

A White Paper

*Enabling Collaborative Support to Reintegrate the Military Family*

Office of the Chairman of the Joint Chiefs of Staff

Chairman's Office of Reintegration: *Veterans / Families / Communities*

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**Contents**

Executive Summary ..... 3

Introduction..... 4

Effective Collaboration ..... 8

    Illinois Joining Forces (IJF) ..... 9

    Nevada’s Green Zone Initiative (GZI)..... 10

    Alabama’s ALAVETNET ..... 12

    Texas Coordinating Council for Veterans Services ..... 13

    Colorado Serves ..... 14

    Pennsylvania Governor’s Advisory Council on Veteran Services..... 15

    Minnesota’s Beyond the Yellow Ribbon program..... 16

    The Maryland National Guard and Faith-Based Support Organizations ..... 17

Finding Veterans ..... 19

    Illinois Department of Veterans Affairs (IDVA) ..... 22

    Massachusetts’ SAVE program ..... 24

    Nebraska’s Statute 80-414 ..... 25

Employing Veterans..... 28

    Colorado’s House Bill 1100..... 31

    Iowa’s Home Base Program ..... 31

    “Connecticut Works” and “Step-up for Vets” ..... 33

    Washington State’s House Bill 1432 ..... 34

    Maryland’s Veterans Full Employment Act ..... 34

Educating Veterans ..... 36

    Louisiana HB 500 ..... 38

    Texas’ College Credit for Heroes Initiative and the Hazelwood Act ..... 39

    The Multi-State Collaborative on Military Credit ..... 40

    Arizona’s State Residency for Veteran Education and Veteran Supportive Campuses..... 41

    Conclusion ..... 43

Appendices..... 44

    Appendix 1: Separations by State, 2010 – 2013 ..... 44

    Appendix 2: Separations by Installation, 2010 – 2013 (over 4,000) ..... 46

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Appendix 3: A Membership Memorandum of Understanding between Illinois Joining Forces and the Jane Addams Resource Corporation ..... 47

Appendix 4: A Memorandum of Understanding between The Maryland National Guard and Faith-based Organizations ..... 49

Appendix 5: Unemployment Compensation for Ex-Service members, by State, FY 2010 – 1<sup>st</sup> QTR FY 2014 ..... 51

## **Executive Summary**

More than 2.4 million citizens from all states and territories volunteered to serve in Operations Iraqi Freedom, Enduring Freedom, and New Dawn and have already returned home.<sup>1</sup> Every day about 1,300 new veterans, spouses and their children begin their journey to reintegrate back into local communities.<sup>2</sup> Successfully reintegrating this burgeoning population will require collaboration between federal, state and local governments as well as community service providers, businesses, academia and philanthropic organizations.

Dozens of offices and agencies and thousands of private organizations are focused on assisting service members, veterans and their families to successfully reintegrate after military service. Despite the abundance of available resources, states may be missing opportunities to collaborate with community service providers and local governments. It is time to weave local collaborative efforts into state-wide networks to find, educate, certify, and ultimately employ our promising young veterans. Successful reintegration of veterans and their families relies on holistic collaboration, improving veteran outreach, easing employment challenges and reducing obstacles. With proper emphasis from state leaders, a mechanism for collaboration among public, private and philanthropic organizations, and a state legislature willing to address reintegration challenges, we will be better able to reintegrate veterans and their families. The nation has greatly invested in our veterans and their families. They are civic assets who, if given the opportunity through effective reintegration, will continue to serve and lead in our communities, businesses, and government.

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<sup>1</sup> U.S. Department of Veteran's Affairs, *Table 2L: VETPOP2011 Living Veterans by Period of Service, Gender, 2010-2040*, [http://www.va.gov/vetdata/Veteran\\_Population.asp](http://www.va.gov/vetdata/Veteran_Population.asp) (accessed 10 Sep 14).

<sup>2</sup> Using marriage and dependent rates of the Active Duty military from *2012 Demographics: Profile of the Military Community*, (Washington, D.C: Office of the Deputy Assistant Secretary of Defense (Military Care and Family Policy), 2013), 117, and the previous years' separation volume, this amounts to about 1,300 Service and family members leaving each day.

## **Introduction**

America's All-Volunteer Force has served and sacrificed with honor and distinction in the longest period of war in American history. More than 2.4 million citizens from all states and territories volunteered to serve in Operations Iraqi Freedom, Enduring Freedom, and New Dawn and have returned home as veterans.<sup>3</sup> As combat operations in Afghanistan come to a close, the U.S. military will undertake large personnel reductions over the coming years. Around 200,000 service members have separated from the Active Duty each year during the previous few years and this rate is poised to increase.<sup>4</sup> With current projections of force reductions, the volume of separating service members may reach about 250,000 per year for the next five years.

Currently, about 1,300 military family members – new veterans, spouses and their children – begin their journey to reintegrate back into local communities each day.<sup>5</sup> This burgeoning population of returning citizens faces unique challenges in this new environment. Securing stable employment, education and training opportunities, and identifying healthcare resources are just a few of the many challenges necessary to building overall wellness and successfully reintegrating in these communities. In order for our nation to successfully meet these challenges, stakeholders from the federal, state, and community levels must combine public, private, and philanthropic resources, expertise, and efforts into effective actions.

The Departments of Defense and Veterans Affairs, as well as the American public, all share a common interest in securing wellness for the country's veterans and military families.

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<sup>3</sup> *U.S. Department of Veteran's Affairs, Table 2L.*

<sup>4</sup> "Active Duty Loss Totals, FY1980 – Present," *Defense Manpower and Data Center*, September 13, 2012. Separation numbers by country, state and territory of last military assignment can be found in appendix 1.

<sup>5</sup> Using marriage and dependent rates of the Active Duty military from *2012 Demographics: Profile of the Military Community*, (Washington, D.C: Office of the Deputy Assistant Secretary of Defense (Military Care and Family Policy), 2013), 117, and the previous years' separation volume, this amounts to about 1,300 service and family members leaving each day. A list of the largest military installations by service member separation volume can be found in appendix 2.

The Department of Defense certainly bears responsibility for service members and their families during their military service but its interests do not end there. Military service is characterized by stressors and danger that are not simply forgotten by the service member or his or her family upon receiving discharge papers. These realities accompany military families during reintegration back into local communities and sometimes long after. Successful reintegration requires attaining a new sense of purpose and well-being following military service. Without it a generation of struggling veterans , failing to lead or further contribute to society, could bring the value of military service into question for future generations. In addition to the moral and ethical obligations we have to successfully reintegrate our veterans, the viability of the All-Volunteer Force and our common defense depends on it.

The Department of Veterans Affairs' mission statement borrows a quote attributed to President Abraham Lincoln, *"to care for him who shall have borne the battle, and for his widow, and his orphan."*<sup>6</sup> The VA's budget has more than doubled since 2001. Even with sustained growth in the VA's budget, it is not the sole proprietor of successful reintegration for our Post-9/11 veterans. Simply put, we cannot achieve our full potential in reintegrating our veterans back into civilian society unless the Federal Government works more effectively with state governments and the private sector. We must look beyond federal government efforts because, ultimately, reintegration challenges are met locally and failure in these local-efforts negatively affects the entire community.

Many communities remain steadfastly committed to assisting military families. Individuals, private organizations and philanthropic efforts have been instrumental in supporting

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<sup>6</sup> "About VA," U.S. Department of Veterans Affairs, [http://www.va.gov/landing2\\_about.htm](http://www.va.gov/landing2_about.htm), (accessed Feb 10, 2014).

our Military families that have sacrificed so much over the previous thirteen years. This support is evident in the 40,238 registered organizations supporting veterans and military families in operation in 2013.<sup>7</sup> Over time, some of these organizations have banded together and established Community Action Teams while others have organized their efforts in various ways, each unique to local circumstances. A large portion of this office's efforts are aimed at fostering collaboration among such organizations – effectively connecting the dots in pursuit of comprehensive local, state, or regional solutions. There are myriad ways to establish collaborative efforts at the local level and communities must find a solution that serves their particular circumstances best.

The support provided by local community organizations to service members, veterans, and their families is irreplaceable. These local organizations have an on-the-ground understanding of individual community challenges that federal and state offices cannot replicate. Additionally, local governments and communities are the first to bear the costs associated with these challenges and they are fully vested in resolving them. These community-based efforts are invaluable but their reach is usually limited geographically, fiscally or via existing regulations and policies. While some states have established boards or networks for government offices to better serve service members, veterans and military families, they often exclude, inadvertently or otherwise, private organizations from participating. These private organizations, however, are often flexible, agile and already filling gaps between support and services delivered by government agencies. Expanding these support networks and linking them to existing state-sponsored policies, programs and services is critical to a comprehensive and successful

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<sup>7</sup> National Center for Charitable Statistics, The Urban Institute, “Registered Nonprofit Organizations by Major Purpose or Activity, W30,” <http://nccsweb.urban.org/tablewiz/showreport.php>, (accessed Feb 1, 2014).

reintegration network that effectively meets the challenges facing our veterans and military families.

Based on thousands of engagements over the previous four years, we believe that states may be missing opportunities to collaborate with community service providers and local governments to expand and strengthen efforts to effectively reintegrate veterans and their families. It is time to weave these local collaborative efforts into networks with state-wide reach and executive or legislative support that not only assist veterans, but also benefit and strengthen the states and local communities where they live. This paper will address four areas vital to successful reintegration of veterans and their families: bringing key stakeholders into a collaborative network; finding veterans in order to deliver support and services; efforts to ease employment challenges faced by veterans; and reducing obstacles to improve educational outcomes for veterans.

## **Effective Collaboration**

Effective collaboration between state leadership and local service providers greatly increases the ability to address challenges veterans face as they reintegrate into our communities. Statewide networks that successfully collaborate on behalf of service member reintegration entail four common and vital themes: proper emphasis from state leaders; a mechanism for collaboration, whether formal or informal; effective partnerships involving public, private and philanthropic organizations; and a state legislature willing to address reintegration challenges.

Support of community service providers from state governments is essential to a comprehensive military family support network. State governments have wide-reaching influence across any number of challenges that military families might face and so they must be committed to veteran reintegration. For instance, one of the key challenges service providers face in assisting veterans is finding them in the first place. State governments can assist greatly in this regard by incentivizing veteran self-identification. Whether this is accomplished through monetary incentives such as reduced vehicle registration fees for veterans or some other means, States can play a key role in connecting veterans and their families to those who stand ready to assist them.

The venue for collaboration across a state can take many forms. Some states are adept at informal relationships among disparate groups all working on behalf of Service members, veterans and their families. Others have found that formal relationships establish a system to better deal with wide-ranging efforts. Regardless of the mechanism, state involvement is critical to guiding the more than 40,000 private organizations that support veterans and military families toward collaborative networks that are effective in solving veteran reintegration challenges. Cooperation, partnerships, and collaboration will become increasingly more important as

overseas contingency operations fade from media coverage and the generous support from our fellow citizens begins to wane.

To be fair, collaboration is easy to talk about but much harder to pursue effectively. Collaboration entails relationships and arrangements that may need to be formally codified in some states because of the requisite involvement of private and philanthropic organizations alongside public offices or to emphasize its importance, though other states find informal frameworks sufficient.<sup>8</sup> Moreover, building these relationships is “time consuming, resource intensive, and very difficult.”<sup>9</sup> Nonetheless, some states have successfully navigated these obstacles and veterans and military families are greatly benefiting from them. The following efforts are noteworthy examples of state-supported collaborative efforts.

