Since the War on Terror began in 2001, thousands of military families have experienced severe, debilitating wounds from combat or the traumatic loss of a loved one. This proposal puts forward the development strategy for an innovative community-based intervention that will address the unmet needs of Wounded Warriors and surviving families.

2012 Bastion Launch Proposal

[Image: A soldier with an eyepatch and a young boy]

[bastion]
community of resilience

[Image: Generations of hope]
development corporation
Bastion is an intentional, intergenerational community of Wounded Warriors, surviving families, and service-oriented seniors that will sustain a thriving recovery from the wounds and casualties of war.
Proposal Information

Project Name: Bastion Community of Resilience

Project Location: New Orleans, Louisiana

Purpose of funding: Support predevelopment activities to establish a Generations of Hope Community for military families affected by war

Venture Partners: Bastion Community of Resilience and Generations of Hope Development Corporation

Funds Requested: $400,000 from public and private sources
Join Bastion

Ten years of war carry significant national consequences. The trauma of war and loss reaches beyond the borders of Iraq and Afghanistan and into the homes of our military families. The historic rate of military suicide, depression and mental illness, broken marriages, and other challenges evidence a tragic, national crisis. These symptoms characterize a profuse sense of isolation that is exacerbated when a loved one is severely wounded or killed in action. Sadly, Wounded Warriors and surviving families, especially children, must learn to cope and integrate into a society that does not comprehend their suffering. Problems may emerge, even years later, as the individual or family unit confronts developmental and life challenges.

The absence of community creates a dangerous void that can imperil or undermine the stability and ongoing recovery of those impacted by trauma and loss. The recent housing crisis and high unemployment have also made it difficult for military families to transition into a secure environment. In this era of tightening resources and shrinking budgets, alternative approaches are needed to meet these expanding needs. That is why on September 11th, 2011, a diverse group of 20 subject matter experts assembled in New Orleans to temper the concept of an innovative, supportive housing program for Wounded Warriors and military Survivors. This community will be the first of its kind to leverage the giving power of seniors to support military families and veterans through the award-winning Generations of Hope Community (GHC) model. It will be a place where each member actively participates in such a way that the community becomes the first provider of service and support for its members. Think community as intervention.

The result is Bastion, an intentional, intergenerational community of Wounded Warriors, surviving families, and service-oriented seniors that will sustain a thriving recovery from the wounds and casualties of war. The ultimate goal of Bastion is to strengthen resilience and reduce trauma by realizing the full potential of previously untapped human capital while bolstering positive outcomes in health, education, and career development. We believe our approach holds the key to reversing the human tragedy and social cost of the war at home. It will also provide a renewed sense of purpose for retired seniors who are seeking ways to remain vigorous and socially engaged. The power to heal lies within each of us. Join Bastion and help create a sustainable future for those who have protected our way of life with honor and sacrifice.
Bastion will be developed in New Orleans at a location known as the Federal City Redevelopment Project, formerly the Naval Support Activity Base. Preliminary sketches of Bastion’s housing and streetscape were contributed by Frank & Lohsen. They reflect a Traditional Neighborhood Development as envisioned in the master plan for Federal City. Preliminary construction estimates for Phase I range from $8-10M. Capital requirements and a financing strategy will be developed during Bastion’s launch.
Meeting the Need

The role of community is vital to the recovery and social reintegration of Wounded Warriors and surviving families. While support programs for these groups can make a positive impact, these strategies are limited. What they need most which professional services cannot provide are day-to-day, personal relationships with caring, committed adults willing and able to ensure a stable community and ongoing care. Bastion will meet this need by providing Wounded Warriors and surviving families with enduring social support in an intentionally planned neighborhood.

In a GHC such as Bastion, naturally emergent alliances, relationships, and enduring commitments are facilitated across generational lines, shifting the primary paradigm of problem solving from intervention *in* community to community *as* intervention. While professional services will be utilized as needed by Bastion’s residents, the primary reliance will be on neighbors and friends committed to providing friendship and mentoring on a daily basis and at crucial times. The Bastion community approach will restore (or reinvent) normal roles within these families, reduce stress at home, and expand social networks to strengthen resilience. This will ultimately promote an optimal, healthy trajectory toward successful reintegration during the critical and vulnerable transition period following traumatic injury and loss.

