

INSIGHTS INFORMING THE CONCERNS OF POST- 9/11 VETERANS AND FAMILIES

Case Study:

Veterans Outreach Center



SYRACUSE UNIVERSITY'S INSTITUTE FOR VETERANS AND MILITARY FAMILIES (IVMF) HAS BEEN CONTRACTED TO SUPPORT THE GEORGE W. BUSH INSTITUTE'S RESEARCH TO EFFECTIVELY SERVE AND EMPOWER OUR POST-9/11 VETERANS AND MILITARY FAMILIES.



GEORGE W. BUSH INSTITUTE



VETERANS OUTREACH CENTER CASE STUDY

1. Organizational Overview

History

The Veterans Outreach Center (VOC) is a local organization based in Rochester, New York. Founded in 1973 by returning Vietnam veterans, the organization evolved from a small group of veterans who were struggling to readjust to civilian life after returning from Vietnam. They focused on several priorities that were seen as key to meeting basic emergency needs – counseling, housing, food and clothing. From this fragmented beginning, the agency has grown but still remains an independent community-centered non-profit organization whose aim is to provide a comprehensive portfolio of supportive services free of charge to veterans of the U.S. Armed Forces and their families. The organization’s vision is to “be the Nation’s best provider of community-centered supportive services for veteran families.” VOC has grown to serve more than 3,500 veterans and families annually through a variety of supportive services in the five counties of the Rochester Metropolitan Statistical Area (MSA).

Mission Statement

The Veterans Outreach Center’s Mission Statement is as follows: “An independent community-centered non-profit providing premier one-stop supportive services to veterans of the U.S. Armed Forces and their families. We serve by helping them to achieve their goals and realize their full potential.”

Organizational Structure

The VOC is a 501(c)3 incorporated organization overseen by a Board of Directors which is comprised of 24 community leaders from across all sectors of industry (manufacturing, construction, legal, financial, utilities, health care). More than half of the Board has served in the United States Armed Forces.

The reported 36 full-time and three part-time staff members report to the Executive Director who is responsible for all of the VOC operations, programs and services and budget management. In addition to paid staff, VOC has a large volunteer pool and partnerships with businesses within the community.

Programming

Benefits Counseling

The VOC offers free-of-charge accredited Veteran Benefits Counseling for veteran families living within the five-county area comprised within the Rochester Metropolitan Statistical Area (MSA). One-on-one confidential benefits counseling services are offered to all veterans and their families. Resources range from enrollment in the VA Health Care System, applying for disability compensation and establishing

education benefits. The VOC does not provide any services that are available and provided by the VA Health Care System.

Employment & Job Training

The goal of VOC is to help veterans stabilize and re-enter the workforce. There are numerous services available which are tailored to the individual's needs. Services offered include: Career Counseling, Skills Assessments, Specialized Vocational Workshops, Resume Assistance, Job Networking & Focus Groups, Job Readiness, Life Skills & Occupational Services and Computer Literacy Training.

Education Benefit Counseling

Working collaboratively with area colleges and the NYS Department of Veterans Affairs, VOC offers supportive services, information, access to resources, mentoring opportunities and financial aid application assistance in school or for those who may be considering higher education.

Financial Counseling

VOC offers financial workshops and individualized financial plans for veterans based on their specific goals.

Housing & Temporary Financial Assistance

VOC receives federal funding for the Services To Enable Positive Solutions (STEPS) program through the U.S. Department of Veterans Affairs' Supportive Services for Veteran Families (SSVF) program.

Veterans create an Individual Development Plan from which they can request assistance from any of VOC's on-site partners:

- Housing, rent or utilities (Limited & Time Durational Temporary Financial Assistance)
- Assistance with developing a plan aimed at sustaining permanent housing stability
- Housing search and placement with assistance from The Housing Council of Rochester
- Free legal assistance from Monroe County Legal Assistance Center (MCLAC)
- Veteran-to Veteran mentoring
- Financial Counseling and Coaching Services

Wellness & Creative Arts Therapy

At the core of all the other VOC programs offered to veterans is Wellness and Supportive Services, which serves as the foundation for all other programs and services offered within the center. The mission is to ensure the veterans' success by overcoming barriers to economic well-being, employment, physical and mental health. Clients work with a case manager who in turn offers an individualized treatment option. Counseling is provided on site and free of charge by licensed and credentialed therapists. In addition, the center offers Creative Arts Therapy which combines traditional psychotherapeutic theories and techniques with an understanding of the creative process through mediums such as painting, drawing, ceramics, sculpture and photography.