### **Illinois Joining Forces (IJF)**

*Illinois Joining Forces* (IJF) is a state-wide, public-private network of organizations serving Illinois veterans, service members, and their families. IJF is a joint Illinois Department of Military Affairs and Illinois Department of Veterans' Affairs effort that convenes and facilitates collaboration between veteran- and military-serving organizations. Together, IJF members seek to create a “no wrong door” system of support for service members, veterans and their families and to address any gaps in existing services. The IJF website has collaborative tools for member organizations and also gives individual service members and veterans the ability to search by topic, county, and zip code for services such as housing, education, employment and job training, behavioral health, disability benefits, emergency assistance, and legal support.

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<sup>8</sup> Lasker, R.D., Weiss, E.S., and Miller, R., “Partnership Synergy: A Practical Framework for Studying and Strengthening the Collaborative Advantage,” *Milbank Quarterly*, 79 2001 (2), 180.

<sup>9</sup> Ibid.

IJF was founded in 2012 and recently celebrated its first anniversary, which was marked with a December 2013 summit in Chicago which evaluated overall IJF progress and Working Group activity. Member organizations sign memoranda of understanding to join IJF. An example MOU between IJF and a local service provider is included in appendix 3. Member organizations commit to active participation at the IJF website and via selected working groups. They establish detailed profiles and post information on upcoming events on the IJF web portal. The site also provides for client referral among IJF partner organizations, something critical to effective collaboration.

The central goal of IJF is to increase awareness and connectivity among member organizations so that they and those they serve can better navigate the system of support. IJF member organizations collaborate via regular Working Group meetings to identify and address gaps in services. Member organizations must select only the three working groups that they are most interested in actively participating in. Current working groups are: homelessness and housing; education; employment and job training; families, children & survivors; behavioral health; financial literacy; benefits & emergency assistance; legal support; and women veterans.

### **Nevada's Green Zone Initiative (GZI)**

Nevada's Governor Brian Sandoval initiated a comprehensive statewide effort seeking to ensure more effective and efficient outcomes for veterans and military families in the state in October 2012.<sup>10</sup> With the Interagency Council on Veterans Affairs, Nevada became one of the first states to implement a coordinating body focused on removing barriers to effective communication and collaboration.<sup>11</sup> This council began its work in an area many communities

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<sup>10</sup> "The Green Zone Initiative," *Nevada Department of Veterans Services*, <http://www.leg.state.nv.us/Session/77th2013/Exhibits/Assembly/GA/AGA56G.pdf>, (accessed Feb 14, 2014), 6.

<sup>11</sup> *Ibid.*

ignore: an assessment of the needs of and challenges facing veterans and military families and an inventory of resources available across the state to help them. While many communities dive right into working assumed or perceived issues, Nevada deliberately worked to confirm their assumptions concerning veterans' needs and challenges. Nevada's Interagency Council on Veterans Affairs patiently conducted a thorough examination before expending efforts to solve problems. While every state genuinely intends to support its veterans, such a disciplined approach is often lacking.

Soon thereafter, Governor Sandoval announced a broader effort called the *Green Zone Initiative* (GZI). GZI is a major Nevada Department of Veterans Services outreach initiative that started in 2012 to ensure that the State of Nevada can optimize support efforts for its veteran population.<sup>12</sup> The Green Zone Initiative seeks to assemble an overall wellness consortium, with health, educational and employment support, to attract veterans and their families and to support successful reintegration.<sup>13</sup> A unique aspect of GZI's approach is its emphasis on partnering with private organizations and businesses to meet the needs of veterans and military families. The *Green Zone Initiative's* three focused areas are: education; workforce development and entrepreneurship; and wellness. GZI aims to be a collective, inter-agency and private partners' effort to better coordinate the delivery of veterans' services. The Green Zone Initiative intends to improve access and delivery of support services via "regional planning, coordination, and evaluation of strategies."<sup>14</sup>

Recognizing the limited authorities the Department of Veterans Services had to affect changes in the many aspects of veterans' lives. Governor Sandoval created a new position

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<sup>12</sup> "The Green Zone Initiative," *Nevada Department of Veterans Services*, [http://www.Veterans.nv.gov/GZI\\_General\\_Info.html](http://www.Veterans.nv.gov/GZI_General_Info.html), (accessed Feb 14, 2014).

<sup>13</sup> Ibid.

<sup>14</sup> Ibid.

reporting directly to him. The Director of Military and Veterans Policy oversees all aspects of Nevada government that affect veterans and military families. This newly created position is better suited to stitch together the various aspects of state government from the Departments of Business and Industry, Economic Development, Education, Employment, Training & Rehabilitation, Health and Human Services, Department of Personnel, and Veterans Services. Additionally, from this vantage point, the Director of Military and Veterans Policy has purview over all aspects of GZI to ensure Nevada's goals and objectives are met.

### **Alabama's ALAVETNET**

Alabama recently entered the fray to ensure its veterans and military families are best served. Alabama's Governor Robert Bentley signed an executive order to establish the Alabama Executive Veterans Network, *AlaVetNet*, in December 2013.<sup>15</sup> Much like efforts in Pennsylvania and Nevada, Governor Bentley's executive order directed a study to identify and evaluate all services available to service members, veterans, and military families in the state. The findings of this study are to be used to develop a long-range plan for the establishment of a comprehensive statewide system of service-delivery to service members, veterans and their families.<sup>16</sup>

*AlaVetNet* has wide-ranging representation and participation across state offices and agencies. Some 18 offices, from the state Department of VA and the National Guard to the Department of Mental Health and the Alabama Law Enforcement Agency are included. Critical to a comprehensive and inclusive effort, *Serve Alabama* is a state agency under the Alabama

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<sup>15</sup> "Executive Order Number 42," December 10, 2013, <http://governor.alabama.gov/assets/2013/12/EO-42-AlaVetNet.pdf>, (accessed Apr. 8, 2014),3.

<sup>16</sup> *Ibid*, 2.

Governor's office that serves as a liaison for faith and community-based organizations.<sup>17</sup> As a member of *AlaVetNet*, *Serve Alabama* provides the invaluable link to incorporate faith-based and community support organizations with state-sponsored support systems.<sup>18</sup>

### **Texas Coordinating Council for Veterans Services**

With more than 1.6 million veterans, Texas is home to the second largest veteran population in the country.<sup>19</sup> The Texas Veterans Commission (TVC) has been coordinating support for veterans for nearly a century.<sup>20</sup> The Texas Veterans Commission addresses numerous challenges that affect veterans and their families. Together with several other state agencies and the Texas A&M Health Science Center's *TexVet*, TVC is committed to wide-ranging collaboration through the Texas Veterans Portal.<sup>21</sup> The Texas Veterans Portal delivers information on all aspects of overall wellness, especially when paired with *TexVet's* Veteran Service Provider's Network (VSPN). VSPN is a compilation of community service providers that support service members, veterans, and military families in countless ways. One unique function that VSPN has is the ability to list user feedback and ratings for service providers.

The Texas Veterans Commission oversees the Texas Coordinating Council for Veterans Services (TCCVS), the Texas Veterans Employment Services (VES), and the Texas Education Program among others.<sup>22</sup> A recurring theme from state efforts to improve support services for veterans and their families is through an assessment and inventory of existing programs and

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<sup>17</sup> "About Serve Alabama," *Serve Alabama*, <http://www.servealabama.gov/about>, (accessed Apr. 8, 2014).

<sup>18</sup> Jon Mason, *Serve Alabama*, December 2013, <http://www.servealabamafiles.com/servealabama/December%20Newsletter.pdf>, (accessed Apr. 8, 2014), 1-3.

<sup>19</sup> "Veteran Population," *Department of Veterans Affairs*, September 30, 2013, [http://www.va.gov/vetdata/veteran\\_population.asp](http://www.va.gov/vetdata/veteran_population.asp), (accessed Apr. 8, 2014).

<sup>20</sup> Thomas Palladino, Executive Director, *Strategic Plan: Fiscal Years 2013-2017*, Texas Veterans Commission, June 2012, [http://www.tvc.texas.gov/documents/TVC\\_Strategic\\_Plan\\_2012\\_electronic.pdf](http://www.tvc.texas.gov/documents/TVC_Strategic_Plan_2012_electronic.pdf), (accessed Apr. 8, 2014), 2.

<sup>21</sup> "Texas Veterans Portal," <http://veterans.portal.texas.gov/en/Pages/default.aspx>, (accessed Apr. 8, 2014).

<sup>22</sup> "Welcome to the Texas Veterans Commission," *Texas Veterans Commission*, <http://www.tvc.state.tx.us/Home.aspx>, (accessed Apr. 8, 2014).

TCCVS was no different. However, TCCVS went further and in its most recent report it identified specific challenges facing Texas' veterans. TCCVS's *Strategic Plan for Fiscal Years 2013 – 2017* addresses these issues and others as it strives for continuous improvement.<sup>23</sup>

TCCVS and other efforts within Texas comprise a comprehensive support network across various domains that are delivering meaningful support to veterans and military families within the state.

### **Colorado Serves**

Colorado recently launched *Colorado Serves* to better support its service members, veterans and military families. The program has wide-ranging participation including representatives from Governor John Hickenlooper's and Senator Michael Bennet's offices. Various federal and state offices and agencies, non-profit organizations and representatives from the military also participate in *Colorado Serves* to improve collaboration between the numerous support organizations that are already working in Colorado's communities.

*Colorado Serves* is a great example of a statewide effort to build a comprehensive, statewide support network for service members, veterans and military families. *Colorado Serves* aims to build a statewide network connecting the organizations that serve veterans, service members, and their families throughout the state through the support, facilitation, and connection of regional networks from across the state. The program has identified four primary responsibilities: to act as a convener in local communities and regions within the state; to connect communities together; to strengthen public awareness about these support efforts; and to

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<sup>23</sup> Thomas Palladino, Executive Director, *Strategic Plan: Fiscal Years 2013-2017*, Texas Veterans Commission, June 2012, [http://www.tvc.texas.gov/documents/TVC\\_Strategic\\_Plan\\_2012\\_electronic.pdf](http://www.tvc.texas.gov/documents/TVC_Strategic_Plan_2012_electronic.pdf), (accessed Apr. 8, 2014), 4-9.

provide technical or administrative support as necessary. Increasing coordination, collaboration and communication are the centerpieces of *Colorado Serves*' efforts.

### **Pennsylvania Governor's Advisory Council on Veteran Services**

Pennsylvania's state leaders recognized that the myriad benefits available to veterans transcended multiple layers within the state but were disjointed. These seams between federal, state, and community administered support could leave veterans feeling bewildered or even forgotten. Last year, Pennsylvania established a mechanism for collaboration with emphasis from state leaders – two vital criteria for successfully supporting its veteran population. Pennsylvania's Governor Tom Corbett established the Governor's Advisory Council on Veterans Services in November 2013 to help veterans successfully navigate the reintegration landscape.<sup>24</sup> The Governor's Advisory Council on Veterans' Services is an interesting example of state-led collaboration. The Deputy Adjutant General for Veterans Affairs, from the Pennsylvania Department of Military and Veterans Affairs (DMVA) chairs the council and it is actively supported by state leaders.

The advisory council shares several basic responsibilities common to other state collaborative efforts. It must identify all support services within Pennsylvania available to veterans and ensure coordination and communication among these efforts.<sup>25</sup> Like many states, there were numerous programs and benefits available to veterans all over the state but there was no veritable, central cognizance of these programs or of their efficacy. Moreover, these programs resided within various, disparate offices and agencies and were often unsynchronized and hamstrung by silos. The advisory council has representation from numerous agencies,

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<sup>24</sup> "Governor's Advisory Council on Veterans Services," Executive Order 2013-03, November 11, 2013, [http://www.oa.state.pa.us/portal/server.pt/gateway/PTARGS\\_0\\_2\\_121524\\_708\\_208253\\_43/http%3B/pubcontent.state.pa.us/publishedcontent/publish/global/files/executive\\_orders/2010\\_2019/2013\\_03.pdf](http://www.oa.state.pa.us/portal/server.pt/gateway/PTARGS_0_2_121524_708_208253_43/http%3B/pubcontent.state.pa.us/publishedcontent/publish/global/files/executive_orders/2010_2019/2013_03.pdf), (accessed Mar. 31, 2014), 1.

