The Federal Transit Administration
and
the National Resource Center for Human Service Transportation Coordination
present

A GUIDE TO SERVING YOUR MILITARY COMMUNITY

March 7, 2012

A technical assistance document in support of the

Veterans Transportation and Community Living Initiative

A Coordinating Council on Access and Mobility-supported initiative of

Department of Veterans Affairs

Prepared by the Armed Forces Services Corporation

3 Step Model for Serving the Military Community

Phase 1: **Needs Analysis**

Perform an Inventory of Needs for Service Members, Veterans, and Military Families in Your Community

1. Identify the military communities within your area and develop a basic understanding of their ***needs***.
2. Identify and engage the ***partners*** that represent the military communities you identified.
3. Involve those partners in your transportation planning process. Ensure you ***communicate*** the goals of the VT&CLI and your specific transportation initiative. At this stage you will be engaging these partners to develop a comprehensive list of needs for military communities in your area, as well as ranking the needs.

Phase 2: **Resource Planning**

Undertake an Analysis of What Needs Can Be Met based on Current and Planned Resources

Phase 3: **Outreach**

Communicate Current and New Transportation Programs

1. Reach out to your ***partner(s)*** to discuss and gather input on the draft transportation plan.
2. With your partners, determine the most effective ***communications*** vehicles and approach to communicating the new program(s).
3. Share communication ***templates/tools*** with your partners, as appropriate.

"Increasing and improving transportation choices for America's Service Members, Veterans and Military Families by investing in "one-click, one-call" transportation resource centers."

Military Community Overview

	Population	Typical Needs	Sample Partners
ACTIVE DUTY	**Wounded Service Members** (If near Military Installation)	• Healthcare • Education • Internships • Job Search	• USMC Wounded Warrior Regiment • Army Wounded Warrior (AW2) • Air Force Warrior and Survivor Care • Navy Safe Harbor • US Special Operations Command Care Coalition
ACTIVE DUTY	**Wounded Warrior Families** (If near Military Installation)	• Healthcare (often need to accompany Service Members to visits) • Schools / Childcare • Job Search	• USMC Wounded Warrior Regiment • Army Wounded Warrior (AW2) • Air Force Warrior and Survivor Care • Navy Safe Harbor • US Special Operations Command Care Coalition • Fisher House
ACTIVE DUTY	**Other Service Families**	• Spouse Education • Spouse Employment • Childcare / Child Sports (especially during deployments) • Activities of Daily Living	• Military Installations • Local Yellow Ribbon Program Coordinator • Local Blue Star Families Chapter • Local Operation Homefront Chapter
VETERANS	**Veterans with Disabilities**	• Healthcare • Education • Internships • Job Search • Activities of Daily Living	• Veteran Service Organizations (VSOs) – DAV, American Legion, VFW, BVA, PVA • VA VetSuccess • VA Facilities • DVOPs, LVERs • Easter Seals
VETERANS	**Low Income/Homeless Veterans**	• Healthcare • Education • Job Search • Employment	• National Coalition for Homeless Veterans - NCHV • Local homeless shelters, community-based programs • VA Homeless Veterans • Goodwill
VETERANS	**Student Veterans**	• Education • Employment • Activities of Daily Living	• Student Veterans of America • Local College Student Activity Director • Other University-based Veteran Organizations

PHASE 1

Needs Analysis

Phase 1:
Needs Analysis

Phase 2:
Resource Planning

Phase 3:
Outreach

PURPOSE

If you have not already engaged your local military community and developed an understanding of their transportation needs, you will need to begin by performing a needs analysis. This will help you understand their transportation needs and categorize those needs in terms of priority/impact. This process will also help you start to build a trusted relationship.

HOW THIS SECTION IS ORGANIZED

This section is organized around the military communities identified on page 3: Wounded Service Members, Wounded Warrior Families, Other Service Families, Veterans with Disabilities, Low Income/Homeless Veterans and Student Veterans. For each community there are three pages that cover the following topics:

- **Page 1 – Needs:** This is an overview of the typical needs and concerns of the group that you should be aware of when reaching out the them
- **Page 2 – Potential Partners:** This an overview of possible partners to engage for the project
- **Page 3 – Communication:** This section provides tips and suggestions to consider when reaching out to potential partners

Phase 1 – Needs Analysis Overview

Wounded Service Members
(If near Military Installation)

1. NEEDS
2. PARTNERSHIPS
3. COMMUNICATION

Wounded Warrior Families
(If near Military Installation)

1. NEEDS
2. PARTNERSHIPS
3. COMMUNICATION

Other Service Families

1. NEEDS
2. PARTNERSHIPS
3. COMMUNICATION

Veterans with Disabilities

1. NEEDS
2. PARTNERSHIPS
3. COMMUNICATION

Low Income/Homeless Veterans

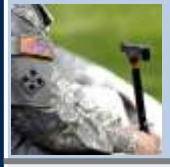
1. NEEDS
2. PARTNERSHIPS
3. COMMUNICATION

Student Veterans

1. NEEDS
2. PARTNERSHIPS
3. COMMUNICATION

NEEDS | PARTNERSHIPS | COMMUNICATION

ACTIVE DUTY



WOUNDED SERVICE MEMBERS

Overview of Needs: Wounded Service Members can spend several years still "in uniform" while they recover, and their transportation needs are different from those who have separated and become Veterans. Many Wounded Service Members do not have personal automobiles and/or are physically unable to drive. Their main transportation needs fall often into the following areas:

- *Healthcare:* Healthcare needs, particularly for those with multiple wounds, can require leaving the installation. Current transportation may be limited, affecting scheduling and creating long wait times before/after appointments.
- *Education:* Many Wounded Service Members are aggressively pursuing off-installation education, both as part of their rehabilitation and to prepare them for life out of uniform.
- *Internships:* Internships are increasingly used to support vocational rehabilitation. Service members need reliable transportation to/from work.
- *Job Search:* DoD works hard to prepare Wounded Service Members to get a job BEFORE they separate to avoid becoming an unemployed Veteran. Transportation to job fairs and interviews is vital.
- *Volunteerism:* Research shows that Service members recover more quickly physically and mentally when they are engaged in volunteer activities.

Prioritization: Examine the military community in your area to determine the key partners in your area:

- For those areas with a Military Treatment Facility (MTF), there will likely be a large wounded Service Member population. You may want to conduct some research on the facility to understand the Services represented, the primary injuries handled by the MTF (some MTFs specialize in particular injuries), the size of the population, etc.
- If you do not have an MTF in your area, do not assume there are no wounded Service Members. For example, there are community-based wounded warrior programs, which allow Service members to live away from their installation, depending on their stage in the recovery process and related medical needs. These Service Members are located all across the U.S. See Appendix - Military Community Statistics for a list of the Wounded Warrior Units that may be able to assist in identifying community-based Wounded Service Members in your area.

NEEDS | **PARTNERSHIPS** | COMMUNICATION

ACTIVE DUTY

WOUNDED SERVICE MEMBERS

Potential Partners & Sensitivities:

- *Army/Navy/Marine/Air Force Wounded Warrior Programs* are located in the communities shown in Appendix - Military Community Statistics. We suggest reaching out to the Director of the Wounded Warrior Program. They may be able to help you connect with Wounded Service Members.
  - Be aware that they are VERY busy, and often have been overwhelmed by offers of help, so caution and diplomacy are urged.
  - Be prepared to articulate how your organization's involvement in the program is going to benefit them, and how it is different from existing programs.
  - Ensure you clearly articulate what you are able to provide, ensuring that you do not over-promise.
- *Recovery Care Coordinators (RCCs)/ Army Wounded Warrior (AW2) Advocates:* RCCs and AW2 Advocates work with Wounded Service Members who are severely injured. Their focus is non-medical case management. They may be able to articulate some of the needs of the more severely Wounded Service Members in your community.
  - Be aware that they are also VERY busy and that their primary focus in on the recovery of the Service Members whose cases they are managing. Caution and diplomacy are urged here as well.
  - Be prepared to articulate how your organization's involvement in the program is going to benefit their Service Members and how it is different from existing programs.
  - Ensure you clearly articulate what you are able to provide, ensuring that you do not over-promise.
- *Operation Warfighter (OWF) Coordinators:* OWF is a DoD-sponsored program that establishes Federal internships for wounded, ill or injured Service Members while they are recovering. Transportation to and from the internships is a challenge in some areas, and OWF coordinators can help identify Service Members participating in internships who have transportation needs.

Locating / Connecting with Potential Partners:

- See Potential Military Community Partners in Appendix – Potential Partners for a more comprehensive listing
- See Appendix - Potential Partners for a list of RCCs/AW2 Advocates in your area.
- See Appendix - Potential Partners for a list of OWF Coordinators and the areas they cover.

NEEDS | PARTNERSHIPS | **COMMUNICATION**

ACTIVE DUTY

WOUNDED SERVICE MEMBERS

Overview of VT&CLI: If the partnerships are new, you may want to begin by providing an overview of VT&CLI:

- *Funding:* The Veterans Transportation and Community Living Initiative invested $34.6 million in 55 different "one-click, one-call" transportation resource centers across the country, bringing more transportation choices and better job access to our military heroes, Veterans, Wounded Service Members, and their Families.
- *Objective:* The projects funded by this initiative will help bridge the transportation gap by assisting states and communities to build or expand centers that offer information on local transportation options by phone or internet.
- *Goal(s):* These projects will make it possible for the military community to check bus and van schedules online or over the phone and to schedule rides with vanpools or private transportation companies. Better coordination means better service, for everyone. We want to make sure that military Veterans and their families can take full advantage of the transportation resources in their communities.