In 2012, VOC opened its own art gallery, Our House Gallery. The gallery provides a space for the community to support the local veterans displaying their works in addition to supporting regular exhibits of local artists.

Legal Counseling & Resources

VOC collaborates with Monroe County Legal Assistance Center (MCLAC) to provide on-site, free of charge legal assistance to veterans and their families enrolled in the STEPS program. This service helps veterans access the justice system and provides legal assistance and advice in areas such as housing, public benefits, employment benefits and seniors' civil legal services. If assistance cannot be provided by MCLAC representatives, veterans will be referred to other forms of legal aid to help with their individual concerns.

Veteran to Veteran Monitoring

VOC has established a Compeer Corps program which offers a supportive network for veterans. Veteran Volunteer mentors are matched with a Veteran based on interests, age-range, military service and gender.

Residential & Substance Abuse Services

VOC's Housing Services include emergency shelter, transitional, supportive and independent living housing options. The Center operates Richards House and Otto House to serve homeless male veterans and can accommodate up to 56 residents. Veterans are housed for up to 90 days in the short term Richards House and for up to 2 years in the Otto House. In addition, the Divinity School provides dormitory style accommodation for up to 12 residents on a more long-term basis in which working veterans have a portion of their income deducted to offset the cost of housing. The deduction is unique to each individual based on their ability to pay. Residents also receive needs based mental health services and addiction treatment while staying at the facilities.

Veteran Populations Served

VOC services are available to any veteran and their immediate families of the U.S. Armed Forces who have been honorably discharged. Philosophically, VOC provides a service delivery model that sees each veteran as unique and whose needs may fall within a range of services. Services are not limited to meeting the needs of less fortunate veterans and their families, but are also extended to high performing individuals. This inclusive model is an essential core value of VOC, which operates on the premise that one veteran population can be called upon to help another veteran population.

Funding Sources and Strategies

The VOC is a 501(c)3 organization that provides all programs and services free of charge. This principle of "barrier-free access" for all veteran and family members offers challenges in terms of controlling expenses and seeking recurring revenue streams. The Center is involved in continuous efforts to raise funds at both the local and national level.

Federal grants provide 46% of VOC's revenue followed by 17% from public support and fundraising. A portion of operating funds is obtained through state grants and county per diem services for housing. Locally, VOC created a Veterans Endowment Fund in 2013 through the Rochester Area Community Foundation with a goal of raising \$10 million. The aim is to generate enough interest income to cover the historical gap in funding that has always been problematic for the VOC in order to ensure that essential services can be provided in the long term.

Total revenues for 2013 were \$3,657,436 with the majority of the income coming from \$1,891,433 federal support.

2. Measurement and Data Supporting Effectiveness & Impact

Types of Data Routinely Collected

Homeless Management Information System (HMIS) is a tool used by VOC to input data entry for clients served. Information collected provides a record of the client base and the numbers who have been placed in housing. The VA uses this information as a performance rating and monitoring tool for grant funding and auditing purposes. The Homeless Veterans' Reintegration Program (HVRP) grant requires VOC to place a minimum of 50 veterans in employment every quarter, meet an average hourly wage rate of \$9.85 and have eighty five per cent of the population in a non-duplicated training opportunity, occupational, academic, academic or on-the-job training program. Another measurable outcome is retention. The organization has recently initiated a strategic priority to begin an accreditation process with an external creditor, the Council On Accreditations (COA), which is anticipated to be an 18-month process. This accreditation process will identify measurable and functional areas of VOC, holding the facility accountable to specified standards.

The Homeless Veterans' Reintegration Program (HVRP) grant has some very specific goals and VOC tracks retention 90, 180 and 270 days from the previous year.

VOC acknowledges that the organization is weak in terms of measuring program delivery, quality and impact. For example, in housing and employment services, it is estimated that more than 1000 veterans and family members walk through the door of the facility annually, but it is difficult to track how successful each veteran is. The problem is that the definition of "success" is very personalized and individual-needs based. A veteran may successfully complete a job training program and enter into regular employment, but there is no tracking to measure how long the individual stays employed or how successful they are in the workplace. There is also a difference in definition of what is considered "homeless." According to the NY State definition, a veteran sleeping on a friend's sofa is not classified as homeless, but VOC would track the veteran as such.

