

# MAPPING COLLABORATION

in Veterans and Military  
Family Services

## PRELIMINARY OBSERVATIONS AND DATABASE LAUNCH

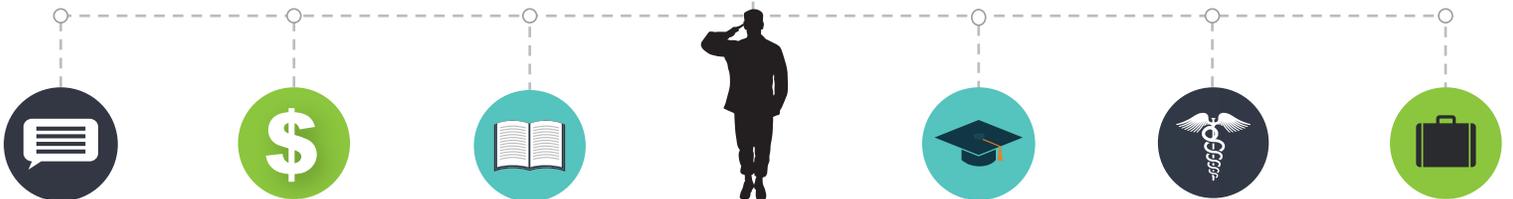
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## About the Institute for Veterans and Military Families at Syracuse University (IVMF)

The IVMF is the first interdisciplinary national institute in higher education focused on the social, economic, education, and policy issues impacting veterans and their families post-service. Through the focus on veterans programming, research and policy, employment and employer support, and community engagement, the Institute provides in-depth analysis of the challenges facing the veteran community, captures best practices, and serves as a forum to facilitate new partnerships and strong relationships between the individuals and organizations committed to making a difference for veterans and military families.



## Summary

The Institute for Veterans and Military Affairs at Syracuse University (IVMF) is pleased to announce a new research initiative to map and study collaborative activities among veteran and military family serving organizations across the United States. Starting in the summer of 2015, the IVMF research team took a first step to build a database of more than 70 veteran-serving organizational networks, collaborative initiatives, and higher education institutions active in veteran and military family research. This working paper officially launches the project and summarizes preliminary data collection efforts, observations, and plans to develop the database into a public resource. Given the evolving and fluid nature of collaborative activities across the country, we aim for the database to serve as a 'living tool' that (1) facilitates learning and the diffusion of best practices between veteran and military family serving organizations and (2) informs future social science research on public sector collaboration, public-private partnerships, and network structure and governance on vexing policy challenges that span both agency and sector boundaries.

## Project Overview

Collaboration between public, private, and nonprofit organizations serving veterans and military families is on a remarkable rise. Organizations and their leaders increasingly see value in combining efforts to better serve our nation's veterans, which is encouraging. This development, in part, may be viewed in light of recent calls for greater collaboration across the public, private, and nonprofit sectors to advance veteran and military family wellbeing.<sup>1</sup> The greater emphasis on collaboration also reflects a larger public governance trend over the last two decades to use coordinated multi-institutional and multi-actor arrangements to address complex social problems that exceed the capacity of individual organizations.

**Many veteran- and military family-serving organizations are working hard to collaborate with each other and want to know what works best in different circumstances and local contexts.** To date, however, little has been done to document these developments. Given such rise in collaborative activity, it is important to better understand where and how such arrangements emerge and vary across communities, how they develop and mature over time, and the range and degree of effects these activities have on local service-delivery systems and, ultimately, veterans' social, economic, and wellness outcomes. Beyond policy-oriented scholarship, research on collaboration between government and veteran serving organizations is sparse and tends to reach the similar, predictable conclusion that more and better collaboration is needed.

To take the important next step toward understanding whether, how, and under what conditions collaboration works, the IVMF launched a new initiative in the summer of 2015 to begin to map the evolving landscape of collaborative activities, hereafter *collaboratives*,<sup>2</sup> in veteran and military family services. Many high-profile collaboratives operate across the United States; however, many also

<sup>1</sup>For example, Berglass, N. (2010). *America's Duty: The Imperative of a New Approach to Warrior and Veteran Care*. Washington, D.C.: Center for a New American Security; Carter, P. (2012). *Upholding the Promise: Supporting Veterans and Military Personnel in the Next Four Years*. Washington, D.C.: Center for a New American Security; and Chairman of the Joint Chiefs of Staff (CJCS), Office of Reintegration. (2014). *After the Sea of Goodwill: A Collective Approach to Reintegration*. Washington, D.C.: U.S. Department of Defense, Joint Staff.

<sup>2</sup>For this project, we define a "collaborative" as a collection of public or private organizations that possess the capabilities and resources to work towards and achieve a specific goal, in this case referring to a shared mission of serving veterans or military families.

operate on regional or municipal scales. Until this working paper, no comprehensive information source for the growing number of veteran-serving collaboratives in the United States—nor any central public information resource on academic institutions conducting research on veterans’ issues—has existed. Without such a tool, it is difficult for collaboratives to engage and interact with one another to learn, share best practices, or potentially coordinate or co-deliver services to veterans and their families. It is also difficult for academic institutions to conduct cutting-edge social science, medical, and applied research that plays a critical role in the success of many collaboratives. Thus, the IVMF research team undertook this project to create a public, ‘living resource’ of information on veteran-serving collaboratives in the United States that would also support public management focused research on collaboration and public-private partnerships.

## Data Collection

Initial data for this project are drawn from public sources and follow up phone calls and emails. Collection began with a simple Google search based on key terms, “veterans,” “collaborative,” “network,” “organization,” “initiative,” and “military,” to generate an initial list of veteran or military family serving organizations for investigation that participate in some form of collaboration with other organizations. From this initial list of more than 70 collaborative initiatives, the research team explored organization websites for basic information and followed up with informal calls for clarification, missing information, and referrals, as needed.

### FOCUS AREAS: GENERAL INFORMATION, COMMUNITY CONTEXT, NETWORK FUNCTION, AND GOVERNANCE STRUCTURE

Using supplementary data from the National Center for Charitable Statistics at the Urban Institute, the U.S. Department of Veterans Affairs, and the U.S. Census Bureau, we organized our data around three topic areas of interest: basic information about the collaborative, community context, and network function and governance structure. Basic information on the collaboratives was gathered from participating organizations’ websites and most recent Internal Revenue Service (IRS) Form 990.

The second topic area, contextual and demographic data, involved gathering demographic information on the region or locale in which each collaborative operates and serves. We wanted to look at the communities that the collaboratives serve

to better understand the context in which the organizations and their clients live and work. General community population data include location, community population, average age, race composition, gender ratio, and median annual income (MAI)<sup>3</sup> published by the U.S. Census Bureau’s 2013 American Community Survey. The unemployment rate of the general population for each location was gathered from the U.S. Bureau of Labor Statistics and represents the most up-to-date unemployment rate at the time of analysis. The demographic information on veterans, which include veteran population, race composition, gender ratio, MAI, ratio of mean annual income to general population, unemployment rate, and unemployment rate by war era, are gathered from the 2013 American Community Survey, U.S. Census Bureau, and from the 2014 VetPop data from the U.S. Department for Veterans Affairs. Finally, the number of Health and Human Services (HHS) nonprofits and the number of veteran-serving HHS nonprofits (W30 coded) were gathered from the National Center for Charitable Statistics at The Urban Institute and from Guidestar.com.