Overview of Community Specific Initiatives: Outline the goals in your community and why you are engaging the particular partner:

- Provide an overview of your organization, the project(s) you received funding for and how you would like to engage/involve the partner(s). Ensure you outline the current services and the perceived impact of the new initiative.
- Outline short term, medium term and longer term goals. For example, the current project is likely a short term initiative; however, it will feed into longer term planning as the community better understands the needs and develops a plan to address gaps in current services to Service Members, Veterans and military Families.

Current Needs / Gaps: Questions to consider as you engage partners to better understand the current best practices, needs, and gaps:

- *Needs:* What would you describe as the number one need among Wounded Service Members that is not being met or not being met adequately? What transportation services do you feel are needed that are not currently offered?
- *Best Practices:* What current transportation services are highly utilized by Wounded Service Members and considered invaluable? Why are these services considered invaluable? What current or past services are not utilized and why?
- *Volume:* As you are gathering information, try to determine how many Service Members would be impacted. Also try to determine what kind of impact on quality of life your program would have.

NEEDS | PARTNERSHIPS | COMMUNICATION

ACTIVE DUTY

WOUNDED WARRIOR FAMILIES

Overview of Needs: About half of all Wounded Service members are married, and most have parents/siblings. For long-term care, families are often moved to the treatment facility best suited to provide the care they need. Often these families do not have a car, and their main needs fall often into the following areas:

- *Healthcare:* Particularly with the high incidence of cognitive wounds (TBI and PTSD), family members must often accompany Service members to healthcare visits because they may not fully understand or remember the healthcare recommendation/treatment plan. Healthcare needs, particularly for those with multiple wounds, can require frequent trips off the installation. Current transportation may be limited, affecting scheduling and creating long wait times before/after appointments.
- *School/Childcare:* Spouses of Wounded Service Members often need to put many hours into the care and support of the warrior, may not have a car, and can have difficulty with child transportation (e.g. childcare, after-school activities, etc.)
- *Job Search:* Spouses of Wounded Service Members may need to start working to support their family financially, or may need to find a new job that can accommodate their care-giving duties. Transportation to job fairs and interviews is vital.

Prioritization: Examine the military community within your area to identify key partners:

- For those areas with a Military Treatment Facility (MTF), there will likely be a large wounded warrior family population. You may want to conduct some research on the facility to understand the Services represented, the primary injuries handled by the MTF (some MTFs specialize in particular injuries), the size of the population, etc.
- Even if you do not have an MTF in your area, do not assume there are no wounded warrior families. There are community-based wounded warrior programs, which allow Service members to live away from their installation, depending on their stage in the recovery process and related medical needs. These Service Members are located all across the U.S. See Appendix – Military Community Statistics for a list of the Wounded Warrior Units which may be able to assist in determining community based wounded Service members in your area.

NEEDS | **PARTNERSHIPS** | COMMUNICATION

ACTIVE DUTY

WOUNDED WARRIOR FAMILIES

Potential Partners & Sensitivities:

- *Army/Navy/Marine/Air Force Wounded Warrior Programs* are located in communities shown in Appendix – Military Community Statistics. The titles vary, but we suggest asking for the commander of the Wounded Transition Organization. They may be able to help you connect with Wounded Service Members.
  - Be aware that they are VERY busy, and often have been overwhelmed by offers of help, so caution and diplomacy are urged.
  - Be prepared to articulate how your organization's involvement in the program is going to benefit them, and how it is different from existing programs.
  - Ensure you clearly articulate what you are able to provide, ensuring that you do not over-promise.
- *Fisher House:* Many installations have a nonprofit Fisher House that provides cost-free housing for families of Service members receiving care at the nearby MTF. The Director of a local Fisher House may be able to help you understand families' needs.
- *Recovery Care Coordinators (RCCs)/ Army Wounded Warrior (AW2) Advocates:* RCCs and AW2 Advocates work with Wounded Service Members who are severely injured. Their focus is non-medical case management. They may be able to articulate some of the needs of the families of more severely Wounded Service Members.
  - Be aware that they are also VERY busy and that their primary focus in on the recovery of the Service Members whose cases they are managing. Caution and diplomacy are urged here as well.
  - Be prepared to articulate how your organization's involvement in the program is going to benefit their Service Members, and how it is different from existing programs.
  - Ensure you clearly articulate what you are able to provide, ensuring that you do not over-promise.

Locating / Connecting with Potential Partners:

- See Potential Military Community Partners in Appendix – Potential Partners for a more comprehensive listing.
- Go to http://fisherhouse.org/houses/ to see a list of Fisher House locations and local contacts.
- See Appendix – Potential Partners for a list of RCCs/AW2 Advocates in your area.

NEEDS | PARTNERSHIPS | **COMMUNICATION**

ACTIVE DUTY

WOUNDED WARRIOR FAMILIES

Overview of VT&CLI: If the partnerships are new, you may want to begin by providing an overview of VT&CLI:

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- *Objective:* The projects funded by this initiative will help bridge the transportation gap by assisting states and communities to build or expand centers that offer information on local transportation options by phone or internet.
- *Goal(s):* These projects will make it possible for the military to check bus and van schedules online or over the phone and to schedule rides with vanpools or private transportation companies. Better coordination means better service, for everyone. We want to make sure that military Veterans and their families can take full advantage of the transportation resources in their communities.

Overview of Community Specific Initiatives: Outline the goals in your community and why you are engaging the particular partner:

- Provide an overview of your organization, the project(s) you received funding for and how you would like to engage/involve the partner(s). Ensure you outline the current services and the perceived impact of the new initiative
- Outline short term, medium term and longer term goals. For example, the current project is likely a short term initiative; however, it will feed into longer term planning as the community better understands the needs and develops a plan to address gaps in current services to Service Members, Veterans and military Families.

Current Needs / Gaps: Questions to consider as you engage partners to better understand the current best practices, needs, and gaps:

- *Needs:* What would you describe as the number one need among Wounded Warrior Families that is not being met or not being met adequately? What transportation services do you feel are needed that are not currently offered?
- *Best Practices:* What current transportation services are highly utilized by Wounded Warrior Families and considered invaluable? Why are these services considered invaluable? What current or past services are not utilized and why?
- *Volume:* As you are gathering information, try to determine how many Wounded Warrior Families would be impacted. Also try to determine what kind of impact on quality of life your program would have.

NEEDS | PARTNERSHIPS | COMMUNICATION

ACTIVE DUTY

OTHER SERVICE FAMILIES

(Not Wounded)

Overview of Needs: About half of all Service Members have spouses, and about one-quarter have children (an average of two children per family). Many families don't have personal cars, and enlisted troops can have significant financial challenges. Their transportation needs are often in the following areas:

- *Spouse Education:* Many spouses may attend college, but may lack reliable transportation to campus.
- *Spouse Employment:* Spouse unemployment is high, and has become a key focus of DoD and this Administration. Transportation to job fairs, interviews and jobs is vital.
- *Childcare/Child Activities:* Especially during deployments, and especially for working military spouses, families may face challenges in transporting children, limiting childcare options and/or after-school activities.
- *Activities of Daily Living:* Even though many services are available on installations, Military Families may have the same challenges as other transportation disadvantaged individuals, even more so if the spouse and/or child has special needs.

Prioritization: Examine the military community within your area to determine the key partners:

- For those areas with a nearby installation, there will likely be a larger population of Service Families. You may want to conduct some research on the facility to understand the Services represented, the size of the population, etc.
- Even if you are not near an installation, do not assume there are no Service Families in your area. There are Service Members and Families located all across the U.S. In some cases, spouses choose to live closer to their family support network instead of living close to the installation where their Service Member is assigned during deployment.

NEEDS | **PARTNERSHIPS** | COMMUNICATION

ACTIVE DUTY

OTHER SERVICE FAMILIES

(Not Wounded)

Potential Partners & Sensitivities:

- *Military and Community Family Programs:* Each local military installation will have family program staff (exact titles will vary depending on the Service).
  - Be prepared to articulate how your organization's involvement in the program is going to benefit them, and how your program is different from other existing programs.
  - Ensure you clearly articulate what you are able to provide, ensuring that you do not over-promise.
- *Yellow Ribbon:* Each state has a Yellow Ribbon Program coordinator who supports the needs of Guard and Reserve families.
  - Be prepared to articulate how your organization's involvement in the program is going to benefit them, and how your program is different from other existing programs.
  - Ensure you clearly articulate what you are able to provide, ensuring that you do not over-promise.
- *Blue Star Families:* This non-profit organization reaches out to civilian communities and leaders and raises awareness of the challenges of military family life.
  - Be prepared to articulate how your organization's involvement in the program is going to benefit them, and how your program is different from other existing programs.
  - Ensure you clearly articulate what you are able to provide, ensuring that you do not over-promise.
- *Operation Homefront:* This non-profit organization provides emergency financial and other assistance to the families of our Service Members and Wounded Warriors.
  - Be prepared to articulate how your organization's involvement in the program is going to benefit them, and how your program is different from other existing programs.
  - Ensure you clearly articulate what you are able to provide, ensuring that you do not over-promise.

