# Collaboration Track

*Chase Millsap*

*USC CIR*

*Lisa Anderson*

*SALVATION ARMY HAVEN*

# Why are you here right now?

# How does Track this work?

- **Spark Speakers -  "Get the Brain working."**

- **Group Exercises- "Share your success and mistakes."**
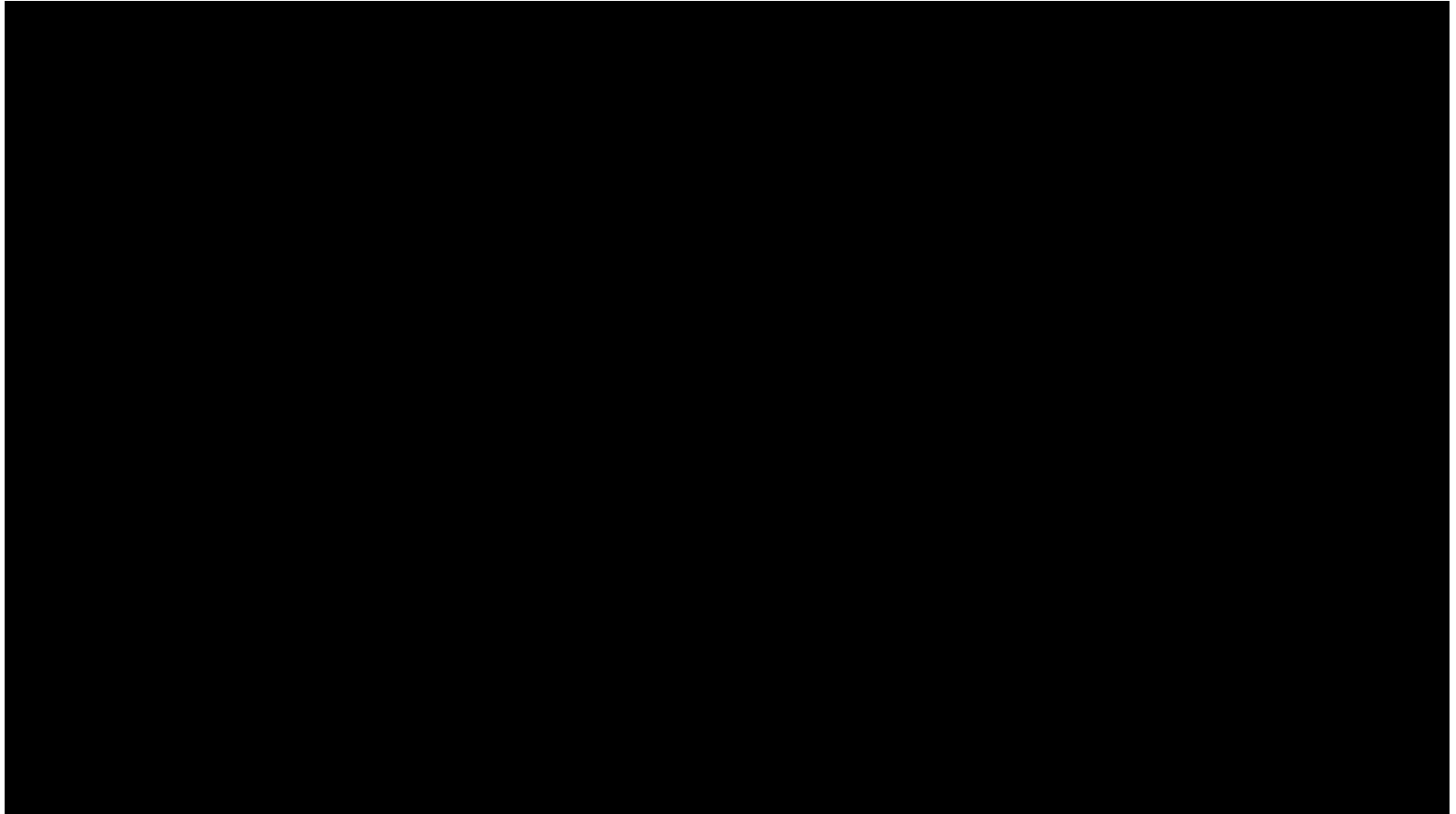
- **Session Worksheets- "You get back what you put in."**

# Session #1 Purpose

- **Answer the question, "What is collaboration?"**

- **Contextualize collaboration in the Veteran Space.**

- **Identify activities other than Collaboration**

# Collaboration is?

# *Fostering Cross-Sector Collaboration*

# SPARK!

## *Nancy Berglass*

Principal
Berglass Community Investment Consulting

**USC** Social Work
*Center for Innovation and Research
on Veterans & Military Families*

# Collaboration on the Veterans Landscape

## USC Conference on The State of the American Veteran in California

**Nancy Berglass**

Director, Iraq Afghanistan Deployment Impact Fund

Senior Fellow, Center for a New American Security

Principal, Berglass Community Investment Consulting

# General Best Practices in Community-Based Collaboration

- Build on existing community strengths;

- Emphasize and/or expand the community potential to realize and sustain positive wellness outcomes; and

- Foster self-determination among the population being served

# Best Practices in Community-Based Veteran-Facing Collaboration

- **Credible**

- **Data-Driven**

- **Community-Focused**

- **Culturally Competent**

- **Outcome Focused**

- **Wellness-Oriented**

- **Connected**

- **Inclusive**

# Successful Community Models for Community Collaboration:

- Are Well Informed
- Connect
- Strategize
- Collaborate
- Use a Case Management Approach
- Evaluate

# Veteran Wellness Model
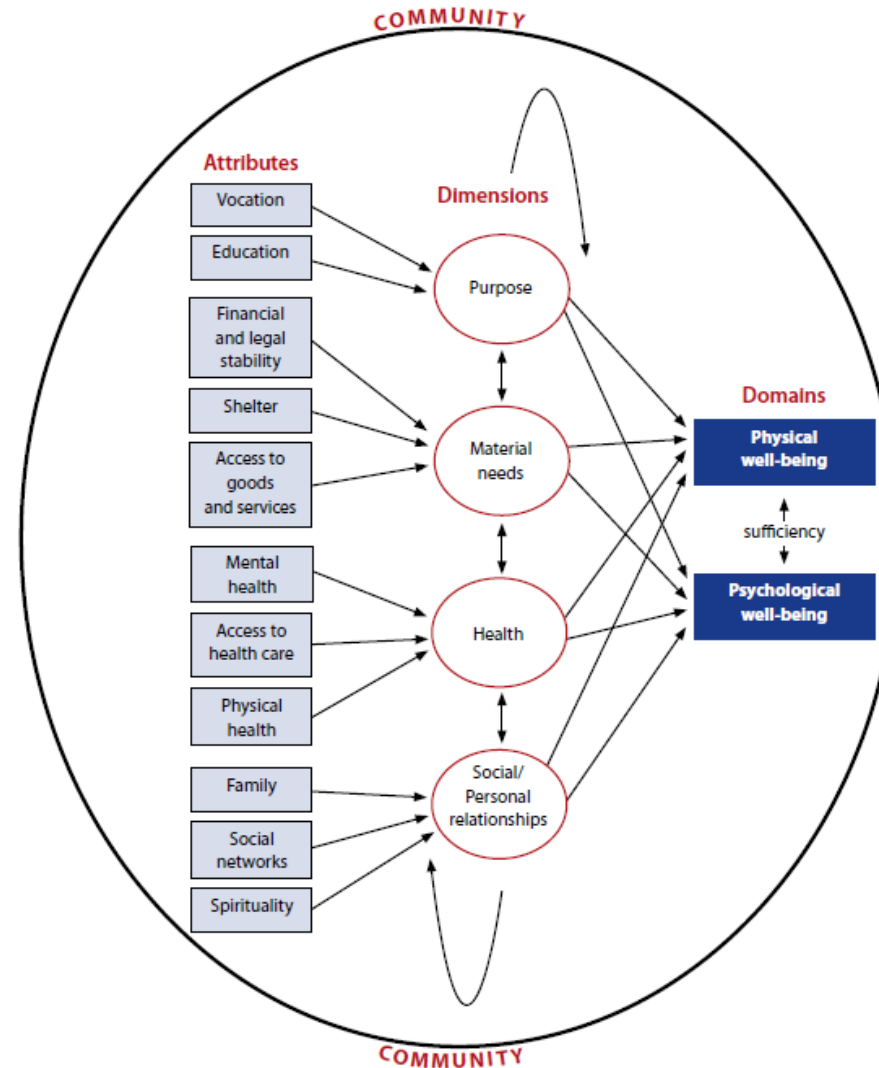
# Improved Quality Of Life
## For Augusta Region's Warriors And Their Families

**Measure:** Augusta Ranking In Top 5 Regions/Cities For Veterans

## FIND

- Message
- Outreach
- Ambassadors
- Website/Social Media
- "RallyPoint"
- Build Constituency

**Measure:** Increased Constituency

## ADVOCATE

- Warriors & Families
- Very Low Income
- Homeless
- Education
- Employment
- Non Government Partners
- Government Partners
- Legislation/Policy
- Roundtable

