

# **COMMUNITY ACTION PLAN**



**Joint Base McGuire-Dix-Lakehurst**

**2016**

# COMMUNITY ACTION PLAN

## Purpose

Our Community Action Plan is a living roadmap for focused, shared efforts that value Service-specific cultures while improving resilience, readiness, well-being, communication, and quality of life among Total Force and family members at Joint Base McGuire-Dix-Lakehurst.

In accordance with AFI 90-501, the CAP is prepared approximately every two years by the installation's team of helping agencies and their partners, collectively known as the Integrated Delivery System (IDS), for approval by the Community Action Information Board (CAIB). The CAP presented here was developed during a two-day facilitated JB MDL IDS Conference in June 2016, using results from an IDS-sponsored JB MDL Quality of Life member needs survey across all Services; a set of cross-Service community member focus groups; analysis of issues and action arising from Town Hall input and the JB MDL 2015 Military Family Action Plan (MFAP), direct observation and analysis of conditions and trends by IDS member agency professionals, and social media research. The resulting Plan contains a set of specific outcomes to be achieved, and related action initiatives to guide the CAIB and IDS in supporting JB MDL Total Force and family well-being, self-sufficiency, and ability to meet their base mission responsibilities and personal needs.

This Plan aligns with and supports the dedication of JB MDL's host unit (the 87<sup>th</sup> Air Base Wing) to providing world class quality of life to our Service members and families commensurate with their outstanding service to the nation.

## Joint Base McGuire-Dix-Lakehurst Mission

JB MDL is America's only Tri-Service Joint Base supporting Active Duty, Reserve, and Guard Service members from the U.S. Army, U.S. Marine Corps, U.S. Navy, U.S. Air Force, and U.S. Coast Guard. The military members, civilians, and contractors associated with this premier Joint Base ensure Total Force integration by providing global mobility, training, and innovation and supporting worldwide contingency operations. Home to more than 80 mission partners and 40 mission Commanders, the base provides America with a wide range of expeditionary combat capabilities. The 87th Air Base Wing acts as the Installation host unit, delivering mission ready warfighters in support of combatant commander's objectives and enabling the Joint Base mission commanders to accomplish their missions.

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## SUMMARY OF OUTCOMES FOR THIS CAP:

### INTEGRATING POINT OF FOCUS:

*JB MDL Total Force members share an inclusive culture of individual responsibility, mutual support, and collaborative services to build health, readiness, and resilience.*

#### Outcome 1:

*Encourage unit leadership across Branches or Services to incorporate the JB MDL Newcomer Orientation on in-process check lists to forge stronger partnerships between support agencies, JB leadership, and JB MDL Total Force, and greater knowledge and use of support services when needed.*

**Expected Impact:** More JB MDL Total Force members and their families informed about JB support resources, and therefore better supported in accomplishing the mission.

#### Outcome 2:

*Positive change in culture / attitudes toward help-seeking behaviors, personal responsibility, and commitment to Total Force wellness at JB MDL (by June 2018).*

**Expected Impact:** JB MDL Total Force members with alcohol challenges gain awareness of how alcohol impacts their health and ability to perform the mission, and where to go to get assistance. More self-referrals for assistance, and a stronger JB culture of personal responsibility and help-seeking behavior.

#### Outcome 3:

*Collaborative support is targeted to JB MDL groups with specific community responsibilities or needs, producing measureable improvement in morale, health, and social connections.*

**Expected Impact:** Targeted support provided to JB MDL workforce with special responsibilities or needs (1<sup>st</sup> Line / Mid Level Supervisors, Single Military Service Members, DoD Civilians and at risk/vulnerable career fields). As a result, these groups are able to perform their duties more effectively.

#### Outcome 4:

*Individualized and targeted support for families with unique challenges results in increased use and customer satisfaction.*

**Expected Impact:** Increased satisfaction among JB MDL members and families with children or adults having special needs that they are able to get the assistance needed, so that they can maintain their focus on the JB MDL mission. Increased skills and confidence among JB MDL service providers in working with Exceptional Family Members.

## **INTEGRATING POINT OF FOCUS FOR THIS CAP:**

The following Integrating Focus for the JB MDL community serves to efficiently align effort and resources in the 2016 CAP:

*JB MDL Total Force members share an inclusive culture of individual responsibility, mutual support, and collaborative services to build health, readiness, and resilience.*

### **Target Group:**

*Joint Base McGuire-Dix-Lakehurst Total Force members and their families.*

### **Rationale**

The rationale for this Integrating Focus is based on review of previous CAP initiatives and current JB MDL community needs, as identified through assessment of leadership priorities, recent feedback from JB MDL Total Force members and families, and IDS member agency information. This review, conducted on the first day of the 2016 CAP Conference, was followed by an Investment Portfolio analysis to discuss community action priorities, measureable results desired, and resources needed for IDS-sponsored initiatives to achieve those results. The focus on priority, measurable community action results enabled identification of the four CAP community outcomes described in this document.

CAP Conference participants affirmed the vision of an inclusive Joint Base support system that honors all Service cultures, fosters individual responsibility, and provides the support that is needed and desired by members through alignment of communication and delivery channels, a common language, and programs that are accessible to all.

The Integrating Focus also recognizes that JB MDL community members may be vulnerable to stress and related risk behaviors at particular times or because of particular characteristics. Vulnerable groups include newcomers to JB MDL, who may be unfamiliar with its multiple missions, multi-Service culture, requirements, and available resources to support their effectiveness at the Joint Base. Vulnerable groups also include 1<sup>st</sup> line Mid Level Military Supervisors, Single Military Service Members, families or Service personnel with special needs, civilian staff, and those struggling with alcohol abuse.

### ***Review of Relevant Data***

On the first morning of the CAP Conference, the JB MDL IDS Team and its advisors reviewed available data on community needs and priorities. These data included information on leadership priorities (drawn from CAIB records); community member input collected through a local JB MDL cross-Service Quality of Life survey and results of cross-Service community member focus groups; analysis of issues arising from Town Hall input and the JB MDL 2015 Military Family Action Plan (MFAP); and direct observation and analysis of conditions and trends by IDS member agency professionals. The impact of initiatives included in the 2014 CAP was also reviewed, to identify needs for sustainment, opportunities

for further development of successful approaches, projects that could be ended, and projects worth starting to meet emerging community needs.

Some patterns seen in these data and observations:

- (1) Even with progress in awareness raising via the new Purple Newcomers Orientation, too many JB MDL newcomers lack critical information on resources available to support them in accomplishing their mission. This situation is due to the diverse nature of the base, with 80 tenants, multiple Branches of Service represented, a significant number of personnel affiliated with the JB on a temporary or short term basis, and limited or insufficient DoD guidance and resources for Joint Base orientation and services. The Quality of Life survey showed, for example, that 47% of respondents indicated lack of awareness as a major barrier to use of supportive helping agency services at JB MDL. This was the case even though these respondents tended to be involved with their units and community.
- (2) Alcohol misuse / abuse is a problem at JB MDL, contributing to Alcohol Related Incidents (ARIs), domestic abuse, child neglect, and sexual assaults (the latter is 30 percent above the Air Force average at JB MDL). Reduction of this problem is limited by attitudes about drinking, and, too often, lack of strong encouragement for individuals to seek help.
- (3) 1<sup>st</sup> or front line Mid Level Supervisors continue to bear the brunt of ensuring mission accomplishment in an environment of lowered resources and persistent global conflict. Stress on these individuals can be significant over time, and represents a vulnerability that could be addressed in part through helping agency support.
- (4) Response to CAP support for Single Military Service Members at JB MDL has been positive, and their needs continue to be a focus for helping agency support.
- (5) Civilian staff need professional development and mentoring opportunities to enable their best service to JB MDL.
- (6) Families with special needs members or unique challenges are too frequently denied service because staff are not trained on how to accommodate children or youth with special needs.
- (7) Access to helping resources/facilities can be limited by conflict between service hours vs member work schedule (45% of respondents cited this as a barrier in the Quality of Life survey), or by simply being too tired to take advantage of services/ resources (35% of respondents cited this as a barrier in the Quality of Life survey).
- (8) JB MDL members report appreciation for the assistance they have received, for JB facilities, or for the availability of these in case of need.
- (9) A common thread throughout 2016 CAP Conference data and priority discussions was the need for and value of inclusivity in planning for and delivering supportive services across the spectrum of JB MDL Total Force members and their families.

