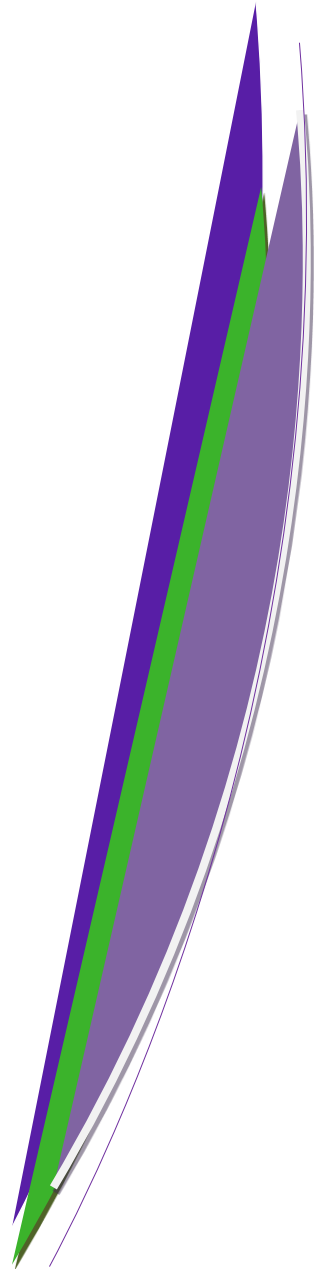


# *Montana Joining Community Forces Toolkit*



A step-by-step resource to creating a County Military Support Coalition.



# Introduction

Montana is home to well over 100,000 Veterans, with approximately 27% of the Veterans living in Montana communities with less than 15,000 people (U.S Census Bureau, 2010 p. 1). To some extent, resource challenges exist for Montanans in general, but with over 13.5% of all Montanans over the age of 18 fitting into veteran status, it is vital to our state's health and well-being that we focus on and address the unique needs and challenges posed by military service. Montana ranks 2<sup>nd</sup> only to Alaska in veterans per capita nationwide; combine this with our unique culture and limited resource availability, and it is time that we as a state take our service delivery for the Service Members, Veterans, and their Families (SMVF) to a new level of support (Department of Veterans Affairs, 2013 p. 37). This toolkit will provide valuable information on how counties can use the White House Joining Community Forces Initiative concept (and other SMVF support models) as a framework to build a County Military Support Coalition (CMSC)<sup>1</sup>, which has the ability to provide collaborative and comprehensive support to its SMVF.

The establishment of CMSC's will allow for all governmental and non-governmental agencies, as well as individuals who are capable of assisting SMVF, the opportunity to do so. *Montana Joining Community Forces* is about taking care of our own, celebrating military service, and forging relationships so that no one feels like they are inadequate or have no future. When the Montana SMVF population is adequately supported, Montana has greater potential to thrive!

This toolkit was developed to assist Montana counties in collaborating with community stakeholders to help establish a comprehensive SMVF support model. In using this toolkit communities will be able to:

- Comprehend who would be impacted by a CMSC;
- Identify the Joining Community Forces support structure;
- Bring all county stakeholders together to determine the effectiveness of their local support delivery system;
- Develop Goals, Mission Statement, and Vision to guide their CMSC;
- Assess challenges that exist locally (See Demographic Charts in Appendix 7.0);
- Begin identifying gaps in services based on needs;
- And sustain their CMSC effort through sharing ideas, processes, and best practices with other CMSCs.

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<sup>1</sup> See Appendix 8.0 for Complete List of Acronyms used in this document.

Recognizing that there are many models of outreach and coalition start-up for other community initiatives, we welcome and encourage your thoughts and input into the content of future versions of this document. An annual volume of this document is published prior to the start of the calendar year January 1. Updates and revisions to the toolkit should be submitted no later than December 18<sup>th</sup> of each year. It is our desire to make sure we provide the best toolkit possible, so our counties have an understanding of this initiative, how to move forward in creating local coalitions, and how to sustain the support. We feel this is only possible through a broad spectrum of ideas and best practices from the people accessing needed services as well as the community surrounding those who need to access services.

# Acknowledgements

**AmeriCorps VISTA, Montana Campus Compact VISTA Program**

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**Montana Department of Public Health and Human Services**

**VA Montana Health Care System**

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# Montana is Joining Community Forces

## Background

### **Minnesota's *Beyond the Yellow Ribbon Community***

In 2008, Minnesota began its effort to build community support at the local level with the proclamation of the first *Beyond the Yellow Ribbon Community*. This effort was initiated to recognize and address the issues Service Members and their Families in the Minnesota National Guard would face once their deployments and National Guard Yellow Ribbon Events were complete. The effort in Minnesota has evolved and now encompasses over 200 cities, counties, and businesses, identified as *Beyond the Yellow Ribbon Community* Supporters.<sup>2</sup>

### **Montana's First Official *Yellow Ribbon Community***

In 2009 and 2010, the Montana National Guard traveled the state to visit our armory communities as well as Polson and Glendive (23 total visits), to discuss and share the support role that the local community had the potential to play while the Montana Army National Guard's 1-163<sup>rd</sup> Combined Arms Battalion underwent their deployment. Since 2006, this was our largest single asset deployment for the Montana National Guard, with over 560 Soldiers leaving their communities to support Operation New Dawn in Iraq. This can be identified as the first informal effort in the state to "deploy" local support for our Montana National Guard families (Cohen, 2011 p. 1).

The Veterans Liaison for Senator John Tester (Bruce Knutson) arranged for the *Beyond the Yellow Ribbon Community* Initiative concepts to be shared with the Red Lodge Community. Members of the Red Lodge community began to build what we now recognize as the first and only official *Yellow Ribbon Community* (which now consists of Carbon and Stillwater Counties) in Montana.

### **Montana Joining Community Forces, A Brief History**

In 2011, the White House, and specifically First Lady Michelle Obama and Dr.

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<sup>2</sup> **The Minnesota's *Beyond the Yellow Ribbon Community***: A full description of the mission, goals and efforts of the Minnesota beyond the Yellow Ribbon Community Can is found on its webpage. Though it goes by a different name, a Beyond the Yellow Ribbon Community the network of initiatives that are encapsulated under the Minnesota Beyond the Yellow Ribbon Community are exemplary of what states across the nation can do to support their service members, veterans and military families at the local level(Beyond the Yellow Ribbon, 2014, February 11) .

Jill Biden introduced the *Joining Community Forces*<sup>3</sup> initiative to encourage communities and organizations to collaborate and support their SMVF. The Montana National Guard again sat down to discuss the next generation of support for its Service Members and Families. More importantly, this was more than about just the Montana National Guard Service Members and their Families, this was about the entire Montana SMVF Community; and especially building upon the accomplishments of the Montana National Guard Yellow Ribbon Program as a primary method of support for National Guard men and women, as well as many Reservists, in Montana since 2009. The Montana National Guard began looking at how it could best support its members, Montana's Reservists from other services, Veterans from past eras, as well as the soon-to-be new residents to Montana post military service.

In 2013, federal budgets cuts meant that funding for the Montana National Guard Yellow Ribbon Program also decreased (Fiscal Year 2014 Budget Estimates Defense Human Resources Activity, 2013, p 7). Despite financial challenges, Missoula, Lewis and Clark, Flathead, and Yellowstone Counties continued to move forward with the initiative. Ultimately, the primary goal is to have all 56 counties in Montana “owning” their own version of a formal County Military Support Coalition (CMSC).

More specifically, the objectives of CMSC's are to create a statewide comprehensive and collaborative network of SMVF Support, utilizing all accessible means of support, and to foster delivery through a central service (Montana SMVF Network of Care Website).<sup>4</sup> The Montana SMVF Network of Care interfaces with a variety of tools, which includes: demographic/data capture; Short Videos; and Reintegration Training for SMVF and the General Community.<sup>5</sup> Meeting these objectives will help mitigate some of the challenges that we face specifically in Montana. Because Montana has many rural communities, several challenges exist, such as limited access to resources, ability to isolate from others, and long range commuting for services.

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<sup>3</sup> **The Joining Community Forces Initiative:** The Joining Forces is a national initiative that calls on all sectors of society to give our service members and their families the opportunities and support they have earned. Specifically Joining Forces creates opportunities for all Americans to step up and show their gratitude service members and their families by helping them find employment, receive quality health care, and engage in higher education (Biden & Obama, 2014, April 11).

<sup>4</sup> **The Montana Service Members Veterans and Military Families Network of Care Website:** The Montana SMVF Network of Care website is a public service offered through MT Department of Public Health and Human Services via the Rural Health Access Program Grant. See Appendix 1.0

<sup>5</sup> **Online Tools:** The survey, video, and website training module information can be found in Appendices 1.1-1.3. All of the tools will assist counties with their immediate needs of sharing and identifying challenges, and providing reintegration education/training for both SMVF and General Public.

# Why Community Partnerships and Involvement?

It is hard to walk around any community in Montana and not see some form of love and support for the country, and our veterans. For example, some communities have yellow ribbons tied around light poles, dedications to those who have served in wars, patriotic events, and memorials to honor those who have given the ultimate sacrifice. All of these offerings are worthy praises of support; yet challenges remain despite these incredible tributes to the men and women who have served our country. For those SMVF in our larger communities, it may be trying to navigate through the myriad of services and information available, and for the SMVF in the rural communities it is much different; it is attempting to find something or someone locally that will help them with their challenge. We also have a challenge disseminating critical information and other valuable resources to our rural communities, which includes both SMVF and community providers. Developing partnerships can ensure that each community has adequate access to the organizations (including VA, State, Federal, and Private Organizations) that have existing capabilities to enhance our level of support and service delivery to every county/community in Montana.

## Joining Community Forces Model of Support

### **County Military Support Coalition (CMSC)**

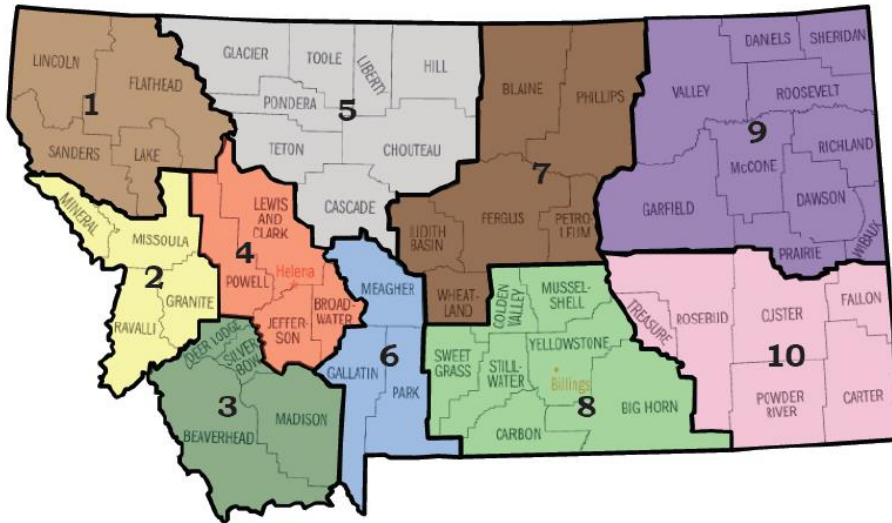
Support for the SMVF Community begins and ends at the county level; and because our state offers a broad scope of diversity in culture and landscape, each county will be unique in its ability to provide support. This document simply serves as a reference and includes recommendations based on other successful models relative to our demographics in Montana. It is important that the business community, governmental organizations, and people immediately surrounding SMVF are equipped with the information and resources needed to be the most impactful and relational.



## Regional Military Support Coalition (RMSC)

Early in the Joining Community Forces planning, the Montana National Guard decided that the most efficient way to provide support to SMVF is to break the state into 10 regions (see Regional Military Support Map below). This regional breakdown allows for counties within each region to pool their resources together to establish an RMSC, largely due to the fact that the majority of the resources in each region exist in the larger community in that region (Regional Resource Hub).

### Regional Military Support Map



**Regional Military Support Map:** The Regional Military Support map groups counties according to how they could potentially share resources amongst CMSCs to ensure full access to support for Veterans, Service members and families in all areas of the region.