Locating / Connecting with Potential Partners:

- See the Military Community and Family Policy Office website for additional information: http://prhome.defense.gov/MCFP/Other.aspx
- For more information and to connect with Yellow Ribbon go to www.jointservicessupport.org/OSD/.
- For more information and to connect with the Blue Star Families chapter in your area please contact the Chapter President (www.bluestarfam.org/local-chapters).
- For more information and to connect with the Operation Homefront chapter in your area please contact the Chapter President (www.operationhomefront.net/map.aspx).

NEEDS | PARTNERSHIPS | **COMMUNICATION**

ACTIVE DUTY

OTHER SERVICE FAMILIES

(Not Wounded)

Overview of VT&CLI: If the partnerships are new, you may want to begin by providing an overview of VT&CLI:

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- *Objective:* The projects funded by this initiative will help bridge the transportation gap by assisting states and communities to build or expand centers that offer information on local transportation options by phone or internet.
- *Goal(s):* These projects will make it possible for Veterans to check bus and van schedules online or over the phone and to schedule rides with vanpools or private transportation companies. Better coordination means better service, for everyone. We want to make sure that military Veterans and their families can take full advantage of the transportation resources in their communities.

Overview of Community Specific Initiatives: Outline the goals in your community and why you are engaging the particular partner:

- Provide an overview of your organization, the project(s) you received funding for and how you would like to engage/involve the partner(s). Ensure you outline the current services and the perceived impact of the new initiative
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Current Needs / Gaps: Questions to consider as you engage partners to better understand the current best practices, needs, and gaps:

- *Needs:* What would you describe as the number one need amongst Wounded Warrior Families that is not being met or not being met adequately? What transportation services do you feel are needed that are not currently offered?
- *Best Practices:* What current transportation services are highly utilize by Wounded Warrior Families and considered invaluable? Why are these services considered invaluable? What current or past services are not utilized and why?
- *Volume:* As you are gathering information, try to determine how many Wounded Warrior Families would be impacted. Also try to determine what kind of impact on quality of life your program would have.

NEEDS | PARTNERSHIPS | COMMUNICATION

VETERANS

VETERANS WITH DISABILITIES

Overview of Needs: Since the 9/11 attacks, approximately 10,000 Veterans have been moderately to severely wounded, and many times that number have lesser injuries; any type of injury can cause transportation challenges for Veterans, their families and their caregivers.

- *Healthcare:* Medical care continues to be a time-consuming priority for disabled vets, and the lack of a car and/or inability to drive often presents challenges. In addition, a caregiver must also often join Veterans for medical appointments.
- *Education:* Many disabled Veterans are aggressively pursuing education and reliable transportation to campus and classes is vital.
- *Internships:* Internships are increasingly used as a tool to support vocational rehabilitation. Veterans need reliable transportation to/from work.
- *Job Search:* Disabled vets have a very high unemployment rate, which is an additional blow to their physical health, mental health and overall well-being. Transportation to job fairs and interviews is vital.
- *Activities of Daily Living:* Disabled Veterans have the same challenges as other transportation-disadvantaged individuals.

Prioritization: Examine the Veteran facilities within your area to determine the key partners:

- In those areas with a Veteran hospital, or Vet Center, there will likely be a large population of Veterans with disabilities. You may want to conduct some research on the facility to understand the services represented and the size of the population.
- If you do not have a Veteran facility in your area, do not assume there are no Veterans with disabilities. Some Veterans may chose to utilize local private sector rehabilitation/hospital facilities rather than those offered by the VA. See Appendix – Potential Partners for a list of Veteran organizations that may be able to assist in identifying community-based Veterans with disabilities in your area.

NEEDS | **PARTNERSHIPS** | COMMUNICATION

VETERANS

VETERANS WITH DISABILITIES

Potential Partners: Your local VA may offer you information on scoping needs, and/or partnering when you win a grant:

- Several Veterans Service Organizations may have local chapters that can help you understand local needs. *Please see the Potential Military Community Partners in Appendix – Potential Partners for additional information.*
- The VA has a national network of support services that can help you understand local needs. *Please find more information at http://vetsuccess.gov/vetsuccess_in_the_community.*
- A local VA hospital will often have a transportation coordinator. *See the map of VA Medical Centers and Military Hospital Locations in Appendix – Military Community Statistics.*
- Your state has designated Veteran employment resource points of contact (called DVOPs and LVERs) who can help you understand local transportation needs related to employment. *Please find more information at http://dvoplverlocator.nvti.ucdenver.edu/.*
- Ensure you clearly articulate what you are able to provide and do not over-promise.
- As you reach out to your local VSOs and MSOs, you may want to consider your answer to the following question: Is this service specifically for the military or is a shared service with the public?

Locating / Connecting with Potential Partners:

- See the Potential Military Community Partners in Appendix – Potential Partners for a more comprehensive listing.
- Discuss with the local VA representatives what you would like to obtain from them and how you propose engage them.

NEEDS | PARTNERSHIPS | **COMMUNICATION**

VETERANS

VETERANS WITH DISABILITIES

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Current Needs / Gaps: Questions to consider as you engage partners to better understand the current best practices, needs, and gaps:

- *Needs:* What would you describe as the number one need amongst Veterans with disabilities that is not being met or not being met adequately? What transportation services do you feel are needed that are not currently offered?
- *Best Practices:* What current transportation services are highly utilize by Veterans with disabilities and considered invaluable? Why are these services considered invaluable? What current or past services are not utilized and why?
- *Volume:* As you are gathering information, try to determine how many Veterans would be impacted. Also try to determine the impact on quality of life your program would have.

NEEDS | PARTNERSHIPS | COMMUNICATION

VETERANS

LOW INCOME/HOMELESS VETERANS

Overview of Needs: Low Income and Homeless Veterans comprise an alarmingly large percentage of the total Veteran population within the United States. Veterans comprise about 20% of the entire homeless population. The majority of them are single, come from urban areas, and suffer from mental illness, alcohol and/or substance abuse, or co-occurring disorders. An additional 1.5 million Veterans are considered at risk of homelessness due to poverty, lack of support networks, and dismal living conditions in overcrowded or substandard housing. Ready access to transportation is critical and an acute need for these two large groups both to stabilize them and provide opportunities around the following dimensions:

- *Healthcare:* Large numbers of displaced and at-risk Veterans must address healthcare needs. Included in these populations are those who live with the lingering effects of post-traumatic stress disorder (PTSD) and substance abuse, which are compounded by limited access to family and social support networks.
- *Education:* Access to local academic, licensure and credentialing academies and institutions helps empower these at-risk groups.
- *Job Search and Employment:* Access to flexible transportation to and from interviews, job fairs and employment is critical.

Prioritization: See Appendix – Potential Partners for a list of organizations that may be able to assist in identifying homeless Veterans in your area:

- Accurate numbers of homeless Veterans by community are not available. Some communities do annual counts; others do an estimate based on a variety of factors. Contact the closest VA medical center's homeless coordinator, the office of your mayor, or another presiding official to get local information.
- A regional breakdown of numbers of homeless Veterans, using data from VA's 2009 CHALENG (Community Homelessness Assessment, Local Education and Networking Groups) report, which contains the most widely cited estimate of the number of homeless Veterans, can be found at: http://www.nchv.org/page.cfm?id=81

NEEDS | **PARTNERSHIPS** | COMMUNICATION

VETERANS

LOW INCOME/HOMELESS VETERANS

Potential Partners: Your local VA may offer you information on scoping needs, and/or partnering when you win a grant. Other resources may include:

- *The National Coalition of Homeless Veterans* is a resource and technical assistance center for a national network of community-based service providers and local, state and federal agencies. *Please find more information at www.nchv.org/about.cfm.*
- The VA has many services for homeless vets, and may be able to provide information about local needs. *Please find more information at www.va.gov/HOMELESS/index.asp.*
- You can generally assume that 20% of homeless individuals at local homeless shelters are Veterans.
- Local Goodwill chapters may have Veteran programs, or least be aware of local Veteran transportation issues. *Please find chapter information at www.goodwill.org.*
- Ensure you clearly articulate what you are able to provide and do not over-promise.
- As you reach out to your local VSOs and MSOs, you may want to consider your answer to the following question: Is this service specifically for the military or is a shared service with the public?

Locating / Connecting with Potential Partners:

- See the Potential Military Community Partners in Appendix – Potential Partners for a more comprehensive listing.
- Discuss with the local VA representatives what you would like to obtain from them and how you propose engage them.

NEEDS | PARTNERSHIPS | **COMMUNICATION**

VETERANS

LOW INCOME/HOMELESS VETERANS

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- *Funding:* The Veterans Transportation and Community Living Initiative invested $34.6 million in 55 different "one-click, one-call" transportation resource centers across the country, bringing more transportation choices and better job access to —our military heroes, Veterans, wounded warriors, and their families.
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- *Goal(s):* These projects will make it possible for Veterans to check bus and van schedules online or over the phone and to schedule rides with vanpools or private transportation companies. Better coordination means better service, for everyone. We want to make sure that military Veterans and their families can take full advantage of the transportation resources in their communities.