## **DESIRED OUTCOME 1:**

*By June 2018, unit leadership across Branches or Services should incorporate the JB MDL Newcomer Orientation on in-process check lists to forge stronger partnerships between support agencies, JB leadership, and JB MDL Total Force, and greater knowledge and use of support services when needed.*

### **Target Group:**

*Total Force members and their families, and JB leadership, across all branches of Service.*

### **Rationale:**

- Attending JB MDL Newcomers Orientation provides support service knowledge, reinforces self-help attitude, and reduces “not knowing”, all demonstrated as critical keys to achieving and maintaining resilience and mission readiness.
- Even though the JB MDL IDS has created a ground breaking Joint Base “Purple” Newcomers Orientation during the last CAP period, a significant proportion of newcomer Military Service Members (MSMs), their family members, and DoD civilians are not attending.
- Many JB MDL units do not yet include Newcomers Orientation on their in-processing checklist, limiting exposure of newcomers to this valuable orientation to key resources.
- In the Spring 2016 JB MDL Quality of Life survey (Total Force), approximately 48 percent of JB MDL members who tended to be involved in their Units and communities reported being unaware of one or more JB MDL programs and services.
- Outreach to target group members during their first 90 days of assignment to JB MDL can prevent social isolation or lack of connection to resources that can occur due to the geographically-dispersed nature of the base, and create a welcoming introduction to the JB MDL network of support services.
- Including the Newcomers Orientation on all JB MDL in-process checklists is a specific and achievable result that builds access to a proven program with high-leverage impact on community well-being and mission readiness.

### **Expected Impact:**

- More JB MDL Total Force members and their families informed about JB resources, and therefore better supported in accomplishing the mission.
- The proportion of total newcomers to JB MDL receiving the JB MDL Newcomer Orientation will increase by at least 25 percent by June 2018.
- Significant increase in the number of units at JB MDL that include JB MDL Newcomer Orientation on their in-process check lists by June 2018.

- Additional formats (including electronic media) available for the JB MDL Newcomer Orientation appropriate to different units and circumstances.

### **Measures to be Used for Monitoring Progress, and Evaluating Achievement of Outcome 1:**

1. *Number of newcomers* receiving JB MDL Newcomers Orientation increases by at least 25% by June 2018.
2. If better JB MDL demographic information becomes available, *total proportion of newcomers* receiving JB MDL Newcomers Orientation increases by at least 25% by June 2018.
3. Increased leadership support for Newcomer Orientation.
4. Increased self-referrals to helping agency resources.

### **Possible Challenges Currently Foreseen in Accomplishing Outcome 1**

- Establishing real partnership with units on Newcomer Orientation.
- Time for Newcomer Orientation may be seen as time away from mission, as opposed to helping support mission accomplishment.

### **Potential Success Factors in Supporting Accomplishment of Outcome 1**

- Leadership support.
- Clear, achievable target (25 percent more members incorporated into Newcomer Orientation via check lists) enables success and develops forward momentum.
- Increase in self-referral from work performed in Outcome 2.

### **Plan of Action Enabling Achievement of Outcome 1:**

**Initiative 1.1:** *Newcomer Orientation Included on More JB MDL Unit In-Processing Checklists.*

#### ***Intended result or purpose:***

- Significantly more JB MDL newcomers to JB MDL get an upfront introduction to key resources and sources of assistance.
- Greater awareness of these resources and the JB culture among unit leadership across Branches of Service at JB MDL and Unit support for newcomer orientation.
- Unit leaders understand and model the JB MDL culture.

**Target group:** JB MDL Total Force newcomers, and unit Leadership.

#### ***Measures of progress/completion, with key milestones and deliverables:***

Milestones and deliverables include:

- Working groups created following CAIB approval of the 2016 CAP to enable

creation of the deliverables and achievement of the milestones described here (1<sup>st</sup> quarter FY 17).

- Accurate list of all units at JB MDL has been created by 3 months after CAIB approval of the 2016 CAP (1<sup>st</sup> quarter FY 17).
- List of other installations that host compulsory newcomer orientations has been created by 3 months after CAIB approval of the 2016 CAP (1<sup>st</sup> quarter FY 17).
- A talking paper for work with incoming unit leaders on including Newcomer Orientation on in-process checklists has been created within 3 to 4 months following CAIB approval of the 2016 CAP (1<sup>st</sup> quarter or early 2<sup>nd</sup> quarter FY 17).
- Unit personnel who process newcomers have been identified beginning by no later than 3 to 4 months following CAIB approval of the 2016 CAP (1<sup>st</sup> quarter or 2<sup>nd</sup> quarter FY 17).
- Current resources have been identified to market the Newcomers Orientation to unit leaders and personnel who process newcomers, and marketing begins no later than 5 months following CAIB approval of the 2016 CAP (2<sup>nd</sup> quarter FY 17).
- JB MDL Leadership Summit on JB culture has been conducted, and leaders report better understanding of JB MDL joint basing culture and willingness to model that culture within 10 months following CAIB approval of the 2016 CAP (3<sup>rd</sup> quarter FY 17).
- Newcomer Orientation included in unit in-process checklists by June of 2018 (3<sup>rd</sup> quarter FY 18).

Success measures include:

- Meaningful increase in units that include Newcomer Orientation on in-process checklists (from list of units).
- Significantly increased total number (target of 25%) of Total Force members participating in JB MDL Newcomer Orientation by June 2018. (Increase calculated from data from sign-in sheets).

***Owner and IDS partners to accomplish this initiative:*** JB MDL IDS, JB MDL Military Family Support Center, and other helping organizations, in partnership with the units (the units providing sponsorship of and introduction to the Orientation).

**Initiative 1.2:** *Revamp/Evolve Newcomers Orientation Briefing.*

***Intended result or purpose:***

- Build on foundation of the Purple Newcomers Orientation briefing developed in the last two years by customizing parts of this Orientation where appropriate for specific groups, thereby further improving its value to JB MDL Total Force members and Units.