The third topic area, network function and governance structure, addresses the functional, structural, and governance characteristics of each collaborative. This information was gathered using: (1) the organization’s website to gain information about network partners, founding date, and service areas, (2) informal phone conversations with staff members of responding organizations, and (3) email correspondence with each organization. These discussions were helpful to learn more about each organization and how they fit into the larger landscape of veteran-serving collaboratives. We also wanted to catalog the variety of services being provided to veterans and their families across each collaborative.<sup>4</sup>

Our subsequent classification and coding process was based in academic literature in public management, specifically the literature focused on inter-organizational networks and public-private partnerships (see Appendix A for greater detail). We define “governance” as the use of institutions and authority structures to allocate resources and to coordinate efforts between participants in the network.<sup>5</sup> We define “network function” as the scope of activities (i.e., service areas) undertaken within the collaborative.<sup>6</sup> We then used all available information to analyze and rank each network’s top three functions. To the extent possible, these classifications were informed by phone and email correspondence with the organizations.

<sup>3</sup> Median household incomes are not adjusted for 2015 inflation rate; rather, they represent the real value in 2013.

<sup>4</sup> We defined Service Areas as groupings of similar services, using the IVMF’s current breakdown of service types in its AmericaServes initiative: benefits, disability, education, employment, financial services, healthcare, housing, legal services, mentoring, sports and fitness, spouse support, and volunteering. See, for example, <https://nycserves.org/meet-our-network/>.

<sup>5</sup> Provan, K. G., & Kenis, P. (2008, April). Modes of Network Governance: Structure, Management, and Effectiveness. *Journal of Public Administration Research and Theory*, 18(2), 229-252. doi:10.1093/jopart/mum015; and Agranoff, R., & McGuire, M. (2011). Governance Networks. In E. M. Berman (Ed.), *Encyclopedia of Public Administration and Public Policy* (2nd ed., pp. 844-850). Retrieved from Taylor & Francis (10.1081/E-EPAP2-120010870).

<sup>6</sup> Popp, J. K., Milward, H., MacKean, G., Casebeer, A., & Lindstrom, R. (2014). *Inter-Organizational Networks, A Review of the Literature to Inform Practice*. IBM Center for The Business of Government.

## Preliminary Observations

### NETWORK CONTEXT AND SIZE

Initial observations suggest that a majority of the veteran-serving collaborative networks across the country were formed within the last 10-15 years and that they operate in communities of many sizes (See Figure 1). For example, several well-established networks reside in large metropolitan centers such as New York City (NYServes), Los Angeles (Los Angeles Veterans Collaborative), San Diego (Zero 8 Hundred), San Antonio (Military and Veteran Community Collaborative), and Philadelphia (Greater Philadelphia Veterans Network). At the same time, there are networks in relatively smaller and mid-sized cities, such as the Augusta, GA (Augusta Warrior Project), Rochester, NY (Veterans Outreach Center), and Southern Washington State (Columbia Basin Veterans Coalition).

Some collaboratives have taken the success of these citywide networks and expanded them across counties and states. There are several multi-county networks in our database, from the Michigan Veteran Community Action Teams to the Wounded Warriors of South Florida and the Tri-County Veterans Support

Network near Charleston, SC. In many ways, these resemble statewide collaboratives throughout the country, such as the Minnesota Assistance Council for Veterans, Still Serving Veterans in Alabama, the Arizona Coalition for Military Families, and the Green Zone Network in Nevada.

Unsurprisingly, we observe a direct, positive correlation between the size of a network's geographic service area and the number of participating service partners. Many networks, such as the Minnesota Assistance Council for Veterans and Still Serving Veterans (AL) work with so many partners, agencies, and nonprofits across their respective states that they have trouble identifying an exact number of actively participating organizations at any given time.

### DEMOGRAPHIC AND ENVIRONMENTAL CONTEXT

For communities with a veteran serving collaborative, we found that, on average, veterans earned 77 percent of the average civilian's in MAI in 2013. We also found that the veteran unemployment rate in these communities—9.75%—was higher than the national average of 7.2% in 2013. While previous publications by Jennifer Tennant<sup>7</sup> and the U.S. Census Bureau<sup>8</sup>

Figure 1: Example Veteran-Serving Collaboratives by Scale of Coverage

EXAMPLES OF NETWORKS IN LARGE METROPOLITAN AREAS (population > 1 million)	EXAMPLES OF NETWORKS IN SMALL TO MEDIUM-SIZED URBAN AREAS (population 50,000-500,000)	EXAMPLES OF COUNTY-WIDE NETWORKS	EXAMPLES OF STATE-WIDE NETWORKS
NYServes-New York City	Augusta Warrior Project (Augusta, GA)	Michigan Veteran Community Action Teams	Minnesota Assistance Council for Veterans
Los Angeles Veterans Collaborative	Veterans Outreach Center (Rochester, NY)	Wounded Warriors of South Florida	Still Serving Veterans (Alabama)
Zero 8 Hundred (San Diego, CA)	Columbia Basin Veterans Coalition (Kennewick-Richland-Pasco, WA)	Tri-County Veterans Support Network (near Charleston, SC)	Green Zone Network (Nevada)
San Antonio Military and Veteran Community Collaborative	Sacramento Valley Veterans Collaborative	Veterans One-Stop Center of Western New York (Buffalo, NY)	Utah Veterans and Military Employment Coalition
Greater Philadelphia Veterans Network	MedTech and BioTech Veterans Program (Carlsbad, CA)	Upstate Warrior Solution (South Carolina)	Arizona Coalition for Military Families

<sup>7</sup> Tennant, J. (2012, August). Disability, employment, and income: are Iraq/Afghanistan-era U.S. veterans unique? [Electronic version]. *Monthly Labor Review*, 135(8), 3-10.

<sup>8</sup> Ralph, D. (2012, July). *How Do We Know? A Snapshot of Our Nation's Veterans*. United States Census Bureau. Retrieved from <http://www.census.gov/content/dam/Census/library/infographics/veterans.pdf>

suggest that veterans have a higher MAI than the civilian population, the 2013 American Community Survey data shows that nationally and in the communities analyzed, veterans make, on average, \$38,019 in MAI, compared to the civilian average of \$50,340. The data reveals that veteran-serving collaboratives are mainly operating in urban environments where veterans are at a significant disadvantage in MAI and unemployment rate, such as in San Francisco, where the average veteran made \$0.53 for every dollar a civilian earned in MAI in 2013. By documenting this strong concentration in urban areas, the data show that collaboratives are targeting and helping some of the most vulnerable veterans in the nation in large urban centers.

Population	2013 Median Annual Income (\$) <sup>9</sup>	2013 Average Unemployment Rate (%)
Veterans	\$38,018.73	9.75% <sup>10</sup>
Civilians	\$50,340.04	7.2%

### NETWORK FUNCTION, GOVERNANCE, AND STRUCTURE

To make greater sense of the data, we focused on assessing each along four particularly prevalent characteristics among veteran serving collaboratives. First, the majority of participating collaborative organizations focus on education, employment, health, or housing. These service area categories were predominant, with most organizations having at least one participating organization serving one of these areas. Second, the majority of network collaboratives analyzed are lead-organization governed networks, meaning that a service provider acts as a decision-making governance body for the whole network. Third, most collaboratives also have formal relationships between partners, where there is a clearly defined governance structure and full or extensive collaboration and cooperation between service partners. Fourth and finally,

the majority of networks interact and collaborate with the public sector, namely, state veterans agencies, community VA Medical Centers, and county human services agencies. This was a pleasant surprise, as we did not expect to see so many collaboratives with established and integrated governance structures and such broad collaboration with government agencies, businesses, and non-profit organizations.