Overview of Community Specific Initiatives: Outline the goals in your community and why you are engaging the particular partner:

- Provide an overview of your organization, the project(s) you received funding for and how you would like to engage/involve the partner(s). Ensure you outline the current services and the perceived impact of the new initiative
- Outline short term, medium term and longer term goals. For example, current project is likely a short term initiative; however, it will feed into longer term planning as the community better understands the needs and develops a plan to address in current services to Service Members, Veterans and Military Families.

Current Needs / Gaps: Questions to consider as you engage partners to better understand the current best practices, needs, and gaps:

- *Needs:* What would you describe as the number one need amongst homeless Veterans that is not being met or not being met adequately? What transportation services do you feel are needed that are not currently offered?
- *Best Practices:* What current transportation services are highly utilize by homeless Veterans and considered invaluable? Why are these services considered invaluable? What current or past services are not utilized and why?
- *Volume:* As you are gathering information, try to determine how many Veterans would be impacted. Also try to determine the impact your program would have on quality of life.

NEEDS | PARTNERSHIPS | COMMUNICATION

VETERANS

STUDENT VETERANS

Overview of Needs: Approximately 0.5 % of those enrolled in post-secondary education are Veterans. These individuals are often without the advantages of the assets required to efficiently transport them to and from academic institutions or other certification/training programs.

- *Education:* Off-campus student Veterans may not have a car and may lack the financial means to get to and from education, training or certification opportunities.
- *Employment*: Transportation to job fairs and interviews is vital.
- *Activities of Daily Living:* Student Veterans and their families may have the same challenges as other limited-income groups for daily and basic living needs (e.g. healthcare, shopping, etc.)

Prioritization: See AppendixA – Potential Partners for a list of student Veteran organizations which may be able to assist in determining community-based programs in your area:

- For those areas with a local university or community college, there will likely be a larger population of student Veterans. You may want to conduct some research to understand the military branches represented and the size of the population.
- If you do not have a university or community college in your area, do not assume there are no student Veterans. Many students choose to study through online universities or participate in distance learning programs.

NEEDS | **PARTNERSHIPS** | COMMUNICATION

VETERANS

STUDENT VETERANS

Potential Partners: Organizations that specifically support student Veterans include the following:

- *Student Veterans of America (SVA):* More than 400 colleges have SVA chapters that will be aware of local transportation challenges. Call and ask for the Chapter President. *Please find more information at www.studentVeterans.org/Text.*
- *Non-SVA Chapters*: If your local schools do not have an SVA chapter, they still may have a Veteran club of some sort. Call the college's head of student activities to check.
- Ensure you clearly articulate what you are able to provide and do not over-promise.
- As you reach out to your local VSOs and MSOs, you may want to consider your answer to the following question: Is this service specifically for the military or is a shared service with the public?

Locating / Connecting with Potential Partners:

- See the Potential Military Community Partners in Appendix – Potential Partners for a more comprehensive listing.
- Universities and community colleges with on-campus Veteran organizations are a good place to start to reach the student Veteran population.
- Discuss with the local VA representatives what you would like to obtain from them and how you propose engage them.

NEEDS | PARTNERSHIPS | **COMMUNICATION**

VETERANS

STUDENT VETERANS

Overview of VT&CLI: If the partnerships are new, you may want to begin by providing an overview of VT&CLI:

- *Funding:* The Veterans Transportation and Community Living Initiative invested $34.6 million in 55 different "one-click, one-call" transportation resource centers across the country, bringing more transportation choices and better job access to —our military heroes, Veterans, wounded warriors, and their families.
- *Objective:* The projects funded by this initiative will help bridge the transportation gap by assisting states and communities to build or expand centers that offer information on local transportation options by phone or internet.
- *Goal(s):* These projects will make it possible for the military community to check bus and van schedules online or over the phone and to schedule rides with vanpools or private transportation companies. Better coordination means better service, for everyone. We want to make sure that military Veterans and their families can take full advantage of the transportation resources in their communities.

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- Outline short term, medium term and longer term goals. For example, current project is likely a short term initiative; however, it will feed into longer term planning as the community better understands local needs and develops a plan to address gaps in current services to Service Members, Veterans and Military Families.

Current Needs / Gaps: Questions to consider as you engage partners to better understand the current best practices, needs, and gaps:

- *Needs:* What would you describe as the number one need amongst student Veterans that is not being met or not being met adequately? What transportation services do you feel are needed that are not currently offered?
- *Best Practices:* What current transportation services are highly utilize by student Veterans and considered invaluable? Why are these services considered invaluable? What current or past services are not utilized and why?
- *Volume:* As you are gathering information, try to determine how many Veterans would be impacted. Also try to determine the impact your program would have on quality of life.

PHASE 2

Resource Planning

Phase 1:
Needs Analysis

Phase 2:
Resource Planning

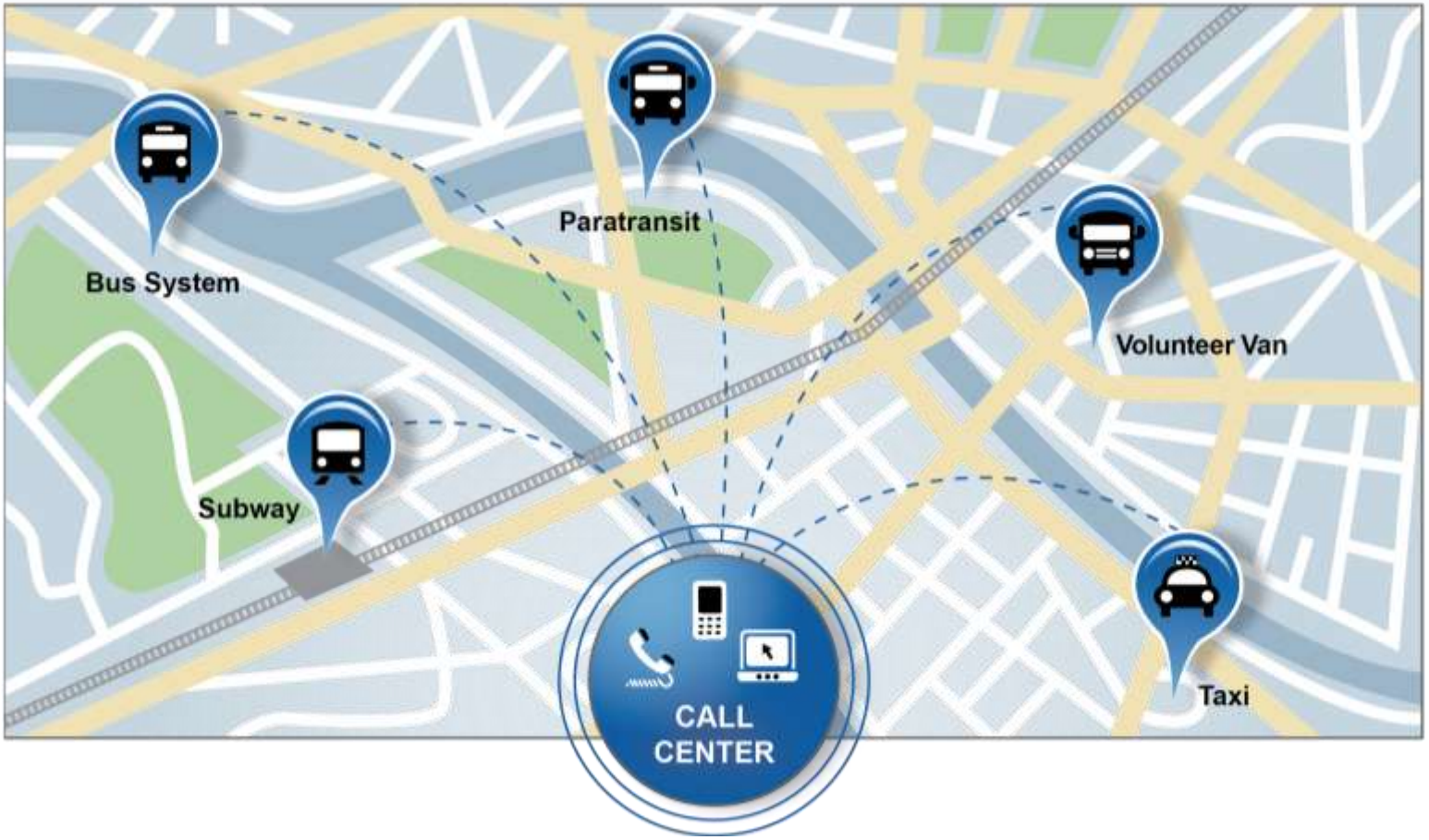
Phase 3:
Outreach

Phase 2 – Resource Planning Overview

PURPOSE

Once the needs of the military community in your area have been gathered and prioritized, the process of analyzing them and comparing them to existing and planned transportation resources begins. During this phase you will develop a short, medium and long term plan to address the transportation needs of the military community in your area.

Phase 2 – "One Click, One Call" Center Concept



"Increasing and improving transportation choices for America's Service Members, Veterans and Military Families by investing in "one-click, one-call" transportation resource centers."

PHASE 3

Outreach

Phase 1:
Needs Analysis

Phase 2:
Resource Planning

Phase 3:
Outreach

PURPOSE

Once you have developed your draft transportation plan in collaboration with the military community, it will be necessary to communicate and solicit input on the plan.