<sup>25</sup> Ibid, 2-3.

offices, and counties across Pennsylvania and is well positioned to establish awareness of these diverse and separated support programs.<sup>26</sup> Its representation and format also lends itself to open communication and coordination that promise to materialize into a comprehensive support network for Pennsylvania's veterans.

In addition to establishing working relationships across state offices, Pennsylvania's DMVA works closely with community organizations and academic institutions on behalf of its veterans and military families.<sup>27</sup> The PA Veterans Forum brought numerous community organizations and government offices together with Drexel University and Fort Indiantown Gap Education Center in November 2013.<sup>28</sup> The event focused on support programs for veterans within Pennsylvania and is but one piece of a broader effort across the state to increase awareness, generate support, and build relationships with community organizations.<sup>29</sup> The state DMVA was also a founding member of the PACARES organization and remains involved in its efforts.<sup>30</sup> This network provides community support organizations another platform for collaboration with state efforts. Collectively, these initiatives have established effective collaboration between public offices, private organizations, and academic institutions for the betterment of Pennsylvania and its veteran community.

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

Minnesota saw a similar opportunity to network the major stakeholders and advocates within the state for the advancement of veterans and military families but took a different approach. Under the guidance of The Adjutant General for the Minnesota National Guard, Minnesota created what is now known as *Beyond the Yellow Ribbon* (BTYR). *Beyond the*

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<sup>26</sup> Ibid.

<sup>27</sup> Richard Hamp, email message to the author, April 1, 2014.

<sup>28</sup> "PA Veterans Forum: Community and Connections," Drexel University, [http://www.drexelmed.edu/drexel-pdf/program-behavioral-health/BHE\\_PA\\_Veterans\\_Forum\\_Brochure\\_2013-11-06\\_B.pdf](http://www.drexelmed.edu/drexel-pdf/program-behavioral-health/BHE_PA_Veterans_Forum_Brochure_2013-11-06_B.pdf), (accessed Apr. 1, 2014).

<sup>29</sup> Richard Hamp, email message to the author, April 1, 2014.

<sup>30</sup> Ibid.

*Yellow Ribbon* is a statewide program that not only creates awareness for the purpose of connecting military members and their families with community support and resources but also connects and coordinates the efforts of organizations, agencies and companies to provide resources and support to military members and their families.<sup>31</sup>

Since its inception in 2008, BTYR has created over 160 Yellow Ribbon Communities that are networked and equipped to meet the needs of service members, veterans and their families across the state. Minnesota requires interested communities to follow a rigorous 16-step action plan to ensure the community has identified and leveraged every available resource to help meet the needs of military families before being proclaimed a Yellow Ribbon Community. According to BTYR, “each community will develop a sustainable action plan demonstrating their commitment to service members and military families. The community will identify and connect leaders in key areas across the community, leverage existing support activities, build awareness throughout the community and take action.”<sup>32</sup> The application and action planning process requires communities to meet minimum service standards and promotes best practices with the goal of ensuring proclaimed communities are keenly aware of the unique challenges facing today’s military families and are well-equipped to meet those challenges in a timely and effective manner by connecting and incorporating local government resources as well as members of the faith-based community, social service providers, and educators, to name a few.

### **The Maryland National Guard and Faith-Based Support Organizations**

Each state’s National Guard is embedded into local communities. The leader of each state’s National Guard, the Adjutant General (TAG), is almost always appointed by the state governor. While each TAG has varying degrees of influence within his or her state, each surely

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<sup>31</sup> Beyond the Yellow Ribbon, <http://www.beyondtheyellowribbon.org>, (accessed Feb 14, 2014).

<sup>32</sup> Beyond the Yellow Ribbon, <http://www.beyondtheyellowribbon.org/yellow-ribbon-community-campaign>, (accessed Feb 14, 2014).

can add emphasis and bring together diverse organizations from wide-ranging communities that local National Guard units often already work with. The National Guard's Joining Community Forces initiative is an excellent example of this reach with National Guard units capitalizing on their deep-rooted relationships with communities. This familiarity can also serve to link state endeavors with community stakeholders like faith-based organizations.

Partnerships between the military and faith-based community support organizations can assist the military family in very practical ways. The Maryland National Guard's Chaplaincy reached out to the state's faith-based organizations to buttress support for its National Guardsmen but this could also serve returning veterans and their families. The memorandum of understanding between the Maryland National Guard and faith-based organizations can be found in appendix 4. It specifically stipulates that there is no endorsement of a particular religion nor is there any requirement to participate in any religion. In Maryland's case, any Soldier seeking assistance through the Family Support Services is asked if they are interested in receiving support from a faith-based organization. If the Soldier elects to do so the office will provide contact information for the closest partnered organization. There are currently 96 faith-based partners collaborating with the Maryland National Guard. This effort is a great example of bringing faith-based organizations into the fold to better assist service members and their families and there is room to include reintegrating veterans and their families in the future.

## **Finding Veterans**

A recurring theme brought up by community service providers is the challenge of finding veterans in their communities. Many stakeholders look to the Departments of Defense and Veterans Affairs to establish a database that could be used by various levels of government and, potentially release contact information for transitioning service members and veterans to private support organizations. There is certainly potential for a tool that allows for proactive, timely outreach to transitioning service members and veterans. By law, both the Departments of Defense and Veterans Affairs must protect the personally identifiable information of their service members, veterans and beneficiaries. While there may be ways to balance this requirement with the need to help service providers connect to veterans, such as creating a mechanism for transitioning service members or veterans to voluntarily release their contact information, a federal solution to this challenge is not on the near-term horizon. Regardless, a federal database is not the only way to find veterans.

States have several opportunities to gain an understanding of their veteran populations. Most states already have approved displaying veteran status on driver's licenses or identification cards.<sup>33</sup> Of the remaining states and territories, California, Hawaii, Washington, and Wisconsin have legislation pending while Washington, D.C. stands alone without any such effort on behalf of its 30,000 veterans.<sup>34</sup> In any case, veterans' failure to self-identify and low participation rates limit the completeness of these databases. Likewise, mailing address and contact information must also be verified periodically or records will become obsolete over time. Consequently, each state has varying degrees of useful data on their veterans. Some states, however, might

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<sup>33</sup> "Veterans ID on Driver's License or ID Card by State," *Military Benefits*, <http://militarybenefits.info/Veterans-id-on-drivers-license-id-card-by-state/>, (accessed Feb. 19,2014).

<sup>34</sup> Ibid and "State and County QuickFacts," *United States Census Bureau*, January 6, 2014, <http://quickfacts.census.gov/qfd/states/11000.html>, (accessed Mar. 10, 2014).

have an opportunity to supplement veterans' contact information based on vehicle registration, property tax filings, business licenses, and, in some cases, bonuses for military service. Even so, only a few states are using the information they do have. Adequately incentivizing new veterans to participate, when they first enter the reintegration process, ultimately holds the most potential for impact but state agencies must make good use of this information.

Incentivizing veterans to self-identify would provide benefits to the veteran, federal and state offices and agencies, businesses, and community service providers. While fiscal constraints may make discounting licensing or registration fees for veterans seem unfeasible for some states, the return on investment does not rest with its department of motor vehicles alone. State Departments of Veterans Affairs might have addresses on record for veterans based on DD-214's, for instance, but they may not have the funding to send out mail correspondence. In contrast, obtaining and using email addresses identified on licensing and registration processes would greatly reduce these outreach costs. Reduced revenue from discounted state registration or licensing fees could be offset in other areas too.

Veterans may be eligible for healthcare, vocational, and educational assistance that states may not fully capitalize on. For instance, veterans that deployed in support of Operations Enduring Freedom, Iraqi Freedom, or New Dawn (OEF, OIF, and OND) may be entitled to up to five years of VA healthcare.<sup>35</sup> If a veteran is unaware of this benefit and arrives to an emergency room "uninsured," hospitals, governments, and ultimately, taxpayers absorb the costs. While assessing preventive healthcare versus emergency treatment costs is beyond the scope of this

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<sup>35</sup> "VA Health Care Fact Sheet 16-4: Combat Veteran Eligibility," *Department of Veterans Affairs*, February 2011, <http://www.va.gov/healthbenefits/assets/documents/publications/FS16-4.pdf>, (accessed Feb 13, 2014).

paper, enabling the use of these benefits through veteran identification efforts would benefit the state, its veterans, and healthcare organizations as well.

Veterans may also be eligible for vocational training, certification, and other educational benefits that, if capitalized on, would benefit employers, communities, and state economies as well.<sup>36</sup> Employers may be eligible for federal incentives like the *Work Opportunity Tax Credit* for hiring veterans.<sup>37</sup> Securing stable employment for veterans would subsequently reduce local communities' and state's expenditures on various social support programs. Despite such programs, if state and local offices, employers, and community service providers don't understand the size, composition, and needs of their veteran populations, the potential benefits they provide will not be fully realized.

States may find various stores of veteran data across several agencies and offices that are simply not used. State Departments of Motor Vehicles, Education, Labor, and Veterans Affairs may each have records of veterans and do not necessarily effectively use it or share it with other agencies. A centralized state system would increase efficiency and decrease costs but establishment of such a system requires leadership at the state level to implement. Nebraska, as covered subsequently, intends to establish a database within its Department of Veterans Affairs that will serve as the state's certification of veteran-status for other departments. Regardless, if the Departments of Motor Vehicles, Education, or any other state agency collects veterans' information it can surely be used by Local Veteran Employment Representatives (LVERs), State Veterans Affairs personnel, and many others. Nonetheless, if such relationships are truly a bridge too far, some states might adopt a more rudimentary approach. The following initiatives

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<sup>36</sup> "Education and Training," *Department of Veterans Affairs*, December 5, 2013, [http://www.benefits.va.gov/gibill/education\\_programs.asp](http://www.benefits.va.gov/gibill/education_programs.asp), (accessed Feb. 20, 2014).

<sup>37</sup> "Veterans Opportunity to Work," *Department of Veterans Affairs*, October 22, 2013, <http://www.benefits.va.gov/VOW/for-employers.asp>, (accessed Feb 20, 2014).

are at opposite extremes – centralized data sharing and decentralized, on the ground engagement – but they are helping state and local governments and supporting organizations find veterans and deliver support.

### **Illinois Department of Veterans Affairs (IDVA)**

The Illinois Department of Veterans Affairs (IDVA) has a number of outreach tools to find veterans, both to provide information about opportunities & events and to draw veterans to use DVA Veteran Service Offices (VSOs). The "Stand Up & Be Counted" campaign encourages veterans to register online as an Illinois veteran with very basic pieces of information, regardless of whether they personally need services or assistance. Registering as an Illinois veteran helps IDVA mature its understanding of and advocate for the Illinois veteran community. This registration results in a phone call within a day - sometimes within the hour - from the veteran's nearest IDVA VSO to learn more about the veteran and inform him or her of available resources. This "do it for your battle buddy" approach has helped IDVA reach more than 6,000 veterans who never had to leave their living rooms. Some veterans do come in to VSO offices to file a claim as a result of these outreach efforts while others leave the process knowing a bit more about their benefit options. IDVA also uses free radio public service announcements to encourage veterans to "Stand Up & Be Counted," yet another outreach tool to help find veterans.

