist to offer resources and community services that enable participants to become empowered to live self-sufficient and productive lives.

CHEP has been providing quality services to homeless Veterans in Maryland, South Carolina and the District of Columbia under the auspices of the GPD Program for many years. The first program became operational in Charleston, S.C. in 1997. As a 501(c)(3) non-profit organization, we have provided a range of supportive services and our program results speak to the effectiveness of our services and support of the homeless Veteran population since 1995. Our experienced staff have demonstrated their ability to adapt to an always-changing environment over the years.

The following table compares the changes in numbers of Veterans placed into permanent housing between 2015 and 2016 for each of CHEP’s GPD programs as well as providing the results of the other two key indicators monitored by the VA and the Continuum of Care for each location.

**Program Results Perry Point**

Description/Goals	2015	2016
75% of Veterans served by VA and HUD homeless programs will obtain permanent housing at program exit.	55 Veterans served; 85% d/c to permanent housing	80 Veterans served; 75% d/c to permanent housing
Average length of stay 120 days or less	120 days	105 days
Providers will make every effort to house Veteran within one year of admission	85% of Veterans were housed within 1 yr. of program admission	75% of Veterans were housed within 1 yr. of program admission

**\*\*\*Data extracted from Homeless Management Information System.**



**Program Results Washington, DC**

<b>Description/Goals</b>	<b>2015</b>	<b>2016</b>
75% of Veterans served by VA and HUD homeless programs will obtain permanent housing at program exit.	14 of 18  78% d/c to permanent housing	20 of 30  67% d/c to permanent housing
Average length of stay 120 days or less	101 days	156 days
Providers will make every effort to house Veteran within one year of admission	14 of 18  78% housed within 1 yr.of program admission	16 of 20  80%

**\*\*\*Data extracted from Homeless Management Information System.**

**Program Results Charleston**

<b>Description/Goals</b>	<b>2015</b>	<b>2016</b>
75% of Veterans served by VA and HUD homeless programs will obtain permanent housing at program exit.	34 of 40  86% d/c to permanent housing	28 of 40  69% d/c to permanent housing
Average length of stay 120 days or less	86 days	129 days
Providers will make every effort to house Veteran within one year of admission	40 of 40  76% housed within 1 yr. of program admission	31 of 40  78% housed within 1 yr. of program admission

**\*\*\*Data extracted from Homeless Management Information System.**



The results from each program indicate that in most instances the VA goals, which are identical standards for all GPD programs, are being met as required. This information is entered into a Homeless Management Information System (HMIS) which is a local information technology system used to collect client-level data on the provision of housing and services to homeless individuals and families as well as persons at risk of homelessness. It also captures the services provided to these individuals within each locale. HMIS knits together homeless assistance providers within a community to create a more coordinated and effective housing and service delivery system. The data collection is administered locally within a community by one lead agency that is responsible for standard and privacy compliance and other funder required aggregate reporting. Each Continuum of Care (COC) is responsible for selecting an HMIS software solution that complies with HUD's data collection, management and reporting standards. The importance of collecting this data cannot be overstated. Collecting data on homeless populations and tracking progress can inform public opinion, increase public awareness, and attract resources that help to prevent and end homelessness and support evidenced based practices. Data is available on the program and COC levels and this information is reported to HHS and Congress on a regular basis to demonstrate the effectiveness of these programs.

In addition to the information presented above Ms. Jennifer Travers, Perry Point Program Manager, was nominated and selected for the 2016 Maryland Military and Veteran Women Business *Roll Call Hero Award*. The award was presented at the 3rd Annual Maryland Military and Veteran Women Business Conference on May 21, 2016. The *Roll Call Award* recognizes a woman-owned, veteran business that has demonstrated exemplary military service, community service, entrepreneurship and support for veterans in the community. The *Roll Call Hero Award* salutes two veterans, business and/or organization that demonstrate extraordinary commitment and service to veterans that makes a significant, life-changing impact on the community. Congratulations Jenn on being selected for the award and recognized for your tireless commitment to our Veterans!

### **Transitional Housing-Looking Ahead**

Many communities have already greatly expanded their ability to house and otherwise assist homeless Veterans since the GPD Program began in 1994. In addition, some organizations that have been receiving GPD grant funding from the inception of the program may be providing services that are out-of-date or duplicative. A new application process is being discussed within the VA and its homeless network. The goal is to provides an opportunity for GPD providers to update or re-envision their programs and to work alongside other VA and community resources in a way that aligns with community needs and resources.

Grant and Per Diem programs across the country provide a valuable connection point and service center for veterans making the transition out of homelessness. The VA experts are



working with existing programs to share more information about GPD's capacity to shift and change to best meet the needs of a local community, now and over the long term. Our programs will continue to learn how community agencies with GPD funds can integrate bridge housing, and other programs receiving priority funding from the VA, to bring in veterans who might otherwise be stuck in the limbo of the streets or community shelters, as they wait for permanent housing to become available. CHEP programs have an opportunity to be vital participants in housing programs who have successfully lowered barriers to entry and to more closely align with a Housing First model, while maintaining high quality services and program stability. The new models proposed by VA expect to achieve this goal through improved connection to local Supported Services for Veteran Families (SSVF) and Continuum of Care (CoC) funding and programs.