HOW THIS SECTION IS ORGANIZED

This section is organized around the military communities identified on page 3: Wounded Service Members, Wounded Warrior Families, Other Service Families, Veterans with Disabilities, Low Income/Homeless Veterans and Student Veterans. For each community there are three pages that cover the following topics:

- **Page 1 – Partnership and Sensitivities:** This section identifies different potential partners and provides an overview of the sensitivities you should be aware of when reaching out to these partners.
- **Page 2 – Communication:** This section provides communication guidelines and outlines potential communication vehicles.
- **Page 3 – Inventory of Tools:** This section outlines specific tools and templates to assist partners in developing communication materials for individual programs.

Phase 3 - Overview

Wounded Service Members

1. PARTNERSHIPS
2. COMMUNICATION
3. TOOLS

Wounded Warrior Families

1. PARTNERSHIPS
2. COMMUNICATION
3. TOOLS

Other Service Families

1. PARTNERSHIPS
2. COMMUNICATION
3. TOOLS

Veterans with Disabilities

1. PARTNERSHIPS
2. COMMUNICATION
3. TOOLS

Low Income/Homeless Veterans

1. PARTNERSHIPS
2. COMMUNICATION
3. TOOLS

Student Veterans

1. PARTNERSHIPS
2. COMMUNICATION
3. TOOLS

PARTNERSHIPS | COMMUNICATIONS | INVENTORY OF TOOLS

ACTIVE DUTY

WOUNDED SERVICE MEMBERS

Potential Partners & Sensitivities:

- *Army/Navy/Marine/Air Force Wounded Warrior Programs:* These programs are located in communities shown in Appendix – Military Community Statistics. The titles vary, but we suggest asking for the commander of the wounded warrior unit. They may be able to assist in connecting you with Wounded Service Members.
  - Be aware that they are VERY busy, and often have been overwhelmed by offers of help, so caution and diplomacy are urged.
  - Be prepared to articulate how your organization's involvement in the program is going to benefit them, and how your program is different from other existing programs.
  - Ensure you clearly articulate what you are able to provide, ensuring that you do not over-promise.
- *Recovery Care Coordinators (RCCs)/ Army Wounded Warrior (AW2) Advocates:* RCCs and AW2 Advocates work with Wounded Service Members who are severely injured. Their focus is non-medical case management. They may be able to articulate some of the needs of more severely wounded Service Members.
  - Be aware that they are also VERY busy and that their primary focus in on the recovery of the Wounded Service Members whose cases they are managing. Caution and diplomacy are urged here as well.
  - Be prepared to articulate how your organization's involvement in the program is going to benefit their Service Members, and how your program is different from other existing programs.
  - Ensure you clearly articulate what you are able to provide, ensuring that you do not over-promise.
- *Operation Warfighter (OWF) Coordinators:* OWF is a DoD-sponsored program that arranges Federal internships for wounded, ill or injured Service Members while they are recovering. Transportation to and from the internships is a challenge in some areas.

PARTNERSHIPS | **COMMUNICATIONS** | INVENTORY OF TOOLS

ACTIVE DUTY

WOUNDED SERVICE MEMBERS

Communication Guidelines:

- *Determine the types of communication used by your partners and provide assistance around those types (see list below)*
- *Offer to send communication templates to partners to help them engage with their constituents*
- *Ensure appropriate branding is used*
- *Ask to be notified once a communication is sent out by any of your partners*
- *Make sure to identify where the communication is posted (i.e. correct website)*

Types of Communications: Each partner will use different types of communication vehicles to effectively interact with their constituents. These may include:

- *Meetings:* These may be virtual or in-person meetings for constituents to provide an overview of the program and the goals through a formal briefing.
- *Paper based:* These may be posters, brochures or flyers posted for constituents in key locations.
- *Web communications:* Facebook, Internet blogs, Twitter, etc. would include written text or comments about the program and may include web links to additional information.
- *Email:* Electronic-based written communication explaining the program and the goals and sent to constituents.

PARTNERSHIPS | COMMUNICATIONS | **INVENTORY OF TOOLS**

ACTIVE DUTY

WOUNDED SERVICE MEMBERS

Inventory of Tools: Each partner will have a different method/approach to communicating with their constituents. Below is a list of templates/tools that have been developed for the main types of communication. To view the specific templates go to Appendix – Outreach Materials/Templates.

- *Meetings*
  - *Community Briefing:* Written overview of the program and how it works for the potential Service Member participants.
- *Paper based*
  - *"One Click, One Call" Poster:* Visual graphic with some written text explaining how the program works and details for participation.
- *Email*
  - *Email Template:* Written overview of how the program works, tailored for the appropriate population.

PARTNERSHIPS | COMMUNICATIONS | INVENTORY OF TOOLS

ACTIVE DUTY

WOUNDED WARRIOR FAMILIES

Potential Partners & Sensitivities:

- *Army/Navy/Marine/Air Force Wounded Warrior Programs:* These programs are located in communities shown in Appendix – Military Community Statistics The titles vary, but we suggest asking for the commander of the wounded warrior unit. They may be able to connect you with organizations that work with families of wounded warriors.
  - Be aware that they are VERY busy, and often have been overwhelmed by offers of help, so caution and diplomacy are urged.
  - Be prepared to articulate how your organization's involvement in the program is going to benefit them, and how your program is different from other existing programs.
  - Ensure you clearly articulate what you are able to provide, ensuring that you do not over-promise.
- *Recovery Care Coordinators (RCCs)/ Army Wounded Warrior (AW2) Advocates:* RCCs and AW2 Advocates work with wounded warriors who are severely injured. Their focus is non-medical case management. They may be able to articulate some of the needs of families of more severely wounded Service Members.
  - Be aware that they are also VERY busy and that their primary focus in on the recovery of the Wounded Service members whose cases they are managing. Caution and diplomacy are urged here as well.
  - Be prepared to articulate how your organization's involvement in the program is going to benefit their Service Members, and how your program is different from other existing programs.
  - Ensure you clearly articulate what you are able to provide, ensuring that you do not over-promise.

PARTNERSHIPS | **COMMUNICATIONS** | INVENTORY OF TOOLS

ACTIVE DUTY

WOUNDED WARRIOR FAMILIES

Communication Guidelines:

- *Determine the types of communication used by your partners and provide assistance around those types (see list below)*
- *Offer to send communication templates to partners to help them engage with their constituents*
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- *Ask to be notified once a communication is sent out by your partners*
- *Make sure to identify where the communication is posted (i.e. correct website)*

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- *Email:* Electronic based written communication explaining the program and the goals and sent to constituents.

PARTNERSHIPS | COMMUNICATIONS | **INVENTORY OF TOOLS**

ACTIVE DUTY

WOUNDED WARRIOR FAMILIES

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- *Email*
  - *Email Template:* Written overview of how the program works, tailored for the appropriate population.

PARTNERSHIPS | COMMUNICATIONS | INVENTORY OF TOOLS

ACTIVE DUTY

OTHER SERVICE FAMILIES

(Not Wounded)

Potential Partners & Sensitivities:

- *Army/Navy/Marine/Air Force Wounded Warrior Programs:* These programs are located in communities shown in Appendix – Military Community Statistics. The titles vary, but we suggest asking for the commander of the wounded warrior unit. They may be able to connect you with the appropriate contact.
  - Be aware that they are VERY busy, and often have been overwhelmed by offers of help, so caution and diplomacy are urged.
  - Be prepared to articulate how your organization's involvement in the program is going to benefit them., and how your program is different from other existing programs.
  - Ensure you clearly articulate what you are able to provide, ensuring that you do not over-promise.
- *Recovery Care Coordinators (RCCs)/ Army Wounded Warrior (AW2) Advocates:* RCCs and AW2 Advocates work with wounded warriors who are severely injured. Their focus is non-medical case management. They may be able to articulate some of the needs of families of severely wounded Service Members.
  - Be aware that they are also VERY busy and that their primary focus in on the recovery of the Service members who's cases they are managing. Caution and diplomacy are urged here as well.
  - Be prepared to articulate how your organization's involvement in the program is going to benefit their Service Members, and how your program is different from other existing programs.
  - Ensure you clearly articulate what you are able to provide, ensuring that you do not over-promise.
- *Yellow Ribbon Program (National Guard and Reserve):* The Yellow Ribbon program is a DoD-sponsored program to support National Guard and Reserve members, their families and communities, by connecting them with resources. Yellow Ribbon Program representatives may be able to connect you with appropriate resources to assist other Service Families.

PARTNERSHIPS | **COMMUNICATIONS** | INVENTORY OF TOOLS

ACTIVE DUTY

OTHER SERVICE FAMILIES

(Not Wounded)

Communication Guidelines:

- *Determine the types of communication used by your partners and provide assistance around those types (see list below)*
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PARTNERSHIPS | COMMUNICATIONS | **INVENTORY OF TOOLS**

ACTIVE DUTY

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PARTNERSHIPS | COMMUNICATIONS | INVENTORY OF TOOLS

VETERANS

VETERANS WITH DISABILITIES

Potential Partners & Sensitivities:

- *VA Facilities:* These facilities are located in communities across the country. The types of facilities vary, but we suggest asking for a contact at VA hospitals and Vet Centers. They may be a good source of information.
  - Be aware that they are VERY busy, and often have been overwhelmed by offers of help, so caution and diplomacy are urged.
  - Be prepared to articulate how your organization's involvement in the program is going to benefit them, and how your program is different from other existing programs.
  - Ensure you clearly articulate what you are able to provide, ensuring that you do not over-promise.
- *Disabled American Veterans (DAV)*: This is a non-profit dedicated to building better lives for America's disabled Veterans and their families. They may be able to provide pertinent information to engage Veterans with disabilities.
  - Be aware that they are VERY busy, and often have been overwhelmed by offers of help, so caution and diplomacy are urged.
  - Be prepared to articulate how your organization's involvement in the program is going to benefit them, and how your program is different from other existing programs.
  - Ensure you clearly articulate what you are able to provide, ensuring that you do not over-promise.