### Next Steps

A central theme throughout this data gathering exercise is that, despite recent developments, there remains a need for more effective collaboration—especially multi-service coordination—between organizations that serve the same population. Few opportunities have emerged, however, for representatives from networks from all around the United States to convene to share best practices and learn from each other’s successes and struggles. The common mission of every collaborative is to serve and improve veteran well-being in their communities. The exchange of information and diffusion of best practices between organizations is integral to the success of this collective mission.

In the summer of 2016, we will release the first iteration of the veterans collaboratives database for public use on the IVMF website, along with a periodic update schedule, and option for current and new collaboratives to provide information. This will serve as a tool for stakeholders and the collaboratives themselves to use and provide updates as their efforts evolve over time.

### Further Information

We look forward to working with and hearing from each organization (and new organizations) that is included in the database. If any questions, comments, concerns, or ideas arise, please direct them to the IVMF research team at [ivmfresearch@syr.edu](mailto:ivmfresearch@syr.edu).

<sup>9</sup> Data from the U.S. Census Bureau’s 2013 American Community Survey. Figures do not account for any inflation change between 2013 and the time of publication.

<sup>10</sup> Average unemployment rate of veterans residing in communities served by network collaboratives in 2013.



## Appendix A

### Veteran-Serving Collaborative Networks: Coding and Classification

#### I. NETWORK TYPE

A network's type is based upon its underlying purpose.<sup>i</sup> Some collaborative networks may fall into multiple 'types', thus, the research team made a determination as to each network's underlying purpose based on public information and phone conversations with participating organizations. Each organization is classified into one of the following service functions.

##### Capacity Building

This network type is primarily concerned with building social capital in community settings and improving the administrative capacity of network members. Capacity Building also involves linking pre-existing service providers to increase access and ease of navigation.

##### Collaborative Governance

This network type is primarily concerned with direction, control, and coordination of collective action between government agencies and non-public groups.

##### Information

This network type focuses on sharing information across organization boundaries, primarily data and activities.

##### Innovation

This network type focuses on creating an environment that supports and fosters innovation.

##### Knowledge generation and exchange

This network type focuses on the generation of new knowledge in addition to the spread of new ideas and best practices between organizations. A sub category was assigned for those that are an emerging research institute, program, or initiative at a higher education institution focused on veteran-related research and service delivery.

##### Individual and organization network learning

This network type primarily focuses on learning within an inter-organizational setting, whether by individuals, groups, or organizations<sup>ii</sup>

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<sup>i</sup> Popp, J. K., Milward, H., MacKean, G., Casebeer, A., & Lindstrom, R. (2014). *Inter-Organizational Networks, A Review of the Literature to Inform Practice*. IBM Center for The Business of Government.

<sup>ii</sup> Knight, L., & Pye, A. (2005). Network learning: An empirically derived model of learning by groups of organizations [Electronic version]. *Human Relations*, 58(3), 369-392. doi: 10.1177/0018726705053427



Policy

This network type primarily focuses on public decisions within a particular area of policy.

Problem solving

This network type focuses on improving response to complex issues and/or solving complex problems where a solution is possible. These networks often emerge from an information-sharing, knowledge-generating network.

Service

Service networks have two subcategorizations: Service Delivery and Service Integration. Service Delivery focuses on networks through which services are jointly produced by more than two organizations. Service Integration focuses on building collaboration and coordination between programs and organizations. This involves the co-delivery of services. While similar to Capacity Building, the two types are mutually exclusive.

**II. SERVICE AREA**

The Service Area categorization captures the different areas in which participating organizations (in the network) provide services. For example, a VA hospital and its health-related services would fall under the service area Healthcare. For organizations with publically-available information on the partners they work with, we also recorded the number of partners to indicate how many participating organizations provide benefits, for example.

The following are the service area categorization with examples.

<b>BENEFITS</b>	Example: Single Stop USA or Veterans Health Administration
<b>DISABILITY</b>	Example: Employment Training Services, San Diego Center for the Blind and Vision Impaired
<b>EDUCATION</b>	Example: Programs with Augusta Technical College or the City University of New York
<b>EMPLOYMENT</b>	Example: Easter Seals or Securitas USA
<b>FINANCIAL</b>	Example: Jericho Project or Financial Assistance Counseling, Navy-Marine Corps Relief Society, San Diego-Marine Corps Base Camp Pendleton
<b>HEALTHCARE</b>	Example: Columbia University Trauma & PTSD Program or Fort Gordon Eisenhower Medical Center
<b>HOUSING</b>	Example: HELP USA or Cal-Vet Home Loans, Veterans Affairs Department, State of California
<b>LEGAL</b>	Example: Urban Justice Center
<b>MENTORING</b>	Example: Battle Buds or Marine Corps League
<b>SPORT</b>	Example: Team Red, White & Blue, or Youth Sports and Nutrition Program, Greater Works Empowerment Center
<b>SPOUSE AND FAMILY SUPPORT</b>	Example: Services for the UnderServed or Transitional Family Services
<b>VOLUNTEERING</b>	Example: The Mission Continues



### III. CENTRAL COORDINATING ORGANIZATIONS

We examined the governance structure of each collaborative network to better understand how the network operates. Networks of organizations typically exhibit one of three governance structures: Participant-Governed, Lead Organization-Governed, or Network Administrative Organization (NAO) Governed.<sup>iii</sup>

Participant-governed networks are generally found among information sharing and referral services. In these networks, participating organizations are themselves responsible for managing relationships and operations, in addition to external relations with funders, government, and customers. All network members participate on an equal basis towards fulfilling the network's goals and mission.<sup>iv</sup> Most network actions are discussed and decided by consensus, which supports the theory that power in a participant-governed network is symmetrical, relying on collective action to achieve the network's mission and goals.<sup>v</sup>

A lead organization-governed network is seemingly the most common among veteran-serving collaboratives and

networks, with one participating organization acting as the network leader. Lead organization-governed networks are highly centralized.

NAO governed networks consist of an external actor (organization) that provides governance for the network. The network's governance is still centralized and power is still brokered, but unlike a lead organization-governed network, the governing organization is not a participant.

### IV. FORMALITY OF RELATIONSHIPS WITHIN THE NETWORK

The research team also explored the formality of relationships between participating organizations within the collaborative networks. This data was collected via public information on the network and discussions with staff. To distinguish between the degree of relationship formality, we developed a scale of four broad categories, defined below:

- Informal relationship. Example: Internet-based directory of available resources and services.
- Moderately informal relationship. Example: Referral service

<sup>iii</sup> Provan, K. G., & Kenis, P. (2008, April). Modes of Network Governance: Structure, Management, and Effectiveness. *Journal of Public Administration Research and Theory*, 18(2), 229-252. doi:10.1093/jopart/mum015

<sup>iv</sup> Ibid.

<sup>v</sup> Agranoff, R. (2006, December). Inside Collaborative Networks: Ten Lessons for Public Managers [Electronic version]. *Public Administration Review*, 66, 56-65.

with no formal partnerships or regularly directed coordination among participating providers.

- Moderately formal relationship. Sub-categorizations include:
  - Formalized information sharing, through which participating members meet on a regular (e.g., monthly, quarterly, etc.) basis to share data, information, and best practices.
  - Referral service with some varying degree of formalized relationships (e.g., via agreement) and ad-hoc coordination among participating providers.
- Formal relationship. Fully coordinated and integrated service delivery network with formal partnerships (agreements) between organizations and a clear governance structure.