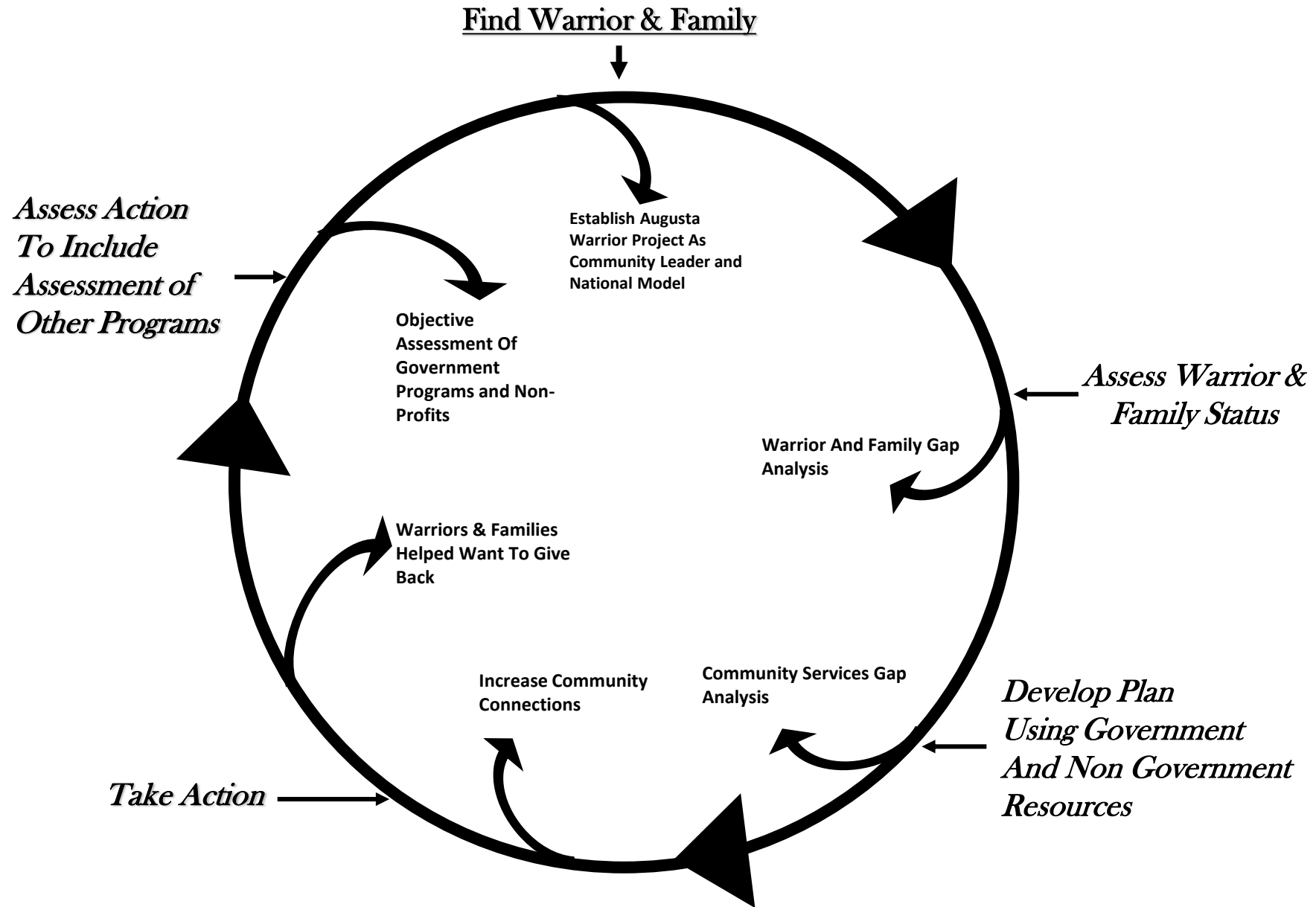**Measure:** Improved Warrior Financial Status

## DEVELOP COMMUNITY

- Fortitude Center
- Habitat For Humanity
- Fisher House
- Research Symposium
- Housing
- Services

**Measure:** Increased Funding of Development and Research

## AUGUSTA WARRIOR PROJECT

A Model For The Community And Nation

# Find Warrior & Family

**Establish Augusta Warrior Project As Community Leader and National Model**

*Assess Action To Include Assessment of Other Programs*

**Objective Assessment Of Government Programs and Non-Profits**

*Assess Warrior & Family Status*

**Warrior And Family Gap Analysis**

**Warriors & Families Helped Want To Give Back**

**Increase Community Connections**

**Community Services Gap Analysis**

*Develop Plan Using Government And Non Government Resources*
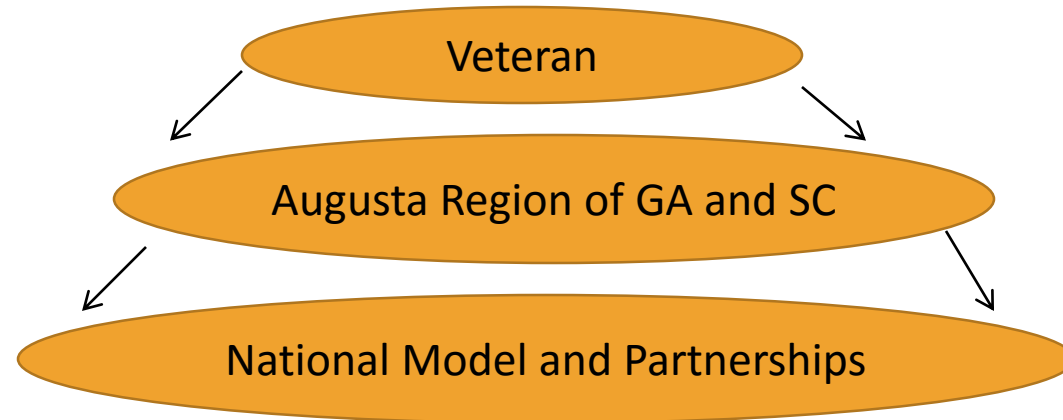
*Take Action*

# Augusta Warrior Project

**At the Individual, Regional, and National Level**

**Follow A Four Step Plan:**

- **Connect**
- **Educate**
- **Advocate**
- **Collaborate**

Veteran

Augusta Region of GA and SC

National Model and Partnerships

# Community Engagement



COALITION PARTNERS

MILITARY (ACTIVE DUTY, GUARD, RESERVE, VETERANS)

GOVERNMENT (FEDERAL, TRIBAL, STATE, LOCAL)

COMMUNITY-BASED PARTNERS & VETERAN SERVICE ORGANIZATIONS

CHILD & FAMILY SERVICES/ PREVENTION

EDUCATION (ELEMENTARY, SECONDARY, HIGHER EDUCATION)

HEALTHCARE PROVIDERS/ COMMUNITY HEALTH

BUSINESS/ EMPLOYERS

LEGAL & LAW ENFORCEMENT

MENTAL HEALTH/ SUBSTANCE ABUSE

FAITH-BASED ORGANIZATIONS

The **Arizona Coalition for Military Families** is a public/private partnership encompassing the military, government & all sectors of the community in support of service members, veterans, their families & communities throughout Arizona.

# Charlotte Bridge Home (CBH)
## Scope of Work - Draft



**CBH Tier II Work:** Help create a community culture in Charlotte-Mecklenburg that supports the successful re-integration of all returning veterans.

**Raise Community Awareness and Support**

**CBH Tier I Work:** Connect returning OIF/OEF veterans and their families to resources that will help smooth their transition to civilian life in Charlotte-Mecklenburg.

Livelihood

Be a Catalyst for Innovative Solutions

Health/Behavioral Health

**Veterans and Their Families**

Basic Needs

Advocate for System Change

Family, Community, Spiritual Life

**Build Relationships to "Connect the Dots"**

Carol Morris 11/17/11 DRAFT

10

# The Model: A Network of Networks



**Volunteerism**

Family Strength

Employment

Education

Financial/Legal

Behavioral Health

Reintegration

Housing and Homelessness

Military Community

Volunteers

Community-Based and Public Organizations

Community Leaders

National Organizations

Donors/Funders

Faith Based

Community Blueprint Network

## Issues:

• Lack of public awareness
• Services in silos
• Gaps in services
• Failure to leverage assets
• Failure to view military as an asset
• Public not sure how to get involved
• Need more meaningful ways for people to engage/volunteer

## Issues are National in Scope

## Elements of the Model:

•Raises awareness
•Shared leadership
•Provides communities with a structure to organize and build community networks
•Helps communities identify shared goals , duplication, and create a plan of action
•Helps communities leverage assets
•Uses volunteerism to engage the military community as an asset vs a "population" or "issue"
•Increase and make available more impactful and meaningful service projects
•Increase overall community engagement with and for military members and their families

## All Elements are Replicable

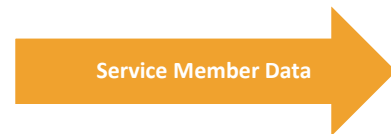## Theory of Change & Measures of Success:

Goal: Every community will engage their community to implement the Blueprint (i.e implement a promising practice or create and implement a community action plan) resulting in more effective and coordinated services with military community.