Additionally, IDVA has built and now uses an extensive network of veteran partners (brick-and-mortar VSO's, sister agencies, partner non-profits) to reach veterans with specific event and resource/opportunity information. IDVA has also used public service announcements, media interviews (print, radio, and TV), community events, and newsletters to conduct additional outreach. Partnering with organizations that have natural veteran community touch points -

particularly the US Chamber of Commerce and Student veterans of America - has proven highly effective, as well.

Most recently, IDVA has begun leveraging the *Illinois Joining Forces* website to offer a one-stop-shop to service members, veterans, and their families. A series of radio and TV PSA's were recently released to inform veterans of this easy way to find the right resource and information about local military and veteran events. With its built-in referral capability, the IJF website also allows IDVA's nearly 200 member organizations to directly refer veterans to, among other IJF members, their local IDVA VSO for assistance on federal and state benefits.

DVA has worked to set up smart, privacy-conscious sharing of data between state agencies, so that other state agencies that naturally serve a veteran cohort among their clients will be able to share up-to-date information on Illinois veterans with IDVA. Pursuant to state legislation next year, the Secretary of State's Office will implement a veteran identifier on Illinois driver's licenses. Like a few other states, IDVA intends to capitalize on up-to-date veteran contact information via the reach of state driver's licenses and identification cards. IDVA is also working with the Illinois Department of Revenue to add a check-box on the online state income tax form for voluntary veteran status self-disclosure, with associated consent to share contact information with IDVA. This will also result in up-to-date information on Illinois veterans not otherwise or recently served by IDVA - and is anticipated to be in place for the 2015 tax season.

Future outreach efforts include better usage of DD214 data for recently separated veterans. DVA staff now input key fields (military career field, combat service, etc.) from the DD214's into a statewide veteran database - CyberVet. This will allow for targeted outreach to returning veterans on the employment, job training, and VA enrollment fronts. IDVA already

mails "Welcome Home Letters" for every DD214 received and now will be able to provide relevant information about local opportunities based on a veteran's military training and experience.

The CyberVet directory has records of hundreds of thousands of Illinois veterans. The CyberVet directory contains an "as of" date stamp so that the more reliable recent veteran files may be searched and pulled for targeted outreach and communications. Up-to-date veteran data shared via the Secretary of State and Department of Revenue should vastly improve the volume and integrity of CyberVet data. The data will be used for tailored outreach as described above, as well as for demographic and geographic analysis of the Illinois veteran population.

### **Massachusetts' SAVE program**

Massachusetts identifies its veterans using a multi-layered approach but one unique aspect is straightforward, relatively inexpensive, and quintessentially local. Massachusetts, like most states, does not have a centralized database of veterans' information. While its Department of Veterans Services (DVS) is able to request some information from various state databases, it does not have complete access to them.

Once the Massachusetts DVS receives the DD-214 state copy, it attempts to contact veterans via regular mail based on the potential home of record listed. The state usually does not receive the DD-214 until two or three months after the veteran's discharge, however. Consequently, Massachusetts has assigned a "Veterans' Agent" to every municipality.<sup>38</sup> There are about 230 veterans' Agents in Massachusetts that work at city or town halls and provide

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<sup>38</sup> "Welcome Home – Your Guide to Veterans' Benefits & Rights," *Massachusetts Department of Veterans' Services*, February 2007, 24.

information on federal, state and local benefits.<sup>39</sup> In addition to Veterans' Agents, Massachusetts also has "Veteran-Peers."

Massachusetts' Statewide Advocacy for Veterans' Empowerment (SAVE) began in 2008 as a response to the growing concern of veteran suicides.<sup>40</sup> The program began with six "Veteran-Peers" tasked with conducting outreach to veterans that might be at risk for suicide and provide peer support and crisis intervention for veterans and their families.<sup>41</sup> The SAVE model has since been expanded to include the Statewide Housing Advocacy Reintegration and Prevention (SHARP) Team focused on veteran homelessness. This coterie of local veterans has grown to 22 individuals funded with both federal and state monies that actively seek out veterans in their communities and help them navigate available resources, if needed.<sup>42</sup> Many of these peers have used the very resources they steer their fellow veterans towards, so if they are skeptical of civilian resources or doubtful of those offered by the federal Department of Veterans Affairs, the peers can assuage their concerns.<sup>43</sup>

### **Nebraska's Statute 80-414**

Some states have information about their veterans within various offices and agencies but are unable or unwilling to share it with others. Moreover, some of the processes that have been established to validate a veteran's status may be redundant across several agencies – redundancies that unnecessarily cost Veterans time and taxpayer money. Additionally, if state Departments of Veterans' Affairs do have information about their veterans it is often based on the mailing address that the service member anticipates he or she will reside at upon leaving the service and, therefore, may be inaccurate or out of date. Nebraska's Legislative Bill 93 may

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<sup>39</sup> Ibid.

<sup>40</sup> Matthew McKenna, phone conversation with the author, Washington, D.C., March 7, 2014.

<sup>41</sup> Ibid.

<sup>42</sup> Ibid.

<sup>43</sup> Ibid.

prove to be invaluable to identifying the state's veterans and more efficiently delivering support. This bill moves beyond these issues by charging the Nebraska Department of Veterans Affairs (DVA) with validating veterans' status and providing that information to the state's Department of Motor Vehicles, thereby freeing it of this task.

Beginning in July 2014, citizens of Nebraska can opt to have the word "veteran" listed on his or her driver's license or identity card if they chose to.<sup>44</sup> The citizen must first complete the Veteran's Registry Application, either online, via mail or in person, with the Nebraska Department of Veterans' Affairs. These applications are validated daily and records are established using *VetraSpec* software.<sup>45</sup> The Nebraska DMV receives regularly updated information on veterans' statuses from the state DVA. If the citizen is not listed within the database, personnel at the DMV can simply refer the veteran to the DVA. Moreover, other offices are benefiting from this arrangement too.

The Nebraska DVA benefits from this framework because motor vehicle offices are often an essential and far-reaching entry point for a state's residents. Driver's licenses and identification cards are an essential resource to any state's residents. Capitalizing on this nearly universal reach circumvents the challenges associated with untimely or inaccurate addresses listed on a veteran's DD-214. Additionally, most states have some sort of repository for veterans' information based on DMV data but they fail to make use of it. In contrast, Nebraska's county Veteran Support Offices (VSO) are able to view information on veterans in their counties through the *VetraSpec* software program. According to Gary Maixner, the Business Manager of Nebraska's Department of Veterans Affairs, some 64 of 93 counties are using this information,

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<sup>44</sup> "LB 93: Veterans' Driver Licenses & State ID Cards," *Nebraska Department of Veterans' Affairs*, October 11, 2013, [http://www.vets.state.ne.us/InfoSheet\\_LB93.pdf](http://www.vets.state.ne.us/InfoSheet_LB93.pdf), (accessed Feb. 27, 2014).

<sup>45</sup> Gary Maixner, phone conversation with the author, Washington D.C., March 20, 2014.

covering about 85% of the state's veteran population.<sup>46</sup> Nebraska's efforts are an excellent example of targeted and effective outreach that is critical to improving delivery of employment, education, and overall wellness initiatives to support its veterans.

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<sup>46</sup> Ibid.

## **Employing Veterans**

While the employment situation of our nation's veterans has been slowly improving over the previous few years, our young veterans continue to face higher unemployment levels than their non-veteran peers. The unemployment rate for post-9/11 veterans, ages 18-24, was 21.4% in 2013, up from 20.4% in 2012 but lower than 2011's exorbitant 30.2%.<sup>47</sup> Consequently, the Department of Defense has reimbursed the states and territories nearly \$4 billion since fiscal year 2010 for unemployment compensation for ex-service members (UCX).<sup>48</sup> Numerous factors contribute to this situation; however, state governments can help ease veterans' transition to civilian employment. Changes to licensure, certification and credentialing requirements, refining tracking and employment-related outreach forums, and advocating for veteran employment in their states are but a few of numerous ways that states can positively impact the veteran employment situation.

The Executive Office of the President released a report titled *The Fast Track to Civilian Employment: Streamlining Credentialing and Licensing for Service members, Veterans, and their Spouses* in February 2013. The report noted that veterans may have to repeat training for certifications and state licenses that is often quite similar to military training.<sup>49</sup> Spouses of service members and veterans are also affected by licensure when moving between states. A move may require a new license or certification that might have different requirements within the

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<sup>47</sup> "Employment Situation of Veterans – 2013," *Bureau of Labor Statistics*, March 20, 2014, <http://www.bls.gov/news.release/pdf/vet.pdf>, (accessed Feb. 19, 2014), 11, "Employment Situation of Veterans – 2011," *Bureau of Labor Statistics*, March 20, 2012, [http://www.bls.gov/news.release/archives/vet\\_03202013.pdf](http://www.bls.gov/news.release/archives/vet_03202013.pdf), (accessed Feb. 19, 2014), 10, and "Employment Situation of Veterans – 2012," *Bureau of Labor Statistics*, March 20, 2013, [http://www.bls.gov/news.release/archives/vet\\_03202012.pdf](http://www.bls.gov/news.release/archives/vet_03202012.pdf), (accessed Feb. 19, 2014), 10.

<sup>48</sup> UCX figures for the states and territories can be found in appendix 5.

<sup>49</sup> *The Fast Track to Civilian Employment: Streamlining Credentialing and Licensing for Service members, Veterans, and their Spouses*, (Washington, D.C.: The White House, February 2013), [http://www.whitehouse.gov/sites/default/files/docs/military\\_credentiaing\\_and\\_licensing\\_report\\_2-24-2013\\_final.pdf](http://www.whitehouse.gov/sites/default/files/docs/military_credentiaing_and_licensing_report_2-24-2013_final.pdf), (accessed Feb. 20, 2014), 2.

same occupation.<sup>50</sup> At the same time, licensing, credentialing, and certification requirements have risen dramatically over the years.

A study published in the *British Journal of Industrial Relations* found that 29% of the U.S. workforce must be licensed.<sup>51</sup> Taking certification into account, the researchers found that nearly 35% of survey respondents were licensed or certified.<sup>52</sup> Some states have passed laws that enable veterans to more easily transfer military skills and experience into the civilian workforce and for military spouses to transfer state licenses. The White House report includes an annex of model legislation that state leaders may find useful.<sup>53</sup> It is equally important to ensure that veterans outreach programs improved accordingly.

Several states have begun using the Military State Data Exchange System (MSDES) to improve unemployment claims processing and billing.<sup>54</sup> This system can benefit veterans, states, and the federal government through automation, reliability, and security.<sup>55</sup> Additionally, Georgia, North Carolina, Illinois, and Texas are working with the Department of Labor Veterans Employment and Training Service (VETS), the National Association of State Workforce Agencies (NASWA), and the Army to develop strategies to increase access to employment opportunities in an effort to reduce the amount of time that veterans receive unemployment

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<sup>50</sup> Ibid, 3.

<sup>51</sup> Morris M. Kleiner and Alan B. Krueger, "The Prevalence and Effects of Occupational Licensing," *British Journal of Industrial Relations*, 2010, [http://www.hhh.umn.edu/people/mkleiner/pdf/Prevalence\\_of\\_Occupational\\_lisc.pdf](http://www.hhh.umn.edu/people/mkleiner/pdf/Prevalence_of_Occupational_lisc.pdf), (accessed Feb. 20, 2014), 9.

<sup>52</sup> Morris M. Kleiner and Alan B. Krueger, "Analyzing the Extent and Influence of Occupational Licensing on the Labor Market," *Institute for the Study of Labor*, February 2011, <http://ftp.iza.org/dp5505.pdf>, (accessed Feb. 20, 2014), 16.

