

NATIONAL ORGANIZATION FOR VICTIM ASSISTANCE



Building a Coordinated Community Response (CCR) to Address Domestic Violence, Dating Violence, Sexual Assault and Stalking Impacting Military Members & Families

Community Self-Assessment Checklist

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Military-Civilian CCR Team Development

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Building a Coordinated
Community Response (CCR) to
Address Domestic Violence,
Dating Violence, Sexual Assault
and Stalking Impacting Military
Members, Veterans & Families

INTRODUCTION

This self-assessment tool provides communities with a guide for developing a Coordinated Community Response (CCR) to preventing and responding to dating violence, domestic violence, sexual assault and stalking (DVSAS) involving military members, veterans and their families (military-connected survivors). Many communities have long-established, successful CCR Teams (CCRTs) involving multidisciplinary community partners focused on the prevention and response to DVSAS within the community. This checklist provides both new and existing CCRTs with a step-by-step guide for assessing, engaging and elevating the unique needs of military-connected survivors within a community CCR approach.

UNDERSTANDING THE MILITARY CONTEXT

The term "military member" refers to any active duty members, National Guard members, Reservists and veterans. A majority of military members and their families live off military installations within communities across the country. Amongst the current active duty population of over 1.33 million active duty members (ADMs) and their families, over 70 percent live off the installation in civilian communities. Additionally, there are approximately 19 million U.S. veterans and 1.02 million National Guard and Reservists who live and work within civilian communities throughout the states and U.S. territories. Assume the communities of the communities of the communities and U.S. territories.

UNDERSTANDING THE MILITARY CONTEXT

Military members—including ADMs, National Guard/Reservists and veterans—and their families who experience DVSAS may choose to report and/or seek assistance from community-based agencies and civilian criminal justice professionals for a variety of reasons. These motives include: Physical proximity and familiarity with community resources; survivor concerns about confidentiality, privacy, retaliation and impact on the military member's career; the jurisdiction where crime occurred; and availability of culturally-specific agencies and other resources for traditionally marginalized communities.^{4,5}

Communities invested in developing a holistic, trauma-informed, survivor-centered and culturally-relevant approach to military-connected survivors should consider how the unique needs of military members and their families can be addressed through a CCRT. One of the primary goals of the CCRTs is to create a "no wrong door" approach for military-connected survivors where they are offered the same help-seeking services, safety options, financial remedies, rights and reporting options regardless of whether they choose to seek assistance from a community or military agency. To implement such an approach, CCR Teams are encouraged to engage military counterparts and develop a collaborative approach to expand and enhance violence prevention, response, treatment and accountability options, specific to military-connected survivors.

HOW TO USE THIS CHECKLIST

This checklist is designed as a step-by-step guide for communities to assess, build and sustain comprehensive civilian-military CCR teams. A first step for each community will be determining whether to integrate the military context within an existing CCRT or if a separate team is required to elevate the unique needs of military-connected survivors. This decision will be based on a number of factors, to include: the mission, values and strategic plan for existing CCR Team(s) within your community; the composition and capacity of current team members; potential conflicts of interest around survivor confidentiality and privacy; results from needs assessment(s) of military-connected survivors within your community; and input from CCR Team members and military counterparts.



PLANNING, ASSESSMENT & ENGAGEMENT

Identify the military populations within your community

- Organizations serving veterans, including: Vet Centers, VA Medical Centers, VA Clinics and community providers serving veterans. The U.S. Department of Veteran Affairs has a searchable tool: https://www.va.gov/find-locations/
- The VA's "Make the Connection" website features a searchable tool of mental health resources for veterans and their families: https://www.maketheconnection.net/resources

Connect and meet with key military and civilian stakeholders

- Identify and reach out to military counterparts who work with military-connected survivors. A sample list of key military stakeholder and first responders is provided in the Appendix.
- Identify key civilian counterparts. This may include existing CCRT members and other community-based agencies and civilian criminal justice professionals working with military-connected survivors. A sample list of key civilian stakeholders is provided in the Appendix.
- Be creative in your outreach! As you connect with key military and civilian stakeholders, ask if there are other agencies which should be included in planning a civilian-military CCRT. Be open to a wide variety of agencies.