Note: Each practice has associated success measures. Ex. Job Fairs: Number of jobs
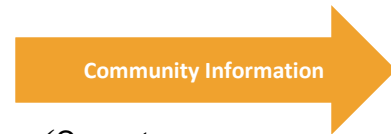
Volunteers

Leaders

Assets

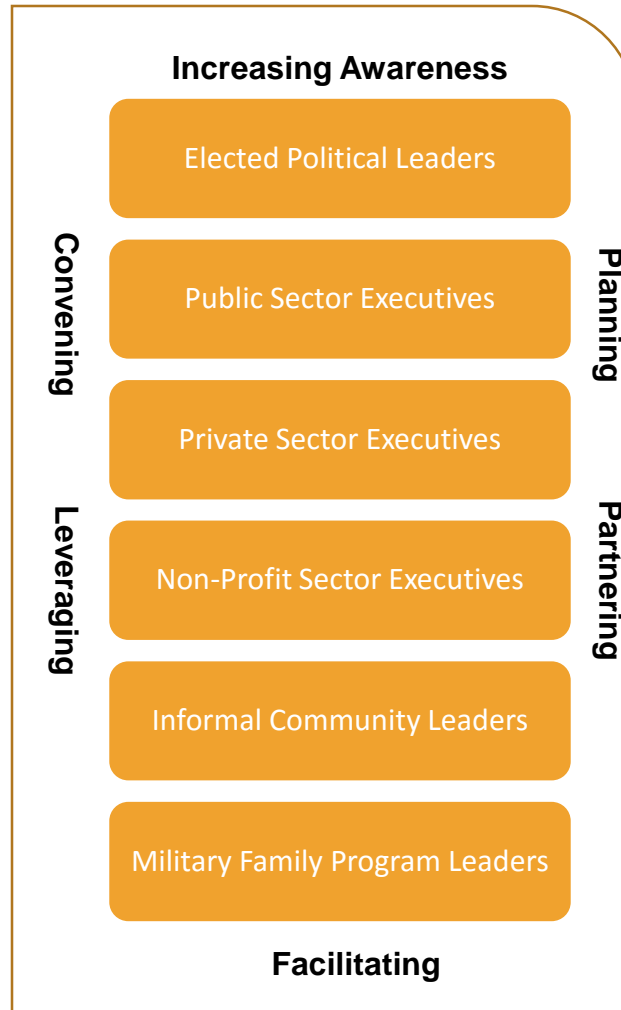**+**

Practices

**AND/OR**

Action Planning

**=**

More Effective and Coordinated Services

# CSSP's Approach

Being accurate

Working locally

Better outcomes

**Increasing Awareness**

**Service Member Data**

- ✓ Number in the region
- ✓ Family members
- ✓ Deployment cycle
- ✓ Economic and health status
- ✓ Perceptions of need

**Community Information**

- ✓ Current programs
- ✓ Key community leaders
- ✓ Likely centers of influence
- ✓ Untapped resources and services
- ✓ Complimentary efforts

Convening

Leveraging

Planning

Partnering

Elected Political Leaders

Public Sector Executives

Private Sector Executives

Non-Profit Sector Executives

Informal Community Leaders

Military Family Program Leaders

**Facilitating**

**Improved Resiliency**

- Local policies
- Local practices and programs
- Community Covenants
- Local relationships

# A community based model
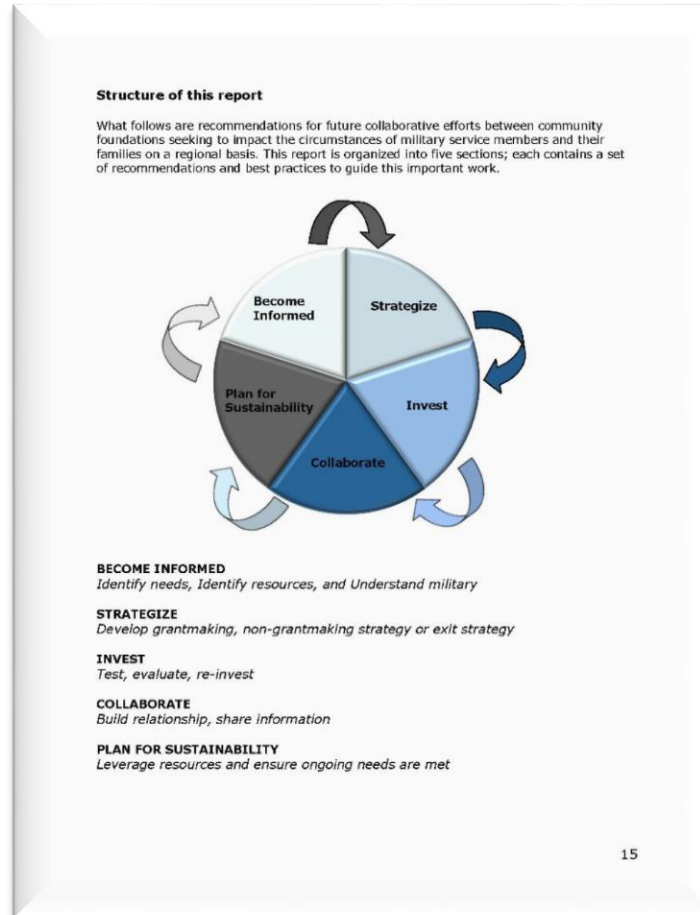
# Challenge

**Effectively and efficiently connecting clients with external, complementary services necessary to drive successful job placement.**

**Background:** While we have a multitude of resources available within the larger Salvation Army organization, what we had internally was not, by itself, enough to insure sustained career success for our veteran clients. Our challenge was to increase the average hourly wage for our clients and increase the 270 day retention percentage

**Magnitude:** At least 75% of our clients needed assistance with a challenge other than employment. This is true for all ages, eras, educational levels and experiential levels. Often these "other needs" did not present themselves until well into the process. It is likely the "other needs" are the reason behind the reason that they needed assistance.

USC Social Work
*Center for Innovation and Research on Veterans & Military Families*

# Collective Impact

We recognized that the other needs of our veteran clients were as varied as the clients themselves. We did not want to just hand them a list of resources. As a team, we decided to develop a long term strategy that would be helpful for everyone.

- **Cooperation** - working with someone in the sense of enabling: making them more able to do something (typically by providing information or resources they wouldn't otherwise have)

- **Strategic Partnership** - an arrangement between two organizations to help each other or work together, to make it easier for each of them to achieve the things they want to achieve

- **Collaboration** -  actually working alongside someone to achieve something

# Cooperation

Initial phase was to develop cooperative relationships with resource providers. Easiest and quickest.

- Located existing resource guides

- Made introductory calls

- Located a primary contact to facilitate warm referrals

USC Social Work
*Center for Innovation and Research
on Veterans & Military Families*

# Strategic Partnerships

Second phase was to develop partnerships with organizations providing key services not available within Salvation Army

- Identify primary unmet needs
- Identify and vet service providers to meet those needs
- Develop trusted relationships with key service providers
- Identify primary liaison within each organization
- Formalize partnership (MOU, sub-contractor, etc.)

# Collaboration – where it all really happens

**Current phase** - establish true collaboration within the veteran service space as a whole to effect Collective Impact throughout Los Angeles

- Identify areas of need
- Motivate key stakeholders to meet and work together
- Identify COMMON goals to meet those needs
- Develop mutually reinforcing plan of action
- Continuous communication strategy to share needs and results

# Results

As a result of this long-term strategy towards increased collaboration, we have seen the following results:

- Average hourly wage for highest barrier clients has gone from $10.55 in 2010 to $13.84 in 2015

- Average hourly wage overall has gone from $10.55 in 2010 to $16.60 in 2015

- Overall placement rate has increased from 67% to 76% while maintaining at least 80% 270 retention rate

- Able to place clients in a shorter period of time due to the ability to address non-employment related issues much more efficiently and effectively

This strategy is now leading to increased collaboration *among* employment service providers which we expect to result in further increases in placement rates, quality of placements, retention rates, employer engagement and employer satisfaction.

# Working Group Exercise #1

*What is Collaboration in the Veterans Space?*

# Session #2 Purpose

- To answer the question, "What is needed to start/facilitate collaboratives?"

- Identify necessary components for collaboration.

- Identify components that hinder collaboration.

# Building a Veteran Collaborative In Your Community

Pat Clifford, MSSA, LSW
Senior Consultant,
Tristate Veterans Community Alliance

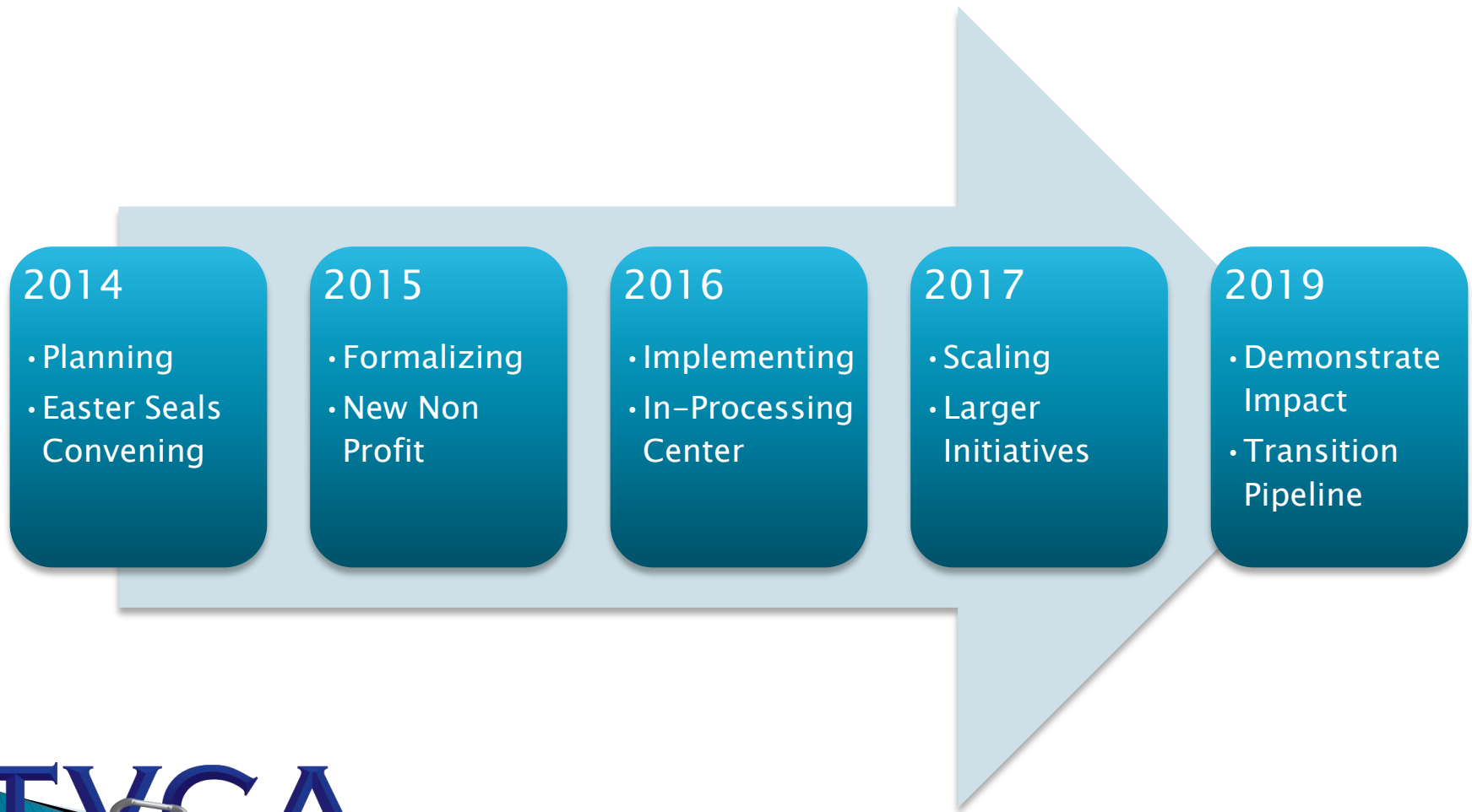**T**ristate **V**eterans **C**ommunity **A**lliance