**V. GOVERNMENT INVOLVEMENT AND PARTICIPATION**

Some veteran-serving collaborative networks are public-private partnerships, through which nonprofits, businesses, and government engage together in service delivery. Government involvement may be:

- Not present. Service delivery is exclusively provided by nonprofits or businesses
- Exclusively local (including village, town, city, and county)
- Exclusively state (including state agencies)
- Exclusively federal (including federal agencies)
- A combination of local and state involvement
- A combination of local and federal involvement
- A combination of state and federal involvement
- A combination of local, state, and federal involvement

**VI. RESEARCH FOCUSES FOR INSTITUTIONS OF HIGHER EDUCATION**

The database also provides basic information about institutes and centers at institutions of higher education across the United States that perform research on veteran and military family-related issues. This section does not apply to universities/colleges that exclusively provide veterans programs (ex. Oklahoma State University-Stillwater and their National Veterans Entrepreneurship Program).

CATEGORY	TYPES OF RESEARCH INCLUDED
#1: Health and Well-being	Behavioral, physical, mental health, PTSD, trauma, suicide
#2: Employment and Livelihood	Employment, financial capability, entrepreneurship
#3: Military Families	Military lifestyle impacts on family unit, spouses, children
#4: Social Issues	Housing, poverty, resiliency, community reintegration
#5: Service Delivery	Veterans service networks, VA care delivery, public-private and community partnerships
#6: Military and Legal Policy	Military law, legal representation, benefits claims
#7: Higher Education	Student veteran supports, campus assimilation, attainment

## Appendix B: Catalog of Veteran-Service Collaborative Networks

The veterans services landscape is constantly evolving. Thus, this catalogue is likely incomplete. It simply is a start toward capturing the full range of collaborative activity among those committed to serving veterans and their families. This list provides basic information on several dozen collaborative initiatives identified to date, programs and initiatives offered, and structure and governance characteristics. Since this catalog and supporting database are based on real-time, available information, we will establish a regular update schedule to refresh the tool with new information and organizations once made public.

### MULTI-STATE

#### **America's Warrior Partnership**

America's Warrior Partnership's (AWP) mission is "to partner with Warrior-centric communities by providing a proven model, mentorship, and resources in order to advance comprehensive and holistic Warrior care that will promote the overall well being of Warriors and their communities." AWP's community integration program supports local veteran serving organizations to "link the Warrior and family to mainstream services, such as employment training/placement, educational advancement, housing, and any additional services." To accomplish its mission, AWP acts as a central coordinating organization and provides lead governance across multiple community-based collaboratives.

**Web:** <http://www.americaswarriorpartnership.org/>



### **Easter Seals Dixon Center**

The Easter Seals Dixon Center works to make access to meaningful employment, education, and healthcare easier for veterans and military families. Easter Seals Dixon Center serves roughly 1.6 million veterans each year. This organization is purely formal, meaning that the service network is fully coordinated and integrated with a clear governance structure among members. Local, state, and federal government agencies also participate in this network.

**Web:** <http://dixon.easterseals.com/>

### **Farmer Veteran Coalition**

The mission of the Farmer Veteran Coalition is to, “cultivate a new generation of farmers and food leaders, and develop viable employment and meaningful careers through the collaboration of the farming and military communities.” The coalition aids the nationwide veteran population by focusing on employment, finances, recreation, and support for the veterans and their families. This organization is purely formal, meaning that the service network is fully coordinated and integrated with a clear governance structure among members. Federal agencies are also involved in this network.

**Web:** <http://www.farmvetco.org/>

### **NAVSO (National Association of Veteran-Serving Organizations)**

NAVSO’s mission is, “Improving veteran and military family outcomes through data-driven collaboration.” The program currently aids the United States veteran population of around 21,999,100 people, nationwide by addressing twelve different service areas: benefits; disability; education; employment; finance; healthcare; housing; legal; mentoring; sport; spouse and family support; and volunteering. NAVSO currently has 72 partners working together to best serve veterans. To accomplish its mission, NAVSO serves as a central coordinating organization (lead organization-governed network). NAVSO also uses technology for the purpose of sharing data, practices, and results among partners, demonstrating a moderate level of interconnectedness among partners. This organization is purely formal, meaning that the service network is fully coordinated and integrated with a clear governance structure among members. There are both local and federal government agencies involved in this network.

**Web:** <http://www.navso.org/>

### **Points of Light**

#### **The Veteran Leader Corps**

The Veteran Leader Corps, “focuses on developing volunteer leadership, meaningful service opportunities and cultivating job readiness with robust training and resources for veterans and military families.” The program currently serves in 18 different

cities throughout the nation by addressing eight different service areas: education; employment; finance; healthcare; housing; legal; spouse and family support; and volunteering. To accomplish its mission, the Veteran Leader Corps utilizes Points of Light as its central coordinating organization (lead organization-governed network). Points of Light facilitates informal meetings to promote learning and networking opportunities demonstrating a moderately informal relationship between members. There is federal government involvement in the network.

**Web:** <http://www.pointsoflight.org/>

### **Quality of Life Foundation**

The mission of the Wounded Veteran Family Care Program is, “to improve the quality of life of individuals and families who provide daily, substantial care for catastrophically wounded, ill, or injured veterans.” The program serves the veteran population nationwide by focusing on healthcare and spouse and family support through partnerships to provide resources. To accomplish its mission of bettering the lives of veterans, the Quality of Life Foundation utilizes a central coordinating organization (lead organization-governed network). It acts as a referral service with no formal partnerships or coordination among participating members, demonstrating a moderately informal level of formality.

**Web:** <http://qolfoundation.org/>

### **Syracuse University – Institute for Veterans and Military Families AmericaServes**

AmericaServes’ mission is “to empower a coordinated network of veteran services in the United States and equip [it’s members] with the technological and informational resources needed to efficiently and effectively guide servicemembers, veterans, and their families to the most appropriate services and resources.” AmericaServes is the nation’s first fully coordinated (as well as collaborative) system of public, private, and non-profit organizations working to provide an integrated continuum of human and social services to veterans, transitioning service members, and their families. It’s “vision is that every servicemember, veteran, and their family can easily access the full range of comprehensive services required to achieve their unique goals, and to provide a first-class service experience to match service member and veterans’ first class military service.” To accomplish its mission, AmericaServes supports communities in standing up a technology-enabled backbone organization and coordinaton center that provides lead governance and manages referrals between multiple participating organizations. This organization is purely formal, meaning that the service network is fully coordinated and integrated with a clear governance structure among members. Federal, state, and local government agencies participate in these networks. AmericaServes is currently operating networks in New York, North Carolina, and Pennsylvania, which are highlighted individually below.

**Web:** <http://americaserves.org/>

## **U.S. Department of Veteran Affairs**

### **Veterans Economic Communities Initiative**

The Veterans Economic Communities Initiative was designed, “to promote economic success for Veterans.” The initiative currently serves the veteran population in 25 major United States Cities: Phoenix, Arizona; Los Angeles, California; Riverside, California; San Diego, California; Colorado Springs, Colorado; Jacksonville, Florida; Miami, Florida; Atlanta, Georgia; Honolulu, Hawaii; Chicago, Illinois; Louisville, Kentucky; Kansas City, Missouri; St. Louis, Missouri; Las Vegas, Nevada; New York, New York; Cincinnati, Ohio; Nashville, Tennessee; Dallas, Texas; El Paso, Texas; Houston, Texas; San Antonio, Texas; Norfolk, Virginia; Richmond, Virginia; Seattle, Washington; and Washington D.C. The initiative focuses on education and employment for veterans. To accomplish its mission of bettering the lives of veterans, the United States Department of Veteran Affairs utilizes a central coordinating organization (lead organization-governed network). This organization is purely formal, meaning that the service network is fully coordinated and integrated with a clear governance structure among members. There are local, state, and federal government agencies involved in this network.