<sup>53</sup> [http://www.whitehouse.gov/sites/default/files/docs/military\\_credentialing\\_and\\_licensing\\_report\\_2-24-2013\\_final.pdf](http://www.whitehouse.gov/sites/default/files/docs/military_credentialing_and_licensing_report_2-24-2013_final.pdf)

<sup>54</sup> "UCX Basics" presentation from the *Employment and Training Administration, U.S. Department of Labor*, to the author, November 13, 2013, 17.

<sup>55</sup> Ibid, 18-9.

compensation.<sup>56</sup> Other states have established employment portals specifically for veterans in their states.<sup>57</sup> Connecticut and Vermont are now able to identify veterans claiming Unemployment Compensation for ex-service members (UCX) to better assist them with relevant employment opportunities.<sup>58</sup> These systems provide staff members the ability to analyze various characteristics of unemployment claimants in order to more effectively conduct outreach to all veterans.

Few community service providers and private-sector military family support organizations are able to address broad audiences. State leaders, however, have the authority, reach, and resources that can be used to increase awareness, pursue broad, comprehensive objectives, allocate resources and establish a legislative agenda. State leaders and key stakeholders can inform their constituents and private organizations about the employment challenges facing veterans in their states. Their calls to action may carry more meaning than messages from Washington, D.C. and they control state policy initiatives. Some states are using their platforms to improve the employment situation of their states' veterans. The following state initiatives include state legislative efforts, forums for matching veterans with appropriate support, and charging businesses, communities, and entire states to commit to successful Veteran employment outcomes.

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<sup>56</sup> Ibid, 20.

<sup>57</sup> Statement by the National Governors Association to the Committee on Veterans' Affairs, United States Senate, June 12, 2013, <http://www.nga.org/cms/home/federal-relations/nga-testimony/hsp-testimony/col2-content/main-content-list/june-12-2013-hearing-statement-.html>, (accessed Feb 11, 2014).

<sup>58</sup> "Summary of Veterans' Initiatives in the States, *National Governors Association*, November 2012, <http://www.nga.org/files/live/sites/NGA/files/pdf/2013/1305NGAReportStateVeteransPrograms.pdf>, (accessed January 15, 2014), 8 and Terry Brennan, Director, Connecticut Department of Labor, Office for Veterans Workforce Development, *email to the author*, January 14, 2014).

### **Colorado’s House Bill 1100**

Unemployment among the nation’s youngest veterans hit an infamous high in 2011. That same year, Colorado passed legislation to assist its burgeoning unemployed veteran population. House Bill 1100 helps veterans make use of education, training, and experience during their military tenure. The legislation requires state licensing boards to establish rules to recognize this valuable training and experience toward state license or certification qualifications. The bill does not delve into specific occupational fields so it allows for implementation across any field relevant to the veteran’s training and experience. The flexibility afforded by Colorado’s legislation provides for broader translation of military training and experience into civilian employment.<sup>59</sup>

#### Colorado HB 1100 (2011):

*The director and each of the examining and licensing boards shall, upon presentation of satisfactory evidence by an applicant for certification or licensure, accept education, training, or service completed by an individual as a member of the Armed Forces or Reserves of the United States, the National Guard of any state, the Military Reserves of any state, or the Naval Militia of any state toward the qualifications to receive the license or certification. The director and each appropriate examining and licensing board shall promulgate rules to implement this section.*

### **Iowa’s Home Base Program**

Iowa Governor Terry Branstad is an ardent supporter of veterans and the *Home Base Iowa* initiative.<sup>60</sup> The state’s efforts are intended to attract and support veterans and their families using a multi-pronged approach for employment and various other benefits. At 3.4% in 2013, Iowa already boasts one of the lowest overall veteran unemployment rates in the nation.<sup>61</sup>

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<sup>59</sup> For other examples of state legislation on key veterans issues such as licensure and academic credit for Service members, see [www.USA4MilitaryFamilies.org](http://www.USA4MilitaryFamilies.org), (accessed November 3, 2014).

<sup>60</sup> “News and Media,” *Home Base Iowa*, <http://www.homebaseiowa.org/news-and-media>, (accessed Apr. 1, 2014).

<sup>61</sup> “Table 6A. Employment status of Veterans 18 years and over by state, 2013 annual averages,” *Bureau of Labor Statistics*, March 24, 2014, <http://www.bls.gov/news.release/vet.t06A.htm>, (accessed March 31, 2014).

Unlike some states' initiatives, *Home Base Iowa* is more than just a web presence. Besides a state employment portal, *Home Base Iowa* also provides tools to assist both veterans and employers. Veterans can also call in and speak directly with personnel to assist them or direct them to the proper offices.

*Home Base Iowa* is more than a state Veterans Affairs initiative; it is a partnership with the Iowa National Guard, Iowa Workforce Development, businesses and individual communities. Iowa Workforce Development regularly updates information on current and forecast employment needs and training opportunities in the state. *Home Base Iowa* also has established criteria for businesses to be listed as "Home Base Iowa Businesses."<sup>62</sup> Each business must commit to hiring a specific number of veterans by the end of 2018 and must post job opportunities on the *Home Base Iowa* website.<sup>63</sup> "Home Base Iowa Communities" establishes criteria that individual communities must meet.<sup>64</sup> *Home Base Iowa* is a comprehensive approach to employing and supporting the state's veterans.

Additionally, Iowa has several legislative measures to improve employment outcomes for veterans and their families. *Home Base Iowa* is already committed to supporting transitioning service members with employment and training.<sup>65</sup> The act allows private employers to establish a veteran hiring preference like those already existing for state and federal positions. Similar to other states' legislative efforts, the Home Base Act eases challenges associated with occupational licenses by recognizing training and experience gained during military service. Another important piece of the act addresses spouses' licensure, something often complicated during

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<sup>62</sup> "HBI Businesses," *Home Base Iowa*, <http://www.homebaseiowa.org/hbi-businesses>, (accessed Apr. 1, 2014).

<sup>63</sup> Ibid.

<sup>64</sup> "HBI Communities," *Home Base Iowa*, <http://www.homebaseiowa.org/hbi-communities>, (accessed Apr. 1, 2014).

<sup>65</sup> "Bill History for HSB 589," *The Iowa Legislature*, <http://coolice.legis.iowa.gov/Cool-ICE/default.asp?Category=BillInfo&Service=DspHistory&key=0589H&GA=85>, (accessed Mar. 24, 2014).

moves related to military duty. Prior to passage of the act, the Iowa Board of Educational Examiners established an exchange license for veterans and spouses.<sup>66</sup> This license allows qualified veterans and their spouses to teach without any requirement for additional course completion.<sup>67</sup> These efforts contribute to Iowa's low veteran unemployment rate.

### **“Connecticut Works” and “Step-up for Vets”**

One indicator of the challenges that veterans face during reintegration is the utilization of unemployment compensation. Connecticut is actively assisting veterans to find employment through the *Connecticut Works* effort. States often miss the opportunity to establish a record of the individual when a veteran or former service member applies for Unemployment Compensation for Ex-service members (UCX). An unemployment compensation claim should provide state agencies the impetus to connect veterans to employment and other resources to avoid further deterioration along the reintegration journey. Connecticut's Department of Labor is keen to use this information along with the Connecticut Works Business System (CTWBS) to improve a veteran's employment outcome.

CTWBS provides valuable information to Connecticut's Department of Labor as they try to better match outreach and training for unemployed veterans. While using unemployment information is obviously reactive in nature, it can be a useful source for finding and assisting those veterans most in need during reintegration and identify characteristics of those most at risk in the future. Like many states, Connecticut also provides job service and training resources to

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<sup>66</sup> “Iowa regulator begins expedited teacher licensing for Veterans and spouses,” *Council on Licensure, Enforcement & Regulation*, February 17, 2014, <http://clear.blogs.com/clear/2014/02/iowa-regulator-begins-expedited-teacher-licensing-for-Veterans-and-spouses.html>, (accessed Feb. 24, 2014).

<sup>67</sup> *Ibid.*

veterans. The state's STEP-Up for Vets program provides incentives to employers to train and hire veterans in the state.<sup>68</sup>

### **Washington State's House Bill 1432**

In an unprecedented move, Washington State's former Governor Christine Gregoire signed House Bill 1432 on April 20, 2011 which permitted private employers to exercise a voluntary veterans' preference in employment. This act states, "[i]n every private, nonpublic employment in this state, honorably discharged soldiers, sailors, and marines who are veterans of any war of the United States, or of any military campaign for which a campaign ribbon has been awarded, and their widows or widowers, may be preferred for employment. Spouses of honorably discharged veterans who have a service connected permanent and total disability may also be preferred for employment. These preferences are not considered violations of any state or local equal employment opportunity law, including but not limited to any statute or regulation adopted under chapter 49.60 RCW."<sup>69</sup> For the first time, private employers were relieved of lawsuit fears during the hiring process when selecting veterans over their civilian peers.

### **Maryland's Veterans Full Employment Act**

Maryland's *Veterans Full Employment Act* aims to reduce veteran unemployment to 3.0% by the end of 2015. The effort calls for State institutions and offices to confer credit for experience and training completed while in the military.<sup>70</sup> Maryland established a website that tracks progress against their goals. Maryland's efforts to remove barriers to employment training, certification and licensure are surely benefiting its returning veterans.

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<sup>68</sup> "Unemployed Armed Forces Member Subsidized Training and Employment Program," *Step-Up for Vets Program*, Connecticut Department of Labor, <http://www.ctdol.state.ct.us/StepUp/Vets-FactSheet.pdf>, (accessed Feb. 18, 2014), 1.

<sup>69</sup> House Bill 1432, <http://apps.leg.wa.gov/documents/billdocs/2011-12/Pdf/Bills/Session%20Laws/House/1432.SL.pdf>, (accessed Feb 14, 2014).

<sup>70</sup> "Expedited Licensing: Veterans Full Employment Act of 2013," Maryland.gov, <http://Veterans.maryland.gov/Veterans-full-employment-act-of-2013/>, (accessed Feb. 22, 2014).

Maryland is dedicated to removing barriers faced by service members, veterans and their families in obtaining occupational licenses. The state expedites licensure for valid licenses in good standing from other states.<sup>71</sup> Additionally, Maryland has also established procedures for licensing emergency medical services (EMS) providers.<sup>72</sup> Further, if the service member or veteran does not meet the requirements for licensing, the State EMS board will provide a listing of creditable training, areas that the individual may “test-out” of, and specific additional training requirements for the individual.<sup>73</sup> Maryland also has similar procedures for other health-related occupational fields as well as teacher credentialing.<sup>74</sup>

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<sup>71</sup> “Attention Military Veterans and Families - Learn About Expedited Licensing,” *Maryland Department of Labor, Licensing and Regulation*, January 14, 2014, <http://www.dllr.state.md.us/license/opvetlic.shtml>, (accessed Feb. 22, 2014).

<sup>72</sup> “Implementation of the Veterans Full Employment Act,” *Maryland Institute for Emergency Medical Services Systems*, July 2013, <http://www.miemss.org/home/LinkClick.aspx?fileticket=UwZN9Ipw-8k%3d&tabid=161&mid=569>, (accessed Feb. 22, 2014).

<sup>73</sup> *Ibid.*

<sup>74</sup> “Expedited Licensing: Veterans Full Employment Act of 2013,” *Maryland.gov*, <http://Veterans.maryland.gov/Veterans-full-employment-act-of-2013/>, (accessed Feb. 22, 2014).

## **Educating Veterans**

States can simplify, facilitate and increase educational opportunities for service members, veterans and their families. Helping service members to secure academic credit for military training and experience and easing residency requirements for in-state tuition rates will help these promising citizens reach their educational goals. While some singular and localized successes have come to fruition along these lines, states are uniquely positioned to help transitioning service members, veterans and their families most.