PARTNERSHIPS | **COMMUNICATIONS** | INVENTORY OF TOOLS

VETERANS

VETERANS WITH DISABILITIES

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PARTNERSHIPS | COMMUNICATIONS | **INVENTORY OF TOOLS**

VETERANS

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PARTNERSHIPS | COMMUNICATIONS | INVENTORY OF TOOLS

VETERANS

LOW INCOME/HOMELESS VETERANS

Potential Partners & Sensitivities:

- *NCHV :* This nonprofit organization is the resource and technical assistance center for a national network of community-based service providers and local, state and Federal agencies that provide emergency and supportive housing, food, health services, job training and placement assistance, legal aid and case management support for hundreds of thousands of homeless Veterans each year.
  - Be aware that they are also VERY busy and that their primary focus in on the recovery of the Service members who's cases they are managing. Caution and diplomacy are urged here as well.
  - Be prepared to articulate how your organization's involvement in the program is going to benefit their Service Members, and how your program is different from other existing programs.
  - Ensure you clearly articulate what you are able to provide, ensuring that you do not over-promise.
- *VA Homeless Veterans:* This organization is a branch of the VA and is government funded. It is a good source of information ~~for~~ about services for homeless Veterans and for contacting organizations that also work with homeless Veterans.
  - Be aware that they are also VERY busy and that their primary focus in on the recovery of the Service members who's cases they are managing. Caution and diplomacy are urged here as well.
  - Be prepared to articulate how your organization's involvement in the program is going to benefit their Service Members, and how your program is different from other existing programs.
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PARTNERSHIPS | **COMMUNICATIONS** | INVENTORY OF TOOLS

VETERANS

LOW INCOME/HOMELESS VETERANS

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PARTNERSHIPS | COMMUNICATIONS | **INVENTORY OF TOOLS**

VETERANS

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PARTNERSHIPS | COMMUNICATIONS | INVENTORY OF TOOLS

VETERANS

STUDENT VETERANS

Potential Partners & Sensitivities:

- *University sponsored Veteran programs* are located at many universities and community colleges. They may be able to provide you with contact information for local student Veterans, and may also understand some of the needs of student Veterans.
  - Be aware that they are VERY busy, and often have been overwhelmed by offers of help, so caution and diplomacy are urged.
  - Be prepared to articulate how your organization's involvement in the program is going to benefit them, and how your program is different from other existing programs.
  - Ensure you clearly articulate what you are able to provide, ensuring that you do not over-promise.

PARTNERSHIPS | **COMMUNICATIONS** | INVENTORY OF TOOLS

VETERANS

STUDENT VETERANS

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PARTNERSHIPS | COMMUNICATIONS | **INVENTORY OF TOOLS**

VETERANS

STUDENT VETERANS

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- *Email*
  - *Email Template:* Written overview of how the program works, tailored for the appropriate population.

Appendix
Potential Partners

Potential Military Community Partners

ORGANIZATION	URL
WOUNDED SERVICE MEMBERS	
USMC Wounded Warrior Regiment	http://www.woundedwarriorregiment.org/
Army Wounded Warrior (AW2)	http://wtc.army.mil/aw2/index.html
Air Force Wounded Warrior and Survivor Care	http://www.woundedwarrior.af.mil/
Navy Safe Harbor	http://www.safeharbor.navy.mil/
US Special Operations Command Care Coalition	http://www.socom.mil/default.aspx
Operation Warfighter	http://warriorcare.dodlive.mil/wounded-warrior-resources/operation-warfighter/
Recovery Coordination Program	http://warriorcare.dodlive.mil/wounded-warrior-resources/recovery-coordination/
WOUNDED WARRIOR FAMILIES	
USMC Wounded Warrior Regiment	http://www.woundedwarriorregiment.org/
Army Wounded Warrior (AW2)	http://wtc.army.mil/aw2/index.html
Air Force Wounded Warrior and Survivor Care	http://www.woundedwarrior.af.mil/
Navy Safe Harbor	http://www.safeharbor.navy.mil/
US Special Operations Command Care Coalition	http://www.socom.mil/default.aspx
Fisher House	http://www.fisherhouse.org/
OTHER SERVICE FAMILIES	
Military Installations	http://www.militaryinstallations.dod.mil/pls/psgprod/f?p=MI:ENTRY:0
Yellow Ribbon Program (National Guard and Reserve)	http://www.jointservicessupport.org/OSD/
Blue Star Families	http://www.bluestarfam.org/
Operation Homefront	http://www.operationhomefront.net/map.aspx

ORGANIZATION	URL
VETERANS WITH DISABILITIES	
Disabled American Veterans (DAV)	http://dav.org/
American Legion	http://www.legion.org/
Veterans of Foreign Wars (VFW)	http://www.vfw.org/
Blinded Veterans Association (BVA)	http://www.bva.org/
Paralyzed Veterans of America (PVA)	http://www.pva.org/
VA VetSuccess	http://vetsuccess.gov/
VA Facilities	http://www2.va.gov/directory/guide/home.asp?isflash=1
State DVOPs/LVERs	http://dvoplverlocator.nvti.ucdenver.edu/
Easter Seals	http://www.easterseals.com/site/PageServer?pagename=ntl_military_Veterans_services
LOW INCOME/HOMELESS VETERANS	
National Coalition for Homeless Veterans	http://www.nchv.org/
VA – Homeless Veterans	http://www.va.gov/homeless/
Local Homeless Shelters	http://www.google.com
Goodwill	http://www.goodwill.org
STUDENT VETERANS	
Student Veterans of America	http://www.studentVeterans.org/
Local College Student Activity Dir.	Individual College Websites

Operation Warfighter (OWF) Contact Information

Contact	Location	Phone	E-mail
Patrick Brick (PM)	NCR	703.428.7540	patrick.brick.ctr@osd.mil
Erasmo Valles	San Antonio, TX	210.439.0030	evalles@afsc-usa.com
Michael Crowe	Colorado Springs, CO	719.433.1459	mcrowe@afsc-usa.com
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Operation Warfighter (OWF) Coordinator Coverage Area

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00037-585

Recovery Coordinator Contact Information

AS OF 11/02/2011

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Recovery Coordinator Contact Information

AS OF 11/02/2011

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Recovery Coordinator Contact Information

AS OF 11/02/2011

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Recovery Coordinator Contact Information

AS OF 11/02/2011

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Recovery Coordinator Contact Information

AS OF 11/02/2011

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Recovery Coordinator Contact Information

AS OF 11/02/2011

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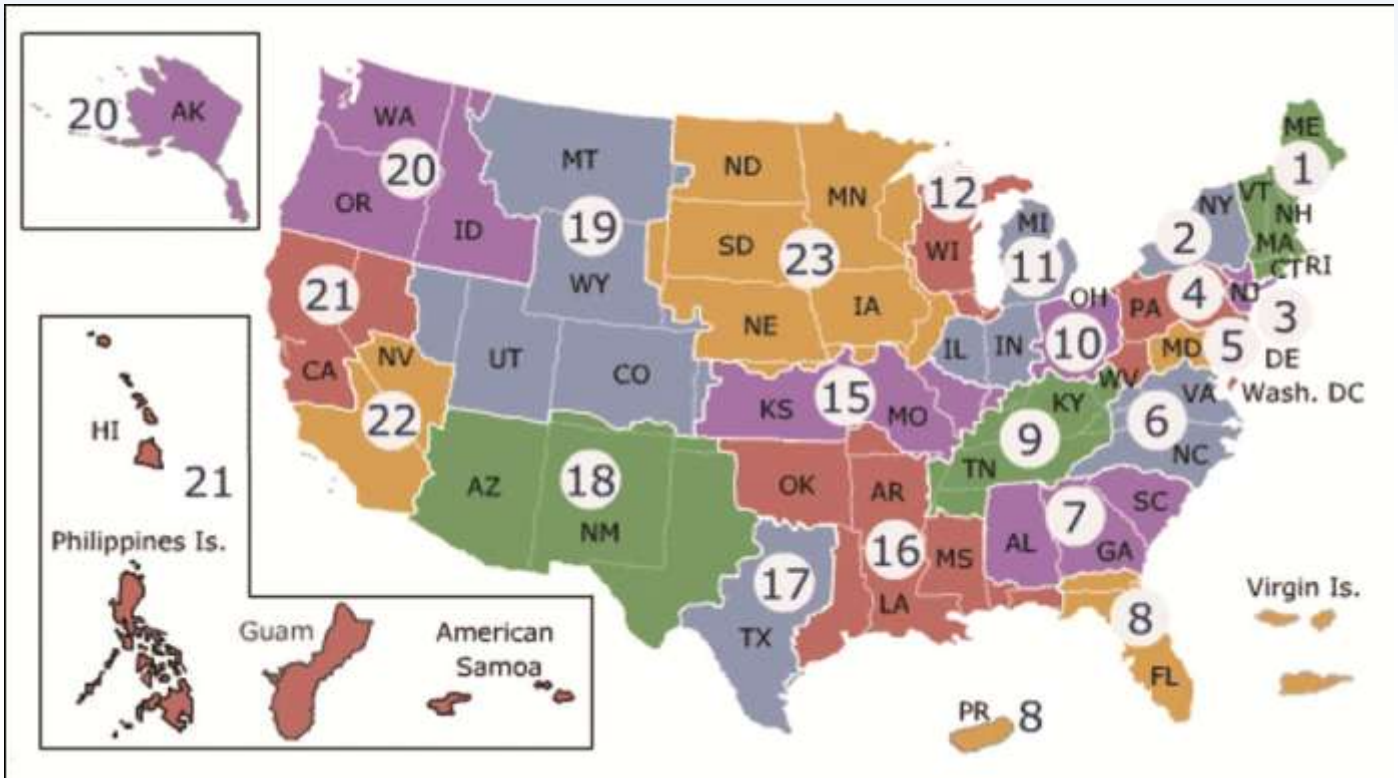
U.S. Department of Transportation
Federal Transit Administration