**Web:** <http://www.benefits.va.gov/TEEI/veci.asp>

## **We Honor Veterans**

### **Veterans Community Partnership**

The Veterans Community Partnership mission is, “to ensure that all Veterans and their caregivers will have access to, and choices among, the services that allow our Veterans to stay in the places they call home.” To accomplish its mission of bettering the lives of veterans, the Veterans Community Partnership initiative utilizes a central coordinating organization (lead organization-governed network). This organization is purely formal, meaning that the service network is fully coordinated and integrated. This organization is purely formal, meaning that the service network is fully coordinated and integrated with a clear governance structure among members. There are local, state, and federal government agencies involved in this network.

**Web:** <http://www.wehonorveterans.org/va-veteran-organizations/veteran-community-partnerships>

## **ALABAMA**

### **Still Serving Veterans**

#### **Veterans Resources Network**

The Veterans Resources Network’s mission is to help, “Veterans and their families receive all the benefits and services they have earned, connecting them to other vital Veteran support resources within their community, and significantly expanding their career opportunities.” The network currently serves an Alabama veteran population of around 413,600 through case management, education assistance and training, and community engagement. This network addresses the service areas of benefits, employment,

and healthcare. The network has provided assistance to over 12,000 veterans to date. To accomplish its mission of bettering the lives of veterans, the Veterans Resources Network utilizes a central coordinating organization (lead organization-governed network). This organization has a moderate level of formality in that the initiative is a referral service that has some varying degree of formalized relationships and coordination among its participating members. There are local, state, and federal government agencies involved in this network.

**Web:** <http://www.stillservingveterans.org/veteran-services-index/>

## **ARIZONA**

### **Arizona Coalition for Military Families**

The mission of the Arizona Coalition for Military Families is, “to build Arizona’s capacity to care for and support all service members, veterans, their families and communities.” The initiative currently aids an Arizona veteran population of 532,206 as a central point of coordination to promote stronger collaboration between services and resources available to military families. The Coalition does this through addressing six different service areas: education; employment; health care; housing; legal; and spouse and family support. To accomplish its mission of bettering the lives of veterans, the Arizona Coalition for Military Families utilizes a central coordinating organization (lead organization-governed network). There are local, state, and federal government agencies involved in the network.

**Web:** <http://arizonacoalition.org/>

## **CALIFORNIA**

### **California Association of Veteran Service Agencies**

The California Association of Veteran Service Agencies (CAVSA) mission is “to address and promote the employment, training, education, housing, medical and business development needs of veterans and their families.” CAVSA is a consortium of six nonprofit organizations collaborating “to address the needs of California’s veterans.” “CAVSA’s geographic diversity facilitates the delivery of direct services in both urban and rural regions throughout the state, stretching from Eureka to San Diego. CAVSA is dedicated to ensuring that veterans of all eras have the understanding, tools, and support from their communities to provide for a successful transition back home. [CAVSA] advocates for reform at the state, local and national level to increase access to care, and improve services for all veterans and their families.” CAVSA is a participant-governed network through which the participating organizations share in its leadership and direction.

**Web:** <http://www.californiaveterans.org/>

### **MedTech and BioTech Veterans Program (MVPVets)**

The mission of the MedTech and BioTech Veterans Program is, “to assist and prepare transitioning military veterans for meaningful

employment in the life sciences.” The network currently aids the veteran population in the city of Carlsbad, CA of around 7,100, by helping veterans transitioning to the civilian workforce find new careers in the medical technology, biotechnology, and/or pharmaceutical sectors. This addresses the service areas of education and employment. To accomplish its mission of bettering the lives of veterans, the MedTech and BioTech Veterans Program utilizes a central coordinating organization (lead organization-governed network). This organization has a moderate level of formality in that the initiative is a referral service that has some varying degree of formalized relationships and coordination among its participating members.

**Web:** <http://www.mvpvets.org/>

#### **Orange County Veterans and Military Families Collaborative**

The mission of the Orange County Veterans and Military Families Collaborative is “to provide services that positively impact veterans and military families in need of assistance.” The program currently aids the veteran population, around 126,800 people, in Orange County, CA by addressing seven different service areas: education, employment, healthcare, housing, legal, mentoring, and spouse and family support. To accomplish its mission of bettering the lives of veterans, the Orange County Veterans and Military Families Collaborative utilizes a central coordinating organization. The Orange County Veterans and Military Families Collaborative hosts formalized meetings on a consistent basis to share data, practices, and results. This demonstrates that the network has a moderate level of formality. There are both local and federal government agencies involved in this network.

**Web:** <http://ocvmfc.info/>

#### **Sacramento Valley Veterans**

The mission of the Sacramento Valley Veterans is, “to give a voice and a face to the LGBT service member and veteran community in Sacramento.” The collaborative currently serves the veteran population in the city of Sacramento through their dedication to equal rights and treatments for veterans. This organization succeeds by addressing several different service areas: benefits, employment, healthcare, housing, legal, and spouse and family support. To accomplish their mission of bettering the lives of veterans, the Sacramento Valley Veterans utilizes a central coordinating organization (lead organization-governed network). The Sacramento Valley Veterans hosts formalized meetings on a consistent basis to share data, practices, and results, demonstrating that the network has a moderate level of formality.

**Web:** <http://www.sacvalleyvets.com/>

#### **Swords to Plowshares**

The mission of Swords to Plowshares is “to heal the wounds, to restore dignity, hope, and self-sufficiency to all veterans in need, and to prevent and end homelessness and poverty among veterans.” With more than four decades of experience, Swords to Plowshares provides wrap-around care to more than 3,000 veterans in the San Francisco Bay Area each year through its core services that include health and social services, supportive housing, employment and training, and legal assistance. It provides these services within a broader San Francisco Bay area veteran population of more than 390,000. To accomplish its mission of bettering the lives of veterans, the Swords to Plowshares is its own central coordinating organization (lead organization-governed network), providing integrated case management support across a range of services.

**Web:** <https://www.swords-to-plowshares.org/>

#### **University of Southern California**

##### **Los Angeles Veterans Collaborative**

The mission of Los Angeles Veterans Collaborative is, “to enhance the visibility and impact of research, education and outreach to inform decision-makers on policy issues affecting veterans and their families.” The program currently aids the city of Los Angeles, with a veteran population of 107,622, by addressing six different service areas: education; employment; healthcare; housing; legal; and spouse and family support. To accomplish this mission, Los Angeles Veterans Collaborative acts as a central coordinating organization (lead organization-governed network). The network governance is centralized around the Center for Innovation and Research on Veterans & Military Families at the USC School of Social Work. Los Angeles Veterans Collaborative uses monthly meetings to collaborate with members of the network to share data, practices, and results. This demonstrates that the organization has a moderate level of formality. There are local, state, and federal government agencies involved in the network.

**Web:** <http://cir.usc.edu/portfolio-items/los-angeles-veterans-collaborative>

#### **Women’s Veterans Connect**

The mission of the Women’s Veterans Connect is, “To bridge the gap between women veterans and their communities by providing interpersonal connections, along with educational and life skills services.” The network currently aids the female veteran population in the San Francisco area, around 1591 women, by focusing on peer mentoring and helping women. To accomplish their mission of better the lives of veterans, the Women’s Veterans Connect is a participant-governed network with no centralized lead organization. It acts as a referral service with no formal partnerships or coordination among participating members, demonstrating a moderately informal level of formality.