Preliminary Feasibility: Informal research and discussions with small focus groups have been undertaken to assess the need for Bastion and the feasibility of its core concept. The response to the project has been consistently favorable among those whom Bastion will serve as well as related experts. Furthermore, the State of Louisiana’s continuing stake in Federal City and the future Veterans Administration’s regional hospital represent long-term, public commitments in New Orleans that will generate meaningful synergies, efficiencies, and benefits. A preliminary review of the size and demographics of the targeted military family submarket, along with compelling, anecdotal case-by-case data, has generated confidence that there will be sufficient market demand. The market will be examined rigorously during predevelopment.
Bastion will provide Wounded Warriors and surviving families a safe and nurturing environment to cultivate active engagement with supportive neighbors. The community will consist of approximately 164 residents in a traditional housing development to be executed in two phases over three years, thus doubling its initial size over time. Residents will be drawn from four primary groups listed to the right. Selection criteria for entry will be evaluated on two levels: 1) degree of trauma or loss (or need, stress, etc.) and 2) degree to which the candidate/family wishes to participate as an active member of the community. The initial population will be carefully balanced with an appropriate mix of lower and higher needs participants to ensure success. The preliminary housing mixture for Phase I is reflected in the chart and will be further assessed during predevelopment.

Bastion’s financial model will rely on a range of diverse funding sources including housing income. New construction that incorporates universal design and minimum disability standards (or greater) are envisioned with equal consideration given to aesthetics. Housing will be attractive and relatively maintenance free for all groups and intentionally designed to help ensure the necessary balance of social engagement, interdependence, and privacy.

The Bastion community model leverages seniors and volunteers to support operations and enhance sustainability while facilitating emotional healing. The three pillars, Health, Education, and Career Development will strengthen resilience and are supported by the greater community. During predevelopment, social enterprise will be explored as a possible revenue generator that contributes toward career development and empowerment in addition to sustainability.

### Phase I

<table>
<thead>
<tr>
<th>Group</th>
<th>Description</th>
<th>Singles</th>
<th>Families/Couples</th>
<th>No. Units</th>
<th>No. Residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wounded Warriors</td>
<td>Transitioning service members who are Purple Heart recipients or diagnosed with a psychological condition that is combat related.</td>
<td>4</td>
<td>4</td>
<td>8</td>
<td>20</td>
</tr>
<tr>
<td>Survivors</td>
<td>Mostly single-parent families that have lost a spouse/parent in combat.</td>
<td>2</td>
<td>4</td>
<td>6</td>
<td>18</td>
</tr>
<tr>
<td>Seniors</td>
<td>Retired military veterans or civilians ages 55 and up who provide a minimum of six hours of service each week.</td>
<td>12</td>
<td>10</td>
<td>22</td>
<td>32</td>
</tr>
<tr>
<td>Active-Duty Families</td>
<td>Active, Reserve, or National Guard families on full-time, active duty orders in which the civilian spouse may be employed to lend a hand.</td>
<td>-</td>
<td>3</td>
<td>3</td>
<td>12</td>
</tr>
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<tr>
<td></td>
<td></td>
<td>39</td>
<td>82</td>
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<td></td>
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</tbody>
</table>
Bastion will leverage community resources to achieve defined objectives in health, education, career achievement and social well-being. This will require innovative partnerships with public institutions, non-profit organizations, and private-sector companies in the surrounding area to create a viable and sustainable operation into the future. A strong coalition of care could resemble an alliance with a local health and medical center, community college, workforce training provider, sports rehabilitation specialist, and a chaplain or spiritual advisor. Social enterprise involving community-supported agriculture and light-industrial manufacturing will be assessed for synergies with site assets as well as their economic and therapeutic value for Bastion’s residents. Most important, however, will be the commitment made by the community’s seniors to support military families with reciprocal service and love.