3. Strategic Themes

Veteran Programming Differentiation

Arguably the most salient strategic theme supported by the VOC's philosophy of effective veteran support and holistic service model is program differentiation. Specifically, a core assumption of the model is that every veteran who seeks help from the VOC is unique and needs to be treated in an adaptive, personalized manner. The core operational component is case management, which identifies the history and current needs of each veteran and generates a plan for identifying, prioritizing, and sequencing the services needed. Homelessness, for example, would typically have the highest priority, but even within this category, the nature of the housing accommodation and associated support for the veteran's adjusting to the particular living arrangement is individualized to a large degree. Outreach Specialists, for example, work with homeless veterans to develop individualized educational and employment goals. This could result in further education and applying for tuition benefits, or help with resume writing and connecting with potential employers.

Similarly, a veteran might initially contact the center with a view to seeking employment or skills training. Before any assistance is provided, the individual will meet with a case manager who will complete a needs assessment. The case manager might recognize that the veteran has been unable to

maintain employment and will identify some of the underlying causes – be it PTSD or help in finding reliable housing.

VOC is also equipped with a Veterans Court Case Manager who works directly with the Drug Court in identifying veterans in need and coordinates appropriate services such as referrals to community drug treatment agencies with the goal of preventing their return to the criminal justice system. The City of Rochester has the only Veterans Treatment Court in the country that uses a community-based non-profit provider as its source of case management. All other Veterans Treatment Courts use the VA to perform this function.

Several attributes of its operation provide the VOC with the exceptional capacity to differentiate programming for veterans. One is its large and diversified staff, which as previously described has the training and skills to offer a large range of services. Another is its holistic model, which assumes that veterans' needs in different areas (such as housing, health, employment, socialization, and education) are interactive and inter-dependent. That is, an employment opportunity in the absence of the required training or good health will likely fail to be effective. But each veteran enters the VOC with different needs, requiring a unique treatment plan. A third attribute is the VOC's ability to provide nearly all services on-site ("one-stop" services), rather than contract externally to agencies that might be less inclined or able to differentiate their programs.

Women Veteran Efforts

VOC has been operating on a traditionally male environmental model for the last 41 years. There is a recognition that this image needs to reflect the increase in women in the service and the subsequent veteran population. The VOC does not differentiate its programming for women in a formal manner. Rather, as described in the next section, all veterans, regardless of gender, age, or ethnicity, receive differentiated services based on their unique problems and needs.

Employment and Education

This particular theme is one of the most strongly addressed and prioritized in the VOC. The Employment Specialists and Outreach Staff, as described above, devote considerable time to identifying prospective employers and educating them on the societal needs, business incentives, and value to individual veterans and their families of employing veterans. Recognition events are intermittently held to honor participating employers. Three staff members are responsible for "employee networking." Additional networking agents are community volunteers, many of whom also create awareness by employers of the need to hire veterans. The benchmark goal is to place 35 veterans per quarter. While long-term tracking of employment success is not conducted (another VOC measurement need for future consideration), an informal barometer of success is "when they don't come back [to ask for further employment help]."

Achievement of the VOC's employments goal is based on several beliefs. One is to make placements as quickly as possible (based on the veteran's readiness), since earning an income serves to address many of the struggles that at-risk veterans face (e.g., housing, integration into the community, self-esteem, etc.). A second is to ensure the proper fit between the individual and the job placement with regard to skills, aptitude, and interests. If the veteran is not considered ready for employment (due to needing adjustment time, support services, or training), then it is considered best to delay job placement until the individual is better adapted. Many of the separating service members don't have a good plan in

place once they leave the military and accept employment without having had time to “breathe” and readjust into civilian life or to evaluate career options. A third belief is the importance of job-readiness training. The highest population of veterans needing employment help from the VOC is over 45 years of age. There is a strong need for career counseling and for learning job application skills (e.g., preparing resumes and interviewing). VOC holds weekly job readiness training workshops offering career counseling, interview skills and resume writing. The organization supports the veteran once they have gained employment by continuing to provide access to services.