## Montana Military State Resource Coalition (MMSRC)

As with the RMSC, the MMSRC has been created to offer hierarchical support. In order for the CMSC and the RMSCs to be successful, the MMSRC needs to be the backbone of support in Montana. The idea with the MMSRC is to offer the rest of the state qualitative and quantitative analysis, measures to improve statewide service delivery, critical information delivery, and education/training. The ability for *Montana Joining Community Forces* to be comprehensive, collaborative, and effective is rooted in the MMSRC, which includes Military and Veteran Affiliated Stakeholders and State Leadership Endorsement.

The majority of the MMSRC network organizations will be from our larger communities like Helena and Billings; however, the organizations (both governmental and non-governmental) that are outside of these areas and provide statewide services are recommended to participate in MMSRC business.

## Statewide Recognition

The success of the *Montana Joining Community Forces* initiative is based on Montana's ability to publically recognize the coalitions and their ability to deliver services to Montana SMVF. This recognition is a combination of branding *Montana Joining Community Forces*, as well as conducting outreach through education and training. Within this framework is the necessity for the MMSRC to respond according to each region's identified challenges and needs.

In essence, it should not matter whether a Service Member or family comes back to Montana; after active duty and lives in Missoula or Glendive, Montana they should be able to recognize the statewide initiative through a well-developed brand. A clear brand is also important to helping potential Joining Community Forces contributors identify the initiative and take steps to contribute.

## Community/County Centrism

While the statewide branding and outreach is important in this initiative, perhaps even more important is the ingenuity and personality of each county. The people at the county level are the first responders and have the best ability to support their own SMVF Community. These responders will be able to access the CMSC network of support in an effort to connect the SMVF with the support services they need to assist them with their challenge. Whether it is family members, or peer-to-peer/mentor support, each county's success in taking care of its own, is determined by the ability of the first responder to recognize when someone needs assistance and their ability to connect them with the appropriate resource. Furthermore, the CMSC allows SMVF who are not involved in extracurricular activities (like Veteran Service Organizations-VSOs) the opportunity to connect to and support other SMVF. Being connected to a large network of support is similar to being in the military, where serving others and the community in general can be therapeutic in nature.

## Service Support Breakdown

Other states including Illinois, Oregon, Minnesota, and Utah which have established CMSC's have prioritized support service areas based on the needs that exist within the local SMVF communities. In order to create a comprehensive network of support services, it is recommended that the network consists of the following seven key service areas:

- Behavioral/Physical Health
- Family/Youth;
- Education/Career;
- Faith-based;
- Financial Wellness;
- Legal;

- and Housing.

These listed services do not include other organizations or councils that are military and/or veterans centric—specifically Veterans Service Organizations (VSOs). VSOs offer several services to SMVF, and as a result are a support mechanism and an essential part of the comprehensive support model. Below is a list of some of the VSOs that will be found throughout Montana, and it is highly recommended that these organizations are collaborated with when pursuing the stand-up of the CMSC:

- American Legion;
- Veterans of Foreign Wars (VFW);
- Disabled American Vets (DAV);
- Montana Veterans Affairs Division-Veterans Service Officers;
- Military Order of the Purple Heart;
- United Veterans Councils;
- Volunteers of America (VOA)

In addition to VSOs, it is important to get other county entities involved in the CMSC. The following is a list of additional organizational support that helps builds a comprehensive network:

- Veteran Rehabilitation and Support Organizations
- Community and Organizational Leadership
- Businesses/Merchants
- Volunteer Networks
- Community Military Liaison (both current and former military)

### **Key Service Areas**

At the county level there are various organizations, advisory councils, individuals, and businesses that will have a vested interest in supporting the SMVF Community. This list identifies some of the organizations and services that would fall under each key service area of a CMSC.

#### Behavioral/Physical Health

- Hospitals
- VA CBOCs (Community Based Outpatient Clinics)
- Community Mental Health Centers
- Community Health Centers and rural health clinics
- Community Counselors
- Vet Centers and Mobile Vet Centers (Mobile Vet Centers run on a schedule)

- Natural Health Providers
- Tele-Health Clinic
- Aging Services

#### Family/Youth

- MTNG Family Assistance Center Specialists
- Operation Military Kids/4-H
- MTNG Family Readiness Groups
- MTNG Military Family Life Consultant
- Local Primary Education Schools

#### Career/Adult Education

- Local Job Service Office (Veteran's Liaison)
- Local 2 or 4 Year College
- On-the-Job/Apprenticeship Opportunities (See State List of OJT/Apprenticeship Opportunities in State List of Key Stakeholders)

#### Faith-Based

- MT National Guard Partners-in-Care Churches
- Local Churches

#### Financial Wellness

- Local Credit Unions (As part of Army OneSource Financial Alliance)
- Local Financial Management Courses (Dave Ramsey Financial Peace University)

#### Legal

- Local Attorneys and Legal Offices (As part of Army OneSource Legal Alliance)
- Local District Veterans Court

#### Housing

- Housing and Urban Development (HUD)
- Montana Landlord Association
- HUD/VASH
- Volunteers of America (VOA)

# Creating a County Plan

“What does it take to create a Joining Community Forces Team?” This is a big question throughout Montana. After several months of communication with people around the state, it is clear that there are communities with an interest in creating this coalition; however, at the onset of getting people to the table for a discussion, the issue is not whether or not to build a County Military Support Coalition, the issue is how to build the County Military Support Coalition.

## How to Get Started

### Information and Resource Assessment

The first steps in building a CMSC is to identify key stakeholders in the community, collaborate with the stakeholders to discuss the resources available, and identify the gaps that potentially exist (based on above key service list). During this initial phase of identifying stakeholders who could potentially contribute, the coalition leadership team will also want to make sure the needs of all demographic groups (female veterans, Native American veterans, and other minority veterans etc.) are represented in the support model. It is recommended that when a decision is made to move forward with this CMSC, goals and action plans are developed to keep the coalition on target. The CMSC Action Plan as laid out in this toolkit (p. 21 Appendix 3.0, Fig. 3.0) will assist in this process, but it is only a recommended action plan, meaning that each CMSC will want to move forward with the coalition based on its own capabilities. As this coalition begins initial discussions, it will want to make sure to include a Community Covenant (p. 40 Appendix 5.0), as the Community Covenant will be an essential part of the CMSC outreach plan and is a symbol of the counties commitment to being recognized as a Community Coalition.

Secondly, a CMSC Quarterly Leadership Team meeting should convene to develop a CMSC vision and mission statement<sup>6</sup>, establish several concrete

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<sup>6</sup> **CMSC Vision Statement:** The CMSC Vision Statement is what the end state looks like relative to the mission and goals accomplishment. An example of the Vision Statement would be: A county that operates collaboratively and efficiently to provide comprehensive services, information, and resources to the SMVF Community. The CMSC Mission Statement should be developed by the CMSC Leadership Team and consist of the CMSC's business, purpose, and values. An example would be: We seek to build a collaborative and comprehensive network of organizations, businesses, and individuals to show their support for the SMVF Community, while at the same time showing our patriotism and gratitude for our state and nation.

measurable objectives<sup>7</sup>, and begin planning to commemorate the CMSC's formation with a Community Covenant signing.

### **Planning a Community Covenant**

Marketing and outreach has been a considerable part of the discussion in this document; and it is strongly believed that marketing and outreach plays the most important role in meeting the end goal of the *Montana Joining Community Forces* mission through providing collaborative and comprehensive care for the entire Montana SMVF Community. When *Montana Joining Community Forces* is recognized locally and statewide, we are fulfilling our obligation of allowing individuals and organizations immediate access to services.

The Community Covenant is the initial event presenting the established CMSC's mission to the county residents in an effort to inform them about the military support coalition and the resources that are available to help the SMVF Community. The Community Covenant should include a public proclamation of support for the CMSC by influential community leaders, as signified by their public signing of a Community Covenant Document (p. 40 Appendix 5.0 Fig. 5.1, 5.2, 5.3).

In order to draw county residents to the Community Covenant event, it may make sense for the leadership team to consider collaborating with other established and highly supported events in its county. Examples of these events may include:

- Patriotic Holiday Celebrations (examples include: Armed Forces Day, Memorial Day, Fourth of July, or Veterans Day);
- County Fair (would want to have a special ceremony with county leadership);
- The first Semi-Annual or Annual Service Provider Workshop;
- Veterans Stand Downs;
- Airshows;
- Other Traditional Community Events with Patriotic Resemblance.

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<sup>7</sup> **CMSC Objectives:** CMSC objectives should be developed by the CMSC Leadership Team and be relative to the Mission and Vision of the CMSC. Initial goal examples would be: 1.) Identify at least three different organizations or individuals to serve on each Key area; 2.) Be fully operational within six months of initial Informational and Resource Assessment; 3.) Create CMSC Resource Directory within six months of initial Informational and Resource Assessment.

### **Begin the CMSC Action Plan**

It is strongly recommended that the Leadership Team create their own action plan according to their unique capabilities and county dynamics. This is a useful reference to assist counties with their start-up strategies. The most important part of the CMSC action plan is progress towards the ultimate goal of supporting the SMVF Community.

The action plan along with the charter will be the driving forces to keep the coalition focused on the mission. The CMSC Leadership Team is responsible for making sure each service team is held accountable for their responsibilities as outlined in their specific action plan, and that progress is being made on all accounts (marketing, outreach, service delivery, collaboration, and service gap management).

### **Planning a Service Provider Workshop**

The recommended key objectives with the Service Provider Workshop are simple:

- To educate the community on the services that exist;
- Explain how to help SMVF enroll (in some cases) and obtain these services;
- To survey the SMVF Community in order to identify their specific needs (this should include SMVF from all eras);
- Connect CMSC organizations and individuals to the SMVF Community (Networking).

Prior to developing a curriculum for the workshop, a needs assessment should be conducted to determine the topics covered during the workshop. These Community SMVF Service Provider Workshops could be offered on a semi-annual or annual basis, and may also be referred to as a Mini-Summit, Symposium, or Conference. Following the workshop, it is important to communicate the outcomes to the MMSRC. Sharing the information through the RMSC and up to the MMSRC will allow for ideas, processes, and best practices to be shared with other CMSCs.



# Sustaining the CMSC

The CMSC Charter (p. 38 Appendix 4.0) and Action Plan (p. 21 Appendix 3.0) will serve as the foundational documents that guide the coalition to accomplish its goals as they relate to the mission and vision for the CMSC. These working documents should be referred to often to ensure stated goals and action plan items are accomplished. CMSC participants should share leadership tasks to avoid overburdening any one member. CMSC events such as Veteran Stand Downs<sup>8</sup> and other community service events should be celebrated and recognized to improve and maintain morale. The Appendix in this document has many tools that can help a CMSC identify important aspects to making progress with the support coalition. Items in the Appendix include: Recommended Meeting Cycles (p. 20 Appendix 2.0); Action Plan Examples (p. 21 Appendix 3.0); Charter Example (p. 38 Appendix 4.0); Community Covenant Planning Information (p. 40 Appendix 5.0); some valuable statewide demographics information (p. 47 Appendix 7.0); and The Lewis and Clark County Media Engagement Manual (Appendix 8.0).

## CMSC Organization and Distribution of Labor

In order to drill down and identify services that focus on specific cultural challenges, it is recommended that each of the seven Key Service Areas discuss the need for sub-committees. For example, the Behavioral/Physical Health service area could specifically look at the following military cultural issues individually to determine what resources are available and how the challenges can be addressed, and whether or not sub-committees are necessary:

- TBI/PTSD;
- Homelessness;
- Military Sexual Trauma;
- Anger Management;
- Domestic Violence;
- Tele-Health;
- Transportation;
- Substance Abuse.

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<sup>8</sup> **Veterans Stand Downs:** Veterans Stand Downs are a part of the Department of Veterans Affairs effort to provide services to Homeless Veterans. On average, veterans Stand Downs last between one and three days and include services such as food, shelter, clothing, health screenings, benefits counselling, and referrals to a variety of other resources and treatments. Stand Downs are organized collaboratively by the VA and other government and community agencies (U.S Department of Veterans Affairs, 2012, November 29).



## Administrative Sub-Committees

The CMSC should establish sub-committees to distribute tasks such as:

- Event Planning (may need smaller committees for logistics, resource requisition, food/beverage, etc.);
- Marketing and Outreach;
- Fundraising.