Collaborate with key civilian and military first responders to develop a plan for assessing the needs of military-connected survivors in your community

- Organize listening sessions and/or a community forum with military and civilian first responders focused on the current efforts related to prevention, response, treatment and accountability involving military DVSAS in your community. Include questions designed to assess the readiness for change amongst both military and civilian first responders. Readiness for change is determined by both the belief that change is possible, as well as, a commitment to implement such a change.
- Review any existing data and survey results assessing the prevalence and dynamics of military DVSAS within your community, including results from Command Climate Surveys, annual reports, SAPR/FAP training evaluations and/or survivor satisfaction surveys, among other data collection processes that may already exist. Use this initial review to determine what, if any, additional data and/or surveys are needed to fill in gaps for your CCRT.
- Identify and review any informal partnerships, Memoranda of Understanding (MOU) or Memoranda of Agreement between civilian and military victim service agencies and invite representatives from these agencies to share any best practices and lessons learned from these partnerships.
- Ask the experts! Consider how your CCRT can safely elevate the voices of military-connected survivors in your initial assessment and CCRT. In partnership with CCRT members, develop a plan for engaging militaryconnected survivors that prioritizes survivor privacy, choice and safety if they choose to participate in CCRT meetings.

"The unique, complex and often extreme isolation of military DV connected survivors underscores the need for community based organizations and victim service providers to be trained on military domestic violence dynamics. As a community advocate, I found myself unprepared when I received a hotline call from a military-connected survivor. All my traditional training, knowledge of resources and navigation of systems left me feeling like I did not even know what questions to ask as it related to her experience, branch of military, and her legal rights and remedies. This was her one call, and how I wished I had the training and knowledge to help her more in that moment."

- OVW Grantee 4

BUILD THE MILITARY-CIVILIAN CCR TEAM

Recruit team members

- Utilize the relationships formed and the data collected during your assessment to develop a plan for recruiting new team members within your CCRT or to create a new military-civilian CCRT.
- Identify key military and civilian first responders to assist with recruitment of additional team members.
- Outreach to representatives from anti-violence and community organizations serving historically marginalized populations including: communities of color; LGBTQIA+ persons; male victims; individuals with disabilities and the Deaf/Hard of Hearing community; and undocumented, immigrant and refugee populations.

Identify a leadership structure

- Identify leadership positions. These may include: Chair/Co-Chair(s), Vice-Chair, Coordinator and Secretary.
- Involve representatives from both military and civilian agencies in the leadership structure to promote buy-in from all team members.
 Consider: How can your team include persons with lived experience in the leadership structure?
- Identify a fair and equitable process for nominating and voting on leadership positions.
- Discuss with team members that this initial leadership structure may evolve to include subcommittees and other leadership roles as warranted by the work on the committee.

Develop a mission statement and shared values for your team

 Consider the following questions: What does your team do and who do you do it for? Does it address military and civilian survivors? What is the purpose of your team/why is this work important? Is it survivorcentered?

Establish regular meetings, define roles, and develop bylaws

- If you have an existing civilian-CCR, consider how involving military counterparts could change the structure of your CCR. Ask: What roles might change? How will the protocols/reporting options differ across disciplines? How will strengths/gaps in our response vary across disciplines?
- Document the disciplines and roles represented by various agencies to create an email listserv and identify information sharing platforms to disseminate information and resources.
- Address meeting structure, term limits, and voting.
- Discuss confidentiality including CCRT members concerns, potential conflicts of interest, and how survivor confidentiality and privacy will be maintained.
- Consider pros and cons of virtual versus in-person meetings and encourage ongoing communication/check-ins between meetings.

Identify and prioritize areas for action

- Discuss strengths and gaps in responses to violence across disciplines, review current trends for both civilian and military agencies, listen to concerns from various represented agencies, and identify best practices to address gaps.
- Discuss options for accountability and justice. Consider: Does the CCR support efforts to hold the harm-doer accountable? If the victim/survivor does not want to seek accountability through the criminal justice system, what efforts are you making to support this choice?