**Web:** <http://www.womenveteransconnect.org/>



**Zero 8 Hundred**  
**Military Transition Support Project**

Military Transition Support Project's mission is, "To proactively link transitioning military families to a broad range of resources and opportunities in the community, helping them successfully transition to civilian life." The program currently aids the city of San Diego, where the veteran population is 115,999 people, by addressing ten different service areas: disability, education, employment, finance, healthcare, housing, legal, mentoring, spouse and family support, and volunteering. To accomplish this mission, the Military Transition Support Project utilizes a central coordinating organization (lead organization-governed network). The project uses the web portal "zero8hundred" that provides a hub of resources for helping transitioning service members. This organization has a moderate level of formality in that the initiative is a referral service that has some varying degree of formalized relationships and coordination among its participating members. There are local, state, and federal government agencies involved in this network.

**Web:** <http://www.zero8hundred.org/>

**FLORIDA**  
**Panhandle Warrior Partnership**

The Panhandle Warrior Partnership's mission is to, "Provide Warriors (service members/veterans) and their families in Florida's 1st Congressional District a model advocacy program." The program currently aids a veteran population of 105,671 by addressing six different service areas: disability, education, employment, healthcare, housing, and spouse and family support. The Panhandle Warrior Connection has 24 partners and has served 7,146 veterans to date. To accomplish this mission, the Panhandle Warrior Connection utilizes a central coordinating organization (network administrative organization). This means that an external organization provides governance for the network. This organization is purely formal, meaning that the service network is fully coordinated and integrated with a clear governance structure among members.

**Web:** <http://www.panhandlewarriors.org/>

### **Wounded Warriors of South Florida**

The mission of the Wounded Warriors of South Florida is, “to provide temporary, immediate, financial assistance to service connected disabled veterans from Operation Iraqi Freedom (OIF), Operation Enduring Freedom (OEF) and Operation New Dawn (OND).” The organization’s area of operation includes Orlando to the Florida Keys, west to Tampa Bay area and south to Marco Island, where the veteran population is around 5,600 people. The organization focuses on immediate financial support which could include rent, auto loans or insurance, home repairs, or other bills. This organization has a moderate level of formality in that the initiative is a referral service that has some varying degree of formalized relationships and coordination among its participating members.

**Web:** <http://www.wwofsf.org/>

### **GEORGIA**

#### **Augusta Warrior Project**

The Augusta Warrior Project’s mission is to, “Connect Warriors and their families who live in the Greater Augusta area of Georgia and South Carolina with resources that improve their lives.” The program currently aids a veteran population of over 66,000 people by addressing ten different service areas: disability; education; employment; finance; healthcare; housing; mentoring; sport; spouse and family support; and volunteering. The Augusta Warrior Project has over 75 community partners and has served 9790 veterans to date. To accomplish this mission, the Augusta Warrior Project utilizes a central coordinating organization (lead

formal, meaning that the service network is fully coordinated and integrated with a clear governance structure among members.

**Web:** <http://www.augustawarriorproject.org/>

### **MARYLAND**

#### **Montgomery County (MD) Department of Health and Human Services Montgomery County Veterans Collaborative**

Montgomery County Veterans Collaborative meetings serve as an informal gathering for people who are working with veterans. The collaborative currently aids the veteran population, around 45,610 people, in Montgomery County, MD by addressing five different service areas: disability, employment, finance, healthcare, and housing. To accomplish their mission of bettering the lives of veterans, the Veterans Collaborative is a participant-governed network with no centralized lead organization. The Montgomery County Department of Health and Human Services hosts formalized meetings bi-monthly to share data, practices, and results. This demonstrates that the network has a moderate level of formality.

**Web:** <http://servingtogetherproject.org/services/montgomery-county-veterans-collaborative/>

### **MASSACHUSETTS**

#### **Greater Boston Chamber of Commerce Boots to Business**

The Boots to Business mission is, “to strengthen the connections between Greater Boston’s employers and the many talented veterans located throughout the region.” The initiative currently aids the veteran population in Boston, Massachusetts, about 22,960 people, by focusing on mentorship. To accomplish their mission of bettering the lives of veterans, the Boots to Business initiative utilizes a Central Coordinating Organization in the form of a lead organization-governed network. This organization has a moderate level of formality in that the initiative is a referral service that has some varying degree of formalized relationships and coordination among its participating members. There are both local and state government agencies involved in this network.

**Web:** <https://veterans.bostonchamber.com/>

#### **Greater Boston Veterans Collaborative**

The Greater Boston Veterans Collaborative (GBVC) was created in January 2015 to gather organizations, universities, and service providers in the Boston Veterans Space to discuss community engagement, data collection, and issue topics affecting the Boston Veterans community. This network is currently a participant-governed network, where all network members have shared power and authority in regards to the governance of the collaborative. The GBVC has a moderately formal relationship with its members through network information-sharing meetings every other month. Here, they exchange data, best practices, and collaborate



in affinity groups to try to address specific service areas, such as health. The network collaborates with every level of governance, from the City of Boston (local) to the VA Medical Centers (federal).

**Web:** Not available; Facebook group only

## MICHIGAN

### **Altarum Institute**

#### **Michigan Veterans Community Action Teams**

The Michigan Veterans Community Action Teams have “developed a collaborative community model to enhance the delivery of services from public, private, and nonprofit organizations to Veterans and their families,” implemented across the State of Michigan. In conjunction with the Altarum Institute, more than 2,000 organizational participants have joined together to serve veterans. To accomplish this mission, the Michigan Veterans Community Action Teams utilize the Altarum Institute as a central coordinating organization (network administrative organization). This means that an external organization provides governance for the network. This initiative is purely formal, meaning that the service network is fully coordinated and integrated with a clear governance structure among members. There are local, state, and federal government agencies involved in this network.

**Web:** <http://altarum.org/our-work/vcat-resources>

## MINNESOTA

### **Minnesota Assistance Council for Veterans**

The mission of the Minnesota Assistance Council for Veterans is, “to provide assistance throughout Minnesota to positively motivated veterans and their families who are homeless or experiencing other life crises.” The council aids the 369,149 veterans across Minnesota by focusing on veteran housing and assisting with finances, employment, education, healthcare, and spouse and family support. The Assistance Council aims to fill the gaps between service providers and has directly served more than 1,800 veterans through direct service, and has contact with as many as 25,000 veterans each year. This organization has a moderate level of formality in that the initiative is a referral service that has some varying degree of formalized relationships and coordination among its participating members. There are local, state, and federal government agencies involved in this network.

**Web:** <http://www.mac-v.org/>

## MISSOURI

### **The Mission Continues**

The Mission Continues Fellowship provides daily volunteering opportunities for veterans to serve their communities. The Mission Continues Service Platoons partners teams of



veterans with community organizations to tackle pressing issues and build stronger communities. The Center currently serves the veteran population of about 70,200 people in the city of St. Louis, Missouri. Both initiatives focus on providing the veterans opportunities for volunteering in their communities. To accomplish their mission of bettering the lives of veterans, The Mission Continues utilizes a central coordinating organization (lead organization-governed network). This organization has a moderate level of formality in that the initiative is a referral service that has some varying degree of formalized relationships and coordination among its participating members.

**Web:** <https://www.missioncontinues.org/>

## NEVADA

### **Green Zone Network**

The purpose of the Green Zone Network is, “to marshal all available resources in the areas of health, education, and employment outcomes to attract transitioning service members, veterans, and their families to Nevada and to help ensure their successful reintegration into communities by improving the systems of access, services and service delivery through regional planning, coordination, and evaluation of strategies.” The program currently aids the veteran population in the state of Nevada, about 230,760 people, by addressing seven different service areas: benefits; disability; education; employment; healthcare; sport; and spouse and family support. To accomplish its mission of bettering the lives of veterans, the Green Zone Network is a participant-governed network with no centralized



lead organization. This organization has a moderate level of formality in that the initiative is a directory with varying degree of formalized relationships and coordination among its participating members. There are local, state, and federal government agencies involved in this network.