## Other Support Mechanisms

Other opportunities for support include obtaining an AmeriCorps VISTA volunteer or Mission Continues Fellowship.<sup>9</sup>

## Fundraising

In order to meet CMSC financial needs, it is recommended that the coalition engage in fundraising activities. There are a variety of ways to raise the funds necessary to meet the financial obligations of hosting community events. Some ideas include:

- Soliciting Donations
- Selling Official Montana JCF Vinyl Window Decals with County identifier for businesses and vehicles (MT JCF logo exists and is available through the MMSRC for printing and purchase either locally or through MMSRC channels)
- Selling official Montana JCF marketing products with County identifier (MT JCF logo exists and is available through the MMSRC for printing and purchase either locally or through MMSRC channels)
- Community Foundation Grants
- Raffle Drawings
- Montana Warrior Competitions (Runs, Hand bike Races, Triathlons, Endurance Races, Golf Tournaments, Cross-Fit Competitions, etc.)
- Fundraising Dinners/Auctions

In order to allow for the donations and sponsors to have tax-deductible donations it is highly advised that there is an IRS approved 501(c) (3) non-profit organization willing and capable to manage the finances required for sustaining the CMSC. Discussions can take place at the county level to determine if there is an organization willing and able to support this need, and the CMSC Leadership Team may also contact the MMRSC Leadership Team for further discussion on funds management and accountability specifically related to *Montana Joining Community Forces*.

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<sup>9</sup> **Other Support Mechanisms:** More information about the mission continues fellowship and the AmeriCorps VISTA program can be found at <https://www.missioncontinues.org> and [www.nationalservice.gov/](http://www.nationalservice.gov/).

# Appendix

## 1.0 Network of Care Website (and other tools) for Service Members, Veterans and Families' (SMVF) Support

### 1.1 Survey

### 1.2 Video

### 1.3 Website Reintegration Training

#### 1.3.1 SMVF Basic Reintegration Training

#### 1.3.2 Basic Reintegration Support Training

## 2.0 Recommended Meeting Cycles and Events for County Military Support Coalitions (CMSCs)

### 2.1 CMSC Leadership Team

### 2.2 Administrative Sub-Committees

### 2.3 Key Service Area Teams

### 2.4 Key Service Area Sub-Committees

### 2.5 Service Provider Workshops

## 3.0 Action Plan Examples

### 3.1 CMSC Leadership Team

### 3.2 Behavioral and Physical Health Service Provider (SPHSP) Team

### 3.3 Family and Youth Services (FYS) Team

### 3.4 Faith-Based Services (FBS) Team

### 3.5 Crisis Response Services (CRS) Team

### 3.6 Education and Career Services (ECS) Team

### 3.7 Legal Services (LS) Team

### 3.8 Financial Wellness Services (FWS) Team

## 4.0 Charter Example

## 5.0 Community Covenant Planning

### 5.1 Community Covenant Signing Document Example

#### 5.1.1 MT Joining Community Forces (JCF) Covenant Signing

### Ceremony Sequence of Events

#### 5.1.2 Community Covenant Document Examples

### 5.2 Sample of MT JCF Covenant Signing Ceremony Sequence of Events

#### 5.2.1 Sample of Informal Community Covenant Event Timeline

#### 5.2.2 Sample of Formal Community Covenant Ceremony

### Sequence of Events

## 6.0 Montana Military State Resource Coalition Key Stakeholders

## 7.0 State Demographics (provided by Army OneSource)

## 8.0 Acronym List

## 9.0 References

# 1.0 Network of Care Website (and other tools) for Service Members, Veterans and Families' (SMVF) Support

Figure 1.0 Network of Care Homepage



**Figure 1.0 Network of Care Homepage:** The Network of Care for SMVF is a publicly provided service through the Rural Veterans Health Access Program grant. The Network of Care provides an opportunity for Montana Joining Community Forces to share the resources they have amassed to support SMVF. The network of care can be accessed through the following domains: [www.montanamilitaryconnection.org](http://www.montanamilitaryconnection.org), [www.montanaveteranconnection.org](http://www.montanaveteranconnection.org), [www.montanaveteranconnection.com](http://www.montanaveteranconnection.com), [www.montana.networkofcare.org/veterans/](http://www.montana.networkofcare.org/veterans/) (Montana Department of Public Health and Human Services, 2014).

Proposed marketing and outreach for the Network of Care website consists of broadcast and social media, posters, and community events with flyers around the state. The marketing and outreach campaign will be dependent on available funds and organizational support.

### **1.1 Survey**

On the SMVF Network of Care Homepage there is a survey for data capture, to help determine areas of focus in Montana. This is not the only way for Montana JCF to conduct needs assessments; however, it has the ability to accomplish two things: first, bring people to the site from other marketing and outreach (which helps them know that the site is full of valuable resources and information; and second, give needed data back to the counties to help them conduct a qualitative and quantitative analysis on their county.

There will be an ongoing marketing and outreach campaign beginning in the summer of 2014 to bring the SMVF Community, Service Providers, and the General Population to the site, which allows for them to take part in the survey. The marketing and outreach for the survey will be led by the Network of Care campaign.

### **1.2 Video**

Another form of media that will encourage the usage of the SMVF Network of Care is the video funded by MT DPHHS Addictive and Mental Disorders Division. This video will depict the return of an Active Duty Service Member to Montana and the reintegration challenges that he faces. This project is also funded through the Rural Veterans Health Access Program Grant, and will be used as a PSA on public television, shared at conferences, marketed through social media, and highlighted on the SMVF Network of Care website.

### **1.3 Website Reintegration Training**

In addition to the SMVF Network of Care website is the implementation of some basic military culture reintegration training. Naturally, there is heavy focus on preparing Service Members for Active Duty or Deployments (for National Guard and Reserve), but as SMVFs return to civilian life there is little offered to help reintegrate—outside of the MTNG Yellow Ribbon Reintegration Program. *Montana Joining Community Forces* has the ability to improve general military culture knowledge through the CMSC focus; this is the focus of the Website Reintegration Training for both SMVF and Service Providers.

#### **1.3.1 SMVF “Basic Reintegration Training”**

The objective with this training is to help returnees and new Montana residents gain awareness and recognition of Montana Joining Community Forces. The premise is simple, to continue adding tools to the proverbial SMVF toolbox. This training will be offered as six segments (weeks), and is a progressive approach to building a stronger Montana citizen and/or family. Each segment will be built by

specific subject matter experts and will serve as gentle reminders of how *Montana Joining Community Forces* is working to strengthen the SMVF Community.

### 1.3.2 “Basic Reintegration Support Training”

The objective with this training is to help Service Providers and the General Public gain awareness and recognition of Montana Joining Community Forces and the support that is available to help them be instrumental in serving the SMVF Community. When a Network of Care listed organization has successfully completed all segments of the “Basic Reintegration Support Training”, they will then have the opportunity to be identified on the site as a MT JCF Distinguished Provider, so that SMVF Network of Care site users recognize organizations who have this specific training for supporting the SMVF Community.

## **2.0 Recommended Meeting Cycles and Events**

The following is a recommended breakdown of CMSC Meeting Cycles and Events:

### 2.1 CMSC Leadership Team

Quarterly and will be represented by at least one person from each of the Service Pillar Teams.

### 2.2 Administrative Sub-Committees

Cycle will depend on the needs of the Sub-Committees and will adjust accordingly.

### 2.3 Key Service Area Teams

Monthly and should be represented by all applicable organizations and support services pertinent to the specific Service Pillar.

### 2.4 Service Area Sub-Committees

Quarterly and will work on specific targeted issues that the SMVF Community is facing locally.

### 2.5 Service Provider Workshop

Semi-Annually or Annually

### 3.0 Action Plan Examples

**Figure 3.0 Sample: County Military Support Coalition (CMSC) Action Plan**

Strategy (ies)	Recommended Action(s)	Responsible Organization Primary/Secondary	Timeline Scheduled and/ or Completed
<b>Connect to and encourage all community stakeholders to engage in CMSC in applicable areas</b>	<ul style="list-style-type: none"> <li>• Create name for CMSC and start marketing on county level so the entire county is able to recognize the support system that is available</li> <li>• Develop Mission and Vision Statements for CMSC (these statements should resemble the Mission and Vision Statements from MMSRC)</li> <li>• Create governance structure and charter for CMSC</li> <li>• Create county-wide Resource Directory Format and implement Team information</li> <li>• Identify sub-committees and appoint leaders (ex: events, fundraising, and marketing)</li> <li>• Identify Chair, Vice Chair, Treasurer, and Secretary</li> </ul>		
<b>Meet quarterly to discuss pertinent needs and progress made</b>	<ul style="list-style-type: none"> <li>• Work with Key Service Areas to identify gaps in services on county level and oversee their plans to fill gaps</li> <li>• Engage with MMSRC (Montana Military State Resources Coalition) to address gaps in services</li> <li>• Collect, evaluate, and share program data and outcomes of service delivery</li> <li>• Exchange information from all CMSC Teams</li> <li>• Record meeting minutes and archive accordingly</li> </ul>		

	<ul style="list-style-type: none"> <li>• Get legislative updates from both Federal and State authorities</li> </ul>
<b>Distribute Quarterly Newsletter</b>	<ul style="list-style-type: none"> <li>• Record and share good news stories</li> <li>• Share news from each team</li> <li>• Highlight data collected and program service delivery</li> </ul>
<b>Share best practices and challenges with other same region and/or similar demographic counties</b>	<ul style="list-style-type: none"> <li>• Build relationship with other counties in region in order to discuss best practices and gaps</li> <li>• Develop training curriculum adjacent to best practices and gaps</li> </ul>
<b>Help coordinate Regional Resource Events (ex: Stand Downs, Education and Training Summits)</b>	<ul style="list-style-type: none"> <li>• Collaborate with other counties in region and regional resource hub to offer training/education pertinent to specific region</li> <li>• Help market events to stakeholders in local county</li> <li>• Assist in fundraising effort to allow for events to meet the needs and services of the military community</li> </ul>
<b>Plan, Manage, and Execute Budgetary Needs</b>	<ul style="list-style-type: none"> <li>• Identify CMSC needs and plan budget according to needs of county</li> <li>• Hold Teams accountable for their financial needs and execution of organizational funds</li> <li>• Communicate with funds manager on specific needs and all budgetary actions</li> </ul>
<b>Fundraising activities for CSMC</b>	<ul style="list-style-type: none"> <li>• Oversee fundraising activities to make sure CMSC goals are being met and stakeholders understand the value of their CMSC</li> <li>• Work with sub-committees (when applicable) to identify new fundraising opportunities</li> <li>• Exchange best practices with other CMSC's in region</li> <li>• Encourage community wide financial participation from businesses and individuals</li> <li>• Assist in brand development of Statewide logo and related</li> </ul>

	fundraising efforts (ex: personal and/or business vinyl window decals)
<b>Collect, evaluate, and share CMSC information and data</b>	<ul style="list-style-type: none"> <li>• Collect, evaluate, and share CMSC information and data with region hub for use in identifying best practices and gaps</li> <li>• Share good news stories with regional hub and State Resource Team on how lives have been changed since implementation of CMSC</li> </ul>

**Figure 3.0 Sample CMSC Action Plan:** The CMSC Action Plan provides standard operating procedures for county level Joining Community Forces leadership to carry out on an annual basis. The CMSC Action Plan is provided for communities to set a standard for operating *Montana Joining Community Forces*.