Facilitate cross-training

- Facilitate cross-training amongst CCRT members and consider planning a larger community-wide summit with other key stakeholders.
- Allow each agency/discipline the opportunity to share their expertise and service provision.
- Outline the varying response protocols and reporting options between agencies. This includes information on lines of authority, DoD restricted/unrestricted reporting options, civilian reporting options, and victims' rights available in each system.

Develop and implement a strategic plan with short and longterm goals

- Create objectives to address the areas for action and identify what resources and assessment tools are needed to meet these objectives.
- Develop a feasible timeline.
- Determine how to evaluate team progress.

Create Memorandums of Understanding (MOUs) or Memorandums of Agreement (MOAs) and confidentiality statements

- Develop MOUs/MOAs among partnering agencies. MOUs/MOAs should include stated objectives of the CCR, a list of participating agencies, an explanation of how each agency can contribute to survivor safety, and signatures from leadership and agency members.
- Create confidentiality statements that make every effort to maintain confidentiality within meetings. Keep in mind that confidentiality varies across disciplines, so always consider victims' rights, protection under the Violence Against Women Act (VAWA), and mandated reporting.

"We began by providing bimonthly cross-training at our meetings where civilian and military-connected service providers each presented on a common topic. These trainings included Restricted & Unrestricted Reporting coupled with civilian Jane Doe Kits, the differences between military and civilian legal resources, the VA's Safe at Home Program, and state-wide abuse intervention programs. Both civilian and military-connected staff developed a shared language and better understanding of the options available to service members, veterans, and their families because of these cross-trainings."

- **OVW Grantee**

SUSTAINMENT

Identify opportunities for changes in leadership

- Acknowledge that successful CCRTs thrive under a model of shared leadership.
- Develop leadership term limits and opportunities for team members to participate in evaluating and re-defining the leadership structure.
- Continue to identify military and community partners and invite them to participate.

Program evaluation

- Consistently monitor progress toward CCRT goals, effectiveness of MOUs/MOAs and other implemented protocols to promote militarycivilian CCR.
- Identify tools to regularly survey and solicit feedback from CCRT members regarding their perspective on the CCRT's mission, values, structure, goals and impact on the prevention and response to military DVSAS within the community.
- Celebrate CCRT milestones, including identifying opportunities to recognize team members accomplishments during CCRT meetings and public forums.
- Review MOUs/MOAs annually and consider whether additional agreements are needed to meet your CCRT goals.



Succession planning

• CCRT turnover is a significant issue for any team however this issue is even more acute when working with military responders who may relocate due to a permanent change in duty station (PCS), temporary duty change (TDY) or deployment. Establishing strong relationship with agencies, implementing MOUs and working with departing members to plan ahead will allow for a seamless transition for a new team member. Do not forget to celebrate and recognize the contributions of departing team members!

Develop a plan for recruiting and on boarding new CCRT members, including

 identifying a designated CCRT member to support the successful on boarding of new members.

Openly discuss the impact of vicarious trauma, monitor the number of projects

• taken on by one person, set boundaries, allow for rotation of roles for specialized projects, and celebrate accomplishments.

Create a welcoming and inclusive space to foster open communication and

 collaboration amongst team members. Encourage team members to develop relationships and support each other outside of CCRT meetings. Consider: Creating a process for conflict resolution promotes trust and respect when having critical conversations.

Develop and offer training for leaders on core skills for facilitation. Such

 training should include opportunities for motivating groups, leading a multidisciplinary CCRT, and consensus building.

Endnotes

1. Finding Common Ground: A Toolkit for Supporting Military Families. National Military Family Association. (2011). Downloaded from: https://militaryfamily.org/wp-content/uploads/Finding_Common_Ground__A_Toolkit_for_Communities_Serving.pdf.

- 2. The Changing Face of America's Veteran Population. Pew Research. (April 2021). Downloaded from: https://www.pewresearch.org/fact-tank/2021/04/05/the-changing-face-of-americas-veteran-population/.
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Appendix

KEY MILITARY & CIVILIAN CCR TEAM MEMBERS

The following is a sample list of key military and civilian stakeholders to consider inviting to your Coordinated Community Response Team (CCRT). This is not an extensive list and each community's CCRT composition will vary, based upon an initial assessment of the specific military community.