Personal fulfillment will be supported through a coordinated delivery of services and case management. Every Bastion resident will receive a baseline needs assessment that will inform a “person-centered life plan” to support growth and recovery. Bastion will demonstrate success at the individual and community levels using qualitative and quantitative methods of evaluation while monitoring these metrics as part of its mission assurance strategy.

Bastion will engage the community-at-large to ensure successful reintegration, share benefits, and revitalize the surrounding area. As a good neighbor, Bastion will engage the greater community throughout the launch process and maximize the potential for positive impact. Surrounding residents will be engaged as supporters and friends of their neighbors in Bastion, ensuring additional normalcy and naturally occurring, supportive relationships. Furthermore, opportunities that generate meaningful relationships beyond Bastion’s boundaries will be formed in creative ways to blend cultures and promote service. For instance, Americorps volunteers could be accessed to augment Bastion’s operations while providing Bastion’s participants the means to share their passion and talents with the greater community. This approach will have a catalytic influence on Federal City’s development and generate a spill-over effect that will benefit the surrounding area. Bastion will be a key component of local efforts to achieve benchmarks for recovery and progress in the Algiers community and greater New Orleans.

Federal City offers walkable amenities and close proximity to excellent health care facilities, child care, retail, and employment and education opportunities. The quality and accessibility of primary education will be a major decision factor for interested families, if not the most critical. Therefore, strong partnerships between the community and school must be achieved. The presence of the New Orleans Military Maritime Academy and a relocated Harriett Tubman Charter school would provide Bastion with an on-site K-12 educational continuum.

World-renowned urban planning firm Duany Plater-Zyberk designed “Federal City” from a decommissioned Navy Base on the Westbank of the Mississippi River.
Launch Strategy

Bastion is now entering a planning and predevelopment phase that will effectively launch this viable concept over a six month period. Throughout the process, the core principles of the GHC model will be applied in a rigorous, integrative approach customized to the needs and unique strengths of Bastion’s target population. Commonly referred to as place-based development, this approach:

• is rooted in a community’s interest in the triple bottom line of economic, social, and environmental returns on investment
• leverages existing human capital and neighborhood assets to generate maximum benefit
• focuses on unique features of a specific landscape or culture
• provides balanced, long-term solutions grounded in sustainability and creative entrepreneurship

The launch process will employ teams comprised of nationally-respected experts, key stakeholders, and prospective residents. It will draw heavily on expertise and best practices in Wounded Warrior and military family support programs, veteran-focused small business initiatives, and other relevant efforts. Collaboration will be expedited through a series of planning charrettes and supported by a web-based technology platform that will drive efficient communication and accountability.

Activities will focus on four strategic areas:

Program: Operationalize the community model
Finance: Create a viable financial model
Partnerships: Form alliances with stakeholders
Organization: Establish a high-performing organization

By the end of the launch process, Bastion will have advanced through full concept development and project financing to the point of final design and construction. The chart on the following page outlines launch funding requirements and deliverables, including:

• population assessment and market study focused on the unique needs of Wounded Warriors, survivors, and seniors
• comprehensive, portable, and highly innovative program to empower Wounded Warriors and surviving families
• sustainable financial model
• creative alliance of leading local and national partners
• non-profit veteran and military family service provider with capacity to transform delivery methods of care
Funding Request and Outcomes

Funding required to launch Bastion is $400,000 which will be secured through a combination of public and private sources. A description of outcomes to be funded is provided in the chart above.

**Return on Investment**

Bastion is already extending the extensive research and knowledge generated by the substantial support of the W.K. Kellogg Foundation for Generations of Hope and the 17-year history of Hope Meadows Community. It will multiply the value of this initial investment through a new, ground-breaking adaptation of the GHC model with enormous replication potential. New and innovative thinking stimulated by Bastion’s launch will inform and advance dozens of similar initiatives across the United States. Our new model will offer an effective community intervention for reducing the staggering societal costs of chronic disability, unemployment, homelessness, family instability, and aging associated with Wounded Warriors and surviving families immobilized by trauma and grief.