**Figure 3.1 Sample: Behavioral and Physical Health Service Providers (BPHSP) Action Plan**

Strategy (ies)	Recommended Action(s)	Responsible Organization Primary/Secondary	Timeline Scheduled and/or Completed
<p><b>Connect to and encourage all community behavioral/medical health providers/stakeholders to engage in CMSC and SPHSP Team in the capacity that they see fits</b></p>	<ul style="list-style-type: none"> <li>• Create governance structure and charter for BPHSP Team (should resemble CMSC Mission and Vision)</li> <li>• Create county-wide Resource Directory of BPHSP Team consistent with chosen format by Leadership Team</li> <li>• Develop a no cost/low-cost counseling and health services network to encourage natural remedy care (ex: Acupuncture, Chiropractic Care, Naturopathic Care, Message Therapy, Nutrition, and Fitness)</li> <li>• Add information to the <a href="http://www.montana.networkofcare.org">www.montana.networkofcare.org</a> resource database</li> </ul>		
<p><b>Represent SPHSP on Leadership Team</b></p>	<ul style="list-style-type: none"> <li>• Appoint representative to Leadership Team</li> <li>• Attend all Leadership Team meetings</li> <li>• Communicate all relevant information to the BMHSP Team</li> <li>• Partner with Leadership Team to create and execute crisis plan</li> </ul>		
<p><b>Meet monthly to discuss pertinent issues and progress made</b></p>	<ul style="list-style-type: none"> <li>• Identify gaps in services and create plan to fill gaps</li> <li>• Engage with CMSC to address gaps in services</li> <li>• Collect, evaluate, and share program data and outcomes of service delivery</li> </ul>		
<p><b>Discuss and develop training opportunities based on needs</b></p>	<ul style="list-style-type: none"> <li>• Coordinate with other Pillar Services Teams to identify potential training curriculum for use at CMSC wide events (ex: annual CMSC summit)</li> </ul>		

	<ul style="list-style-type: none"> <li>• Provide ongoing training to medical staff on unique challenges of military families</li> <li>• Have training curriculum available for various demographics of SMVF (Service Members, Veterans, and Families)</li> </ul>		
<b>Assess comprehensive coverage for SMVF on county level</b>	<ul style="list-style-type: none"> <li>• Identify all available types of services at county level</li> <li>• Identify gaps (ex: VA/Tricare Services access and Tele Health access)</li> <li>• Identify where and how the gaps may be filled</li> <li>• Understand VA Health Services and be able to refer when appropriate</li> </ul>		
<b>Participate in statewide specific Alliances and Task Forces on military culture issues (when applicable)</b>	<ul style="list-style-type: none"> <li>• Substance Abuse</li> <li>• Suicide Prevention (TF may exist)</li> <li>• Military Sexual Trauma (TF exists)</li> <li>• PTSD/TBI (TBI Council exists)</li> <li>• Homelessness</li> <li>• Domestic Violence</li> <li>• Local Mental Health Advisory Councils</li> </ul>		

**Figure 3.1 Sample BPHSP Action Plan:** The BPHSP Action plan provides standard operation procedures for health providers who have mobilized into Behavioral and Physical Health Service Teams. The BPHSP Action Plan is provided to teams to set a standard for operations within the behavioral and physical health sector.

**Figure 3.2 Sample: Family and Youth Services (FYS) Action Plan**

Strategy (ies)	Recommended Action(s)	Responsible Organization Primary/Secondary	Timeline Scheduled and/or Completed
<b>Connect to and encourage all community FYS Provider stakeholders to engage in CMSC and FYS Team in the capacity that they see fits</b>	<ul style="list-style-type: none"> <li>• Create governance structure and charter for FYS Team (should resemble CMSC Mission and Vision)</li> <li>• Create county-wide Resource Directory of FYS Team consistent with chosen format by Leadership Team</li> <li>• Add information to the <a href="http://www.montana.networkofcare.org">www.montana.networkofcare.org</a> resource database</li> </ul>		
<b>Represent FYS on Leadership Team</b>	<ul style="list-style-type: none"> <li>• Appoint representative to Leadership Team</li> <li>• Attend all Leadership Team meetings</li> <li>• Communicate all relevant information to the FYS Team</li> <li>• Partner with Leadership Team to create and execute crisis plan as applicable</li> </ul>		
<b>Meet monthly to discuss pertinent issues and progress made</b>	<ul style="list-style-type: none"> <li>• Identify gaps in services and create plan to fill gaps</li> <li>• Engage with CMSC to address gaps in services</li> <li>• Collect, evaluate, and share program data and outcomes of service delivery</li> </ul>		
<b>Discuss and develop training opportunities based on needs</b>	<ul style="list-style-type: none"> <li>• Coordinate with other Pillar Services Teams to identify potential training curriculum for use at CMSC wide events (ex: annual CMSC summit)</li> <li>• Provide ongoing training to pertinent FYS Providers on unique challenges of military families</li> <li>• Have training curriculum available for various demographics of SMVF (Service Members, Veterans, and Families)</li> </ul>		

<b>Assess comprehensive coverage for SMVF on county level</b>	<ul style="list-style-type: none"> <li>● Identify all available types of services at county level</li> <li>● Identify gaps in FYS</li> <li>● Identify where and how the gaps may be filled</li> </ul>
<b>Participate in statewide specific Alliances and Task Forces on military culture issues (when applicable)</b>	<ul style="list-style-type: none"> <li>● MTNG Family Program Council</li> <li>● Family Advisory Councils</li> <li>● Community Youth Coalitions</li> </ul>
<b>Engage in all CMSC Wide Events</b>	<ul style="list-style-type: none"> <li>● Quarterly Meetings (Team representatives only)</li> <li>● Stand downs</li> <li>● Annual or Semi-Annual Education/Training Summits</li> </ul>

**Figure 3.2 Sample FYS Action Plan:** The FYS Action plan provides standard operating procedures for family and youth providers who have mobilized into Family and Youth Service Teams. The FYS Action Plan is provided to teams to set a standard for operations within the Family and Youth Service sector.

**Figure 3.3 Sample: Faith Based Services (FBS) Action Plan**

Strategy (ies)	Recommended Action(s)	Responsible Organization Primary/Secondary	Timeline Scheduled and/or Completed
<b>Connect to and encourage all local Faith-Based Service Provider stakeholders to engage in CMSC and Faith-Based Services Team in the capacity that they see fits</b>	<ul style="list-style-type: none"> <li>• Create governance structure and charter for Faith-Based Services Team (should resemble CMSC Mission and Vision)</li> <li>• Create Resource Directory of Faith-Based Services Team (Partners in Care Network and Uniform in Christ Network information only) consistent with chosen format by Leadership Team</li> <li>• Add information to the <a href="http://www.montana.networkofcare.org">www.montana.networkofcare.org</a> resource database</li> </ul>		
<b>Represent Faith-Based Service Providers on Leadership Team</b>	<ul style="list-style-type: none"> <li>• Appoint representative to Leadership Team</li> <li>• Attend all Leadership Team meetings</li> <li>• Communicate all relevant information to the Faith-Based Service Team</li> <li>• Partner with Leadership Team to create and execute crisis plan as applicable</li> </ul>		
<b>Meet monthly to discuss pertinent issues and progress made</b>	<ul style="list-style-type: none"> <li>• Identify gaps in services and create plan to fill gaps</li> <li>• Collect, evaluate, and share program data and outcomes of service delivery</li> </ul>		
<b>Conduct training opportunities based on needs</b>	<ul style="list-style-type: none"> <li>• Utilize faith-based training resources to share with military community (ex: Dave Ramsey Financial Peace University, Conqueror Series, Pre-Marital and Marital Training, Substance Use, etc)</li> <li>• Help coordinate with CMSC ongoing training to Pastoral Care Staff on unique challenges of military families (Utilizing PIC and other military ministries)</li> </ul>		

	<ul style="list-style-type: none"> <li>• Have resources available for various demographics of SMVF (Service Members, Veterans, and Families)</li> </ul>
<b>Assess comprehensive coverage of Faith-Based Services for SMVF on local level</b>	<ul style="list-style-type: none"> <li>• Identify all available types of services at local level and create maps</li> <li>• Identify gaps in Faith-Based Services locations</li> <li>• Develop plan to help CMSCs fill gaps</li> </ul>
<b>Participate in statewide specific Alliances and Task Forces on military culture issues (when applicable)</b>	<ul style="list-style-type: none"> <li>• Army OneSource Faith-Based Alliance and Partners in Care</li> <li>• Substance Abuse</li> <li>• Suicide Prevention (TF may exist)</li> <li>• Military Sexual Trauma (TF exists)</li> <li>• PTSD/TBI (TBI Council exists)</li> <li>• Homelessness</li> <li>• Domestic Violence</li> </ul>
<b>Engage in all CMSC Wide Events</b>	<ul style="list-style-type: none"> <li>• Quarterly Meetings (Team representatives only)</li> <li>• Stand downs</li> <li>• Annual or Semi-Annual Education/Training Summits</li> <li>• Positively reinforce the need and value of all CMSC Events</li> </ul>
<b>Plan, Coordinate, and Execute Events Pertinent to the Faith-Based Military Community</b>	<ul style="list-style-type: none"> <li>• Create opportunities to build relationships and share resources with the faith-based community (ex: Concerts and Conferences)</li> <li>• Fundraise to support financial needs of UIC at local level</li> </ul>

**Figure 3.3 Sample FBS Action Plan:** The FBS Action plan provides standard operation procedures for the faith-based community, who have mobilized into Faith-Based Service Teams. The FBS Action Plan is provided to teams to set a standard for operations within the local network of Faith-Based community organizations.

**Figure 3.4 Sample: Crisis Response Services (CRS) Action Plan**

Strategy (ies)	Recommended Action(s)	Responsible Organization Primary/Secondary	Timeline Scheduled and/or Completed
<b>Connect to and encourage all community CRS Provider stakeholders to engage in CMSC and CRS Team in the capacity that they see fits</b>	<ul style="list-style-type: none"> <li>• Create governance structure and charter for CRS Team (should resemble CMSC Mission and Vision)</li> <li>• Create county-wide Resource Directory of CRS Team consistent with chosen format by Leadership Team</li> <li>• Add information to the <a href="http://www.montana.networkofcare.org">www.montana.networkofcare.org</a> resource database</li> </ul>		
<b>Represent CRS on Leadership Team</b>	<ul style="list-style-type: none"> <li>• Appoint representative to Leadership Team</li> <li>• Attend all Leadership Team meetings</li> <li>• Communicate all relevant information to the CRS Team</li> <li>• Partner with Leadership Team to create and execute crisis plan as applicable</li> </ul>		
<b>Meet monthly to discuss pertinent issues and progress made</b>	<ul style="list-style-type: none"> <li>• Identify gaps in services and create plan to fill gaps</li> <li>• Engage with CMSC to address gaps in services</li> <li>• Collect, evaluate, and share program data and outcomes of service delivery</li> </ul>		
<b>Discuss and develop training opportunities based on needs</b>	<ul style="list-style-type: none"> <li>• Coordinate with other Pillar Services Teams to identify potential training curriculum for use at CMSC wide events (ex: annual CMSC summit)</li> <li>• Provide ongoing training to pertinent CRS Providers on unique challenges of military families</li> <li>• Have training curriculum available for various demographics of SMVF (Service Members, Veterans, and Families)</li> </ul>		

<b>Assess comprehensive coverage for SMVF on county level</b>	<ul style="list-style-type: none"> <li>• Identify all available types of services at county level</li> <li>• Identify gaps in CRS</li> <li>• Identify where and how the gaps may be filled</li> </ul>		
<b>Participate in statewide specific Alliances and Task Forces on military culture issues (when applicable)</b>	<ul style="list-style-type: none"> <li>• MTNG Family Program Council</li> <li>• Family Advisory Councils</li> <li>• Local Mental Health Advisory Councils</li> </ul>		
<b>Engage in all CMSC Wide Events</b>	<ul style="list-style-type: none"> <li>• Quarterly Meetings (Team representatives only)</li> <li>• Stand downs</li> <li>• Annual or Semi-Annual Education/Training Summits</li> </ul>		

**Figure 3.4 Sample CRS Action Plan:** The CRS Action plan provides standard operating procedures for stakeholders in the crisis response sector who have mobilized into Crisis Response Teams. The CRS Action Plan is provided to teams to set a standard for operations within the crisis service sectors.