Military Partners

- Sexual Assault Prevention and Response Program
 (SAPR) personnel including Sexual Assault Response
 Coordinators (SARCs) and SAPR Victim Advocates
 (SAPR VAs). RAINN's DoD Safe Helpline has a
 searchable tool for locating SAPR services in your
 area: https://safehelpline.org/
- FAP Family Advocacy Program (FAP) Managers and Domestic Abuse Victim Advocates (DAVAs).Military OneSource has a searchable tool for FAP services: https://www.militaryonesource.mil/family-relationships/relationships/domestic-abuse-help/
- Military-Connected Survivors
- CID Criminal Investigation Division Army & Marine
- NCIS Naval Criminal Investigative Services
- OSI Office of Special Investigations Air Force
- CGIS- Coast Guard Investigative Services
- Staff Judge Advocate (SJA) & other legal staff
- Special Victims' Counsel (SVC)/Victims' Legal Counsel (VLC)
- Victim Witness Liaison (VWL)
- National Guard and/or Reserve Component SAPR Program Managers
- Medical Treatment Facility/Sexual Assault Nurse Examiner (SANE)
- Chaplains
- Military Family Life Counselors (MFLC)
- VA Medical Center staff including Military Sexual Trauma (MST) coordinators and the VA's Intimate Partner Violence Assistance Program
- Vet Centers
- Veteran Treatment Court Staff
- Military Service Academies

Civilian Partners

- Community-based advocates (domestic violence and sexual assault centers)
- System-based victim advocates (law enforcement and prosecution-based)
- Law enforcement
- Criminal justice professionals (judges, prosecutors, pretrial and probation officers, and court coordinators)
- Medical personnel (SANE programs)
- Victims' rights attorneys and civil legal assistance attorneys
- Victim compensation staff
- Faith-based organizations
- Culturally relevant organizations
- LGBTQIA+ anti-violence organizations
- Disability rights organizations serving disabled, hard of hearing and Deaf survivors
- Animal Control/Humane Societies/Safe Haven Programs
- Child Advocacy Centers
- Community mental health agencies
- Other community-based organizations serving veterans including homeless shelters, mental health and employment agencies

SAFETY PLANNING AND LETHALITY ASSESSMENT CONSIDERATIONS:

Military-connected survivors/victims encounter specific tactics of harm within an abusive relationship. These tactics are how the person who is harming them chooses to maintain power and control. Examples include: financial abuse; threatening to take away Basic Allowance for Housing (BAH); limiting access to healthcare; claiming military privilege to leverage their partner's dependent status against them; saying that no one would believe them speaking out against an active-duty member (ADM); utilizing geographic/social isolation after a permanent change of station (PCS) by not allowing the other party to visit family or friends; not allowing access to information and resources on base; and engaging in stalking behaviors such as repeated unwanted contact, showing up unannounced/uninvited, or cyberstalking on social media accounts.

On the following page is the <u>Military Power and Control Wheel</u> produced and adapted by the Domestic Abuse Intervention Project and National Center on Domestic and Sexual Violence. Please note that this wheel uses binary, gendered language to identify the victim and harm-doer and it is important to acknowledge that all identities can experience violence.

MILITARY POWER AND CONTROL WHEEL



Produced and distributed by:



In providing survivor-centered and trauma-informed support and services, it is key to keep survivors/victims in control of their experiences by providing options and supporting their decisions. They are the experts in their own life. This includes an understanding of the forms of harm that have been or could be used, as well as, their risk assessment. Additionally, the multifaceted identities and experiences that each survivor possesses will shape their help-seeking behaviors and versions of justice and accountability throughout their healing process.

The interagency partnerships of the CCR are key to providing consistent and comprehensive services from a multidisciplinary approach to best meet the needs of the survivor that is seeking services. When considering lethality assessments and safety planning for survivors/victims, consider the following points on how military agencies can assist and support CCR resource allocation.