Many people may be unaware that some 91% of military occupations have a civilian equivalent position.<sup>75</sup> Logistical and sustainment, administration, maintenance, medical care and many other occupations in the military are quite similar to their civilian counterparts. Taxpayers invest heavily to train our service members for such roles. Why should we require transitioning service members to repeat training that was received while in the military? Moreover, from initial entry training to advanced professional military education, the military hones skills like leadership and teamwork, among others. These skills are often reflected in the curriculum required at institutions of higher learning. Efforts like Texas' *College Credit for Heroes* initiative and Louisiana's House Bill 500 aim to award academic credit for military training. These initiatives can assist transitioning service members in their educational quests but more can be done.

States play a role in the educational decisions and plans of service members, veterans and military families. The Post-9/11 GI Bill covers "all resident tuition and fees for a public school."<sup>76</sup> Consequently, state residency requirements may factor heavily on veterans' and military families' educational decisions. Federal legislation was enacted August 7, 2014, which

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<sup>75</sup> "Jobs in Today's Military," *TodaysMilitary.com*, <http://www.todaysmilitary.com/static-parents/pdf/JobsInTodaysMilitaryParents.pdf>, (accessed Nov. 25, 2013), 2.

<sup>76</sup> "Yellow Ribbon Program," *Veterans Benefits Administration, Department of Veterans Affairs*, [http://www.benefits.va.gov/gibill/yellow\\_ribbon.asp](http://www.benefits.va.gov/gibill/yellow_ribbon.asp), (accessed Feb. 11, 2014).

disapproves payment of benefits under the 9/11 GI Bill for any course enrollment in public institutions of higher learning where the tuition rate charged is above the in-state rate. This effectively requires veterans who have been separated less than 3 years to receive in-state tuition. Nonetheless, many states already grant in-state tuition rates for veterans.

Twenty-four states now have laws granting in-state residency waivers for veterans.<sup>77</sup> For instance, Nevada's Assembly Bill 260 grants in-state tuition for veterans.<sup>78</sup> This bill saves a student veteran at the University of Nevada, Las Vegas nearly \$56,000 over four academic years.<sup>79</sup> Another nine states have schools that provide waivers for in-state tuition.<sup>80</sup> Although Maine does not have legislation that waives residency requirements, the University of Maine System recently announced that it would begin granting veterans in-state tuition regardless of Post-9/11 GI Bill use.<sup>81</sup> States that do not have legislation that allows veterans to receive the in-state tuition rate may have schools that have signed on to the Department of Veterans Affairs Yellow Ribbon Program to assist veterans with the tuition shortfall.

The Yellow Ribbon Program (YRP) serves to bridge the difference between public school in and out-of-state tuition rates or between private institution tuition for Post-9/11 GI Bill recipients. As the YRP program calls for the school to pay some portion of the difference in tuition to be matched by the VA, it does not seem that granting in-state tuition to veterans entails significant financial risk to any public university system. At the same time, according to the

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<sup>77</sup> "The Fight for In-State Tuition for Veterans," Student Veterans of America, <http://www.studentVeterans.org/what-we-do/in-state-tuition.html>, (accessed May 14, 2014).

<sup>78</sup> Assembly Bill No. 260, [http://leg.state.nv.us/Session/77th2013/Bills/AB/AB260\\_EN.pdf](http://leg.state.nv.us/Session/77th2013/Bills/AB/AB260_EN.pdf), (accessed Feb. 20, 2014).

<sup>79</sup> Estimated Undergraduate Tuition Costs, University of Nevada, Las Vegas, <http://www.unlv.edu/admissions/costs>, (accessed Feb. 20, 2014), In-state resident tuition per semester is listed as \$2,684 while out-of-state resident tuition per semester is \$9,639.

<sup>80</sup> "The Fight for In-State Tuition for Veterans," Student Veterans of America, <http://www.studentVeterans.org/what-we-do/in-state-tuition.html>, (accessed May 14, 2014).

<sup>81</sup> Leslie Bridgers, "UMaine System to charge in-state tuition-rate to all Veterans," *Portland Press Herald*, February 22, 2014, [http://www.pressherald.com/news/UMaine\\_System\\_to\\_offer\\_in-state\\_tuition\\_to\\_all\\_Veterans\\_.html](http://www.pressherald.com/news/UMaine_System_to_offer_in-state_tuition_to_all_Veterans_.html), (accessed Feb. 24, 2014).

University of California's website, 40% of the system's undergraduate students pay nothing and two-thirds receive grants and scholarships.<sup>82</sup> Yet California and other states that do not grant in-state tuition to veterans could deter them from attending public universities there. The following initiatives are models for partnership between state leaders and academic institutions to assist veterans successfully attain their educational aspirations.

### **Louisiana HB 500**

Like a growing number of states, Louisiana resolved in-state tuition and residency requirements for veterans with HB 435 in 2012.<sup>83</sup> A few states have also passed legislation designed to help veterans secure educational credit for military training and experience. Louisiana's HB 500 benefits veterans in this way and could be a model for other states.<sup>84</sup> The bill allows veterans to make better use of educational benefits like the post-9/11 GI Bill by avoiding unnecessary and redundant courses or training. For instance, Army medics and Navy corpsmen might be credited with various emergency medical and other relevant courses. Likewise, many occupations in the military often require skills that may be required courses for traditional students. Familiarity with software and database systems or supply chain management may share similarities with required academic coursework. Louisiana's efforts will benefit student veterans as they seek educational opportunities in Louisiana.

#### Louisiana HB 500 (2011)

*§3351. General powers, duties, and functions of college and university boards*

*E.(1) In addition to any other power, duty, or function authorized by this Section, each board shall adopt, by not later than January 1, 2012, a policy requiring each institution under the board's supervision and management to award*

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<sup>82</sup> "Paying for UC," *University of California*, <http://admission.universityofcalifornia.edu/paying-for-uc/index.html>, (accessed Feb. 24, 2014).

<sup>83</sup> "Louisiana House Bill 435," *Legiscan.com*, <http://legiscan.com/LA/text/HB435/2012>, (accessed March 17, 2014).

<sup>84</sup> "Louisiana House Bill 500," *Legiscan.com*, <http://legiscan.com/LA/text/HB500/2011>, (accessed March 17, 2014).

*educational credits to a student enrolled in the institution, who is also a Veteran, for courses that are part of the student's military training or service and that meet the standards of the American Council on Education or equivalent standards for awarding academic credit if the award of educational credit is based upon the institution's admission standards and its role, scope, and mission.*

*(2) Each board shall adopt necessary rules, regulations, and procedures to implement the provisions of this Subsection, effective beginning with the 2012-2013 academic year and continuing thereafter.<sup>85</sup>*

### **Texas' College Credit for Heroes Initiative and the Hazelwood Act**

Texas has two initiatives that veterans can benefit from as they seek educational opportunities. The College Credit for Heroes initiative seeks to maximize college credits awarded to veterans for their military experience in order to expedite each veteran's transition into the Texas workforce. The Texas Workforce Commission (TWC) administers the program to capitalize on the knowledge and skills gained by military service members. The program awards college credits for military experience, thereby contributing to better use of educational benefits and improving educational outcomes.

Some 30 colleges and universities across Texas have partnered with the College Credit for Heroes program.<sup>86</sup> Participating colleges are creating standards to assess military training for transferrable academic credit. Service members and veterans can search by military occupation or by specific training and courses to see if they have already earned academic credits through the program.<sup>87</sup> Service members and veterans have been awarded an average of 25 credit hours each through the program.<sup>88</sup>

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<sup>85</sup> Ibid.

<sup>86</sup> "Texas A&M System joins the College Credit for Heroes initiative," *Texas Workforce*, October 8, 2013, <http://www.twc.state.tx.us/news/press/2013/100813press.pdf>, (accessed Apr. 21, 2014), 1.

<sup>87</sup> "Search for Credits," *College Credit for Heroes*, <https://www.collegecreditforheroes.org/?q=search/for/credits>, (accessed Apr. 21, 2014).

<sup>88</sup> "Texas A&M System joins the College Credit for Heroes initiative," *Texas Workforce*, October 8, 2013, <http://www.twc.state.tx.us/news/press/2013/100813press.pdf>, (accessed Apr. 21, 2014), 2.

Texas' government has displayed its commitment to supporting the educational goals of its veterans through the Hazelwood Act. If a veteran from Texas meets certain requirements, the act provides up to 150 hours of tuition exemption to public institutions in the state.<sup>89</sup> Spouses and children of veterans may also qualify for educational benefits through the Hazelwood Legacy Act.<sup>90</sup> The costs of the program have increased over the previous few years; however, the Texas legislature approved funding to sustain the program last year.<sup>91</sup> According to Texas Higher Education Coordinating Board (THECB) data, 17,869 veterans and 4,716 spouses and children of eligible veterans received Hazelwood benefits during fiscal year 2011.

### **The Multi-State Collaborative on Military Credit**

Several states have joined efforts to benefit service members' and veterans' educational aspirations. Illinois, Indiana, Kentucky, Michigan, Minnesota, Missouri and Ohio participate in the Multi-State Collaborative on Military Credit.<sup>92</sup> This comprehensive approach involves participants from the American Council on Education (ACE), stakeholders within universities and campuses as well as their state-level executive officers, and relevant state organizations like the Illinois Department of Veterans Affairs.<sup>93</sup> The Multi-State Collaborative is focused on increasing the ways that transitioning service members, veterans, and their families can go to college.<sup>94</sup> In support of this, the collaborative intends to "create models for consistently, transparently, and effectively awarding credit for military training and experience that can be

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<sup>89</sup> "Hazelwood Act," *Texas Veterans Commission*, <http://www.tvc.texas.gov/Hazlewood-Act.aspx>, (accessed Apr. 21, 2014).

<sup>90</sup> *Ibid.*

<sup>91</sup> "Legislature approves fund for Hazlewood, Legacy Acts," *The Houstonian*, July 16, 2013, <http://www.houstonianonline.com/news/legislature-approves-fund-for-hazlewood-legacy-acts-1.2830490>, (accessed Apr. 22, 2014).

<sup>92</sup> Sara Appel, "Multi-State Collaborative on Military Credit," *Indiana Commission for Higher Education*, July 30, 2013.

<sup>93</sup> *Ibid.*

<sup>94</sup> *Ibid.*

scaled regionally and nationally.”<sup>95</sup> Transitioning veterans across the nation could potentially benefit from the Multi-State Collaborative on Military Credit. Additional state government offices across the nation could ensure that veterans in their states benefit from this program too.

### **Arizona’s State Residency for Veteran Education and Veteran Supportive Campuses**

Arizona has one of the most effective laws regarding state residency status for veteran education. Arizona’s statute 15-802 establishes clear requirements and provides immediate benefits to veterans. Some states require a residency period before a student veteran is able to claim residency for the purposes of higher education enrollment. Arizona, however, will award in-state residency immediately following a veteran’s transition from military service.

#### Arizona Statute 15-802

*Beginning in the fall semester of 2011, a person who is honorably discharged from the armed forces of the United States on either active duty or reserve or national guard status, or who has retired from active duty or reserve or national guard status, shall be granted immediate classification as an in-state student on honorable discharge from the armed forces and, while in continuous attendance toward the degree for which currently enrolled, does not lose in-state student classification if the person has met the following requirements:*

- 1. Registered to vote in this state.*
- 2. Demonstrated objective evidence of intent to be a resident of Arizona which, for the purposes of this section, includes at least one of the following: (a) An Arizona driver license. (b) Arizona motor vehicle registration. (c) Employment history in Arizona. (d) Transfer of major banking services to Arizona. (e) Change of permanent address on all pertinent records. (f) Other materials of whatever kind or source relevant to domicile or residency status.*<sup>96</sup>

Beyond the 2011 change to residency requirements for student veterans, Arizona also passed legislation in 2012 that formally recognizes campuses or institutions as “Veteran Supportive Campuses” if they meet specific criteria. These provisions are designed to ensure

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<sup>95</sup> Ibid.