**Figure 3.5 Sample: Education and Career Services (ECS) Action Plan**

Strategy (ies)	Recommended Action(s)	Responsible Organization Primary/Secondary	Timeline Scheduled and/or Completed
<b>Connect to and encourage all community ECS Provider stakeholders to engage in CMSC and ECS Team in the capacity that they see fits</b>	<ul style="list-style-type: none"> <li>• Create governance structure and charter for ECS Team (should resemble CMSC Mission and Vision)</li> <li>• Create county-wide Resource Directory of ECS Team consistent with chosen format by Leadership Team</li> <li>• Add information to the <a href="http://www.montana.networkofcare.org">www.montana.networkofcare.org</a> resource database</li> </ul>		
<b>Represent ECS on Leadership Team</b>	<ul style="list-style-type: none"> <li>• Appoint representative to Leadership Team</li> <li>• Attend all Leadership Team meetings</li> <li>• Communicate all relevant information to the ECS Team</li> <li>• Partner with Leadership Team to create and execute crisis plan as applicable</li> </ul>		
<b>Meet monthly to discuss pertinent issues and progress made</b>	<ul style="list-style-type: none"> <li>• Identify gaps in services and create plan to fill gaps</li> <li>• Engage with CMSC to address gaps in services</li> <li>• Collect, evaluate, and share program data and outcomes of service delivery</li> </ul>		
<b>Discuss and develop training opportunities based on needs</b>	<ul style="list-style-type: none"> <li>• Coordinate with other Pillar Services Teams to identify potential training curriculum for use at CMSC wide events (ex: annual CMSC summit)</li> <li>• Provide ongoing training to pertinent ECS Providers on unique challenges of military families</li> <li>• Have training curriculum available for various demographics of SMVF (Service Members, Veterans, and Families)</li> </ul>		

	<ul style="list-style-type: none"> <li>• Participate in area training opportunities</li> </ul>
<b>Assess comprehensive coverage for SMVF on county level</b>	<ul style="list-style-type: none"> <li>• Identify all available types of services at county level</li> <li>• Identify gaps in ECS</li> <li>• Identify where and how the gaps may be filled</li> </ul>
<b>Participate in statewide specific Alliances and Task Forces on military culture issues (when applicable)</b>	<ul style="list-style-type: none"> <li>• MTNG Family Program Council</li> <li>• Family Advisory Councils</li> </ul>
<b>Engage in all CMSC Wide Events</b>	<ul style="list-style-type: none"> <li>• Quarterly Meetings (Team representatives only)</li> <li>• Stand downs</li> <li>• Annual or Semi-Annual Education/Training Summits</li> </ul>
<b>Community Service Projects</b>	<ul style="list-style-type: none"> <li>• Coordinate and implement annual community service project.</li> </ul>

**Figure 3.5 Sample ECS Action Plan:** The ECS Action plan provides standard operating procedures for stakeholders in the education and career services sectors who have mobilized into Education and Career Service Teams. The ECS Action Plan is provided to teams to set a standard for operations within the education and career service sectors.

**Figure 3.6 Sample: Legal Services (LS) Action Plan**

Strategy (ies)	Recommended Action(s)	Responsible Organization Primary/Secondary	Timeline Scheduled and/or Completed
<b>Connect to and encourage all community LS Provider stakeholders to engage in CMSC and LS Team in the capacity that they see fits</b>	<ul style="list-style-type: none"> <li>• Create governance structure and charter for LS Team (should resemble CMSC Mission and Vision)</li> <li>• Create county-wide Resource Directory of LS Team consistent with chosen format by Leadership Team</li> <li>• Add information to the <a href="http://www.montana.networkofcare.org">www.montana.networkofcare.org</a> resource database</li> </ul>		
<b>Represent LS on Leadership Team</b>	<ul style="list-style-type: none"> <li>• Appoint representative to Leadership Team</li> <li>• Attend all Leadership Team meetings</li> <li>• Communicate all relevant information to the LS Team</li> </ul>		
<b>Meet monthly to discuss pertinent issues and progress made</b>	<ul style="list-style-type: none"> <li>• Identify gaps in services and create plan to fill gaps</li> <li>• Engage with CMSC to address gaps in services</li> <li>• Collect, evaluate, and share program data and outcomes of service delivery</li> </ul>		
<b>Discuss and develop training opportunities based on needs</b>	<ul style="list-style-type: none"> <li>• Coordinate with other Pillar Services Teams to identify potential training curriculum for use at CMSC wide events (ex: annual CMSC summit)</li> <li>• Provide ongoing training to pertinent LS Providers on unique challenges of military families</li> <li>• Have training curriculum available for various demographics of SMVF (Service Members, Veterans, and Families)</li> </ul>		
<b>Assess comprehensive coverage for SMVF on county level</b>	<ul style="list-style-type: none"> <li>• Identify all available types of services at county level</li> <li>• Identify gaps in LS</li> </ul>		

	<ul style="list-style-type: none"> <li>• Identify where and how the gaps may be filled</li> </ul>
<b>Participate in statewide specific Alliances and Task Forces on military culture issues (when applicable)</b>	<ul style="list-style-type: none"> <li>• Army OneSource Legal Alliance</li> <li>• Other Alliances and Task Forces that may exist</li> </ul>
<b>Engage in all CMSC Wide Events</b>	<ul style="list-style-type: none"> <li>• Quarterly Meetings (Team representatives only)</li> <li>• Stand downs</li> <li>• Annual or Semi-Annual Education/Training Summits</li> </ul>

**Figure 3.6 Sample LS Action Plan:** The LS Action plan provides standard operating procedures for legal service providers who have mobilized into Legal Services Teams. The LS Action Plan is provided to teams to set a standard for operations within the Legal Services sector.

**Figure 3.7 Sample: Financial Wellness Services (FWS) Action Plan**

Strategy (ies)	Recommended Action(s)	Responsible Organization Primary/Secondary	Timeline Scheduled and/or Completed
<p><b>Connect to and encourage all community FWS Provider stakeholders to engage in CMSC and FWS Team in the capacity that they see fits</b></p>	<ul style="list-style-type: none"> <li>• Create governance structure and charter for FWS Team (should resemble CMSC Mission and Vision)</li> <li>• Create county-wide Resource Directory of FWS Team consistent with chosen format by Leadership Team</li> <li>• Add information to the <a href="http://www.montana.networkofcare.org">www.montana.networkofcare.org</a> resource database</li> </ul>		
<p><b>Represent FWS on Leadership Team</b></p>	<ul style="list-style-type: none"> <li>• Appoint representative to Leadership Team</li> <li>• Attend all Leadership Team meetings</li> <li>• Communicate all relevant information to the FWS Team</li> <li>• Partner with Leadership Team to create and execute crisis plan as applicable</li> </ul>		
<p><b>Meet monthly to discuss pertinent issues and progress made</b></p>	<ul style="list-style-type: none"> <li>• Identify gaps in services and create plan to fill gaps</li> <li>• Engage with CMSC to address gaps in services</li> <li>• Collect, evaluate, and share program data and outcomes of service delivery</li> </ul>		
<p><b>Discuss and develop training opportunities based on needs</b></p>	<ul style="list-style-type: none"> <li>• Coordinate with other Pillar Services Teams to identify potential training curriculum for use at CMSC wide events (ex: annual CMSC summit)</li> <li>• Provide ongoing training to pertinent FWS Providers on unique challenges of military families</li> <li>• Have training curriculum available for various demographics of SMVF (Service Members, Veterans,</li> </ul>		

and Families	
<b>Assess comprehensive coverage for SMVF on county level</b>	<ul style="list-style-type: none"> <li>• Identify all available types of services at county level</li> <li>• Identify gaps in FWS</li> <li>• Identify where and how the gaps may be filled</li> </ul>
<b>Participate in statewide specific Alliances and Task Forces on military culture issues (when applicable)</b>	<ul style="list-style-type: none"> <li>• MTNG Family Program Council</li> <li>• Family Advisory Councils</li> <li>• Army OneSource Alliance</li> </ul>
<b>Engage in all CMSC Wide Events</b>	<ul style="list-style-type: none"> <li>• Quarterly Meetings (Team representatives only)</li> <li>• Stand downs</li> <li>• Annual or Semi-Annual Education/Training Summits</li> </ul>

**Figure 3.7 Sample FWS Action Plan:** The FWS Action plan provides standard operating procedures for financial services professionals who have mobilized into Financial Wellness Service Teams. The FWS Action plan is provided to teams to set a standard for operations within financial services sector.

## 4.0 Charter Example

### MONTANA JOINING COMMUNITY FORCES CHARTER (EXAMPLE)

**NAME:** The name shall be (Insert County Here) Joining Community Forces Coalition.

**MISSION:** We seek to build a collaborative and comprehensive network of organizations, businesses, and individuals to show their support for the SMVF Community, while at the same time showing our patriotism and love for our state and nation.

**GOAL:** To strengthen (Insert County Here) through a county continuum of organizational support offered to Veterans and Military Families.

**PURPOSE:** The purpose of (Insert County Here) *Montana Joining Community Forces* is to:

1. Connect existing county-level resources to a comprehensive web of support and resource providers to the Montana SMVF Community.
2. Communicate within the (Insert County Here) JCF and specifically other Pillars of Support within the team to effectively distribute relevant information and resources that potentially benefit the SMVF Community.
3. Strengthen existing Family assistance delivery systems especially in the event of mobilization, deployment, or natural disaster by leveraging the resources of all team members when applicable.
4. County training on a variety of topics, such as: Family Initiatives/Advocacy, Critical Incident Stress Management, Applied Suicide Intervention Skills, Personal Resilience, Brain Injury Management, and other relevant military culture training for communities.
5. Promote a holistic approach to supporting Service Members, Veterans, and Families enabling fast, efficient and effective assistance from the closest source regardless of branch of service or location. This will help reduce gaps and duplications in services and support efforts.
6. Identify and maximize awareness and utilization of resources available to assist SMVF.
7. Share strengths of the various services and organizations represented.
8. Enhance service delivery to (Insert County Here) SMVF by fostering cohesive working relationships among (Insert County Here) JCF coalition members.
9. Coordinate response to crisis.
10. Communicate with unit leadership regarding family readiness issues and concerns, and provide recommendations.
11. Reduce any cultural barriers that may exist between the SMVF Community and the community at large.

### **ARTICLE I – MEMBERSHIP**

The (Insert County Here) JCF coalition should be comprised of representatives of the following organizations:

1. All relevant federal and state satellite government departments and agencies.
2. All military services within the county.
3. All major veteran service organizations within the county.

4. County-level civilian organizations identified as having the ability to assist military families as needed.
5. Relevant community service organizations.
6. Organizations with a role in disaster response, e.g., police, fire, hospitals, etc.
7. Faith-Based organizations.

**ARTICLE II – (Insert County Here) JCF TEAM SHALL HAVE THE FOLLOWING RESPONSIBILITIES AND DUTIES:**

1. To increase awareness, involvement and cooperation
  - a. of the business community in support of SMVF.
  - b. of the state and federal agencies in support of SMVF.
  - c. of non-governmental agencies and organizations in support of SMVF.
  - d. of general and mental health care providers in support of these SMVF.
  - e. of the State Bar in support of SMVF.
  - f. of the United States and Montana Chamber of Commerce in support of these SMVF.
  - g. of the various military resources in support of these SMVF.
  - h. in response to crises as appropriate.
2. To enhance service delivery to SMVF by fostering cohesive working relationships among (Insert County Here) JCF Team members.
3. To enhance communication with military leadership regarding family readiness issues and concerns and to provide recommendations.
4. Established pre-planned delivery systems in the event of mobilization or contingency through committee members' interaction.
5. Organize and work in Pillars of Support to focus on specific issues as needed with like-minded organizations.
6. Establish Memorandums of Agreements/Understanding or other formal partnership arrangements as appropriate.

**ARTICLE III – MEETINGS**

- a. The (Insert County Here) JCF Team will be lead by XXXXX as Chair and XXXXX as Co-Chair.
- b. (Insert County Here) JCF Team Pillars of Support will identify an individual to serve as the Pillar Team Leader for a period of XXX and will attend or have representation at the Advisory Team meetings.
- c. The (Insert County Here) JCF Leadership Team will meet quarterly and additionally as needed (meetings hosted by Chair/Co-Chair).
- d. The (Insert County Here) JCF Team will meet on an annual basis for a one or two day all-pillars summit (summit hosted by Chair/Co-Chair and Pillar Team Leaders).
- e. Members of the JCF shall serve without compensation.

**ARTICLE IV – RECORDS**

The Chair/Co-Chair will maintain (Insert County Here) JCF Leadership Team records.



## **ARTICLE V – REPORTS**

An identified Pillar Team Leader will furnish a written report to the Chair/Co-Chair for dissemination to other members within 30 days following each meeting.