Communities across the country are questioning how Grant and Per Diem (GPD) and other transitional housing programs can be involved in their efforts to end veteran homelessness. CHEP's programs have stopped asking questions and started getting down to business, successfully integrating with all of the GPD agencies in their respective communities.

As this report is being written applications for new funding models are anticipated and the staff is waiting for their release and publication in the Federal Register. An application must be submitted for new funding for each program location. At the request of the local VA Medical Center in Charleston, CHEP will submit applications for two different program types to provide services for homeless Veterans. Each application will reflect the identified needs of Veterans in specific services areas as determined in collaboration with the local VA Medical Centers and their respective Continuums of Care. The overall goal for all programs is to provide specific services needed by the homeless Veteran population in each area, avoid duplication of services and achieve permanent housing as quickly as possible by using combined resources.

The United States Interagency Council on Homelessness (USICH) and its member agencies have adopted a vision of what it means to end all homelessness, ensuring that it is a rare, brief, and non-recurring experience. USICH, the Department of Housing and Urban Development (HUD), and the Department of Veterans Affairs (VA) have also developed specific criteria and benchmarks for ending Veteran homelessness to help guide communities as they take action to achieve the goal.

On Friday December 23, 2016 in the Federal Register, VA announced they will terminate per diem payments to grantees for grants that were awarded under VA's Homeless Providers Grant and Per Diem (GPD) Program from FY 1994 through FY 2016 in accordance with the grant award agreements. Additionally, VA will offer an opportunity to apply for new grants to these transitional housing and service center grantees that are currently operational under a new Notice of Funds Availability (NOFA). VA indicates they believe GPD will continue to have a significant presence in the cadre of homeless programs, this action allows grant funds to be



allocated to programs that reflect the current services necessary to combat Veteran homelessness

There was also a concurrent notice for programs whose grants are scheduled to be terminated as discussed in an accompanying **Federal Register** notice. VA expects to fund 24 existing service centers and 12,000 beds with this new NOFA for applicants who will operate service centers or use one or a combination of the following housing models: Bridge Housing, Low Demand, Respite Care, Clinical Treatment, and Service-Intensive Transitional Housing.

This action comes as a realization by the VA that many current grants were written when the homeless Veteran experience was far different than it is now (almost 20 years ago in some cases). These grants focused on services, length of stays, and end goals different from the current strategies in place to combat Veteran homelessness. Despite VA having allowed changes of scope to the grants, these changes were not able to keep pace with the rapidly changing homeless Veteran experience.

Through this termination and new application process, VA will be able to align awards and resources with the specific VA homeless goals, and Office of Management and Budget (OMB) requirements in 2 CFR part 200. This also provides the opportunity for current grantees to align their services, treatment approach, and housing stock, while considering currently available resources and needs within their communities. By making the awards performance-based, VA will increase accountability and flexibility for both VA and grantees to adapt to changing environments.

All CHEP's program locations are planning to submit applications for the Service Intensive Transitional Housing Model and Charleston will also submit an application for beds under the Hospital to Housing Model. The hope is that these applications will bring additional opportunities for CHEP's transitional housing programs to continue the essential work that they are recognized for as evidenced by their achievement of excellent outcomes. What will be different is the program construct and *Required Minimum Performance Metrics/Targets* which are established by the VA as opposed to goals that were identified by individual programs and then entered into a data base to produce program specific results. The new metrics include the following: a). Veteran Discharge to permanent housing is 65 percent; b). employment of individuals at discharge is 50 percent; and c). negative exits are less than 23 percent.

The Federal goal to end homelessness among veterans necessitates a closely coordinated approach to ensuring all veterans have rapid access to permanent housing, and a spectrum of needed service connections to retain that housing and improve quality of life. These systems must be sustainable yet evolutionary. They must utilize every agency's expertise, but be coordinated as a system rather than a gathering of like-minded agencies. Increasingly, local efforts to achieve these goals rely on close coordination among VA-funded programs targeted to homeless and at-risk veterans. Data-driven approaches to guide VA funding and resources to ensure veterans always have a safe and stable place to call home are at the forefront of the



Continuums of Care across the country. CHEP hopes to be viewed as a critical step along that journey for all Veteran's entering our programs.

### **General Services Administration (GSA) SALES**

The federal marketplace remains a challenging and risky environment! Securing and administering government contracts is difficult enough, but how do you target marketing efforts to ensure a return on your investment? What about trying to figure out who buys your supplies and services, where and how they buy them, and who do they buy from? The amount of work and accuracy to pay and record sales is daunting if you are not a detail-oriented person. GSA sales for 2015 amounted to \$ \$2,171,016 through the result of 20 GSA contracts for new and ongoing services. In 2016, that amount was \$767,519 because of 7 GSA contracts. The declining number of GSA contracts has been the result of many factors, one of the most significant is the federal preference for small and veteran owned businesses that are on the GSA schedule. It is anticipated that this decline may continue and at some point, the organization will need to evaluate whether the efforts to remain on the GSA schedule is a good return on the investment of manpower.



