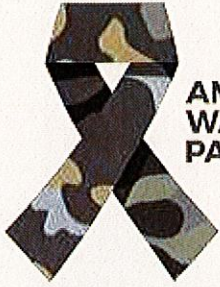


September 27, 2018



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Charlie Hall  
President  
Upstate Warrior Solution  
3 Caledon Court, Suite A-2  
Greenville, SC 29615

Re: AWP Community Integration Audit Results

Dear Mr. Hall:

America's Warrior Partnership has completed its program audit on Upstate Warrior Solution (UWS) use of Community Integration grant funding and program deliverables for Year 4 of the Community Integration Initiative.

Our findings include recommendations that are shared best practices and have been proven to support Community Integration Initiative. Please review the program audit full report for **recommendations** in relevant sections.

Auditor noted mandates in areas that required immediate attention and action. The mandate(s) are located within the program audit, however, for a quick reference the mandates are below:

- Do not use Community Integration program funds for distributing cash payments to veterans.

We have found that your program is in alignment with our guidelines and is progressing according to the agreed upon objectives. We appreciate the dedication UWS has demonstrated to Warriors/family members and the community.

If you have any questions please feel free to contact Cheree Tham at 706.631.6537 or [cth@americaswarriorpartnership.org](mailto:cth@americaswarriorpartnership.org).

Sincerely,

Cheree M. Tham  
America's Warrior Partnership  
Director Community Integration



# Upstate Warrior Solution Comprehensive Audit - Year 4 Executive Summary

## INTRODUCTION

America's Warrior Partnership (AWP) is pleased to assist Upstate Warrior Solution (UWS) in monitoring and improving its Community Integration Program through its Comprehensive Program Audit. This audit examines UWS use of Community Integration grant funding and program deliverables for Year 4. Our findings include recommendations that are shared best practices and have been proven to support the Community Integration Initiative through AWP's model.

## SCOPE & PROCEDURE

All questions contained in the audit are to assist the reviewer in understanding the grantee's program more fully and/or to identify issues that, if not properly addressed, could result in deficient performance. Each audit question receives a score between 0-2, with 0 describing no evidence seen, 1 representing minimum expectations were met, and 2 represents best practices have been demonstrated. Negative conclusions to these questions denote a "concern" being raised, but do not constitute a "finding."

All files examined during this audit were randomly selected from both active and closed cases. Additionally, an expanded sampling of files were examined to aid in determining whether concerns were isolated events or represent systemic problems.

America's Warrior Partnership has found that Upstate Warrior Solution program is in alignment with our guidelines and is progressing according to the agreed upon objectives. The following are the scores obtained from each section.

## ASSESSMENTS

### A. PROGRAM PROGRESS = 3 out of 4

According to Upstate Warrior Solution's 2018 Grant Agreement, 130 new warriors are to be engaged each month. The average for this year is approximately 62 post 9/11 warriors each month. UWS's staff have adjusted their outreach efforts and are going out to new places in order to engage new warriors and build relationships. Additionally, each staff member has been given an outreach goal. UWS reports that they strive to provide continued connections, opportunities, and support to their known warriors as noted in their documentation. Therefore, their outreach numbers are lower in order to maintain a high quality of service.

**Recommendation:** Engaging partners and encouraging them to make referrals can often increase the partners' referral activity. Be proactive, make sure all your partners understand what services and support UWS offers and the process for referrals.

## ASSESSMENTS

### B. OVERALL MANAGEMENT SYSTEM / STRUCTURE = 15 out of 16

UWS policies and standard operating procedures are up to date, thorough, and reflect the growth and development of the organization.

Recommendation: Review and update all job descriptions, including interns/fellows/vista in order to provide clear communication of expectations. Job descriptions help staff including interns/fellows/vistas, to understand the responsibilities and duties that are required and expected of them.

### D. OUTREACH AND TARGETING = 14 out of 14

Upstate Warrior Solution is diversifying their warrior support/service population. Even though they are not up to their target number of post 9-11 warriors per month, they are working to improve their numbers by varying their outreach locations and events.

Recommendation: UWS can increase its outreach numbers by better utilizing WarriorServes®'s Partner Portal and ensuring that their partners understand UWS services and support abilities. It is important that UWS comes alongside its partners to ensure they understand how to refer cases. The new easier method of referring cases should be demonstrated to their partners. The on-demand training can be utilized to assist UWS in this effort.

### E. CONSUMER ELIGIBILITY = Scored 26 out of 26

Documentation found in the contact and case notes has been standardized, and the content is appropriate. The level of information in the case notes and the consistency of procedure across all locations is clear and concise.

Recommendation: If contacts and or cases are reassigned, be sure that the new owner is notified to prevent cases from falling through the cracks.

### F. CASE COORDINATION OF SUPPORTIVE SERVICES = 21 out of 22

Upstate Warrior Solution is doing an exemplary job designing processes and creating standards for case coordination. UWS consistently obtains warrior eligibility information via their intake forms, documents this information as well as case coordination efforts and case closure information and inputs this data into WarriorServe®. Additionally, they have instituted a procedure to ensure quality control. This attention to service is reflected in the positive comments from the warriors they serve.

Recommendation: Include information about the plan for actions and follow-up to the initial intake note (Background Note).

### G. FINANCIAL MANAGEMENT AND COST ALLOWABILITY = 24 out of 24

Upstate Warrior Solution has in-depth policies and procedures in place and are good stewards of their organization's finances.

### H. POLICY AND PROCEDURES = Scored 10 out of 10

The policy and procedures are clear, concise, and most are reviewed and updated annually.

Recommendation: Update the standard operating procedure for outreach.

## CONCLUSION

### Audit Score = 95.3

The reviewer has enjoyed seeing evidence of AWP's model in action. It was obvious that great efforts have been implemented to overcome any concerns noted in past audits. Upstate Warrior Solution is well positioned in the community and is now benefiting from its reputation as the leader in veteran support. The staff mentioned that they had seen an increase of warriors seeking services. This positive reputation is a reflection of the efforts the staff maintains in community outreach and case coordination.