***Target group:*** Joint Services program owners.



***Measures of progress/completion, with key milestones and deliverables:***

Milestones and deliverables include:

- Location of briefings revised/evolved to better connect with, and further improve access to the Newcomer Orientation briefings (3<sup>rd</sup> to 4<sup>th</sup> quarter FY 17).
- Slide deck options revised/evolved to give greatest focus to the information needs and identity of the specific group(s) being briefed (for example, family members or Service members affiliated with specific Branches of Service, while maintaining the Purple culture and identity of JB MDL (3<sup>rd</sup> to 4<sup>th</sup> quarter FY 17).
- Electronic Welcome Aboard package developed, describing helping agency and other resources at the JB. Supported by CAF funds (by 1<sup>st</sup> quarter FY 18).
- Paper Welcome Aboard package developed, describing helping agency and other resources at the JB. Supported by CAF funds (by 1<sup>st</sup> quarter FY 18).
- Video or other Orientation accommodation developed to introduce key JB MDL resources and information to Reserve and Guard members from all Branches (by 1<sup>st</sup> quarter FY 18).
- Success measure assessment and sustainment activities (beginning no later than 3<sup>rd</sup> quarter FY 18).

Success measures include:

- Feedback from Newcomer Orientation evaluation form on level of satisfaction, and feedback from specific evaluation form(s) and other means (for example, from electronic surveys, and from First Shirts and other Unit leaders) on strengths of Newcomer Orientation and areas of the Orientation which could be improved.
- Increase in number of self-referrals to helping agency assistance resources, tracked by Branch and unit (based on data from utilization sheets).
- Re-evaluation of effectiveness at two years from CAP adoption, with identification of lessons learned and Best Practices.

***Owner and partners:*** JB MDL IDS, JB MDL Military Family Support Center, and other helping organizations, in partnership with the units (the units providing sponsorship of and introduction to the Orientation).

**Initiative 1.3:** *Civilian Newcomers Orientation.*

***Intended result or purpose:***

- Enable Civilian JB MDL Newcomers to attend a Newcomer Orientation. Most currently do not have access to such a briefing and are at a disadvantage in utilizing supportive resources in accomplishing their mission duties unless they seek or discover these resources on their own.

***Target group:*** New civilian staff coming on board at JB MDL.

***Measures of progress/completion, with key milestones and deliverables:***

Milestones and deliverables include:

- Volunteer civilian buddy program initiated, modeled on current military member sponsor program (within first 6 to 10 months following JB MDL CAP approval – 3<sup>rd</sup> to 4<sup>th</sup> quarter FY 17).
- Joint Base benefit sheet prepared for JB MDL civilians (standard AF / DAP, supplemented as appropriate to JB MDL) (within first 6 to 10 months following JB MDL CAP approval – 3<sup>rd</sup> to 4<sup>th</sup> quarter FY 17).
- Civilians included automatically in Newcomer Orientation – with authorization/support of their unit leader(s) (by 1<sup>st</sup> quarter FY 18).
- Success measure assessment and sustainment activities (by end of 2<sup>nd</sup> quarter FY 18).

Success measures include:

- Number of civilians attending Newcomer Orientation and/or receiving orientation materials (Increase / change calculated from data from sign-in sheets).
- Feedback from Newcomer Orientation evaluation form on level of satisfaction, and feedback from specific evaluation form(s) on strengths of Newcomer Orientation and areas of the Orientation that could be improved.
- Number of and trend in civilian self-referrals to helping agency assistance resources, tracked by Branch and unit (based on data from utilization sheets).
- Re-evaluation of effectiveness at two years from CAP adoption, with identification of lessons learned and Best Practices.

***Owner and partners:*** JB MDL IDS, JB MDL Military Family Support Center, and other helping organizations, in partnership with the units (the units providing sponsorship of and introduction to the Orientation).

## **DESIRED OUTCOME 2:**

*Positive change in culture / attitudes toward help-seeking behaviors, personal responsibility, and commitment to Total Force wellness at JB MDL (by June 2018).*

### **Target Group:**

- *Total Force members and their families.*

### **Rationale:**

- Alcohol abuse is a significant problem among Total Force members at JB MDL, and is contributing to domestic violence and a level of sexual assaults 30 percent higher than the Air Force average.
- IDS subject matter experts have observed that help-seeking behavior and taking personal responsibility for alcohol and other abuse problems can have a significant, positive impact in addressing these issues. Strengthening support for, and creating a culture of help-seeking behavior and personal responsibility for well-being and performance represents a major high leverage opportunity for JB MDL

### **Expected Impact and Completion Dates:**

- JB MDL Total Force members with alcohol challenges gain awareness of how alcohol impacts their health and ability to perform the mission, and where to go to get assistance.
- Increased self-referrals and contact with JB MDL helping agencies and other community support to prevent or overcome abuse, and build resiliency and wellness.
- Increased leadership requests for JB MDL helping agency resources to support a culture of personal responsibility and help-seeking behaviors.

### **Measures to be Used for Monitoring Progress, and Evaluating Achievement:**

1. Increased self-referrals to JB MDL alcohol and other prevention and treatment programs.
2. Increased overall program participation in alcohol and other prevention and treatment programs by JB MDL Total Force and family members.
3. Increased Leadership requests to Joint Base helping agencies for assistance with wellness education, and creating a culture of personal responsibility and help-seeking behaviors.

### **Possible Challenges Currently Foreseen in Accomplishing Outcome 2**

- False reporting
- Survey saturation

- Limited manpower

## **Potential Success Factors in Supporting Accomplishment of Outcome 2**

- Leadership support
- Flexible working group
- Keeping surveys short

## **Plan of Action Enabling Achievement of Outcome 2:**

**Initiative 2.1:** *Increase alcohol awareness among JB MDL Total Force members and their families.*

### ***Intended result or purpose:***

- Alcohol awareness is integrated into other JB MDL wellness disciplines / educational programs beyond current JB MDL alcohol education and awareness raising activities.
- Awareness of alcohol impact is significantly increased among JB MDL Total Force members and their families. This includes higher awareness of the impact of alcohol on health, performance, and relationships, and correlations of alcohol use with sexual assault, domestic violence, and other alcohol- related incidents.
- Awareness of JB MDL resources for preventing or overcoming alcohol abuse and related impacts is significantly increased among JB MDL Total Force members and their families.
- A deepened partnership with JB MDL leadership in building a culture / set of attitudes that support personal responsibility and help-seeking behavior related to alcohol issues.

**Target group:** JB MDL Total Force and their families.

### ***Measures of progress/completion, with key milestones and deliverables:***

Milestones and deliverables include:

- Alcohol education has been incorporated into existing curriculum across JB MDL helping agencies. Integration takes advantage of high-engagement methods such as theatre skills and story telling, and delivery channels to include Comprehensive Airman Fitness (CAF) classes (within first 3 months following JB MDL CAP approval, during the 1<sup>st</sup> quarter of FY 17).
- Alcohol-related survey has been released and other data collection performed, using methods to boost survey completion such as instant survey buttons, and methods to increase leader engagement and support such as alignment with First Sgts Symposium (4 to 6 months following JB MDL CAP approval, during the 2<sup>nd</sup> quarter of FY 17).
- Alcohol survey results/data have been analyzed (7 to 9 months following JB MDL CAP approval, nominally during the 3<sup>rd</sup> quarter of FY 17).
- JB MDL alcohol education program has been adapted based on survey results and possibly other measures (10 to 15 months following JB MDL CAP approval,

during the 4th quarter of FY 17 or 1<sup>st</sup> quarter of FY 18).