<sup>96</sup> Arizona House Bill 2410, <http://www.azleg.gov/legtext/50leg/1r/bills/hb2410h.pdf>, (accessed Feb 14, 2014).

institutions of higher education understand the unique needs of student veterans on campus and remain responsive to those needs by providing resources and services accordingly.

1. *“Conduct a campus survey of student Veterans to identify the needs, issues and suggestions of Veterans.*
2. *Establish a campus steering committee consisting of student Veterans, faculty and staff to share information and to develop programs to establish or strengthen a Veteran Supportive Campus based on best practices but that also integrates the campus culture and identifies the real needs of the student Veteran.*
3. *Conduct sensitivity and awareness training on military and Veterans’ culture, including related issues such as traumatic brain injury, post-traumatic stress disorder, physical and mental disabilities, suicide and hyper-vigilance for faculty and staff.*
4. *Establish student Veteran orientation programs, including student Veteran guides for the first day on campus, an optional student Veteran orientation session and at least one optional only course taught by a Veteran or by a trained volunteer on Veteran issues.*
5. *Have peer mentoring and peer support programs for student Veterans.*
6. *Develop and implement outreach strategies to local military bases.*
7. *Have one-stop resource and study centers on campus for student Veterans, their families and student family members of the Armed Forces who are currently deployed.*
8. *Promote community-based collaborations to allow the private sector to support Veteran’s resources centers through financial and in-kind gift.”<sup>97</sup>*

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<sup>97</sup> Arizona Department of Veterans’ Services, <https://dvs.az.gov/Veterans-supportive-campus>, (accessed Feb. 14, 2014).

**Conclusion**

Successfully supporting veterans and military families as they transition from military service and reintegrate into communities across the nation is critical, especially in light of reductions in military end strength after more than a decade of war. Effective collaboration, outreach, and employment and educational support efforts comprise the core building blocks to ensure successful reintegration and basic wellness for our veterans and their families.

Collaboration must move beyond state government offices and agencies and incorporate the knowledge, flexibility, and understanding of local community support organizations, academic institutions and community foundations. Next, states must find ways to identify and successfully reach out to their veterans to deliver support. States often have information about their Veterans now and they must begin using it more effectively to tap into their veteran population's potential. Lastly, reintegration challenges often require a willingness and drive by state government leaders to develop solutions. While community organizations are certainly helping veterans and their families, employment and educational support often require legislative efforts to remove barriers faced by reintegrating veterans and their families.

All veterans eventually return home to a community. Veterans, businesses, individual communities, and the next generation of the All-Volunteer Force are counting on a robust support network that incorporates the unique and indispensable strengths of community service providers, businesses, academic institutions, and local, state and federal government offices. No one organization can deliver on this task alone.

**Appendices****Appendix 1: Separations by State, 2010 – 2013**

<b>Duty State Name</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>Total 2010 - 2013</b>
ALABAMA	882	1,007	801	740	3,430
ALASKA	2,667	2,409	2,353	2,985	10,414
ARIZONA	1,952	2,355	2,278	2,414	8,999
ARKANSAS	429	575	587	514	2,105
AUSTRALIA	2	3	-	5	10
BELGIUM	62	78	78	80	298
CALIFORNIA	19,245	22,556	24,498	22,671	88,970
COLORADO	3,637	4,794	5,836	5,667	19,934
CONNECTICUT	667	683	634	596	2,580
CUBA	40	32	26	29	127
DELAWARE	336	360	351	343	1,390
DISTRICT OF COLUMBIA	1,264	1,270	1,198	1,251	4,983
EGYPT	3	7	4	4	18
FLORIDA	4,958	5,414	5,702	5,049	21,123
FRANCE	2	1	3	2	8
GEORGIA	8,397	9,924	11,064	10,805	40,190
GERMANY	4,049	4,221	4,765	3,822	16,857
GREECE	22	15	22	17	76
GREENLAND	4	6	3	7	20
GUAM	240	347	373	248	1,208
HAWAII	4,474	4,916	5,064	6,260	20,714
IDAHO	468	453	432	414	1,767
ILLINOIS	4,023	4,444	4,602	4,110	17,179
INDIANA	33	35	41	49	158
IOWA	1	1	7	2	11
ISRAEL	-	5	2	1	8
ITALY	363	639	648	473	2,123
JAPAN	1,374	1,527	1,624	1,398	5,923
KANSAS	2,524	2,817	3,947	3,999	13,287
KENTUCKY	6,315	6,081	7,703	7,554	27,653
KOREA (SOUTH)	1,091	1,401	1,541	1,495	5,528
KUWAIT	1	6	2	4	13
LOUISIANA	1,764	2,145	2,665	2,454	9,028
MAINE	126	45	20	21	212
MARYLAND	2,428	2,792	3,010	2,753	10,983
MASSACHUSETTS	176	172	201	188	737
MICHIGAN	42	56	49	43	190

## UNCLASSIFIED

MINNESOTA	30	27	35	34	126
MISC INDIAN OCEAN ISLANDS	6	7	8	6	27
MISSISSIPPI	896	955	910	1,019	3,780
MISSOURI	2,605	2,555	2,719	3,061	10,940
MONTANA	416	379	357	386	1,538
NEBRASKA	705	726	687	632	2,750
NETHERLANDS	24	21	11	4	60
NEVADA	919	1,125	1,264	1,119	4,427
NEW HAMPSHIRE	63	64	65	90	282
NEW JERSEY	612	715	683	684	2,694
NEW MEXICO	985	1,238	1,426	1,367	5,016
NEW YORK	2,457	3,462	4,370	3,380	13,669
NORTH CAROLINA	13,515	17,995	19,251	18,074	68,835
NORTH DAKOTA	721	761	873	860	3,215
NORWAY	3	9	6	6	24
OHIO	561	573	635	589	2,358
OKLAHOMA	3,031	3,544	3,607	3,533	13,715
OREGON	16	23	25	17	81
PENNSYLVANIA	172	197	191	182	742
PORTUGAL	27	34	32	33	126
PUERTO RICO	52	35	33	28	148
RHODE ISLAND	204	323	1,013	1,276	2,816
SAUDI ARABIA	9	8	15	8	40
SOUTH CAROLINA	5,328	5,250	5,523	6,110	22,211
SOUTH DAKOTA	399	377	364	368	1,508
SPAIN	48	73	48	47	216
TENNESSEE	113	88	119	113	433
TEXAS	16,816	16,766	18,296	20,634	72,512
TURKEY	104	98	79	84	365
UNITED ARAB EMIRATES	318	354	340	267	1,279
UNITED KINGDOM	551	586	593	637	2,367
UTAH	441	507	520	404	1,872
VERMONT	3	4	8	4	19
VIRGINIA	12,660	15,767	17,474	13,587	59,488
WASHINGTON	6,188	9,127	9,833	9,179	34,327
WEST VIRGINIA	26	22	42	35	125
WISCONSIN	36	36	35	34	141
WYOMING	330	343	403	379	1,455
<b>TOTAL</b>	<b>158,589</b>	<b>181,739</b>	<b>198,975</b>	<b>187,953</b>	<b>727,256</b>

Source: Defense Manpower and Data Center

**Appendix 2: Separations by Installation, 2010 – 2013 (over 4,000)**

<b>Duty State Name</b>	<b>Base Installation</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>Total 2010 - 2013</b>
NORTH CAROLINA	CAMP LEJEUNE MCB	6,745	8,589	9,373	7,922	32,629
CALIFORNIA	CAMP PENDLETON	7,031	8,039	8,434	8,837	32,341
TEXAS	FORT HOOD	8,211	6,631	7,626	9,165	31,633
VIRGINIA	NORFOLK NAVAL BASE	5,696	6,371	7,569	5,114	24,750
NORTH CAROLINA	FORT BRAGG	3,949	6,055	6,407	6,764	23,175
KENTUCKY	FORT CAMPBELL	4,003	3,782	5,874	5,883	19,542
WASHINGTON	FORT LEWIS	2,800	4,837	5,260	5,610	18,507
GEORGIA	FORT BENNING	3,617	3,967	4,294	4,343	16,221
COLORADO	FORT CARSON	2,563	3,546	4,701	4,510	15,320
TEXAS	FORT BLISS	2,366	3,468	4,355	4,917	15,106
ILLINOIS	NAVAL STATION GREAT LAKES	3,351	3,688	3,930	3,526	14,495
GEORGIA	FORT STEWART	2,157	3,200	4,176	3,851	13,384
TEXAS	LACKLAND AFB	3,106	3,349	3,106	3,240	12,801
CALIFORNIA	SAN DIEGO NAVSTA	2,512	3,112	3,766	2,648	12,038
NEW YORK	FORT DRUM	2,093	3,051	3,675	2,928	11,747
KANSAS	FORT RILEY	2,037	2,242	3,314	3,289	10,882
OKLAHOMA	FORT SILL	2,150	2,543	2,521	2,506	9,720
SOUTH CAROLINA	FORT JACKSON	2,300	1,958	2,324	2,845	9,427
MISSOURI	FORT LEONARD WOOD	2,107	2,149	2,279	2,566	9,101
HAWAII	SCHOFIELD BARRACKS	2,006	2,072	2,074	2,716	8,868
KENTUCKY	FORT KNOX	2,309	2,296	1,823	1,666	8,094
CALIFORNIA	*29 PALMS MC AIR/GRD CMBT CTR	1,378	1,849	1,997	2,391	7,615
WASHINGTON	NAVAL BASE KITSAP- BREMERTON	1,531	2,242	2,370	600	6,743
VIRGINIA	MCCDC QUANTICO VA	1,193	2,289	1,986	1,190	6,658
CALIFORNIA	MCAS MIRAMAR	1,328	1,474	1,604	1,680	6,086
NORTH CAROLINA	CHERRY POINT MCAS	1,213	1,530	1,669	1,604	6,016
LOUISIANA	FORT POLK	1,079	1,340	1,791	1,780	5,990
ALASKA	FORT RICHARDSON	1,224	1,163	1,336	1,452	5,175
SOUTH CAROLINA	PARRIS ISLAND MCRD	1,367	1,263	1,035	1,209	4,874
GEORGIA	FORT GORDON	1,209	1,165	1,180	1,258	4,812
TEXAS	FORT SAM HOUSTON	804	995	1,160	1,309	4,268
CALIFORNIA	NORTH ISLAND NAS	893	1,128	1,336	877	4,234
FLORIDA	JACKSONVILLE NAS	903	969	1,286	867	4,025

Source: Defense Manpower and Data Center

## Appendix 3: A Membership Memorandum of Understanding between Illinois Joining Forces and the Jane Addams Resource Corporation

*Membership*  
*Memorandum of Understanding*  
*Illinois Joining Forces*  
*And*  
*Jane Addams Resource Corp. (Organization)*

*Whereas*, the Illinois Joining Forces mission is to establish a state-wide public and private organizational front that will identify, collaborate, and marshal available resources and services in order to create efficient access and delivery of these programs to the State's military and veteran communities.

*Whereas*, it is resolved that as a member of Illinois Joining Forces we pledge our support to the following guiding principles:

The interests of the service member, veteran, or family member seeking assistance will be our paramount priority;

Integrity of the information and services provided to the military and veteran communities will engender respect and support for our initiatives and programs;

Diligent and active engagement will be our hallmark when our networked partners coordinate essential care and services for service members, veterans, or family members;

Members should only offer programs, services and resources that they are equipped or trained to deliver and maintain this standard while conducting outreach and engagement to the military and veteran communities.