# Why form a veteran collaborative?

- No sense of the scope or scale of problems
- Few relationships among support orgs
- No referral structure, pinball effect
- Little coordination among programs, chasing same clients
- Funders not committed to longer-term strategy

TVCA

# Tristate Veterans Community Alliance

◦ New, veteran-led non-profit collaborative
◦ 100 partner organizations, five workgroups meet monthly
◦ Independent board: VA, United Way, USO, Community Foundations

▸ Regional scope
◦ 145,870 veterans, 13,924 post-9/11 and growing
◦ 16 counties/3 states, nearest bases are Wright-Patt, Ft. Campbell

TVCA

# Collaboratives are Developmental

**2014**
- Planning
- Easter Seals Convening

**2015**
- Formalizing
- New Non Profit

**2016**
- Implementing
- In-Processing Center

**2017**
- Scaling
- Larger Initiatives

**2019**
- Demonstrate Impact
- Transition Pipeline

TVCA

# Collaboratives are Multi-layered

| |
|---|
| Community (social impact) |
| Partner Orgs (customers) |
| Veterans/Families (consumers) |
| |
| |

TVCA

Must define unique strategies and outcomes for each segment.

# Frameworks

- Helpful
  - Collective Impact (Kania & Kramer, 2011)
  - Community Collaborative Action Theory (Butterfoss & Kegler; 2002)
  - Complex and action-oriented
- Not as helpful
  - The Convening Process
  - Replicate Standardized Model
  - Simple and passive

TVCA

# Workgroup Meetings

# Veterans In Processing (VIP) Center

# Report and Data Dashboard

# First Steps



(Clifford & Graeser, 2016)

# Best Principles



Prioritize relationships

Lead by empowering

Be proactive

Agree on roles

Learn together
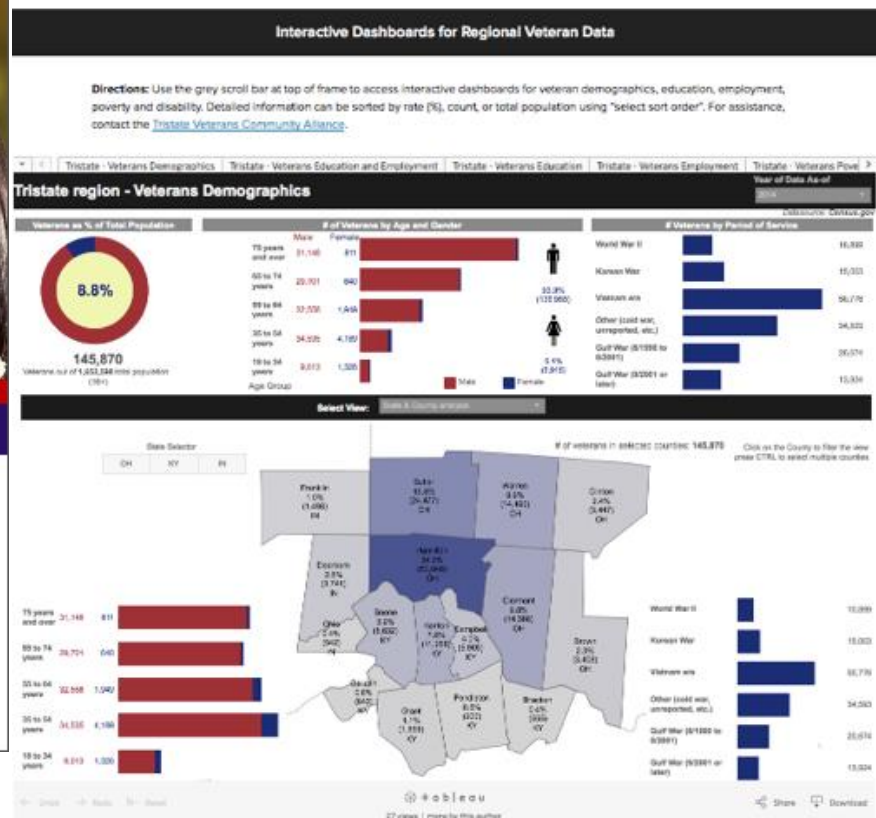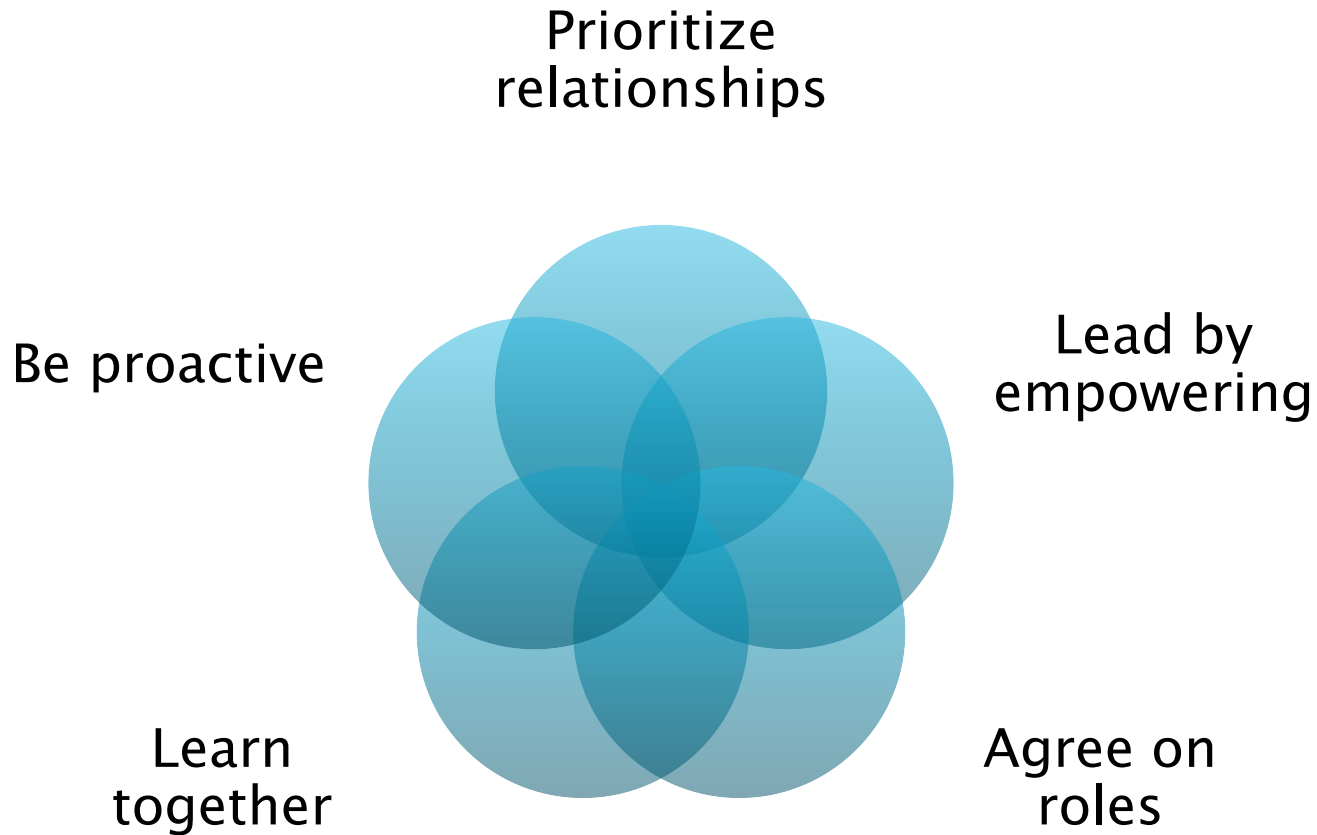
TVCA

# Questions?

Contact info:
Pat Clifford
Tristate Veterans Community Alliance
pclifford@TristateVCA.org

TVCA

# Discussion Questions

- What does your organization need to begin collaborating?
- What does your community need from your effort?