Success measures include:

- Increased overall program participation in alcohol-related wellness education among Total Force members and family.
- Increased Leadership requests for assistance with alcohol abuse prevention education and response.
- Increased awareness among JB MDL Total Force members of alcohol abuse dangers, and how to prevent them from occurring.
- Evaluation of impact (within 2 years from CAP adoption), with identification of lessons learned and Best Practices.

***Owner and partners:*** JB MDL Family Advocacy Program (FAP), Mental Health, Sexual Assault Response Coordinator (SARC), Health Promotions, Equal Opportunity (EO), Alcohol Drug Abuse Prevention and Treatment Program (ADAPT), and Army Substance Abuse Program (ASAP), and other IDS helping agencies and Command Teams.

***Initiative 2.2:*** *Leadership Buy-In to Decrease Alcohol Abuse by Encouraging Personal Responsibility and Help-Seeking Behavior.*

***Intended result or purpose:***

- Awareness of resources for dealing with alcohol challenges has increased among unit leadership and Total Force members, and the stigma associated with seeking help has been minimized by changing attitudes and culture at JB MDL.
- Unit leadership support for a culture and attitudes that encourage help seeking behaviors and personal responsibility to limit alcohol abuse and other counterproductive habits.

***Target group:*** Senior and Front Line Unit Leadership.

***Measures of progress/completion, with key milestones and deliverables:***

Milestones and deliverables include:

- Integrated briefing has been developed that identifies / explains helping agency alcohol-related and other assistance resources, how Total Force members and families are served, and the benefits to the unit (within first 3 months following JB MDL CAP approval, during the 1st quarter of FY 17).
- Senior Leadership (to include Chief groups, the JAC, and CAIB) has been educated / briefed on available resources, and their support in fostering use of these resources agreed (4 to 6 months following JB MDL CAP approval, during the 2nd quarter of FY 17).
- Based on feedback from Senior Leadership, identified target groups (to include front line supervisors and spouse groups) have been educated on available resources, and their support in fostering use of these resources agreed (7 to 9 months following JB MDL CAP approval, during the 3rd quarter of FY 17).

Success measures include:

- Increased number of self-referrals to alcohol-related programs and services.
- Increased overall program participation in alcohol-related programs and services.
- Increased number of Leadership requests for assistance with alcohol abuse prevention education and response.
- Increased number of self-referrals to other JB MDL programs and services encompassing the wider domain of physical, mental, social, and spiritual fitness (for example, financial education, mental health services, obesity reduction, couples counseling and family advocacy, career planning, etc).

***Owner and partners:*** JB MDL Family Advocacy Program (FAP), Mental Health, Sexual Assault Response Coordinator (SARC), Health Promotions, Equal Opportunity (EO), Alcohol Drug Abuse Prevention and Treatment Program (ADAPT), Army Substance Abuse Program (ASAP), and Senior and front line unit Leadership.

***Initiative 2.3:*** *Use Initiative 2.1 as a model for other JB MDL wellness resource services and initiatives, demonstrating a whole person approach to development of well-being and resilience.*

***Intended result or purpose:***

- Leverage lessons learned from A) the collaborative JB MDL cross-agency approach to alcohol abuse awareness, and B) partnership with units in encouraging help seeking behavior for prevention and treatment, to enhance use of other JB MDL health, resilience, and productivity resources.
- Further increase the value of helping agency services to JB MDL Total Force members and families, and to unit leaders in supporting mission accomplishment.

***Target group:*** JB MDL Total Force and their families.

***Measures of progress/completion, with key milestones and deliverables:***

Milestones and deliverables include:

- Similar to the pattern described in Initiative 2.1, with activities focused in the second half of this CAP period.

Likely success measures include:

- Increased overall program participation in wellness education among Total Force members and family.
- Increased Leadership requests for assistance with wellness, resiliency, and readiness education and support.
- Increased awareness among JB MDL Total Force members of pitfalls that may occur on their life path, opportunities for leading a healthy and productive life with strong, supportive relationships, and resources available at JB MDL and elsewhere that can assist healthy choices.

***Owner and partners:*** JB MDL Family Advocacy Program (FAP), Mental Health, Sexual Assault Response Coordinator (SARC), Health Promotions, Equal Opportunity (EO), Alcohol Drug Abuse Prevention and Treatment Program (ADAPT), Army Substance Abuse Program (ASAP), and other IDS helping agencies and Command Teams.

### **DESIRED OUTCOME 3:**

*Collaborative support is targeted to JB MDL groups with specific community responsibilities or needs, producing measureable improvement in morale, health, and social connections.*

#### **Target Group:**

*JB MDL single Military Service Members (MSMs), 1<sup>st</sup> Line / Mid Level Supervisors, and civilian workforce.*

#### **Expected Impact:**

- Targeted support provided to JB MDL workforce with special responsibilities or needs.
- As a result of this targeted support, these groups are able to perform their duties more effectively.

#### **Rationale:**

- Single MSMs are a targeted group for Leadership.
- Support is lacking for 1<sup>st</sup> line / Mid Level Supervisors who are under much pressure to ensure mission accomplishment, often with reduced manning or resources. Previous AF Community Assessments have identified these people as a vulnerable group.
- At risk behaviors are increased in specific career field units and particularly shift workers are often unable to attend preventative classes and support services due to scheduling.
- There is currently no mentorship or professional development support for the JB MDL civilian workforce, which plays an important role in mission accomplishment.

#### **Measures to be Used for Monitoring Progress and Evaluating Achievement of Outcome 3:**

1. *Improved Morale* among participating civilians determined from 30/60/90 day feedback.
2. *Improved Self Care* among participating 1<sup>st</sup> Line / Mid Level Supervisors based on:
  - a. Benefits Scale Survey (KISS), and
  - b. Timed survey / questionnaires with Military feedback
3. *Increased Connectedness* among participating single MSMs determined from:
  - a. Sustained 90 percent participation rates among single MSMs who take part, and
  - b. Rapid Emoji (texting) surveys.
4. *Increased* participation by at risk career fields in preventative classes and support services based on decreased reports of DUI, family maltreatment, substance abuse and other at risk behaviors.
5. These data supplemented with related data obtained from Climate Assessments and DEOCS.



### **Likely Challenges Currently Foreseen in Accomplishing Outcome 3**

- Buy-In
- Time constraints
- Survey fatigue
- Mission fatigue
- Competing events / programs

### **Likely Success Factors Currently Foreseen in Supporting Accomplishment Outcome 3**

- Collaboration
- Leadership support
- CAF funds
- Effective marketing

### **Plan of Action Enabling Achievement of Outcome 3:**

#### **Initiative 3.1-A: *Sustain Civilian Resource Fair.***

##### ***Intended result or purpose:***

- This event is continued, enabling civilian workforce awareness of available support resources inside and outside the Installation, and encouraging the civilian workforce to use these resources.

***Target group:*** JB MDL DoD Civilians.

##### ***Measures of progress/completion, with key milestones and deliverables:***

Milestones and deliverables include:

- Marketing and outreach for this Fair (4 to 6 months following JB MDL CAP approval, during the 2nd quarter of FY 17).
- Conduct Civilian Resource Fair (10 to 12 months following JB MDL CAP approval, during the 4th quarter of FY 17).
- Reassess form and future of Fair based on on-site observations, and evaluation form feedback (10 to 12 months following JB MDL CAP approval, during the 4th quarter of FY 17).