Veterans Transportation Service (VTS) Regional Coordinator Contact Information

AS OF 03/07/2012



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Kevin Bergan	11, 17-18	404-798-7454	kevin.bergan@va.gov
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Appendix
Military Community Statistics

Military Members and Families by State

STATE	ACTIVE DUTY TOTAL MILITARY	APPROX. # OF SPOUSES	APPROX. # OF CHILDREN	TOTAL MILITARY MEMBERS AND FAMILY BY STATE
Alabama	11,896	7019	5829	24,744
Alaska	23,178	13675	11357	48,210
Arizona	21,343	12592	10458	44,393
Arkansas	6,717	3963	3291	13,971
California	117,806	69506	57725	245,036
Colorado	35,404	20888	17348	73,640
Connecticut	1,914	1129	938	3,981
Delaware	3,870	2283	1896	8,050
District of Columbia	13,424	7920	6578	27,922
Florida	42,642	25159	20895	88,695
Georgia	73,988	43653	36254	153,895
Hawaii	40,874	24116	20028	85,018
Idaho	4,967	2931	2434	10,331
Illinois	10,111	5965	4954	21,031
Indiana	3,108	1834	1523	6,465
Iowa	1,296	765	635	2,696
Kansas	25,482	15034	12486	53,003
Kentucky	43,138	25451	21138	89,727
Louisiana	17,398	10265	8525	36,188
Maine	730	431	358	1,518
Maryland	29,160	17204	14288	60,653
Massachusetts	3,205	1891	1570	6,666
Michigan	2,858	1686	1400	5,945
Minnesota	1,897	1119	930	3,946
Mississippi	9,895	5838	4849	20,582
Missouri	17,925	10576	8783	37,284

Continued on Next Page

Military Members and Families by State

STATE	ACTIVE DUTY TOTAL MILITARY	APPROX. # OF SPOUSES	APPROX. # OF CHILDREN	TOTAL MILITARY MEMBERS AND FAMILY BY STATE
Montana	3,623	2138	1775	7,536
Nebraska	6,845	4039	3354	14,238
Nevada	10,034	5920	4917	20,871
New Hampshire	675	398	331	1,404
New Jersey	6,673	3937	3270	13,880
New Mexico	11,038	6512	5409	22,959
New York	29,553	17436	14481	61,470
North Carolina	116,073	68483	56876	241,432
North Dakota	7,209	4253	3532	14,995
Ohio	8,261	4874	4048	17,183
Oklahoma	21,673	12787	10620	45,080
Oregon	1,615	953	791	3,359
Pennsylvania	5,215	3077	2555	10,847
Rhode Island	1,490	879	730	3,099
South Carolina	32,518	19186	15934	67,637
South Dakota	3,910	2307	1916	8,133
Tennessee	3,511	2071	1720	7,303
Texas	131,548	77613	64459	273,620
Utah	6,237	3680	3056	12,973
Vermont	565	333	277	1,175
Virginia	63,160	37264	30948	131,373
Washington	46,161	27235	22619	96,015
West Virginia	1,199	707	588	2,494
Wisconsin	2,046	1207	1003	4,256
Wyoming	3,407	2010	1669	7,087
TOTAL	**1,088,465**	**642,194**	**533,348**	**2,264,007**

Number of Active Duty Military by State comes from DMDC 2009 data http://siadapp.dmdc.osd.mil/personnel/L03/fy09/09top.htm. Includes Navy and MC personnel afloat.

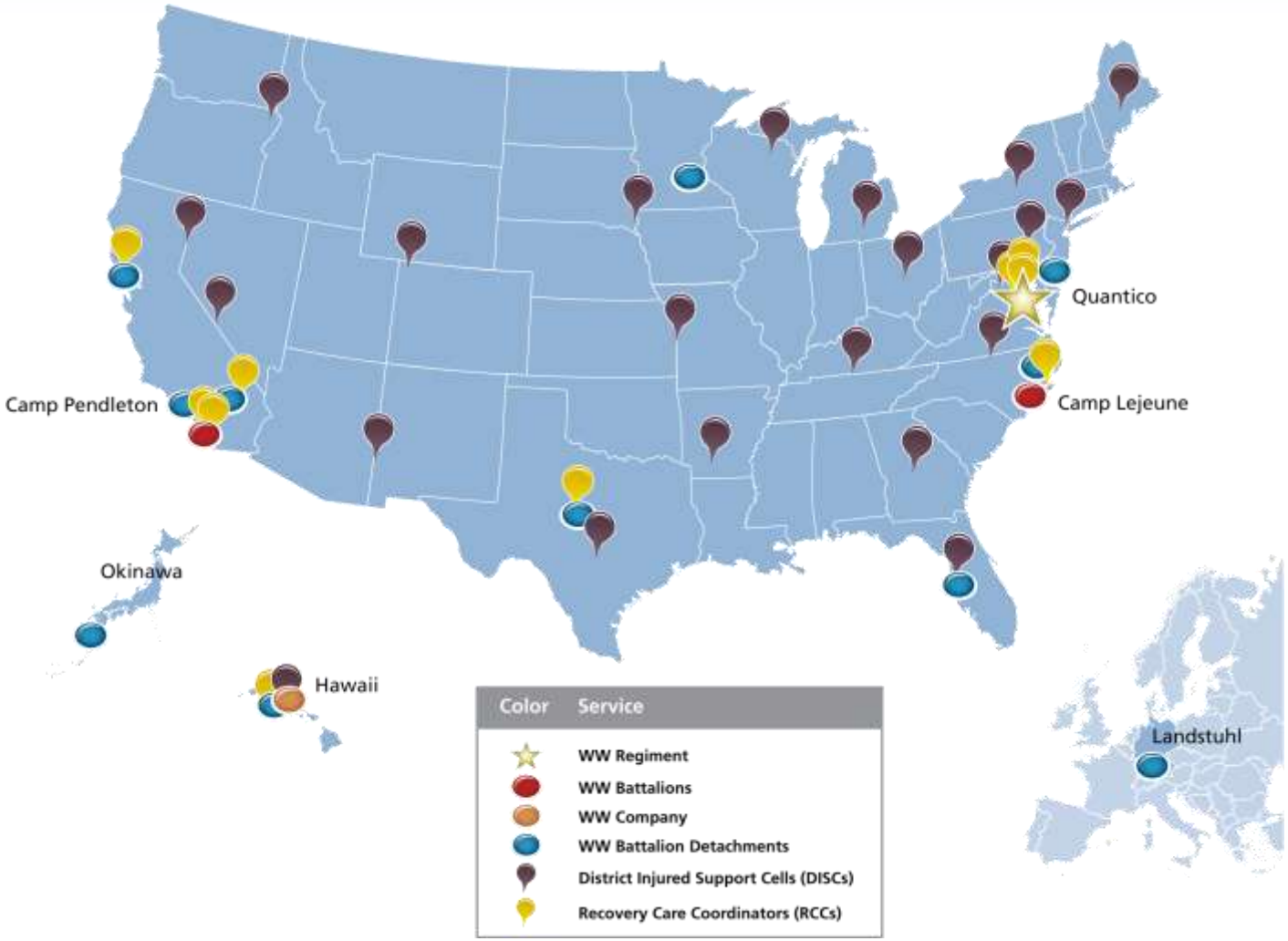
Army Warrior Transition Units (WTUs) Sites

As of August 2011

Color	Service	Total
	Brigade	2
	Battalion	15
	Separate Company	12
	CBWTU (color by AOR)	9