A core component of the VOC’s education support is the Veterans Community Technology Center (VCTC). Started in the summer of 2003 with one computer and 1 student, it now includes 2 computer training rooms with 18 stations. It provides numerous and diverse types of classes, which are updated in course selections and contents as technology and employment needs change. Examples include classes for Blue Print, Customer Service, Basic Math, Algebra, and Geometry. Certifications are offered in Occupational Safety and Health Administration (OSHA), 1910 General Industrial, and 1926 Construction. Successful completion of a class or course earns certificates that can be included in job applications. In an average semester 30-40 classes are offered. In 2013, there were 8,000 visits to the VCTC. The goal is to place 85% of those trained.

VOC Employment Specialists spend approximately 50% of their time meeting with potential employers and educating them of the potential tax incentives, on-the-job-training dollars offered for hiring veterans with disabilities and the unique skills that veterans have to offer employers. Additionally, the employment team are all members of the Job Development Network which is a membership agency of 25 nonprofits providing employment and training services to clients, but also reaches out to employers and educating them of the incentives available for hiring veterans.

Transition to Civilian Life

Of the nine strategic themes, the transition to civilian life is the ultimate goal of the VOC. A veteran may return home after many years in the military having no idea how to function in society. An initial “welcome back” center such as the VOC assists with the reintegration by providing a broad spectrum of services. All of the staff and leadership saw the veteran entering the facility in crisis mode and needing individualized and holistic treatment options. The long term vision of providing wellness, employment, and housing lay at the core of VOC’s mission in order to facilitate a successful transition. The VOC frequently caters to veterans in crisis and strives to never turn anyone away regardless of space or resources. Many veterans come to VOC out of jail and needing treatment programs. Leaving veterans without housing and catering only to substance abuse would not provide an effective solution. Accordingly, VOC provides counseling and housing along with job skills training, resume writing workshops, career counseling and financial planning. Ultimately, the long term strategic goal is to create a “veteran’s village” in which an infrastructure is in place facilitating veterans supporting each other.

This theme has been successfully implemented at the Richard’s House. By the time the veteran arrives at the Richards House, he may be completely broken with a lack of self-worth. Immediately upon arrival, the veteran is placed on a committee so that they receive a sense of purpose and responsibility in a supportive environment. They might serve on a Welcome Committee, a Recreation Committee or a Food Committee, but the goal is to give the veteran a sense of responsibility and dignity and eventually the confidence to make the successful transition back to civilian life. Many veterans, upon leaving

Richards House, transition to rented accommodation through VOC referral. Richards House contracts with a local landlord who owns 42 properties, 95% of which are filled with veterans.

Independent Sector Involvement

The VOC collaborates with the VA, other military resources, and community organizations to provide a holistic goal of wellness. This approach has allowed for a tailored approach of services that can be offered to each veteran, but has also served a dual purpose of educating and engaging the community. To this end, the Board of Directors is comprised of a highly active and supportive cross-section of business owners. The Veterans Community Technology Center (VCTC) partners with a broad spectrum of educational organizations, businesses and NGOs. Sexton Services for example, is a Vietnam Veteran Owned Business providing O.S.H.A certifications; Duke Company, veteran operated, donates the use of all of its' equipment for on the job training; the Highland Branch of the Rochester Public Library offers classes for Skype and Facebook along with a Veteran & Family Member Program; Monroe County Legal Assistance Center (MCLAC) offers on-site, free of charge legal assistance to veterans and their families enrolled in the STEPS program. By developing these strategic partnerships with a broad spectrum of private businesses, philanthropic organizations and NGOs, VOC has successfully created a network of community partners. This large base of support has served the dual function of increasing awareness and skills in how to better serve veterans and their families.

Another important collaboration is VOC's reciprocal relationship with Nazareth College. In VOC's MOU, the center takes a social work-art therapy student from Nazareth College every year. The student experiences a year of clinical placement where in essence they function as a full-time staff member. Students work directly with veterans and family members, at the same time receiving clinical supervision from the staff at VOC. This relationship was fostered by Jen DeLucia, VOC's Director of Wellness and Supportive Services, who works with Nazareth 's Chair of Social Work, Professor Virginia David.

Recognizing that VOC could not provide peer-to-peer mentoring services on a cost effective basis, the organization reached out to Compeer, Inc., a 40-year old non-profit in the local community. VOC gave money to this community partner who was nationally recognized as having best practices in peer monitoring and obtained a service that they wouldn't have been able to do for themselves for the same cost.