Success measures include:

- Increased overall Fair attendance by the JB MDL civilian workforce.
- Evaluation form, and verbal evaluation of the event, and observations by Fair leadership.
- Possibly 30/60/90 day follow-up with civilian workforce participants on value of the event.
- Improved morale and increased connectedness among civilian workforce personnel attending the Fair.

***Owner and partners:*** JB MDL IDS and Community Support Coordinator (CSC), in partnership with civilian workforce groups.

**Initiative 3.1-B:** *Civilian Workforce Mentorship Program.*

***Intended result or purpose:***

- Maximize JB MDL investment in its workforce by growing civilian leadership ability and capacity to best serve the JB, and by helping JB MDL retain outstanding civilian talent.

***Target group:*** JB MDL DoD Civilians.

***Measures of progress/completion, with key milestones and deliverables:***

Milestones and deliverables include:

- Lead Point of Contact (POC) assigned (likely Dr. Davis) within 3 months following JB MDL CAP approval (nominally during the 1st quarter of FY 17).
- Multi service Working Group established and survey created for senior civilian leaders and IDS civilians (1<sup>st</sup> or 2<sup>nd</sup> quarter FY 17).
- Outreach to leaders to gain buy-in (2nd quarter FY 17).
- Program Rocks have been built (3rd quarter FY 17).
- Outreach to potential civilian participants and mentors (3<sup>rd</sup> or early 4<sup>th</sup> quarter FY17).
- An initial group of mentors for civilians at JB MDL has been recruited (1st quarter FY18).
- Training for mentors has been conducted (2<sup>nd</sup> quarter FY18).
- Active civilian mentorship program has begun (3rd quarter FY18).
- Conduct 30/60/90 day feedback on JB MDL civilian mentoring program beginning at a to-be-determined point following initiation of the mentorship program (as early as the 3<sup>rd</sup> quarter of FY18).
- JB MDL civilian mentorship program has been reassessed and updated to address feedback (as early as the 4<sup>th</sup> quarter FY 18).

Success measures include:

- A civilian mentorship program exists at JB MDL, and a mentor training program has been created and implemented.
- Civilian mentors are actively mentoring an initial group of civilian staff at JB MDL.
- Improved morale and increased connectedness among civilian workforce personnel participating in the mentorship program.

***Owner and partners:*** JB MDL IDS and Community Support Coordinator (CSC), in partnership with civilian workforce groups.

### **Initiative 3.1-C: *Civilian Professional Development at JB MDL.***

#### ***Intended result or purpose:***

- Maximize JB MDL investment in its civilian workforce by creating services and opportunities to grow professional competence, assisting in retention of top talent.
- Leverage the value of the mentoring program described in Initiative 3.1b above.

***Target group:*** JB MDL DoD Civilians.

#### ***Measures of progress/completion, with key milestones and deliverables:***

Milestones and deliverables include:

- Create Working Group for Civilian Professional Development at JB MDL, including MRTs and RTAs, members of the IDS team, and selected civilian leaders (3rd quarter of FY 17).
- Leverage resources to support the Professional Development Working Group's efforts (3rd and possibly 4<sup>th</sup> quarter FY 17).
- A 2-Year Professional Development curriculum has been created (4th quarter FY 17).
- A long-range calendar has been developed for the JB MDL professional development curriculum (by the 1st quarter FY 18).
- Marketing of the JB MDL Professional Development Curriculum to JB MDL civilian professionals is occurring (beginning 1<sup>st</sup> or early 2nd quarter FY 18).
- First JB MDL Civilian Professional Development module conducted (3<sup>rd</sup> quarter FY 18).
- 30/60/90 day feedback obtained from Professional Development Program participants following conduct of first JB MDL Professional Development Program Module 1 (likely 3<sup>rd</sup> and 4th quarter FY 18).
- Second JB MDL Civilian Professional Development module conducted (4<sup>rd</sup> quarter FY 18).
- 30/60/90 day feedback from obtained from Professional Development Program participants following conduct of second JB MDL Professional Development Program Module 2 (likely 4<sup>th</sup> FY 18 and 1<sup>st</sup> quarter FY 19).
- Third JB MDL Civilian Professional Development module conducted (1st quarter FY 19).
- 30/60/90 day feedback from obtained from Professional Development Program participants following conduct of third JB MDL Professional Development Program Module 3 (likely 1st and 2nd quarter FY 19).
- Reassess Program effectiveness and revise based on participant feedback (likely 2<sup>nd</sup> quarter FY 19).

Success measures include:

- A civilian Professional Development Program exists at JB MDL, and a related curriculum has been developed and implemented.
- Civilian employees at JB MDL are participating in this program, and are reporting

significant benefits to themselves, and to their work and those they serve at JB MDL.

- Morale and connectedness scores increase for civilians participating in the JB MDL Professional Development program.

***Owner and partners:*** JB MDL IDS and Community Support Coordinator (CSC), in partnership with civilian workforce groups.

**Initiative 3.2:** *Program to Support 1<sup>st</sup> Line / Mid Level Supervisors at JB MDL (Possible title: “Running on Empty - Survival Skills for First Line Supervisors”).*

***Intended result or purpose:***

- Establish an engaging series of educational events to support 1<sup>st</sup> Line / Mid Level Supervisors at JB MDL with enhanced leadership skills, social connections, and a forum for discussion of their needs.

Much of actual mission accomplishment at JB MDL depends on the supervision and related skills of the 1<sup>st</sup> Line / Mid Level supervisors at JB MDL.

Many of these supervisors have increased workload and stress due to OPSTEMPO and staffing reductions / restrictions. Their continued productivity and capability to do the job depends on an adequate set of skills and support to deal with significant demands over extended periods of time.

***Target group:*** JB MDL 1<sup>st</sup> Line / Mid Level Supervisors.

***Measures of progress/completion, with key milestones and deliverables:***

Milestones and deliverables include:

- Create Working Group for this 1<sup>st</sup> line / Mid Level Supervisor support initiative at JB MDL. The working group is likely to include E5 to E6 Supervisors, IDS members, CAA, Chapel, and professional organizations (1st quarter FY 17).
- Interest surveys have been conducted among members of the 1<sup>st</sup> line supervisor target group to determine what kind of sessions are needed (2nd quarter FY 17).
- Focus groups have been conducted among 1<sup>st</sup> line supervisors to obtain specific information to guide the program’s curriculum (3<sup>rd</sup> quarter FY 17).
- Facilitators for the program have been/or are being recruited through outreach (4th quarter FY 17).
- A long-range calendar for the program has been created and related sessions identified (1st quarter FY 18).
- Targeted marketing of the program to 1<sup>st</sup> line supervisors is occurring (2nd quarter FY 18).
- The first JB MDL “Running on Empty” program has been launched (end of 2<sup>nd</sup> quarter or during 3<sup>rd</sup> quarter FY 18).
- 30/60/90 day feedback from obtained from program participants following conduct of first program (likely 2nd and 3rd quarter FY 18).

- Second JB MDL “Running on Empty” program conducted (3rd quarter FY 18).
- 30/60/90 day feedback obtained from program participants following conduct of second program (likely 3<sup>rd</sup> and 4<sup>th</sup> quarter FY 18).
- Third JB MDL “Running on Empty” program conducted (4th quarter FY 18).
- 30/60/90 day feedback obtained from program participants following conduct of third program (likely 4th quarter FY 18 and 1st quarter FY 19).
- Fourth JB MDL “Running on Empty” program conducted (1st quarter FY 18).
- 30/60/90 day feedback obtained from program participants following conduct of fourth program (likely 1<sup>st</sup> and 2nd quarter FY 19).
- Program Review conducted with curriculum revised to reflect participant feedback (likely 2<sup>nd</sup> quarter FY19).