TVCA

# State of the California Veteran
# **One Region, One Voice**

September 14-15, 2016

Bill York
2-1-1 San Diego

Maurice Wilson
NVTSI/REBOOT

Ray Flores
San Diego Veterans Coalition

# Painting the Picture of San Diego

- 4,261 square miles (larger than 21 states)

- Urban and rural

- 5th largest county in the nation and 2nd largest in California

- 18 municipalities; 36 unincorporated areas

- 18 tribal nations

- 42 school districts

- Population – 3.2 million people

- Larger than 19 states

- 6 healthcare systems

- Busiest international border crossing in the world (San Ysidro/MX)



County of San Diego, HHSA, Public Health Services, Community Health Statistics Unit
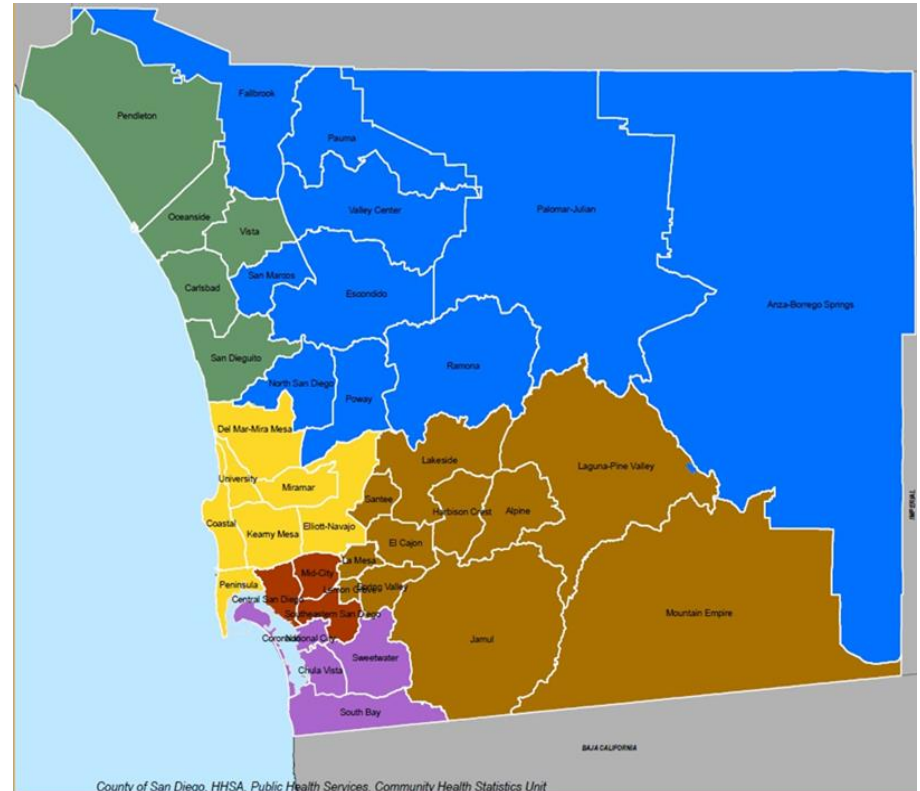
# Military and Veteran Presence

- Large military presence: San Diego has the highest number of active duty commands and largest number of active duty personnel in the country. Major commands include:
  - Southwest, Space and Naval Warfare Systems Center
  - Naval Submarine Base
  - Military Sealift Command
  - Naval Oceanographic Center
  - Camp Pendleton
  - Marine Corps Air Station (MCAS) Miramar
  - Naval Air Station North Island
  - Marine Corps Recruit Depot (MCRD)
  - Naval Amphibious Base, Coronado.
  - San Diego is the home port to a large number of navy surface and sub-surface assets, as well as fixed-wing and helicopter squadrons.
- 120,000 active duty personnel with more than 150,000 dependents.
- 15,000 exiting the military with 33% remaining in San Diego County.
- Approximately 267,000 veterans in San Diego and Imperial Counties.
- One of the largest VA Health Systems in the United States.

# San Diego Military & Veteran Ecosystem

VA

- Veterans Benefits Administration
- Veterans Administration San Diego Health
- National Cemetery Administration

Navy Region Southwest

Marine Corp Installations West

San Diego Chamber of Commerce

San Diego Military Advisory Council

MTSP/0800

Veterans Treatment Court

REBOOT

Vets' Community Connections

One VA/My VA

County of San Diego HHSA

OMVA VSR's

United Veterans Council

C2C
2-1-1, MHS, VVSD

Interfaith Community Services

VANC

SD Military Family Collaborative

San Diego Veterans Coalition
140 member organizations

Vet/Family Forum

# History

**1981**

Vietnam Veterans of San Diego starts

**1986**

United Veterans Council of San Diego starts

**1988**

Standown starts (Dr. Jon Natchison)

**1995**

VAMC CAB starts, becomes OneVA concept in 2001

**2001**

Afghanistan War starts

**2002**

San Diego Military Advisory Council starts

# History



**2003**
Iraq War starts

**2004**
VA begins outreach to combat vets

**2007**
OIF/OEF summit (Vet court and Vet Family Forum conceived)

**2009**
SDVC launched in San Diego, CA

**2010**
211 San Diego joins the SDVC

**2010**
ReBoot launches

**2010**
Courage to Call launches
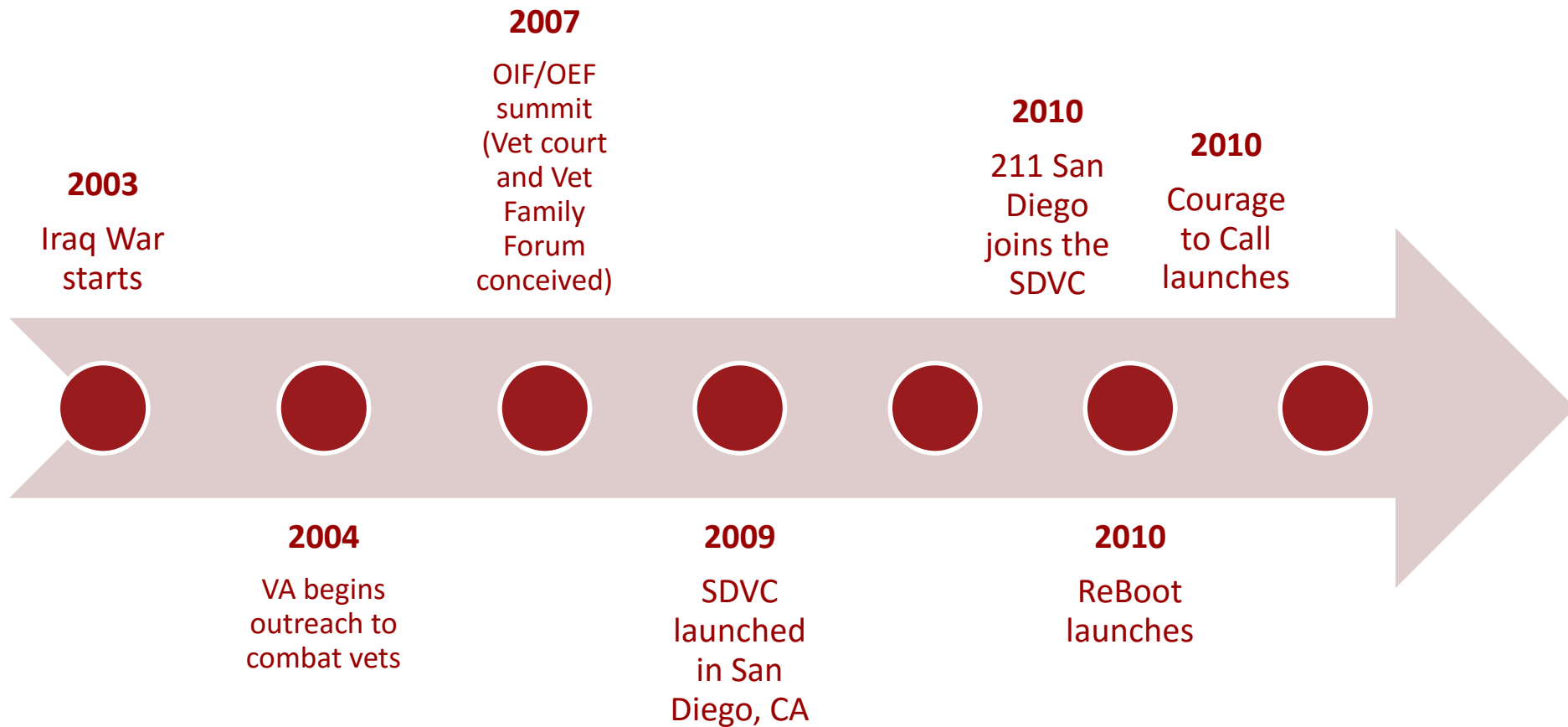
# History

**2010**

San Diego Military Family Collaborative becomes a formal entity

**2012**

Military Transition Support Project (MTSP) emerges as a result of the SD Grantmakers Military Family Support working Group

**2011**

San Diego Grantmakers Military Family Support Working Group convenes

**2015**

Zero8Hundred is launched after two years of planning, advocacy and support done by MTSP