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JANE Q. PUBLIC  
(INSERT COUNTY HERE) JCF  
Chair

---

JOE P. SNUFFY  
(INSERT COUNTY HERE) JCF  
Vice-Chair

## **5.0 Community Covenant Planning**

A Community Covenant signing ceremony is an opportunity to bring community members together for a public commitment, recognize current program and services, and inspire new local initiatives. It is important to remember that the *Montana Joining Community Forces* Covenant is more than a signing ceremony; it is an enduring program made possible through the continued commitment of those who sign a covenant and pledge support. Also, many of the resources and examples shown indicate Army Community support; however, it is important to keep in mind that this support does not eliminate anyone from the SMVF Community, and that the examples are simply items found from various sources.

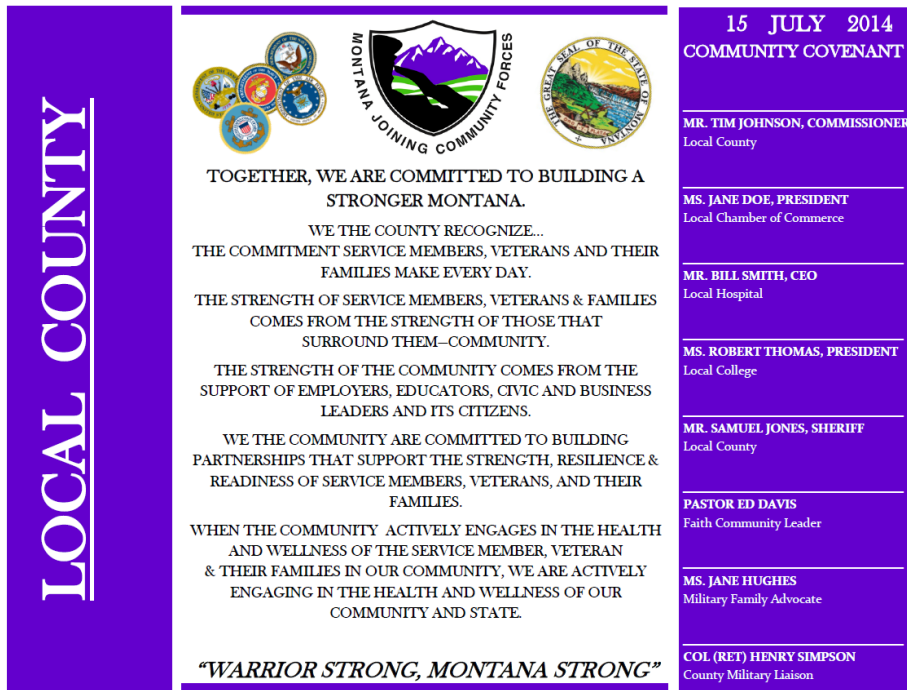
Below are recommended steps for implementing the *Montana Joining Community Forces* Covenant in your community. The Community Covenant should be tailored to the community, and depending on the local resources, can be as comprehensive as you like.

### **Community Covenant Signing Ceremony Checklist**

- Identify a leader(s) in the civilian community who has an interest in planning and executing a ceremony, such as:
  - County Commissioner(s)
  - Chamber of Commerce President
  - Social, educational, or business community leader(s)
  - Member(s) of the House or Senate or State Legislature(s)
  - Civilian Aide to the Secretary of Defense (or similar)
  - Veteran and Military Service Organization
  - Private Supporting Organization
  - Former Military Leader (State or Federal)
  
- Introduce community leader(s) to the Community Covenant concept and a community-sponsored covenant signing ceremony. Utilize the resources that are available to show leaders the diverse and innovative programs available across the country that provide support to the SMVF Community.

- Recommend reaching out to the local SMVF Community. You can start with the Montana National Guard Public Affairs Officer, local National Guard unit, local Army Reserve Readiness Region Command, or Army Reserve unit.
  
- Monitor and participate in the planning process for the ceremony. Resources are available on the internet ([www.montanamilitaryconnection.org](http://www.montanamilitaryconnection.org)) to include sample invitations, posters, sequence of events, etc. The *Montana Joining Community Forces Leadership Team* is available to assist ceremony planners. Please see Leadership Team Contact List in appendix for assistance.
  
- Share successes and local initiatives/programs highlighted at your ceremony. At the conclusion of your ceremony, please send the following information to the *Montana Joining Community Forces Leadership Team* so we can feature the event on the SMVF Network of Care Website:  
  
Event Summary, including: date/location; community leaders in attendance; photographs/video (when applicable); and articles and/or news links supporting the signing ceremony.

**Figure 5.1: Community Covenant Document Template for Montana**



**Figure 5.1 Community Covenant Document Template for Montana:** The Community Covenant Document Template for Montana can be used by counties in their respective Community Covenant Event. The public signing of a physical covenant is an essential element of a Community Covenant Event. This document is included to help counties facilitate this element of their event.

**Figure 5.2: Minnesota’s Military Family Community Covenant**














## Minnesota’s Military Family & Community Covenant

June 16, 2008

**The Department of the Army, National Guard Bureau and State of Minnesota Recognize:**

- The commitment and increasing sacrifices that our military families are making every day.
- The strength of our Service Members comes from the strength of their families.

**The Department of the Army & National Guard Bureau are committed to:**

- Sustaining and improving Family Assistance Centers for Families from all military services.
- Expanding our services to assist Wounded Warriors and Families in transitioning back to society.
- Providing financial support to continue “Beyond the Yellow Ribbon” training programs.
- Providing full-time manning for the National Guard to plan and execute training to support Families and Service Members throughout the deployment cycle.

**The Governor of Minnesota is committed to:**

- Establishing a Minnesota Director of Military Reintegration to coordinate the state’s efforts in training and supporting Service Members and Families.
- Sustaining the Governor’s Yellow Ribbon Task Force.
- Support legislation to improve transition services.
- Enhancing Service Member and Veteran access to higher education.
- Establishing a “Yellow Ribbon Community” campaign to train key community leaders across Minnesota.

**The Commissioners of Minnesota State Agencies are committed to:**

- Sustain reintegration and “Beyond the Yellow Ribbon” training programs throughout the entire deployment cycle (before, during, and after).
- Providing active participants and resources to work groups and training programs.
- Creating new initiatives and partnerships to expand our services and support to Minnesota’s Service Members and Families.
- Revising policy to ease access to Minnesota’s assistance programs for Service Members and Families.
- Supporting legislation to improve transition services to Service Members and Families in Minnesota.

**Minnesota’s Legislative Leaders are committed to:**

- Creating veteran friendly legislation that recognizes the sacrifice and needs of Service Members and their Families.
- Building “Yellow Ribbon Communities” in their district.
- Enhancing Service Member and veteran access to higher education.
- Sustaining and improving state-based services for all Service Members.
- Extending employment protection and employer recognition to families.
- Removing barriers to military families in accessing state and local services and resources.

---

**Honorable Tim Pawlenty**  
*Governor of Minnesota*

---

**Honorable Pete Geren**  
*Secretary of the Army*

---

**Maj. Gen. (Bvt.) Harry Sieben**  
*Civilian Aide to the Secretary of the Army*

---

**LTG H. Steven Blum**  
*Chief, National Guard Bureau*

---

**MG Larry Shellito**  
*The Adjutant General*

---

**MG Richard Nash**  
*Commander, 34<sup>th</sup> Infantry Division*

---

**MG Robert Pollmann**  
*Commander, 88<sup>th</sup> Regional Readiness Command*

---

**Col. Tim Tarchick**  
*934<sup>th</sup> Airlift Wing Commander*

---

**Lt. Evan Stanley**  
*U.S. Naval and Marine Corps Center*

---

**CPT Kristen Auge**  
*Soldier*

---

**CSM Scott Mills**  
*State Command Sergeant Major*

---

**Honorable Mark Richie**  
*Secretary of State*

---

**Honorable Clark Dyrud**  
*Commissioner of Veterans Affairs*

---

**Honorable Susan Heegaard**  
*Director, Minnesota Office of Higher Education*

---

**Derrick Thingvold**  
*Family Member*

---

**Sara Thingvold**  
*Spouse*

**Figure 5.2 Minnesota’s Military Family Community Covenant:** Minnesota’s Military Family Community Covenant recognizes the commitments to supporting SMVF of stakeholders at the state level. Minnesota, through its *Beyond the Yellow Ribbon* Initiative was the first state in the nation to create a formal support network for SMVF. This document is provided as an example of how SMVF support systems have been formalized at the state level (U.S Army, 2014).

**Figure 5.3: Celebration’s Military Family and Community Covenant**

## Celebration’s Military Family & Community Covenant

**July 4, 2009**

**We, the residents of Celebration, are committed to building strong communities.**








**We recognize:**

- The commitment and sacrifices that Soldiers and their families make for us each and every day
- Soldiers find strength through their families
- Families find strength through the communities of which they are a part
- The strength of the community comes from each individual in it


**We are committed to:**

- Building partnerships that support the strength, resilience, and readiness of Soldiers and their families
- Assisting in the implementation of the Armed Forces Family Covenant

**We love and support our servicemen and their families!**

<p><b>Maj. Gen. Mike Gaw</b> U.S. Army (RET) CROA Director</p>	<p><b>Pat Wasson</b> Executive Director, Celebration Town Hall</p>	<p><b>Chuck Wellendorf</b> Commander, Celebration Veteran’s Club</p>	<p><b>Dr. Laura Rhinehart</b> Principal, Celebration High School</p>
<p><b>Dr. Wayne Kennedy</b> Principal, Celebration K-8 School</p>	<p><b>Maj. Gen Craig B. Whelden</b> U.S. Army (RET) National Coordinator, Community Covenant</p>	<p><b>Monica Macri</b> Cadet, Celebration High School ROTC</p>	<p><b>Meghan Koons</b> Celebration Girl Scouts, Troop 72</p>
<p><b>Albert Prevost</b> Assistant Senior Patrol Leader, Celebration Boy Scouts, Troop 125</p>	<p><b>Capt. Jason Craft</b> Commander, HHC, 2-124 INF</p>	<p><b>Karen Craft</b> Active Duty Servicemember’s Spouse</p>	<p><b>Nickolas Craft</b> Active Duty Servicemember’s Child</p>



**Figure 5.3 Celebration’s Military Family and Community Covenant:** The Celebration Military Family and Community Covenant, recognizes the commitments to support SMVF of stakeholders at the local level. This document is provided as an example of how SMVF support systems have been formalized at the local level (Florida Military and Community Covenant Inc., 2009).



5.2.1 Sample of Informal Event Timeline (Times will vary by location)

Welcome by Event Emcee (Appx 15 Minutes)

- National Anthem
- Invocation (if requested)
- Remarks by the Emcee
- Food Line Begins/Continues Throughout (BBQ or Outside Catering)
- Other Military Displays/Activities) are Introduced

Music/Entertainment Begins (15-30 Minutes)

Introduction of Community Resources (Appx 5 Minutes)

Emcee Introduces Community Leaders as Covenant Signees (15-20 Minutes)

Emcee Reads the Document (5 Minutes)

Community Leaders Sign the Covenant Document (5 Minutes)

Celebratory Cake is Cut and Offered (15 Minutes)

Music/Entertainment Continues (30 Minutes)

Emcee Concludes the Event (Entertainment Continues for 10 Additional Minutes)



**Community Covenant Signing Ceremony  
Sample Sequence of Events**

Guests of Honor arrive and are introduced to one another and then briefed by the event leader.