Success measures include:

- A support program for 1<sup>st</sup> Line / Mid Level Supervisors has been developed and implemented.
- Morale and self-care scores increase for 1<sup>st</sup> Line / Mid Level Supervisors participating in this program.

**Owner and partners:** JB MDL IDS, Specialist for Primary Prevention of Violence (SPPV) and Community Support Coordinator (CSC), in partnership with JB MDL mid level supervisor group(s).

### **Initiative 3.3: *Sustain Single Service Member Orientation.***

#### ***Intended result or purpose:***

- Single MSMs are a priority for Command leadership, and the Single Service Member Orientation has been found to be a very successful element in supporting their success. The result of this initiative is that the Single Service Member Orientation will be continued.

**Target group:** JB MDL Single MSMs.

#### ***Measures of progress/completion, with key milestones and deliverables:***

Milestones and deliverables include:

- Targeted Outreach continued to BOSS and 1<sup>st</sup> Shirts (1st quarter FY 17).
- Marketing of this Orientation to single MSMs continued (1st quarter FY 17).
- Single Service Member (SSM) Orientations conducted (1 per quarter) and satisfaction survey data collected via Emoji surveys (2<sup>nd</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> quarters FY 17).
- SSM reassessed and revised based on feedback from previous three Orientations (1<sup>st</sup> quarter FY 18).
- Single Service Member (SSM) Orientations conducted (1 per quarter) and satisfaction survey data collected via Emoji surveys (2<sup>nd</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> quarters FY 18).
- SSM reassessed and revised based on feedback from previous three Orientations

(approximately 1<sup>st</sup> quarter FY 19).

Success measures include:

- SSM Orientation has been continued.
- 90 percent SSM participation rate in this Orientation has been sustained.
- Connection and has increased among SSMs participating in this Orientation.

***Owner and partners:*** JB MDL IDS and Community Support Coordinator (CSC), in partnership with JB MDL mid level supervisor group(s).

***Initiative 3.4:*** *Targeted “deployment” of programs/services on site, to at risk Career Field units.*

***Intended result or purpose:***

- Establish an engaging series of opportunities (educational events, self-help, and preventative programs) of varying lengths and subjects, to support at risk career field members at JB MDL.

Many have increased workload and stress due to OPSTEMPO and staffing reductions / restrictions. Their continued productivity and capability to do the job depends on an adequate set of skills and support to deal with significant demands over extended periods of time.

***Target group:*** JB MDL At Risk Career Field Units.

***Measures of progress/completion, with key milestones and deliverables:***

Milestones and deliverables include:

- Create Working Group for this support initiative at JB MDL. The working group is likely to include embedded MFLCs, Supervisors, IDS members, CAA, Chapel, and professional organizations (1st quarter FY 17).
- Interest surveys have been conducted among members of the unit target group to determine what kind of sessions are needed (2nd quarter FY 17).
- Focus groups have been conducted among at risk career fields to obtain specific information to guide the substance of the outreach. (2nd quarter FY 17).
- Facilitators for the program have been/or are being recruited through outreach (2nd quarter FY 17).
- A long-range calendar for the program has been created and related sessions identified (3rd quarter FY 17).
- Targeted marketing of the program to at risk units is occurring (3rd quarter FY 17).
- The first JB MDL “deployment team” has been launched (end of 3<sup>rd</sup> quarter FY 17).
- 30/60/90 day feedback from obtained from program participants following conduct of first program

Success measures include:

- An outreach program for deployment of helping agencies on site has been developed and implemented.
- Morale and self-care scores increase for at risk career field service members participating in this program.

***Owner and partners:*** JB MDL IDS, Specialist for Primary Prevention of Violence (SPPV) and Community Support Coordinator (CSC), in partnership with JB MDL mid level supervisor group(s).

## **DESIRED OUTCOME 4:**

*Individualized and targeted support for families with unique challenges results in increased use and customer satisfaction.*

### **Target Group:**

- *At-risk families*
- *Exceptional Family Member (EFM) members and their families*

### **Rationale:**

- Stakeholders have voiced concerns about barriers to service for their family members. These barriers create a significant challenge to military member focus on contributing to JB MDL mission accomplishment.
- Existing JB MDL leadership wants action to support families with unique challenges or special needs.
- EFM program process improvement has laid the foundation for improved support to EFM families, and work that builds on this can make a significant positive difference in the family's experience at JB MDL.

### **Expected Impact and Completion Dates:**

- Increased satisfaction among JB MDL members and families that they are able to get the assistance needed, and maintain focus on the JB MDL mission.
- Increased skills and confidence among JB MDL service providers in working with Exceptional Family Members.

### **Measures to be Used for Monitoring Progress and Evaluating Achievement of Outcome 3:**

1. Increased self-referral of families with special needs/unique challenges to JB MDL resources for families with special needs (based on helping agency records).
2. Families with special needs/unique challenges gain or enhance needed skills (based on pre- and post-training surveys).
3. Increased attendance at events or in programs assisting members and families with unique challenges / special needs (based on intake forms / visits and on surveys).

### **Likely Challenges Currently Foreseen in Accomplishing Outcome 3**

- Staff training availability and funding
- Child care support
- DoD policy differences among Service branches



- Stigma

### **Likely Success Factors Currently Forseen in Supporting Accomplishment Outcome 3**

- Project 360
- Comprehensive Airman Fitness funds
- Collaborative partnerships
- Outreach and Leadership

### **Plan of Action Enabling Achievement of Outcome 4:**

**Initiative 4.1:** *“Under 1 Roof” - Co-location of Services for Exceptional Family Member Families.*

#### ***Intended result or purpose:***

- Creation of a 1-Stop Shop for EFM families to enable:
  - Ease of access and use by this target group, and
  - Increased awareness among EFM families, Leadership, and service providers of resources for JB MDL families with unique challenges and special needs.

***Target group:*** JB MDL EFM families.

#### ***Measures of progress/completion, with key milestones and deliverables:***

Milestones and deliverables include:

- Outreach and marketing to target groups (4th quarter FY 16).
- Co-location of services for EFMs achieved to improve accessibility of these services (4th quarter FY 16, as early as July 2016).
- Focus on multi-disciplinary engagement,
  - establishing/enhancing a team approach to providing services to these target groups (including use of a Family Service Plan) (1st quarter FY 17 and beyond), and
  - raising awareness among target group members, leadership, and helping agency staff about this 1-Stop Shop and its services (1st quarter FY 17 and beyond).

Success measures include:

- Ease of access (from information relating to the question “How did you find us?” provided on intake forms - Use data from before co-location to establish a baseline, and compare to data following co-location).
- Increase in awareness: Increase in number of self-referrals, in total referrals, and in cross-referrals between agencies.

***Owner and partners:*** Exceptional Family Member program, Project 360, and School Liaison Officer in partnership with JB MDL IDS, Family Advocacy, Military Family Support Center, Child and Youth Program Directors, Med Group.