"Safe to Report" Guidance

- Supports victim reporting by addressing fear of command attention to the circumstances surrounding a crime.
- Available for all services and National Guard Bureau.
- Standardizes the criteria for command discretion in addressing concerns about victims' collateral misconduct, if present, (e.g., underage drinking, out past post curfew) at the time of assault

National Defense Authorization Act (NDAA) FY-2021

- Provides guidance on "Expedited Transfers" as an option for safety planning for victims of sexual assault and domestic violence, regardless of marital status.
 Included in the eligibility for the program are adult dependents of service members who file an unrestricted report of sexual assault or intimate partner violence.
- Consider CCR team training from military-connected members. A full explanation of command responsibility for an Expedited Transfer application can be found at https://www.sapr.mil/

Identify emergency support options and construct a shared referral list for CCR member agencies. Below are suggestions to consider:

- Housing options
 - Violence Against Women Act (VAWA) housing protections
 - Federal Fair Housing Act (FHA)
 - Consider state residential and landlord protections
 - Consider state protective orders and housing
- Financial options
 - VAWA
 - Victims of Crime Act (VOCA)
 - o Transitional Compensation
 - Free and/or sliding-scale resources (Community Services Board, etc.)
- Technology concerns
 - o Digital safety and stalking: Change passwords, use a friend's phone, add 2-factor authentication, remove all trusted devices, update contact information, change security questions for resetting a password, document incidents of stalking (e.g., messages/threats sent on social media applications or email), block their phone number/social media accounts, check devices for spyware, etc.
- Supportive care for dependents (daycare)
- Special needs care for dependents (e.g., healthcare)
- Employment concerns
 - Vocational counseling
- Support groups and counseling
- Connect with CCR team to learn about community resources available
- Support groups can help build a support system to combat social isolation
- Include a list of culturally specific providers

Legal Options

- Identify victim advocates who can provide legal education and help guide the victim/survivor through the court processes and/or provide resources for legal assistance.
- Military Protective Orders (MPOs) and/or Civilian Protective Orders (CPOs)
 - Use a cross-training opportunity with local law enforcement (LE) to learn about protective order options in your state as well as military-connected law enforcement/military police (MPs) to understand the difference between MPOs and CPOs
 - Consider firearm safety with protective orders as this varies by state
- Divorce (if applicable)
- Custody (if applicable)
- Possession of shared property (if applicable)
- Familiarize yourself with federal stalking laws under the Violence Against Women Act as well as state stalking laws
 - Use a stalking incident and behavior log to document stalking behaviors to provide to law enforcement and/or victim advocates
- Torts and victims' rights
- Immigration (if applicable)
- Education (if applicable)

COMMONLY USED MILITARY ACRONYMS

Acronym	Definition
ADM	ACTIVE-DUTY MEMBER
ADFM	ACTIVE-DUTY FAMILY MEMBER
AFI	AIR FORCE INSTRUCTION
AFOSI/OSI	AIR FORCE OFFICE OF SPECIAL INVESTIGATIONS
AWOL	ABSENT WITHOUT LEAVE
ВАН	BASIC ALLOWANCE FOR HOUSING
BCD	BAD CONDUCT DISCHARGE
CATCH	CATCH A SERIAL OFFENDER PROGRAM (Sexual assault only)
CID	ARMY CRIMINAL INVESTIGATION DIVISION
СО	COMMANDING OFFICER
COA	COURSE OF ACTION
CONUS	INSIDE CONTINENTAL US
CVCB	CRIME VICTIMS' COMPENSATION BOARD
DAVA	DOMESTIC ABUSE VICTIM ADVOCATE
DOD	DEPARTMENT OF DEFENSE

COMMONLY USED MILITARY ACRONYMS CONT.