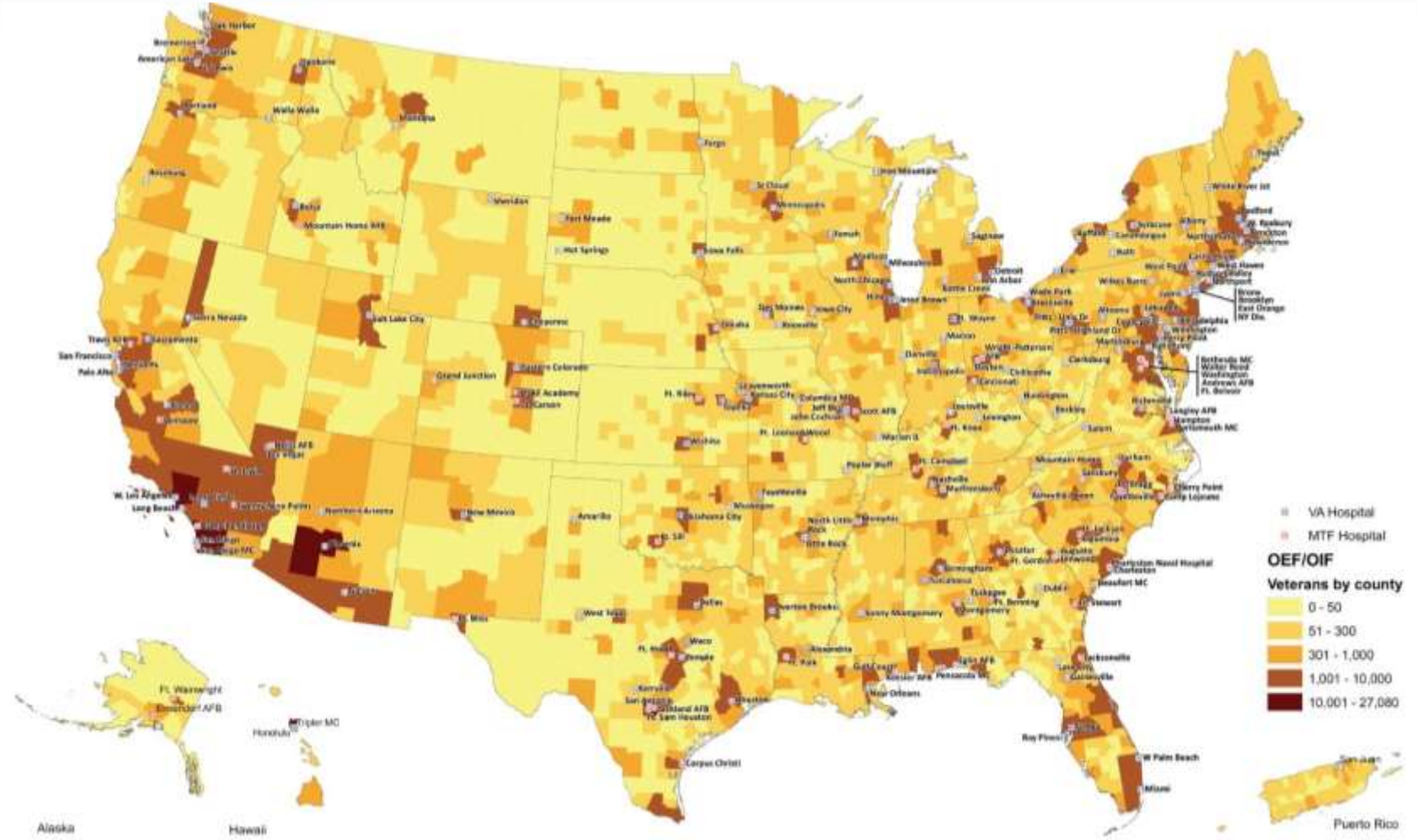
USMC Wounded Warrior Regiment (WWR) Sites

The Regiment maintains administrative and operational control of two Wounded Warrior Battalions located at Camp Pendleton, CA and Camp Lejeune, NC. These battalions have Detachments located at Military Treatment Facilities and at Department of Veterans Affairs (VA) Polytrauma Rehabilitation Centers.



MISSION: Supporting OEF/OIF Veterans

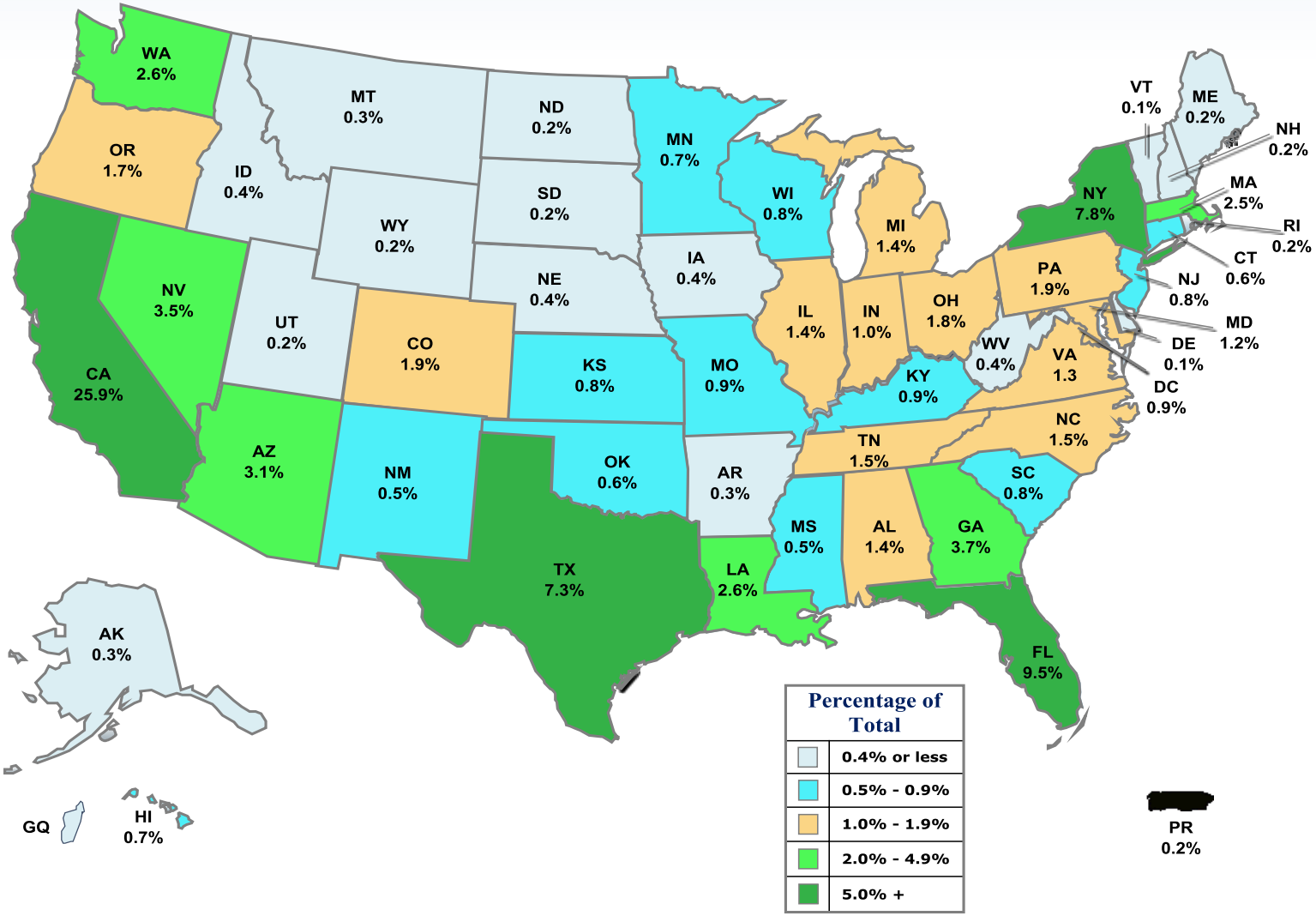
Distribution of OEF/OIF Veterans Relative to VA Medical Center and Military Hospital Locations



VA Office of Policy and Planning — National Center for Veterans Analysis and Statistics (008A3)

Source: VAST as of 09/30/09; OEF/OIF as of Aug. 09

Geographic Distribution of Homeless Veterans by State



Source: Veteran AHAR, 2009

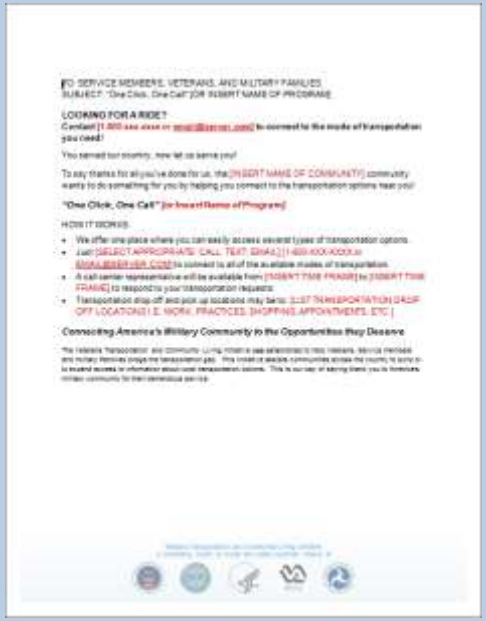
Appendix
Outreach Materials / Templates

Samples of Templates Available

General Briefing Template

Poster (Editable)

Sample Letter/Email to Military Community



*The above documents are posted on the VTCLI Website as standalone documents.

http://www.fta.dot.gov/grants/13094_13528.html