**Initiative 4.2:** *“Get Smart” – Professional Development and Parent Education on EFM Support*

***Intended result or purpose:***

- Enhance the skills of parents in successfully working through unique challenges with their EFMs.
- Increase the confidence of service providers in working with Special Needs Youth population, so that these youth are served (not excluded from receiving services).
- Increase the attendance at/use of JB MDL helping agency services by JB MDL parents of families with unique challenges / EFMs.
- Increase the confidence of JB MDL parents of EFM families in their parenting abilities.

***Target group:*** JB MDL EFM parents, JB MDL helping agency service providers, and Exceptional Family Members.

***Measures of progress/completion, with key milestones and deliverables:***

Milestones and deliverables include:

- Outreach and targeted marketing of relevant training to JB MDL members and families with EFMs or other unique challenges, and to JB MDL Child and Youth Support Services (CYSS) staff. To include updating flyers, use of social media, Leadership briefings, and use of this material in the JB MDL Newcomers Orientation (4th quarter FY 16).
- JB MDL CYSS staff (including child development staff) training and development to enhance skills and confidence in serving JB MDL families with EFMs or other unique challenges (4th quarter FY 16).
- JB MDL parenting and prevention classes for JB MDL families with EFMs or other unique challenges (1st quarter FY 17 and beyond).
- JB MDL EFM forums have been conducted and results evaluated for use in improving programs and services for JB MDL families with EFMs or other unique challenges (2<sup>nd</sup> quarter FY 17).

Success measures include:

- Parent skill and confidence in working with EFMs is enhanced (based on pre- and post- test or evaluation scores).
- Parent satisfaction with support received increases (based on pre- and post-class/program evaluation scores).
- Increased confidence of JB MDL helping agency service providers in serving families with EFMs / unique challenges (based on pre- and post-class/program evaluation scores).
- Increase attendance at/use of JB MDL helping agency services by JB MDL members and families with unique challenges (from attendance logs).

***Owner and partners:*** Exceptional Family Member program, Project 360, and School Liaison Officer in partnership with JB MDL IDS, Family Advocacy, Military Family Support Center, Child and Youth Program Directors, Med Group.

**Initiative 4.3:** *“Everyone Belongs” Initiative to Foster Inclusion of Families With Unique Challenges In / Among JB MDL Services.*

***Intended result or purpose:***

- Participation of Youth Services staff in trainings on service to families with EFMs or other unique challenges.
- Provision of trainings on supporting children with special medical needs and disabilities in inclusion settings (rights and responsibilities).
- Greater support for caregivers of special needs family members.
- Greater support for adults with special needs.

***Target group:*** JB MDL Children and Youth service providers, Leadership, and EFM families.

***Measures of progress/completion, with key milestones and deliverables:***

Milestones and deliverables include:

- CYSS staff sensitivity training for working with families that have EFMs or unique challenges (2nd quarter FY 17).
- JB MDL Inclusion Conference related to EFM youth in transition (3rd quarter FY 16).
- JB MDL Parent Education Conferences on increasing the capacity of EFM youth in transition (teens to young adult services transition) (3rd quarter FY 17 and annually).
- Creating educational opportunities and support groups for JB MDL adults with special needs (4th quarter FY 17).

Success measures include:

- Increased attendance of Children and Youth Support Services staff in EFM trainings (based on sign-in sheets).
- Increased sensitivity of Children and Youth Support Services staff to members of families with EFMs or other unique challenges (based on pre-/post-evaluation feedback).
- Increased parent competence/awareness in parenting EFMs (based on pre-/post-evaluation feedback).
- Increased attendance in support groups (sign in sheets show presence of parents/caregivers of families with unique challenges).
- Increased attendance in trainings regarding special needs adults (sign in sheets show presence of family members/caregivers of families with unique challenges).

***Owner and partners:*** Exceptional Family Member program, Project 360, and School Liaison Officer in partnership with JB MDL IDS, Family Advocacy, Military Family Support Center, Child and Youth Program Directors, Med Group.

## Joint Base McGuire-Dix-Lakehurst Organizational Profile

Summary of Key Total Force Personnel Demographics, as of July, 2016:  
(From JB MDL Business Office Report, June 2016)

1. **Total 42,798 ALL SERVICES** including AD, Reserve (AD/FT and Traditional), Civilians, Contractors, Dependents, Prisoners and Students.

*Subcategories:*

AD: **5,613**

Reserve (AD): **996**

Reserve (Traditional): **7,171**

Dependents: **7,158**

Civilians: **6,361**

Contractors: **1,879**

Prisoners: **4,734**

Students: **8,886**

Note: Additional detail by category can be found in Annex 1. Though the data in Annex 1 is the most recent available, most statistics are out of date.

2. JB MDL helping agency representatives believe some of the totals in the list above are low, and that the population being served by the helping agencies is larger than these statistics indicate.
3. In addition,
  - a. 60,000+ retirees live within a 50-mile radius of JB MDL, and receive (or are eligible to receive) services from JB MDL helping agencies.
  - b. Approximately half a million Army personnel visit JB MDL for training each year, and they (together with visiting personnel from other Service branches), are able to request services from JB MDL helping agencies.

## **Additional Factors Affecting the JB MDL Community**

- Joint Base MDL hosts over 80 mission partners and 40 mission commanders, providing a wide range of combat capabilities. More than 42,000 Airmen, Soldiers, Sailors, Marines, Coast Guardsmen, civilians and their family members are directly affiliated with and served by the base. Because of this diverse Total Force structure, support programs and services must be accessible and appropriate to all whenever possible.
- Progress in developing joint services is taking place as teams such as the IDS include cross-Service leadership and helping agency staff, and strive to share knowledge and resources to support their collaborative mission and customers. However, the Joint Base structure has created challenges related to communication, systems integration, and service delivery. For example, different funding streams and resource protocols between military branches can create barriers to the support of shared services.
- Accurate data on the demographics of the diverse Joint Base population does not exist due to the Joint Base structure. It is generally believed that the population being supported is much larger than is being resourced. Near term action to provide more accurate population statistics is a priority to enable proper funding of support services.
- OPSTEMPO is high in some units. As troop numbers decrease, “mission fatigue” has added to the challenge of personal and family readiness and resiliency.
- The surrounding region has one of the largest Guard and Reserve populations in the nation, and members seek services at JB MDL.
- The large Guard and Reserve population assigned to the Joint Base lives an extended, indefinite, temporary lifestyle that creates challenges for both maintaining ties to their home community and integrating into the local military community.
- The Joint Base has a proportionally large population of children of all ages. This creates a significant demand for Child and Youth services and other services for parents and children.
- The Joint Base also supports a significant population of single Service members.
- High cost of living creates stress for JB MDL military and civilian members and their families. Most families and young singles need at least one vehicle.
- A large retiree population (60,000+) lives within 50 miles of the base, and draws upon its services.
- McGuire, Dix, Lakehurst represent distinct but intermingled communities. Some agencies serve all of these communities, and some serve only one.
- The on-base community is isolated from shopping and entertainment areas that would be

of interest to some Active Duty members and their families.

- Activities for teens and young adults are limited in the area surrounding the base.
- Many individuals leave the local area during weekends, holidays, and other off-duty times to visit family and enjoy nearby cities and other attractions.
- Although many leave the base on weekends, others arrive for weekend drills. This means Joint Base services must be available seven days a week.
- A number of those affiliated with the base live in communities outside the gate, and seek services there. Many of these people live a fair distance from the base, resulting in extended commute times. It can be difficult to attract people to return for services and programs outside normal duty hours.
- Overall, on-base and off-base communities face different challenges, and are not homogeneous for community-building purposes.
- Current and impending DoD manning and budget cuts are increasing workloads and stress for the leaner force that remains. As an Air Force lead base, services are challenged to support the needs of all, and are generally not funded to provide support to members and families from other Services. Budget levels are also impacting service availability for the JB MDL community. Closure of outlying facilities due to resource constraints means that an increasing number of community members are without convenient access to service.