Acronym	Definition
DODI	DEPARTMENT OF DEFENSE INSTRUCTION
EFMP	EXCEPTIONAL FAMILY MEMBER PROGRAM
FAP	FAMILY ADVOCACY PROGRAM
HRVRT	HIGH RISK FOR VIOLENCE RESPONSE TEAM
JAG	JUDGE ADVOCATE GENERAL (legal office)
LE	LAW ENFORCEMENT
MOU	MEMORANDUM OF UNDERSTANDING
MP	MILITARY POLICE
MPO	MILITARY PROTECTIVE ORDER
NCIS	NAVAL CRIMINAL INVESTIGATIVE SERVICES
NCO	NON-COMMISSONED OFFICER
OCONUS	OUTSIDE OF CONTINENTAL US
OIC	OFFICER IN CHARGE
PCS	PERMANENT CHANGE OF STATION (Moving to new installation)
SAPR	SEXUAL ASSAULT PREVENTION AND RESPONSE

COMMONLY USED MILITARY ACRONYMS CONT.

Acronym	Definition
SARC	SEXUAL ASSAULT RESPONSE COORDINATOR
SF	SECURITY FORCES
SHARP	SEXUAL HARASSMENT/ASSAULT RESPONSE AND PREVENTION
SJA	STAFF JUDGE ADVOCATE (Legal office)
SVC	SPECIAL VICTIMS' COUNSEL
TC	TRANSITIONAL COMPENSATION
TDY	TEMPORARY DUTY STATION
UCMJ	UNIFORM CODE OF MILITARY JUSTICE
USMC	UNITED STATES MARINE CORPS CRIMINAL INVESTIGITON DIVISION
VA	VICTIM ADVOCATE
VLC	VICTIMS' LEGAL COUNSEL
VWAP	VICTIM/WITNESS ASSISTANCE PROGRAM

MILITARY-CONNECTED RESOURCES FOR CCR

Army	Air Force	Coast Guard
DoD Sexual Assault Prevention and Response Offices/Victim Advocates - SHARP	DoD Sexual Assault Prevention and Response Offices/Victim Advocates - SAPR	DoD Sexual Assault Prevention and Response Offices/Victim Advocates - SAPR
DoD Family Support Programs provide support and advocacy for Domestic Violence/Stalking Army FAP Manager/FAP Victim Advocate LE/MP - Army Criminal Investigation Division	DoD Family Support Programs provide support and advocacy for Domestic Violence/Stalking - Air Force FAP/Domestic Abuse Victim Advocate LE/MP - Air Force Office of Special Investigations	DoD Family Support Programs provide support and advocacy for Domestic Violence/Stalking - Coast Guard FAP/Family Advocacy Specialist LE/MP - Coast Guard Investigative Service
Marine Corp	Navy	National Guard
DoD Sexual Assault	DoD Sexual Assault	DoD Sexual Assault
Prevention and Response Offices/Victim Advocates - SAPR	Prevention and Response Offices/Victim Advocates - SAPR	Prevention and Response Offices/Victim Advocates - SAPR
	Response Offices/Victim	Prevention and Response Offices/Victim

MILITARY-CONNECTED RESOURCES FOR CCR, CONT.

Installation-specific Mental Health resources (may vary upon location):

- Social Work Services
- Chaplain
- Military One Source
- VA Mental Health Resources

Legal Services

- Special Victims' Counsel (SVC)/Victims' Legal Counsel (VLC)
- DoD Transitional Compensation Program
- Immigration program
- Civilian legal services to include victims' rights attorneys

Military Medical Centers

- Sexual Assault Nurse Examiners (SANE)
- Mental Health Support/Addiction
- National Guard/Reserve Support for reporting sexual assault
- DoD Safe Helpline
 - 0 1-877-995-5247
 - safehelpline.org
- Joint Services Support for National Guard (Military OneSource)
 - 0 1-800-342-9647
- Veterans Administration (visit www.va.gov for a comprehensive list)
- Military Sexual Trauma Program Coordinator
- VA Outreach Program
- Veterans Crisis Line
- LGBTQ+ Veteran Care Coordinator
- Intimate Partner Violence Assistance Program

Department of Defense Sexual Assault Helpline:

• https://www.rainn.org/dod-safe-helpline

United States Armed Forces Legal Assistance (find a legal office)

https://legalassistance.law.af.mil/

Additional Links:

 Department of Defense Domestic Abuse/Family Advocacy Program (by state): https://www.militaryonesource.mil/leaders-service-providers/child-abuse-and-domestic-abuse/victim-advocate-locator/