**Web:** <http://www.greenzonenetwork.org/>

## NEW YORK

### **Syracuse University – Institute for Veterans and Military Families**

Syracuse University’s IVMF supports a national initiative, AmericaServes, comprised of multiple coordinated service-delivery networks across the country (details below). AmericaServes is “the country’s first coordinated system of public, private, and non-profit organizations working together to serve Veterans, transitioning service-members, and their families.”

### **NYServes: New York City**

NYServes’ mission is, “To empower a coordinated network of service providers in the New York City area, and equip them with the technological and informational resources needed to efficiently and effectively guide service-members, veterans, and their families to the most appropriate services and resources.” The program currently aids the city of New York, which has a veteran population of 198,798 people, by addressing twelve different service areas: benefits, disability, education, employment, finance, healthcare, housing, legal, mentoring, sport, spouse and family support, and volunteering. NYServes-New York City has nearly 50 partners and has served more than 1,000 veterans to date in its first

year of operation. To accomplish this mission, NYServes utilizes a central coordinating organization (lead organization-governed network). This means that the network governance is centralized around a backbone coordination center, currently provided through Services for the Underserved (S:US). This organization is purely formal, meaning that the service network is fully coordinated and integrated with a clear governance structure among members. There are both local and federal government agencies involved in this network.

**Web:** <http://newyorkcity.americaserves.org/>

### **Veterans One-Stop Center of Western New York**

The mission of the Veterans One-Stop Center of Western New York is to bring, “people, organizations, and resources together in time, space, and effort to effectively improve the well-being of all Western New York Veterans of the U.S. Armed Forces and their immediate families.” The center serves the veteran population in Western New York, about 114,760 people, by focusing on providing collaborative and coordinated services and active outreach to the veterans. The center focuses on eight different services areas: benefits, education, employment, finance, housing, legal, mentoring, and spouse and family support. It acts as a referral service with no formal partnerships or coordination among participating members, demonstrating a moderately informal level of formality. There are local, state, and federal government agencies involved in this network.

**Web:** <http://vocwny.org/>

### **Veterans Outreach Center Inc.**

The Veterans Outreach Center, Inc. (VOC) provides resources to veterans of the United States Armed Forces and their families by fostering community collaboration, advocacy, and direct service. The center currently serves the veteran population in the city of Rochester, New York, around 8,700 people, by addressing the service areas of benefits, education, employment, finance, housing, and legal. To accomplish its mission of bettering the lives of veterans, the VOC is its own central coordinating organization (lead organization-governed network), providing integrated case management support across a range of services. There are both local and state government agencies involved in this network.

**Web:** <http://www.veteransoutreachcenter.org/>

## NORTH CAROLINA

### **Charlotte Bridge Home**

The mission of the Charlotte Bridge Home is, “Making veterans and communities stronger, together.” Charlotte Bridge Home is “the one-stop shop for Veterans in Charlotte and the surrounding communities experiencing transition.” It serves as an entry point

for Veterans who don't know where to turn to access support and services ... by identifying their education, employment and healthcare needs and connecting them to available community, state and federal resources." The program currently aids the city of Charlotte, North Carolina where the veteran population is 40,860. Independently, this organization acts as a referral service with no formal partnerships or coordination among participating members, demonstrating a moderately informal level of formality. There are both local and federal government agencies involved in this network. In addition to its collaborative activities inherent to its mission, it is worth noting that Charlotte Bridge Home is also the lead backbone organization for a new Charlotte-based collective impact network, NCServes: Metrolina, which is detailed further below.

**Web:** <http://www.charlottebridgehome.org/>

#### **Syracuse University – Institute for Veterans and Military Families** **NCServes: Metrolina**

NCServes' mission is, "To more effectively and efficiently connect public facing and service sector providers, so that together they can develop a better platform to serve veterans and their family members." The program is based in Charlotte, NC with the goal of aiding the state of North Carolina's veteran population of 775,020 people. To accomplish this mission, NCServes-Metrolina utilizes a central coordinating organization (lead organization-governed network). This means that the network governance is centralized around a backbone coordination center, currently provided through Charlotte Bridge Home. This organization is purely formal, meaning that the service network is fully coordinated and integrated with a clear governance structure among members. There are federal, state, and local government agencies involved in this network.

**Web:** <http://charlotte.americaserves.org/>

#### **NCServes: Raleigh**

The NCServes-Raleigh network is set for launch in late May 2016.

### **OHIO**

#### **The Arms Forces**

The Arms Forces' mission is to provide "a caring heart and a listening ear that helps educate, empower, and facilitate change for military members and veterans who have a traumatic brain injury or post-traumatic stress resulting in better outcomes for their lives." The Arms Forces currently aids veterans in Toledo Ohio. The Arms Forces is an example of a lead-organization governed network, with The Arms Forces providing a governance structure for the network. Agencies from all three levels of

government (local, state, and federal) participate in the network in disability, education, employment, health, and legal service provision.

**Web:** <http://www.thearmsforces.org/>

### **OKLAHOMA**

#### **Community Service Council (Tulsa, OK)** **Veterans Initiative**

The goal of the Veterans Initiative is, "to create a plan for the Tulsa area to best address the priority needs of returning vets and their families or caregivers," by specifically focusing on Traumatic Brain Injury, depression, and Post Traumatic Stress Disorder. The initiative currently serves the veteran population of about 337,700 people in the state of Oklahoma.

**Web:** <http://www.csctulsa.org/content.php?p=41>

#### **The Veterans Treatment Court**

The Veterans Treatment Court serves to help veterans recover from addictions by targeting veterans charged with non-violent felonies and who also struggle with addictions or mental health problems. The court currently serves the veteran population of about 337,700 people in the state of Oklahoma by addressing the service areas of education, healthcare, housing, and spouse and family support.

**Web:** <http://www.csctulsa.org/content.php?p=42>

Both initiatives above host formalized meetings on a consistent basis to share data, practices, and results demonstrating that the network has a moderate level of formality. There are local, state, and federal government agencies involved in this network.



## PENNSYLVANIA

### **American Red Cross of Southwestern Pennsylvania Military and Veteran Service Organizations Group**

The leaders of the Military and Veteran Service Organizations Group meet monthly in working groups to develop strategies around veteran matters so they can leverage resources and create outcomes. The collaborative currently serves the veteran population in the city of Pittsburgh, PA where there are approximately 19,400 veterans, by addressing the service areas of finance, healthcare, housing, legal, and spouse and family support.

**Web:** <http://www.redcross.org/local/western-pa/programs-services/service-to-the-armed-forces>

### **Greater Philadelphia Veterans Network (GPVN)**

The Greater Philadelphia Veterans Network, “is the architect of the bridge that Veterans, employers, business/civic leaders, higher education and government entities build together, to make this region the top destination for Veterans who are seeking: employment; leadership development; and/or entrepreneurship.” The program currently aids the veteran population, about 72,340 people, in Philadelphia County, PA by addressing the service area of employment. So far, the collaborative has served over 1,000 veterans by giving them the tools and skills necessary to conduct job searches and earn jobs on their own. This organization requires veterans to be proactive and seek out the assistance they need. To accomplish their mission of bettering the lives of veterans, the Greater Philadelphia Veterans Network is a participant-governed network with no centralized lead organization. This organization has a moderate level of formality in that the initiative is a referral service that has some varying degree of formalized relationships and coordination among its participating members. There is local and state government involvement in this network.