For veterans in need of psychiatric help and who are not VA eligible VOC will collaborate with St. Joseph's House where they are offered free medical care, prescriptions and therapy.

Other collaborative partnerships include The United Way, Unity Health and Rochester Area Interfaith Network (RAIHN). In the private sector arena, Richards House has a strong connection with Wegmans grocery chain, which is headquartered in Rochester and donates grocery and produce items to the veterans.

Reintegration with Family

While not explicitly addressed as saliently as goals relating to housing, health, and job placement, the family reintegration theme clearly pervades virtually all of the services offered under the VOC's holistic model. By helping veterans to "achieve their goals and realize their full potential," the VOC concomitantly increases their readiness and skills to reintegrate with family. While the VA does not

extend treatment options to families of veterans, VOC recognizes the need to provide service to family members, even if only in a limited scope. Family members are always welcome to visit the center and can directly participate in selected activities, such as art therapy and using the VCTC technology stations. Licensed therapists might initially begin working with a veteran but may then identify a family therapy need. This is a core value of VOC, focusing on providing service to family members who are totally excluded from VA support.

Community Connectedness

Executive Director Todd Baxter felt that there was a “very strong community connection,” one that was caring and supportive of VOC and its mission. One way in which VOC has been successful in gathering support and understanding from the community has been achieved by framing needs from a national veterans’ perspective and then relating these needs into the local context to create community awareness of the large local veteran population and its need for community-based supportive services. The role of volunteerism is significant in VOC’s ability to provide inclusive services, providing the dual function of connecting to the community, but also helping to close the military-civilian divide. VOC currently has 40 volunteers which translates into more than \$100,000 in salary savings each year.

The use of social media has played an increasingly important role in recent years in connecting with the community. VOC routinely updates events, calls for volunteers and shares success stories through its website, Facebook and Twitter accounts. Administrators and staff, especially those involved in fund-raising and marketing are extremely aware of the importance of local media, which in Rochester, has served a key role in relating positive success stories and describing the VOC’s comprehensive service model. Local News Channel 8 in particular, has been very supportive, providing coverage of events and success stories and getting the message out to employers that veterans can be a great hire. Flag Day, involving more than 200 volunteers, is not only a source of revenue for VOC, but also a connective tissue between the VOC and the community. Various local businesses have been integral partners with VOC in providing job training opportunities. Outreach Employment Specialists make presentations and workshops to hiring managers and describe the skills that the veteran can bring to the employer. Other businesses have volunteered services such as replacing windows in the Richards House at no charge.

Social Connectedness

Social connectedness is another focus that pervades many of the activities and supports of the VOC. As will be described below, “Veteran Program Differentiation” directly drives the degree to which available interventions and supports are provided to individuals. Social connectedness, therefore, is addressed in numerous, personalized ways that may include having positive contact with other people through employment opportunities, neighborhood contacts, social events or dinners held by the VOC, and participation facilitated by the VOC at community events. At a more formal level, the Wellness and Supportive Services division provides case management, clinical assessments, and individual and group therapy, all of which can deal directly with social connectedness issues. The art therapy classes, in particular, provide a means where veterans engage in creative activities in a supportive group setting, and interact with peers and the community in public art exhibits.

An intensive and naturalistic form of developing social connectedness is provided for homeless veterans who are residents of the Richards and Otto Houses. These contexts create clear expectations and rules for resident behavior, mutual support of one another, and responsibilities for keeping the houses safe and orderly. A seniority system gives more privileges and authority to those who have the longest

tenure in the residence. Intermittent field trips, such as a weekend trip to a local lake, are arranged for the veterans to interact socially and recreationally.

Media

Establishing strong relationships with media is fundamental to the VOC's operations and strategic planning. It was noted earlier in this report that the local media in Rochester has served a key role in relating positive success stories and describing the VOC's wide range of services.

Richards House has an annual event where success stories are highlighted to over 500 guests in the local convention center. The veteran is presented with an award and the case manager talks about the progress that has been made. The event serves as a dual function of presenting a positive outcome to the veteran, but also increasing community support and awareness.

In summary, the key roles of media for the VOC include:

- Publicizing the VOC to veterans in the community (both those needing services and those who could provide support to the former);
- Increasing community awareness of the services to promote volunteerism;
- Increasing the awareness by funders of the VOC's services and successes, and the at-risk circumstances of many veterans in the community;
- Increasing the awareness of potential employers of veterans' needs for jobs.