Arrival of the Official Party

National Anthem

Invocation (Tentative)

Welcome remarks by the community leader host

Remarks and introduction of speakers:

\_\_\_\_\_ (Community)

\_\_\_\_\_ (Army)

Narrator reads the Community Covenant

Covenant Signing (during and immediately after reading)

Conclusion of ceremony

Official party move off the stage for photo opportunity

Press Conference, refreshments served

Guests of Honor depart

## 6.0 Montana Military State Resource Coalition

A contact list with MMSRC participating organizations listed by Key Service Area is accessible by contacting either of the following individuals:

Ryan Luchau

[RLuchau@mt.gov](mailto:RLuchau@mt.gov)

(406) 444-4926

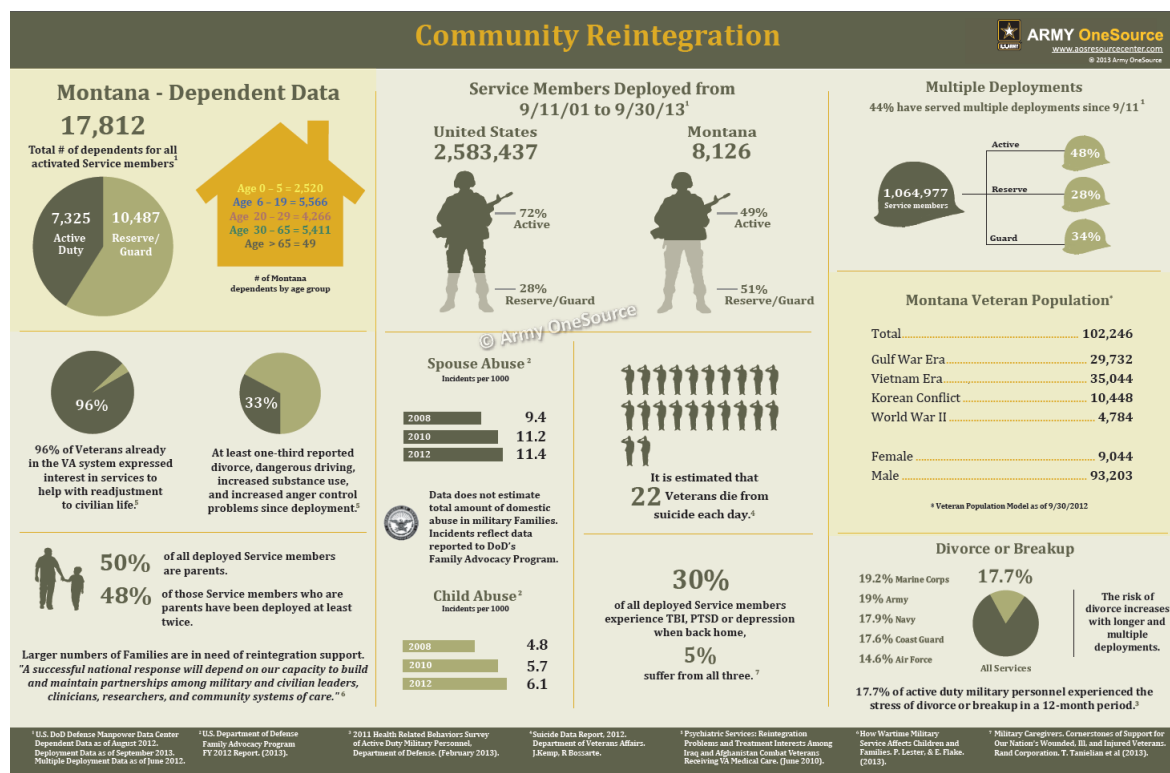
Brandy Keely

[bkeely@carroll.edu](mailto:bkeely@carroll.edu)

(406) 447-4450

# 7.0 Demographics

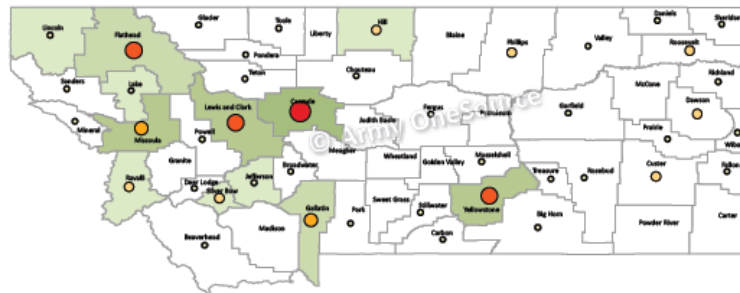
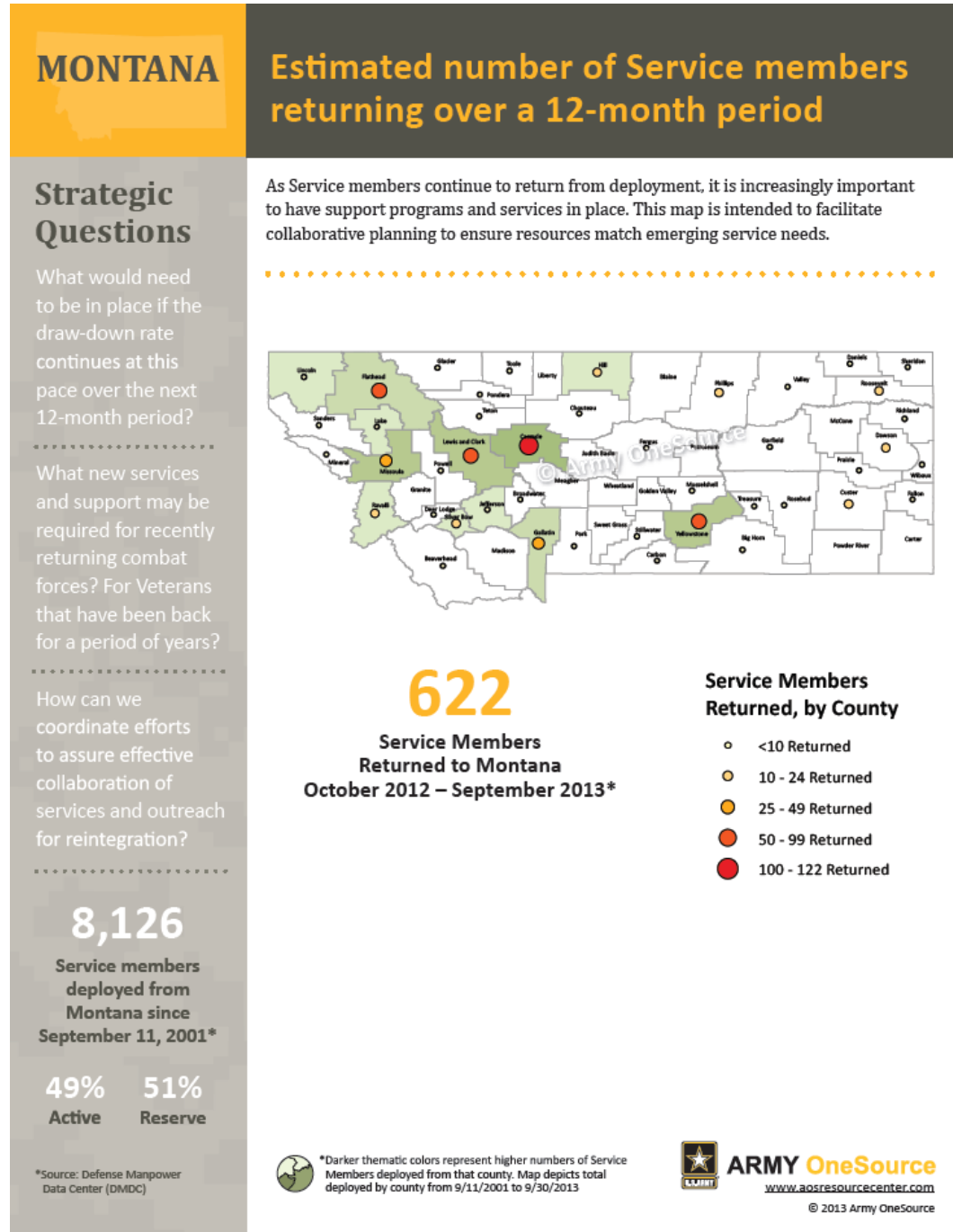
Figure 7.0 Community Reintegration



**Figure 7.0 Community Reintegration:** The Community Reintegration Data Map displays the physical and social impacts to Montana Communities as Service members deployed between September 11th 2001, and September 30th 2013 return to the state. Knowing the scope of upcoming needs is critical for Joining Forces communities across Montana to prepare and implement systems to support SMVF (Army One Source, 2013).

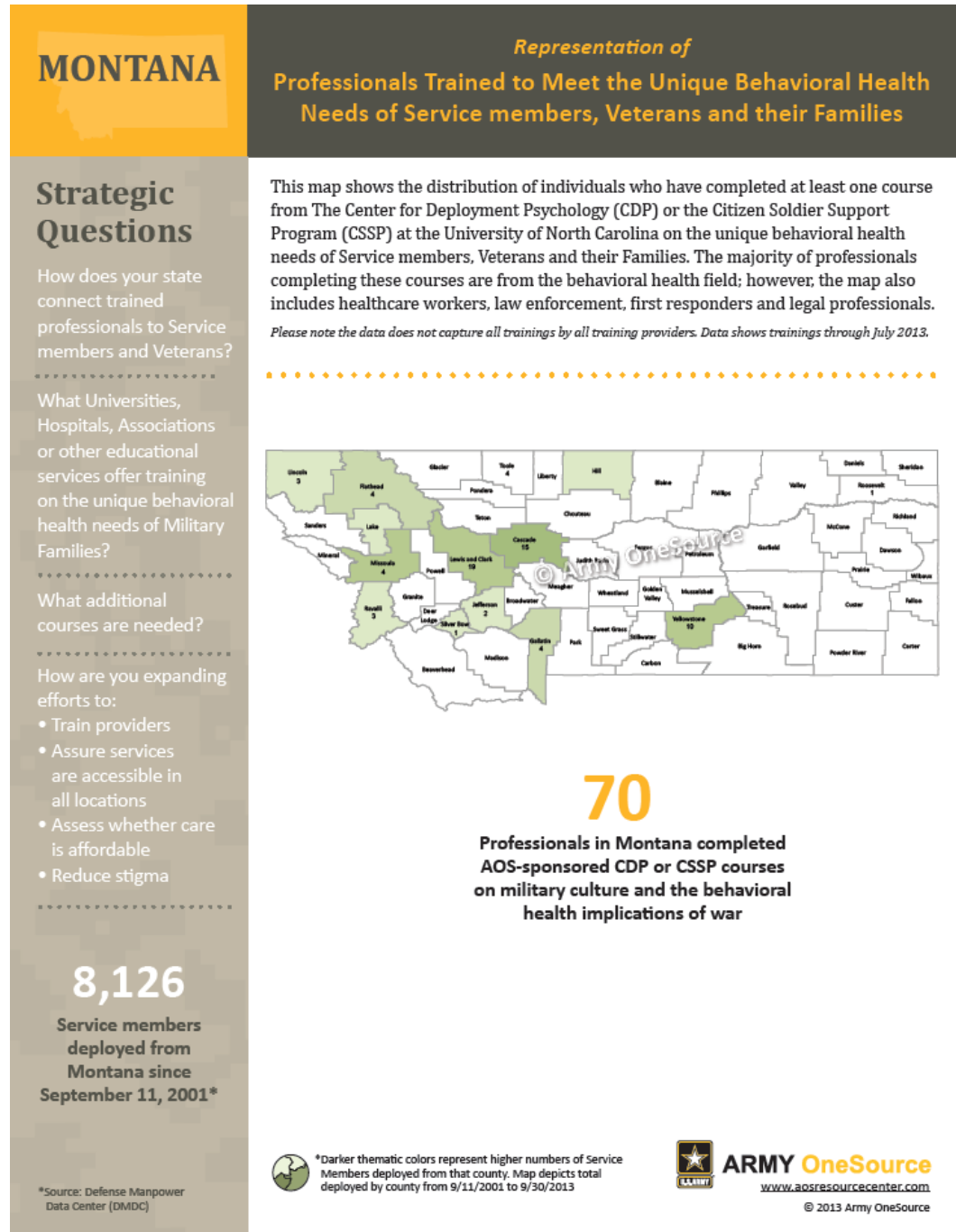


**Figure 7.1: Estimated Number of Service members returning over 12-month Period**



**Figure 7.1 Estimated Number of Service members returning over 12-month Period:** The data map showing the *Estimated Number of Service members returning over 12-month Period*, provides a count of the number of service members by county that have returned to Montana over a 12 month period to help counties estimate service needs. This data map provides information for the period of October 2012 to September 2013, and was included to emphasize the importance of using up-to-date population data for county Joining Community Forces efforts (Army One Source, 2013).