## Participants in the June 2016 Joint Base McGuire-Dix-Lakehurst IDS CAP Conference

JASON D. BARRETT, RANK?, USAF  
621st Air Mobility Advisory Group  
Contingency Response Wing

JILL BARRETT  
Director of Psychological Health  
108th Wing, Air National Guard

CHRISTA BRADY  
Health Promotion Manager  
87th AMDS/SGPZ

TARA DICK  
Family Advocacy Intervention Specialist  
87th MDOS/SGOW

MICHAEL W. ENGLISH, SMSGT, USAF  
LEAD MRT, 305th Operations Support  
Squadron  
305<sup>th</sup> AMW

LAURI GARRETT, TSGT, USAF  
Lead MRT, 87 Communications Squadron  
87th ABW

SHIREE D. HOLDER, TSGT, USAF  
Lead MRT, 818 Mobility Support Advisory  
Squadron  
621<sup>st</sup> Contingency Response Wing

DENISE HORTON, Ph.D.  
Army Substance Abuse Program  
Army Support Activity - Dix

MARY KIERSTEAD  
Sexual Assault Response Coordinator  
87th ABW

PEG KINSELL  
Director, Project 360  
Unit?  
Wing?

BETTIE KUZMICK  
Military & Family Support Center  
87th FSS/FSFR

DAVID LAGROW  
Equal Opportunity Director  
87th ABW/EO

MARK MCKELLEN, RANK?, USAF  
Deputy Joint Base Chaplain  
87th ABW/HC

SUE MULLEN  
Military Family Life Consultant

KRISTIN OTT  
Family Readiness Officer  
Marine Aircraft Group 49

JUDITH PATES  
Airman & Family Readiness Director  
514th FSS/FSFR

LEONA RADER  
Acting Chief, Military Family Support  
Services Flight  
87th FSS

DOUG RIDGEWAY  
108th AFR PO  
108th Wing, Air National Guard

ERIN RILEY  
Health Promotion Dietitian  
87th AMDS/SGPZ

MATT SCHMITT, CAPT, USAF  
Clinical Psychologist, Mental Health  
87th MDOS/SGOW



BOBBIE SEIDEL  
W/L Lead, Military & Family Support  
Center  
87th FSS/FSFR

BETH T. SUCKIEL, FRSA, US ARMY  
77<sup>th</sup> Sustainment Brigade

MICHAEL E. TAYLOR  
Family Advocacy Program  
87th MDOS/SGOW

LISA WILLIAMS  
Community Support Coordinator  
87th ABW/CSC

JOYCE WILSON, FRSA, US ARMY  
ECAB  
244<sup>th</sup> Aviation Brigade

IRAINA WITHERSPOON  
Victim Advocate, US Army  
174<sup>th</sup> Inf BDE

## **2016 Joint Base McGuire-Dix-Lakehurst Community Action Plan Signature Block**

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LISA P. WILLIAMS, CIV, USAF  
IDS Chair/CAIB Executive Directore

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FREDERICK D. THAYDEN, Colonel, USAF  
Commander

## Annex 1: Additional Demographic and Organizational Profile Detail for JB MDL

As of January 1, 2014, unless otherwise indicated:

<b>Military assigned (by age):</b>	<b>Army Active Duty</b>	<b>Army Resrv</b>	<b>Air Force Active Duty</b>	<b>Air Force Resrv</b>	<b>Marines Active Duty</b>	<b>Marines Reserves</b>	<b>Navy Active Duty</b>	<b>Navy Resrv</b>	<b>Total</b>
17 - 20 yrs	0	NA	NA	NA	NA	NA	NA	NA	0
21 - 24 yrs	1	NA	NA	NA	NA	NA	NA	NA	1
25 - 30 yrs	107	NA	NA	NA	NA	NA	NA	NA	107
31 – 40 yrs	340	NA	NA	NA	NA	NA	NA	NA	340
41+ yrs	197	NA	NA	NA	NA	NA	NA	NA	197
<i>Total</i>	645	528	4908	619	329	84	129	223	JBMDL *Active Duty 5,618 *Reserve AD/FT 1,370 *Reserve (traditional) 7, 845
<b>Military assigned (by pay grade):</b>									
E1-E4	7	NA	2487	NA	NA	NA	NA	NA	2494
E5-E6	111		1478						1589
E7-E9	355		201						556
01-03	106		593						699
04-06	66		149						215
<i>Total</i>	645	0	4908	NA	NA	NA	0	NA	5553
<b>Total Coast Guard affiliated with base</b>	Coast Guard assigned: 38 Active, 27 Reserve (Traditional), 3 civilians (as of 2015)								
<b>Total National Guard assigned to base</b>	*National Guard Assigned: 10 Active, 347 Reserve (Active), 1393 Reserve (Traditional), 373 civilians, 41 contractors, 111 students (as of 2015)								
<b>Civilian</b>									6,711
<b>NAF</b>									Included above
<b>Contractor</b>									1,470
<b>Students/Mobilization</b>									4,841

<b>Other Supported Groups (Dependents, Tenants, &amp; Non-DOD Training)</b>									5,378
<b>Total of All Personnel</b>									36,343
<b>Status of Military</b>									
Single (no dependents under 23 yrs.)	85	NA	2151	NA	NA	NA	NA	NA	2236
Single w/dependents	61	NA	148	NA	NA	NA	NA	NA	209
Married (not military to military)	479	NA	2594	NA	NA	NA	NA	NA	3073
Military married to military	20	NA	666	NA	NA	NA	NA	NA	686
<i>Total</i>	645	NA	*4908	NA	NA	NA	NA	NA	645
<b>Children:</b>									
0 – 5 yrs	Note: No breakout by branch of service								1,250
6 - 12 yrs									1,437
13 - 18 yrs									744
Other									9
<i>Total</i>									3,440
<b>Retiree population (enrolled in DEERS)</b>	60,000 retirees within 50 mile radius JB MDL								.
<b>Housing:</b>									
Number of personnel in dormitories	0	0	539	0	42	0	48		629
Number of enlisted personnel in on base housing	326	❖	1334	❖	122	❖	177	❖	1880
Number of enlisted personnel in off base housing	❖	❖	❖	❖	❖	❖	❖	❖	0

Number of officers in on base housing	85	❖	184	❖	11	❖	17	❖	289
Number of officers in off base housing	❖	❖	❖	❖	❖	❖	❖	❖	0
<i>Total</i>	401		2057		170		170		2798
<b>Average commuting time from off base housing (one way/minutes )</b>	Average Commute time 20 min-Lakehurst 30 min-McGuire & Dix								
<b>Unemployment rate in the local civilian community</b>	4.4% (as of May 2016, for Burlington County, New Jersey)								

Sources:

1. Business Office information from 2013 and 2015.
2. AD/Army-reported by Dix Army Personnel Office
3. Housing-reported by Base Housing Office
4. Children-reported by Child & Youth Service and School Liaison Office
5. Unemployment rate: US Dept of Labor, Bureau of Labor Statistics