# Best Practices

San Diego Veterans Coalition

- Physical & Emotional Health
- Employment & Financial
- Family Life
- Spiritual Wellness
- Personal & Self Health
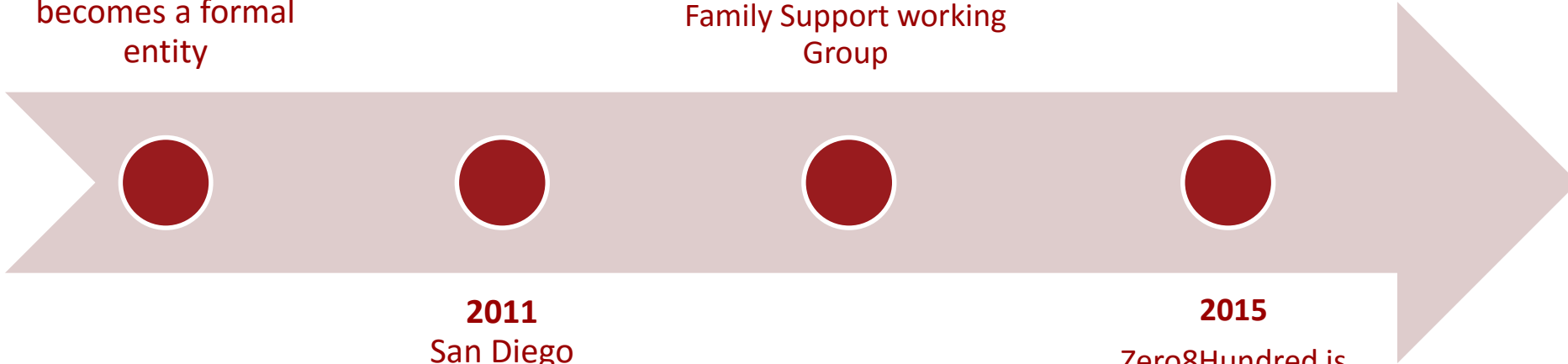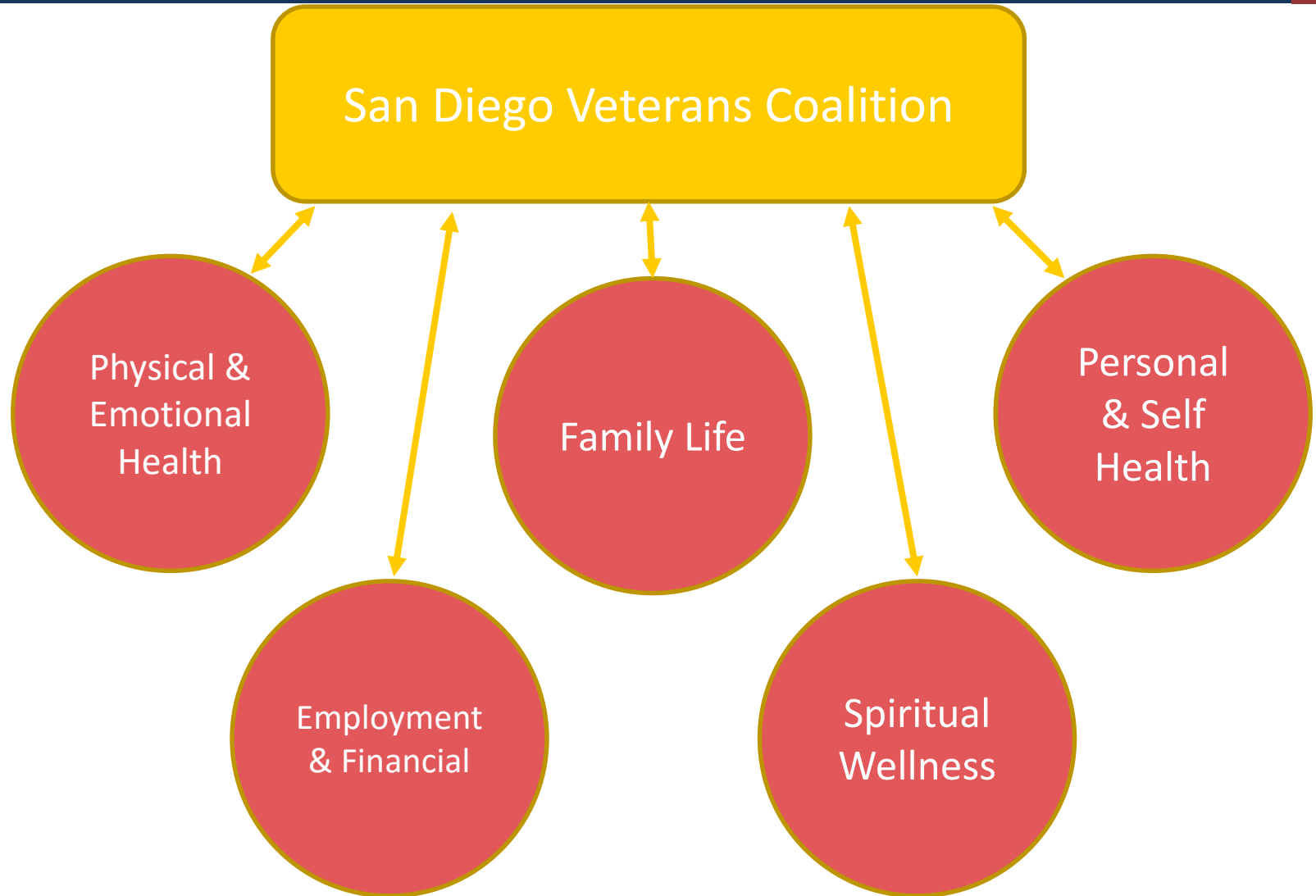
# Best Practices

- Communication, collaboration and cooperation
- Multi-stakeholder Community Building
- Asset mapping resources and delivery system
- Coordination of care among Veteran nonprofits and other stakeholders
- Deeper level of navigation and peer support
- Advocacy
- Reactive program creation for complicated needs
- Re-socialization/education (reintegration) process

# Collaboration Process



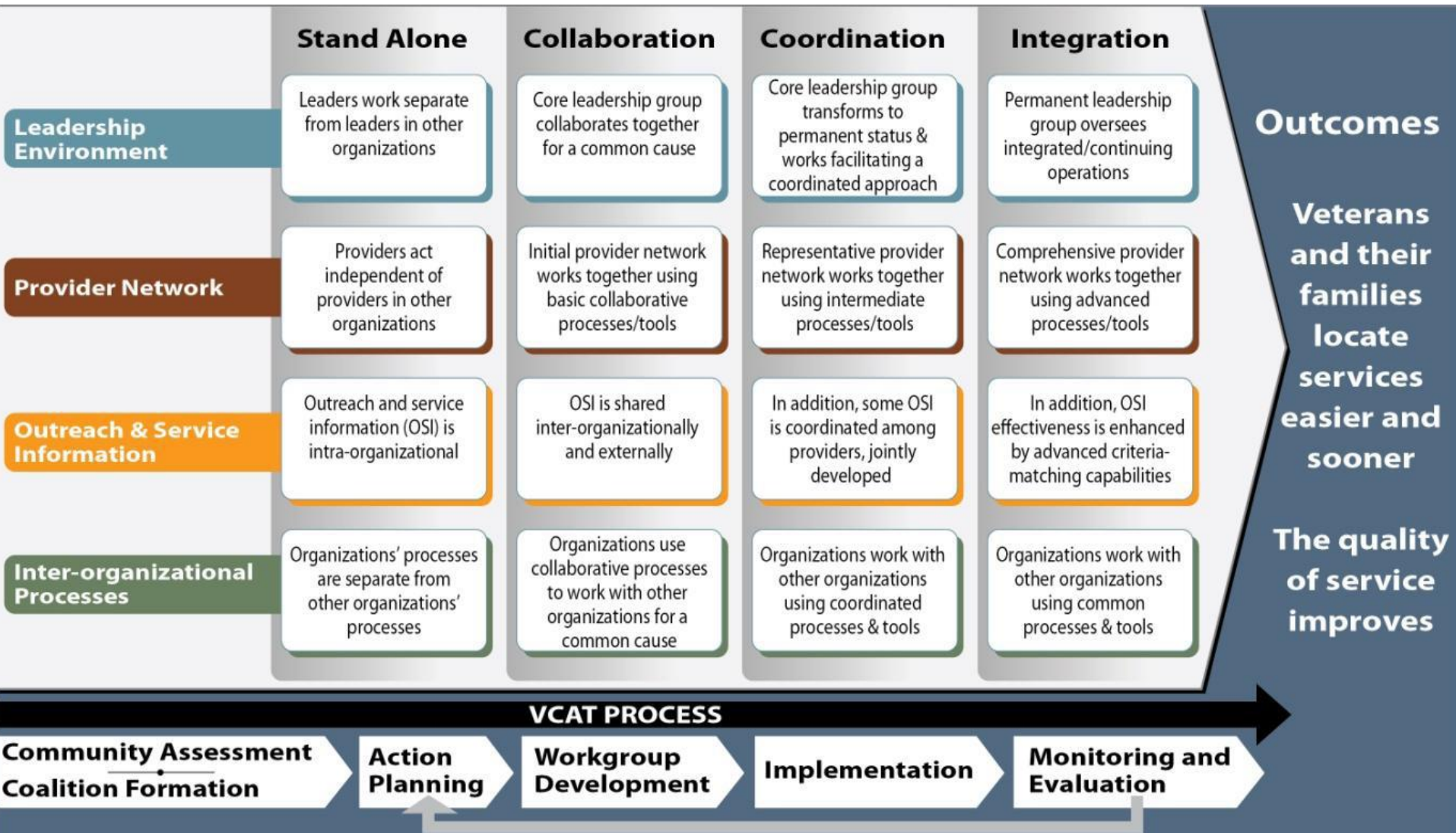|  | **Stand Alone** | **Collaboration** | **Coordination** | **Integration** |
|---|---|---|---|---|
| **Leadership Environment** | Leaders work separate from leaders in other organizations | Core leadership group collaborates together for a common cause | Core leadership group transforms to permanent status & works facilitating a coordinated approach | Permanent leadership group oversees integrated/continuing operations |
| **Provider Network** | Providers act independent of providers in other organizations | Initial provider network works together using basic collaborative processes/tools | Representative provider network works together using intermediate processes/tools | Comprehensive provider network works together using advanced processes/tools |
| **Outreach & Service Information** | Outreach and service information (OSI) is intra-organizational | OSI is shared inter-organizationally and externally | In addition, some OSI is coordinated among providers, jointly developed | In addition, OSI effectiveness is enhanced by advanced criteria-matching capabilities |
| **Inter-organizational Processes** | Organizations' processes are separate from other organizations' processes | Organizations use collaborative processes to work with other organizations for a common cause | Organizations work with other organizations using coordinated processes & tools | Organizations work with other organizations using common processes & tools |