*Whereas*, it is resolved that it is in our common interest as Illinois Joining Forces members to:

Pledge to our shared principles;

Inform our respective membership quarterly regarding organizational contributions and involvement;

Complete all membership requirements in order to ensure that IJF members have a basic military/veteran cultural competence;

Maintain an active presence on the web-based platform and confirm or update at least monthly on the IJF online collaboration platform current organizational information regarding services, hours, locations, and events. When possible, members will use the

Illinois Joining Forces web-based collaboration platform to make and accept referrals from other organizations;

Become fully informed about IJF Working Group(s) and actively participate in them;

Work collaboratively with one another to advance our mission.

Whereas, as an Illinois Joining Forces member, our organization retains voting privileges during working group meetings; access and full usage rights to the Illinois Joining Forces web-based platform; usage rights of the Illinois Joining Forces Logo as approved by its respective Working Group; and choice of Illinois Joining Forces Working Group(s) in which to participate.

Whereas, the Illinois Joining Forces Logo will be used by its members in support of Illinois Joining Forces related programs and initiatives, and may be prominently featured in all Illinois Joining Forces related materials and web-based products and references to include displays, banners, and media platforms.

Whereas, it is further agreed, that both parties may terminate this agreement freely, at any time, or upon release.

Whereas, Jane Addams Resource Corp (Organization) declares, and pledges support, to the Illinois Joining Forces mission, principles, and commitments.

We, the undersigned duly attest to this Illinois Joining Forces Membership Memorandum of Understanding as a Direct Service Provider or an Advocacy Organization (circle one) on: 1/15/14 (Date)

Jane Addams Resource Corp  
(Organization)

4432 N Ravenswood  
Chicago, IL 60640

(Address)

Emily Doherty (Emily Doherty, Director  
(Signature) of Training Services)

(Phone number)

www.jane-addams.org  
(Website)

Department of Military Affairs  
[Signature]  
Daniel M. Krumei  
Brigadier General, ILNG  
The Adjutant General

Department of Veterans' Affairs  
[Signature]  
Erica J. Bergeren  
Director, IDVA

Date: 20140226

Date: 1/30/14

## Appendix 4: A Memorandum of Understanding between The Maryland National Guard and Faith-based Organizations

MEMORANDUM OF UNDERSTANDING  
BETWEEN  
THE PARTNERS IN CARE CONGREGATIONS  
AND  
THE MARYLAND NATIONAL GUARD

#37

**WHEREAS, the Partners in Care through their respective congregations and the Maryland National Guard recognize a need for a coordinated effort to provide faith based support to members of the Maryland National Guard (MDNG).**

**WHEREAS, the State of Maryland and the Partners in Care realize that this initiative in no way endorses the establishment or requirement to participate in any religion;**

**NOW THEREFORE, the parties enter into the following agreement and understanding:**

1. Facts: Partners in Care is a voluntary relationship between faith communities and the Maryland National Guard. The purpose of this agreement is to provide faith-based support to those members of the Maryland National Guard and their families upon request.
2. The understanding between the parties follows:
  - a. The congregations agree that support will be afforded to all MDNG members and families equally and without discrimination or regard to their religious beliefs.
  - b. All religious and faith-based communities are welcome to participate in this initiative provided they consent to this agreement.
  - c. Partners in Care congregations and the MDNG shall designate points of contact and a list of supportive services available for MDNG members and their families.
  - d. The services provided to MDNG members and families shall be free of charge and at no obligation to the participants and neither party assumes any liability on behalf of the other.
  - e. Partners in Care congregations will provide an agent of their respective congregation to act as a signatory to this agreement.
  - f. The MDNG shall provide periodic training seminars related to the initiative.

3. Partners in Care congregations may also volunteer to provide services upon request of the MDNG in support of MDNG Unit Family Readiness Group activities at local armories. These services will also be provided free of charge, regardless of religious affiliation, and at no obligation to the participants and neither party assumes any liability on behalf of the other.

4. Finally the parties agree to provide support to the extent that resources are available.

*William S. Lee*  
\_\_\_\_\_

30 Sep 2012  
Date

WILLIAM S. LEE  
Colonel, MDARNG  
Joint Forces Headquarters Chaplain

*Rev. Cassandra M. Burton*  
\_\_\_\_\_

September 20, 2012  
Date

REV. CASSANDRA M. BURTON  
Rector  
Christ Episcopal Church

*Mr. H. Art Taylor*  
\_\_\_\_\_

30 Sept 2012  
Date

MR. H. ART TAYLOR  
Senior Warden  
Christ Episcopal Church

**Appendix 5: Unemployment Compensation for Ex-Service members, by State, FY  
2010 – 1<sup>st</sup> QTR FY 2014**

<b>State / Territory</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>1st QTR FY 2014</b>	<b>Total</b>
AK	\$2,649,179	\$2,891,811	\$2,416,134	\$2,488,816	\$550,716	\$10,996,657
AL	\$5,457,723	\$5,967,626	\$5,317,916	\$5,549,520	\$1,228,441	\$23,521,226
AR	\$10,482,341	\$9,329,178	\$8,958,163	\$7,374,291	\$1,889,055	\$38,033,028
AZ	\$6,254,041	\$6,529,552	\$5,833,567	\$3,559,793	\$783,177	\$22,960,130
CA	\$126,659,604	\$151,529,521	\$159,977,486	\$131,426,140	\$28,924,381	\$598,517,132
CO	\$14,901,822	\$21,647,511	\$23,829,692	\$22,682,618	\$5,807,621	\$88,869,264
CT	\$8,364,567	\$14,349,197	\$10,600,374	\$8,768,841	\$2,798,458	\$44,881,438
DC	\$691,375	\$490,568	\$591,805	\$507,376	\$175,816	\$2,456,941
DE	\$1,291,060	\$1,432,395	\$1,313,588	\$1,218,581	\$264,335	\$5,519,959
FL	\$27,677,906	\$30,764,314	\$20,275,841	\$14,796,460		\$93,514,522
GA	\$26,900,482	\$26,586,566	\$27,975,786	\$21,393,995	\$4,137,990	\$106,994,819
HI	\$10,837,182	\$9,926,132	\$9,260,033	\$9,447,943	\$2,013,028	\$41,484,318
IA	\$5,322,550	\$5,555,716	\$11,052,798	\$5,070,737	\$1,084,667	\$28,086,468
ID	\$2,204,475	\$1,855,636	\$2,679,486	\$1,416,011	\$203,606	\$8,359,215
IL	\$36,951,236	\$33,306,166	\$31,105,667	\$23,581,877	\$5,496,547	\$130,441,494
IN	\$16,839,048	\$16,063,316	\$13,322,431	\$11,361,675	\$2,245,920	\$59,832,389
KS	\$6,786,112	\$8,655,206	\$10,564,316	\$9,666,767	\$2,088,624	\$37,761,025
KY	\$16,294,888	\$14,524,302	\$15,624,135	\$17,795,784	\$3,880,389	\$68,119,498
LA	\$2,803,315	\$5,455,012	\$3,733,031	\$1,829,315	\$308,919	\$14,129,592
MA	\$19,522,503	\$26,176,050	\$30,408,906	\$22,195,200	\$4,576,045	\$102,878,703
MD	\$9,152,099	\$11,471,916	\$13,993,303	\$12,185,914	\$2,905,606	\$49,708,838
ME	\$2,485,650	\$3,109,923	\$2,357,656	\$1,711,908	\$389,297	\$10,054,434
MI	\$23,619,112	\$22,452,648	\$21,873,474	\$14,462,001	\$2,432,157	\$84,839,393
MN	\$20,199,125	\$17,218,877	\$17,309,172	\$14,930,422	\$2,454,112	\$72,111,708
MO	\$7,378,375	\$8,373,258	\$6,179,415	\$7,955,014	\$1,152,154	\$31,038,216
MS	\$5,154,601	\$5,272,011	\$3,254,461	\$2,940,818	\$586,220	\$17,208,111
MT	\$3,105,012	\$3,042,880	\$5,014,667	\$2,735,174	\$579,476	\$14,477,209
NC	\$51,546,443	\$54,965,338	\$51,109,878	\$46,451,177	\$7,902,665	\$211,975,501
ND	\$906,802	\$813,008	\$3,638,211	\$4,010,094	\$77,316	\$9,445,431
NE	\$1,234,911	\$1,568,139	\$1,719,927	\$1,028,030	\$187,965	\$5,738,972
NH	\$1,574,248	\$1,479,403	\$1,786,456	\$915,766	\$176,588	\$5,932,460
NJ	\$31,017,888	\$32,959,659	\$29,793,162	\$22,846,611	\$6,141,088	\$122,758,409
NM	\$5,220,195	\$5,856,480	\$6,984,116	\$6,060,829	\$1,201,407	\$25,323,027
NV	\$7,131,420	\$7,496,013	\$7,878,417	\$6,622,682	\$1,430,915	\$30,559,448
NY	\$37,611,545	\$40,039,691	\$36,410,261	\$36,701,841	\$8,284,723	\$159,048,061

## UNCLASSIFIED

<b>State / Territory</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>1st QTR FY 2014</b>	<b>Total</b>
OH	\$28,749,119	\$27,148,156	\$26,017,067	\$27,800,002	\$4,605,063	\$114,319,407
OK	\$8,570,935	\$6,570,080	\$8,497,687	\$7,494,274	\$1,256,151	\$32,389,126
OR	\$21,490,179	\$24,930,037	\$23,895,599	\$16,751,251	\$3,911,552	\$90,978,619
PA	\$63,211,621	\$52,766,316	\$44,392,378	\$32,157,981	\$10,263,343	\$202,791,639
PR	\$2,648,167	\$2,298,579	\$4,727,443	\$4,664,542	\$609,469	\$14,948,200
RI	\$3,466,636	\$4,887,464	\$6,328,066	\$4,561,404	\$1,007,048	\$20,250,618
SC	\$11,063,046	\$12,506,021	\$9,014,914	\$8,397,156	\$1,705,102	\$42,686,240
SD	\$284,938	\$350,423	\$535,559	\$596,739	\$39,441	\$1,807,099
TN	\$8,856,348	\$13,578,015	\$9,479,905	\$5,972,482	\$1,276,173	\$39,162,924
TX	\$72,608,047	\$89,896,999	\$85,632,871	\$81,519,456	\$21,591,858	\$351,249,231
UT	\$3,829,855	\$3,627,834	\$6,391,173	\$6,168,635	\$844,508	\$20,862,005
VA	\$23,520,701	\$25,119,054	\$28,536,054	\$25,838,810	\$5,331,177	\$108,345,796
VI	\$329,346	\$629,683	\$940,748	\$1,094,919	\$37,833	\$3,032,529
VT	\$999,833	\$2,289,994	\$1,222,352	\$603,995	\$196,398	\$5,312,572
WA	\$49,269,736	\$51,466,640	\$57,181,673	\$46,710,668	\$11,173,320	\$215,802,037
WI	\$19,981,056	\$14,282,911	\$12,314,978	\$8,392,551	\$1,557,557	\$56,529,053
WV	\$5,155,914	\$5,085,035	\$5,675,766	\$4,021,647	\$801,371	\$20,739,733
WY	\$1,409,127	\$1,125,489	\$1,406,096	\$1,276,044	\$233,911	\$5,450,667
<b>Total</b>	<b>\$881,673,439</b>	<b>\$947,713,749</b>	<b>\$936,334,061</b>	<b>\$787,712,579</b>	<b>\$170,800,700</b>	<b>\$3,724,234,528</b>

Source: Employment and Training Administration (ETA) / Office of Unemployment Insurance, U.S.

Department of Labor