**Figure 7.2: Professionals Trained to Meet the Unique Behavioral Health Needs of SMVF**



**Figure 7.2 Professionals Trained to Meet the Unique Behavioral Health Needs of SMVF:** The data map showing *Professionals Trained to Meet the Unique Behavioral Health Needs of SMVF*, provides an estimate of the capacity to treat Service members with unique behavioral health needs at the county level. A clear understanding of the professional capacity to treat service members at the county level is helpful for anticipating barriers and gaps in service delivery. It is recommended that county level joining forces efforts are informed by data from county behavioral health annual assessments (Army One Source, 2013).

**Figure 7.3: Veteran Homelessness 2010-2013**



**Veteran Homelessness 2010 - 2013\***

2010	2011	2012	2013
255	251	323	309



**85%**  
- the estimated percentage of Veterans who exit homelessness in less than 3 months; 61% exit in less than 1 month\*\*



**12%**  
- the estimated percentage of Veterans experiencing long-term, chronic homelessness

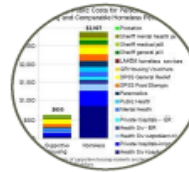
© Army OneSource

*"Ending Veterans' homelessness is a test of all that we do... it's a test of our outreach efforts, mental health services, substance abuse treatments, hiring initiatives, educational benefits, and housing programs."*

- General Eric K. Shinseki, May 30th, 2012



- Preventing an episode of homelessness costs less than sheltering an episode of homelessness.



**\$2,449**  
- the average savings per person per month when a chronically homeless Veteran is provided stable, supported housing\*\*\*

\*2013 Annual Homeless Assessment Report, HUD Point-in-Time Estimates of Homelessness  
\*\*Veterans Homelessness Supplemental Report to 2010 Annual Homelessness Assessment Report

\*\*\*Larimer et al, Health Care and Public Service Use and Costs before and after Provision of Housing for Chronically Homeless Persons with Severe Alcohol Problems. JAMA 301:13, 2009



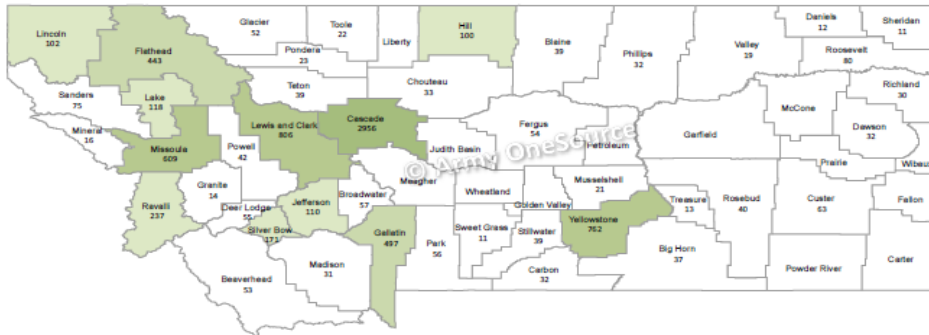
**Figure 7.3 Veteran Homelessness 2010-2013:** The data map showing *Veteran Homelessness 2010-2013*, provides and estimates of the number of veterans reintegrating to Montana who are experiencing homeless. The average savings per person per month when a chronically homeless veteran is provided stable, supported housing, is \$2, 449. This data map was included to emphasize the prevalence of Veteran homelessness in Montana and to suggest activities related to prevention be a priority of Joining Forces communities (Army One Source, 2013).

**Figure 7.4: Estimated # of Iraq/Afghanistan Veterans Deployed by County**

An Estimated 8,126 Veterans are Reintegrating into Montana Communities

Montana

**Estimated # of Iraq/Afghanistan Veterans Deployed by County from September 11, 2001 to September 30, 2013**



**Service Members Deployed Since 9/11, by County**

- <100 Deployed
- 100 - 249 Deployed
- 250 - 499 Deployed
- 500 - 999 Deployed
- 1000 - 2956 Deployed

Sources:  
 Defense Manpower Data Center (DMDC) # of Deployments (Sept. 11, 2001 - Sept. 30, 2013);  
 Data represents most current mailing address on record.  
 US Census Bureau - Tiger County and State Shape files (2010)



**ARMY OneSource**

[www.aosresourcecenter.com](http://www.aosresourcecenter.com)

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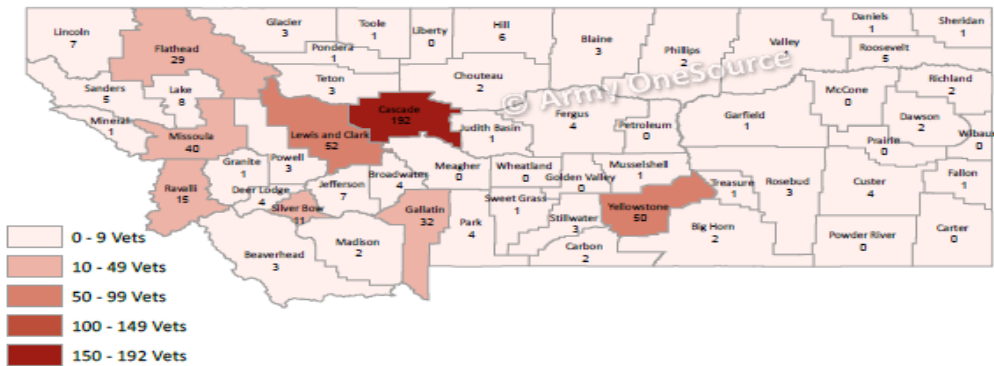
**Figure 7.4 Estimated # of Iraq/Afghanistan Veterans Deployed by County:** This data map provides an estimate of the number of service members who will be reintegrating to Montana in the coming years based on the number of deployments between September 11, 2001 and September 30, 2013. It is recommended that county level joining forces efforts are informed by data from annual assessments of the population of Service members who reside in a county (Army One Source, 2013).

**Figure 7.5: Estimated # of Iraq/Afghanistan Veterans Deployed by County with Active Suicidal Ideation**

An Estimated 8,126 Veterans are Reintegrating into Montana Communities

Montana

**Estimated # of Iraq/Afghanistan Veterans Deployed by County with Active Suicidal Ideation\***



\*Suicidal Ideation Estimate - 6.5% of Total Veterans per County  
 Reference: Lemaire, C., Graham, D. Factors Associated with Suicidal Ideation in OEF/OIF Veterans. Journal Affective Disorders, 2011

Sources:  
 Defense Manpower Data Center (DMDC) # of Deployments (Sept. 11, 2001 - Sept. 30, 2013);  
 Data represents most current mailing address on record;  
 US Census Bureau - Tiger County and State Shape Files (2010)



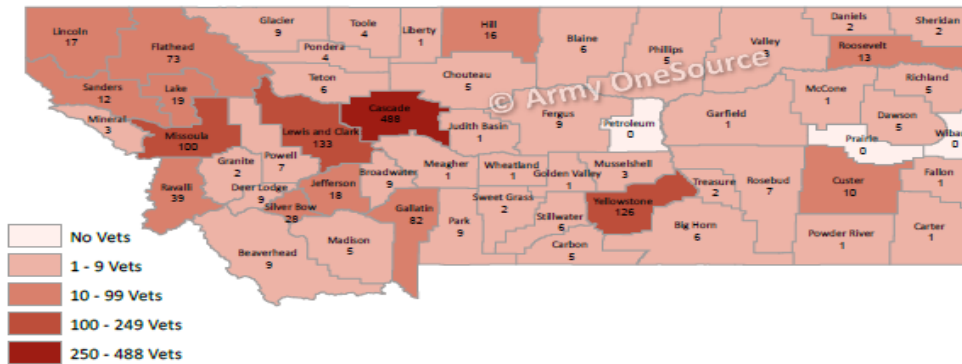
**Figure 7.5 Estimated # of Iraq/Afghanistan Veterans Deployed by County with Active Suicidal Ideation:**  
 The data map provides a snap shot of the need for care in just one aspect of the broad spectrum of mental health services for Service members and Veterans. Additionally, the graphic indicates the concentration of cases by county, information which should inform regional collaboration between counties to ensure the need for specific services in this area are met. This graphic was included both to show the distribution of these types of cases throughout the state of Montana, as well as to provide an example of the type of data which should be valuable information for the Behavioral and Physical Health Service Teams (Army One Source. 2013).

**Figure 7.6: Estimated # of Iraq/Afghanistan Veterans Deployed by County with Post Traumatic Stress Disorder**

An Estimated 8,126 Veterans are Reintegrating into Montana Communities

Montana

**Estimated # of Iraq/Afghanistan Veterans Deployed by County with Post Traumatic Stress Disorder\***



\* PTSD Estimate - 16.5% of Total Veterans per County  
 Reference: Treatment for Posttraumatic Stress Disorder in Military and Veteran Populations: Initial Assessment, Institute of Medicine, July 2012

Sources:  
 Defense Manpower Data Center (DMDC) # of Deployments (Sept. 11, 2001 - Sept. 30, 2013);  
 Data represents most current mailing address on record.  
 US Census Bureau - Tiger County and State Shape Files (2010)

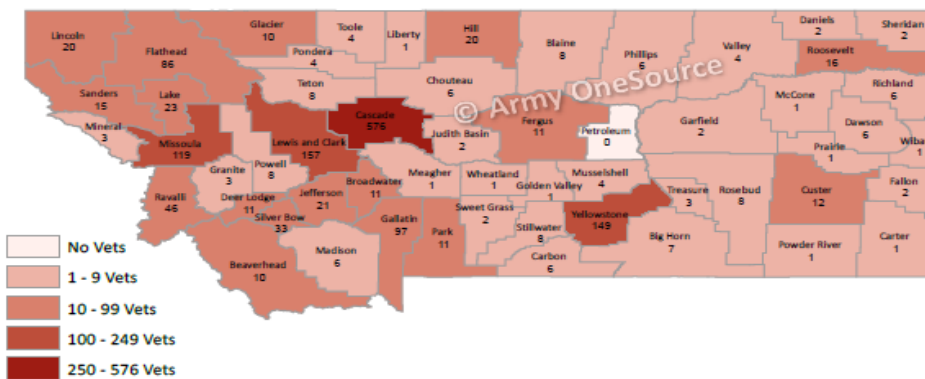
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**Figure 7.6 Estimated # of Iraq/Afghanistan Veterans Deployed by County with Post Traumatic Stress Disorder:** The data map provides a snap shot of the need for Post Traumatic Stress Disorder care in counties across Montana. Additionally the graphic indicates the concentration of cases by county, information which should inform regional collaboration between counties to ensure the need for specific PTSD services in this area are met. This graphic was included both to show the distribution of these types of cases throughout the state of Montana, as well as to provide an example of the type of data which should be valuable information for the Behavioral and Physical Health Service Teams (Army One Source, 2013).

**Figure 7.7: Estimated # of Iraq/Afghanistan Veterans Deployed by County with Probable Traumatic Brain Injury**

An Estimated 8,126 Veterans are Reintegrating into Montana Communities Montana

**Estimated # of Iraq/Afghanistan Veterans Deployed by County with Probable Traumatic Brain Injury\***



\*TBI estimate - 19.5% of Total Veterans per County  
 Reference: Tanielian, T., Jaycox, L. Invisible Wounds of War: Psychological and Cognitive Injuries, their Consequences and Services to Assist Recovery, Rand Corporation, 2008

Sources: Defense Manpower Data Center (DMDC) # of Deployments (Sept. 11, 2001 - Sept. 30, 2013); Data represents most current mailing address on record; US Census Bureau - Tiger County and State Shape Files (2010)

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**Figure 7.7 Estimated # of Iraq/Afghanistan Veterans Deployed by County with Probable Traumatic Brain Injury:** The data map provides a snap shot of the need for Traumatic Brain Injury Care in Montana. Additionally, the graphic indicates the concentration of cases by county, information which should inform regional collaboration between counties to ensure the need for specific TBI services in this area are met. This graphic was included both to show the distribution of these types of cases throughout the state of Montana, as well as to provide an example of the type of data which should be valuable information for the Behavioral and Physical Health Service Teams (Army One Source, 2013).

## 8.0 Acronym List

CMSC	County Military Support Coalition
DAV	Disabled American Veterans
JCF	Joining Community Forces
MMSRC	Montana Military State Resource Coalition
RMSC	Regional Military Support Coalition
SMVF	Service Members, Veterans, and Families
VFW	Veterans of Foreign Wars
VSO	Veteran Service Organizations



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