**Outcomes**

**Veterans and their families locate services easier and sooner**

**The quality of service improves**

**VCAT PROCESS**

**Community Assessment** — **Coalition Formation** → **Action Planning** → **Workgroup Development** → **Implementation** → **Monitoring and Evaluation**

# Collective Impact

## The 5 Conditions of Collective Impact

**1 Common Agenda**
- **Common understanding** of the problem
- **Shared vision** for change

**2 Shared Measurement**
- **Collecting data** and **measuring results**
- Focus on **performance management**
- **Shared accountability**

**3 Mutually Reinforcing Activities**
- **Differentiated approaches**
- **Coordination** through joint plan of action

**4 Continuous Communication**
- **Consistent** and **open communication**
- Focus on **building trust**

**5 Backbone Support**
- Separate organization(s) with **staff**
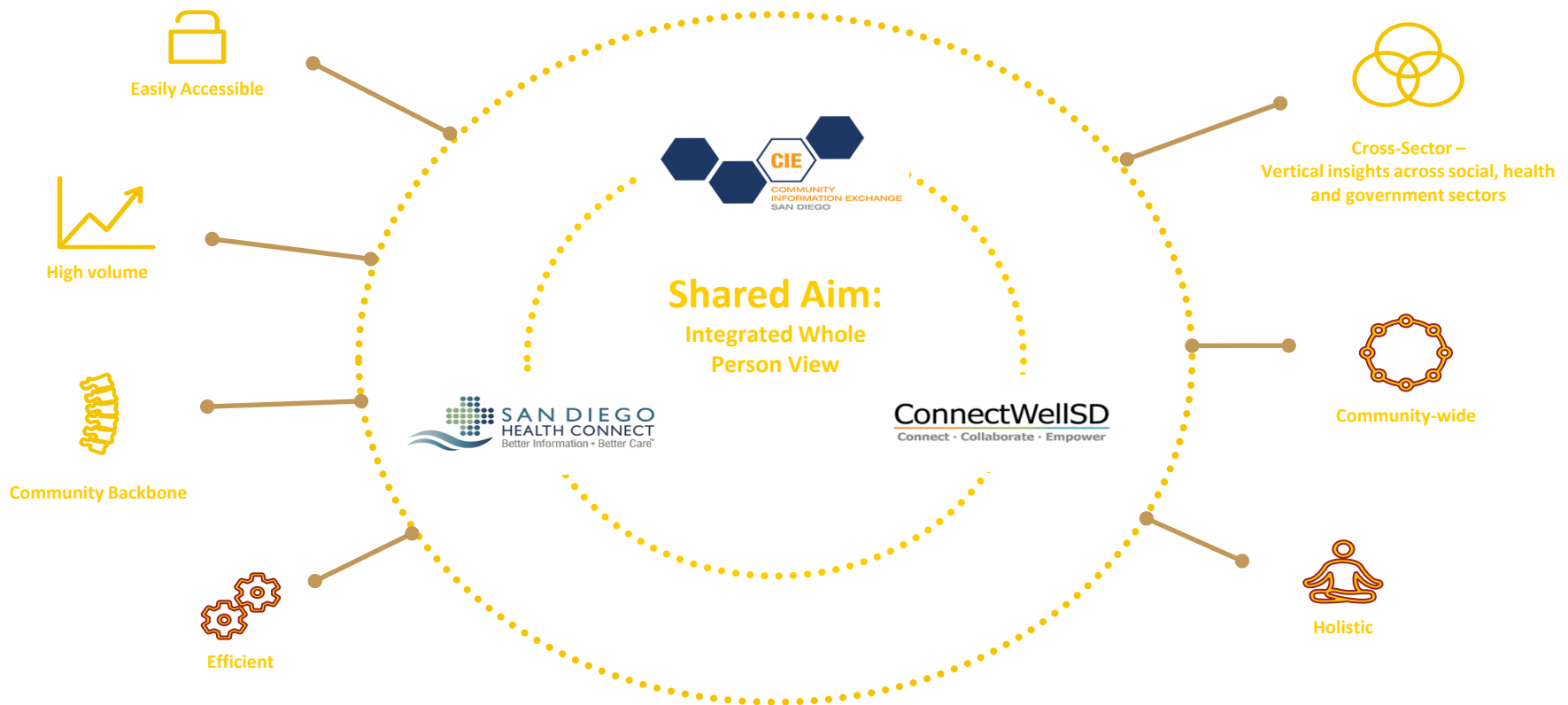- Resources and skills to **convene** and **coordinate** participating organizations

# Moving Forward

Holistic Approach - Person centered care, integrated whole person view

Increased cross-sector coordination (non-profit, county, state, federal, informal councils, Veteran groups) resulting in more comprehensive services, reducing duplication, and increasing efficiency

# Regional Information Exchanges in San Diego



Easily Accessible

High volume

Community Backbone

Efficient

Cross-Sector –
Vertical insights across social, health
and government sectors

Community-wide

Holistic

**Shared Aim:**
**Integrated Whole**
**Person View**

CIE
COMMUNITY
INFORMATION EXCHANGE
SAN DIEGO

SAN DIEGO
HEALTH CONNECT
Better Information • Better Care

ConnectWellSD
Connect · Collaborate · Empower

- Using data to improve services - longitudinal record for veterans and their families, shows change over time
- Build and sustain trust networks—software, people, and processes—which allow users to efficiently share, interpret, notify, and act upon vital information.

# Regional Information Exchanges in San Diego

- Using data to improve services - longitudinal record for veterans and their families, shows change over time, long term follow up and proactive response

- Build and sustain trust networks—software, people, and processes—which allow users to efficiently share, interpret, notify, and act upon vital information.

- The result of a community wide Regional Information Exchange brings a strong partnership of trust, relationships and services – leveraging each others strengths and technology to create a true ecosystem of care.

- Integrates Public/Private Cross sector collaboration

# Questions and Closing

# Anchor Concepts

- Backbone Leadership
- Communication
- Logistics/Funding
- Community Buy-In

# Working Group Exercise

## Helpful vs. Harmful?

# Collaboration Track

Harnessing Local Data to Drive Collaboration
& Measure Impact
10:00 AM – 11:30 AM

# Session #3 Purpose

- To answer the question, "How do we measure community needs and outcomes?"

- To understand the role of data in collaboration.

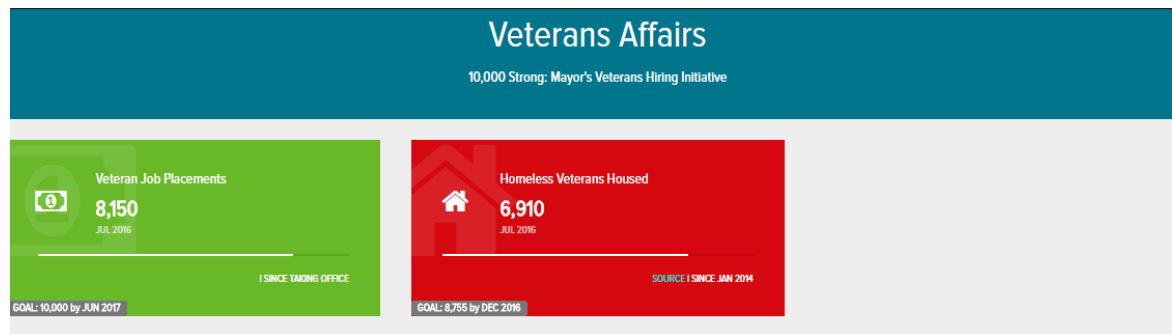- Identify relevant data to best serve California Veterans
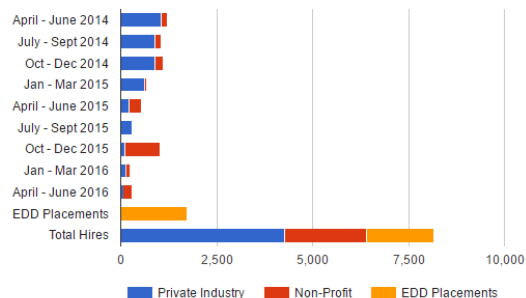
*Harnessing Local Data to Drive Collaboration & Measure Impact*

SPARK!

*Blas Villalobos*

Veterans Affairs Manager
LA Mayor's Office of Veterans Affairs

# 10,000 Strong Hiring Initiative



Veterans Affairs

10,000 Strong: Mayor's Veterans Hiring Initiative

Veteran Job Placements — 8,150 — JUL 2016 — | SINCE TAKING OFFICE — GOAL: 10,000 by JUN 2017

Homeless Veterans Housed — 6,910 — JUL 2016 — SOURCE | SINCE JAN 2014 — GOAL: 8,755 by DEC 2016

Total Veterans Hired (incl. EDD Placements)

Veterans Hired (by Industry)

# Working Group Exercise

**STATE OF THE AMERICAN VETERAN IN CALIFORNIA**

*September 15-16, 2016*

**USC** Social Work
Center for Innovation and Research
on Veterans & Military Families
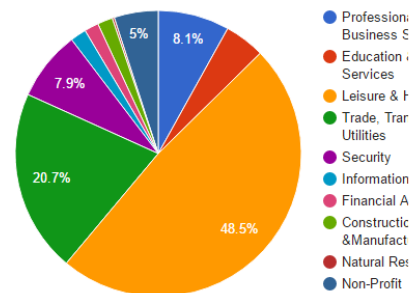
# Collaboration Track

Collaborative Leadership: Successful Practices For Sharing Responsibility

(1:00 PM - 2:30 PM)

# Session #4 Purpose

- To answer the question "What is collaborative leadership?"

- Identify different models/types of leadership.