Closer to home, the catalytic impact of Bastion’s launch will be significant. It will expedite Federal City’s success and increase the return on the project’s $230 million in federal, state, and local investment. While Bastion’s size is modest relative to the 1,400 homes envisioned in Federal City’s 15-year master plan, its influence on the emerging Federal City brand will be much greater than its actual footprint. Bastion’s presence will generate visibility and public identification of Federal City as a hub for innovation and renewal of both people and place.

### Bastion Launch Funding

<table>
<thead>
<tr>
<th>Predevelopment Activity/ Outcome</th>
<th>Budget</th>
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<tbody>
<tr>
<td><strong>Program</strong></td>
<td></td>
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<tr>
<td>- Assess population needs, identify targeted outcomes and craft evaluation strategy</td>
<td>$150,000</td>
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<tr>
<td>- Develop admission criteria and selection process</td>
<td></td>
</tr>
<tr>
<td>- Operationalize program by adapting GHC model and “person-centered” care</td>
<td></td>
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<tr>
<td>- Develop physical site program and comprehensive housing and community design</td>
<td></td>
</tr>
<tr>
<td><strong>Finance</strong></td>
<td></td>
</tr>
<tr>
<td>- Execute market study and devise marketing and communications strategy</td>
<td></td>
</tr>
<tr>
<td>- Develop financing model and sustainability strategy</td>
<td></td>
</tr>
<tr>
<td>- Develop and execute site acquisition strategy</td>
<td></td>
</tr>
<tr>
<td>- Identify and solicit capital funding prospects and secure necessary financing</td>
<td></td>
</tr>
<tr>
<td><strong>Partnerships</strong></td>
<td></td>
</tr>
<tr>
<td>- Design and launch IT-based partner collaboration platform</td>
<td>$80,000</td>
</tr>
<tr>
<td>- Develop and execute engagement strategy for local and national stakeholders</td>
<td></td>
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<tr>
<td>- Design comprehensive volunteer service program</td>
<td></td>
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<tr>
<td><strong>Organization</strong></td>
<td></td>
</tr>
<tr>
<td>- Secure 501(c)(3) status</td>
<td>$20,000</td>
</tr>
<tr>
<td>- Establish staffing, governance, and decision-making framework</td>
<td></td>
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<tr>
<td>- Structure and formalize relationships with key partners</td>
<td></td>
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<tr>
<td><strong>Management</strong></td>
<td></td>
</tr>
<tr>
<td>- Provide ongoing project accountability and management</td>
<td>$50,000</td>
</tr>
</tbody>
</table>

Funding required to launch Bastion is $400,000 which will be secured through a combination of public and private sources. A description of outcomes to be funded is provided in the chart above.
Project Team

The source of inspiration and leadership for a successful launch emanates from the primary partnership between Dylan Tête of Bastion and Generations of Hope Development Corporation represented by Mark Dunham.

Dylan Tête is the founder of Bastion and Executive Secretary for Knights of Heroes. Dylan earned a Bachelors of Science in Economics and Systems Engineering from West Point, as well as an MPH from the LSU School of Public Health. During a combat tour in Iraq as second-in-command of an Infantry company, he established multiple recovery projects in collaboration with the Department of State. Dylan moved to New Orleans in 2005 where he managed the construction of several FEMA housing facilities after Hurricane Katrina. Before he took a position as the Planning Chief for the New Orleans Urban Area Security Initiative in 2009, he was hired by Military.com to assist transitioning military personnel and wounded warriors begin new careers in the civilian workforce.

Mark Dunham serves as External Affairs Counsel for Generations of Hope Development Corporation (GHDC), the non-profit organization established to support nationwide adaptation and replication of the GHC model. Based in Washington, DC, he works to advance GHDC’s public policy and development objectives through education and advocacy with policy-makers and federal officials, public affairs and communications strategies, and public-private partnerships involving local, state and national organizations. A graduate of Louisiana State University, Mark’s career includes service as a legislative staffer in the United States Senate, senior vice president of a Washington public affairs consulting firm, and executive positions in the health, social service and education non-profit sectors.