## FINANCIAL HIGHLIGHTS

The following tables depict the financial overview of the organizations income and expenses for the past three fiscal years

	<u>2016</u>	<u>2015</u>	<u>2014</u>
<u>Total Operating Revenue</u>	<b>\$3,122,911</b>	<b>\$4,538,049</b>	<b>\$5,410,016</b>
<u>Full-Time Staff Equivalent (FTE)</u>	13	29	31
<u>Education Events</u>	<u>27</u>	<u>39</u>	<u>31</u>
<u>National Conference Events</u>	<u>2</u>	<u>2</u>	<u>3</u>
Gross Income	369,380	\$385,813	\$319,276
<u>Local Programs</u>			
Gross Income	\$82,082	\$159,627	\$143,850
<u>Safety and Wellness</u>			
Gross Income	\$16,790	\$32,795	\$34,587
<u>Transitional Housing</u>			
Operating Sites	4	4	4
Operating Beds	113	113	113
Gross Income	1,571,551	\$1,518,801	\$1,756,595
<u>Education Support</u>			
<u>General Service Administration</u> <u>Contracts</u>			





Number of contracts	7	20	34
GSA Contract Gross Income	767,519	\$2,171,016	\$3,015,591
<u>Managed Projects &amp; Other Revenue Activities</u>	82,914	\$98,002	\$148,724
<u>Unrestricted Net Assets, End of Year</u>	<b>2,094,212</b>	<b>\$2,046,777</b>	<b>\$2,160,506</b>



## **THE FORCAST**

Our operations have become increasingly more complex due to the need to downsize staff and limited financial resources. We have also experienced lower demand and attendance at our face to face offerings resulting in shrinking revenues for our local programs. The entire staff continues to work hard to make a better experience for attendees, internal and external customers, and stakeholders.

There are many challenges on the road ahead and those challenges create many opportunities. Discussion has begun at the Board level to re-focus on our mission of supporting Veterans, rebrand the organization, seek philanthropic support for transitional housing, and develop a plan to market the entire organization, with the goal of increasing the sustainability of both the transitional housing and education business segments. Non-profits in general and CHEP specifically have fewer and fewer resources at precisely the moment when the need for their services is greatest. As we balance all these needs, we will have to continue to make tough choices. There is a necessary urgency that is part of the plan for the future of CHEP as staff and Board members alike re-commit themselves to the changes necessary to keep providing excellent service to Veterans and to our program and conference attendees.

Getting the business as a whole to the size that allows us to still fulfill our mission has been a painful and necessary journey that will get us to the business we are going to be. The actions that have been taken by the organization over the past two years have provided a clear picture of the structure and the strategy that is needed to drive forward with leadership and staff focused on the future. Here's to 2017 and beyond!



## CONCLUSION

In retrospect, 2015 and 2016 were challenging years for CHEP. The staff has kept a vigilant eye on our activities and related expenses to continue to avoid unnecessary costs. Each employee of the corporation is to be commended on their efforts and their positive attitude in facing the future during such unpredictable times. Thank you to the entire CHEP staff for their focus and resolve to keep the organization moving forward no matter what challenge they are handed. It takes a village to make it all happen...each person brings something special to the job everyday and on behalf of the Board and myself I thank you!!

As this report concludes CHEP would like to thank all the various entities who have believed in our mission and supported our efforts.

### Acknowledgement of Supporters and Contributors

Again this year it is a pleasure to thank our partners in the community who supported our work both directly with financial support and in-kind donations through various business partnerships :

CCR            Metro Data            American Business Solutions            Office Centre            The CIMA  
Companies

Rolling Thunder MC            Warhorse Brotherhood MC            Blue Star Mothers            Northwood's  
Church

Special thanks to the following staff and Board Members who contributed to the creation of the Annual Report this year:

Jennifer Travers            Michael Strong            Melissa Kelly            Carly Spiewak            Sue  
Niewenhous            Peggy Fuller



**Personnel of the Corporation 2015**

**Location—Perry Point, MD**

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Alyssa Sexton

Randy Sheppard

Carly Spiewak

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Jocelyn Teeter

Jennifer Travers Program Manager

Harold Warfield

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Horace Scott Transitional Housing Program Driver

Michael Strong Program Manager

**Charleston, SC Transitional Housing Program**

Michael Coker Charleston Transitional Housing

Jeffrey Dannewitz



Melissa Kelly Program Manager

Brian Parker Resident Manager

Rita Pasley

Laura Riley

Thomas Roney

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Josiah Towles

**Durham, NC National Center for Health Care Promotion and Disease Prevention contract**

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Ted Slowik

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