**Web:** <http://gpnv.org/>

### **Syracuse University – Institute for Veterans and Military Families PAServes: Greater Pittsburgh**

PAServes’ mission is, “To more effectively and efficiently connect public facing and service sector providers, so that together they can develop a better platform to serve veterans and their family members.” The program is based in Pittsburgh, PA with the goal of aiding a veteran population of 939,069. To accomplish this mission, PAServes-Greater Pittsburgh utilizes a central coordinating organization (lead organization-governed network). This means that the network governance is centralized around a backbone coordination center, currently supported by Pittsburgh Mercy Health System. This organization is purely formal, meaning that the service network is fully coordinated

and integrated with a clear governance structure among members. There are both local and federal government agencies involved in this network.

**Web:** <http://pittsburgh.americaserves.org/>

## SOUTH CAROLINA

### **Palmetto Warrior Connection**

The Palmetto Warrior Connection’s mission is, “To empower the warrior and their family utilizing collaboration, advocacy and education by promoting relentless quality care.” The program currently aids the city of Charleston in South Carolina, where the veteran population is 29,027 people, by addressing four different service areas: benefits, education, employment, and healthcare. The Palmetto Warrior Connection has helped 1,470 veterans to date. To accomplish this mission, the Palmetto Warrior Connection utilizes a central coordinating organization (lead organization-governed network). This organization is purely formal, meaning that the service network is fully coordinated and integrated with a clear governance structure among members.

**Web:** <http://palmettowarriorconnection.org/>

### **Tri-County Veterans Support Network**

The Tri-County Veterans Support Network’s mission is to, “create stability in all aspects of the lives of the Veterans and families,” they serve. The network currently aids the veteran population, around 70,600 people, in the counties of Berkeley, Charleston, and Dorchester in South Carolina by addressing nine different service areas: benefits, education, employment, finance, healthcare, housing, mentoring, sport, and spouse and family support. They also have an outreach program titled the “Operation Lowcountry Warrior Connection,” that seeks out veterans and families in crisis in the Charleston area. To accomplish the mission of bettering the lives of veterans, the Tri-County Veterans Support Network utilizes a central coordinating organization (lead organization-governed network). This organization has a moderate level of formality in that the network is a referral service that has some varying degree of formalized relationships and coordination among its participating members.

**Web:** <http://www.tricountyveteranssupportnetwork.org/index.html>

### **Upstate Warrior Solution**

The Upstate Warrior Solution’s mission is, “Reuniting warriors with their families and with their communities.” The program currently aids the counties of Anderson, Greenville, Oconee, Pickens, and Spartanburg in South Carolina, where the veteran population is 89,229 people, by addressing seven different service areas: benefits, education, employment, healthcare, housing, mentoring, and spouse and family support. The Upstate

Warrior Solution has 50 partners and has served 322 veterans to date. To accomplish this mission, the Upstate Warrior Solution utilizes a central coordinating organization (lead organization-governed network). This organization is purely formal, meaning that the service network is fully coordinated and integrated with a clear governance structure among members.

**Web:** <http://www.upstatewarriorsolution.org/>

## TEXAS

### **Grace After Fire**

The mission of Grace After Fire is, “to provide the means for women Veterans to gain self-knowledge and self-renewal.” The organization currently serves the veteran population in Houston, TX, about 23,980 women, by focusing on female veterans’ employment, mentoring, and spouse and family support. Grace After Fire hosts formalized meetings on a consistent basis to share data, practices, and results. This demonstrates that the network has a moderate level of formality.

**Web:** <http://www.graceafterfire.org/>

### **San Antonio Coalition for Veterans and Families**

The mission of the San Antonio Coalition for Veterans and Families is, “to provide leadership, to connect veterans, families and caregivers with community resources to improve their lives.” The network currently aids the veteran population in the city of San Antonio, Texas, about 155,600 people, by serving

and supporting veterans or their families, advocating for them, educating the community, and collaborating with partners. This addresses the service areas of benefits, education, employment, and healthcare. This organization is purely formal, meaning that the service network is fully coordinated and integrated with a clear governance structure among members.

**Web:** <http://www.sacvf.org/>

## UTAH

### **Utah Department of Veterans and Military Affairs**

The Utah Department of Veterans and Military Affairs serves to improve the quality of life for Utah’s veterans by increasing awareness and access to resources, as well as to build a strong network of partners to help accomplish this mission. This department currently aids the veteran population in the State of Utah, around 151,700 people, by addressing five different service areas: benefits, education, employment, healthcare, and housing.

**Web:** <http://veterans.utah.gov/coordination-of-veteran-services/>

## WASHINGTON

### **Columbia Basin Veterans Coalition**

The mission of the Columbia Basin Veterans Coalition is, “to complete the Circle of Service veterans have provided by assisting veterans with the ability to access the services and benefits they have earned by their service to our country; by



educating the general public on the mental and physical effects of military service on veterans and their families; and to support the social well-being of veterans and their families when transitioning back to civilian life.” The coalition currently aids the veteran population in the Kennewick-Pasco-Richland Metropolitan Area of Washington, about 12,100 people, by addressing several different service areas: benefits; housing; mentoring; and volunteering. To accomplish their mission of bettering the lives of veterans, the Columbia Basin Veterans Coalition utilizes a central coordinating organization (lead organization-governed network). It acts as a referral service with no formal partnerships or coordination among participating members, demonstrating a moderately informal level of formality.

**Web:** <http://veteransopportunitycenter.org/>

#### **RallyPoint/6**

The mission of RallyPoint/6 is, “Guiding service members, veterans and their families to the next objective.” The program currently aids the state of Washington, with a veteran population of around 603,600 people. This organization is purely formal, meaning that the service network is fully coordinated and integrated with a clear governance structure among members.

**Web:** <http://rp6.org/>

#### **WASHINGTON, D.C.**

##### **Capitol Post (Formerly Alexandria Veterans Advisory Group)**

The mission of Capital Post is, “To establish and cultivate the top community for veterans to start a business, grow a business, or explore a new career.” The program currently aids the Washington D.C. Metropolitan Area where the veteran population is 390,304. To accomplish this mission, Capital Post utilizes a central coordinating organization (lead organization-governed network). The Capital Post hosts formalized meetings on a consistent basis to share data,

practices, and results. This demonstrates that the network has a moderate level of formality.

**Web:** <https://thecapitolpost.com/>

##### **Northern Virginia Veterans Association**

The vision of the Northern Virginia Veterans Association is to, “be the organization where all Veterans/Military/Families and partners come together to be an important part of the solution for their local community; be a non-competitive collaborative model focused on partnerships, action, and solutions.” The program currently aids the Washington D.C. Metropolitan Area where the veteran population is 390,304. To accomplish its mission of bettering the lives of veterans, the Northern Virginia Veterans Association utilizes a central coordinating organization (lead organization-governed network). This organization has a moderate level of formality in that the initiative is a referral service that has some varying degree of formalized relationships and coordination among its participating members.

**Web:** <https://novavets.org/>

##### **Serving Together**

The vision of Serving Together is to, “make it easier for all of those who have served in the Armed Forces, National Guard or Reserves, and their families, to access the local services they need.” The program currently aids the Washington D.C. Metropolitan Area where the veteran population is 390,304. Serving Together is a program of the Mental Health Association of Montgomery County, Maryland. Organizational relationships in Serving Together are formal, meaning that the service network is fully coordinated and integrated with a clear governance structure among members. These participating organizations also operate and work with multiple levels of government, from local, state, and federal (including the U.S. Department of Veterans Affairs).

**Web:** <http://servingtogetherproject.org/>

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