Collaborative Partnerships

A rapidly expanding alliance is emerging to help drive Bastion’s progress by lending key resources, providing encouragement, and sharing expert advice. Local supporters include Chef John Besh, Dirks Companies, HRI Properties, Trumpet, Tulane University, LSU Health Sciences Center, and VFW No. 8973. National organizations such as Air Compassion, Knights of Heroes, Bob Woodruff Foundation, and the Wounded Warrior Unit at Brooke Army Medical Center are actively engaged.
Call to Action

Bastion’s true impact will be measured in the lives it will transform. Empowered by a new level of social support and reciprocal care, Bastion’s Wounded Warriors and surviving families, especially children, will thrive in a community intentionally designed to strengthen resilience and reduce trauma. Enduring relationships and programs that achieve personal goals in health, education, and career development will facilitate successful re-entry and reintegration. Bastion’s indispensable seniors will be rewarded as well. They will provide friendship and support to neighbors who need them in a setting where they can stay active, healthy, and loved in return.

Every American owes their livelihood and liberty to the one-percent of the population that pledged a special oath to support and defend the Constitution of the United States. For some, that commitment exacted a heavy price. Now it is our turn as one people to renew our commitment to them. Join us in defending the Bastion and together we will create a sustainable future for those impacted by trauma and loss during a decade of war.
Appendix
The Generations of Hope Community (GHC) Model

The Crisis: Our social service systems are increasingly overwhelmed by the challenges facing our most vulnerable populations: at-risk children, over-extended families, and aging adults. As an example, if 40% of the children adopted at the pioneering Generations of Hope Community (GHC), Hope Meadows, had instead aged out of the foster care system, these children would face hardships that carry enormous costs to society. Some 37% of the children would likely not have graduated from high school, 50% would be unemployed, 25% would not be receiving needed mental health services and 17% would have been incarcerated within 18 months.

Our Solution: Our nation’s social services are missing a key ingredient of success—the enduring relationships afforded by stable families and neighborhoods. GHCs are based on a proven model of intergenerational living where older adults provide indispensible support to vulnerable parents, children, and youth who, in turn, become instrumental in promoting the well-being of the elders as they age. GHCs integrate a set of program strategies and principles, which position the community as the first line of support and its members as reciprocants rather than recipients of service.

A Model Program: Generations of Hope Communities are modeled on Hope Meadows, a unique small-town neighborhood established in 1994 on a decommissioned Air Force Base in Rantoul, Illinois. At Hope Meadows, neglected and abused children who have been removed from their biological parents for their safety, find caring adoptive parents and a permanent home, as well as grandparents, playmates and an entire neighborhood designed to help them grow up in a nurturing environment. Hope seniors, who serve as honorary grandparents, agree to volunteer at least six hours per week of service and social support to their neighbors; in turn, they receive affordable rent on spacious three-bedroom apartments. The seniors are integral to the children’s healing and development, and the children provide them with meaning and purpose in their daily lives.

A Cost-Effective Strategy: 90% of the children who have come to Hope Meadows have achieved permanency through adoption or family reunification. 100% of Hope children now in high school are on track to graduate, and all who have remained at Hope Meadows through age 18 have received a high school degree. Societal costs averted by keeping a child in high school through graduation are estimated at $300,000 - $500,000 per child. 69% of Hope Seniors reported that their health had been affected in a positive way since moving to Hope Meadows. Over a 10-year period, Hope Seniors contributed an average of 274 volunteer hours per week, producing community services valued at more than $312,000 annually.

Our Mission: Established with support from the W.K. Kellogg Foundation, the Generations of Hope Development Corporation (GHDC) is working to enhance and extend the lives of other vulnerable populations such as Wounded Warriors and bereaved military families by tapping the transformative power of intergenerational community living. GHDC does not fund or build new communities but instead empowers committed community members and organizations to develop GHCs by encouraging the adoption of our model of intergenerational living through exchange of ideas and collaborative adaptation and replication of this innovative approach. GHDC is currently working with individuals and organizations across the nation developing community-based initiatives based on or inspired by the GHC model, advising as needed on various phases of project development. For more information, visit www.generationsofhope.org.