- Identify components of leadership that are most advantageous to mobilizing engaging and sustainable collaboration within the veteran space

Military Children – Ready & Resilient

**Collaborative Leadership**
Friday, October 16th, 2016

# State of the American Veteran in CA

**Mission:** To provide an inclusive forum to maximize the collective impact of community resources to enhance military family life.

## Sustaining Partners

Program and staffing support provided by:

S.D.M.F.C.
SAN DIEGO MILITARY
FAMILY COLLABORATIVE

# What is Collaborative Leadership?

## Navigating the "Sea of Goodwill"

Photo courtesy of Nathan Graeser

#MilKidsRock

SAY San Diego
Social Advocates
for Youth

# Systems Thinking – Ecosystem or Egosystem?

## EQUALITY VERSUS EQUITY

In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.

In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.

In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.

# Dialogue – Public Listening or Public Speaking?
## *"strength of ignorance"*

**65%**

of SDMFC participants are active duty, veterans or immediate family members.

SECTION TITLE | 2

# #MilKidsRock

# Collective Action – Connection or Control?
## *SDMFC Continuum of Participation*



Coordinating Council (12)

Impact Task Forces (50+)

Monthly Convenings (100)

Annual Event & Trainings (200+)

Online/ E-Blasts (2000+)

# #MilKidsRock

SAY San Diego — Social Advocates for Youth

# State of the American Veteran in CA

**S.D.M.F.C.**
SAN DIEGO MILITARY
FAMILY COLLABORATIVE

FINANCES & EMPLOYMENT

EDUCATION & ACADEMIC SUCCESS

HEALTH & WELLNESS

## Military Transition: The Spouse Edition

- Resilience
- Confidence
- Connections
- Knowledge

## Families and Community Engaging for Students

- Kinder Readiness
- 3rd Grade Literacy
- Attendance

## Drug Free Communities

- Stigma Reduction
- Environmental Substance Abuse Prevention

# Co-creating Our Future

The wicked leader is he whom the people despise.

The good leader is he whom the people revere.

The great leader is he of whom the people say,

**"We did it ourselves."**

Lao Tzu , Chinese philosopher (2500 years ago)
http://ssir.org/articles/entry/the_dawn_of_system_leadership

# #MilKidsRock

#MilKidsRock

# Who is the Leader?

# LAVC OVERVIEW

**Mission**

The Los Angeles Veterans Collaborative is a structured network of public, private and government agencies working together to reduce suffering and improve the lives of veterans, service members and military families in LA County. This is achieved through strategically improving their access to services, reducing barriers and coordinating care, and influencing policy to improve their lives.

**Vision**

Veterans living in Los Angeles County will know where to access the services and care they need for a successful transition from military to civilian life. A comprehensive and coordinated system will welcome, introduce, and connect service members, veterans and their families to a seamless infrastructure of resources to fully address their needs

USC Social Work
*Center for Innovation and Research
on Veterans & Military Families*

# LAVC Structure

**FUNDERS**

**USC Sponsorship**

**100 + Community Partners**

**Working Groups**

- Newcomers
- Policy
- Career Advancement
- Legal & Re-Entry
- Higher Education
- Healthcare
- Faith-Based
- Housing & Homelessness
- Families& Children
- Women's Working Group
- Behavioral Health

STATE OF THE AMERICAN VETERAN IN CALIFORNIA

*September 15-16, 2016*

**USC** Social Work
*Center for Innovation and Research on Veterans & Military Families*
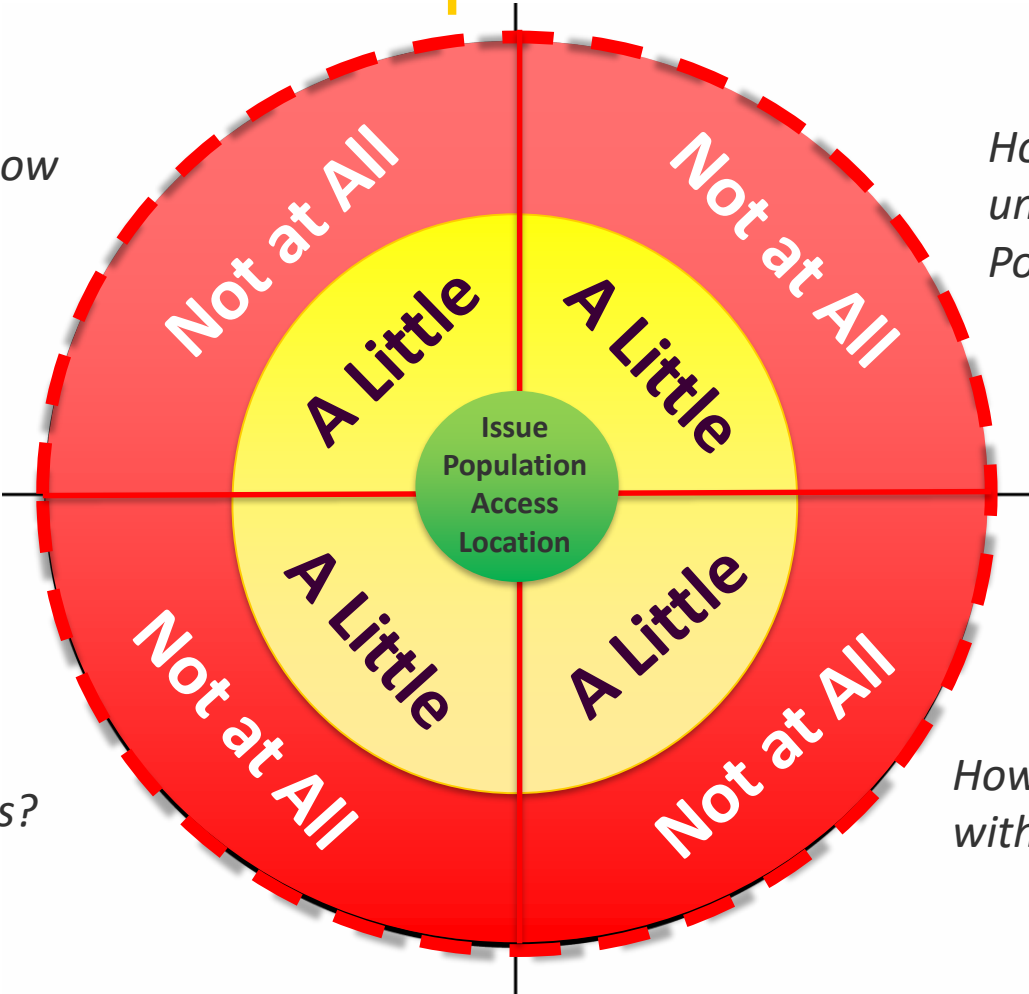
# On Target Leadership

**Issue**
*How well do you know the Issue?*

**Population**
*How well do you understand the Population?*

**Access**
*Do you have access?*

**Location**
*How familiar are you with the Area?*

Not at All

Not at All

Not at All

Not at All

A Little

A Little

A Little

A Little

Issue
Population
Access
Location

# LAVC Staff Roles & Responsibilities

## Community Program Administrator
- Reports to USC CIR Director
- Facilitates LAVC Meetings
- Primary Spokesperson for LAVC
- Fundraising Lead

## Logistics Manager
- Reports to Community Program Administrator
- Coordinates Event Logistics(Venue, Parking, Food, etc.)

## Working Group Liaison
- Reports to Community Program Administrator
- Engages with Working Groups to develop Action Plans/Goals
- Manages Working Group Requests

## Innovation Manager
- Reports to Community Program Administrator
- Primary Spokesperson to Pilot Grantees
- Monitors Program Intake/ Performance

## Operations Specialist
- Reports to Working Group Liaison
- Supports Working group requests
- Manages LAVC Documents

## Communications Specialist
- Reports to Working Group Liaison
- Develops all LAVC Newsletters
- Manages LAVC Contact Rosters

## Social Media Specialist
- Reports to Working Group Liaison
- Manages all FB, Instagram and Twitter Posts

STATE OF THE AMERICAN VETERAN IN CALIFORNIA

September 15-16, 2016

USC Social Work
Center for Innovation and Research on Veterans & Military Families

# LAVC Structure

| DAY /WEEK # | SUN | MON | TUE | WED | THU | FRI | SAT |
|---|---|---|---|---|---|---|---|
| 1 | | | Parking Confirmed | 1 WEEK PRIOR | | | |
| 2 | | LAVC Prep / 2 DAY PRIOR | 1 DAY PRIOR | LAVC 8-12pm | Staff De-Brief | Follow – UP | |
| 3 | | | Collect Action Sheets | Community Pilot Review | | | |
| 4 | | Staff Up Date | Venue Confirmed | Website Updates / 2 WEEK PRIOR | | | |

Legend:
- Communications (orange)
- Logistics (blue)
- Meetings (brown)

**STATE OF THE AMERICAN VETERAN IN CALIFORNIA**
*September 15-16, 2016*

USC Social Work
*Center for Innovation and Research on Veterans & Military Families*

# LAVC Timeline/ Tasks

## Timeline

8-9Am- Setup/Prep

9-10AM- Engagement&Access/Women's
         Working Group

10-11AM- Working Group Sessions

11AM-12PM – Collaborative Session

12-1PM – Break Down

## Tasks

**Communications**
- **Photographer**
- **Live Tweeting**
- **PowerPoint Presentation**

**Administration**
- **Nametags**
- **Working Groups Signs**
- **Check-In**

**Collaboration**
- **Collaborative Materials**
- **Working Group Printing**
- **Connect Cards**

**STATE OF THE AMERICAN VETERAN IN CALIFORNIA**
September 15-16, 2016

**USC**Social Work
*Center for Innovation and Research
on Veterans & Military Families*

# Working Group Exercise