4. Key Learnings and Reflections

Founded 41 years ago, the VOC is the oldest community-based nonprofit organization in the nation that serves veterans and their families. The Center has grown from a small outreach facility into a comprehensive, inclusive organization that serves military veterans and families with no fees for service. At its core is a staff that is passionate about what they do, which extends far beyond a sense of service. Each staff member provided a personal story which illustrated their passion and commitment beyond the traditional sense of pride.

Catalysts of Impact

One of the key components that differentiates the VOC from other similar organizations is the comprehensive, inclusive tailoring of services to each individual. VOC recognizes the broad spectrum of veteran needs and focuses not only on the least functioning veteran, but also on the highly functioning veteran. The VOC is not labelled as providing services out of pity, but out of dignity and respect. This nuance is important in understanding that VOC is not focused solely on those veterans who were less fortunate, and that not all veterans are the same. There is a broad spectrum of veterans and including the highly performing veteran is an integral part of what has continued to see VOC thrive as a holistic, community integrated and respected model.

The flexibility of VOC in how it triages veterans according to their specific needs is facilitated by the intimacy and connectedness of the staff. At the Richards House for example, four of the staff are in recovery from their own addiction and life challenges. This not only brings a huge amount of experience to the program, but also the ability to empathize and understand the needs of the residents.

Barriers to Impact

The organization has no coordinated tracking system of programs offered and success rates. Some divisions of VOC are currently tracking information on excel spreadsheets. VOC relies greatly on individual success stories and “word of mouth” to measure effectiveness. These informal methods of data collection are used to guide decision making.

Lack of data analysis of the population served and measurement of services provided are challenges faced by VOC. To a large extent, this is due to financial limitations and the cost of integrating a new data system into an organization. There is recognition by the leadership that this is one internal barrier that will need to be overcome in order to track and monitor VOC’s success, and its ability to obtain funding.

There is still a large population of veterans that have not been serviced by VOC. This could be a generational gap since the agency was founded more than 40 years ago with the goal of serving the Vietnam Veterans. VOC’s goal is to have every veteran in the community come to the facility at least once. Even if the veteran might not need wraparound supportive services, at least an initial consult for a review of benefits might introduce the veteran to the facility and services available.

What would make VOC more effective is if there was a coordinated centralization of services within the community. CEO Todd Baxter expressed that one of the major barriers preventing VOC from becoming a truly inclusive model was a “limitation of coordinated efforts” in providing services. Job placement is a central initiative of VOC, but there is no interaction between VOC and the local community colleges in training veterans in technological or software skills that are sought after by local employers. So, although individual organizations do really good things, there remains a fragmentation of services and resources and transferring these into a coordinated delivery system.

One of the toughest challenges that VOC has to face is the impact of the local economy on employment opportunities. The veteran is faced with a choice of lower paying service jobs, paying in the range of \$8 to \$9 per hour, or the highly skilled jobs which are typically requiring more skills and experience than the typical veteran can offer. What is needed, and what is lacking, are mid-range jobs that can provide a living wage for the veteran and his or her family.

Ongoing Efforts to Enhance Impact

One of the long-term goals that VOC is considering is the idea of prevention. The organization has come to recognize that the typical trend over the life of the veteran, whether they have been wounded, injured, or suffered ill health specifically due to service, is that of declining health. By attacking the problem at the front end – putting in place services such as healthcare – there is a greater likelihood of achieving success in well-being than attempting to deal with veterans who have already reached crisis mode when they arrive at VOC. This view is supported by VA research, which indicates that the maximum point of utilization of benefits, services and healthcare does not occur until long after completion of service. VOC’s long term vision is focused on early awareness and early intervention.

Another long term goal for VOC is to reach out to high-performing veterans and engage them in re-involvement with the people that they served with, be it as a mentor or volunteer. The leadership recognizes that there is a large population of people who have served in the military but don't feel any type of shared responsibility to help those who they served alongside but who now might find them in a position of crisis and at risk. As eloquently stated by former CEO of VOC, Jim McDonough " ...there's a lot of emphasis on collaboration, partnering, community connectedness, the military/civilian divide, but there's a military/military divide ... and quite frankly, we're leaving our own behind."